



Northwestern  
Michigan  
College

# Board of Trustees

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

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

## Meeting Agenda

Monday, January 27, 2020  
at Hagerty Center, Room C, 715 East Front St

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](http://nmc.edu) Board of Trustees website.)

- E. Faculty Report—“Up, Up and Away: A Big Picture View of Education”—*Steve Rice, Business Instructor*
- F. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- G. Financial Report—*Vicki Cook, Vice President of Finance and Administration*
- H. Foundation Report—*Rebecca Teahen, Associate Vice President for Resource Development and Executive Director of Foundation*
- I. PRMC Report—*Diana Fairbanks, Executive Director of Public Relations, Marketing, and Communications*
- J. Presidential Performance and Compensation Committee—*Chris Bott, Committee Chair*
- K. Building and Site Committee—*Ross Childs, Committee Chair*
- L. Legislative Issues Report—*Nick Nissley, President*

### III. PUBLIC INPUT

Request forms for public input are available at the meeting location. Each person wishing to address the Board during public comment must be present and shall provide their name, address, city, phone, and issue to be addressed on a form provided prior to the meeting. The topic addressed should be related to business within the jurisdiction of the Board. Forms should be given to the Board Chair prior to the call for order. Comments will be limited to (3) three minutes in length per speaker. The Board will take public remarks into consideration, but will not comment at time of input.

### IV. UPDATES

- M. President’s Update—*Nick Nissley, President*
- N. Board Chair Update—*Chris Bott, Chair*



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### V. DISCUSSION ITEMS

O. DDA TIF 97 Extension Plan—*Documents provided by Trustee Kennard Weaver*

### 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 December 16, 2019, regular meeting
- Q. Minutes of the January 17, 2020, special study session and closed session

### VII. ACTION ITEMS

R. **East Hall Windows** (Pursuant to Policy A-106.00 Finance)

Recommend authorization for administration to enter into a contract with Grand Traverse Construction in the amount of \$891,000 (plus \$13,365 contingency) to demolish the old windows and install new windows in the East Hall Residence building to be funded by the FY20 Auxiliary Housing Reserves.

S. **Generator for Emergency Lighting at Great Lakes Campus** (Pursuant to Policy A-106.00 Finance)

Recommend authorization for administration to enter into a contract with Cummins Sales and Service to provide an emergency generator for \$16,799 and with Shoreline Power Services to install an emergency generator for \$18,900 for a grand total of \$35,699 to be funded by the FY20 Plant Fund.

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

Recommend adoption of the following amended Board Policies on a second-reading basis:

- New Policy A-001.00 College Policy Organization
- New Policy D-501.01 Denno's Museum Code of Ethics
- New Policy D-504.05 Denno's Museum Collections Management Policy
- Policy A-103.00 Board of Trustees Committees with no changes after review
- Amended Policy A-105.00 Consent Agenda Items
- Amended Policy A-106.00 Items for Specific Board Approval
- Amended Policy D-700.01 Political Activities

### 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.

Posted Friday, January 24, 2020, 12:00 p.m.



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### IX. ADJOURNMENT

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

*All board meetings are open to the public.*

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



**Northwestern  
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**MEMO**  
**Enrollment Services**

To: Dr. Nick Nissley, President  
 From: Todd Neibauer, VP for Student Services & Technologies  
 Date: January 21, 2020  
 Subject: Enrollment Update – Spring Semester 2020

### **SUMMARY**

The Spring 2020 semester started January 10, 2020. The Official Count Day (January 21, 2020) Enrollment Report confirmed a 3.8% decrease in contact hours which was greater than our budgeted projection of -2.7%. The overall headcount is down 4% over last spring to 3,352.

High school enrollment types rose by 19 students over last spring and accounts for 16.2% of overall headcount. Enrollment of students 20 years of age and younger (52.5% of overall enrollment) was down by nine students while enrollment of students 21 and older was down 128, continuing a trend of greater declines among older students.

### **Spring 2020 – ENROLLMENT REPORT**

[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**

<b>Community College</b>	<b>Semester</b>	<b>% change in credit hours</b>	<b>% change in headcount</b>	<b>Total credit hours</b>	<b>Total headcount</b>
<b>Alpena</b>	Winter 2019	-0.9	5	13,314	1,446
<b>Delta</b>	Winter 2020	-4	-4.2	64,041	7,323
<b>Glen Oaks</b>	Winter 2020	3.1	1	9,496	1,060
<b>Gogebic</b>	Winter 2020	-8.9	-4.2	8,868	884
<b>Grand Rapids</b>	Winter 2020	-1.2	-1.3	99,163	12,065
<b>Henry Ford</b>	Winter 2020	3.1	2.9	112,649	12,885
<b>Jackson</b>	Winter 2020	0.5	0	42,575	4,834
<b>Kalamazoo Valley</b>	Winter 2020	-4.8	-4.6	59,296	7,193
<b>Kellogg</b>	Winter 2020	-2	0.3	24,825	3,304
<b>Kirtland</b>	Winter 2020	-1	-2.9	11,221	1,319
<b>Lake Michigan</b>	Winter 2020	-4.6	-0.3	23,121	2,781
<b>Lansing</b>	Winter 2020	-1.1	-3	99,497	10,934
<b>Macomb</b>	Winter 2020	-2.2	-3.4	158,423	18,208
<b>Mid Michigan</b>	Winter 2020	0.8	-0.3	30,162	3,575
<b>Monroe County</b>	Winter 2020	-13.8	-13.7	19,526	2,474
<b>Montcalm</b>	Winter 2020	-9.1	-7.8	10,971	1,470
<b>Mott</b>	Winter 2020	3.9	3.6	52,642	5,967
<b>Muskegon</b>	Winter 2020	-4.1	-3.7	33,270	3,815
<b>North Central Michigan</b>	Winter 2020	-3.2	2.6	14,405	2,081
<b>Northwestern Michigan</b>	Winter 2020	-4	-3.9	30,302	3,352
<b>Oakland</b>	Winter 2020	1.1	1.1	119,810	14,793
<b>Schoolcraft</b>	Winter 2020	-0.7	-1.3	80,936	9,080
<b>Southwestern Michigan College</b>	Winter 2020	2.6	-0.4	18,311	1,879
<b>St. Clair County</b>	Winter 2020	0.9	0	31,451	3,444
<b>West Shore</b>	Winter 2020	14.1	11.2	9,539	1,085

*\*Not all schools had reported their enrollment at the time this report was created on January 21, 2020*

**SUMMER 2020**

Summer enrollment began in October. New students needing orientation before registering can attend an April or May session.

*(Current admissions numbers as of January 21, 2020 and same day comparisons.)*

	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Admission Applications</b>	225	234	188	230
<b>Admits</b>	112	119	108	138
<b>Admits Registered</b>	24	19	16	27
<b>Prior Admits Registered</b>	9	7	5	6
<b>Retained from Spring</b>	420	489	392	431
<b>Re-Admitted Students</b>	46	64	47	37
<b>Average Credit Hours</b>	5.48	5.55	5.58	5.41
<b>Total Headcount</b>	499	579	460	501
<b>Total Contact Hours</b>	2,948	3,448	2,774	3,029
<b>Tuition</b>	465,212	683,941	481,647	550,971

**Fall 2020**

*(Current admissions numbers as of January 21, 2020 and same day comparisons.)*

	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>
<b>Inquiries</b>	2,671	3,223	2,344	2,048
<b>Admission Applications</b>	1,668	1,722	1,713	1,522
<b>Admits</b>	826	947	938	943

\* 2018 has carry over from the previous year for inquiries.



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**MEMO**  
*Administrative Services*

**To:** Dr. Nick Nissley, President  
**From:** Vicki Cook, Vice President of Finance and Administration  
**Date:** January 27, 2020  
**Subject:** Summary Report for the General Fund as of December 31, 2019

The attached reports summarize the financial results for the General Fund as of December 31, 2019. The sixth month represents 50% of the year.

**Month End Results**

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

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

The general fund ended the month with revenue over expenses in the amount of \$2,770,368. Revenue decreased by 4% when comparing December 2019 to December 2018 due to decreases in tuition and fees, timing of GLMA federal funding and a reduction in training revenue. The shortfall should be covered through reduced expenses. Expenses decreased by 5% when comparing December 2019 to December 2018.

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

- A. Tuition and Fees revenue: Tuition and fees represent a 5% decrease from those of December 2018. The decrease is due, in part, to the transition of Training Services to MMTC and decreased enrollment. For Fall 2019, the budget was set at 38,999 billing hours for budgeted revenue of \$7,372,314. Actual billing hours are at 38,155 hours for a total tuition revenue of \$7,145,650. Fall 2019 revenue is below budget by \$226,664. The shortfall should be absorbed by reduction in expenses and state appropriations slightly higher than budget.
- B. Property Taxes: Tax revenue is recorded as payments are received. The overall increase for the fiscal year is expected to be 3.6% over the previous fiscal year.
- C. State Sources include budget appropriations, personal property tax payments and MPSERS retirement payments. State appropriations payments began in October.
- D. Federal Sources, which consist primarily of the MARAD grants and MARAD fuel payment. These funds are to be used directly for the Maritime program.
- E. Actual year-to-date investment income recorded for fiscal year 2020 reflects interest income only.
- F. Both Private Sources and Other Sources are timing and event dependent.

**Expenses**

- G. Salaries and benefits are under budget due, in part, to Training Services transition to MMTC.
- H. Expenses are equal to or under budget at this time with the exception of internal expenses, which increased due to summer events.
- I. Capital Outlay reflects expenditures budgeted through the allocation of COAT dollars, BBQ funds, Maritime and Culinary Capital fund.



# Northwestern Michigan College

## Unaudited



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

### Summary Report for General Fund Accounts Fiscal Year 2020, Period 06

Funds	Accounts	2019-2020 Adjusted Budget	YTD Activity	% of Annual Budget	
<b>TOTAL GENERAL FUND</b>					
<b>50</b>	<b>Revenues</b>				
	Tuition and Fees	23,578,426	12,408,342	52.63%	A
	Property Taxes	11,150,536	5,034,530	45.15%	B
	Other Local	<u>0</u>	<u>0</u>	*	
	Local Sources	34,728,962	17,442,872	50.23%	
	State Sources	9,895,989	3,547,100	35.84%	C
	Federal Sources	734,339	542,795	73.92%	D
	Private Sources	549,000	138,263	25.18%	F
	Investment Income	274,000	198,086	72.29%	E
	Other Sources	<u>441,250</u>	<u>278,913</u>	63.21%	F
	<b>Total Revenues</b>	<b>46,623,540</b>	<b>22,148,029</b>	<b>47.50%</b>	
<b>60</b>	<b>Labor</b>				
	Salaries & Wages	22,293,246	9,804,598	43.98%	G
	Benefits	<u>9,444,229</u>	<u>4,116,136</u>	43.58%	G
	<b>Total Labor</b>	<b>31,737,475</b>	<b>13,920,734</b>	<b>43.86%</b>	
<b>70</b>	<b>Expenses</b>				
	Purchased Services	2,655,276	1,062,478	40.01%	H
	Supplies & Materials	3,224,916	1,411,831	43.78%	H
	Internal Services	89,920	75,560	84.03%	H
	Other Expenses	1,766,851	732,029	41.43%	H
	Institutional Expenses	1,801,213	714,213	39.65%	H
	Maintenance & Renovation	1,740,392	808,899	46.48%	H
	Prof Develop, Travel & Events	653,622	326,521	49.96%	H
	Capital Outlay	<u>270,000</u>	<u>123,038</u>	45.57%	I
	<b>Total Expenses</b>	<b>12,202,190</b>	<b>5,254,568</b>	<b>43.06%</b>	
	<b>Total Expenditures</b>	<b>43,939,665</b>	<b>19,175,303</b>	<b>43.64%</b>	
<b>80</b>	<b>Transfers</b>				
	Transfers	2,683,875	202,358	7.54%	
	<b>Total Transfers</b>	<b><u>2,683,875</u></b>	<b><u>202,358</u></b>	<b>7.54%</b>	
	<b>Total Expenditures and Transfers</b>	<b>46,623,540</b>	<b>19,377,661</b>	<b>41.56%</b>	
	<b>Net Revenues over (under) Expenditures</b>	<b>0</b>	<b>2,770,368</b>		



**Northwestern Michigan College  
Comparison - Fiscal Year to Date  
General Fund  
December 2019 vs. December 2018**

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

	YTD 12/31/2019	YTD 12/31/2018	\$ Diff	% Diff	Comments
<b>Revenue</b>					
Local Sources:					
Tuition & Fees	\$ 12,408,342	\$ 13,078,538	\$ (670,196)	-5%	Decrease is due primarily to loss of Training Services revenue in FY20 with transition to MMTC (PY thru Dec was \$289k), lower than planned Fall enrollment (174k under budget / 208k less than FY19), and lower flight fees in FY20
Property Taxes	5,034,530	5,384,453	(349,923)	-6%	Timing of property tax collections
<b>Total Local Sources</b>	<b>17,442,872</b>	<b>18,462,991</b>	<b>(1,020,119)</b>	<b>-6%</b>	
State Sources	3,469,149	3,208,466	260,683	8%	Reflects the College's 2% increase in general appropriations. Also, in FY20, MPERS cost offset receipts (under sections 147a and 147e) are being recognized in the general fund during the year (whereas in FY19, these were moved to general fund at year-end only).
State PPT Reimbursement	77,951	83,768	(5,817)	-7%	The State funding formula resulted in slightly lower PPT reimbursement for FY20 as expected
Federal Sources	542,795	868,479	(325,684)	-38%	GLMA received additional appropriations from MARAD for vessel operation along with \$155,000 in Heritage Act funds in FY19
Private Sources	138,263	136,053	2,210	2%	Consistent with prior year
Investment Income	198,086	139,673	58,413	42%	Actual interest recognized in FY20 vs estimate in FY19
Other Sources	278,913	223,818	55,095	25%	New revenue from Marine Technology Center; partially offset by lower administrative fees received from NJTP in FY20 (due to transition of Training Services to MMTC)
<b>Total Revenue</b>	<b>22,148,029</b>	<b>23,123,248</b>	<b>(975,219)</b>	<b>-4%</b>	
<b>Expenses</b>					
Salaries and Wages	9,804,598	10,141,420	(336,822)	-3%	Lower salaries in FY20 due to transition of training services to MMTC
Benefits	4,116,136	4,110,418	5,718	0%	Consistent with prior year
Purchased Services	1,062,478	1,204,554	(142,076)	-12%	No training services independent contractors in FY20 due to transition to MMTC (\$54K thru Dec FY19). In addition, there were extra security expenses in FY19 for the GLMA ship during pier project and timing of purchased services needed for campus services and facilities in FY20
Supplies & Materials	1,411,831	1,567,760	(155,929)	-10%	Decrease is driven by timing of fuel purchases for GLMA and Aviation
Internal Services	75,560	39,256	36,304	92%	Primarily driven by internal services provided by auxiliary services in FY20 including a water studies/surgical tech event and North Hall accommodations for aviation students
Other Expenses	732,029	743,080	(11,051)	-1%	Consistent with prior year
Institutional Expenses	714,213	689,374	24,839	4%	Timing of invoices and increase in insurance expenses for aviation department
Maintenance & Renovation	808,899	741,425	67,474	9%	Increase is driven by timing of facilities/maintenance expenses
Professional Development	326,521	321,269	5,252	2%	Consistent with prior year
Capital Outlay	123,038	569,956	(446,918)	3680%	Timing of COAT purchases and prior year includes the GLMA harbor project
<b>Total Expenses</b>	<b>19,175,303</b>	<b>20,128,512</b>	<b>(953,209)</b>	<b>-5%</b>	
<b>Transfers</b>	<b>202,358</b>	<b>221,213</b>	<b>(18,855)</b>	<b>-9%</b>	Aviation flight hours transfer
<b>Total Expenses &amp; Transfers</b>	<b>19,377,661</b>	<b>20,349,725</b>	<b>(972,064)</b>	<b>-5%</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 2,770,368</b>	<b>\$ 2,773,523</b>	<b>\$ (3,155)</b>	<b>0%</b>	



**Northwestern Michigan College  
Comparison - Month Over Month  
General Fund  
December 2019 vs. November 2019**

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

	YTD 12/31/2019	YTD 11/30/2019	Dec 19 Activity	Nov 19 Activity	Comments
<b>Revenue</b>					
Local Sources:					
Tuition & Fees	\$ 12,408,342	\$ 11,207,891	\$ 1,200,451	\$ 2,156,170	November had 4 weeks of fall tuition while December only had 2 weeks
Property Taxes	5,034,530	4,969,597	64,933	207,866	Timing of fall/winter tax collections
<b>Total Local Sources</b>	<b>17,442,872</b>	<b>16,177,488</b>	<b>1,265,384</b>	<b>2,364,036</b>	
State Sources	3,469,149	2,336,737	1,132,412	1,231,785	Section 147a/e cost reimbursements and LCSA distribution received in November
State PPT Reimbursement	77,951	77,951	-	77,951	State PPT reimb received in Nov 2019; 2nd payment expected in May 2020
Federal Sources	542,795	463,595	79,200	142,100	Timing of MARAD payments received
Private Sources	138,263	136,163	2,100	-	Student Government Awards issued in December
Investment Income	198,086	196,670	1,416	6,715	Higher interest and dividend activity from investments in November
Other Sources	278,913	201,047	77,866	58,574	Increased Marine Tech Center revenues
<b>Total Revenue</b>	<b>22,148,029</b>	<b>19,589,651</b>	<b>2,558,378</b>	<b>3,881,161</b>	
<b>Expenses</b>					
Salaries and Wages	9,804,598	8,071,975	1,732,623	1,726,988	Consistent with prior month
Benefits	4,116,136	3,365,192	750,944	723,007	Consistent with prior month; slight variances in line items
Purchased Services	1,062,478	889,790	172,688	173,870	Consistent with prior month
Supplies & Materials	1,411,831	1,183,971	227,860	251,393	Primarily driven by timing of printing and student fee related expenses (higher in December); partially offset by lower aviation fuel expenses in Nov
Internal Services	75,560	63,356	12,204	7,387	More internal transfer fees recognized in December for NMC Holiday party and the timing of internal invoicing for the Fall NMC Music concerts
Other Expenses	732,029	610,923	121,106	128,630	Primarily driven by lower Native Tuition waivers in December; partially offset by higher non-professional development expenses in December
Institutional Expenses	714,213	566,013	148,200	154,606	Timing of invoice payments and fluctuations in snow removal needs
Maintenance & Renovation	808,899	685,823	123,076	109,240	Primarily due to higher expenses related to facilities and grounds maintenance in December
Professional Development	326,521	256,899	69,622	43,287	Higher professional dev. expenses in December and timing of membership fee renewals
Capital Outlay	123,038	101,232	21,806	56,302	MacAllister Rentals \$14,100 (lift), Alchemy Arts LLC \$7,305 (aviation statue); Amazon \$401 (part of fluid power capital project)
<b>Total Expenses</b>	<b>19,175,303</b>	<b>15,795,174</b>	<b>3,380,129</b>	<b>3,374,710</b>	
<b>Transfers</b>	<b>202,358</b>	<b>121,066</b>	<b>81,292</b>	-	Aviation flight hours transfer in December
<b>Total Expenses &amp; Transfers</b>	<b>19,377,661</b>	<b>15,916,240</b>	<b>3,461,421</b>	<b>3,374,710</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 2,770,368</b>	<b>\$ 3,673,411</b>	<b>\$ (903,043)</b>	<b>\$ 506,451</b>	



**Northwestern Michigan College**  
**Income Statement Projections - General Fund**  
**For the Year Ended June 30, 2020**  
**As of 1/13/20**

**INTERIM**

This statement does not reflect  
year-end results.

