



Northwestern
Michigan
College

Board of Trustees

www.nmc.edu/trustees

Northwestern Michigan College provides lifelong learning opportunities to our communities.

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

Meeting Agenda

Monday, March 23, 2020
at Hagerty Center, Room C, 715 East Front St

5:30 p.m. Regular Meeting—Room C

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. DISCUSSION ITEMS

- E. COVID-19 Update—*Nick Nissley, President*
- F. Enrollment—*Todd Neibauer, Vice President for Student Services and Technologies*
- G. FY21 Budget—*Vicki Cook, Vice President of Finance and Administration*

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

- H. President's Update—*Nick Nissley, President*
- I. Board Chair Update—*Chris Bott, Chair*

V. 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:

- J. Minutes of the February 24, 2020, regular meeting

VI. ACTION ITEMS

- K. **Housing and Board Rates for FY2021** (Pursuant to Policy A-106.00 Finance)
Recommend adoption of Housing and Board Rates for the 2020-2021 fiscal year as presented.



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- L. **Lease of GLMA Tow Vessel** (Pursuant to Policy A-106.00 Finance)
Recommend authorization for administration to lease a tow vessel from approximately May 1, 2020, to November 1, 2020, as presented in proposal, for an amount not to exceed \$217,120.
- M. **Fine Arts Roof Replacement** (Pursuant to Policy A-106.00 Finance)
Recommend authorization for administration to enter into a contract with Story Roofing Company for the amount of \$79,500 (plus \$7,950 for contingency) for removal of old shingles and the installation of new shingles to be funded by the FY20 Plant Fund.
- N. **Great Lakes Campus Entrance Work** (Pursuant to Policy A-106.00 Finance)
Recommend authorization for administration to enter into a contract with Spence Brothers in the amount of \$269,700 (plus \$26,970 for contingency) to remove and reinstall entrance pavers, new sidewalk with ice melt, and new walkway lights at the Great Lakes Campus entrance to be funded by the FY20 Plant Fund.

VII. REPORTS (Reports are provided to the Board in their materials packet, which can be accessed on the nmc.edu Board of Trustees website.)

- O. Faculty Report—*Melissa Sprenkle, Communications Instructor*—**Postponed until April**
- P. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- Q. Financial Report—*Vicki Cook, Vice President of Finance and Administration*
- R. Foundation Report—*Rebecca Teahen, Associate Vice President for Resource Development and Executive Director of Foundation*
- S. PRMC Report—*Diana Fairbanks, Executive Director of Public Relations, Marketing, and Communications*
- T. Presidential Performance and Compensation Committee—*Chris Bott, Committee Chair*
- U. Building & Site Committee—*Ross Childs, Committee Chair*
- V. Legislative Issues Report—*Nick Nissley, President*

VIII. REVIEW OF FOLLOW-UP REQUESTS

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

IX. ADJOURNMENT

Upcoming Board Meeting Dates—*All board meetings are open to the public.*

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 (3rd Monday)
 June 29, 2020 – Great Lakes Campus, Room 112, 715 E. Front Street
 July 20, 2020 – Great Lakes Campus, Room 112, 715 E. Front Street (3rd Monday)
 August 24, 2020 – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street
 September 28, 2020 – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street
 October 26, 2020 – Oleson Center A/B, 1881 College Drive
 November 23, 2020 – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street
 December 21, 2020 – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street

Posted Friday, March 20, 2020, 4:30 p.m.



NMC COVID-19 PANDEMIC EMERGENCY RESPONSE AND RECOVERY PLANNING

I. **DEVELOPING OUR RESPONSE CAPABILITY THROUGH COLLABORATION**

1. In February, activated **Emergency Preparation Team** and began meeting weekly cross-functional/campus-wide representation includes: student health services, human resources, communications, student housing, facilities, and executive staff.
2. Vice President of Educational Services worked with **Educational Services Instructional Management Team (ESIMT)** on **preparation plans to transition from face-to-face to distance learning**.
3. **VP Educational Services conducting regular meetings with Faculty Association leadership**, to ensure two-way communication during college's largest ever curriculum modification.
4. **COVID-19 Executive Team begins meeting daily** to keep informed and manage decision-making.
5. **PRMC developed NMC website** "Information on COVID-19/Coronavirus," convened key campus communicators, and is managing on-going communications.
6. **MCCA conference call with Governor Whitmer**, with information sharing and building concerted action.
7. **Community leaders convened meeting at TCAPS**, and...
8. **...development of Joint Operations Center (JOC)** (county-wide, coordinated response), which is meeting daily via Zoom meeting.
9. **Heightened coordination with MCCA** to communicate strategies of all Michigan community colleges.
10. **VP Student Services and Technologies coordinating regular communication with SGA** (ensuring channel for student voice to be heard).

II. **KEY DECISIONS AND ACTIONS MADE TO DATE**

1. Canceled all spring study abroad trips, and **stopped all international and domestic travel** for employees and college sponsored travel (including Children's Choir Toronto trip and tour as well as Dennon Museum trip).
2. **Educational Media Technologies created new website** to assist faculty in moving coursework to remote delivery, and working with faculty to adapt courses/support distance learning (has included face-to-face and virtual instruction sessions for faculty).
3. **Cancellation of campus events** (those with 100+ attendees), following governor's Executive Order.
4. **Transition classes from face-to-face to distance learning** (and ensure HLC notifications and compliance); April 27 is set date for return to face-to-face classes on campus.



5. **Closure of campus** (began with Denmos, expanded after local case identified); March 30 was communicated as end of two-week closure.
6. **Foundation to tone down ‘asking’ and pivot to coordinating ‘giving back’** from NMC to community, while shaping specific ‘asks’ around student emergency needs.
7. Similarly, **Lifelong & Professional Learning and EES to consider community/business needs during emergency phase** while also beginning business recovery/recapture planning.
8. **Daily ‘vital signs’ monitoring** (e.g., Ombudsman issues, withdrawals, fall enrollment).

III. **ADDRESSING FUTURE CONSIDERATIONS**

1. Decide **commencement** postponement.
2. Suspension of student **financial holds**.
3. Decide suspension of **grading policy**/modification to ‘Pass/Fail’.
4. Develop strategy for **incompletes recovery**.
5. Decide **campus closure/return to work** (currently set for March 30).
6. Decide **return to face-to-face classes on campus** (currently set for April 27).
7. Develop **scenario planning**.
 - a. **Spring** semester: (i) return to face-to-face on April 27 or (ii) complete semester via distance learning, not returning to face-to-face.
 - b. **Summer** semester: (i) only online sections and (ii) ‘make up’ of incompletes.
 - c. **Fall** semester: (i) return to business as usual or (ii) severely modified course schedule.
8. Begin to **assess financial impacts**, for example:
 - a. Spring student account balances (~\$200,000).
 - b. Possibly-canceled summer aviation classes (\$TBD).
 - c. Possibly-canceled GLMA spring cruise (TBD).
 - d. Overall Enrollment Impact (TBD).

Organizational Goals

Keep students and employees safe from COVID-19, with the least disruption possible to learning.

Communications Goals

Keep stakeholders informed of what’s happening, what NMC is doing, provide resources and reduce fear in a consistent and unified voice.



Northwestern
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MEMO
Administrative Services

To: Dr. Nick Nissley, President

From: Vicki Cook, Vice President of Finance and Administration

Date: March 5, 2020

Subject: Net Asset Reserves as of June 30, 2019
Attachments: Resource Guidelines & Long-term debt obligations

This memo provides recommended guidance on the use of net asset (reserves) and provides NMC's designated reserve benchmarks. The attached spreadsheet includes June 30, 2019 balances compared to targeted reserves.

Background

Net assets are the College's savings. They are non-recurring sources of funding. The role of net assets in budgeting and operation include:

- Meet Board approved Resource Guidelines (attached)
- Allow the College to meet unexpected changes in revenue or expense levels.
- Allow the College to invest in itself for the development of programs, products or services. An investment in either programs or facilities should include a plan to replenish reserves.
- Allow the college to invest in capital improvement projects that connect with program growth.

As a general rule, net assets should not be used:

- To substitute for operating revenues when a shortfall is known or predictable until all other reasonable remedies have been reviewed.
- As an ongoing portion of the revenue mix required to provide a balanced budget
- Without a plan for how the assets will be replenished.

As an organization reviews its overall financial position the Administration and Board of Trustees should ask these questions:

- Is the institution financially healthy?
- Is the institution financially better off at the end of the fiscal year than it was at the beginning?
- Are financial resources managed strategically to advance the mission?

The amount of reserves required to be flexible and agile should be weighed with the needs of the organization. There are varying recommended reserve balances. The Government Financial Officers Association recommends between 5% and 15% of total expenses while the National Association of Colleges and University Business Officers Association recommends 5 months (or 42%) of your expenses.

The General Fund and Board Designated Fund net assets include separate funds for specific purposes designated in the Board approved Resource Guidelines. The funds allow for the College to have liquidity to meet unforeseen declines in revenue or higher expenses. In addition, funds have been set aside to invest in programs and facilities that will lead to an increase in the College's revenue stream.

Overview

The reserves have been set aside in order for the college to provide liquidity for unforeseen shortfalls in revenue, unexpected expenses, invest in new programs, infrastructure and capital building needs.

Our annual budgeting process transfers approximately \$1,500,000 toward deferred maintenance needs and annual technology needs. Although we have continued to invest in maintaining our buildings, this amount does not equal our depreciation expense, which is now \$4,550,000 annually.

Based on the Board's recommendation to maintain a three-month reserve and our future needs in facilities, equipment, infrastructure and program investments, the reserves are fiscally appropriate. The annual transfers to the plant fund are used to meet deferred maintenance needs.

FINANCIAL RESERVES

<u>Required Reserves Resource Guidelines</u>	<u>Calculated Reserves *</u>	<u>Actual Reserve @ 6/30/19</u>	<u>Over/(Under)</u>
A. Working Capital Reserves	\$ 1,445,972	\$ 3,159,049	\$ 1,713,077
B. Reserve for MPSERS Retirement Plans	614,187	832,800	218,613
C. Reserve for Unexpected Medical/Non-Medical Costs	445,216	470,000	24,784
D. Fund for Transformation	873,595	1,546,084	672,489
E. Physical Plant Major Maintenance	4,466,235	4,466,235	-
F. Plant Fund New Construction	4,588,501	5,871,093	1,282,592
G. Reserve for Unexpected Energy Costs	121,850	200,000	78,150
H. Reserve for State Aid	2,453,450	2,453,450	-
Total Required Reserves	\$ 15,009,006	\$ 18,998,711	\$ 3,989,705

<u>Additional Reserves</u>			
Program Specific (restricted for Maritime)		\$ 731,907	
Wellness Initiatives		355,103	
Unemployment Insurance		108,082	
Insurance Liability		69,000	
Strategic Projects		766,074	
Total Additional Reserves		\$ 2,030,166	
Total Reserves	\$ 15,009,006	\$ 21,028,877	\$ 6,019,870

Notes on calculated reserves: *

- A. Used FY19 budgeted expenses (all funds) of \$53,113,702 times 15% less reserves B-F
- B. 30% of State of Michigan's Contribution to MPSERS. FY19 contributions were \$2,047,289
- C. Per calculation difference of estimated maximum aggregate and estimated expected claims and 3 months term life, long term disability, and wk. comp Medical information provided by Ballard (email backup), life-disability-wk comp. based on annual budget
- D. Formula: FY19 Budgeted expenses general funds of \$43,679,770 times 2%
- E. Formula: Bldg & Content value per 19/20 insurance renewal - \$223,311,756 times 2%.
- F. Formula: Current Year Depreciation
- G. Electric and Fuel costs budgeted for FY19 (all funds) \$1,218,500 times 10%
- H. Current state aid award amount from award letter times 25%

NMC BOARD OF TRUSTEES 2020-2021 RESOURCE GUIDELINES

1 – Strategic and Financial Planning

The budget is a financial plan for the priorities of the institution. The budget proposed to the Board of Trustees for adoption should reflect the Strategic Plan and the area operational plans.

