



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, May 18, 2020

Virtual Zoom Webinar ID: 98698379121

<https://nmc.zoom.us/j/98698379121>

Phone: 1 312 626 6799 or 1 646 558 8656

5:30 p.m. Regular Meeting

I. GENERAL BUSINESS

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

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

- E. COVID-19 Update—*President Nick Nissley*
- F. Faculty Report—*Visual Communications Studio Service Learning Projects Highlights—Caroline Schaefer-Hills, Visual Communications Program Coordinator*
- G. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- H. Financial Report—*Vicki Cook, Vice President of Finance and Administration*
- I. Foundation Report—*Rebecca Teahen, Associate Vice President for Resource Development and Executive Director of Foundation*
- J. PRMC Report—*Diana Fairbanks, Executive Director of Public Relations, Marketing, and Communications*
- K. Audit Committee—*Kennard Weaver, Committee Chair*
- L. Presidential Performance and Compensation Committee—*Chris Bott, Committee Chair*
- M. Building and Site Committee—*Ross Childs, Committee Chair*
- N. Legislative Issues Report—*Nick Nissley, President*

III. PUBLIC INPUT

Requests for public input should be typed into the “Chat” function of the Zoom meeting prior to the Public Input time in the agenda. You will be called upon to speak, and please start by stating your name. The topic addressed should be related to business within the jurisdiction of the Board. Comments will be limited to (3) three minutes in length per speaker and the speaker will be muted by NMC technology staff at the end of that (3) three minutes. The Board will take public remarks into consideration, but will not comment at time of input.



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IV. UPDATES

- O. President's Update—*Nick Nissley, President*
- P. Board Chair Update—*Chris Bott, Chair*

V. DISCUSSION ITEMS

- Q. FY21 Budget—Vice President Vicki Cook

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:

- R. Minutes of the April 27, 2020, regular meeting

VII. ACTION ITEMS

- S. **Notice of Truth in Taxation Hearing Notice** (Pursuant to Policy A-106.00 Finance)
Recommend that the Truth-in-Taxation First Resolution be adopted as presented.
- T. **Native American Grant Application** (Pursuant to Submission Requirements)
Recommend authorization for administration to submit application for the 2% grant from the Grand Traverse Band of Ottawa and Chippewa Indians video gaming revenue as presented.
- U. **MCACA Grant Application** (Pursuant to Policy A-106.00 Finance)
Recommend authorization for the Dennis Museum Center at Northwestern Michigan College to submit an application for grant funding in the amount of \$30,000 for program support from the Michigan Council for Arts and Cultural Affairs in the current round of grant applications due June 1, 2020.
- V. **Internet Service Provider Contract** (Pursuant to Policy A-106.00 Finance)
Recommend authorization for administration to enter into contract with Merit Networks for 3Gb of Internet service and Internet2 access for five years with an annually renewable agreement, at an annual cost of \$49,032.00, to be funded from the General Fund.

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



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Upcoming Board Meeting Dates:

All board meetings are open to the public.

June 29, 2020 – Great Lakes Campus, Room 112, 715 E. Front Street

July 20, 2020 – NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street

August 24, 2020 – West Hall Innovation Center, 1701 E. Front Street

September 28, 2020

October 26, 2020

November 23, 2020

December 21, 2020



COVID-19 STRATEGIES AND ACTIONS UPDATES

Students

- **Spring 20 drops are only 5% over a year ago**, due to amazing efforts of staff and faculty.
- **Summer 20 student contact hours is up 8.88%** over a year ago, as of 5/13/20.
- Virtual **2020 NMC Commencement Address** from President sent to students.
- **Virtual capstone presentations**, i.e. Audio Tech, Global Endorsement, Water Studies Institute
- **Foundation distributing aid** to students (included in \$1M of funding for College).
- **Ongoing timely CARES Act funds distribution** of 50% student funds.
- Summer Semester offerings include **51 new online sections/courses**.
- Conducting **fully online orientations** - prospective students complete orientation, meet with an advisor and register for classes (virtual appointments with financial aid specialists as needed).
- The **library continues to distribute chromebooks** to students - two days a week through a drive-up.
- The **food pantry is still fulfilling orders** for students, using the same drive-up model as the library.

Staff and Faculty

- Held well attended **virtual Leadership Council Meeting** (Direct reports to VPs)
- Campus communication process on 4R's model and departmental 100-day key priority goal setting cascading down from VPs through respective departments.
- Conducting departmental **Virtual Staff Chats** with the President.
- **Over 60 instructors taking for 'Teaching Solutions' course for online teaching from EMT staff.**
- **Receiving COVID-19 Payroll Relief funding** due to accurate reporting.

Strategy

- **Realigned marketing** includes targeted 'opportunity' messaging to **parent demographic—Animation**
- **Reimagining Committee** with collaborative staff and faculty doing **scenario planning for fall semester**: (i) return to on-campus learning; (ii) hybrid teaching-learning; and, (iii) remote learning, still.
- **Reopening Committee** developing safety/operational plans and protocols.
- **Scenario Staffing Plans** coordinated with **FY21 budget planning**.
- Ongoing **HR support to remote working and furloughed employees**.
- EES prototyping **Online College for Kids offerings** for summer; increasing **K-12 academic enrichment options** online for summer; and, **'Driveways' podcast**.
- Begin planning for **'new normal' retreat** with President's Council and Leadership Council:
(i) Conversation about what's changed/changing; (ii) Given the changes, what do we need to do differently
- Continuing relationship map visits virtually and by phone discussing current conditions.
- Communicating **thanks to community partners** supporting current conditions.
- Ongoing coordination between **MCCA colleges** at all levels through weekly statewide meetings.
- **MCCA Presidents' meeting with the Governor.**

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
Enrollment Services***

To: Dr. Nick Nissley, President
 From: Todd Neibauer, VP for Student Services & Technologies
 Date: May 12, 2020
 Subject: Enrollment Services Update–Summer/Fall Semester 2020

Summer 2020

We are still accepting registrations for Summer 2020. As of May 12, 2020, we have 205 new students registered for classes. There will be a final summer report after count date on June 17, 2020. While enrollment from outside the region and state is slightly down there are 57 more students from Grand Traverse and surrounding counties. Average number of contact hours is also higher than previous years.

Statistics

(Resources: May 12, 2020 -Digital Dashboard – Same Date Comparison SU2017-2020)

Summer	2017	2018	2019	2020
New Students Registered	261	223	194	205
Prior Admits Registered	8	9	9	2
Retained from Spring	806	774	715	730
Re-Admitted Students	96	102	82	76
Average Contact Hours	5.54	5.77	5.75	6.15
Total Headcount	1,171	1,108	1,000	1,013
Total Contact Hours	6,484	6,395	5,751	6,226
Tuition	1,115,213	1,211,328	1,131,579	1,198,230

Fall 2020

Fall enrollment is still making slow progress that is lagging behind last year. Online orientations are continuing throughout the summer as are virtual recruitment strategies. The current pace of enrollment is clearly influenced by the uncertainty that most are experiencing. Our continuing students are registering at a pace that is 5.2% below last year, though, that metric has been trending upward.

Statistics

(Resources: May 12, 2020 -Digital Dashboard – Same Date Comparison, FA2017-2020)

Fall	2017	2018	2019	2020
Admits	1,768	1,896	1,887	1,728
Admits Registered	722	525	652	399
Prior Admits Registered	37	25	28	8
Retained from Spring	1,683	1,504	1,510	1,276
Re-Admitted Students	154	157	142	88
Average Contact Hours	11.49	11.29	11.31	11.67
Total Headcount	2,596	2,211	2,331	1,771
Total Contact Hours	29,836	24,965	26,371	20,659
Tuition	5,400,489	4,706,591	4,984,572	4,163,231



Northwestern
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College

MEMO

Administrative Services

To: Dr. Nick Nissley, President

From: Vicki Cook, Vice President of Finance and Administration

Date: May 15, 2020

Subject: Summary Report for the General Fund as of April 30, 2020

The attached reports summarize the financial results for the General Fund as of April 30, 2020. The tenth month represents 83% 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 \$8,367,700. Revenue decreased by 1% when comparing April 2020 to April 2019 due to decreases in tuition and fees, Extended Education fees timing of GLMA federal funding and a reduction in training revenue. The shortfall should be covered through reduced expenses. Expenses decreased by 6% when comparing April 2020 to April 2019.