	<b>FY 19 Actual</b>	<b>FY 20 Budget</b>	<b>YTD 1/13/2020</b>	<b>FY 20 Projected</b>	<b>Difference vs. Budget</b>	<b>Comments</b>
<b>Revenue</b>						
Local Sources:						
Tuition & Fees	\$ 23,529,686	\$ 23,578,426	\$ 12,586,236	\$ 22,682,822	(895,604)	No Training Services revenue (\$572k budget); lower than planned Marine Center (\$150k under budget) and UAS training revenue (\$50k under budget). Remaining decrease attributed to lower than planned Fall and Spring enrollment.
Property Taxes	10,685,705	11,150,536	5,060,340	11,150,536	-	Expected to be comparable to budget
Total Local Sources	34,215,391	34,728,962	17,646,576	33,833,358	(895,604)	
State Sources	10,003,428	9,795,989	3,469,149	10,126,601	330,612	Increase due to add'l MPERS receipts that offset MPERS pension expense
State Property Tax Reimbursement	165,956	100,000	77,951	152,951	52,951	Higher than expected PPT payments from Local Community Stabilization Authority
Federal Sources	1,815,514	734,339	542,795	1,316,495	582,156	GLMA expected to receive \$1M in appropriations in addition to fuel reimbursement. Additional \$195k is expected from Heritage Act
Private Sources	567,361	549,000	138,263	724,548	175,548	Large grants from Consumer's Energy and Lee Gardner Foundation were unplanned
Dividend and Interest Income	384,491	274,000	198,086	388,091	114,091	Favorable interest rates
Unrealized Gain/(Loss) on Investments	406,758	-	-	-	-	Not projected in Jan due to market volatility; will continue to monitor
Other Sources	571,429	441,250	291,511	564,020	122,770	New MMTC access and office fees, higher food and rental sales than planned
<b>Total Revenue</b>	<b>48,130,329</b>	<b>46,623,540</b>	<b>22,364,331</b>	<b>47,106,064</b>	<b>482,524</b>	
<b>Expenses</b>						
Salaries and Wages	21,701,410	22,293,246	10,524,344	22,291,283	(1,963)	Comparable to budget
Benefits	9,336,066	9,444,229	4,715,421	9,315,000	(129,229)	Health claims are trending lower than budgeted
Purchased Services	2,537,324	2,655,276	1,149,583	2,623,114	(32,162)	Savings in new facilities contract with Sodexo and savings in legal fees
Supplies & Materials	3,251,184	3,224,916	1,468,954	3,320,862	95,946	Aviation fuel costs higher than budget, offset by savings in office supplies
Internal Services	83,954	89,920	79,548	83,954	(5,966)	Decrease in joint offerings offset in part by increase of fitness fee transfer
Other Expenses	1,597,838	1,766,851	756,429	1,720,819	(46,032)	Native American Tuition Waiver lower than planned
Institutional Expenses	1,621,241	1,801,213	782,614	1,721,241	(79,972)	Savings in heating costs
Maintenance & Renovation	1,554,197	1,740,392	852,180	1,704,360	(36,032)	Comparable to budget
Professional Development	713,810	653,622	329,488	691,417	37,795	More conferences and events
Capital Outlay	696,140	270,000	123,038	379,016	109,016	Gifts from Lee Gardner and Consumer's Energy will be used to purchase GF equipment
<b>Total Expenses</b>	<b>43,093,164</b>	<b>43,939,665</b>	<b>20,781,600</b>	<b>43,851,065</b>	<b>(88,600)</b>	
<b>Transfers</b>						
Plant Fund - General Maintenance	1,609,643	1,019,740	-	1,019,740	-	
Plant Fund - New Construction	800,000	500,000	-	500,000	-	
Plant Fund - Technology Maintenance	500,000	500,000	-	500,000	-	
Plant Fund - Facility Fee for Maintenance	40,000	40,000	-	40,000	-	
Plant Fund - Aviation Capital Fund	444,394	340,000	202,358	404,716	64,716	Based on revenue; calculated using tachometer hours
Plant Fund - EES Transfer for Elevate	24,550	-	-	-	-	
Bd Designated - Strategic Projects	400,000	250,000	-	250,000	-	
Bd Designated - Funds for Transformation	50,000	50,000	-	50,000	-	
Bd Designated - MPERS Liability Fund	95,800	-	-	-	-	
Bd Designated - Wellness Initiatives	-	(115,865)	-	(115,865)	-	
Program Specific	(4,202)	100,000	(2,974)	525,000	425,000	MARAD appropriations and Heritage Act funds are reserved for the GLMA program
<b>Total Transfers</b>	<b>3,960,185</b>	<b>2,683,875</b>	<b>199,384</b>	<b>3,173,591</b>	<b>489,716</b>	
<b>Total Expenses &amp; Transfers</b>	<b>47,053,349</b>	<b>46,623,540</b>	<b>20,980,983</b>	<b>47,024,656</b>	<b>401,116</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 1,076,980</b>	<b>\$ -</b>	<b>\$ 1,383,348</b>	<b>\$ 81,408</b>	<b>\$ 81,408</b>	

**Northwestern Michigan College**  
**Statement of Net Position**  
**General Fund**  
**December 31, 2019**



	<b>As of December 31,</b>	
	<b>2019</b>	<b>2018</b>
<b>Assets</b>		
<b>Current assets</b>		
Cash and cash equivalents	\$ 5,963,980	\$ 6,250,395 <sup>A</sup>
Accounts receivable, net	9,207,801	8,408,322
Prepaid expenses and other current assets	683,433	679,593
<b>Total current assets</b>	<b>15,855,214</b>	<b>15,338,310</b>
<b>Noncurrent assets</b>		
Long-term investments	4,520,502	4,267,768 <sup>A</sup>
<b>Total assets</b>	<b>\$ 20,375,716</b>	<b>\$ 19,606,078</b>
<b>Liabilities</b>		
<b>Current liabilities</b>		
Accounts payable	\$ -	\$ -
Accrued payroll	2,060,571	2,174,827
Unearned revenue	8,416,053	8,614,184
<b>Total current liabilities</b>	<b>10,476,624</b>	<b>10,789,011</b>
<b>Noncurrent liabilities</b>		
Voluntary separation plan	\$ 314,347	\$ 306,147
<b>Total noncurrent liabilities</b>	<b>314,347</b>	<b>306,147</b>
<b>Total liabilities</b>	<b>\$ 10,790,971</b>	<b>\$ 11,095,158</b>
<b>Net position</b>		
Net position, beginning of year	\$ 6,814,377	\$ 5,737,397
Change in net position	2,770,368	2,773,523
<b>Total net position</b>	<b>9,584,745</b>	<b>8,510,920</b>
<b>Total liabilities and net position</b>	<b>\$ 20,375,716</b>	<b>\$ 19,606,078</b>

**Notes:**

<sup>A</sup> - Cash and investments balances fluctuate due to timing of investment purchases and sales.



Northwestern  
Michigan  
College

**MEMO**  
*Administrative Services*

**To:** Vicki Cook, VP Finance and Administration  
**From:** Troy Kierczynski, Controller  
**Date:** January 21, 2020  
**Subject:** Realized and Unrealized Investment Gains & Losses for the Quarter Ended December 31, 2019

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

The College invests in agency bonds, corporate commercial paper, and certificates of deposit. The majority of its portfolio rests in long-term agency bonds with Federal National Mortgage Association (Fannie Mae), Federal Home Loan Mortgage Corporation (Freddie Mac), and Federal Home Loan Banks. Some of its bonds carry a fixed interest rate, while others are variable step-rate securities, i.e. the interest rates escalate or “step-up” in predetermined increments over the lives of the bonds. The College generally holds its bonds until maturity unless the issuer calls the bonds. The College would rarely sell an instrument to lock in a gain. A gain on a bond reflects declining market interest rates, meaning lower future returns if reinvesting the money.

The College’s investments are reported on the statement of net position at fair value. Realized and unrealized gains, along with dividends and interest, are reflected in aggregate as net investment income in the College’s statement of revenue, expenses, and changes in net position. The College recognized the following investment activity (general fund only):

**Investment Income - General Fund Only**

*For the periods ending:*

	<b>June 30, 2018</b>	<b>June 30, 2019</b>	<b>December 31, 2019</b>
Realized gains (losses)	\$ -	\$ -	\$ 3,600
Unrealized gains (losses)	(254,951)	406,758	(14,905)
Dividends and interest	271,880	384,491	194,486
<b>Investment income, net</b>	<b>16,929</b>	<b>791,249</b>	<b>183,181</b>

The unrealized losses in FY18 and FY20 reflect periods of rising interest rates. The unrealized gain in FY19 reflects a period of declining interest rates stemming from Federal Reserve rate cuts. While the Federal Open Market Committee (FOMC) made three expected rate cuts in calendar year 2019, they don’t foresee any movement in 2020. Since the College holds its bonds until maturity, unrealized gains and losses do not impact the College’s investment income in the long-term. The College had no realized gains (no bonds called or sold) in fiscal years 2018 and 2019. The realized gain in FY20 is the result of an issuer calling a step-rate bond in September 2019.

Northwestern Michigan College  
Investments Held  
December 31, 2019

Financial Institution	CUSIP	Security Issuer	Abbr.	Security Type	Maturity	Coupon or Interest Rate	Cost
Chemical Bank	n/a	Chemical Bank	n/a	Certificate of Deposit	5/3/2020	2.500%	\$ 257,010
Huntington Bank	n/a	Huntington Bank	n/a	Certificate of Deposit	4/1/2020	2.100%	\$ 250,000
Fifth Third	60934N104	Federated Investors	GOXX	Money Market Fund	n/a	2.230%	\$ 1,132,582
Fifth Third	36960LBC8	General Electric Company	n/a	Commercial Paper	n/a	2.000%	\$ 2,981,555
Fifth Third	3130ACFU3	Federal Home Loan Bank	FHLB	U.S. Agency Bond - Step Coupon	10/12/2022	1.875%	\$ 2,000,000
Fifth Third	3130AGV28	Federal Home Loan Bank	FHLB	U.S. Agency Bond - Semi-Annual	8/12/2024	2.180%	\$ 1,000,000
Fifth Third	3134GT6Q1	Federal Home Loan Mortgage Corporation	FHLM	U.S. Agency Bond - Semi-Annual	9/9/2024	2.000%	\$ 1,800,000
Fifth Third	3134GUAG5	Federal Home Loan Mortgage Corporation	FHLM	U.S. Agency Bond - Semi-Annual	9/16/2024	2.000%	\$ 3,000,000
Fifth Third	3136G36A8	Federal National Mortgage Association	FNMA	U.S. Agency Bond - Semi-Annual	9/27/2024	2.000%	\$ 2,000,000
Fifth Third	3130A9MD0	Federal Home Loan Bank	FHLB	U.S. Agency Bond - Step Coupon	10/25/2024	1.500%	\$ 1,000,000
Fifth Third	3130A9ME8	Federal Home Loan Bank	FHLB	U.S. Agency Bond - Step Coupon	10/27/2028	2.000%	\$ 1,000,000
Fifth Third	3136G3KS3	Federal National Mortgage Association	FNMA	U.S. Agency Bond - Step Coupon	4/28/2031	2.250%	\$ 2,000,000
Fifth Third	3130A8YY3	Federal Home Loan Bank	FHLB	U.S. Agency Bond - Step Coupon	8/15/2031	2.000%	\$ 1,500,000
<b>Total Investments Held</b>							<b>\$ 19,921,147</b>



*MEMO*

*Resource Development*

**BE WHAT'S  
POSSIBLE**  
THE CAMPAIGN FOR NMC

---

**To:** The Board of Trustees  
President Nick Nissley, Ed.D.  
**From:** Rebecca Teahen, Assoc. Vice President, Resource Development  
Executive Director, NMC Foundation

**Date:** January 20, 2020

**Subj:** Foundation Update

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### Fund Raising – a “check” on FY20 goals

- FY20 overall dollars raised as follows:
 

\$ 1,898,159	Total received (including Annual Fund, pledges, and <i>documented planned gift intentions</i> ) raised toward goal
+ \$ 201,096	<i>Gross</i> event revenue vs goal of \$200,000
<b>\$2,099,255</b>	<b>Total of gifts + events</b>

### Foundation Initiatives

- The NMC Foundation’s closest friends appreciated meeting Dr. Nick Nissley as our 11<sup>th</sup> president at a recent reception.
- Staff will be travelling to Florida early in February to visit with donors and alumni.
- Outstanding alumni nominations are open now!

### Meetings and Events for your calendars:

- Alumni and friends of NMC are invited to join us to connect with President Nissley on Feb. 5 in Naples or Feb 6 in Sarasota.
- The Foundation Finance & Audit Committee will meet Wednesday February 12 at 7:30 a.m. in Founders Hall.
- The Foundation Board will meet February 26 at 7:00 a.m. at the Hagerty Center, NMC’s Great Lakes Campus.
- A Taste of Success will be Friday April 17, 2020. Buy your tickets now and please invite others to attend as well!





Northwestern  
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College

## **MEMO**

*Public Relations, Marketing,  
and Communications*

**To:** Nick Nissley, President  
**From:** Diana Fairbanks, Executive Director of PR, Marketing and Communications  
**Date:** 1-21-20  
**Subject:** December Monthly Report

December is traditionally a slower month for all areas of media due to a decrease in campus activities at the end of the semester. More than 46,000 readers around the world received the college magazine *Nexus* which highlights successes of NMC, including the presidential transition and notable alumni. We also saw positive growth in the second full month of our paid media campaign for the adult learner. The following is an overview of the work of PRMC for December 2019.

### ***Paid Media***

#### *Current marketplace mix*

- Traverse City Business News
- Ticker
- 9&10/Fox 32
- Google (search, display & remarketing)
- Web display (prospecting & remarketing)
- Facebook
- Instagram
- Billboards
- Spotify

#### *Digital marketing update*

We continue to work on increased efficiency and greater quality of paid interactions (a click or visit to the site, view of a video, phone call, etc.) and interaction rates with the goal of better targeted ads being more likely to appeal to prospective students and more likely to promote a response. This work will impact MOM and YOY reporting during the process, but will improve the quality of reporting in the long run.

December showed positive growth with a YOY increase of 9.8% interactions rate overall for our search campaigns and a 2.45% increase in interaction rate overall for our display campaigns. Specifically, the new adult learner display campaign had a MOM interaction rate increase of 291% (no YOY yet.) We also recorded about 2,400 additional web sessions created by our paid campaigns MOM.

NMC also advertises on Facebook and Instagram. In December we ran one targeted recruitment campaigns for adult learners. This campaign was seen by more than 77,000 people and resulted in an additional 557 visits to the adult learner webpage.

### ***Earned Media***

#### *Monthly recap of media coverage and sentiment*

In December, NMC was featured in 78 media mentions with an estimated publicity value of \$77,200 based on the Cision media monitoring system.

Media coverage stories that resulted in the most attention include:

- [Northern Michigan maritime training school marking 50 years](#)  
Record-Eagle, Dec. 1 and [U.S. News and World Report](#)
- [Inside the ZIP code that houses the most millennial millionaires in America, where luxury homes start at \\$500,000 and the gig economy is growing](#)  
Business Insider, Dec. 11
- [STEM Your Child's Education with Northwestern Michigan College](#)  
9&10 News, Dec. 30

Media sentiment ranking for December (based on a Cision algorithm that ranks pre-assigned tone of keywords) shows 93.6% positive or neutral coverage. This is an increase MOM (November, 89%) and YOY (2019, 90.4%). An example of a “negative” story this month was a report of influenza with an NMC student.

### ***Owned Media***

#### *Monthly published owned media*

During December, PRMC published two NMC Now e-newsletter to 782 supporters and community members. The average open rate was 37.85%, well above the industry average of 17%.

This [feature article](#) highlighting GLMA's 50th anniversary, and successful cadets through the decades, was the most popular link clicked.

Other popular links include:












- [Success story: First EL Fellows selected- NMC Now December 18, 2019](#)
- [NMC's Marine Technology Program Receives Grant from Consumers Energy](#) 9 & 10 News, December 13, 2019
- [Nonprofits vie for funding in a generous – but relatively small – region](#), Traverse City Business News, Dec. 2019 Issue

The December 2019 Nexus was mailed to more than 46,000 supporters highlighting President Tim Nelson and the presidential transition at NMC. Planning is now underway for the June 2020 Nexus.

### ***Shared Media***

#### *Monthly progress report on NMC's Main social media channels*







December shared media saw some expected declines due to a decrease in campus activity at the end of the semester and a MOM decrease compared to the November spikes related to the Aero Park lockdown event and snow day closure. User generated organic content and presidential transition content performed well. An increase in paid social content also helped offset some of the expected organic decrease.

Platform	Followers	Impressions	Engagement	Gender	Age	Region
<b>Facebook</b>	11,422 up 7.5% YOY   Up 0.26% MOM 	36.02% increase YOY   Up 0.85% MOM 	2,683%* increase YOY  Down 27.8% MOM 	Fans 68% F 32% M  Reach 50%F 50%M	#1 25-34 (26.5%)  #2 35-44 (19.7%)  #3 45-54 (19.3%)	GT Region & Grand Rapids
<b>Instagram</b>	2,125 up 36.39% YOY)   Up 1.43% MOM 	32.53% Increase YOY   Down 18.5%** MOM 	56.28% increase YOY   Up 5.4% MOM 	62% F 38% M	#1 18-24 (34.5%)  #2 25-34 (29.2%)  #3 25-44 (15.6%)	GT Region & Grand Rapids

\* This reflects a change in the reporting makeup which has expanded what post interaction activities count toward engagement.