2 – Tuition and Fees

Tuition and fees should be considered within the context of the most reasonable estimates of State, local, and private support, and projected expenses to support the College's plans, and projected enrollment and unique program characteristics. Tuition should balance the goal of affordable access to learning opportunities with the goal of high quality service levels for NMC offerings. Regular tuition increases should be considered as a means to sustain this portion of the revenue mix, while minimizing the year-to-year increases. Fees should be reviewed regularly and increases considered when the cost elements to which they contribute increase. Our in-district students will pay less than out-of district students because the College receives local tax support from Grand Traverse County residents. For some programs, the College uses differential tuition and fees in excess of the general rates.

3 – Salaries and Benefits Equity

Northwestern Michigan College is committed to attracting and retaining a quality workforce. Equity in salary and benefits is part of the NMC culture and should be expressed within a total compensation package. As part of that package, salary and benefits for faculty and staff will be based on the appropriate peer group or determined in the relevant collective bargaining agreement.

4 – Professional Development

Maintaining and improving the knowledge and skills of the faculty and staff is an investment in the future. Funds should be appropriated annually in the budget for that purpose. Approximately 2.25% of general fund salaries and wages should be appropriated annually in the budget for that purpose.

5 – Faculty and Staff Composition

The college should balance the full-time and part-time composition of employees to assure continuity and commitment while maintaining flexibility to implement strategic directions and complete its strategic initiatives in a timely and effective manner. To enhance smooth transition of personnel, the college has established a contingency for implementing succession decisions.

6 – Technology, Capital Equipment, Maintenance and Renovation

Providing a quality education requires investment in classroom equipment, facilities, and infrastructure. The annual budget should provide for regular maintenance, replacement/upgrade, growth and contingency funding.

7 – Debt Service

Debt Service obligations must be included in the budgeting process at 100% of the current costs.

8 – Reserves

The budget should include an appropriate allocation for reserves. The following reserves should be monitored annually. The Board will approve transfers to the appropriate reserve fund balances.

A – Working Capital Reserves

A fiscally sound organization should have adequate reserves for emergencies and unanticipated cash flow needs. Northwestern Michigan College funds should maintain a Working Capital Reserve of 10 - 15% of annual budgeted expenditures not included in reserves B through G.

B – Reserve Funds For Any Future Reduction in State Contributions for MPSERS Retirement Plans

This is a reserve for any future reduction in State contributions related to the unfunded liability payment for MPSERS plans. The amount to maintain is 30% of the annual State contribution to MPSERS retirement plans.

C – Reserve For Unexpected Medical and Non-Medical Costs

This is a reserve for dramatic fluctuations in medical, and non-medical costs (e.g. term life insurance, long term disability, and worker's compensation) that are significantly beyond prudent predictions. The College should maintain funds equal to the difference between the calculated maximum aggregate claims and expected claims plus three (3) months of non-medical costs.

D – Fund for Transformation

The Fund for Transformation was established for the purpose of responding to emerging opportunities and changes. A fund balance equal to approximately 2% of General Fund budgeted expenses should be maintained.

E – Physical Plant Major Maintenance and Future Buildings

Two percent of the appraised replacement value-new of the College's physical assets, including buildings, building equipment, and built-in fixtures, should be invested or maintained in a fund for major maintenance, renovation, or replacement of those assets. This should be calculated as the total of major plant maintenance expenditures, operating budget maintenance expenditures on physical plant, and the Plant Fund balance. Reserves above 2% will be designated for future buildings.

F – Reserve For Unexpected Fluctuation In Energy Costs

This is a reserve for dramatic fluctuations in energy costs that are significantly beyond prudent predictions. The reserve is equal to 10% of the College's annual budget for the total energy bill.

G – Reserve For Any Future Reduction in State Appropriation Revenue

This is a reserve for any future reduction in State appropriation revenue. The amount to maintain is 25% of annual State Appropriation.

Northwestern Michigan College
General Obligation
Long-term Debt
June 30, 2019

Obligation	Purpose	Principal & Interest	Source of Funding
2016 Bond	Housing	\$9,448,850	Housing charges
2016 Bond	DMC, Library, General	\$16,764,150	Private & Reserves
2018 Bond	West Hall	<u>\$9,663,475</u>	Private & Reserves
Total		\$35,876,475	
Total less housing		\$26,427,625	

Summary:

Total debt less housing	\$26,427,625
Less: Private Donations for DMC	4,000,000
Less: Private Donations for Library & West Hall	<u>2,907,650</u>
Remaining College Obligation as of June, 2019	\$19,519,975

Original Principal Issue

2016 Housing Bond	\$ 7,810,000
2016 DMC, Library, General	\$13,080,000
2018 West Hall	\$ 7,300,000

Payments will fluctuate each year but on average Bond Payments including housing are \$1,888,235. Payments excluding housing are \$1,390,927.



**Northwestern
Michigan
College**

Board of Trustees Budget Update

April 2020

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FISCAL YEAR 2021 WORKING BUDGET UPDATE

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EXPENSE COMPARISON

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Revenue Assumptions for FY 2021 Budget

Contact Hours

Recruitment, admissions and retention at community colleges has changed dramatically in the past 5-10 years, now mirroring strategies found at private two and four year colleges and universities. Efforts have expanded to encourage completion of college credits prior to high school graduation through early college, concurrent enrollment and dual enrollment. State and regional demographics and economic conditions can influence NMC's enrollment. Contact hours are the driver to determine tuition revenue. Tuition is billed on contact hours. Class size can also influence our net return on tuition. The budget for next year is a decrease of 4.82% compared to FY 20 budget and a 3.17% decrease compared to FY 20 actuals.

Semester	FY12 Actual	FY13 Actual	FY14 Actual	FY15 Actual	FY16 Actual	FY17 Actual	FY18 Actual	FY 19 Actual	FY 20 Budget	FY 20 Actual	FY 21 Budget
Fall	56,613	52,499	51,042	48,175	45,561	43,398	42,298	40,076	39,000	38,171	37,243
Spring	53,281	49,007	46,623	44,494	41,116	39,045	37,162	36,253	35,251	34,715	33,411
Summer (1)	8,538	7,398	7,300	6,931	6,207	6,233	6,192	5,344	5,822	5,822	5,560
Total	118,432	108,904	104,965	99,600	92,884	88,676	85,652	81,673	80,073	78,708	76,214
		-8.05%	-3.62%	-5.11%	-6.74%	-4.53%	-3.41%	-4.65%	Change in budget		-4.82%
									Change in actual 2020		-3.17%

State Revenue

Fiscal year 2021 draft budget currently has increase of 2.2% for state appropriations. We will continue to monitor proposed bills in the House and Senate for the next couple of months. Each one percent change in funding is an additional \$96,000.

Property Tax Revenue

The current draft FY 2021 budget is built with a 2.04% increase in property tax revenue. Historically, we have not seen significant increases in property tax revenue due to the Headlee rollback. Each 1% change in equalized value provides an additional \$100,000.

Year	Taxable Value	% Change in TV	Millage	% Change in Millage	Budget	Actual	Difference	% Change in Budget Amt to actual
2005	\$3,582,498,474		2.21	-0.89%	7,335,233	7,328,760	-6,473	-0.09%
2006	\$3,899,168,734	8.84%	2.18	-1.31%	7,734,322	7,732,958	-1,364	5.53%
2007	\$4,186,312,845	7.36%	2.17	-0.64%	8,362,268	8,292,868	-69,400	8.14%
2008	\$4,324,888,638	3.31%	2.17	0.00%	8,864,004	8,841,503	-22,501	6.89%
2009	\$4,478,431,081	3.55%	2.17	0.00%	9,218,564	9,197,900	-20,664	4.26%
2010	\$4,392,056,777	-1.93%	2.17	0.00%	9,437,988	9,512,115	74,127	2.61%
2011	\$4,457,937,629	1.50%	2.17	0.00%	9,346,057	9,340,301	-5,756	-1.75%
2012	\$4,285,384,931	-3.87%	2.17	0.00%	9,309,846	9,120,000	-189,846	-0.33%
2013	\$4,188,963,770	-2.25%	2.17	0.00%	9,090,051	9,178,683	88,632	-0.33%
2014	\$4,283,215,455	2.25%	2.17	0.00%	9,294,578	9,346,990	52,412	1.26%
2015	\$4,354,745,153	1.67%	2.17	0.00%	9,449,797	9,517,435	67,638	1.10%
2016	\$4,492,355,100	3.16%	2.17	0.00%	9,748,411	9,806,150	57,739	2.43%
2017	\$4,570,971,314	1.75%	2.17	0.00%	9,914,134	10,024,200	110,067	1.10%
2018	\$4,753,810,167	4.00%	2.17	0.00%	10,315,768	10,340,515	24,747	2.91%
2019	\$5,106,798,342	7.43%	2.14	-1.20%	10,781,618	10,674,643	(106,975)	4.27%
FY20-Budget	\$5,323,837,272	4.25%	2.13	-0.47%	11,135,536	11,135,536		4.32%
FY21 Budget	\$5,430,314,017	2.00%	2.13	0.00%	11,362,747			2.04%
FY22 Budget	\$5,484,617,157	1.00%	2.13	0.00%	11,703,625			
FY23 Budget	\$5,539,463,329	1.00%	2.13	0.00%	11,820,661			

**Northwestern Michigan College's revenue comparison
to the other community colleges**

Revenue Sources

College	Tuition & Fees	Property Tax	State Aid	PPT%	Other
Alpena	39%	16%	41%	1%	3%
Mid-Michigan	64%	9%	25%	0%	2%
Jackson	55%	10%	28%	1%	6%
Henry Ford	51%	14%	29%	4%	2%
NMC	47%	21%	24%	0.33%	7.67%
Schoolcraft	46%	26%	20%	1%	7%
Muskegon	44%	24%	28%	2%	2%
Grand Rapids	44%	28%	22%	2%	5%
Mott	42%	24%	25%	1%	8%
Bay-de-Noc*	41%	13%	36%	0%	9%
St. Clair	41%	32%	23%	2%	3%
Southwestern	40%	24%	32%	1%	3%
North Central	40%	36%	20%	0%	3%
Delta	39%	38%	25%	3%	3%
Kellogg*	39%	25%	29%	4%	3%
Kalamazoo	38%	31%	24%	3%	3%
Macomb	38%	26%	23%	0%	11%
Gogebic*	38%	13%	46%	0%	3%
Lansing	38%	34%	22%	0%	5%
Montcalm	37%	39%	23%	0%	1%
Kirtland	35%	42%	20%	1%	2%
Washtenaw	30%	48%	13%	1%	8%
Monroe	29%	48%	18%	2%	2%
Glen Oaks	26%	40%	21%	10%	3%
Lake Michigan	26%	54%	17%	1%	3%
Oakland	24%	49%	17%	1%	9%
Wayne	23%	55%	19%	1%	2%
Westshore*	22%	52%	21%	3%	2%
State Average	37%	33%	22%	2%	6%