Revenue (letters refer to the attached General Fund summary)

- A. Tuition and Fees revenue: Tuition and fees represent a 7% decrease from those of April 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 34,593 hours for a total tuition revenue of \$6,533,300. Spring 2020 revenue is below budget by \$154,622. Some of the shortfall should be absorbed by reduction in expenses. Additional reductions in revenue will be seen based on the COVID-19 crisis. Reductions in this year's budgeted transfers may be required. We will continue to assess the projections as this crisis unfolds.
- 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, Foundation support for Marine Center, Maritime and Culinary Capital fund.

Northwestern Michigan College
Unaudited



Month end reports are not reflective of year end results.

*Summary Report for General Fund Accounts
Fiscal Year 2020, Period 10*

Funds	Accounts	2019-2020 Adjusted Budget	YTD Activity	% of Annual Budget	
TOTAL GENERAL FUND					
50	Revenues				
	Tuition and Fees	23,578,426	20,501,824	86.95%	A
	Property Taxes	11,150,536	10,803,135	96.88%	B
	Other Local	<u>0</u>	<u>0</u>	*	
	Local Sources	34,728,962	31,304,959	90.14%	
	State Sources	9,895,989	8,107,644	81.93%	C
	Federal Sources	734,339	1,488,162	202.65%	D
	Private Sources	549,000	585,167	106.59%	F
	Investment Income	274,000	363,477	132.66%	E
	Other Sources	<u>441,250</u>	<u>385,551</u>	87.38%	F
	Total Revenues	46,623,540	42,234,960	90.59%	
60	Labor				
	Salaries & Wages	22,293,246	17,627,512	79.07%	G
	Benefits	<u>9,444,229</u>	<u>7,549,875</u>	79.94%	G
	Total Labor	31,737,475	25,177,387	79.33%	
70	Expenses				
	Purchased Services	2,655,276	1,630,905	61.42%	H
	Supplies & Materials	3,224,916	2,191,754	67.96%	H
	Internal Services	89,920	83,261	92.59%	H
	Other Expenses	1,766,851	1,208,464	68.40%	H
	Institutional Expenses	1,801,213	1,250,140	69.41%	H
	Maintenance & Renovation	1,740,392	1,184,105	68.04%	H
	Prof Develop, Travel & Events	653,622	526,162	80.50%	H
	Capital Outlay	<u>270,000</u>	<u>332,020</u>	122.97%	I
	Total Expenses	12,202,190	8,406,811	68.90%	
	Total Expenditures	43,939,665	33,584,198	76.43%	
80	Transfers				
	Transfers	2,683,875	283,062	10.55%	
	Total Transfers	<u>2,683,875</u>	<u>283,062</u>	10.55%	
	Total Expenditures and Transfers	46,623,540	33,867,260	72.64%	
	Net Revenues over (under) Expenditures	0	8,367,700		



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

INTERIM
This statement does not
reflect year-end results.

	YTD 4/30/2020	YTD 4/30/2019	\$ Diff	% Diff	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 20,501,824	\$ 22,133,750	\$ (1,631,926)	-7%	Decrease is due primarily to loss of Training Services revenue in FY20 with transition to MMTC (PY thru April was \$642k), lower than planned Fall enrollment (\$209k less than FY19) and associated fees, and the following COVID-19 impacts: lower EES revenue and flight fee revenue
Property Taxes	10,803,135	10,675,311	127,824	1%	Consistent with prior year
Total Local Sources	31,304,959	32,809,061	(1,504,102)	-5%	
State Sources	8,029,693	7,486,422	543,271	7%	Reflects the College's 2% increase in general appropriations. Also, in FY20, MPERSERS 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	1,488,162	1,057,529	430,633	41%	GLMA received additional appropriations from MARAD in FY20
Private Sources	585,167	395,886	189,281	48%	Primarily due to funding provided in FY20 for Experiential Learning and the Marine Center (new to FY20)
Investment Income	363,477	237,330	126,147	53%	Actual interest recognized in FY20 vs estimate in FY19
Other Sources	385,551	460,382	(74,831)	-16%	Primarily due to loss of administrative fees from NJTP (due to transition of Training Services to MMTC) partially offset by office rental income received in FY20 from MMTC
Total Revenue	42,234,960	42,530,378	(295,418)	-1%	
Expenses					
Salaries and Wages	17,627,512	18,436,718	(809,206)	-4%	Consistent with prior year
Benefits	7,549,875	7,728,591	(178,716)	-2%	Consistent with prior year
Purchased Services	1,630,905	1,919,544	(288,639)	-15%	Primarily due to changes in amounts paid to Sodexo for facility services and timing of food services for GLMA cruises due to COVID (not set up until deemed safe to allow cruises to occur)
Supplies & Materials	2,191,754	2,657,655	(465,901)	-18%	Decrease is driven by timing of fuel purchases for GLMA and Aviation and lower expenses for international trips that have been cancelled or delayed for FY20 due to COVID
Internal Services	83,261	50,683	32,578	64%	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	1,208,464	1,248,879	(40,415)	-3%	Consistent with prior year
Institutional Expenses	1,250,140	1,315,839	(65,699)	-5%	Timing of utility expenses and lower snow removal fees in FY20 than FY19
Maintenance & Renovation	1,184,105	1,074,014	110,091	10%	Increase is primarily driven by increased expenses for equipment maintenance (multiple small amounts)
Professional Development	526,162	560,289	(34,127)	-6%	Timing of membership renewals and classification of Maritime consortium fees as purchased services in FY20 (recorded as membership fees in FY19)
Capital Outlay	332,020	590,606	(258,586)	3680%	Timing of COAT purchases and prior year includes the GLMA harbor project
Total Expenses	33,584,198	35,582,818	(1,998,620)	-6%	
Transfers	283,062	323,922	(40,860)	-13%	Aviation flight hours transfer
Total Expenses & Transfers	33,867,260	35,906,740	(2,039,480)	-6%	
Net Revenue Over (Under) Expenses	\$ 8,367,700	\$ 6,623,638	\$ 1,744,062	26%	



**Northwestern Michigan College
Comparison - Month Over Month
General Fund
April 2020 vs. March 2020**

INTERIM
This statement does not
reflect year-end results.

	YTD 4/30/2020	YTD 3/31/2020	Apr 20 Activity	Mar 20 Activity	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 20,501,824	\$ 18,714,848	\$ 1,786,976	\$ 1,717,102	Tuition allocation is 5 weeks in April and 4 weeks in March. This increase is partially offset by lower flight fees in April (\$0) and refunds for international trips initiated in April
Property Taxes	10,803,135	10,685,776	117,359	1,679,985	Timing of fall/winter tax collections received
Total Local Sources	31,304,959	29,400,624	1,904,335	3,397,087	
State Sources	8,029,693	6,897,281	1,132,412	1,142,505	Consistent with prior month
State PPT Reimbursement	77,951	77,951	-	-	Consistent with prior month
Federal Sources	1,488,162	1,321,495	166,667	-	Timing of MARAD payments received
Private Sources	585,167	585,167	-	182,449	Timing of Foundation gifts
Investment Income	363,477	342,309	21,168	72,970	Higher interest and dividend activity from investments in March
Other Sources	385,551	364,388	21,163	70,192	Primarily due to Bank of America rebate received in March from NMC purchasing cards (\$43k)
Total Revenue	42,234,960	38,989,215	3,245,745	4,865,203	
Expenses					
Salaries and Wages	17,627,512	15,853,832	1,773,680	1,818,868	Partially impacted by lower adjunct and supplemental wages paid in April due to COVID
Benefits	7,549,875	6,810,531	739,344	748,362	Consistent with prior month
Purchased Services	1,630,905	1,497,923	132,982	106,425	Primarily driven by multiple small differences in purchased services expenses in April; some due to timing
Supplies & Materials	2,191,754	2,046,408	145,346	148,352	Consistent with prior month
Internal Services	83,261	83,329	(68)	234	Timing of approvals for internal event transfers from general fund to auxiliary services partially offset by internal telephone chargebacks between departments
Other Expenses	1,208,464	1,097,862	110,602	113,989	Consistent with prior month
Institutional Expenses	1,250,140	1,117,593	132,547	137,663	Consistent with prior month
Maintenance & Renovation	1,184,105	1,144,423	39,682	93,065	Higher equipment maintenance expenses in March than in April; likely due to closures from COVID
Professional Development	526,162	489,748	36,414	58,468	Primarily driven by timing of reimbursements for professional development events (more in March than in April)
Capital Outlay	332,020	230,652	101,368	6,430	\$1,710 MISUMI USA, \$1,762 Royal Supply, \$359 Zatkoff, \$30 MCS, \$3,165 McMaster-Carr, \$5,207 Global Equipment Co, \$2,369 Kendall Electric (all related to Engineering Tech machinery/equipment), \$8,650 Dollamur LP (LiteWeight Flexi-Roll mats), \$78,116 Kongsberg Underwater Technology (Great Lakes Water Studies Institute equipment)
Total Expenses	33,584,198	30,372,301	3,211,897	3,231,856	
Transfers	283,062	283,062	-	83,678	Consistent with prior month
Total Expenses & Transfers	33,867,260	30,655,363	3,211,897	3,315,534	
Net Revenue Over (Under) Expenses	\$ 8,367,700	\$ 8,333,852	\$ 33,848	\$ 1,549,669	



Northwestern Michigan College
Income Statement Projections - General Fund
For the Year Ended June 30, 2020
As of 5/8/20

INTERIM
This statement does not
reflect year-end results.