\*\*This decrease on IG reflects how FB prioritized serving our paid content more in the FB feed over the IG feed this month.

While one of the most used social media channels by current and potential students, Snapchat does not have the same data reporting capabilities as Facebook owned platforms. In addition to event specific geofilters, NMC has the following community filters in place.

Location and image	Date activated	Uses	Views from sent snaps or stories
Front St. Campus (clock tower)	11-4-17	3.2k 	60.1k 
Front St. Campus (Hawk Owl)	2-27-18	5.5k 	101.3k 
Great Lakes Campus (GLMA)	6-6-18	508 	17.3K 

Northwestern Michigan College  
Board of Trustees  
**Presidential Performance and Compensation Committee Minutes**  
January 10, 2020, 11:15 a.m.  
President's Conference Room, Tanis Building  
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Chris Bott called the meeting to order at 11:15 a.m.

Members Present: Chris Bott, Rachel Johnson, Jane McNabb

Others Present: Nick Nissley, Stephen Drake, Holly Gorton

Committee Chair Chris Bott reviewed the charge to this committee as the acting presidential transition committee.

### **Board Study Session**

As part of the on-boarding process for President Nick Nissley, a study session will be held on January 17, 2020, and the committee discussed the topics for that session. As the first Board meeting of the new calendar year, it will include the annual business meeting. There will also be a presentation by our legal counsel on the Open Meetings Act and the Freedom of Information Act. Other topics will include an informative discussion on the board governance model, a historical perspective of the strategic plan process, and the strategic enrollment plan.

### **Presidential Transition Process**

The committee discussed the frequency of transition meetings with the president and determined monthly meeting dates through June 2020. Chair Chris Bott will meet with the president either in person or by phone on a weekly basis. President Nick Nissley provided an overview of his first week to committee members.

### **Presidential Evaluation Process**

A presidential evaluation process was briefly discussed and it was the consensus of the group to touch base with the president with an informal conversation in June 2020. The Committee will discuss a formal annual evaluation process in future meetings.

### **Public Comment**

Public comment was received by Stephen Drake.

The meeting was adjourned at 12:11 p.m.

Recorded by Holly Gorton, Chief of Staff to the President and Board of Trustees.

Northwestern Michigan College  
Board of Trustees  
**Building and Site Committee Minutes**  
January 14, 2020  
President's Office Conference Room  
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Ross Childs called the meeting to order at 2:01 p.m.

Members Present: Ross Childs, Michael Estes, Kennard Weaver

Others Present: Nick Nissley, Vicki Cook, Lynne Moritz, Pat Podges, Kerrey Woughter

**West Hall Innovation Center and Library Update**

Vice President for Finance and Administration Vicki Cook noted they have reviewed bids for furniture for the project and are recommending to split the contract between Interphase Interiors and Custer Inc. for approval by the full Board of Trustees at their study session this Friday, January 17, 2020. Cook noted the college has worked with both companies in the past, most recently with the North Hall residence hall.

Project Manager Pat Podges provided an update on the West Hall Innovation Center and Library Project. Podges noted there is a lot of activity on the first floor right now, but they are also finishing trim and ceiling work in the library portion, suspending light fixtures, and running cabling. The kitchen area is progressing with framing of walls and walk-in coolers. All equipment is ordered and should be installed in the latter part of March. It was noted that steel supply delayed the project approximately one month. Plans for occupying the building are in progress, as well as communication to instructors seeking to schedule courses in the building. There are currently no other significant cost increases or schedule delays.

Podges, Cook, and the committee members provided background information on the project for new NMC President, Dr. Nick Nissley.

In regard to the project budget, it is close to projections. Cook will provide a memo to the Board of trustees with an update on the budget and recent reassignment of some costs to the DTMB portion of the budget.

Committee Chair Ross Childs stated he is pleased the budget and timeline are on target considering the labor and steel shortages experienced during the project. Committee members, Podges, and Cook all expressed their confidence in and satisfaction with the subcontractors utilized in the project.

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

The meeting was adjourned at 2:37 p.m.

Recorded by Lynne Moritz, Administrative Coordinator, President's Office.



Lynne Moritz &lt;lmoritz@nmc.edu&gt;

## MCCA Weekly Board Update | Report 495 | January 20, 2020

1 message

Michigan Community College Association &lt;eschor@mcca.org&gt;

Mon, Jan 20, 2020 at 5:02 AM

Reply-To: eschor@mcca.org

To: lmoritz@nmc.edu



## MCCA WEEKLY BOARD UPDATE

[Report #495] January 20, 2020]

### FROM YOUR ASSOCIATION PRESIDENT...



The MCCA offices will be closed Monday, January 20, in recognition of the Martin Luther King, Jr. Day. That said, it will be another busy week here in Lansing with committees getting underway and a retreat this Friday for all MCCA staff, old and new. Have a great week everyone.

-- Mike Hansen

### State Legislative Matters

**Michigan Minimum Wage Increases:** Please remember that under the minimum wage law enacted in late 2018, on January 1, 2020 Michigan's [minimum hourly wage increased](#) from \$9.45 to \$9.65 on January 1, 2020.

**State of the State Address January 29:** Governor Gretchen Whitmer will deliver her second State of the State address to a joint session of the Michigan Legislature in the state House Chambers on Wednesday, January 29 at 7:00p.m. More details will be available on the Governor's website closer to the event.

**Whitmer To Present Budget February 6:** Governor Gretchen Whitmer will present her recommendation for the 2020-21 fiscal year on February 6. It will be Ms. Whitmer's second budget presentation to a joint meeting of the House and Senate Appropriations committees. As a reminder, the Consensus Revenue Estimating Conference found a modest increase to coming year revenues from what had been projected in January. However, the State Budget Office has noted

significant pressures on the General Fund due to increasing diversions to fund roads, as well as Medicaid funding, among other items.

**Reminder - Sixty By 30 Action Alliance:** In the near future, Governor Whitmer will be announcing the creation of the Sixty by 30 Action Alliance, a bi-partisan, cross sector group of leaders committed to achieving the state's attainment goal.

Given that our community colleges are at the center of the Governor's strategy to increase education attainment, she is eager to have the individual community colleges join the Alliance. The MCCA has agreed to sign on as a charter member at the Advocate level since the Association has already committed to the Governor's 60 by 30 attainment goal. The attached one-pager provides an overview of the effort; questions should be directed to Michelle Richard at [richardm8@michigan.gov](mailto:richardm8@michigan.gov).

**Bills to Watch:** See a quick list of all the bills relevant to community colleges on the [MCCA website](#).

## Federal Legislative Matters

**Federal Overtime Threshold Increases:** Starting January 1, 2020, the Fair Labor Standards Act salary threshold that exempts certain salaried employees from overtime rules [increased to \\$35,568 annually](#), or \$684 weekly. Previously, the salary threshold for exemption was \$23,660 per year, or \$455 per week.

**Reminder - AACC/ACCT Joint National Legislative Summit:** Registration is still open for the AACC/ACCT Joint National Legislative Summit this coming February in Washington, DC. As usual, MCCA staff are working to schedule meetings with our US Senators on Tuesday, February 11, but are still working to confirm a time. **Please remember to schedule a time for your college to meet with your US Representatives as well.**

In addition, please join us for this year's NLS Michigan Delegation Breakfast! This year's breakfast will take place on Tuesday, February 11, from 7:30 AM - 8:45 AM, in the Union Station Room on Meeting Level 3 of the Marriott Marquis Hotel Washington, DC. To register, please go to [the MCCA website](#). The deadline for this event is February 4, 2020.

## MCCA Centers of Excellence

### Michigan Colleges Online

**MCO Online Course Development Rubric Updated:** The [MCO Online Course Development Rubric](#) has been revised and released for colleges' use. The Guidelines were originally developed with Michigan community colleges' staff and faculty in 2000. Colleges have been used as a course development tool, a reference tool for making adjustments and an evaluation tool for new online courses. The revision includes examples, accessibility guidelines and correlation with accreditation guidelines. Colleges can utilize the guidelines as they are or revise to accommodate individual college policies.

## Upcoming Events

Please click [here](#) to see all upcoming MCCA events.



Michigan Community College Association  
222 North Chestnut, Lansing MI 48933  
<http://www.mcca.org>



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

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## Board Packet for January 2020 Regular Meeting

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Kennard Weaver &lt;kweaver@nmc.edu&gt;

Tue, Jan 21, 2020 at 2:22 PM

To: Holly Gorton &lt;hgorton@nmc.edu&gt;, Nick Nissley &lt;nnissley@nmc.edu&gt;, Chris Bott &lt;cbott@nmc.edu&gt;

Pursuant to a conversation I had with Chris Bott, Chair of the Board, I am sending to Holly documents for inclusion in the Board Packet for the next regular meeting of the Board.

Attached are four documents. They are (1) a spread sheet of projections for tax revenues to be captured by the Downtown Development Authority (DDA), prepared by the DDA staff for the DDA Board. It shows \$4,766,086 of tax revenues to be captured by the DDA, instead of being paid to NMC. No. (2) is the conservative estimate of captured tax revenues prepared by Tim Nelson assuming a 2% growth rate, at \$3,830,493. Document (3) is a unanimous resolution passed by the Grand Traverse County Board of Commissioners in opposition to extension of the Tax Increment Financing (TIF). The County would lose \$10,743,441 as projected by the DDA if the TIF is extended, Document (4) is a unanimous resolution by the GT County Road Commission, opposing extension of the TIF, and requesting that the Road Commission be exempt if the TIF is extended. I do not believe there is any statutory authority for the Road Commission to be exempted. The Traverse Area District Library, which has the right to be exempted from tax capture by the DDA by Michigan law, plans to be exempt.

These documents are relevant to a discussion of the TIF extension at the next NMC Board meeting. This information was not available when a TIF extension presentation was made to the NMC Board in October.

Please let me know if you have any questions.

1/21/2020

**Kennard R. Weaver**

Board of Trustees  
Northwestern Michigan College  
1701 E. Front Street  
Traverse City, MI 49686  
(231) 995-1010

**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.**

**Northwestern Michigan College**

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### 4 attachments

-  **DDA Board projections for TIF extension.pdf**  
990K
-  **Est Lost Revenue.pdf**  
167K
-  **Grand Traverse County Commission TIF97 Resolution 148-2019 (2).pdf**  
225K
-  **Grand Traverse County Road Commission TIF97 Resolution 17-12-09 (1).pdf**  
263K

EXPENSE PROJECTIONS - FISCAL YEARS ENDING 6/30/19 TO 6/30/28  
 PROJECT OPTION 1 (57.33 FEET) - 20 YEAR BOND ISSUE - FOR DISCUSSION AND PLANNING PURPOSE ONLY - 08/15/19

6/30/20 budgeted	6/30/21				6/30/22				6/30/23				6/30/24				6/30/25				6/30/26				6/30/27				6/30/28			
	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated		
\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	\$ 2,568,823	

416,97,086  
 10,7,48,941  
 2,083,248  
 1,085,331  
 2,191,400

6/30/20		6/30/21		6/30/22		6/30/23		6/30/24		6/30/25		6/30/26		6/30/27		6/30/28	
estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated	estimated
\$ 14,4387	\$ 14,3845	\$ 14,2972	\$ 14,2057	\$ 14,1142	\$ 14,0227	\$ 13,9312	\$ 13,8397	\$ 13,7482	\$ 13,6567	\$ 13,5652	\$ 13,4737	\$ 13,3822	\$ 13,2907	\$ 13,1992	\$ 13,1077	\$ 13,0162	\$ 12,9247



“How many dollars in tax revenues which would otherwise come to NMC would go to the DDA instead if the DDA extension is approved?”

Answer: The current TIF expires in 2028 and the DDA wishes to extend until 2040. Not knowing what the changes in property valuation will be during those ensuing 12 years, I assumed a 2% growth. Recall that Headley limits us to increases of 5% or the cost of inflation whichever is lower. Using that calculation the table below shows what would go to the DDA instead of NMC.

Extending DDA TIF from 2029 to 2040		
Twelve year extension		
2029	\$	285,600
2030	\$	291,312
2031	\$	297,138
2032	\$	303,081
2033	\$	309,143
2034	\$	315,325
2035	\$	321,632
2036	\$	328,065
2037	\$	334,626
2038	\$	341,318
2039	\$	348,145
2040	\$	355,108
Total	\$	3,830,493

RESOLUTION  
**148-2019**

**Grand Traverse County Board of Commissioners Position on the Extension of Tax  
Increment Finance Development Plan 97**

WHEREAS, on October 27, 1997, the City of Traverse City Commission adopted a tax increment finance development plan (referred to as “TIF 97”), which provides for a proposed tax capture from certain local units of government to finance various projects in the northern section of downtown Traverse City within the Downtown Development District (“DDA”); and

WHEREAS, on October 29, 1997 the Grand Traverse County Board of Commissioners adopted a resolution to partner with Traverse City in support of TIF 97, for a 30-year term, in order to fund core infrastructure improvements within the TIF district; and

WHEREAS, in the last twenty-one years, TIF 97 has been an important tool in promoting economic development within the TIF district and will have fulfilled its purpose by December 31, 2027; and

WHEREAS, the TIF 97 plan stipulates that the last date of capture is December 31, 2027, and thereafter Grand Traverse County and other local units of government that had relinquished significant tax revenue for a 30-year period, would as a result experience a significant increase in revenue to be used to provide improved services within the County; and

WHEREAS, an ad hoc committee composed of DDA board representatives and City Commission members have adopted a resolution recommending that the City Commission extend TIF 97 for an additional eight to thirteen years, beyond the 30 year term agreed to by Grand Traverse County, to finance the construction of a proposed public parking deck on the west end of downtown; and

WHEREAS, if the City Commission accepts the recommendation of the ad hoc committee to extend TIF 97 beyond the initial 30-year term Grand Traverse County will lose unforeseen millions of dollars in tax revenue due to the extension. A loss of revenue that will negatively impact future levels of service the county is obligated to provide to the residents and businesses within the County;

THEREFORE, be it resolved that the Grand Traverse County Board of Commissioners requests that the Traverse City Commission take into serious consideration the impact of the County's significant loss in revenue should TIF 97 be extended, and

BE IT FURTHER RESOLVED that the Board of Commissioners request that the City Commission conclude the TIF 97 tax capture for Grand Traverse County at the end of the initial 30-year term.

BE IT FINALLY RESOLVED that the County Clerk shall submit a copy of this resolution to the Traverse City DDA, City Commission and all other local units of governments that would also be negatively impacted by the proposed extension of TIF 97.

APPROVED: October 2, 2019



*"Our mission is to upgrade and maintain  
a safe and efficient road system"*

Motion by Gillman, seconded by Marek, to adopt the following resolution:

**RESOLUTION 2017-12-09  
Request to Exempt Road Millage from TIF Capture**

**WHEREAS**, voters in Grand Traverse County in November of 2016 approved a dedicated millage for the repair and improvement of County highways, roads, streets, and bridges (the "Road Millage"); and

**WHEREAS**, tax increment financing capture of the Road Millage within Grand Traverse County by tax increment financing authorities captures property taxes that are levied through the Road Millage and allocates them for purposes other than the repair and improvement of County highways, roads, streets, and bridges; and

**WHEREAS**, it is the Road Commission's position that the Road Millage should be utilized for its the repair and improvement of County highways, roads, streets, and bridges (the "Designated Purposes") as approved by the voters on November 8, 2016;

**NOW THEREFORE BE IT RESOLVED**, that the Grand Traverse County Board of County Road Commissioners formally adopts this resolution to notify tax increment financing authorities within Grand Traverse County that the Road Millage should not be captured for purposes other than its Designated Purposes, but rather that the millage should be utilized for the Designated Purposes for which the Road Millage was overwhelmingly approved by the voters on November 8, 2016; and

**BE IT FURTHER RESOLVED**, that the Road Commission requests that to the extent it is allowed under the enabling acts for the various tax increment financing authorities that the Road Millage be exempt from all existing and future tax increment financing capture or, alternatively, that any capture of the Road Millage by tax increment financing authorities be utilized for the Designated Purposes; and

**BE IT FURTHER RESOLVED** that the Grand Traverse County Board of Commissioners directs that this Resolution be filed with the various tax increment financing authorities within Grand Traverse County and the respective clerks of the governmental units establishing such authorities.

**ROLL CALL VOTE:**

YEAS: Gillman, Marek, McKellar, Mouser

NAYS: None

ABSENT: Brown

CARRIED

**CERTIFICATION**

I, Debra J.M Hunt, Clerk of the Board of County Road Commissioners for Grand Traverse County, hereby certify that the foregoing is a true and complete copy of a motion adopted by the Board of County Road Commissioners for Grand Traverse County, State of Michigan, at a meeting held on December 21, 2017, the original of which is on file in my office and available to the public. Notice of said meeting was given pursuant to and in compliance with the Open Meetings Act, Act No. 267 of the Public Acts of Michigan 1976, including in the case of a special or rescheduled meeting, notice by posting at least eighteen (18) hours prior to the time set for said meeting.

*Debra J.M. Hunt*

Debra J.M. Hunt  
Clerk of the Board of County Road Commissioners  
Of Grand Traverse County

Date: December 5, 2019

To: Holly Gorton

From: Rachel Johnson

Date: January 23, 2020

Subject: TIF 97 Discussion at NMC Board Meeting on January 27, 2020

I respectfully request that this be added to the public board packet for the January 27, 2020 board meeting. I regret that prior travel arrangements prevent me from attending in person and participating in the discussion regarding the proposal to extend TIF 97.

After reviewing the information provided in the board packet, I am concerned that the analysis of the impact of the TIF 97 extension is too narrowly focused on captured tax revenue within the TIF 97 district.

I share my fellow trustees concerns with the impact that this proposal might have on tuition in the future, especially in light of declining enrollment projections. However, I also understand that a thriving downtown with the infrastructure capacity to support economic growth plays a vital role in attracting and retaining both businesses and people to our community.

For NMC's students, a thriving downtown means the growth of the businesses that might eventually hire them. It also means the capacity to support the businesses that they might start and grow in our community.

For NMC, a thriving downtown means a unique marketing tool to attract students to the area. It also means attracting family-sustaining jobs that will bring more people to the pipeline of potential future students. And, it means attracting and growing businesses that will have talent development needs that NMC is uniquely positioned to provide.

As our area grows and attracts new businesses and new families, those families are likely to live within taxable districts and many will bring trailing family members who also contribute to the economic health of our community. All of that growth is a potential revenue boon to NMC. However, none of that is reflected in the data presented to us so far.