***building and site millage**

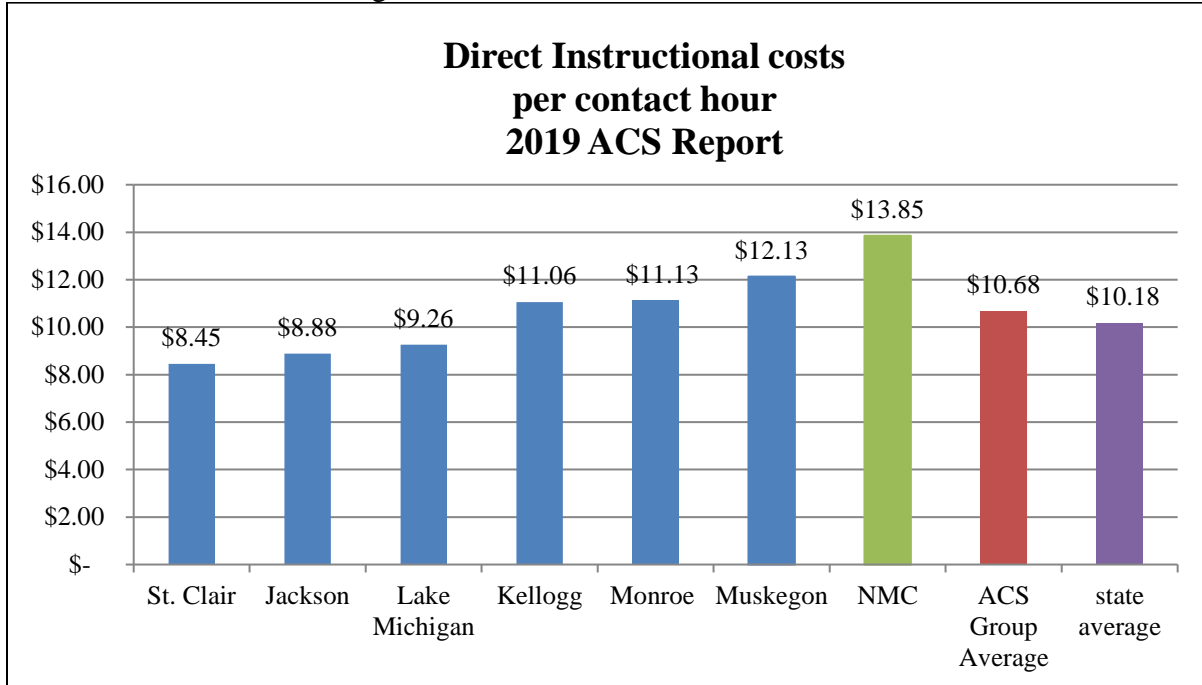
Sorted by tuition & fees 02.20.2020

Revenue source data from ACS 2019\ Fiscal year table 22

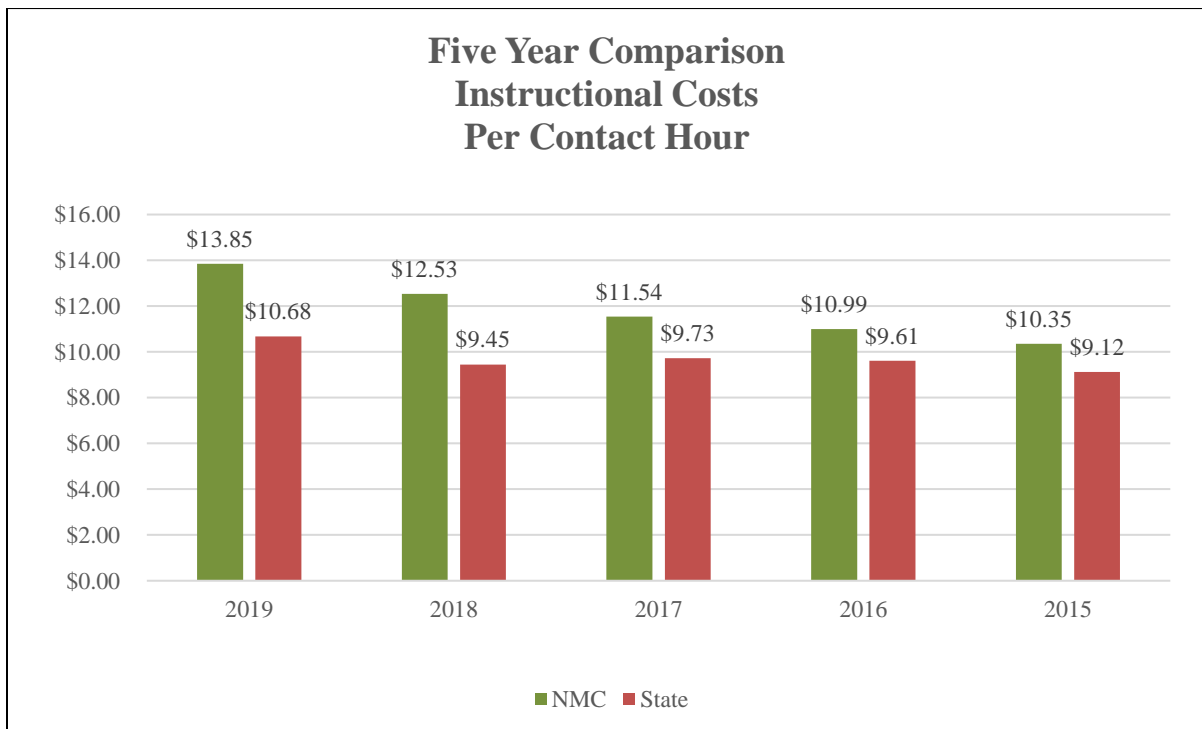
MCCBOA								
Fall 2019 In District Tuition and Fees Comparison								
Feb-20					Fall 2019	Fall 2018		
College	Tuition Rate	(a) Survey Cost	Credits	Cost per Credit	Cost per Credit	% increase	Cost over Tuition	
Jackson	160.25	2,564.00	15	230.40	220.32	4.6%	143.8%	
Muskegon	117.00	2,106.00	14	212.93	203.79	4.5%	182.0%	
Mott	143.58	2,010.12	12	200.70	196.37	2.2%	139.8%	
Southwestern	123.25	2,095.25	14	199.75	196.00	1.9%	162.1%	
St. Clair	131.00	2,096.00	14	192.93	170.86	12.9%	147.3%	
Bay De Noc	129.00	1,935.00	14	182.50	187.86	-2.9%	141.5%	
Montcalm	110.00	1,760.00	14	179.14	179.00	0.1%	162.9%	
Mid Michigan	129.00	1,806.00	13	177.77	173.46	2.5%	137.8%	
Schoolcraft	118.00	1,770.00	15	175.27	168.67	3.9%	148.5%	
Glen Oaks	123.00	1,968.00	15	167.53	162.20	3.3%	136.2%	
North Central	125.00	1,875.00	14	166.36	159.93	4.0%	133.1%	
Alpena	137.00	2,055.00	14	166.07	157.50	5.4%	121.2%	
Monroe	112.25	1,683.75	13	162.98	159.81	2.0%	145.2%	
Gogebic	124.00	1,984.00	14	161.57	166.29	-2.8%	130.3%	
Kirtland	121.00	1,815.00	14	159.64	156.43	2.1%	131.9%	
Northwestern Michigan College	109.00	1,744.00	15	157.73	154.48	2.1%	144.7%	
Lake Michigan	105.50	1,477.00	14	156.76	162.14	-3.3%	148.6%	
Delta	115.00	1,955.00	15	155.67	145.67	6.9%	135.4%	
Henry Ford	101.50	1,421.00	14	151.14	146.64	3.1%	148.9%	
Kellogg	111.25	1,557.50	14	150.06	134.34	11.7%	134.9%	
Lansing	108.00	1,944.00	16	143.50	135.38	6.0%	132.9%	
Grand Rapids	115.00	1,725.00	14	142.04	138.32	2.7%	123.5%	
West Shore	106.00	1,590.00	14	136.34	129.00	5.7%	128.6%	
Kalamazoo	110.00	1,760.00	14	134.36	130.71	2.8%	122.1%	
Macomb	102.00	1,530.00	15	134.13	131.67	1.9%	131.5%	
Wayne (did not report 2017-18)	109.10	1,418.30	13	132.22			121.2%	
Washtenaw	95.00	1,425.00	15	115.00	115.00	0.0%	121.1%	
Oakland	94.50	1,417.50	14	108.39	105.71	2.5%	114.7%	
	Average	\$114.07	\$1,803.12		\$158.80	\$162.67	-2.4%	
	High	\$160.25	\$2,564.00		\$220.32	\$220.32	0.0%*	
	Low	\$92.00	\$1,417.50		\$105.71			
*Highest percentage change is St. Clair County at 12.9%								
Survey cost was based on the following courses:								
Introduction to Biology, Introduction to Psychology, Intermediate Algebra, English Comp								
Sorted by Fall 2019 per credit cost								

**Northwestern Michigan College
Expenditure Comparison to
Colleges in the same ACS Group**

A) Instructional costs: All activities carried out for the express purpose of eliciting some measure of educational change in a learner.