	FY 19 Actual	FY 20 Budget	YTD 5/8/2020	FY 20 Projected	Difference vs. Budget	Comments
Revenue						
Local Sources:						
Tuition & Fees	\$ 23,529,686	\$ 23,578,426	\$ 20,503,574	\$ 21,290,874	(2,287,552)	Unexpected refunds of study abroad course fees due to Covid-19 (~\$250k in lost fees). We expect aviation flight fees, EES tuition, and all training and workshop revenue to cease for remainder of FY20. Further, in FY20 there was no Training Services revenue (\$572k budgeted). Remaining shortfall attributed to lower than planned Fall and Spring enrollment.
Property Taxes	10,685,705	11,150,536	10,803,135	11,156,071	5,535	Expected to be comparable to budget
Total Local Sources	34,215,391	34,728,962	31,306,708	32,446,945	(2,282,017)	
State Sources	10,003,428	9,795,989	8,029,693	10,136,693	340,704	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 planned PPT payments from Local Community Stabilization Authority
Federal Sources	1,815,514	734,339	1,488,162	1,669,829	935,490	GLMA rcv'd \$1.2M in appropriations in addition to fuel reimbursement; GLMA also expecting \$166,667 to defray costs related to Covid-19
Private Sources	567,361	549,000	585,167	796,452	247,452	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	363,477	428,477	154,477	Favorable rates for the first 3 quarters; Fed emergency rate cuts will thwart q4 income
Unrealized Gain/(Loss) on Investments	406,758	-	-	-	-	Not projected due to market volatility
Other Sources	571,429	441,250	392,026	448,093	6,843	New MMTC access and office fees offset by lower rentals due to Covid-19 closure
Total Revenue	48,130,329	46,623,540	42,243,184	46,079,441	(544,099)	
Expenses						
Salaries and Wages	21,701,410	22,293,246	18,472,623	22,080,161	(213,085)	Supplemental staff furloughed effective April 20. Hiring freeze in place
Benefits	9,336,066	9,444,229	7,902,278	9,206,035	(238,194)	Realizing reduced health costs from change in provider; lowered MPERS and FICA projections with reduced staffing
Purchased Services	2,537,324	2,655,276	1,639,408	2,371,141	(284,135)	Reduced EES independent contactors due to Covid-19 closure
Supplies & Materials	3,251,184	3,224,916	2,198,786	2,946,445	(278,471)	Reduced fuel, study abroad trips costs, and classroom supplies due to Covid-19
Internal Services	83,954	89,920	83,261	99,568	9,648	Decrease in joint offerings offset in part by increase of fitness fee transfer
Other Expenses	1,597,838	1,766,851	1,225,490	1,626,431	(140,420)	Native American Tuition Waiver lower than planned; lower commencement and non-professional developmental related travel and events costs due to Covid-19
Institutional Expenses	1,621,241	1,801,213	1,270,884	1,602,205	(199,008)	Savings in heating costs; electricity savings expected due to Covid-19 closure
Maintenance & Renovation	1,554,197	1,740,392	1,204,294	1,699,239	(41,153)	Comparable to budget
Professional Development	713,810	653,622	526,162	590,965	(62,657)	Reduced conferences and events due to Covid closure
Capital Outlay	696,140	270,000	332,020	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	34,855,205	42,589,920	(1,349,745)	
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	286,036	336,036	(3,964)	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)	850,000	750,000	MARAD appropriations and Heritage Act funds are reserved for the GLMA program
Total Transfers	3,960,185	2,683,875	283,062	3,429,911	746,036	
Total Expenses & Transfers	47,053,349	46,623,540	35,138,267	46,019,831	(603,709)	
Net Revenue Over (Under) Expenses	\$ 1,076,980	\$ -	\$ 7,104,918	\$ 59,609	\$ 59,609	



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: May 6, 2020

Subj: Foundation Update

Fund Raising – a “check” on FY20 goals

- FY20 overall dollars raised as follows:

\$ 2,102,076	Total received (including Annual Fund, pledges, and <i>documented planned gift intentions</i>) raised toward goal
+ \$ 255,866	Gross event revenue vs goal of \$200,000
\$2,357,942	Total of gifts + events (<i>incl. documented planned gift intentions</i>)

Foundation Initiatives

- The foundation will seek to raise \$1 million to meet the emergency needs of both students and the college in response to challenges caused by the COVID-19 pandemic.

These funds will seek to address immediate needs in three categories:

- **Student support**, including scholarships, food pantry access and flexible funding for emergency needs;
 - **Academic support**, increasing capacity of key areas including the Writing & Reading Center and Educational Media Technology;
 - **Program stabilization**, including flexible funds to ensure programs will be able to continue to operate for the benefit of students and the greater community.
- More than 30 donors stepped up to support NMC and our students as part of “Giving Tuesday Now” – a global giving initiative on May 5 to raise philanthropic support in response to the COVID-19 pandemic. These donors will help to meet the \$1mil funding effort noted above.

Meetings and Events for your calendars:

- The Foundation Finance & Audit Committee will meet at 7:30am on Wednesday, June 17.
- The Foundation Board will meet at 7:30am on Wednesday, June 24.





Northwestern
Michigan
College

MEMO

*Public Relations, Marketing,
and Communications*

To: Nick Nissley, President

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

Date: 5-8-20

Subject: April Monthly Report

April was a highly active month for communication and marketing at NMC as the college continued to respond to the COVID-19 pandemic. During this month the college began to shift from the initial crisis communication phase into scenario planning with a commitment to regular communication to, and engagement with, all stakeholder groups. This phase included not only information sharing, but also story telling, community building and increased marketing efforts. The following is an overview of the work of Public Relations, Marketing and Communication for April 2020.

COVID-19 Communications

NMC continues to communicate regularly with internal and external stakeholder groups about the business of the college including updates on the impact of government and health orders, plans for learning and stories of our employees, learners and alumni helping in the response to this pandemic. This includes two NMC nursing alumni who travelled to New York City to treat patients in the worst hit area of of country. NMC also continues to participate as a member of Grand Traverse County's Joint Operations Center (JOC.) We have attended JOC meetings since they began March 13. The JOC includes health, government, first responders, education, social service and business sectors to provide a coordinated and cooperative response to this health crisis.

Paid Media

- Google search, display, remarketing
- Paid Facebook
- Paid Instagram
- Ticker
- TCBN
- Spotify

We pivoted our paid media strategy in response to the pandemic to meet our learners new needs in the current environment. This quick response and strong messaging led to increased activity, web traffic and a positive impact toward summer enrollment.

Outcomes:

- Display

	April '20	MOM	March '20	YOY	April '19
clicks	35,510	394% ↑	7,179	1,316% ↑	2,507
imprs.	3,426,738	137% ↑	1,444,706	549% ↑	527,909

- Ticker banner ads (8 total)
 - 369 clicks to new landing page
- Paid social
 - Two FB/IG campaigns (4/13-4/30)
 - 200 clicks to landing page
- Web traffic (4/1-4/30)
 - Updated [traditional learner landing page](#) for paid campaigns
 - 197,696 visits
 - 42% of all site traffic
 - It's driven:
 - 1,469 visits to the Admissions Schedule a Visit page
 - 1,033 to the NMC homepage
 - 589 to the How To Apply for Financial Aid page
 - 314 to the main Financial Aid page.

Earned Media*Monthly recap of media coverage and sentiment*

NMC was featured in 52 media mentions with an estimated publicity value of \$2,100 based on the Cision media monitoring system.