I trust that my fellow trustees will have a robust discussion on Monday regarding TIF 97 and hope that discussion recognizes the extreme complexity of this issue for NMC. We are obligated to balance the obvious and documented revenue losses with the long-term sustainability of our local economy.

While I cannot be there to participate in the discussion, I am personally compelled to remain neutral on this issue and believe that is the best position for NMC.



**NORTHWESTERN MICHIGAN COLLEGE  
BOARD OF TRUSTEES  
MINUTES  
Monday, December 16, 2019  
at NMC Hagerty Center, Great Lakes Campus, 715 East Front St**

**CALL TO ORDER**—Chair Chris M. Bott 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, Alex Bloye, Vicki Cook, Marguerite Cotto, Stephen Drake, Jerry Dobek, Les Eckert, Diana Fairbanks, Holly Gorton, Brian Heffner, Nancy C. Johnson, Troy Kierczynski, Colin Kreh, Mark Liebling, Lynne Moritz, Todd Neibauer, Paul Perry, Dennis Schultz, Stephen Siciliano, Rebecca Teahen

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

**REPORTS**

**Program Focus**—Great Lakes Culinary Institute—Brian Heffner, Director of Business Division & Academic Affairs, began by introducing new GLCI Director Chef Les Eckert and provided an overview of her background and experience. Heffner then reviewed the goals and objectives of GLCI growth initiatives planned for academic years 2020-2022, in an attempt to increase and retain enrollment in the program. The GLCI has the capacity for 150 students, with 90 students currently enrolled. In response to a question, Heffner explained the culinary program is part of the Business Academic Area of the college. Chef Eckert also addressed questions of the Board.

**Faculty Report**—Articulation Agreements—Jerry Dobek, Science/Math Instructor, provided an update on NMC articulation agreements with universities, e.g., Lake Superior State University and Michigan Technological University (MTU), Kettering University, and Grand Valley State University. Dobek reviewed the related course transfer equivalents, as well as other components, included in the MTU agreement. He then addressed questions of the Board.

**Enrollment Report**—Todd Neibauer, Vice President for Student Services and Technology, provided the enrollment report explaining Spring registration is near completion. He noted new student orientations began in November and continue into January. Neibauer also shared summer 2020 registrations, which currently show an increase over this period a year ago. He reminded the Board of the previously provided comprehensive enrollment plan, and addressed questions of the Board.

**Financial Report**—Vicki Cook, Vice President of Finance and Administration, reviewed the financial report for the period ending November 30, 2019, noting detailed projections will be presented in January.

**Foundation Report**—Rebecca Teahen, Associate Vice President for Resource Development and Executive Director of Foundation, provided the Foundation update for FY20 goals, stating

\$1.7 million has been received to date. Teahen shared that Giving Tuesday raised \$26,000 for the NMC Foundation through the global day of giving and the GLMA 50<sup>th</sup> Celebration raised \$28,000 in scholarships.

**PRMC Report**—Diana Fairbanks, Executive Director of Public Relations, Marketing, and Communications, provided an update for November 2019, noting that several occurrences spiked awareness of NMC during November including Veterans Day, the Aero Park lockdown incident that shared many updates and coverage, and NMC business students who handed out 212 Thanksgiving meals.

**Presidential Performance & Compensation Committee Report**—Committee Chair Chris Bott shared the committee had met on December 10, 2019, and set three recommended expectations for incoming NMC President Nick Nissley from those suggested by all trustees.

**Building and Site Committee Report**—Committee Chair Ross Childs shared the committee had not met since the last Board meeting, but he did report on the status of the West Hall Innovation Center project. Childs reminded those present of the upcoming building dedication scheduled for December 20, 2019.

**Policy Committee Report**—Committee Chair Doug Bishop reported the committee met on December 10, 2019. Bishop reviewed amended and new policies presented for recommended adoption on this meeting's action items.

**Fellows Nominating Committee Report**—Committee Chair Ross Childs noted the committee met and selected two individuals, Bill Marsh, Jr. and Dr. Roberta Teahen, who have both accepted nomination, for appointment by the full Board with action at this meeting.

**Legislative Issues Report**—President Timothy Nelson reported on the updates from what was provided in the materials packet.

**PUBLIC INPUT**—There was public input offered by Stephen Drake.

## UPDATES

**President's Update**—President Timothy Nelson shared that he would provide a last written update following this meeting. Since the last Board meeting he met with incoming President Nick Nissley, attended the BUS231 final presentations, Food for Thought distribution of Thanksgiving meals, and NMC Nursing Pinning Ceremony. Recently, Nelson and Vice President of Educational Services Stephen Siciliano met with TBAISD on continued expansion in early college and dual enrollment. Nelson then thanked Jerry Dobek for the MTU agreement, as well as Vice President Stephen Siciliano for his tremendous work with the State of Michigan Transfer Agreement to ensure transfer of credit from one college/university to another. All Michigan community colleges are now in agreement for transfer credit acceptance from any other Michigan community college. Finally, Nelson thanked the Board and college for the wonderful opportunity to serve here at NMC.

**Board Chair Update**—Chair Chris Bott noted it has been an extremely busy year, thanked the trustees for all their work, as well as the staff. Bott wished happy holidays to everyone with another busy year ahead.

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

- Minutes of the November 25, 2019, regular meeting

### **ACTION ITEMS**

**Resolution of Appreciation**—On a motion by Ross Childs, seconded by Doug Bishop, the Board unanimously adopted a resolution of appreciation granting Timothy J. Nelson emeritus status and the rights, privileges, courtesies and services commensurate with this official status as bestowed by the Board of Trustees in recognition of his and Nancy Johnson's dedicated services and significant contributions to Northwestern Michigan College.

**Board Policies**—On a motion by Kennard Weaver, seconded by Rachel Johnson, the Board adopted the following Board Policies on a first-reading basis:

- New Policy A-001.00 College Policy Organization
- New Policy D-501.01 Dennon Museum Code of Ethics
- New Policy D-504.05 Dennon Museum Collections Management Policy
- Policy A-103.00 Board of Trustees Committees with no changes after review
- Amended Policy A-105.00 Consent Agenda Items
- Amended Policy A-106.00 Items for Specific Board Approval
- Amended Policy D-700.01 Political Activities

The motion passed with a unanimous vote.

**Appointment of Fellows**—On a motion by Ross Childs, seconded by Kennard Weaver, the Board appointed Bill Marsh Jr. and Dr. Roberta Teahen as Fellows of Northwestern Michigan College with all honors and privileges pertaining thereto. The motion passed with a unanimous vote.

**Foundation Board Appointments**—On a motion by Doug Bishop, seconded by Rachel Johnson, the Board approved the reappointment of Kerm Campbell, Don Coe, Steve Fisher, Mark Lundmark, Chris Millward, Diana Milock, Jayne Mohr, and Jim Weigand, as well as the appointment of Patricia Warner to the NMC Foundation Board for three-year terms commencing January 1, 2020, and expiring December 31, 2022; and new Emeritus Foundation Board Member for the term of life Timothy J. Nelson. The motion passed with a unanimous vote.

**Re-conveyance of the Oleson Center Renovations Project**—On a motion by Kennard Weaver, seconded by Janie McNabb, the Board adopted a resolution requesting conveyance of property for the Oleson Center renovations and accepting obligations for the facilities. The motion passed with a unanimous vote.

**Aviation Sale and Purchase**—On a motion by Rachel Johnson, seconded by Janie McNabb, the Board authorized the sale of two Cessna Skyhawk 152 trainers and purchase of C172 Advanced Aviation Training Device (AATD) simulator from FRASCA International Inc. (sole source provider), at a quoted price of \$305,000. Proceeds from the sale will go to the Aviation Capital

Equipment Fund, which is also the funding source for the purchase. 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 6:43 p.m.

Recorded by Holly Gorton, Chief of Staff to the President and Board of Trustees.

SIGNED \_\_\_\_\_  
Chris M. Bott, Chair

ATTESTED \_\_\_\_\_  
Michael Estes, Secretary

**NORTHWESTERN MICHIGAN COLLEGE  
BOARD OF TRUSTEES  
MINUTES  
Friday, January 17, 2020  
at NMC Hagerty Center, Great Lakes Campus, 715 East Front St**

**CALL TO ORDER**—Chair Chris M. Bott called the regular meeting to order at 1:00 p.m. following a 12:30 p.m. lunch.

**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 Nick Nissley, Holly Gorton, Vicki Cook, Marguerite Cotto, Scott Eldridge, Diana Fairbanks, Joy Goodchild, Lynne Moritz, Todd Neibauer, Stephen Siciliano, Rebecca Teahen

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

**ANNUAL MEETING BUSINESS**

**Reading of Notice and Proof of Service**—The notice of annual meeting was read with proof of service on January 13, 2020, attested to by Holly Gorton, Chief of Staff to the President and Board of Trustees.

**Report of Secretary**—Michael Estes, Secretary, reported that the 2019 Northwestern Michigan College Board of Trustees Annual Meeting minutes were approved on Chair Chris Bott 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>).

**Report of Treasurer**—Jane McNabb, Treasurer, reported that 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/financeadministration/audits/files/audit-nmc-2019.pdf>).

**Verification of Residential Address**—Trustees were asked to provide their current address where they registered to vote as renewed verification for calendar year 2020.

**Conflict of Interest Disclosure Statement**—Trustees were provided with Conflict of Interest Disclosure Statements for calendar year 2020 and asked to return the completed and signed statements to Holly Gorton in the President's Office.

**Election of Officers**—Nomination and election of Board officers were conducted with a motion made by Doug Bishop, seconded by Ross Childs, to nominate the current slate of officers with Chris Bott for the office of Board Chair, Rachel Johnson for the office of Board Vice Chair, Michael Estes for the office of Board Secretary, and Jane McNabb for the office of Board Treasurer. The motion passed with a unanimous vote.

**Regular Board Meeting Dates**—A motion was made by Kennard Weaver, seconded by Rachel Johnson to approve the regular board meeting dates through June 2021 as presented. It was noted the June 2020 meeting is the fifth Monday of that month. It was suggested that we hold one or more meetings at the West Hall Innovation Center when available. The motion passed with unanimous vote.

## **ACTION ITEMS**

**West Hall Furniture Contract**—On a motion by Janie McNabb, seconded by Doug Bishop, the Board authorized administration to enter into a contract with Custer Incorporated for \$293,913 and Interphase Incorporated for \$300,346 for furniture and installation in the West Hall Innovation Center. The motion passed with unanimous vote.

**Closed Session**—Ross Childs made a motion, seconded by Kennard Weaver, 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). The motion passed with the following roll call vote: Yes—Rachel Johnson, Janie McNabb, Ross Childs, Doug Bishop, Michael Estes, Kennard Weaver, Chris Bott; No—none; and the Board went into closed session at 1:10 p.m.

**Reconvene Regular Meeting**—Kennard Weaver made a motion, seconded by Janie McNabb, to adjourn the closed session and reconvene the open session. The motion passed with the following roll call vote: Yes—Kennard Weaver, Ross Childs, Doug Bishop, Michael Estes, Janie McNabb, Rachel Johnson, Chris Bott; No—none; and the regular open session reconvened at 1:50 p.m.

## **DISCUSSION ITEMS**

**Committee Appointments by Chair**—Committee appointments for 2020 were then assigned by Chair Chris Bott, which is the same as the current 2019 committee memberships with the exception of Michael Estes taking Ross Childs’ place on Policy Committee.

**Michigan Open Meetings Act and FOIA**—Scott Eldridge, of Miller Canfield, presented on the two laws and how they apply to the college and Board of Trustees.

**Board Governance**—Trustees discussed the institutional history of the Carver policy governance model and how it connects to the development of the strategic plan.

**Strategic Plan**—After a brief discussion regarding current challenges and how they are addressed in the Strategic Plan and Strategic Enrollment Plan, it was determined to revisit the topics at a future Board Study Session in the spring due to time constraints.

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

**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 4:11 p.m.

Recorded by Holly Gorton, Chief of Staff to the President and Board of Trustees.

SIGNED \_\_\_\_\_  
Chris M. Bott, Chair

ATTESTED \_\_\_\_\_  
Michael Estes, Secretary



Northwestern  
Michigan  
College

**MEMO**  
*Administrative Services*

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**To:** Dr. Nick Nissley, President  
**From:** Vicki Cook, Vice President of Finance and Administration  
 Paul Perry, Director of Campus Services  
**Date:** January 27, 2020  
**Subject:** Removal of windows and installation of new windows in East Hall

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This document provides an overview and recommendation for the removal and installation of all windows in the East Hall Residence building.

**Board Authorization Requested**

Authorize the Northwestern Michigan College administration to enter into a contract with Grand Traverse Construction to demolish the old windows and install new windows in the East Hall Residence building.

**Background / Scope of Work**

East Hall Residence hall has the original single pane windows installed in 1967. The scope of work for this project includes the demolition and removal of all windows in the North and the South wings of the East Hall Residence building and the installation of new windows. New energy efficient windows will effect a 24% savings in the winter months and 18% during the summer months.

**Bid Analysis**

NMC received two bids for this project.

Company Name	Location	Bid Amount	Contingency	Not to Exceed
Grand Traverse Construction	Traverse City, MI	\$891,000	\$13,365	\$904,365
Comstock Construction	Traverse City, MI	\$1,295,915	\$19,483	\$1,315,398

**Recommendation**

Authorize the Northwestern Michigan College administration to enter into a contract with Grand Traverse Construction for \$891,000 and a contingency of \$13,365 not to exceed \$904,365. Grand Traverse Construction is the lowest qualified bidder.

**Funding Source**

The source of funds for this project is the Fiscal Year 2020 Auxiliary housing reserves.





Northwestern  
Michigan  
College

**MEMO**  
*Administrative Services*

**To:** Dr. Nick Nissley, President  
**From:** Vicki Cook, Vice President of Finance and Administration  
 Paul Perry, Director of Campus Services  
**Date:** January 27, 2020  
**Subject:** **Emergency Generator for Emergency Lighting at Great Lakes Campus**

This document provides an overview and recommendation for the selection of an electrical contractor to install an emergency generator, and a supplier to provide an emergency generator.

**Board Authorization**

Authorize the administration to enter into a contract with Cummins Sales and Service to provide an emergency generator for \$16,799 and with Shoreline Power Services to install an emergency generator for \$18,900 for a grand total of \$35,699.

**Background / Scope of Work**

The scope of this project is replacement of the existing battery back-ups for emergency lighting for the Great Lakes Campus with a new natural gas generator. The existing system is failing. The installation of an emergency generator will provide reliable emergency lighting. The new generator will be more efficient because we will no longer have to replace batteries at a cost of \$10,000 every three years, which reduces overall maintenance costs during the life of the generator.

**Bid Analysis**

The three bidders for the purchase of the generator are:

Company	Location	Base Bid
Cummins Sales & Service	Gaylord, MI	\$16,799
Kohler – Total Energy Systems	De Pere, WI	\$17,781
Generac-Wolverine	Gaylord, MI	\$18,350

The five bidders for the installation are:

Company	Location	Base Bid
Shoreline Power Services	Williamsburg, MI	\$18,900
Top Line Electric	Traverse City, MI	\$22,220
Windemuller Electric	Traverse City, MI	\$22,871
OSC Electric	North Branch, MI	\$33,050
Advantage Electric Services	Traverse City, MI	\$41,950

**Funding Source**

The funding source is the FY 2020 Plant Fund budget.



**Northwestern Michigan College**

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## **Board Policy A-001.00 College Policy Organization**

### **1. 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 focus on the business of governance.

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.
- How the Board will discipline itself .

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

- Maintaining links to the ownership (the citizens of the service area).
- Establishing the four categories of written policies as included in this framework.
- 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 president’s role, and how they 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.

## **2. Levels and Types of Policy**

In the NMC policy governance model, there are two levels of policy: Board Policy and Staff Policy.

### ***Board Policy***

Board policies for the organization are broad, guiding statements which reflect the Board's philosophy, values, or principles. Board policies can be proposed by staff to the President, by the President to the Board, or by a Board member for consideration for adoption by the Board of Trustees. There are four types of board policy.

1. Board Process Policies (Prefix A) are established by the Board for its own internal workings.
2. Board-President Relationship Policies (Prefix B) are established by the Board to indicate how it delegates authority to the President and monitors presidential (organizational) performance.
3. Ends Policies (Prefix C) of the college are its Vision Statement, Mission Statement, Purposes Statement, Values Statement and the Institutional Effectiveness Criteria Policies. Ends policies deal with the ends or goals for which the college exists. Ends policies state a philosophy or general principle which is intended to provide broad guidance for organizational decisions in a variety of situations. These policies are designed to promote consistency, continuity and standards of performance, and reflect the basic needs of the college as well as its faculty, staff, students and community.
4. Parameters Policies (Prefix D) limit the means staff may use in accomplishing the ends of the college. They are generally in the form of placing boundaries or parameters on prudence, ethics, and methods.

### ***Staff Policy***

Staff policies generally affect more than one area of the college and define in more operational terms how the board policies will be interpreted and implemented. In other words, staff policies describe the means which staff will use in accomplishing the ends of the college. Staff policies are recommended to the president by the Policy Council. The president issues final authorization of staff policy.

New staff policies, as well as changes to existing staff policies, are proposed by the Policy Council to the President for approval and may be reported to the Board of Trustees as deemed appropriate.

### ***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 administrator. In order to assure effective and consistent implementation of staff policy, the Policy Council may review office procedures as part of the policy review process.

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 provision(s).

Adopted by the Northwestern Michigan College Board of Trustees \_\_\_\_\_



**Northwestern Michigan College**

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**Staff Policy D-501.01**

**Institutional Effectiveness Criterion: Operations**

# Dennos Museum Center Code of Ethics

## **I. Introduction**

In recognition of its public responsibility, the Dennos Museum Center (DMC) at Northwestern Michigan College (NMC) will endorse and uphold the highest ideals and concepts of ethical and professional practices. Those standards and commitments are defined in this Code of Ethics. It is intended to serve as a guide for the institution and all associated faculty, staff, students, trustees, and volunteers.

## **Premise**

The DMC's collection is a public and educational program that collects, documents, preserves, and interprets objects, and disseminates the knowledge gained from them to serve society. To promote public trust, high standards of operation and behavior are necessary at all levels of the DMC, including individual members of governing bodies, subdivisions and associations, volunteers, and staff. Maintaining these standards is a collective and individual effort.

As an institution actively involved with the mentorship of future museum professionals through volunteerism and internships, the DMC has an added responsibility to students and the professional community to follow the recognized standards of the profession. For this reason, principles expressed in the Code of Ethics of the American Alliance of Museums (AAM), the Association of Academic Museums and Galleries (AAMG), and the International Council of Museums (ICOM) are endorsed and adapted as part of the Code of Ethics of the DMC. This Code of Ethics is applicable to all parties associated with the DMC.