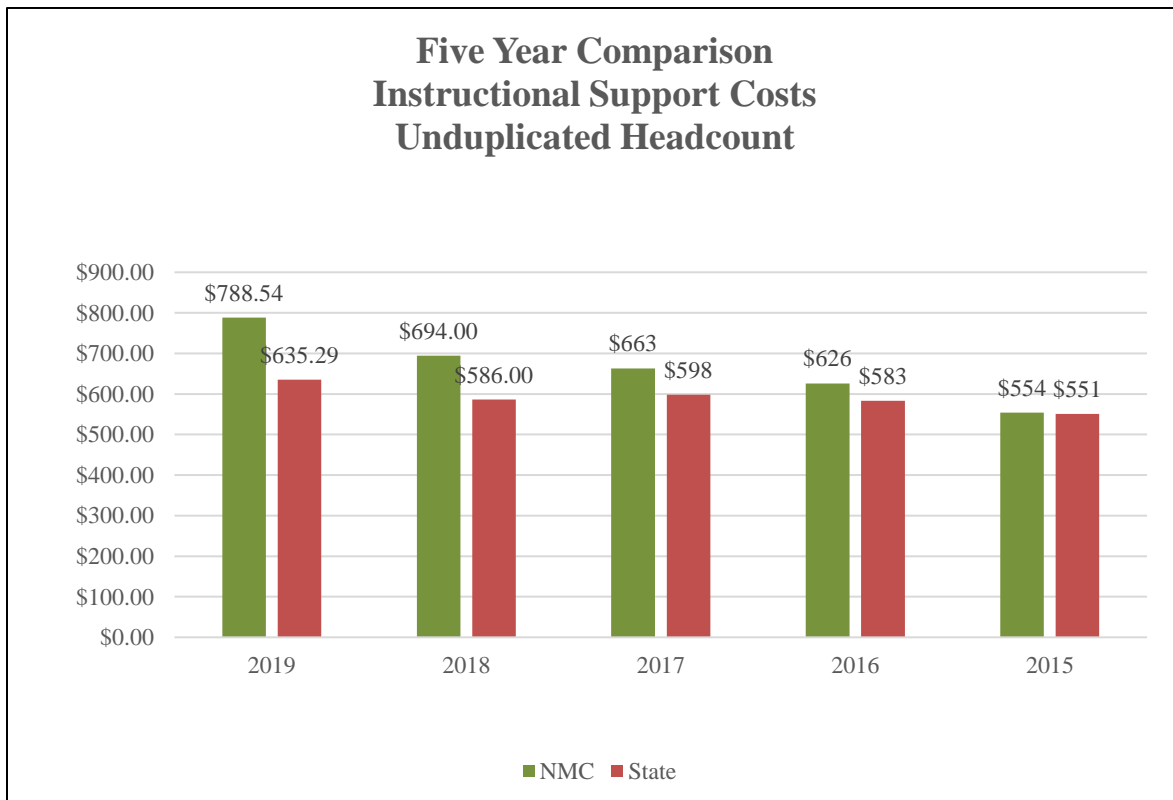
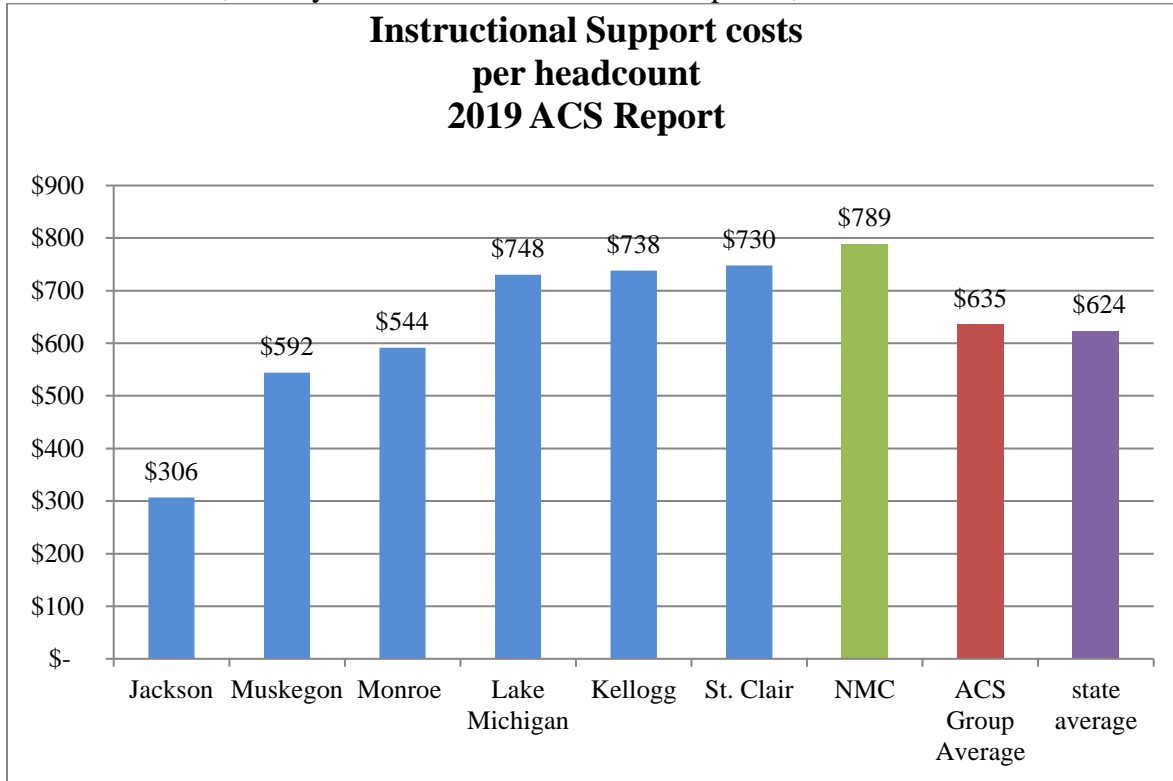


Note: NMC's instructional cost less Aviation, Maritime and Culinary programs is \$9.70 per contact hour.

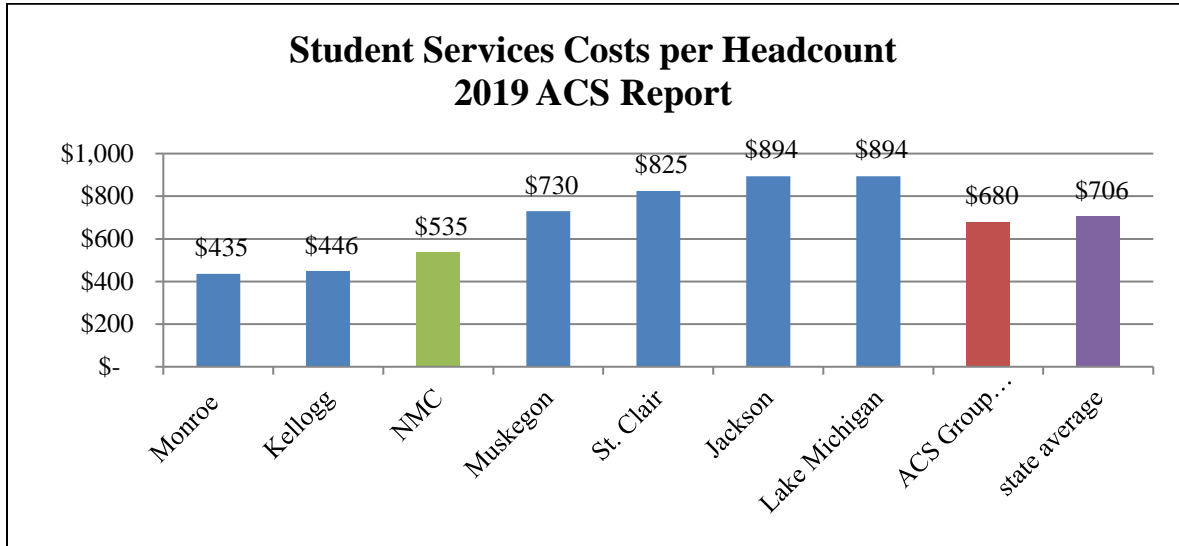


Data source: ACS table 32

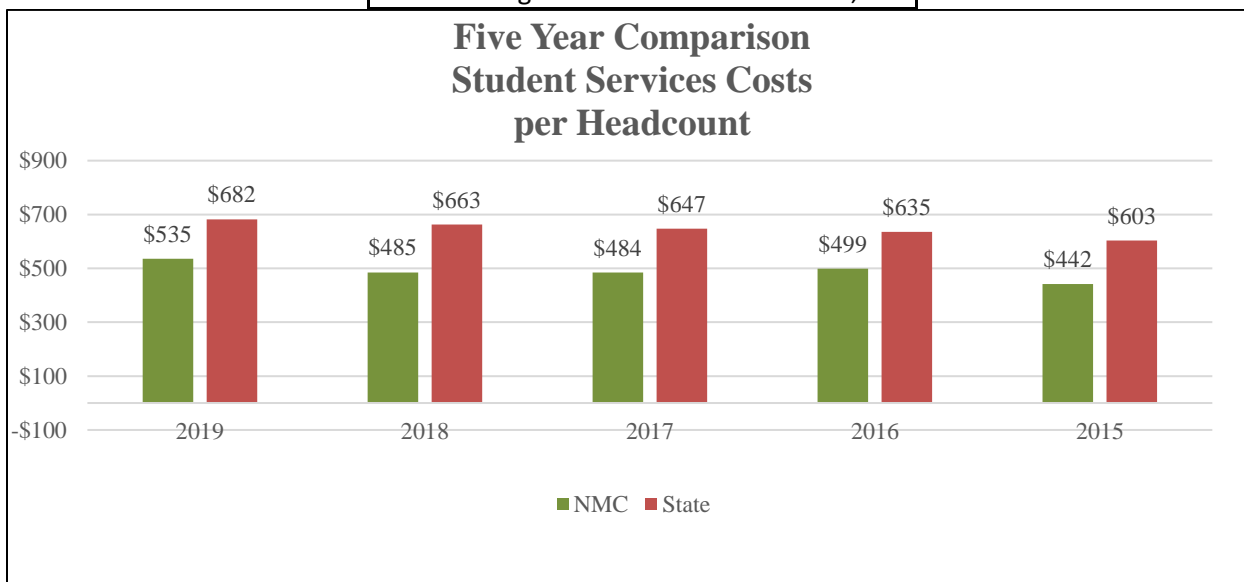
B) Instructional support: Those activities that carried out in support of the instructional program. Examples of activities under this classification are library service, educational media technology, academic offices, faculty release for curriculum development, CIE.



C) Student services: Those activities carried out with the objective of contributing to the emotional and physical well-being of the student, as well as intellectual, cultural, and social activities. Services include financial aid, counseling, advising, admissions, registrar, student records, school catalog, and health services.