Media coverage stories that resulted in the most attention include:

- [NMC Virtual Choir: 'How can I keep from singing?'](#)
Interlochen Public Radio, April 29
- [Live Virtual Concerts at Dennon Museum](#)
TV 9 & 10 News, April 6
- [From Nursing to the arts, to culinary classes, NMC gets creative during the pandemic](#)
The Ticker, April 14
- [Nursing grads can work under temporary license](#)
Record-Eagle, April 12

Media sentiment ranking for April (based on a Cision algorithm that ranks pre-assigned tone of keywords) shows 88% positive or neutral coverage. This is a decrease MOM (March, 94.5%) and YOY (2019, 92.7%). Negative results were primarily COVID-19 related like a budget shortfall and postponed commencement.

Owned Media

Monthly published owned media

During April, PRMC published three NMC Now e-newsletter to 818 supporters and community members. The average open rate was 50.1%, an increase MOM (49.7%), above the list average (46.2%) and well above the industry average of 17%.

This [feature article](#) highlighting NMC's support toward local COVID-19 response efforts was the most popular link clicked.

Other popular links include:

- [NMC Alumna pilot flies medical supplies worldwide](#)- NMC Now, April, 29
- [Former student, TC-native nurse departs to NYC](#)- NMC Now, April, 8

Planning is now underway for the next Nexus magazine. We are working on a delayed publication date of August 2020 in response to the COVID-19 pandemic. Content will include NMC's response to the health crisis and the new West Hall Innovation Center.

Shared Media

Monthly progress report on NMC's Main social media channels

Content sharing resumed on all platforms in April. While COVID-19 content still shows strong performance, we are also beginning to see signs of fatigue as the pandemic continues, the semester winds down and the weather improves. Highest performing posts include student made 3D masks, graduates list and celebration, easing restrictions for nursing students and support of alumni business owners.

Platform	Followers	Impressions	Engagement	Gender	Age	Region
Facebook	11,564 up 6.1% YOY	17.2% increase YOY	1,292%* increase YOY	Fans 67% F 32% M	#1 25-34 (26.5%)	GT Region & Grand Rapids
	Up 0.7% MOM	Down 9.7%** MOM 	Down 7.6%** MOM 		Reach 65%F 35%M	
Instagram	2,246 up 32.7% YOY)	9.9% Increase YOY	17.3%*** decrease YOY	61% F 39% M	#1 18-24 (32.2%)	GT Region & Grand Rapids
	Up 1.8% MOM	Down 31.5%** MOM	Up 5.5% MOM		Engaged 82%F 18%M	

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

** This dip is due to the impact of a highly targeted paid campaign which was shown to a more limited audience. FB also ran the story ads on that platform instead of IG.

*** This is due to the closure of campuses and the cancellation of highly engaging annual events.

With campuses closed we saw no increases in use of geofenced snapchat filters.

Northwestern Michigan College
Board of Trustees
Audit Committee Minutes
May 8, 2020
Traverse City, MI
Virtual Zoom Meeting ID: 952 3436 0675

Committee Chair Kennard Weaver called the meeting to order at 11:01 a.m.

Members Present: Rachel Johnson, Jane McNabb, Kennard Weaver

Members Absent: None

Others Present: President Nick Nissley, Vicki Cook, Holly Gorton, Troy Kierczynski, Kyle Morrison, Katie Thornton, Becky Donovan

Annual Audit Planning

NMC auditors Katie Thornton, and Becky Donovan from Plante & Moran, PLLC, were present to provide the annual planning process for the audit of the financial statements of Northwestern Michigan College for the year ended June 30, 2020. Thornton reviewed the auditor responsibilities under generally accepted auditing standards and the planned scope and timing of the upcoming audit. She noted an anticipated difference in this year's process due to the current COVID-19 pandemic.

Donovan reviewed the letter to the Board of Trustees which included the auditors' responsibility under Generally Accepted Auditing Standards and Generally Accepted Government Auditing Standards, and overview of the planned scope and timing of the upcoming audit.

The auditors explained that the College should expect procedures to be same as usual with the addition of those associated with COVID-19, such as, CARES Act funding disbursements, which Vice President Vicki Cook has requested. The auditors provided a list of identified significant risks, based on experience with other colleges, that will be included in the audit review.

Public Comment—There was no public comment offered.

The meeting was adjourned at 11:19 a.m.

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

Northwestern Michigan College
Board of Trustees
Presidential Performance and Compensation Committee Minutes
May 8, 2020
Traverse City, MI 49686
Virtual Zoom Meeting ID: 999 8882 3220

Committee Chair Chris Bott called the meeting to order at 1:00 p.m.

Members Present: Chris Bott, Rachel Johnson, Jane McNabb

Members Absent: None

Others Present: President Nick Nissley, Holly Gorton, Kyle Morrison

Status of Transition Process for New President

The committee recognized the fact that the original transition plan of the leadership phase following six (6) months of listening and learning had become accelerated with the current COVID-19 pandemic. Chair Chris Bott confirmed with other committee members that they felt comfortable to continue with the listen and learn phase, extending that time period out until September. President Nick Nissley shared that he was comfortable with that plan, as well, and was pleased with the process.

Presidential Evaluation Process

Chair Chris Bott shared that he had forwarded, through Chief of Staff Holly Gorton, seven (7) examples of community college presidential evaluation processes for the committee to review in preparation for discussion at the next committee meeting. He suggested an informal initial evaluation process with a formal evaluation to occur following the planned strategic plan review process. Bott shared his desire for a process that would provide adequate feedback and discussion for the formal process. Another known evaluation process example was briefly discussed, which will be requested for comparison with the others provided. The committee also discussed the potential for a process that would allow for both a short-term of a year or two, and a long-term approach based on a strategic plan. President Nissley expressed the benefits he felt an effective evaluation process afforded both the president and institution if done well with useful and actionable feedback.

Other Discussion

President Nissley provided an update on the continuing actions and strategies of the College dealing with the current COVID-19 pandemic. He shared that President's Council continues to meet at least once a day, with one topic being daily enrollment vitals. Nissley reported positive enrollment progress being made by the efforts of NMC faculty and staff, along with targeted marketing toward parent demographics, as well as adult learners. He also noted that NMC was quickly disbursing CARES Act funding to students. Nissley also reviewed the committee work occurring to develop potential scenarios for fall semester course format offerings, and phased operational and facilities opening plans, all contingent upon federal, state and local governmental guidelines. Committee members supported those initiatives and emphasized the importance of quality online learning due to the competitive market. They also noted that the Experiential Learning Institute could be very innovative and enhance online learning and be helpful in the changing workforce environment.

Public Comment—There was no public comment offered.

The meeting was adjourned at 2:04 p.m.

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

CONSTRUCTION MANAGER'S REPORT

Project Safety

SAFETY
is our top priority

It is a fundamental value of Spence Brothers that safety always be a primary consideration. It is a top priority to do all in our power to provide a safe work place for all workers and to mandate the use of good safety practices.

Project Owner



Construction Progress

Executive Summary

This project will provide approximately 38,000 square feet of space to support learning and collaboration, comprised of 13,000 square feet of renovation and 25,000 square feet of new construction. Spaces are designed to provide space for mentoring, team based learning and individual exploration. Both formal and informal learning environments will provide onsite and remote access, project development space and online connectivity. Departmentally neutral, all space will be equipped to promote cross-disciplinary learning. This new facility will accommodate learning for the entire College, including liberal arts students, occupational divisions and technical fields.

Construction Progress Summary

In compliance with the State of Michigan Executive Order, EO 2020-21, issued today by Governor Whitmer; construction activities at the NMC West Hall project were suspended effective March 24, 2020.

Also following the Executive Order 2020-59 issued by the Governor's Office on April 25, 2020, we gave the sitework contractors the option to resume limited landscape work at the NMC West Hall project. Scope includes the following: topsoil spreading/grading, grass paver installation and All work is part of the landscape design package on the exterior of building.