## **Statement of Position**

**Scope:** This Code of Ethics pertains to all governing bodies, faculty and staff members, students, volunteers, and associated groups of the DMC.

**Authority Recognition:** This Code of Ethics is superseded by all laws, regulations, and international agreements of the United States and the State of Michigan. Within this framework, this Code of Ethics is also superseded by the general policies and regulations of NMC and specific regulations applicable to certain individuals, such as students and faculty.

**Endorsements in Principle:** This Code of Ethics endorses in principle the guidelines of AAM and ICOM. Within this framework, the Code of Ethics also endorses in principle the guidelines established by those disciplines and/or professions that are recognized as having affiliations with museums in the United States.

In situations where differences may occur, the interests of the DMC will take precedence over the guidelines endorsed in principle.

**Implementation:** This Code of Ethics serves as the umbrella for the mission and policies of the DMC. The policies, established by the governing body of the DMC, are carried out under the guidance and supervision of its designated representative, the Executive Director. The development of associated procedures is generally the responsibility of the Executive Director and designated staff.

**Periodic Review and Interpretation:** An Ethics Committee, appointed by the Executive Director, addresses any recommended changes of this document and resolves any issues raised about its interpretation. This Code of Ethics is reviewed at least once every five years, and is amended as needed.

## **II. Governance: General Responsibility**

### **Administration**

The NM C's Board of Trustees and the NM C's academic administration, in the persons of the President and applicable Vice President(s), is the governing authority for the DMC. The governing body serves all parts of the DMC as well as the faculty, staff, students, visitors, and supporters and/or associated groups of the DMC. While the governing body has the responsibility of serving these parties, it must also insure that all activities are in agreement with federal, state, and NMC regulations, as well as the mission and policies established for the DMC.

### **Agreements and Contracts**

The governing body, through its designated representative, the Executive Director, reserves the right to negotiate and involve the DMC with corporations, agencies, or other outside parties in projects and programs which have mutual interest. The governing body will not obligate the DMC to projects or programs that do not serve NM C's interests, or to situations that compromise the resources needed for ongoing activities related to the DMC's primary functions.

### **Fiscal Matters**

The governing body is responsible for using budgeted funds and resources to serve the interests of the DMC and its mission, in a manner that provides an appropriate balance of allocations for staff, collections, facilities, equipment, programs, services, and other gallery and collection functions. In all fiscal matters, the governing body, through its agents, maintains full documentation and accountability for resource expenditures.

### **Personnel**

The governing body recognizes that the greatest asset of the DMC is its staff, and that the quality of the staff is directly related to the DMC's ability to build and maintain collections, conduct research, develop exhibit and education programs for public and academic audiences, and perform ongoing services. For this reason, the governing body, acting through the Executive Director, is responsible for providing job descriptions, hiring qualified staff, providing training and career enhancement opportunities, supporting adherence to the Code of Ethics, providing resources to perform jobs, conducting periodic performance reviews and evaluations, and developing work environments that are in agreement with federal, state, and NMC regulations that address health, safety, and personnel issues.

### **Collections**

The governing body recognizes that the collections are the foundation of the DMC's functions. The governing body recognizes that the possession of these collections incurs legal and ethical obligations to provide proper housing, management, and care for the collections and associated documentation. For these reasons, the governing body, acting through the Executive Director, is responsible for assuring that the scope of each collection agrees with the DMC's mission, that collection growth is balanced with available resources, and that appropriate allocation is made of personnel, facilities, equipment, services, and support to address the ongoing needs of each collection.

**Audiences**

The governing body recognizes the importance of serving both public and campus audiences, and that these audiences help justify financial support from federal, state, local, and private sources. For this reason, the DMC establishes activities that serve its broad constituency; is a facility that provides a responsive, safe, and comfortable environment; and, is a resource for accurate information. The DMC is particularly sensitive to dealing properly with cultural, social, and legal issues, such as due respect for human remains, handicap access, and religious and cultural diversity.



### **III. Collections**

#### **Statement**

Collections are developed, managed, and conserved for use in research, exhibits, and/or education programs for public and academic audiences. To ensure these collections will be available for future generations, utilization is balanced with current preservation standards and practices.

#### **Acquisition**

The growth and development of collections adheres to the Mission Statement, Scope of Collections, and Acquisition Policy of the DMC, particularly to legal and ethical acquisition, clear ownership, provenance, condition, value, need, and ability to provide proper long-term care. The DMC is committed to continued growth and development of collections, in a manner that reflects quality and relevance over quantity. New acquisitions will emphasize collection integrity, object integrity, and maximum associated information.

#### **Management, Care, and Use**

The management, care, and use of these collections follow the Collections Management Policy of the DMC, which outlines management concerns including but not limited to: security, loans, object utilization, integrated pest management, emergency preparedness, and preventive conservation. Implementation of the Collection Management Policy is based on written procedures that:

1. Meet museum and academic standards for the respective collections;
2. Include specifications for providing proper care with respect to environment, housing, and handling, and;
3. Incorporate all parts of the collection, including objects, associated data, collection records, reference material, and specialized collections.

#### **Disposal**

The disposal of accessioned collection objects follows the Deaccession section of the Collections Management Policy of the DMC and written procedures for policy implementation. All deaccessioned material is approved by the Collections Committee, documented fully, clearly justified, disposed of appropriately, and free from problems of ownership, conflict of interest, and ethical and legal issues. No personal gain resulting from deaccessioned material is to be realized by any individual having affiliations with the DMC or the NMC.

Furthermore, any funds realized from deaccessioned objects may **only** be used to acquire additional artworks for the collection.

Funds may not be expended for any other purposes, including but not limited to: staffing, construction, capital equipment, and other non-acquisition expenses.

### **Financial Management and Capitalization of Collections**

As adopted by the Association of Art Museum Directors (AAMD) and the Association of Academic Museums and Galleries (AAMG), NMC shall not capitalize art collection holdings on its financial statements. Per the AAMD:

The collections the museum holds in public trust are not financial assets and may not be converted to cash for operating or capital needs. No collection or portion thereof may be pledged as collateral for a loan, except that a museum may grant a security interest in a work that it is acquiring in order to secure the payment of the balance of the purchase price. To present fairly the museum's financial position, collections should not be capitalized. (For further guidance on professional practices in art museums and reference to applicable accounting standards, see Appendix B, p. 20, paragraph D). Likewise, no funds established for future art acquisitions (endowment or otherwise) should be pledged as collateral for loans. Member organizations should follow applicable accounting standards regarding the use of restricted funds and honor donor intent regarding the establishment and use of such funds.

Furthermore, the American Alliance of Museums (AAM) makes it clear that accreditation shall not be granted to institutions with capitalized collections. Institutions that engage in this accounting practice shall be in direct violation of the AAM's code of ethics:

There is increasing pressure on museums to capitalize their collections and to use them as collateral for financial loans to the museum. The Alliance's Code of Ethics for Museums requires that collections be "unencumbered," which means that collections cannot be used as collateral for a loan. The AAMD code of ethics also precludes using collections as collateral, and further bars museums from capitalizing collections. The American Association for State and Local History (AASLH) has also issued a position statement that declares that capitalizing collections is unethical.

## **IV. Conduct of Individuals**

### **Statement**

This Code of Ethics pertains to all governing bodies, faculty and staff members, students, volunteers, and support and/or associated groups of the DMC.

### **Responsibility of the DMC**

**Code of Ethics, Policies, and Procedures:** Individuals having an affiliation with the DMC are expected to be familiar with and to abide by the Code of Ethics, Policies, and Procedures adopted by the DMC.

**Duties and Responsibilities:** Individuals having an affiliation with the DMC are expected to fulfill all duties and responsibilities of their designated position and written job description, in a timely and professional manner.

**Use of Resources:** All resources of the DMC, including personnel, salaried-time, facilities, collections, images, equipment, supplies and funds serve the interests and purposes of the DMC. Unauthorized use of these resources by any individual, strictly for personal benefit, is ethically irresponsible and may be regarded as a conflict of interest, fraud, or theft.

**Discretion and Confidentiality:** Individuals affiliated with the DMC have unique responsibilities related to maintaining the DMC's image, trust, and credibility to its public and academic audiences. For this reason, affiliated individuals must:

1. Properly represent the DMC and their position when interacting with others;
2. Exercise professional discretion about activities and concerns of the DMC, and;
3. Hold in confidence relevant information concerning matters such as collections, personnel, and security.

**Conflict of Interest:** Individuals having an affiliation with the DMC must avoid situations that may be construed as a conflict of interest. Concerns about potential conflicts of interest will be conveyed immediately to the appropriate NMC authority. The purpose of this concern is to prevent the actual or perceived conflict between personal collecting and the objectives of the DMC. Potential conflicts of interest include:

1. Personal collecting within the curatorial collection areas of the DMC;
2. Using DMC affiliation, DMC resources, or the influence of one's position in unauthorized ways solely for personal benefit, or to serve solely the interests of persons outside the DMC;
3. Placing the DMC in a situation that compromises its mission, policies, functions, practices, or philosophies;
4. Placing the DMC in a situation that it unduly competes with outside parties, and;
5. Participating in other employment that compromises one's capability to perform in a timely and professional manner.

### **Responsibility to Collections**

**Integrity of Information:** The DMC's ability to serve its public and academic audiences is dependent on the quality and accuracy of available information. Such information includes object and collection documentation, personal communications, formal presentation, written correspondence, publication, exhibits, and educational programs. For this reason, individuals affiliated with the DMC will maintain information integrity with respect to accuracy and completeness.

**Integrity of Preservation:** The DMC's ability to perform its functions is dependent upon the quality of object preservation and conservation. Individuals affiliated with the DMC will demonstrate respect for the object by following professional museum preservation procedures, providing protection from agents of deterioration, providing proper housing, and exercising safe handling.

**Integrity of Operations:** Individuals affiliated with the DMC collections will be knowledgeable about their respective collection(s), museum and academic standards related to their collection(s), and changes in philosophies and practices for properly managing and caring for the collection(s).

### **Responsibility to Other Individuals**

**Public and Academic Audiences:** Individuals affiliated with the DMC will be responsive to the DMC's public and academic audiences, and treat each individual with professional courtesy.

**Professional Associates:** Individuals affiliated with the DMC will be responsive and cooperative with professional associates outside of the DMC organization.

**DMC Affiliates:** Individuals affiliated with the DMC (e.g., volunteers, students, administration) will respect the property and rights of one another. Individuals will acknowledge the roles and responsibilities of each other, and will cooperate as needed to promote the mission, functions, services, programs, and image of the DMC. Supervisors and faculty are responsible for the actions of the individuals under their direction and will take an active role in providing direction, instruction, communication, and group cooperation.

If any provision(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 \_\_\_\_\_



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**Staff Policy D-504.05**

**Institutional Effectiveness Criterion: Operations**

# **Dennos Museum Center Collections Management**

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## DENNOS MUSEUM CENTER COLLECTION STATEMENT

### **I. Mission Statement**

The Dennos Museum Center (DMC) will seek to engage, entertain and enlighten its audiences through the collection of art, and the presentation of exhibitions and programs in the visual arts, sciences and performing arts.

### **II. Governance**

As a unit of Northwestern Michigan College (NMC), the DMC has as its official governing authority the Northwestern Michigan College Board of Trustees. The Executive Director reports to the Vice President of Finance who serves on behalf of the Northwestern Michigan College Board of Trustees and the President of Northwestern Michigan College to oversee the affairs of the DMC. In turn, the Executive Director works closely with DMC staff and seeks counsel from members of advisory bodies to develop and refine the mission, vision, and goals and to ensure their implementation.

All those who work for or on behalf of the DMC understand and support its mission and public trust responsibilities. The DMC and its physical, human, and financial resources are developed, maintained, protected, and interpreted in support of this mission. The development and preservation of the collection and its use to support the educational goals of teaching and research are fundamental responsibilities of the DMC.

The DMC has written policies that govern its operations. These policies, approved by the Board of Trustees, support the mission, vision, and goals of the DMC as defined in its long• range plan. Members of the governing authority, staff, advisory bodies, and volunteers of the DMC must be united in their commitment to the institution's purposes and responsibilities as reflected therein.

### **III. Scope of Collections**

The Dennos Museum Center houses a collection of nearly 3,000 works of art. Approximately 1,600 objects are prints, sculptures, and other artworks made by the Inuit people of the Canadian Arctic, Greenland, and Alaska. The remainder of the collection includes a diverse array of painting, sculpture, prints, and photography. Significant holdings include contemporary works by Michigan artists, 19th and 20th century American and European graphic art, 18th and 19th century Japanese prints, and 20th century Great Lakes Indian and Canadian Indian art.

### **IV. Collections Statement**

The purpose of the DMC's collection is to provide a rich and diverse resource of works of art and objects of cultural significance, both contemporary and historical, that foster discussions, exhibitions, teaching, and research across disciplines. Special attention is given to works of artistic and/or historical significance, cultural diversity, and relevance to the critical issues of our time. The DMC collects works that enrich and enhance the educational mission of NMC and are utilized for exhibition, teaching, or research.

### **V. Collection Categories**

This document is intended to outline the two types of collections that are managed and maintained by the DMC staff at Northwestern Michigan College:

### **Permanent Collection**

Fully accessioned, documented, and cataloged objects of artistic, cultural or historical significance, and objects of high quality that are representative of the diversity inherent in the mission of the DMC. These collections are used for research, exhibitions, and loans and are given the highest level of care and protection. The services of a professional conservator would be required to treat works in this category.

- Original prints, drawings, paintings, sculpture, photographs, and other works of historical/art historical significance

### **Outdoor Sculpture Collection**

Fully accessioned, documented, and cataloged outdoor sculptures of artistic, cultural or historical significance, these collections are installed outdoors year-round and require ongoing maintenance and upkeep to preserve the integrity and intent of the work. Maintenance and upkeep plans are defined in the DMC's Long Range Conservation Plan and/or Strategic Plan.

- Outdoor sculptures located on DMC grounds and throughout NMC's campuses

### **Decor Collection**

Accessioned objects that may be partially or fully cataloged and used for display/decor on campus. Conservation/restoration is on a case-by-case basis. Works will have numbers assigned for tracking purposes, but may not necessarily be fully cataloged into the database.

- Artwork executed by studio faculty and NMC alumni
- Furniture or other articles historically owned/exhibited by the college (the DMC maintains records, but is not responsible for up-to-date inventory)
- Works purchased specifically for display on campus or as decor

### **Non-accessioned Education Collection**

Teaching objects that are used for interpretation, participatory exhibitions, educational programs, and hands-on learning. These objects do not receive a catalog number and are not accessioned into the collection-as a result, they can be removed if damaged or deemed no longer relevant for teaching use. These objects are given all reasonable care but may be treated/repared by DMC staff if deemed appropriate.

- Ex: Reproductions, tourist art, sculptures, textiles, etc. with little or no provenance
- Hands-on materials from the Inuit teaching collection

## COLLECTIONS COMMITTEE

### Purpose of the committee:

- Approve works for inclusion in the Dennos Museum Center permanent art collection
- Approve deaccessions from the collection

### Rationale for committee formation:

- Common practice at all collecting institutions
- Removes curatorial bias from the decision-making process
- Creates a mechanism for avoiding gifts that may produce undesirable consequences in the long term (ex: restricted gifts, works in poor condition, oversize works with no appropriate storage, etc.)

### Committee approval process:

1. Registrar completes accession/deaccession proposal form
2. Registrar circulates paperwork among committee members via e-mail, along with the director's recommendation
3. Majority of members approve or deny request via e-mail

### Curatorial limitations:

The Executive Director may purchase artwork/objects for the permanent art collection without committee approval if the total purchase price is under \$5,000. Purchases for the collection in excess of \$5,000 must be approved by the collections committee in advance.

### Committee appointments:

7 members, voting

2-year, single term appointments made by DMC staff

- Museum Director (co-chair)
- Museum Registrar (co-chair)
- Art Faculty
- NMC Staff or Faculty
- NMC Library/Archives Staff
- External Museum/Gallery Partner
- External Museum/Gallery Partner

\*The committee shall convene once at least once every calendar year in-person to discuss the state of the Dennos Museum Center collection.

\*\*Anticipated workload for all committee members is 5-8 hours per academic year, plus 1-2 hours during the summer months (via e-mail).



## ACQUISITIONS

### I. Acquisition

Acquisition is the process of acquiring an object(s) or collection for the collections of the DMC. Object(s) or collections are typically acquired through donation, purchase, transfer from or exchange with another institution, or bequest. Acquisition, except as approved in writing by the Executive Director, does not imply accessioning, but is a necessary prerequisite for accessioning. Acquired objects or collections are recommended for accessioning by the Executive Director.

Certain state, federal, and international statutes and laws are in existence that may affect the acquisition of certain objects. In all cases, the DMC acts in accordance with those statutes and laws. Additionally, the DMC bases its acquisition and accession policy statements and procedures on the highest ethical standards as set out in its own Code of Ethics. This Code is based on national and international Codes of Ethics for museums and ensures that the DMC operates in all respects to the highest professional standards.

The following policy statements support an attitude of responsible collections management. They provide guidance for acquisition for authorized DMC personnel. Adherence to these statements promotes responsible collecting and ensures the appropriate housing, preservation, and conservation accountability inherent in the acceptance of objects or collections. Reference to these restrictions fosters a spirit of understanding and cooperation with prospective donors by serving as a defined justification for acceptance or rejection of donations, purchases, transfers and exchanges, or bequests.