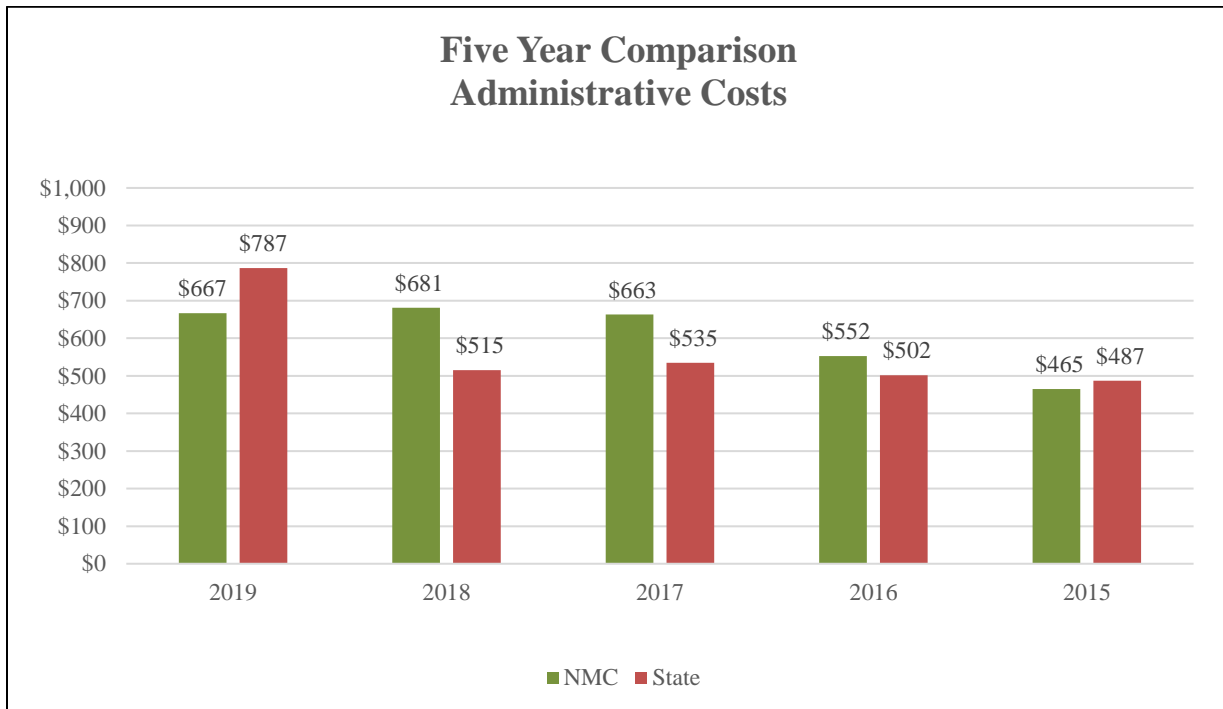
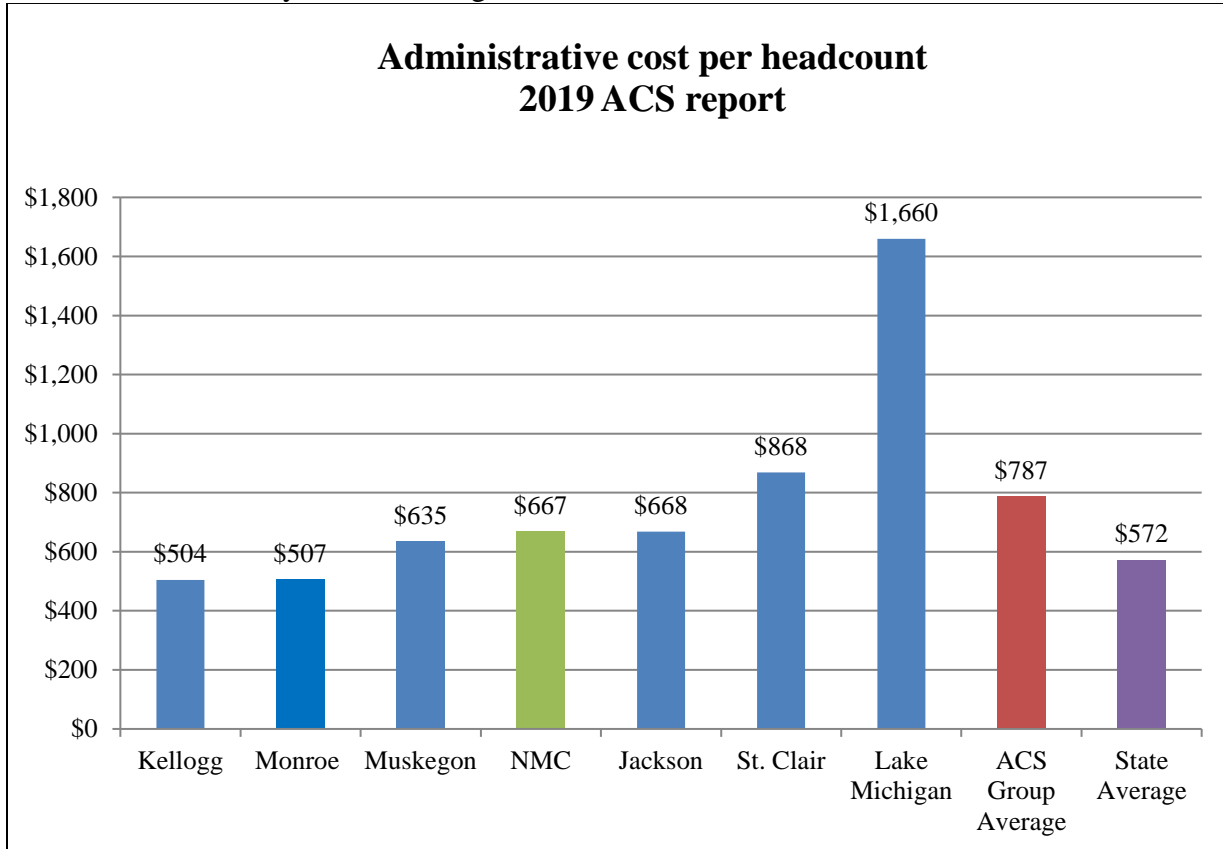


2019 Unduplicated Headcount	
St. Clair	4,811
Lake Michigan	3,776
Monroe	6,728
Muskegon	6,949
Jackson	7,849
Kellogg	9,164
NMC	9,583
State average	12,215



Data source: ACS table 34

D) Administrative costs: Those activities carried out to provide for both the day-to-day functioning and long-range viability of the institution as an organization. These costs include business office, cashiers, human resources, president’s office, strategic planning, purchasing and receiving, public relations, institutional research, alumni. This category can be higher than other schools due to the way we have designed some of our academic office areas.



**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, February 24, 2020
at NMC Hagerty Center, Great Lakes Campus
715 East Front St, Traverse City, MI 49686**

CALL TO ORDER—Chair Chris M. Bott called the regular meeting to order at 5:30 p.m.

ROLL CALL

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

Trustees absent: Douglas S. Bishop

Also present: President Nick Nissley, Ed Bailey, Judy Chu, Julie Clark, Vicki Cook, Marguerite Cotto, Joy Evans Goodchild, Diana Fairbanks, Anders Gillis, Holly Gorton, Dave Kelsey, Troy Kierczynski, Rich King, Colin Kreh, Mark Liebling, Janet Lively, Deirdre Mahoney, Bill Marsh Jr., Wayne Moody, Kyle Morrison, Todd Neibauer, Paul Perry, Stephen Siciliano, Jason Slade, Rebecca Teahen, Hans Van Sumeren

REVIEW OF AGENDA—The agenda was accepted as presented.

REPORTS

Program Focus—Filling the Automotive Technician Pipeline—Jason Slade, Director of Technical Academic Area, Bill Marsh, Jr, owner of Bill Marsh Automotive Group, along with NMC Automotive Program Coordinator Wayne Moody, and other representatives from the Bill Marsh Automotive Group, provided an overview of the collaborative effort between Bill Marsh Automotive Group and the NMC automotive program to address the critical need for automotive technicians in the region and specifically at Bill Marsh Auto Group. Jason Slade reviewed other examples of NMC Technology Division initiatives that tie in with various area businesses. In response to a question regarding how other area businesses can collaborate with NMC, Bill Marsh referenced his experience with the NMC Foundation Board and his brother's involvement with the NMC Advisory Board for Auto Tech.

Faculty Report—The Story of (and Stories from) an ENG 112 Essay Assignment—Judy Chu, Communications Instructor, presented on the essay assignment she began implementing in the fall of 2018 connected with the book *Tribe* by Sebastian Junger. Students write essays connecting artwork at the Dennon Museum Center, personal narrative, and *Tribe*.

Enrollment Report—Todd Neibauer, Vice President for Student Services and Technology, provided the enrollment report and noted registration for the summer semester 2020 has been open since October, with the option of attending orientation in April or May. Fall semester registration begins in March for continuing NMC students and April for new students. Neibauer

noted today's example of automotive outreach recruitment as one of many areas throughout the college doing outreach to prospective students.

Financial Report—Vicki Cook, Vice President of Finance and Administration, reviewed the financial report for the period ending January 31, 2020. Cook noted yearend projections still show a balanced budget.

Foundation Report—Rebecca Teahen, Associate Vice President for Resource Development and Executive Director of Foundation, provided the Foundation Report. Teahen reported great progress on fundraising and recent alumni gatherings both here in Traverse City and in Florida. Outstanding Alumni nominations are due February 28. Teahen also encouraged ticket sales for the Taste of Success event which will be on Friday, April 17, 2020.

PRMC Report—Diana Fairbanks, Executive Director of Public Relations, Marketing, and Communications, reported the month of January was very good for media, with a boost in media coverage as President Nissley met with all members of area media outlets. Many other good stories resulted in 97% positive coverage in January.

Presidential Performance & Compensation Committee Report—Committee Chair Chris Bott provided a report on the work of the Board Presidential Performance and Compensation Committee. The committee met with President Nick Nissley on February 14 and reviewed the status of his transition. There was brief discussion about the evaluation model with intent to bring information to the Board study session for discussion of the process. A formal evaluation will likely take place in January 2021.

Building and Site Committee Report—Ross Childs, Committee Chair, announced the formal public opening of the West Hall Innovation Center is planned for Monday, August 24. He reported that the project budget is on target, and the committee was able to tour the building at their last meeting. The building will be open for tours during the NMC BBQ on May 17.

Legislative Issues Report—President Nick Nissley discussed Governor Whitmer's proposal which increases community college funding, but does include tuition restraint language. Nissley attended the MCCA President's Meeting last week in Lansing and reported they were asked to establish a Reconnect liaison. He noted the Capital Outlay bill has a low likelihood of passing. On the federal level, the FY21 budget does have steep cuts to education and maritime academy funding, but it is still early in that process.

PUBLIC INPUT—There was no public input offered.

UPDATES

President's Update—President Nick Nissley shared his board requested three areas of focus (maintain momentum, build relationships, and learn more about NMC), which have manifested in over 150 meetings with various stakeholder groups. Nissley highlighted recent visits with students, faculty, and other employee groups. Over the past month, particularly, Nissley has focused on meeting with community members as well.

Board Chair Update—Chair Chris Bott reviewed upcoming calendar events, including two events planned on March 17. A Board Study Session is being planned for the morning and trustees are encouraged to attend a training opportunity in the afternoon at the County Governmental Center. Bott also noted the MCCA conference on Mackinac Island in July. He shared that MCCA has created a cohort of presidents and are identifying a mentor to pair with President Nissley.

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

- Minutes of the January 27, 2020, regular meeting

ACTION ITEMS

Special Liquor License—On a motion by Rachel Johnson, seconded by Michael Estes, the Board adopted a resolution authorizing the organization through its duly authorized officers, make application to the Liquor Control Commission for a Special License for a Wine Auction to be in effect on Friday, April 17, 2020, at the Northwestern Michigan College Hagerty Center at Great Lakes Campus, 715 E. Front Street, Traverse City, Grand Traverse County, Michigan. The motion passed with a unanimous vote.

Aviation Hangar Doors Replacement—On a motion by Ross Childs, seconded by Janie McNabb, the Board authorized administration to enter into a contract with Powerlife Hydraulic Doors in the amount of \$121,055 (plus \$12,106 contingency) for the removal of old hangar doors and the installation of new hydraulic hangar doors to be funded by the FY20 Plant Fund. The motion passed with a unanimous vote.

East Hall Window Project—On a motion by Ross Childs, seconded by Kennard Weaver, the Board authorized administration to enter into a contract with HBC, Inc., in the amount of \$50,276 (plus \$5,028 contingency) for the abatement of asbestos in preparation for replacement of windows in East Hall to be funded by FY20 Auxiliary Housing Reserves. The motion passed with a unanimous vote.

Library Security Gates—On a motion by Ross Childs, seconded by Rachel Johnson, the Board authorized administration to enter into a contract with Bibliotheca in the amount of \$47,281.50 for the purchase and installation of RFID security gates in the new library in the West Hall Innovation Center to be funded by the 2016 Bond Fund. The motion passed with a unanimous vote.

Water Studies Vessel Painting—On a motion by Rachel Johnson, seconded by Janie McNabb, the Board authorized administration to enter into a contract with Great Lakes Shipyard in the amount of \$52,750 (plus 10% contingency) for the sandblasting, painting, and scheduled maintenance of RV Northwestern to be funded by the FY20 Plant Fund. The motion passed with a unanimous vote.

West Hall Innovation Center Landscaping—On a motion by Ross Childs, seconded by Kennard Weaver, the Board authorized administration to enter into a contract with Traverse Outdoor Landscaping in the amount of \$39,750 for landscaping services and plant materials for

the West Hall Innovation Center to be funded by the 2016 Bond Fund. The motion passed with a unanimous vote.

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

ADJOURNMENT—The meeting adjourned at 6:59 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
Student Services & Technologies

To: Dr. Nick Nissley, President
From: Todd Neibauer, VP for Student Services & Technologies
Date: March 5, 2020
Subject: Housing and Board Rates for FY 2021

Board Authorization

Board authorization is requested for Housing and Board Rates for FY21. Recommendations: No changes in current rates for room and board.