Safety

Integrity

Mentoring

People

Legacy

Excellence

NMC WEST HALL RENOV. PROGRESS MEETING

BOOKSTORE / LOWER LEVEL EMT																				
MEP Ceiling Rough in	AFP, Cooke, Windemuller	X	X	X	X															
Install remaining ceilings	Bouma	X	X	X																
Above ceiling inspections for basement ceilings	AFP, Cooke, Windemuller					X		X												
Ceiling tile installation	Bouma									X	X	X								
Doors and hardware	Hallmark							X	X	X	X	X								
Carpet installation	Bouma							X	X	X	X	X								
Cleaning	Extreme Cleaning															X	X	X	X	X

Penthouse																			
Equipment start up and comissioning	D&W							X	X	X	X	X							
Boil out system	D&W	X	X	X	X	X													
Install railing	SS&E							X	X										
Punch list	Nealis							X	X	X	X	X							

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MEMO

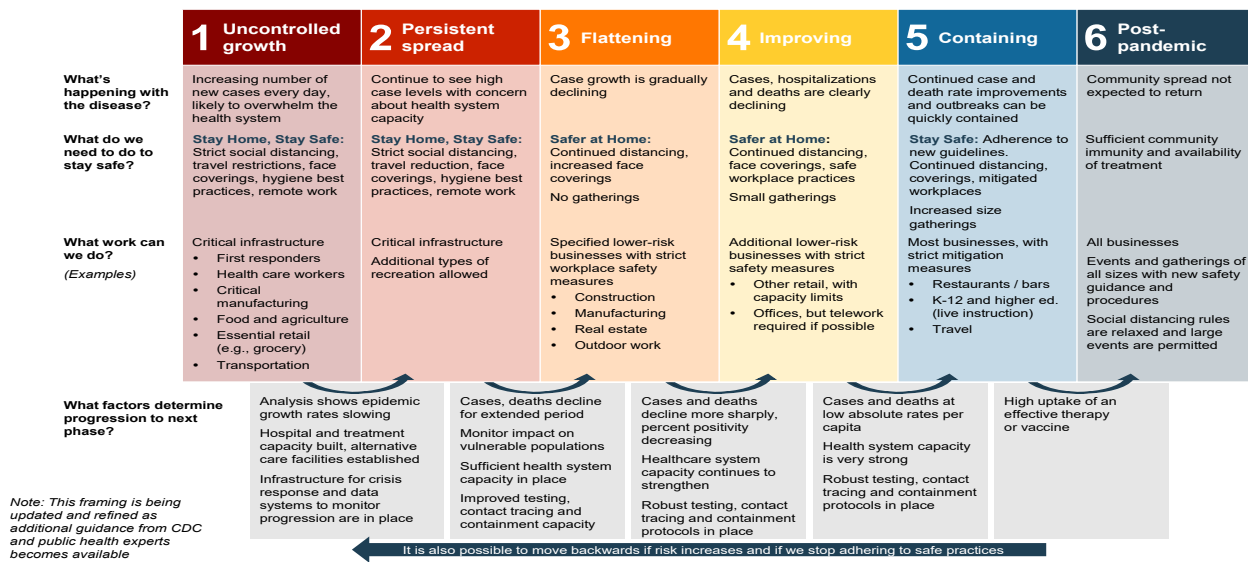
To: Northwestern Michigan College Board of Trustees
Cc: Dr. Nick Nissley, Ed.D.
From: Gabe Schneider, Founder/Principal, Northern Strategies 360
Date: Friday, May 8, 2020
Re: State/Federal Legislative Update

State Legislative Calendar

The House and Senate have now returned to a regular session schedule for the months of May and June with session days on Tuesday, Wednesday and Thursday. The Senate convenes at 10:00 am and the House convenes at 1:30 pm. Limited committee meetings are also taking place, however no committee meetings are scheduled at this time.

MI Safe Start

On Thursday, May 7th, Governor Whitmer unveiled her MI Safe Start plan, which is a plan to re-engage Michigan’s economy during the COVID-19 crisis. The plan is based on a 6-step process with each step representing a new phase of response and recommended policies.



According to the Governor’s statement, Michigan as a whole is currently in the third phase, which is described in the plan as being the Flattening phase with COVID-19 case growth gradually declining and continued distancing policies in place. The Governor also said that phase four is “where we hope to move next in short order” but an exact timeline is unknown at this time. The fourth phase would be reached when COVID-19 cases, hospitalizations and deaths are in clear decline. Regarding applying the MI Safe Start plan on a regional basis, the Governor said that it was best to take a statewide approach right now, but that as we look to the next phases, there certainly could be regional differences. The Governor went on to say that ideally the state would wait two weeks between each reopening announcement so it could determine whether it is backsliding in COVID-19 cases and hospital capacity.

Futures for Frontliners

On April 29th, Governor Whitmer announced the Futures for Frontliners, billed as a G.I. Bill Program for Essential Workers. As proposed, the program would provide a tuition free pathway to college or a technical certificate to essential workers who don't have a college degree. After having a discussion with the Governor's office and the Department of Labor and Economic Opportunity, it appears that additional details are yet to be worked out, including how the program would be funded. However initial thoughts are that it could be funded with federal CARES Act dollars earmarked for educational institutions. In addition, the Governor's staff envisions this program as essentially being "year one" of the Michigan Reconnect Program where the first cohort of Reconnect students would be frontline workers. There may also be consideration for lowering the Reconnect age requirement from 25 down to 19 as a way to encompass more frontline workers.

Next Steps

We will be working with the Governor's office, LEO and MCCA as this proposal is further refined and developed.

State Budget

There will be significant impacts on the state's budget as a result of the COVID-19 pandemic. Initial estimates place the impact on the FY20 budget at between \$2 and \$3 billion dollars and the impact on the FY21 budget being between \$3 and \$4 billion. With a constitutional mandate to maintain a balanced budget, the Michigan Legislature will be looking to cut funding for many if not all programs and sectors, including funding for community colleges. One potential offset however could be the federal stimulus funds that Michigan has received to-date. If Congress were to allow states to have flexibility in how those funds could be spent, Michigan could use these dollars to offset projected losses for FY20 and maintain a balanced budget. However it is unclear at this time if Congress will act to provide this flexibility.

Next Steps

We are working on drafting and sending a letter to state elected officials highlighting the important role that community colleges are playing and will play as we look to rebuild the economy.

Federal

While the U.S. Senate has returned to session in DC, the full U.S. House has not yet returned. It is expected that House Democrats will unveil a COVID 4.0 relief bill sometime this week and hope to have the House vote on it in the next week or two. However the Senate is taking a different approach, with Republican leadership looking to pump the brakes on the next bill. Further, the White House has signaled that it does not see action on another stimulus bill for another six to eight weeks from now (although that timeline could change).

We will certainly be watching and advocating for critical relief for higher education institutions and students be included in any upcoming COVID-19 response package. Further we are advocating that Congress provide states with flexibility in the use of COVID relief funds so that these funds could be used to help plug budget holes in the state FY20 budget.

Next Steps

We have asked our U.S. House members to sign a Dear Colleague letter being circulated by Rep. Lipinski (D-IL-3) and Rep. Susan Brooks (R-IN-5) that requests an additional \$47 billion in supplemental funding be provided in the next COVID-19 package to stabilize universities and colleges and support students pursuing higher education.

We will be sending a letter to our federal delegation asking that they support flexibilities for states in the use of federal COVID-19 relief funds in the next COVID-19 relief package.



Northwestern
Michigan
College

MEMO

Administrative Services

To: Dr. Nick Nissley, President

From: Vicki Cook, Vice President of Finance and Administration

Date: May 12, 2020

Subject: Fiscal year 2021 Draft Budget Development

This memo provides a summary of major assumptions for the 2021 fiscal year draft budget. It is important to note that these are extremely uncertain times. We are working closely with colleges across the state in monitoring the environment.

The Administration has been reviewing multiple scenarios for the 2021 fiscal year draft budget. This includes a combination of reductions in both tuition and fees and state appropriations. We are also working closely with the NMC Foundation Board on opportunities that would include additional support for college operations.

The Vice Presidents have reviewed in great detail college wide expenses. There are both one-time and long term reductions in expenses. They are prioritized to have the least disruption to classroom learning.

Revenue Assumptions:

- Contact hours reduced by 15%
 - A reduction in revenue of \$3,300,000 includes workshop revenue
- State appropriations reduced by 15%
 - A reduction in revenue of \$1,450,000
- No change in tuition rates for 2021

Expense changes:

- Freeze professional development spending for 2021-providing on-line opportunities where available; retain memberships and subscriptions
- Reduce capital equipment purchases-cover most requests through Perkins Grant
- Reduce transfers
- Reduce deferred maintenance projects for 2021
- Reduce general expenditures based on enrollment
- Reduce furniture and equipment purchases
- Reduce payroll related expenses by \$1,300,000 – reductions in supplemental and adjunct wages based on service levels and reductions in benefit costs. This assumes we meet our contractual agreements for labor contracts
- We have also assumed the use of \$500,000 of reserves to balance fiscal year 2021 budget.

We have included the use reserves in the amount of \$500,000 to balance fiscal year 2021 budget. Unless there are significant changes in the assumptions for enrollment and state appropriations, the attached draft budget will be presented for approval at the June Board of Trustees meeting.

We have not used the NMC institutional portion of the CARES Act funds in our revenue assumptions for 2021. A recommendation to use a portion of these funds would be made if the state appropriation or tuition revenue is above the 15% reduction that is currently budgeted.