The following policy statements are also guided by:

- The UNESCO Convention on the Means of Prohibiting and Preserving the Illicit Import, Export and Transfer of Ownership of Cultural Property of 1970 (accepted by the United States in 1983)
- The Association of Art Museum Directors (AAMD), "Report of the AAMD Task Force on the Spoliation of Art during the Nazi/World War II Era (1933-1945)," 1998
- The American Alliance of Museums (AAM), "Code of Ethics for Museums," 2000
- The American Alliance of Museums (AAM), "Guidelines Concerning the Unlawful Appropriation of Objects During the Nazi Era," 2001
- The Association of Art Museum Directors (AAMD), "Report of the AAMD Task Force on the Acquisition of Archaeological Materials and Ancient Art," 2004

1. At the most fundamental level, the DMC categorically endorses the concept that responsibility for the physical safety of the object begins with acquisition.
2. All potential acquisitions must be evaluated in terms of the goals, purpose, mission, and scope of the DMC, and the educational aims of the museum, and must fall within financial and physical limitations of the institution.
3. All potential acquisitions must be evaluated by the following criteria:
  - a. Documentation as to origin, previous ownership, use, and provenance.
  - b. Ability of the DMC to properly maintain and house the objects and associated documentation.
  - c. Relevance of acquisition to the mission statement and scope of collections of the DMC, and its ability to enhance collections.
  - d. Legal and ethical standards governing possession and use of objects. The DMC will

- not knowingly accept any object or collection acquired by either illegal or unethical means.
- e. Willingness of the donor (owner) to transfer complete ownership (provide clear title) to the DMC without restrictions, limitations, or conditions. Transfer of legal title is through a signed deed of gift between the DMC and owner that identifies the owner, the DMC, and all objects for which ownership is transferred.
  - f. Intellectual Property (IP) consideration.
4. The DMC will acquire no object(s) or collection, by any means, for which a valid title cannot be obtained. It is critical that clear title is established, to the best knowledge of all parties, prior to acquisition.
  5. Collections care begins with acquisition. It is the responsibility of the DMC Registrar and the Executive Director as appropriate to ensure that preventive conservation and collections management best practices are followed.
  6. Restrictive or conditional donations will not be accepted. Restrictive or conditional donations will be considered only under extraordinary circumstances and when the long-term advantage to the DMC is unequivocal. Any consideration of such donations must be accompanied by a legal document that conveys any restrictions or conditions. Fine arts object(s) executed after January 1, 1978 that are subject to the Copyright Act of 1976 (17 U.S.C. §§ 101-702) are considered for acquisition only after a thorough review of copyright restrictions.
  7. For the purpose of acquisition, the Executive Director is relied upon for a judgment of value and provenance, and their determination is final.
  8. The DMC or its staff cannot ethically or legally appraise objects for private citizens prior to donation or at any time thereafter, retain an appraiser for a private citizen, or refer an appraiser to a private citizen, and, therefore, shall not be involved in appraisal activities. This restriction does not apply to in-house assessments of value of objects owned by the DMC for such collection objectives as insurance purposes, traveling exhibitions, loans, or for activities within the professional community that involve establishing the relative monetary value of certain kinds of objects. These activities are viewed as professional assessments and not commercial appraisals. Donors requiring appraisals for income tax purposes must obtain these at their own expense from a certified appraiser of their choice prior to donation.
  9. Collections of objects acquired through purchase are the property of the DMC, are accessioned, and all bills of sale and appropriate records are kept by the DMC.
  10. Acquisitions of the DMC are the property of the DMC. The DMC is not legally bound to acquire or consider for accession objects that are acquired by NMC on behalf of the DMC without prior agreement.
  11. The DMC does not acquire object(s) or collections of questionable origin (legal or ethical), nor does the DMC exhibit or otherwise allow the utilization of such object(s) or collections.
  12. The acquisition of cultural property of foreign countries is to be guided by the policies of the 1970 UNESCO Convention, the "Guidelines Concerning the Unlawful Appropriation of Objects During the Nazi Era, 2001," and the "Report of the AAMD

Task Force on the Acquisition of Archaeological Materials and Ancient Art," 2004.

13. Certain works of art deemed inappropriate for accession into the permanent collection may be accepted as gifts for study purposes, as incidental decoration for public or office spaces, or as non-accessioned unrestricted gifts that may be sold. These works are not formally accessioned, but the Registrar tracks their status as non-accessioned acquisitions.
14. The DMC does not acquire personal memorabilia, nor does the DMC accept like material from NMC, unless the material has general relevance to the mission and scope of the DMC.
15. Objects bequeathed to the DMC must be approved for acquisition prior to the DMC being designated as beneficiary. All objects bequeathed to the DMC are subject to the Acquisition and Accession policy defined in this document. The DMC shall observe appropriate confidentiality with respect to objects acquired through bequest. The DMC is not legally bound to acquire objects that are bequeathed to it, unless by prior agreement.
16. Donors of acquisitions must be made to understand that only the Executive Director of the DMC is authorized to make agreements for the temporary or permanent exhibit of object(s). To this end, it is assumed that all acquisitions, regardless of right of ownership, will be reviewed by the Executive Director of the DMC to determine appropriateness to collection needs and possible utilization potential prior to any commitment or agreement by NMC. Acquisitions are reviewed in accordance with the loan qualifications and conditions as outlined in the Loans section of this Policy and as defined in the Loan Procedures segment of the Collections Management Procedures document. Donors also must understand that while the fiduciary responsibility for the donated object(s) rests with NMC, the management of such object(s) is under the control of the Executive Director of the DMC.
17. The Executive Director and the Registrar appointed by NMC shall serve as members of the Collections Committee. The Executive Director has final authority regarding acquisitions.
18. All items acquired for the permanent collections of the DMC will be accessioned in a timely manner.
19. The DMC maintains a computerized record-keeping system of all objects acquired or received by any approved means into its care.
20. Recordkeeping begins with acquisition and is the responsibility of the DMC Registrar and Executive Director as appropriate. Records include: acquisitions, accessions, catalogs, inventory, loan, insurance, condition report, treatment forms, field forms, photographs (film, digital images, video recordings), and business records. Records are comprised of both paper documents and digital files. All computerized records are updated and a digital copy stored at an off-site location by the Registrar. Paper records are housed in appropriate cabinetry, file, or refrigerated unit (as required).
21. Donor information and credit is maintained as part of the acquisition file, the accession file, and on the catalog record. It is not used as part of labeling while the object(s) is on exhibit without the prior signed consent of the donor.

22. Because the DMC is a non-profit educational entity of NMC, a potential donor must be informed of the restrictions under which gifts may be given. Acquisitions by the DMC, once accessioned, are subject to the Deaccessioning section of the Collections Management Policy, and except as specifically stated, no object(s) is sold, traded, returned to donor, or otherwise removed from the care and protection of the DMC.
23. Certain state, national, and international statutes and laws currently in existence may require that acquired and accessioned objects are deaccessioned from the collections of the DMC and repatriated, as per the specific statute or law. The DMC abides by such statutes and laws currently in existence and those that may be bought to apply in the future. Prospective donors of material likely to be affected by such legislation are informed of this likelihood during initial donation discussions.
24. Per AAM best practices, object(s) deaccessioned from the DMC permanent art collection will not be returned to the donor or heirs.

## **II. Antiquities and Ancient Art**

The DMC is committed to the ethical and responsible acquisition of works of art. The DMC's goal is to preserve, display, and interpret our shared cultural heritage in the interests of the public.

1. The item to be acquired must have free and clear title. The DMC will require sellers, donors, and their representatives to provide all available information and documentation, as well as appropriate warranties regarding the origins and provenance of a work of art offered for acquisition.
2. The acquisition of cultural property of foreign countries is to be guided by the policies of the 1970 UNESCO Convention and the Report of the AAMD Task Force on the Acquisition of Archaeological Materials and Ancient Art, 2004. The DMC will not accept or purchase an item known to have been "stolen from a museum, or a religious, or secular public monument or similar institution" (Article 7b of the Convention) or known to have been part of an official archaeological excavation and removed in contravention of the laws of the country of origin.
3. The DMC will comply with all applicable local, state, and federal laws, most notably those governing ownership, title, import, and other issues critical to acquisitions. The law relevant to the acquisition of archaeological materials and ancient art has become increasingly complex and continues to evolve. Since the status of a work of art under foreign law may bear on its legal status under U.S. law, it is important to be familiar with relevant U.S. and foreign laws before making an acquisition.
4. The DMC will only acquire objects that have been rigorously researched. Such research will include, but will not necessarily be limited to, determining:
  - a. The ownership history of the object;
  - b. The countries in which the object has been located and when;
  - c. The exhibition history of the object, if any;
  - d. The publication history of the object, if any;
  - e. Whether any claims of ownership of the object have been made;
  - f. Whether the object appears in relevant databases of stolen works; and
  - g. The circumstances under which the object is being offered to the DMC; and documentation that shows that the object was exported from its country of origin before 1970.

5. The DMC will make a concerted effort to obtain accurate written documentation with respect to the history of the object, including import and export documents from all parties involved in the transaction. The DMC should always obtain the requisite import documentation when the object is being imported into the United States in connection with its acquisition by the DMC.
6. Should any of the research cited above demonstrate that the object is known to have been "stolen from a museum, or a religious, or secular public monument or similar institution" (Article 7b of the Convention), or from an individual or family collection, or "known to have been part of an official archaeological excavation" or other repositories either within or without the United States "and removed in contravention of the laws of the country of origin," the DMC will not acquire the object.
7. However, even after rigorous research, it may not be possible to obtain sufficient information on the recent history of a proposed acquisition or to determine securely whether the acquisition would comply with applicable law and the aforementioned Ethics and Guidelines. In such cases, the DMC must use its professional judgment in determining whether to proceed with an acquisition, in accordance with the Principles outlined above, recognizing that the work of art or object, the culture it represents, scholarship, and the public may be served best through the acquisition of the work of art by the DMC, which is dedicated to the conservation, exhibition, study, and interpretation of works of art. Such antiquities should be recommended for acquisition for the following reasons:
  - a. The object is in danger of destruction or deterioration.
  - b. The acquisition would make the object publicly accessible, providing a singular and material contribution to knowledge, as well as facilitating the reconstruction of its provenance, thereby allowing possible claimants to come forward.
  - c. The object has been outside its probable country or countries of origin for a sufficiently long time (at least 10 years) and its acquisition would not provide a direct, material incentive to looting or illegal excavation.
8. Sellers, donors, and their representatives must provide all available information and documentation, as well as appropriate warranties regarding the origins and provenance of an object offered for acquisition.
9. Once an acquisition has been accessioned, the DMC shall publish promptly, in print or electronic form, an image (or representative images in the case of large groups of objects) and relevant provenance information, which will thus be readily available to an international audience.
10. If the DMC gains information that establishes another party's claim to an object acquired, even though this claim may not be enforceable under U.S. law, the DMC shall seek an equitable resolution with the other party. Possible options that shall be considered include: transfer or sale of the object to the claimant; payment to the claimant; loan or exchange of the object; or retention of the object.
11. Competing claims of ownership that may be asserted in connection with objects in the DMC's custody shall be handled openly, seriously, responsively, and with respect for the dignity of all parties involved. Where unethical collecting practices are alleged, verification of the facts is necessary before a judgment or condemnation is appropriate.

### III. Nazi-era Provenance (1937 - late 1940s)

The ethics and guidelines outlined above are equally applicable to objects with Nazi-era provenance. However, the principles guiding the acquisition of objects falling into this category are here treated separately in order to ensure that the DMC shall take all reasonable steps to resolve the Nazi-era provenance status of objects before acquiring them into its collection whether by gift, bequest, purchase, or exchange.

1. Standard research on objects being considered should include a request that the sellers, donors, or estate executors offering an object provide as much provenance information as they have available, with particular regard to the Nazi era.
2. Where the Nazi-era provenance of a proposed acquisition is incomplete or uncertain, the DMC shall consider what additional research would be prudent or necessary to resolve the Nazi-era provenance status of the object before acquiring it. Such research shall involve consulting appropriate sources of information, including available records and outside databases that track information concerning unlawfully appropriated objects.
3. In the absence of evidence of unlawful appropriation without subsequent restitution, the DMC may proceed with the acquisition. Currently available object and provenance information about any covered object shall be made public as soon as practicable after the acquisition.
4. If credible evidence of unlawful appropriation without subsequent restitution is discovered, the DMC shall notify the donor, estate executor, or seller of the nature of the evidence and shall not proceed with acquisition of the object until taking further action to resolve these issues. Depending on the circumstances of the particular case, prudent or necessary actions may include consulting with qualified legal counsel and notifying other interested parties of the DMC's findings.
5. It is acknowledged by the AAM that under certain circumstances acquisition of objects with uncertain provenance may reveal further information about the object and may facilitate the possible resolution of its status. In such circumstances, the DMC may choose to proceed with the acquisition after determining that it would be lawful, appropriate, and prudent and provided that currently available object and provenance information is made public as soon as practicable after the acquisition.
6. The DMC shall document its research into the Nazi-era provenance of acquisitions.
7. Consistent with current practices in the museum field, the DMC shall publish, display, or otherwise make accessible recent gifts, bequests, and purchases, thereby making all acquisitions available for further research, examination, and public review and accountability.
8. The DMC shall address claims of ownership asserted in connection with objects in its custody openly, seriously, responsively, and with respect for the dignities of all parties involved. Each claim shall be considered on its own merits.
9. The DMC shall review promptly and thoroughly a claim that an object in its collection was unlawfully appropriated during the Nazi era without subsequent restitution.
10. In addition to conducting its own research, the DMC should request evidence of

ownership from the claimant in order to assist in determining the provenance of the objects.

11. If the DMC determines that an object in its collection was unlawfully appropriated during the Nazi era without subsequent restitution, the DMC shall seek to resolve the matter with the claimant in an equitable, appropriate, and mutually agreeable manner.
12. When appropriate and reasonably practical, the DMC shall seek methods other than litigation (such as mediation) to resolve claims that an object was unlawfully appropriated during the Nazi era without subsequent restitution.

## ACCESSIONS

Accessioning is the procedure that is initiated by the transfer of clear title, and that officially incorporates objects into the permanent collections of the DMC. Title is considered to be transferred when the DMC receives a deed of gift signed by the donor, or when a bill of sale is acknowledged as paid in full in the case of purchased objects, or when a document is signed by all interested parties in the case of transferred objects. Stewardship is transferred but not ownership.

Objects are not incorporated into the DMC's collections until they are accessioned. Upon accessioning, the DMC assumes the obligation for the proper care and management of the object(s). Accessioning provides an inventory of objects owned by the DMC, and is a function of the DMC Registrar.

1. All items acquired for the permanent collection of the DMC will be accessioned in a timely manner.
2. Complete records of the accessioned holdings of the DMC are maintained by the Registrar. Once an object or collection is reviewed by the Collections Committee, approved by the Executive Director, and a signed deed of gift or receipt, in the case of purchased objects, is received, then the object(s) or collection is accessioned by the Registrar into the collection. Accession numbers document DMC ownership or stewardship and are an inventory control device for the Registrar.
3. The accession number system utilized by the DMC is alpha-numeric and includes the calendar year of acceptance, followed by a number indicating the order of acceptance. The calendar year is written in full, and the number of order of acceptance is separated by a period from the year (e.g., 2000 .1). Each accession, whether it consists of a single object or collection of objects, is assigned one unique accession number.
4. Accessioning is the responsibility of the Registrar, and only the Registrar has the authority to assign accession numbers. It is the responsibility of the Executive Director to provide all acquisition and identification documentation to the Registrar.
5. The Collections Committee has final authority regarding accessions.
6. Undocumented objects found in the collections are those that have no accession number and no record of the object being accessioned or why they are in the DMC. Ownership of an undocumented objects cannot be assumed and they cannot be disposed of or accessioned. These objects are abandoned property and the Michigan law (LOST PROPERTY Act 273 of 1987) for abandoned property and old loans must be followed in order to gain clear title. Once clear title is established, the objects undergo acquisition review that accompany accessions are:
  - a. A signed deed of gift for those objects donated to the DMC; proof of ownership for those objects purchased by the DMC; or a letter from the trading/exchanging Institution transferring title of the object(s) to the DMC is required.
  - b. A complete record of all correspondence and transactions involving the accession includes:
    - i. Name and address of the seller or trading/exchanging institution.
    - ii. Copy of the permit for field-generated collections from foreign countries.



- iii. Import and export papers for object(s) or collections from foreign countries.
  - iv. Bill of sale and bill of lading.
  - v. Any gift restrictions.
  - vi. Copyright considerations.
  - vii. Artist's rights considerations.
  - viii. Provenance information.
  - ix. History of object(s).
  - x. Dates or ages of object(s).
7. Black and white or color photographic images, digital images, or video recordings with the assigned accession number visible either in the photograph(s) are required for designated objects. This requirement is to include all type specimens, all works of art, all ethnographic material, and other objects selected by the Executive Director in consultation with the Registrar.

## DEACCESSIONS

Deaccessioning, when carried out in an appropriate manner, is an integral part of museum professional practice. This view is endorsed by the DMC in its Code of Ethics and is based upon ethical codes of national and international museum professional organizations. As the museum profession has developed, so have scholarly mechanisms for building on the experience of the past. Deaccessioning is a useful tool for defining and refining the scope and quality of collections that have grown over the years. The existence of a deaccession policy should not, however, be taken to imply that collections are a resource for the purpose of raising revenue to cover operating costs. Such action quickly undermines the concepts of fiduciary responsibility and public trust. The deaccessioning of an object by sale can only occur in particular circumstances, and the revenue raised from such sales is restricted in use.

The DMC recognizes the special responsibility associated with the receiving and maintenance of objects of cultural, and historical significance in the public trust. An institution cannot remain static and serve the cultural and educational needs of its various communities.

Periodic reevaluations and thoughtful selection are necessary for the growth and proper care of collections. The practice of deaccessioning under well-defined guidelines provides these opportunities. Deaccessioning permanently removes an object from the collections through donation, transfer, exchange, sale, repatriation, loss from collections, deterioration beyond repair, and loss through natural disasters, and allows the transfer of unrestricted title to the receiving agency.

Objects under consideration for exchange from another institution are subject to the Collections Committee review process. An object must have been accessioned into the DMC's holdings for at least three years before it can be considered for deaccessioning, unless otherwise regulated by state and federal law.

1. A number of reasons create the need for careful removal of properly reviewed objects from the DMC collections. The deaccessioning of any object, for whatever reason, is of primary importance to the DMC. The only material considered for deaccession is that to which the DMC has clear title.
2. No object is deaccessioned and disposed of by transfer, exchange, sale, or destruction, or in any way removed from the DMC records without careful review, evaluation by DMC staff, and documentation of clear title.
3. The Collections Committee also functions as the Deaccessions Committee. Initial recommendations in writing come from the appropriate DMC staff member.
4. As a courtesy, reasonable efforts will be made to contact donors or their heirs, and living artists prior to the deaccessioning of objects from the DMC's collections.
5. The decision to deaccession is made based on, but not limited to, the following guidelines. These guidelines assume that all objects currently are accessioned and that the DMC has clear and unrestricted title:
  - a. Objects lacking provenance or that are not significant or useful for research, exhibit, or educational purposes in and of themselves.
  - b. Objects that have been determined not to be authentic.
  - c. Objects that have limited or no value to the DMC because of redundancy in the collection.
  - d. Human skeletal remains and objects of sacred or ritual significance that are

requested for return under the terms and conditions of any state, federal (NAGPRA), or international laws and statutes. As per current federal laws and statutes, the requesting group must provide evidence of the validity of their claim. All claims must be made in accordance with national and international statutes and laws and the DMC will respond accordingly.