Background – Housing

East Hall is one of the current options for student on-campus housing and has been open for every fall, spring and summer semester since 1965. Guest rooms are rented in the summer when available. There are also three apartment-style units on NMC's main campus which were built in 1973 and are currently occupied by students who are at least 21 years old. For the fall of 2017, NMC added North Hall as a new option.

Currently East and North Hall can accommodate up to 365 students. Budget is set at a minimum of 85% occupancy and since FA2009 student housing has exceeded minimum budget occupancy.

FA 13		FA 14		FA 15		FA 16		FA 17		FA 18		FA 19	
Single	6	East Hall	227	East Hall	235	East Hall	238	East Hall	224	East Hall	205	East Hall	207
Double	224	Hawk's	28	Hawk's Nest	27	Hawk's Nest	23	North Hall	118	North Hall	122	North Hall	130
Total	230	Total	255	Total	262	Total	261	Total	342	Total	327	Total	337
SP 14		SP 15		SP 16		SP 17		SP 18		SP 19		SP 20	
Single	7	East Hall	210	East Hall	216	East Hall	216	East Hall	200	East Hall	187	East Hall	183
Double	208	Hawk's	26	Hawk's Nest	29	Hawk's Nest	22	North Hall	115	North Hall	122	North Hall	126
Total	215	Total	236	Total	245	Total	238	Total	315	Total	309	Total	309

The NMC Apartments continue to serve the needs of students. NMC has 33 two-bedroom and 3 one-bedroom units. Students are attracted to the NMC apartments because of the convenient location and our ability to work with students' financial aid payment schedules.

Proposed Residence Hall Room Rates

Following are the recommended housing rates for FY21:

Room Rates – East Hall Academic Year	FY19 Rates	FY20 Rates	FY21 Rates	% Change
Double Room Rate	\$5,350	\$5,350	\$5,350	0%
Single Room Rate*	\$5,800	\$5,800	\$5,800	0%

*limited availability

Room Rates – North Hall Academic Year	FY 19 Rates	FY 20 Rates	FY 21 Rates	% Change
Double Room Rate*	\$5,600	\$5,600	\$5,600	0%
Single Room Rate	\$6,400	\$6,400	\$6,400	0%

*limited availability

The rates in the current on-campus residence options are consistent with the market and with NMC's long-range housing financial business model and will provide the funds to meet operational costs. These rates have also been compared to other institutions that provide similar housing options within the state.

Proposed Apartment Rates

Following are the recommended Apartment rates for FY21:

Apartment Rates – Monthly	FY19 Rates	FY20 Rates	FY21 Rates	% Change
2 Bedroom (semester lease)	\$825	\$825	\$825	0%
1 Bedroom (semester lease)	\$700	\$700	\$700	0%

Background – Meal Plans

The NMC residence hall housing contract stipulates that all residence East hall students must choose a meal plan. Meal plan balances can be transferred from fall to spring, however, any balances left at the end of the spring semester are not refunded. In addition, there are no meal plan refunds after the start of classes.

Proposed Residence Hall Board Rates

Following are the recommended Board rates for FY21:

Board Rates – Academic Year	FY19 Rates	FY20 Rates	FY21 Rates	% Change
Board Rate - Option 1	\$3,400	\$3,400	\$3,400	0%
Board Rate - Option 2	\$2,800	\$2,800	\$2,800	0%
Board Rate - Option 3	\$2,400	\$2,400	\$2,400	0%



MEMO
Great Lakes
Maritime Academy

To: Dr. Siciliano, Vice President for Educational Services
From: G. P. Achenbach, Superintendent
Date: 16 March 2020
Subject: Permission to lease a tow vessel for GLMA

1. Background:

- a. Each GLMA cadet must complete 360 cadet sea days. The majority of cadet sea time is accrued during three sea projects. Every GLMA model schedule calls for cadets to complete their first sea project onboard the *T/S State of Michigan*. The other sea projects are completed on commercial vessels. There are not enough berths on the training ship to have all cadet sea projects completed onboard the *T/S State of Michigan*. Over the past four years it has become increasingly difficult to obtain berths on commercial vessels. The difficulty is due to the following:
 - i. Record enrollment: GLMA is meeting all enrollment goals (admit 60 cadets each August; 36 deck and 24 engine). Currently all but two engine cadet openings for August 2020 are filled and there are 21 individuals who applied to the GLMA deck program on a wait list.
 - ii. Retention and completion: Close to 80% of the cadets that begin at GLMA graduate in five years or less. This exceeds the retention and completion rates at the other state maritime academies.
 - iii. Each GLMA class is only offered once per academic year. When a cadet fails a class they must retake it the following year. This inevitably results in a cadet needing to move a fall or spring sea project to the summer. Obtaining berths on commercial vessels in the summer is especially difficult as the other six federally-regulated maritime academies follow are also seeking cadet berths in the summer.
 - iv. Three vessel operators that previous supplied cadet berths have either ceased carrying cadets from any of the federally-regulated maritime academies, or have significantly reduced the number of cadets they carry (Alaska Marine Highway, Crowley, Matson).

- v. The Academy model schedules call for each commercial sea project to be no less than 90 days. However, it is not uncommon for a sea project to be less than this. This happens when a stateroom a cadet is using is needed for shipboard operation (e.g. a quality system auditor or a technical specialist), or if a vessel's schedule results in cadet needing to make a decision to depart the vessel early, or at a date that would result in missing classes (e.g. the semester begins in 10 days, the vessel is in a U.S. port, and the next port of call is in Asia). We estimate that six of the last 30 sea projects (20%) were less than 90 days due to vessel operations.

2. Current State: In summer 2019, GLMA needed to obtain 38 cadet berths on commercial vessels. We predict we will need 51 berths on commercial vessels this summer. The increase is due to: recruiting, retention, and cadets needing to move a sea project to the summer in order to graduate in four years. The reduction in cadet berths over the past four years, as discussed in this memo is estimated to be 12-14.

3. Discussion:

a. The advantages of acquiring a tow vessel include:

- i. A tow vessel will allow those cadets that had a sea project of less than 90 days (as discussed in paragraph 1.a.v) to make up sea time during the summer as well as in the fall. A leased tow vessel will allow us to create cadet sea time in the fall because in September and October cadets will be able to earn sea days not only during the weekends, but in the afternoons and early evenings.
- ii. There are at best 250 deep draft vessels in the U.S. fleet. However, there are greater than 5,500 tow vessels. In order to be employed on a tow vessel a mariner needs an endorsement as *mate of tow vessels*. A GLMA leased tow vessel will ensure all deck cadets have the option of earning this endorsement while at the Academy. Earning this endorsement supports NMC institutional effectiveness criteria SD5 (credentials of value).
- iii. Military Sealift Command (MSC) operates civilian manned, USN owned vessels. Employment with MSC is based on a point system. Applicants who hold a mate of tow vessel endorsement are given five points; the same number of points awarded for being a veteran, or holding a bachelor's degree.
- iv. Leasing a tow vessel will allow GLMA to meet section 4.d of NMC Strategic Plan which states, "TARGET: Continue to pursue the acquisition of a tow vessel that will enable GLMA to offer a new associate program in FY22, and current cadets to earn additional credentials to allow service on tow vessels".

b. Tow vessel costs:

- i. Lease costs: The Academy has been offered a lease cost of \$410/ day or \$12,300/ month provided we lease the vessel for six months and allow it to remain at the GLMA dock for an additional six months. The lessor is Great Lakes Towing. The only other offer we have received is \$2,500/ day. We recommend we accept this offer.
- ii. Insurance costs: \$10,000
- iii. Fuel costs: \$100,000.
- iv. Estimate supplemental contracts to ensure we can operate the vessel over weekends when needed: \$5,000.

c. Source of funds: GLMA Operating Budget.

- 4. Recommendation:** We recommend that GLMA lease a tow vessel from on or about 01 May 2020 to on or about 01 November 2020. The lease amount requested is \$73,800 for this period. The total cost of the project will be \$188,800 plus a 15% contingency for a total amount not to exceed \$217,120.



Northwestern
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MEMO
Administrative Services

To: Dr. Nick Nissley, President
From: Vicki Cook, Vice President of Finance and Administration
 Paul Perry, Director of Campus Services
Date: March 11, 2020
Subject: Fine Arts Building - Roof Replacement

This document provides an overview and recommendation for removal of the existing shingles and installation of new shingles on the Fine Arts building.

Board Authorization Requested

Authorize the Northwestern Michigan College administration to enter into a contract with Story Roofing Company for the removal of old shingles and the installation of new shingles.

Background / Scope of Work

The scope of work for this project includes the removal of the existing shingles and installation of new shingles. The current roof is approximately 20 years old and is beginning to show wear and algae discoloration. A roof replacement was recommended when we replaced the siding on the building last year. We plan to install GAF Timberline HDZ High Definition roof with StainGuard Plus 25-year algae discoloration warranty.

Bid Analysis

The two bidders are listed below:

Company Name	Location	Bid Amount	Contingency	Total
Story Roofing Company	Buckley, MI	\$79,500	\$7,950	\$87,450
Complete Roofing & Repair TC	Traverse City, MI	\$91,150	\$9,115	\$100,265

Recommendation

Authorize the Northwestern Michigan College administration to enter into a contract with Story Roofing Company for \$79,500 and a contingency of \$7,950 for a total of \$87,450.

Funding Source

The funding source is the FY 2020 Plant Fund budget.



Northwestern
Michigan
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MEMO
Administrative Services

To: Dr. Nick Nissley, President
From: Vicki Cook, Vice President of Finance and Administration
 Paul Perry, Director of Campus Services
Date: March 11, 2020
Subject: Entrance Pavers, sidewalk w/ice melts and walkway lights at Great Lakes Campus

This document provides an overview and recommendation for the selection of a general contractor to remove and reinstall entrance pavers, sidewalk with ice melts and walkway lights.

Board Authorization

Authorize the administration to enter into a contract with Spence Brothers in the amount of \$269,700 with a contingency of \$26,970 for a total of \$296,670 to remove and reinstall entrance pavers, new sidewalk with ice melt and new walkway lights.

Background / Scope of Work

The scope of this project is to replace the existing paver entrance, sidewalk with ice melt and walkway lighting. The existing paver system and sidewalk is twenty (20) years old and the ice melt is not working. The new paver system is engineered differently from the existing system and is expected to last longer.

Bid Analysis

The two bidders for the installation are:

		Base Bid	Contingency	Total
Spence Brothers	Traverse City, MI	\$269,700	\$26,970	\$296,670
Grand Traverse Construction	Traverse City, MI	\$339,900	\$33,990	\$373,890

Funding Source

The funding source is the FY 2020 Plant Fund budget.



Northwestern
Michigan
College

MEMO

Administrative Services

To: Dr. Nick Nissley, President

From: Vicki Cook, Vice President of Finance and Administration

Date: March 11, 2020

Subject: Summary Report for the General Fund as of February 29, 2020

The attached reports summarize the financial results for the General Fund as of February 29, 2020. The eighth month represents 67% 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 \$6,757,169. Revenue decreased by 2% when comparing February 2020 to February 2019 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 11% when comparing February 2020 to February 2019.

Revenue (letters refer to the attached General Fund summary)

- A. Tuition and Fees revenue: Tuition and fees represent a 5% decrease from those of February 2019. The decrease is due, in part, to the transition of Training Services to MMTC and decreased enrollment. For Spring 2020, the budget was set at 35,252 billing hours for budgeted revenue of \$6,687,922. Actual billing hours are at 34,710 hours for a total tuition revenue of \$6,554,513. Spring 2020 revenue is below budget by \$133,409. 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 reports are interim and not a reflection of year end results.