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- **Tuition and Fees Comparison– In District / MCCBOA SURVEY**
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- **Revenue History**
- **Summary of 2021 Budget**
- **Budget Model Projected FY21**
- **E & G Detail**
- **Budget Transfers**

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								

PROPERTY TAX ANALYSIS

Year	Taxable Value		% Change in TV	Millage	% Change in Millage	Budget	Actual	Difference	% Change in Budget Amt to actual
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	\$5,536,790,762		4.00%	2.11	-1.01%	11,470,363			3.01%
FY22 Budget	\$5,592,158,670		1.00%	2.13	1.02%	11,933,107			
FY23 Budget	\$5,648,080,257		1.00%	2.13	0.00%	12,052,438			
Penalties									
						Budget	Actual	Difference	
2010						13,000	18,103	5,103	39.25%
2011						15,000	9,401	-5,599	-37.33%
2012						15,000	19,800	4,800	32.00%
2013						15,000	17,368	2,368	15.79%
2014						15,000	5,715	-9,285	-61.90%
2015						15,000	13,214	-1,786	-11.91%
2016						15,000	11,803	-3,197	-21.32%
2017						15,000	10,588	-4,412	-29.41%
2018						15,000	9,767	-5,233	-34.89%
2019						15,000	10,149	-4,851	-32.34%
FY20-Budget						15,000			
FY21-Budget						15,000			
FY22-Budget									
FY23-Budget									
TOTAL Taxes & Penalties (Actual Variances)						Budget	Actual	Difference	
2010						9,450,988	9,530,218	79,230	0.83%
2011						9,361,057	9,349,702	-11,355	-0.12%
2012	Significant board of review changes					9,324,846	9,139,800	-185,046	-2.02%
2013						9,105,051	9,196,051	91,000	0.99%
2014						9,309,578	9,352,705	43,128	0.46%
2015						9,464,797	9,530,649	65,852	0.69%
2016						9,763,411	9,817,952	54,541	0.56%
2017						9,929,134	10,034,788	105,655	1.05%
2018						10,330,768	10,350,282	19,514	0.19%
2019						10,796,618	10,684,792	-111,826	-1.05%
Total						138,404,381	138,453,954	49,573	0.04%

Percentage of Total

Percentage of Total														
<i>Tuition History</i>														
	<u>FY15</u>	<u>% Incr.</u>	<u>FY16</u>	<u>% Incr.</u>	<u>FY17</u>	<u>% Incr.</u>	<u>FY18</u>	<u>% Incr.</u>	<u>FY19</u>	<u>% Incr.</u>	<u>FY20</u>	<u>% Incr.</u>	<u>FY21</u>	<u>% Incr.</u>
	<u>ACTUAL</u>		<u>ACTUAL</u>		<u>ACTUAL</u>		<u>ACTUAL</u>		<u>ACTUAL</u>		<u>BUDGET</u>		<u>DRAFT BUDGET</u>	
In district	\$90.90	5.3%	\$96.35	6.0%	\$103.70	7.6%	\$103.70	0.0%	\$105.95	2.2%	\$109.00	3.0%	\$109.00	0.0%
Out of district	\$180.00	5.3%	\$190.80	6.0%	\$205.30	7.6%	\$215.60	5.0%	\$220.30	2.2%	\$227.00	3.0%	\$227.00	0.0%
Out of State	\$234.65	7.2%	\$248.75	6.0%	\$267.65	7.6%	\$281.00	5.0%	\$287.20	2.2%	\$296.00	3.0%	\$296.00	0.0%
International			\$281.60		\$302.35		\$317.50		\$324.50		\$334.00	3.0%	\$334.00	0.0%
<u>Revenue</u>	<u>ACTUAL</u>		<u>ACTUAL</u>		<u>ACTUAL</u>		<u>ACTUAL</u>		<u>ACTUAL</u>		<u>BUDGET</u>		<u>DRAFT BUDGET</u>	
Tuition and Fees	23,526,466	0.0%	23,044,788	-2.0%	23,654,917	-2.6%	23,739,704	0.4%	23,579,597	-0.7%	23,578,426	0.0%	20,271,034	-16.3%
Property Taxes	9,530,648	2.4%	9,817,953	3.0%	10,034,788	-2.2%	10,350,282	3.0%	10,685,705	3.1%	11,150,536	4.2%	11,485,363	2.9%
Total Local Sources	33,057,114	0.6%	32,862,741	-0.6%	33,689,705	-2.5%	34,089,986	1.2%	34,265,302	0.5%	34,728,962	1.3%	31,756,397	-9.4%
State Sources	9,124,305	3.2%	9,246,700	1.3%	9,500,082	-2.7%	9,439,223	-0.6%	10,094,782	6.5%	9,795,989	-3.1%	8,341,730	-17.4%
State Property Tax Reimbursement							823,017	0.0%	0	0.0%	100,000	100.0%	202,000	50.5%
Federal Sources	618,400	18.0%	718,298	16.2%	807,101	-12.4%	867,621	7.0%	1,815,515	52.2%	734,339	-147.2%	524,000	-40.1%
Private Sources	469,534	69.5%	515,824	9.9%	518,552	-0.5%	588,168	11.8%	567,361	-3.7%	549,000	-3.3%	768,000	28.5%
Investment Income	620,111	73.2%	726,713	17.2%	(10,574)	101.5%	16,929	162.5%	384,391	95.6%	274,000	-40.3%	774,000	64.6%
Other Sources	439,917	41.7%	513,275	16.7%	549,989	-7.2%	577,687	4.8%	573,563	-0.7%	441,250	-30.0%	353,250	-24.9%
Total Revenues	44,329,382	2.8%	44,583,550	0.6%	45,054,856	-1.1%	46,402,631	2.9%	47,700,914	2.7%	46,623,540	-2.3%	42,719,377	-9.1%
<u>Percent of Revenue</u>														
Tuition and Fees	53.1%		51.7%		53.0%		51.2%		49.4%		50.6%		47.5%	
Property Taxes	21.5%		22.0%		22.5%		22.3%		22.4%		24.0%		26.9%	
Total Local Sources	74.6%		73.7%		75.0%		73.5%		71.8%		74.5%		74.3%	
State Sources	20.6%		20.7%		21.0%		20.3%		21.2%		21.1%		19.5%	
Federal Sources	1.4%		1.6%		1.0%		1.9%		1.9%		1.6%		0.8%	
Private Sources	1.1%		1.2%		1.0%		1.6%		1.9%		1.2%		1.3%	
Investment Income	1.4%		1.6%		1.0%		1.3%		1.6%		0.8%		1.8%	
Other Sources	1.0%		1.2%		1.0%		1.4%		1.6%		0.8%		0.9%	
Total Revenues	100.0%		100.0%		100.0%		100.0%		100.0%		100.0%		98.7%	

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Summary of 2021 Budget	Changes compare to 2020	Explanation
Tuition & Fees	(3,300,000)	Assumes 15% decline in enrollment no tuition rate changes
State appropriations	(1,454,000)	Assumes 15% decline in state appropriations
Other sources	(300,000)	Reductions in federal grants and other revenue
Property tax revenue	330,000	Net increase after slight reduction in millage rate due to headlee
Other income	100,000	PPT reimbursement based on 2020 actuals
Foundation EL	220,000	Foundation support for EL costs
Foundation unrestricted	500,000	New Foundation initiative
Total reduction in revenue	(3,904,000)	
<u>Reductions based on enrollment</u>		
E&G reductions	255,000	Reduction for contractual agreements & supplies and materials
Net payroll costs includes adjunct, supplemental, and healthcare savings	1,340,000	Reductions in supplemental and adjunct costs and savings in health care benefits (assumes a budget of \$500,000 for supplemental)
long-term reductions	1,595,000	
<u>Onetime reductions</u>		
Deferred maintenance	520,000	Planned reduction for 2021 capital projects
Professional development	500,000	Freeze for 2021; Memberships and subscriptions for on-line access
COAT	220,000	Planned reduction; Perkins grant to pay for most requests
Transfers	425,000	See detail of transfers
Use of reserves	500,000	One-time use of reserves
One time reductions	2,165,000	
Net results	(144,000)	