- e. Objects that do not relate to the stated mission of the DMC. Objects that do not fit the stated scope of collections.
  - f. Objects that have decayed or decomposed beyond reasonable use and repair or that by their condition constitute a hazard to other objects in the collection.
  - g. Objects reported as missing or stolen.
  - h. Objects that have been stolen and for which an insurance claim has been paid to the DMC.
  - i. Objects used in education programs.
  - j. Objects that were accessioned erroneously into the collections.
6. The preferred method of disposal is transfer or exchange of objects to or with appropriate public museums, after which the order of preference is appropriate public educational agencies and institutions, private museums, and private educational agencies and institutions. Every effort is made to retain objects of regional or local importance in the public sphere. In the event of transfer to or exchange with either public or private institutions, the DMC requires evidence that proper care will be provided for the objects.
  7. If transfer is not feasible, objects may be sold through standard state procedures. Under no circumstances will ethnographic objects be sold.
  8. In instances of sale, no member of the NMC Board of Trustees, NMC staff, DMC staff, faculty, students, volunteers, or members of DMC committees, will be eligible to purchase deaccessioned items. Under no circumstances will this restriction be waived.
  - 9. Money acquired from the sale of the object(s) is used solely to obtain objects for the collection of the DMC. None of the revenue generated will be used to fund operating costs or salaries.**
  10. Funding for newly acquired and accessioned objects are attributed to the original donor(s).
  11. If a suitable recipient for a proposed deaccession and disposal through transfer, exchange, or sale cannot be found, the DMC must keep and maintain the objects until such time as a suitable recipient is found.
  12. Objects that have decomposed must be destroyed in an appropriate manner.

## CATALOGING

"Cataloging" is to identify and describe in detail through methodical classification each object and provide it a unique identifying number. Cataloging is part of documentary control of the collections, placing the object into proper context and determining information important and unique to that one object. The catalog provides a centralized place for all known documentation of an object for effective management.

The DMC maintains a unified cataloging system, with cross-reference between accession and catalog numbers. That system is electronic, with collection records backed -up on a periodic basis. Terminology is standardized and codes are not used. The catalog records both intrinsic and associational information in a standard format. The standardized categories basic to all collecting divisions are supplemented by additional categories that customize the catalog to each division.

1. All accessioned collection objects are cataloged in a timely manner.
2. Complete records of the cataloged holdings of the DMC are maintained in the Registration division. Catalog numbers document classification and scholarship and are an inventory control device for the DMC Registrar.
3. The catalog number system utilized by the DMC is alphanumeric and includes the calendar year of acceptance, followed by a number indicating the order of acceptance. The calendar year is written in full, and the number of order of acceptance is separated by a period from the year (e.g., 2000.1). Each accession, whether it consists of a single object or collection of objects, is assigned one unique accession number. The catalog number is written in full on the object.
4. Cataloging is the responsibility of the DMC Registrar, and only the DMC Registrar has the authority to assign catalog numbers within the appropriate collecting division.
5. Objects may not be loaned until they are accessioned and cataloged.
6. Non-accessioned objects (i.e., hands-on "disposable" teaching collection and exhibition props) shall be clearly identified with permanent markings as "not accessioned" so as to differentiate these objects from permanent collection and campus art objects. These objects need not be cataloged in the electronic database or paper record system.

## INVENTORY

Inventory provides accountability, updates collection records and documentation, provides the opportunity to check the condition of each object/specimen, and aids in maintaining the security of each collection. Inventory is the physical verification of the presence, location, and condition of the objects for which the DMC has assumed responsibility. By conducting inventories, the DMC better fulfills its legal and ethical responsibilities.

1. The DMC practices four types of inventory (accessions, comprehensive, spot-check, and relocation):
  - a. Each **accession** must have an accounting of the incoming objects and documentation to provide a baseline. Accessions inventory is the responsibility of the DMC Registrar.
  - b. A **comprehensive** inventory is conducted once every 5 years accounting for all objects.
  - c. A **spot-check** inventory is conducted on a regular basis as needed for a specific group of objects, cabinet, or shelf. Spot-check inventory is the responsibility of the DMC Registrar.
  - d. A **relocation** inventory is conducted any time an object or collection is moved. Relocation inventory is the responsibility of the DMC Registrar.

## LOANS

Borrowing and lending objects are inherent practices in a museum and require specific procedures to ensure appropriate object management. Loans do not involve transfer of title but are the temporary reassignment of objects from the DMC ( outgoing) to another institution or to the DMC (incoming). All loans are for a defined period of time and for the stated purposes of exhibition, research, education, or inspection. Third party or permanent loans and commercial use of loaned materials is prohibited.

1. Loans are by authority of the Executive Director and effected through the DMC Registrar. Loans are initiated by the Executive Director and transmitted in writing for processing to the DMC Registrar. A written loan contract must accompany every loan with specifications on rights and responsibilities of each party. The loan contract must stipulate the conditions of the loan to insure adequate storage, environmental protection, and safety precaution -s during transit, handling, and use. Loan contracts are kept on file in the Office of the Registrar with a copy in the Executive Director's files. It is the responsibility of the DMC Registrar to notify the Executive Director of the return and completion of a loan. The DMC Registrar establishes the procedures for packing and transportation of all loans.
2. All loan activities (outgoing or incoming) that require a financial or physical commitment by the DMC of other than a minimal nature, or obligates the DMC to other than normal investment in the care, maintenance, or protection of an object, must be approved by the Executive Director.
3. The loan number system utilized by the DMC is alpha-numeric and includes the letter L (for loan), followed by the calendar year of the loan, followed by a number indicating the order of loan. The calendar year is written in full, and the number of order of acceptance is separated by a period from the year (e.g., L2000.1). Each loan, whether it consists of a single object or collection of objects, is assigned one unique loan number. Loan numbers apply to both outgoing and incoming loans.
4. The purposes for which the DMC may release an object to another institution as an outgoing loan are as follows:
  - a. For exhibition as part of a temporary installation or loan exhibition.
  - b. For research, destructive analysis, or related educational purposes for stated institutional purposes.
  - c. For conservation, identification, or examination.
5. The purposes for which the DMC may accept an object as an incoming loan are as follows:
  - a. For exhibition as part of a temporary installation or loan exhibition.
  - b. For research or related educational purposes for stated DMC purposes.
  - c. For inspection and study with regard to possible donation or purchase.

## **I. Outgoing Loans**

DMC collections are maintained for the benefit of the public and objects are loaned to reach a wider audience and facilitate research. While on loan, objects must be afforded the same level of care and protection as provided by the DMC. Because of these considerations, loans are made only to other similar institutions, non-profit agencies, and educational organizations.

1. Objects considered for loan are the property of the DMC and accessioned into the DMC's records. Unaccessioned or uncataloged DMC collections will not be loaned. The Executive Director may further restrict the kinds of objects or materials eligible for loans based on nature, rarity, monetary value, research priority, and/or management considerations of the objects.
2. The DMC maintains proprietary rights over the object(s) loaned.
3. To ensure objects requested for loan receive proper care and security, the requesting institution must present verification of their environmental, storage, exhibition, and security conditions and procedures for the handling and transit of objects by way of a standardized AAM General Facilities Report. Objects must be packed and transported in the safest possible way in accordance with the nature and condition of the objects.
4. The loan period is typically six months with options to renew. No objects shall be on exhibition loan for longer than one year. Traveling exhibits may warrant a contract for a longer loan period. Returned loan objects undergo inventory and evaluation before being loaned again.
5. Only the DMC Registrar can assign a loan number. The DMC Registrar is responsible for completing a condition report prior to outgoing shipment of a loan and after its return to the DMC. The DMC Registrar is responsible for providing appropriate information to the borrowing institution relating to a loan. Insurance claims for damaged or lost objects are the responsibility of the Executive Director. Objects on loan cannot be altered, cleaned, or repaired unless permission to do so is authorized in writing by the Executive Director on the loan agreement.
6. All objects sent out on loan are insured wall-to-wall. Normally, insurance coverage is provided by the borrowing institution. Current and reasonable insurance valuations are the responsibility of the Executive Director. All other insurance matters are the responsibility of the DMC Registrar. Under most circumstances, insurance is all risk, wall-to-wall coverage. A certificate of insurance is required from the borrowing institution prior to transportation of the loaned objects.
7. The DMC Registrar is notified when cancellation of or changes in insurance coverage occur. The loan then may be subject to cancellation. Failure to maintain adequate insurance coverage in no way releases the borrowing institution from liability for loss or damage regardless of whether or not the DMC monitored the borrowing institution's insurance.
8. Insurance is a component of a broader risk-management program of the DMC and NMC that supports overall preservation efforts of the DMC.
9. If the borrowing institution is unable to provide insurance, a request for an exception must be made in writing by the DMC Registrar to the Executive Director.
10. Objects on loan must be returned promptly when the loan period expires. The DMC

reserves the right to cancel or deny renewal of any loan.

11. Loans that will radically alter or destroy an object (destructive analysis loans) may be permitted only with the written approval of the Executive Director.
12. Except for condition reports, all photography, reproduction, or replication of borrowed objects must be with prior written approval by the Executive Director with notification to the DMC Registrar. Lighting conditions, environmental and/or applied chemical alterations, and other conditions of reproduction and replication must be specified by the DMC Registrar on the loan agreement. Photographs, reproductions, and replicas may only be used for research, exhibition, and educational purposes.
13. The DMC must be credited in all publications and exhibitions associated with the loan object, including photographs and reproductions, and must receive two (2) copies of any publication. The object(s) should be identified by its catalog or accession number.

## **II. Incoming Loans**

1. The DMC may receive loans from institutions or individuals. If the lending institution or individual does not provide a loan agreement, the DMC will use its incoming loan agreement to document the incoming loan. The DMC exercises the same care with objects on loan as it does with its own objects.
2. No object will be accepted on loan that has been acquired by illegal and unethical means. Loan objects can be received only from the legal owner or authorized agent.
3. Objects will not be received on loan from DMC staff members, the NMC administration, the NMC Board of Trustees, or their immediate families.
4. All incoming loans must be insured. It is the responsibility of the DMC Registrar to make appropriate arrangements for insurance of the loan objects. All incoming loans that are insured must include the provision that the amount payable by the insurance company is the only recoupment available to the lender in the event of loss or damage. If insurance is waived, a written agreement by the lender to waive insurance and release the DMC from any liability associated with the loan must be on file prior to receipt of the loan.
5. It is the responsibility of the lender to set insurance valuations. The type of valuation must be stated on the loan agreement (fair-market, replacement, conservation, material, or special consideration).
6. The DMC does not provide evaluations or appraisals for a loan object(s).
7. Loans of personal property from individuals for warehousing in the DMC will not be considered.
8. The DMC Registrar may require the lending party to certify that the loan object(s) can withstand ordinary strains of packing, transportation, and handling. The Registrar may request that the lending party send a written condition report prior to the transportation of the object(s). It is the responsibility of the DMC Registrar to monitor the condition of the loan object(s).
9. Upon receipt of the loan by the DMC Registrar, the object(s) must be inventoried, inspected, photographed, and written notations made of the findings.



10. Any inconsistency in the loan inventory or any change in the condition of the loan object(s), must be reported immediately to the DMC Registrar. The DMC Registrar must notify the lending party and, when appropriate, notify the insurance company and prepare a full condition report. It is the responsibility of the Executive Director to handle claim negotiations.
11. The DMC Registrar is responsible for the prompt return of the loan object(s). The object(s) must be inventoried, inspected, photographed (where appropriate), and written notations made of the findings.
12. The DMC reserves the right to cancel a loan or remove the loan object(s) from exhibit at any time. All loans are for a set period of time that cannot exceed two years.
13. Packing and shipping arrangements of a loan object(s) are the responsibility of the DMC Registrar.
14. The DMC Registrar may notify a lender of the DMC's intent to terminate a loan for an object(s) for which a written loan agreement exists that was made for an indefinite term or for a term in excess of seven years.
15. Property on loan to the DMC for fifteen years or more, and for which no written loan agreement exists, and to which no person has made claim according to the records of the DMC, is considered abandoned and subsequently owned by the DMC. This policy is subject to all laws concerning Michigan abandoned property.
16. Loans are returned to the lending party identified on the loan agreement at the stated address unless an authorized agent of the lender has given notice of change of ownership or location.

### **III. Campus Loan Program**

The DMC's Campus Loan Program is provided as an outreach service to departments and individuals on campus at Northwestern Michigan College. The works available for the Campus Loan Program will be drawn from designated objects in the collection. They will include works by current faculty, faculty alumni, current students, and student alumni, as well as works that the DMC is not likely to display in the DMC exhibition spaces.

#### **Authorization of Loans**

Campus loans are subject to the approval of the Executive Director and will be determined on a case-by-case basis.

Interested campus units will submit a letter of request. The DMC Registrar will perform a site visit and risk assessment of the display location. The results of the visit will be shared and discussed with the Executive Director, and selection of appropriate objects will be determined. The DMC Registrar will share the list of works deemed appropriate to borrowing agency. Once the borrower has selected works that they are interested in borrowing the Executive Director will consider approving the selection. If the selection is approved a loan agreement will be drawn up and installation will be arranged with the borrower. Loans are available for areas with both reasonable security and access by the public such as reception areas or administrative offices. They will not be considered for students or residential use, private offices, dining halls, kitchens, corridors, or bathrooms.

The DMC will not charge a loan fee to the borrower.

### **Loan Conditions**

The DMC Registrar will make installation or de-installation arrangements at a time convenient to both parties.

Objects must be installed and de-installed by DMC staff. All objects must be securely installed and display methods determined by the DMC must be adhered to. No foreign materials (i.e., pins, nails, etc.) are to be used to fasten an object for display purposes.

Objects may not be removed from display or relocated without the permission of the Executive Director, unless the movement is in an emergency in which the object may be damaged if immediate action is not taken. This includes relocation of an object to a different location within the borrowing area and return of the loan.

Loan objects are to remain in the condition in which they are received by the borrower. Objects may not be unframed, removed from mats, mounts or bases, cleaned, repaired, retouched, or altered in any way whatsoever. DMC numbers or tags may not be removed.

Loan objects shall be protected at all times against theft, fire, exposure to water, excessive humidity, excessively dry conditions, and food or liquids, as well as from direct or reflected sunlight, strong artificial light, fluorescent light, or proximity to heat sources. Objects may not be sited near heating ducts, pipes, space heaters, or humidifiers.

Should loss, damage, or deterioration be noted while on the borrower's premises, the DMC shall be informed immediately. If possible, damaged objects should remain in situ until DMC staff can visit the site and determine the best method of removal.

If renovation or any other facility work is to take place at the site where the loan object is installed, all artwork in the area must be returned to the DMC for the duration.

### **Insurance**

Each object will be insured under the DMC's fine art policy for the current fair market value determined by the DMC. The value of loaned objects is confidential and may not be released by the borrower to any other party without the DMC's express permission.

### **Loan Period**

Objects shall remain in the custody of the borrower for the term stated on the loan agreement. Upon completion of an inventory and condition report, campus loans may be renewed provided the condition of the work warrants its continued display.

The DMC reserves the right to recall any object for its own purpose upon reasonable notice to the borrower. The replacement of recalled object(s) is at the discretion of the Executive Director.

Borrowers may not loan objects to other offices or individuals. If a loan object is no longer desired, the DMC Registrar must be contacted to arrange for its return.

The DMC Registrar should complete an inventory and condition report for each object periodically.

**Photography**

The object(s) may not be photographed or reproduced in any way. The DMC may not be the holder of all rights associated with the object(s), such as copyright, and additional clearances from outside organizations may be required prior to reproducing the object(s); therefore, all rights and reproduction requests for loaned objects should be referred to the Executive Director.

## COLLECTIONS CARE

The purpose of collections care is to preserve well-maintained and well-documented individual objects and collections as a whole. The goal of collections care is to limit deterioration of the collections.

1. The DMC cares for its collections through a variety of preventive conservation and risk management strategies. These are applied on a variety of levels, from the DMC's environment as a whole, to collections areas, and to individual collections housing and packaging units. The following strategies are used to provide proper care of collections:
  - a. Regulated and monitored temperature, relative humidity, and atmospheric pollutants.
  - b. Low and filtered light levels.
  - c. Integrated pest management.
  - d. Archival housing units that provide a buffer between collections and the environment.
  - e. Archival packaging materials that provide a buffer between collections and the environment.
  - f. Preventive conservation.
  - g. Routine preventive maintenance.
  - h. Safe handling and moving of collections and an integrated record-keeping system.
  - i. Insurance.
2. Incoming objects must be evaluated for cleanliness during the accessioning process. They are cleaned only if they can withstand the process and use of solvents. Dirty objects that cannot withstand the cleaning process must be encapsulated before they are placed in collections areas.
3. All packaging and housing materials used to containerize objects must be chemically stable and free from acids or additives.
4. All housing units must be chemically stable and be of sufficient strength to support the weight of the objects that they house. They must be able to accommodate a variety of materials and sizes of objects.
5. Collections records must be made in a timely manner, housed in a secure location, provide for easy retrieval of information, and be preserved by proper handling and storage. A duplicate copy of information must be made on a regularly scheduled basis and be stored in a secure off-site location.

### **I. Preventive Conservation**

Preventive conservation philosophy underlies the collections management practices at the DMC. Through the practice of preventive conservation, the DMC prevents and limits deterioration of collections due to environmental, human, and inherent factors. Concerns for the preservation of individual objects are at the heart of any decision relating to their use.

1. Crucial to the success of preventive conservation is the provision of a stable DMC environment. The DMC's internal environment is monitored and controlled throughout the buildings, with additional monitoring in collections housing and exhibition areas. Temperature, relative humidity, and light are monitored and

regulated on an ongoing basis.

2. All materials used for packaging and housing the DMC's collections are stable and non-reactive, as are materials used for constructing exhibit mounts and supports. Use of any exhibit construction material that is not stable requires a stable barrier material to be placed between it and collections objects.

## **II. Safe Handling**

Safe handling and movement of collections objects is practiced at all times in the DMC. All DMC objects are treated with equal care, regardless of their monetary value. Safe handling minimizes risk to objects and supports preservation standards at the DMC.

1. In general, safe handling involves the preparation of appropriate space to receive the objects prior to a move, preparation of the route along which the object will be moved, and use of appropriate moving equipment with an appropriate number of DMC personnel safely to carry out the move.
2. All objects are evaluated individually before they are handled, packaged, and shipped in order to determine if they are sufficiently stable to withstand each activity. Handling, packaging, and shipping methods are chosen based on the individual requirements and sensitivities of the objects.
3. The shipping method chosen to transport objects must provide the best protection from reasonably anticipated risks and the shortest en route time.
4. The packaging materials chosen must provide adequate and appropriate protection from all reasonably anticipated risks associated with a particular shipping method.
5. Cushioning material chosen is based on the individual needs and sensitivities of objects; materials that provide superior cushioning properties may not necessarily be archival in nature but materials that have direct contact with the surface of the object must be archival.