Summary Report for General Fund Accounts Fiscal Year 2020, Period 08

Funds	Accounts	2019-2020 Adjusted Budget	YTD Activity	% of Annual Budget
50	Revenues			
	Tuition and Fees	23,578,426	16,997,746	72.09%
	Property Taxes	11,150,536	9,005,791	80.77%
	Other Local	0	0	*
	Local Sources	34,728,962	26,003,537	74.88%
	State Sources	9,895,989	5,832,727	58.94%
	Federal Sources	734,339	1,321,495	179.96%
	Private Sources	549,000	402,718	73.35%
	Investment Income	274,000	269,339	98.30%
	Other Sources	441,250	294,196	66.67%
	Total Revenues	46,623,540	34,124,012	73.19%
60	Labor			
	Salaries & Wages	22,293,246	14,034,964	62.96%
	Benefits	9,444,229	6,062,169	64.19%
	Total Labor	31,737,475	20,097,133	63.32%
70	Expenses			
	Purchased Services	2,655,276	1,391,498	52.41%
	Supplies & Materials	3,224,916	1,898,056	58.86%
	Internal Services	89,920	83,095	92.41%
	Other Expenses	1,766,851	983,873	55.69%
	Institutional Expenses	1,801,213	999,930	55.51%
	Maintenance & Renovation	1,740,392	1,051,358	60.41%
	Prof Develop, Travel & Events	653,622	431,280	65.98%
	Capital Outlay	270,000	231,236	85.64%
	Total Expenses	12,202,190	7,070,326	57.94%
80	Transfers			
	Total Expenditures	43,939,665	27,167,459	61.83%
	Transfers	2,683,875	199,384	7.43%
	Total Transfers	2,683,875	199,384	7.43%
	Total Expenditures and Transfers	46,623,540	27,366,843	58.70%
	Net Revenues over (under) Expenditures	0	6,757,169	



Northwestern Michigan College
Comparison - Fiscal Year to Date
General Fund
February 2020 vs. February 2019

INTERIM

This statement does not
reflect year-end results.

	YTD 2/29/2020	YTD 2/28/2019	\$ Diff	% Diff	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 16,997,746	\$ 17,831,453	\$ (833,707)	-5%	Decrease is due primarily to loss of Training Services revenue in FY20 with transition to MMTC (PY thru Feb was \$452k), lower than planned Fall enrollment (171k under budget / 205k less than FY19) and associated fees
Property Taxes	9,005,791	9,732,509	(726,718)	-7%	Timing of property tax collections
Total Local Sources	26,003,537	27,563,962	(1,560,425)	-6%	
State Sources	5,754,776	5,347,444	407,332	8%	Reflects the College's 2% increase in general appropriations. Also, in FY20, MPSERS 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	1,321,495	1,057,529	263,966	25%	GLMA received additional appropriations from MARAD in FY20
Private Sources	402,718	280,195	122,523	44%	Primarily due to funding provided in FY20 for Experiential Learning (new to FY20)
Investment Income	269,339	187,109	82,230	44%	Actual interest recognized in FY20 vs estimate in FY19
Other Sources	294,196	298,317	(4,121)	-1%	Consistent with prior year
Total Revenue	34,124,012	34,818,324	(694,312)	-2%	
Expenses					
Salaries and Wages	14,034,964	13,695,233	339,731	2%	Consistent with prior year
Benefits	6,062,169	5,878,558	183,611	3%	Consistent with prior year
Purchased Services	1,391,498	1,436,615	(45,117)	-3%	Consistent with prior year
Supplies & Materials	1,898,056	2,033,762	(135,706)	-7%	Decrease is driven by timing of fuel purchases for GLMA and Aviation
Internal Services	83,095	31,315	51,780	165%	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	983,873	981,220	2,653	0%	Consistent with prior year
Institutional Expenses	999,930	1,036,620	(36,690)	-4%	Slight variations from timing of institutional expenses
Maintenance & Renovation	1,051,358	912,914	138,444	15%	Increase is primarily driven by increased expenses for equipment maintenance
Professional Development	431,280	429,604	1,676	0%	Consistent with prior year
Capital Outlay	231,236	589,856	(358,620)	3680%	Timing of COAT purchases and prior year includes the GLMA harbor project
Total Expenses	27,167,459	27,025,697	141,762	1%	
Transfers	199,384	221,213	(21,829)	-10%	Aviation flight hours transfer
Total Expenses & Transfers	27,366,843	27,246,910	119,933	0%	
Net Revenue Over (Under) Expenses	\$ 6,757,169	\$ 7,571,414	\$ (814,245)	-11%	



Northwestern Michigan College
Comparison - Month Over Month
General Fund
February 2020 vs. January 2020

INTERIM

This statement does not
reflect year-end results.

	YTD 2/29/2020	YTD 1/31/2020	Feb 20 Activity	Jan 20 Activity	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 16,997,746	\$ 15,083,912	\$ 1,913,834	\$ 2,675,570	Allocated spring fees in January (allocations are recorded at the beginning of spring/fall semesters); partially offset by higher tuition allocation in February than in January (4 weeks in February vs. 3 weeks in January)
Property Taxes	9,005,791	7,411,207	1,594,584	2,376,677	Timing of fall/winter tax collections
Total Local Sources	26,003,537	22,495,119	3,508,418	5,052,247	
State Sources	5,754,776	4,601,561	1,153,215	1,132,412	Consistent with prior month; MPERS offset payment received in February
State PPT Reimbursement	77,951	77,951	-	-	- Consistent with prior month
Federal Sources	1,321,495	542,795	778,700	-	- Timing of MARAD payments received
Private Sources	402,718	402,718	-	264,455	Timing of Foundation gifts
Investment Income	269,339	221,092	48,247	23,006	Higher interest and dividend activity from investments in February
Other Sources	294,196	263,637	30,559	(15,276)	Primarily due to reclass of Marine Tech revenue from 'Other Sources' to 'Tuition & Fees - Workshop Training' in January; in addition, Lobdell's opened in February creating revenue
Total Revenue	34,124,012	28,604,873	5,519,139	6,456,844	
Expenses					
Salaries and Wages	14,034,964	12,275,820	1,759,144	2,471,222	Three pays in January and only two pays in February
Benefits	6,062,169	5,327,308	734,861	1,211,172	Three pays in January and only two pays in February
Purchased Services	1,391,498	1,262,481	129,017	200,003	Primarily driven by salary support payment in January for MSU/NMC Coordinator
Supplies & Materials	1,898,056	1,676,700	221,356	264,869	Primarily driven by timing of postage expenses, general supplies expenses, and student fee related expenses (higher in January)
Internal Services	83,095	74,976	8,119	(584)	Primarily due to the fitness fee transfer done in January (transfer recorded at the beginning of spring/fall semesters)
Other Expenses	983,873	864,623	119,250	132,594	Primarily driven by higher promotional/recruiting fees in January; partially offset by slightly higher Native American Tuition Waivers in February
Institutional Expenses	999,930	835,571	164,359	121,358	Timing of invoice payments and allocation of electricity to auxiliary funds made in January (several months worth)
Maintenance & Renovation	1,051,358	933,735	117,623	124,836	Slightly higher expenses for equipment maintenance in January
Professional Development	431,280	374,703	56,577	48,182	Higher professional development expenses in February
Capital Outlay	231,236	171,518	59,718	48,480	Kendall Electric \$10,910 (Engineering Tech machinery/equipment), Kongsberg Mesotech \$48,808 (sonar and GPS equipment and software for Marine Tech)
Total Expenses	27,167,459	23,797,435	3,370,024	4,622,132	
Transfers	199,384	199,384	-	(2,974)	NPS Grant transfer for use of water studies vessel and clean up of small balance in fund 1510 in January; no activity in February
Total Expenses & Transfers	27,366,843	23,996,819	3,370,024	4,619,158	
Net Revenue Over (Under) Expenses	\$ 6,757,169	\$ 4,608,054	\$ 2,149,115	\$ 1,837,686	



Northwestern Michigan College
Income Statement Projections - General Fund
For the Year Ended June 30, 2020
As of 3/9/20

INTERIM
 This statement does not reflect
 year-end results.

	FY 19 Actual	FY 20 Budget	YTD 3/9/2020	FY 20 Projected	Difference vs. Budget	Comments
Revenue						
Local Sources:						
Tuition & Fees	\$ 23,529,686	\$ 23,578,426	\$ 17,062,200	\$ 22,673,293	(905,133)	No Training Services revenue (\$572k budget); lower than planned Manne Center (\$150k under budget) and UAS training revenue (\$50k under budget). Remaining decrease attributed to lower than planned Fall and Spring enrollment. Expected to be comparable to budget.
Property Taxes	10,685,705	11,150,536	10,388,814	11,150,536	-	
Total Local Sources	34,215,391	34,728,962	27,451,014	33,823,829	(905,133)	
State Sources	10,003,428	9,795,989	5,754,776	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	1,321,495	1,164,495	430,156	GLMA received \$1.2M in appropriations in addition to fuel reimbursement. Additional \$172k was received for Heritage Fund but will be deferred until spent
Private Sources	567,361	549,000	402,718	839,003	290,003	Funding for experiential learning and grants from Consumer's Energy and Lee Gardner Foundation were not budgeted
Dividend and Interest Income	384,491	274,000	269,426	388,091	114,091	Favorable interest rates
Unrealized Gain/(Loss) on Investments	406,758	-	-	-	-	Not projected in Feb due to market volatility, will continue to monitor
Other Sources	571,429	441,250	307,206	494,553	53,303	New MMTCC access and office fees, higher food and rental sales than planned
Total Revenue	48,130,329	46,623,540	35,584,585	46,989,523	365,983	
Expenses						
Salaries and Wages	21,701,410	22,293,246	14,034,964	22,283,588	(9,658)	Comparable to budget
Benefits	9,336,066	9,444,229	6,062,169	9,293,771	(150,458)	Health claims trending lower than budgeted
Purchased Services	2,537,324	2,655,276	1,414,763	2,557,720	(97,556)	Savings in new facilities contract with Sodexo and savings in legal fees
Supplies & Materials	3,251,184	3,224,916	1,916,473	3,269,641	44,725	Aviation fuel costs higher than budget, offset by savings in office supplies
Internal Services	83,954	89,920	83,095	99,568	9,643	Decrease in joint offerings offset in part by increase of fitness fee transfer
Other Expenses	1,597,838	1,766,851	993,630	1,655,419	(111,432)	Native American Tuition Waiver lower than planned
Institutional Expenses	1,621,241	1,801,213	1,020,818	1,671,241	(129,972)	Savings in healing costs
Maintenance & Renovation	1,554,197	1,740,392	1,068,124	1,796,195	55,803	Comparable to budget
Professional Development	713,810	653,622	437,688	673,924	20,302	More conferences and events
Capital Outlay	696,140	270,000	233,830	367,731	97,731	Gifts from Lee Gardner and Consumer's Energy will be used to purchase GF equipment
Total Expenses	43,093,164	43,939,665	27,265,554	43,668,799	(270,866)	
Transfers						
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)	600,000	500,000	MARAD appropriations and Heritage Act funds are reserved for the GLMA program
Total Transfers	3,960,185	2,683,875	199,384	3,248,591	564,716	
Total Expenses & Transfers	47,053,349	46,623,540	27,464,938	46,917,390	293,850	
Net Revenue Over (Under) Expenses	\$ 1,076,980	\$ -	\$ 8,119,646	\$ 72,132	\$ 72,132	



MEMO: Resource Development

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

From: Rebecca Teahen, Assoc. Vice President, Resource Development
Executive Director, NMC Foundation

Date: March 12, 2020

Subj: Foundation Update

Fund Raising – a “check” on FY20 goals

- FY20 overall dollars raised as follows:

\$ 2,209,610	Total received (including Annual Fund, pledges, and <i>documented planned gift intentions</i>) raised toward goal
+ \$ 228,996	Gross event revenue vs goal of \$200,000
\$2,438,606	Total of gifts + events (incl. <i>documented planned gift intentions</i>)

Foundation Initiatives

- The Foundation is working with college and volunteer leaders to help ensure that during this time of economic uncertainty, scholarship and other flexible support remains strong for our students, and that our donors are kept informed and engaged to the extent possible.
- As we work to ensure the health and wellbeing of our students, donors, and community, the Foundation has made the difficult decision to cancel large events through the month of April, including the Taste of Success.
- _____OA recommendations TBD_____

Meetings and Events for your calendars:

- Upcoming meetings and events are under review as we consider the best course of action in response to COVID-19.