Northwestern Michigan College							35
Budget Model: Projected FY21-FY23							
General Fund-Only							
			Actual	Actual	Approved	Draft	Difference
			FY18	FY19	FY20 Budget	FY21 Budget	2021 to 2020
Revenue							
	Tuition & Fees		23,739,704	23,593,960	23,578,426	20,271,034	(3,307,392)
	Property Taxes		10,350,282	10,699,849	11,150,536	11,485,363	334,827
	Local Sources		34,089,986	34,293,809	34,728,962	31,756,397	(2,972,565)
	State Sources*		9,195,100	12,202,531	9,795,989	8,341,730	(1,454,259)
	State property tax & UAAL		823,017		100,000	202,000	102,000
	Federal Sources		867,621	1,897,928	734,339	524,000	(210,339)
	Private Sources		588,168	568,089	549,000	768,000	219,000
	Additional Foundation contribution					500,000	500,000
	Investment Income		16,929	791,250	274,000	274,000	-
	Other Sources		577,687	571,457	441,250	353,250	(88,000)
	Total Revenues		46,158,509	50,325,065	46,623,540	42,719,377	(3,904,163)
Expenditures							
	Salaries and Wages _ Curr. Emp.		21,685,891	21,701,421	22,293,246	21,287,285	(1,005,961)
	Benefitsr_Curr. Emp.		9,023,248	11,424,724	9,444,229	9,101,575	(342,654)
	71 Purchased Services		2,431,771	2,488,668	2,655,276	2,419,692	(235,584)
	72 Supplies & Materials		2,927,587	3,250,771	3,224,916	3,288,261	63,345
	73 Internal Services		57,626	83,954	89,920	104,020	14,100
	74 Other Expenses		1,604,364	1,555,152	1,766,851	1,705,772	(61,079)
	75 Institutional Expenses		1,624,422	1,621,241	1,801,213	1,726,924	(74,289)
	76 Maintenance & Renovation		1,394,750	1,553,977	1,740,392	1,778,289	37,897
	77 Events/Trvl/Prof. Devel.		655,269	713,810	653,622	160,000	(493,622)
	79 COAT/Capital Outlay purchases		267,544	707,133	270,000	50,000	(220,000)
	Total Expenditures		41,672,472	45,100,851	43,939,665	41,621,819	(2,317,846)
	Transfer for Deferred maintenance projects		0	999,647	1,019,740	500,000	(519,740)
	Other Transfers		2,751,000	2,751,000	1,664,135	1,240,000	(424,135)
	Revenues Over (Under) Expenses		1,735,037	2,473,214	1,019,740	(642,442)	(943,875)
	Use of reserves					500,000	
	Net over or (Under)		1,735,037	2,473,214	1,019,740	(142,442)	

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71xx - Purchased Services	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Projected Actual 2020	\$ change	% change	Budget 2020	Projected Budget 2021	\$ change	% change	Comments on 2021 Budget
7110 - Audit	87,850	75,300	69,000	70,500	76,000	5,500	8%	71,800	77,300	5,500	8%	
7115 - Sponsorships	-	-	-	-	-	-	0%	-	-	-	0%	
7120 - Legal	272,036	248,110	42,024	76,514	96,514	20,000	26%	207,000	120,000	(87,000)	-42%	Reduced to align with recent year spending levels
7130 - Architect/Engineer/Design Services	345	-	-	8,700	8,700	-	0%	-	-	-	0%	
7135 - Environmental Services	-	3,422	12,329	-	-	-	0%	3,500	13,500	10,000	286%	Additional costs required for GLMA
7150 - Advertising	198,771	284,258	240,917	162,363	212,363	50,000	31%	297,850	294,350	(3,500)	-1%	
7160 - Food	160,778	220,621	206,043	52,791	200,300	147,509	279%	200,300	200,300	-	0%	
7170 - Commissions	-	-	-	-	800	800	0%	800	800	-	0%	
7190 - Other Contractual labor	1,627,390	1,747,504	1,861,458	1,268,541	1,776,464	507,923	40%	1,874,026	1,713,442	(160,584)	-9%	New facilities contract, no training services contractors in FY21
71xx TOTAL	2,347,170	2,579,215	2,431,771	1,639,408	2,371,141	731,733	45%	2,655,276	2,419,692	(235,584)	-9%	

72xx - Supplies & Materials	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Projected Actual 2020	\$ change	% change	Budget 2020	Projected Budget 2021	\$ change	% change	Comments on 2021 Budget
7210 - Office Supplies	90,860	74,401	56,974	74,673	65,148	(9,525)	-13%	97,766	86,288	(11,478)	-12%	Training services budget removed
7215, 7216 - Software Licenses	238,862	246,027	274,898	300,783	351,259	50,476	17%	316,259	418,451	102,192	32%	New experiential learning, ORPE, and PR software subscriptions
7221 - Classroom Supplies	419,085	384,747	371,168	360,867	319,623	(41,244)	-11%	369,623	307,585	(62,038)	-17%	Training services budget removed
7222 - Fee Related Expense	594,348	598,448	653,409	738,832	631,310	(107,522)	-15%	681,310	756,035	74,725	11%	Fee increases for GLMA, Physics, and CIT
7223 - Field Trip Expense	4,994	7,055	4,156	4,791	7,977	3,186	67%	6,617	6,617	-	0%	
7224 - Bar Expense (Culinary Alcohol)	4,716	6,279	5,197	5,748	5,298	(450)	-8%	6,000	6,000	-	0%	
7230 - General Supplies	463,783	446,050	447,140	484,501	470,097	(14,404)	-3%	459,424	484,504	25,080	5%	Increased to align with recent year spending levels
7240 - Furniture & Fixtures	126,707	100,671	99,750	162,892	122,615	(40,277)	-25%	206,563	103,760	(102,803)	-50%	Cuts to help defray Covid-19 costs
7245 - Data Equipment	53,470	26,094	67,031	68,428	69,256	829	1%	38,560	39,360	800	2%	
7250 - Vehicle Expense	8,136	7,303	5,323	8,089	17,000	8,911	110%	17,000	17,200	200	1%	
7260 - Fuel	454,810	453,515	479,015	602,645	428,841	(173,804)	-29%	471,071	478,571	7,500	2%	
7270 - Printing	141,482	139,121	202,189	174,405	148,649	(25,755)	-15%	242,731	269,691	26,960	11%	Increase for Foundation campaign
7280 - Postage	145,046	95,153	104,020	101,256	115,525	14,269	14%	115,525	129,057	13,532	12%	Postage increase costs additional mailings in EES and Foundation
7291 - Electronic Resources	85,403	67,350	68,191	86,433	79,122	(7,311)	-8%	77,975	81,675	3,700	5%	
7292 - Periodicals	33,101	24,909	23,719	15,744	29,716	13,972	89%	29,716	25,141	(4,575)	-15%	
7293 - Books	7,220	43,674	36,456	42,852	43,059	207	0%	46,826	44,326	(2,500)	-5%	
7294 - Document Delivery	3,469	3,422	15,938	2,598	3,000	402	15%	3,000	3,000	-	0%	
7295 - Microfilm and Other Formats	10,565	11,272	11,766	15,513	16,800	1,287	8%	16,800	17,300	500	3%	
7297 - Training Materials	9,742	10,653	1,245	135	22,150	22,015	16331%	22,150	13,700	(8,450)	-38%	
72xx TOTAL	2,895,797	2,746,144	2,927,586	3,251,184	2,946,445	(304,740)	-9%	3,224,916	3,288,261	63,345	2%	