## **III. Conservation**

Even under the best-managed conditions, deterioration or damage will inevitably occur to collection objects. In such circumstances, conservation may be necessary.

Conservation is a continuing responsibility and is focused on the object. It is an intervention measure designed to return a deteriorated or damaged object to stability through reversible and minimally intrusive methods. The DMC endorses the conservation philosophy of minimal chemical and physical trauma to the object, use of sympathetic materials, the principle of reversibility, the compatibility of materials, and the keeping of complete and accurate records of the conservation process.

Conservation work with an outside conservator is conducted under a well-defined, comprehensive agreement between the DMC and the conservator. The DMC monitors the conservation process whether conducted in-house or on loan to an outside conservator to ensure the correct use and safety of the object, and to note in the records the returned stabilized materials. Monitoring can take place via email, phone, or other means of digital or in-person communication.

## RECORD KEEPING

Documentation of the collections is an essential element in the sound management of the DMC's collections. This control allows for the easy retrieval of information, location of the object, and the object itself. It provides the foundation for knowing what is in the DMC's holdings and tracking collections activities.

Documentation is maintained in digital and paper formats that are housed by the Registrar. Backup copies are made on a regularly scheduled basis and maintained off-site. Legal activities (transfer status, accessions, deaccessions, loans, insurance) concerning the collections are the responsibility of the DMC Registrar. Retrieval is through the use of the accession number, catalog number, or loan number as appropriate. Inventory is conducted using one of these numbers as appropriate. Accession and loan numbers are by year; catalog number is by a sequential count.

The DMC produces and maintains written documentation for the following collections management activities.

- a. Transfer of title.
- b. Accessioning.
- c. Deaccessioning and method of disposal.
- d. Cataloging.
- e. Loans (incoming, outgoing, and in-house).
- f. Destructive loans.
- g. Insurance.
- h. Condition reports.
- i. Inventory (accessions, spot-check, relocation, comprehensive).
- j. Conservation treatment.
- k. Monitoring records for environmental control.
- l. Integrated pest management.
- m. Still or moving images where appropriate.

## INTEGRATED PEST MANAGEMENT

The damage caused by pest infestation and the actions that must be taken to eradicate the infestation within the DMC can be lessened or mitigated through integrated pest management. Integrated pest management provides an ecosystem level approach to the management of pests that is based on cooperation and participation of all staff within the DMC to eliminate or minimize the causative agents of a pest infestation, namely food, moisture, and availability of pest habitat.

1. Through the combination of education, vigilant housekeeping, environmental monitoring, habitat modification, inspection, identification of infesting species, and application of specific treatment methods, integrated pest management is an effective tool in preventing the intrusion of pests into collection and exhibit areas. By preventing access to pests, the need for chemicals harmful to collections, staff, and visitors is eliminated.
2. Integrated pest management is carried out first by determining the extent of biological activity through monitoring, inspection, and identification. If the occurrence of pests within the DMC is detected, appropriate steps are taken to eradicate the pest in a non• or least-toxic manner. Treatment methods are followed by appropriate evaluation techniques.
3. The following integrated pest management strategies are practiced:
  - a. Exclusion of pests from the DMC.
  - b. On-going monitoring and detection.
  - c. Habitat modification.
  - d. Identification and isolation of infesting species when discovered and isolation and encapsulation of infested objects.
  - e. Treatment and suppression of species through non-toxic or least-toxic measures.
  - f. Evaluation of the effectiveness of the integrated pest management program.
  - g. Continued education of staff regarding integrated pest management.
4. Integrated pest management strategies should encourage on-going maintenance and housekeeping activities that include restriction of food and plants and regular cleaning of collection housing rooms and other areas. The collections rooms should be cleaned thoroughly at least once every six months and all collection rooms and other areas checked once a month for any signs of pest activity.

## COLLECTIONS ACCESS

The DMC carefully controls access to collection areas. Control of access to the public, researchers, and DMC employees limits the opportunities for unauthorized use, damage, loss, theft, and/or destruction of collections. It also aids in the control of human traffic in collections housing areas.

1. Keys are only issued to DMC staff. Keys are not issued to volunteers or visitors.
2. Security measures must be in place for access and reducing harm to the collections. Controlled access includes signing in and out, issuance of keys, identification badges, keypads, and security cameras. Reducing harm includes housekeeping, an integrated pest management system, HVAC system, emergency preparedness, preventive conservation and collections management best practices, recordkeeping, and insurance.
3. Collections available for research are those that have been accessioned and cataloged. Access for research purposes is controlled by a research design.
4. In general, researchers, donors, students, indigenous groups, or others seeking access to collections must first present a request to the Registrar who evaluates the risk.
5. Collections research is conducted in the presence of museum staff. The person making the request has access only to the objects or collection requested. A relocation inventory is required when materials are moved into the secure room and when moved back into the housing room at the completion of the request.
6. Access to collections areas by museum staff, security personnel, and custodial staff is controlled by background checks at the time of hiring.
7. New staff receive training regarding the requirements and responsibilities of their position with regards to collections access. This training is supplemented on an annual basis.
8. Access is granted on authorization of the Registrar or the Executive Director. Access to collections is ultimately at the discretion of the Executive Director.



## COLLECTIONS SECURITY

The purpose of security is to protect collections against a variety of risks. The goal of security is to limit damage or loss of collections.

1. The safety and security of the personnel and collections housed in the buildings and on the grounds of the DMC must be maintained. The DMC provides security for its collections through the following risk management strategies that are used to provide proper security for collections:
  - a. Systems and devices for deterring and detecting intruders.
  - b. Insurance.
  - c. Emergency preparedness (DPLAN)
2. Granting of access (authorization to enter a restricted area) and key issuance (control method for authorized access) is the sole prerogative and authority of the Executive Director.
3. Access to areas other than public spaces is restricted to the DMC staff, students, and volunteers. Only paid NMC staff may be issued keys to DMC facilities. Unpaid staff and non-DMC personnel may be allowed access under specific conditions and with supervision by paid DMC staff. All keys (mechanical or electronic) to DMC spaces may not be duplicated.
4. The access and key needs of each staff, association, or faculty member, student, research associate, or volunteer will be assessed by the Executive Director prior to access being granted or keys issued. Normally, access or key permits will be only for those areas to which the person is assigned during regular working hours, and will not include after-hours access. After-hours security access may be granted only by the Executive Director, and only in exceptional circumstances.
5. The Executive Director may request access or key permits for persons under their supervision, and they are responsible for any access granted or keys issued at their request. The Executive Director is responsible for any actions of the person(s) granted access or keys.
6. Key requests, issuance, turn-in, and safe storage are the delegated responsibility of the Executive Director.
7. Transferring or loaning of keys is prohibited. Persons who transfer or loan keys are responsible for the actions of the borrower and may forfeit all subsequent access or key permits, be charged for re-keying costs, face immediate termination of access or key permits, and, in the case of students and former students, have transcripts withheld or be denied future registration applications.
8. Volunteers and non-employed students normally are not issued keys. Limited access of a specified duration may be granted at the written request of the Executive Director and only if deemed in the best interests of the DMC.
9. The Executive Director may direct security personnel to allow access to a DMC area when the Executive Director or DMC Registrar is not available.
10. All unattended doors of ingress/egress/passage to the collections areas will remain

locked and be key-accessed only. Doors may not be blocked open or left unlocked.

11. All keys must be returned to the Executive Director's office at the conclusion of the access period, termination of employment, completion of course work, or upon the order of the Executive Director.
12. Loss or theft of keys is to be reported immediately to the Executive Director.
13. The making or issuing of copies of keys to any portion of the DMC is solely by authority of the Executive Director.

## EMERGENCY PREPAREDNESS

Emergency preparedness for the DMC focuses on reduction of risk and the mitigation of catastrophic events that have the potential to endanger people and collections. Emergency preparedness aims to anticipate and avoid emergencies, to regain control when an emergency occurs, and to recover control as quickly as possible should it be lost. The DMC abides by the emergency preparedness plan of NMC in the event of a disaster.

1. Disasters are prevented as far as possible through the practice of emergency preparedness measures such as inspections of entire facility and systems and preventive maintenance of the facilities, systems, and equipment.
2. Emergency preparedness measures are based on risk analysis of locally occurring hazards.
3. The written emergency preparedness plan (DPLAN) is tested and evaluated annually during the summer months.
4. The plan addresses measures to be taken before, during, and after an emergency.
5. The DMC Registrar maintains emergency supplies and inventories them annually during the summer months.

## PERSONAL COLLECTING

The professional reputation of the DMC is a valuable asset and is reflected by the professional and ethical activities of its staff and volunteers. DMC personnel should avoid the appearance of unethical, unprofessional, and potentially compromising practices that may cause the DMC to lose credibility. In issues that are legally defined, the DMC expects the employee to abide by the law, and in those cases where the legal limitations are unclear, professional and ethical behavior serve as a guide.

1. The collecting of objects is not in itself unethical, but accumulating a collection in an area associated with the employee's gallery-related duties raise ethical concerns. Every member of the DMC staff is entitled to a level of personal independence consistent with professional and staff duties and responsibilities. However, as a person with a role of public trust, no member of the gallery profession, gallery volunteer, or trustee can be wholly separated from the institution of hire or other official affiliations.
2. Therefore, such persons must be concerned not only with personally motivated conduct and interests, but also with the way such actions might be construed by others. All personal collecting transactions, particularly when dealing with objects similar to those collected by the DMC, require extreme discretion. The staff, volunteers, and board of the DMC should not compete or appear to compete with the DMC for the acquisition of any object.
3. An employee acquiring an object that falls within the scope of the DMC's collections should inform the Executive Director. If the DMC considers the object of interest or value to the collections, it should be offered to the institution at the purchase price plus any reasonable incidental expenses. This policy excludes objects that are readily available on the open market.
4. It is the responsibility of each DMC employee, volunteer, and board member to exercise reasonable care to avoid conflicts of interest in activities relating to their positions at the DMC.

## RESEARCH

Scholarly activity and research is vital to the DMC's educational and public service mission. The purpose is to outline, delineate, and reinforce NMC policy with regard to the conduct of research and scholarly activity by members of the DMC staff and faculty. This statement also endorses research as an activity appropriate to the use of DMC collections and an integral part of the DMC's Collection Management Policy

1. In recognition of the importance of professional research activities, the DMC's administration normally does not intervene in the research or scholarly activities of a faculty and staff member except to render assistance. Situations may arise where it is necessary for the DMC administration to recommend suspension, modification, or termination of scholarly activity or research for adequate cause. Adequate cause for such action includes but is not limited to the following:
  - a. Demonstrated evidence of professional incompetence, supported by documentation.
  - b. Continuing or repeated substantial neglect of professional responsibilities.
  - c. Professionally unacceptable activity in the conduct of scholarly work (e.g. plagiarism, research fraud).
  - d. Endangerment of collections objects beyond professionally acceptable limits.
  - e. Creating a health or safety hazard for DMC faculty, staff, students, visitors, or volunteers.
2. The objects in the DMC's collections and their documentation, as well as their image and all additional documentation developed subsequently to their acquisition, are the property or stewardship of the DMC. Furthermore, any and all materials or items developed, written, designed, drawn, painted, or digitally produced or reformatted by the staff while executing their responsibilities as employees of the DMC also are considered to be the property of the DMC. These property rights shall continue after the employee ends their employment at the DMC.
3. To ensure academic freedom and professional research and scholarly opportunities, the DMC faculty and staff have the right to respond to actions that impede or prevent such activities.

## EXHIBITIONS

An exhibition is the process of presenting one or more objects with accompanying interpretive and educational materials for the purpose of informing, inspiring, and providing dialogue for a defined audience. This kind of presentation is an appropriate use of the DMC collections and is an integral part of its mission.

1. The DMC's primary responsibility for exhibitions is the use of the collections for disseminating new information. The DMC is obligated to ensure that information in exhibitions is honest, objective, and accurate.
2. The DMC selects exhibits based on merit and scholarship.
3. Exhibitions should adhere to the concepts of public service and education while subscribing to standard practices in the museum field. The DMC does not authorize certain kinds of exhibitions. The following represents the kinds of exhibitions that are considered unacceptable:
  - a. Exhibitions that publicize or promote commercial products or services.
  - b. Exhibitions that willfully, with malice aforethought, impugn the reputation of any person.
  - c. Exhibitions that do not support the notion of human dignity.
  - d. Exhibitions that threaten the health and safety of the staff or visitors.
  - e. Exhibitions that are intended to promote and/or enhance a particular religious belief, attitude; or dogma.
  - f. Exhibitions that intentionally or unintentionally promote an attitude of prejudice against any person or persons.
  - g. Exhibitions that perpetuate myths or stereotypes viewed as negative or demeaning to a people, race, gender, religion, or ethnic group.
  - h. Exhibitions that compromise the artist's or scholar's rights.

## REPRODUCTION AND COPYRIGHT

Use of images of DMC objects for research, exhibit, publication, programming, and publicity purposes is a common practice and, when used appropriately, such images serve to share DMC collections more widely.

1. The Executive Director has final authority if an image, in any format, may be made public, or whether to give permission for an image to be used or made public by a third party. Such decisions must be made with due concern for appropriateness of use, security of information, quality of reproduction, and any applicable copyright considerations. Images should not be used in any situation that is without value or merit or which compromises the integrity of the DMC.
2. The DMC Registrar maintains negative, transparency and/or digital files for the photographic documentation of works in the collection.
3. All requests to reproduce images from the DMC's collection must be made by completing an Image Request Form, and are subject to the terms and conditions outlined in the Terms and Conditions for Reproduction form.

If any provision(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 provision(s).

Adopted by the Northwestern Michigan College Board of Trustees \_\_\_\_\_



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**Board Policy A-103.00**  
**Board of Trustees Process**

## **Board Committees**

### **Special Committees**

The board chair may appoint any member, or up to three members, of the board of trustees to fulfill various responsibilities, including, but not limited to the following:

- a. Meet with the president prior to each regular board of trustees meeting to finalize and/or review the meeting agenda for that month.
- b. Meet monthly with the president and chief financial officer to review monthly financial reports, audit reports, and proposed board action items that have a fiscal impact.
- c. Represent the board of trustees at appropriate local, state and national functions as needed.
- d. Represent the board as members of the NMC foundation board.
- e. Encourage the continuing education of board members with particular emphasis on orientation of newly elected members.
- f. Coordinate an annual evaluation of board performance.
- g. Coordinate the annual performance evaluation of the president and develop recommendation regarding annual compensation.
- h. Represent the board of trustees in the provision of advice to the president between regular meetings in matters dealing with board policy and/or critical issues.
- i. Annually review nominees submitted for Fellows appointment and recommend to the board acceptance of one or more persons to be recognized or, in any given year, to make no recommendation.
- j. In concert with the administration, maintain an awareness of issues being discussed in Lansing and/or Washington that have the potential for impact upon NMC, and develop and maintain a working relationship with appropriate legislators and staff who will be critical in decision-making roles pertaining to NMC's future.

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 October 23, 1995

Revised April 28, 1997

Revised December 19, 2005

Reviewed without changes July 27, 2015





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**Board Policy A-105.00  
Board of Trustees Process**

## Consent Agenda Items

These items will be placed on a monthly "consent agenda" for adoption as a group without specific discussion. When approving the meeting's agenda, any board member may request that a consent agenda item be moved to the regular agenda for discussion or questions.

1. Human Resources
  - a. Move to A-106.00 Approval of sabbatical leaves
2. Other
  - a. Minutes of regular and special Board of Trustees meetings
  - b. Endorsement of addition or deletion of University Center credit programs and member institutions
  - c. Additional items as may be deemed appropriate by the board chair

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Adopted by the Northwestern Michigan College Board of Trustees October 23, 1995

Revised May 19, 2003

Revised December 20, 2004

Revised December 19, 2005

Revised December 18, 2006

Revised June 25, 2007

Revised February 24, 2014

Revised March 23, 2015



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### Board Policy A-106.00 Board of Trustees Process

## Items for Specific Board Approval

The following actions are matters in which the board reserves the right to be involved in the decision-making process, to deliberate and evaluate options, and vote upon:

### Human Resources

- Selection, evaluation, compensation, and retention of the president
- Policies and procedures related to the board-president relationship
- Approval of negotiated collective bargaining agreements

### Finance

- Bonding/borrowing money
- Adoption of annual budget
- Approval of general fund budget adjustments
- Approval of persons authorized to execute financial instruments on behalf of the College
- Institutions utilized for investment of College funds
- Tax rate assessed
- Selection of auditing firm; acceptance of annual audit
- Utilization of reserve funds
- Expenditures from the Fund for Transformation in excess of \$50,000 per year
- Approval of budget guidelines
- Declaration of a College-wide state of financial exigency
- Approval of general fund line-item expenditures of \$35,000 or more, and \$50,000 or more on construction/ renovation projects

### Educational Services

- Approval and discontinuation of academic programs
- Annual establishment of tuition and fees that apply to all students
- Approval of degree and certificate requirements

### Facilities (General)

- Determination of facility names
- Approval of campus facilities plan

**Other**

- Policies and procedures related to the board's own processes
- Authorization of special elections
- Election of board officers
- Approval of College statements of mission, vision, values, and Institutional Effectiveness Criteria
- Appointment of College fellows
- Appointment of foundation board members
- Approval of Board Level Strategic Goals

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 October 23, 1995

Revised March 23, 1998

Revised April 17, 2000

Revised August 28, 2000

Revised December 19, 2005

Revised July 26, 2010

Revised May 18, 2015



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## **Board Policy D-700.01**

### **Institutional Effectiveness Criterion: Culture**

# **Political Activities**

As a public educational institution, both Michigan and federal law govern the behavior of Northwestern Michigan College and individuals representing it when engaged in campaign or other political activities and communications. It shall be the policy of NMC that any activities affecting political campaigning and ballot measures be conducted in compliance with applicable federal and Michigan laws and regulations. Under state and federal law, NMC employees may exercise their rights of free speech and association by participating in political activities on their own time and employing their own resources. And nothing in this policy restricts the ability of an NMC employee to engage in political activities, including running for elected office, on their own time.

Section 57 of the Michigan Campaign Finance Act, however, prohibits public employees from using public funds, personnel, office space, computers, or other public resources to make a contribution or expenditure for political purposes. Thus, faculty and staff are prohibited from participating in political activities during working hours or utilizing NMC funds, personnel, equipment, materials, facilities, or other NMC resources in furtherance of political activities.

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 21, 2015