Northwestern
Michigan
College

MEMO

*Public Relations, Marketing,
and Communications*

To: Nick Nissley, President

From: Diana Fairbanks, Executive Director of PR, Marketing and Communications

Date: 3-12-20

Subject: February Monthly Report

February is a transition month for Public Relations, Marketing and Communication at NMC as the college settles into the new semester ahead of the busy spring season. We saw positive YOY activity across the media categories and are preparing for the anticipated uptick in March and April and continue work to refine our media efforts in all categories. The following is an overview of the work of PRMC for February 2020.

Paid Media

Current marketplace mix

- Google (search, display & remarketing)
- Web display (prospecting & remarketing)
- Facebook
- Instagram
- 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.

February is in between winter and spring admissions pushes. Since paid media mirrors those efforts, we saw overall expected decreases here. However we did see YOY growth in results from display ads with new campaigns for the adult learner and Hagerty Center. We also saw positive results from our trials with new responsive digital ads and updated landing pages and will be looking to expand those efforts.

NMC also advertises on Facebook and Instagram. In February we ran one targeted recruitment campaign for general recruitment. This campaign was seen by more than 265,000 people and resulted in an additional 1,198 visits to the admissions webpage.

Earned Media

Monthly recap of media coverage and sentiment

In February, NMC was featured in 46 media mentions with an estimated publicity value of \$5,900 based on the Cision media monitoring system.

Media coverage stories that resulted in the most attention include:

- [New Combined Job Fair To Debut](#) The Ticker, Feb. 20
- [Menu Monday: Les Eckert Presents Ethnic Dishes](#) 9&10 News, Feb. 10
- [New NMC president gets to know area in whirlwind of meetings](#) Record-Eagle, Feb. 20

Media sentiment ranking for February (based on a Cision algorithm that ranks pre-assigned tone of keywords) shows 97.9% positive or neutral coverage. This is an increase MOM (January, 97.3%) and YOY (2019, 88.1%). This is one of the highest positive/neutral monthly sentiment averages we've seen. It's usually around 94%. The only story deemed "negative" was on a water quality symposium, which was not negative toward the college.

Owned Media

Monthly published owned media

During February, PRMC published two NMC Now e-newsletter to 794 supporters and community members. The average open rate was 47.4%, an increase MOM (45.5%), above the list average (46.2%) and well above the industry average of 17%.

This [feature article](#) highlighting a record number of scholarships was the most popular link clicked.

Other popular links include:













- [Success story: Restaurant Week Chefs earn chops at GLCI- NMC Now February 19, 2020](#)
- [Hunting For WWII Aircraft, U-Boat In Grand Traverse Bay](#)
The Ticker, Feb. 21
- [Is TC Ready For Coronavirus? From Hospitals To Schools To Airports, Local Experts Talk Preparation & Advice](#)
The Ticker, Feb. 29

Planning is now underway for the June 2020 Nexus which will include features highlighting the new West Hall Innovation Center.

Shared Media

Monthly progress report on NMC's Main social media channels







February is also a slower month for shared media and we saw some expected MOM dips. We continue to see YOY growth in all areas as we work to improvement content, including highly engaging content from media outlets, curated user generated content and increases in paid social advertisements. Highest performing posts include new pictures of West Hall Innovation Center, ELI Fellowship recipients, aviation alumni in action, NMC Fellows and a new group for student mothers.

Platform	Followers	Impressions	Engagement	Gender	Age	Region
Facebook	11,501 up 5.7% YOY  Up 0.28% MOM 	44.4% increase YOY  Down 3.18% MOM 	2,879%* increase YOY  Up 8.5% MOM 	Fans 68% F 32% M Reach 44%F 56%M Engaged 67%F 33%M	#1 25-34 (26.4%) #2 35-44 (19.8%) #3 45-54 (19.4%)	GT Region & Grand Rapids
Instagram	2,200 up 35.08% YOY)  Up 1.85% MOM 	42.66% Increase YOY  Down 9.7% ** MOM 	38.72% increase YOY  Down 4.7% ** MOM 	61% F 39% M	#1 18-24 (33.4%) #2 25-34 (29.6%) #3 25-44 (16.2%)	GT Region & Grand Rapids

*This is due to increased posting frequency and higher engaging content.

**This dip is due to higher than average posts the previous 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	3.3k 	61.3k 
Front St. Campus (Hawk Owl)	2-27-18	5.7k 	106.1k 
Great Lakes Campus (GLMA)	6-6-18	553 	19.2K 

Northwestern Michigan College
Board of Trustees
Presidential Performance and Compensation Committee Minutes
March 13, 2020, 1:00 p.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 1:00 p.m.

Members Present: Chris Bott, Jane McNabb, Rachel Johnson (via phone)

Members Absent: None

Others Present: Nick Nissley, Holly Gorton

COVID-19 Update

The meeting began with an update by President Nick Nissley on the college's response to the current coronavirus COVID-19 pandemic. He provided and reviewed the documented NMC COVID-19 Preparation Actions to Date as of March 12, 2020. Nissley noted NMC's active participation in the coordinated efforts and responses with other community leaders within our region. He shared that student and campus safety with minimal learning disruption was the goal.

Status of Transition Process for New President

President Nissley provided an update on his transition process that included the Board-driven focus to 1) maintain momentum, 2) listen and learn, and 3) building relationships. He shared that one element of his strategy is to stay out of the way of the good work currently occurring through the senior leadership, faculty and staff of the college, other than thoughtful discussions to form a thorough understanding. The Board offered support where needed, but had no questions on the transition process status presented.

Presidential Evaluation Process

Committee Chair Chris Bott shared that he is seeking additional information from state and national community college organizations on presidential evaluation processes, and will bring back what he learns. The current plan is to hold an informal evaluation sharing process between the full Board and the president in June, with an official evaluation to be held at the end of the calendar year, or potentially later in order to coordinate with a strategic planning process.

Strategic Plan Process

President Nissley reviewed a potential strategic planning process that he plans to review with the full board in the near future. The committee members recognized the work of the college with the current strategic plan and how they have kept the Board informed. The group agreed on the importance to include all stakeholders—Board, campus, community—in a strategic planning process. It was suggested to have assigned trustees involved in hosting open forums to gain input from community stakeholders.

Public Comment—There was no public comment offered.

The meeting was adjourned at 2:00 p.m.

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



Lynne Moritz <lmoritz@nmc.edu>

MCCA Weekly Board Update | Report 503 | March 16, 2020

1 message

Michigan Community College Association <eschor@mcca.org>

Mon, Mar 16, 2020 at 5:05 AM

Reply-To: eschor@mcca.org

To: lmoritz@nmc.edu



MCCA WEEKLY BOARD UPDATE

[Report #503 | March 16, 2020]

FROM YOUR ASSOCIATION PRESIDENT...



What a week. Congratulations to all of you for your leadership in helping to guide your colleges through these incredibly challenging times. During all this, both the House and Senate passed identical versions of the MI Reconnect legislation, which in most weeks would have been top line news. Finally, as a reminder, the MCCA Spring Board of Directors meeting has been converted to a virtual meeting on Friday morning. Have a great week everyone. -- Mike Hansen

COVID-19 Guidance

MCCA COVID-19 Guidance Page: Many thanks to all of you who have provided information about how your colleges are responding as the coronavirus outbreak unfolds. MCCA has launched a webpage to help keep track of current information about COVID-19 and the actions taken by each school. Check it out at <https://www.mcca.org/coronavirus>. As well, the site includes links to the State of Michigan Coronavirus page, federal guidance from the Higher Learning Commission and other entities, resources for online learning, and a short list of tools being offered free or at a discount. This page will continue to be our primary way of aggregating information as changes continue and will be updated frequently.

State Legislative Matters

Agreement Reached on Supplemental Funding and Michigan Reconnect: This past week, Governor Whitmer and legislative leaders announced that they had reached a deal on supplemental current year funding and took quick action on that

deal. Among other items, of interest, [Senate Bill 151](#) (Stamas) includes \$35 million⁴⁷ to begin the Michigan Reconnect Grant Program, \$16 million to partially restore the Pure Michigan campaign, and \$15 million to partially restore the Going Pro Talent Fund. SB 151 also includes authorizations for several cost adjustments to previously authorized community college capital outlay projects. SB 151 has passed both the House and Senate and will go to Governor Whitmer for her signature.

In addition, both the House and Senate have passed identical bills that would implement the Michigan Reconnect program. On Thursday, March 12, the Senate gave overwhelming approval to [SB 268](#) (Horn) and the House passed [HB 5576](#) (Frederick) Thursday as well. It is widely expected the Legislature will take quick action to finalize one or both bills when they return this week.

Community College Day 2020 Cancelled: As you may have seen, the state Capitol Commission has closed the building to all gatherings and events until May 1, including our Community College Day reception originally scheduled for April 16. While MCCA staff attempted to find an alternative date, unfortunately, there were no dates available that work with the schedule for the culinary students that we love to showcase. As we gain a better understanding of how the Legislature intends to proceed with session over the next few weeks, MCCA staff will share further information about the best messages to share with your legislators as we continue to advocate for community colleges.

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

Federal Legislative Matters

Better Serving Borrowers: In February, the US Department of Education's Office of Federal Student Aid (FSA) announced transformative upgrades to [StudentAid.gov](#). The updated web site features new tools, providing students with detailed information about the grants and loans they have received and guiding them to a personalized recommendation for a loan repayment plan. FSA also launched a pilot that allows a subset of borrowers, for the first time ever, to make loan repayments directly on StudentAid.gov.

MCCA Centers of Excellence

Michigan Center for Student Success

MI-BEST Launches New Website: The MI-BEST project launched a new website at [www.michiganbest.org](#). Participating institutions can find information about the project, materials from past events, information about upcoming events, and other project-related resources. Contact [Precious Miller](#) with questions.

MI-BEST Kick-off and Guided Pathways Institute Moved to Virtual Convening:

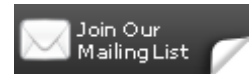
The MI-BEST Kick-off and Guided Pathways Institute originally scheduled for Thursday - Friday, March 26-27, 2020 at Jackson College have been changed to a virtual convening following the recommendation that events of over 100 people be canceled or moved online. Additional details will be sent to project leads for each of these projects.

Upcoming Events

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



Michigan Community College Association
110 W. Michigan Ave., Suite 650,
Lansing MI 48933
<http://www.mcca.org>



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