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74xx - Other Expenses	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Projected Actual 2020	\$ change	% change	Budget 2020	Projected Budget 2021	\$ change	% change	Comments on 2021 Budget
7410 - Commencement	18,484	19,960	19,503	18,283	5,702	(12,581)	-69%	22,000	22,000	-	0%	
7418 - Permits & License	48,907	37,469	42,520	44,908	44,908	-	0%	51,487	51,212	(275)	-1%	
7421 - Facility Rentals	1,559	1,652	796	1,957	1,957	-	0%	4,300	5,950	1,650	38%	
7422 - Equipment Rentals	221,678	104,751	103,683	109,888	119,760	9,872	9%	113,475	118,375	4,900	4%	
7430 - Freight	5,661	4,870	6,036	16,503	9,300	(7,203)	-44%	9,300	9,300	-	0%	
7433 - Transportation	14,138	3,711	3,691	649	8,900	8,251	1272%	8,900	8,900	-	0%	
7440 - Finance Charges	167,788	147,133	139,596	163,063	163,063	-	0%	152,600	152,400	(200)	0%	
7445 - Collection Charges	25,505	33,740	18,988	16,670	21,177	4,507	27%	37,000	37,000	-	0%	
7450 - Uncollectible Debt	313,885	391,638	365,773	337,011	400,000	62,989	19%	300,000	325,000	25,000	8%	
7455 - Stipends & Awards	14,492	19,523	26,735	29,191	29,191	-	0%	53,250	52,900	(350)	-1%	
7460 - Student Aid	34,806	4,261	(486)	119	10,468	10,349	8697%	13,750	2,750	(11,000)	-80%	Reduced to align with recent year spending levels
7470 - Recruiting	152,296	187,843	213,364	209,897	209,897	-	0%	171,400	198,900	27,500	16%	
7486 - Property Tax Refund	59,350	9,491	38,300	3,137	2,518	(618)	-20%	20,000	20,000	-	0%	
7487 - Summer Tax Collection	25,582	25,726	25,038	24,605	10,000	(14,605)	-59%	27,000	27,000	-	0%	
7492 - Tuition Discount	43,680	22,867	25,987	28,664	42,994	14,330	50%	25,000	25,000	-	0%	
7493 - Senior Discount	22,778	28,620	20,127	23,688	23,688	-	0%	31,000	31,000	-	0%	
7494 - Native American Tuition Waiver	303,541	306,525	248,575	271,742	275,259	3,517	1%	343,275	275,000	(68,275)	-20%	Reduced NATW to align with recent year award levels
7495 - Miscellaneous	29,121	21,898	21,474	23,392	32,348	8,956	38%	21,560	21,385	(175)	-1%	
7496 - Events	208,188	192,573	192,820	168,563	146,186	(22,377)	-13%	221,870	184,820	(37,050)	-17%	
7497 - Travel	115,115	103,983	91,842	94,916	69,114	(25,802)	-27%	139,684	136,880	(2,804)	-2%	
74xx TOTAL	1,826,556	1,668,234	1,604,363	1,586,845	1,626,431	39,586	2%	1,766,851	1,705,772	(61,079)	-3%	

75xx - Utilities	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Projected Actual 2020	\$ change	% change	Budget 2020	Projected Budget 2021	\$ change	% change	Comments on 2021 Budget
7510 - Electricity	629,488	615,946	603,063	572,852	562,852	(10,000)	-2%	600,000	630,000	30,000	5%	Increase for West Hall opening in early FY21
7520 - Heating Fuel	186,512	208,824	221,321	183,928	193,928	10,000	5%	320,000	220,000	(100,000)	-31%	Reduced to align with recent year spending levels
7530 - Telephone	76,413	80,178	98,400	91,078	91,078	-	0%	100,310	99,021	(1,289)	-1%	
7535 - Modem Lines	480	480	170	460	460	-	0%	480	480	-	0%	
7540 - Sewer	45,313	27,574	28,087	36,616	41,616	5,000	14%	45,000	35,000	(10,000)	-22%	Reduced to align with recent year spending levels
7550 - Water	52,865	46,519	38,400	47,401	47,401	-	0%	45,000	50,000	5,000	11%	
7560 - Insurance	405,106	417,488	401,534	391,884	396,884	5,000	1%	407,450	409,450	2,000	0%	
7570 - Snow Removal	143,433	140,066	143,728	185,467	156,431	(29,036)	-16%	165,000	165,000	-	0%	
7580 - Waste Collection	62,621	39,583	25,902	29,878	29,878	-	0%	46,473	46,473	-	0%	
7590 - Cable Service	71,791	48,927	63,818	81,676	81,676	-	0%	71,500	71,500	-	0%	
75xx TOTAL	1,674,021	1,625,585	1,624,422	1,621,241	1,602,205	(19,036)	-1%	1,801,213	1,726,924	(74,289)	-4%	

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76xx - Maintenance	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Projected Actual 2020	\$ change	% change	Budget 2020	Projected Budget 2021	\$ change	% change	Comments on 2021 Budget
7611 - Maintenance of Equipment	540,042	572,445	527,429	590,151	685,151	95,000	16%	687,015	707,689	20,674	3%	
7612 - Maintenance of Software	622,078	802,811	725,723	824,000	854,000	30,000	4%	863,377	894,600	31,223	4%	
7615 - Maintenance of Food Service Equipment	6,984	16,319	12,040	5,837	10,081	4,243	73%	15,000	15,000	-	0%	
7620 - Maintenance of Facilities	105,008	98,611	81,171	87,189	92,281	5,092	6%	115,000	101,000	(14,000)	-12%	Reduced to align with recent year spending levels
7630 - Maintenance of Grounds	39,313	31,852	48,386	47,020	57,726	10,706	23%	60,000	60,000	-	0%	
76xx TOTAL	1,313,425	1,522,038	1,394,750	1,554,197	1,699,239	145,041	9%	1,740,392	1,778,289	37,897	2%	

77xx - Prof. Development	Actual 2016	Actual 2017	Actual 2018	Actual 2019	Projected Actual 2020	\$ change	% change	Budget 2020	Projected Budget 2021	\$ change	% change	Comments on 2021 Budget
7710 - Memberships	165,825	171,759	194,120	207,568	207,568	-	0%	201,236	157,000	(44,236)	-22%	
7715 - Subscriptions	6,135	6,495	3,433	8,557	8,557	-	0%	3,375	3,225	(150)	-4%	
7751-7754 - Professional Development	481,863	485,427	457,715	497,685	374,839	(122,846)	-25%	449,012	-	(449,012)	-100%	
77xx TOTAL	653,823	663,681	655,269	713,811	590,965	(122,846)	-17%	653,623	160,225	(493,398)	-75%	

Category	2020 Budget	2021 Budget	Explanation
Plant Fund Deferred Maintenance	1,019,740	500,000	Capital improvements for facilities
Strategic Funds	250,000	250,000	Presidents Office special projects
Funds for Transformation	50,000	50,000	Presidents Office special projects if over \$50,000 takes Board of Trustees approval
Tac hours	340,000	340,000	Aviation planes depreciation based on flight hours
Wellness (transfer in_	(115,865)		Moved into special fund for projects
Technology Fund	500,000	500,000	Infrastructure for technology
Plant fund new construction	500,000		Eliminated this year
Facilities Fees	40,000		Eliminated this year used for facility improvements
Program Specific	100,000	100,000	Reserved for specific purpose GLMA
	2,683,875	1,740,000	

reductions

Board of Trustees Questions regarding Draft 2021 Budget:

(Responses in blue.)

1. On page 32, the data shows an actual total of property tax revenues and fees below budget for 2019 by \$106,975, the first time actual has been below budget in eight years. What caused this?
The calculation in property tax recapture was not correct. We had not included some of the brownfield/TIF recapture assumptions correctly. For fiscal year 2020 projections show us to be either at or slightly above budget.
2. On page 33, the FY21 Draft Budget shows an increase of \$219,000 in revenue from private sources and an increase of \$500,000 in investment income. What would cause these increases to occur?
This should be the additional support from the Foundation and included in Private Sources. See page 35 for detail. The Investment income remains the same as last year.
3. On page 34, the FY21 Draft Budget shows a decrease of Deferred Maintenance of \$520,000. What maintenance would be deferred?
Plant maintenance for replacement of HVAC systems, a new roof will be placed on hold for this year along with parking lot resurfacing. The roof that was scheduled to be replaced this year was the Tanis building. Carpet replacement scheduled was the Oleson center and HVAC upgrades were in the Beckett building.
4. On page 34, the FY21 Draft Budget shows a one-time reduction in Use of Reserves. What is included in this reduction?
This is the use of our reserves to balance the budget. This a reduction in our General Fund operating reserves.
5. The Fall enrollment data shows students registered to date. Is their registration based on an assumption that there will be live classes, or online instruction? Do we have any indication of whether registration would be different for live instruction, as distinguished from online? *There is a mix of face to face and online courses currently scheduled. If we are not able to resume face to face in the fall, we will need to pivot the face to face sections to online as we did for the summer semester. If that transition becomes necessary, it would take place after the college makes a final decision about the format for fall. We are actively planning for different scenarios and there are over 90 faculty going through our professional development program for teaching online.*
6. On page 12 of the Board Packet, projected transfers from reserves are in line with the 2020 budget, except for an increase in MARAD funding. Which reserves, if any, will be increased on June 30, 2020, in comparison to June 31, 2019?
The Great Lakes Maritime Academy received additional funds from MARAD. These are not projected to be spent by June 30, 2020. We will reserve these funds for projects and operations directly related to the Maritime Academy. This increase is setting these funds aside for use in FY 2021. Some of these funds will be used if the Academy is authorized to conduct the summer cruises. We will have added expenses related to COVID-19 to operate these cruises.
7. Contract hours are projected to be down 15% but from our peak years they continue to decline. Why have we not explored reductions in full time administration and faculty?
The college has reduced position for several years. During 2011-2015 that included 18 positions. These positions were professional, administrative and executive positions. In 2018 we offered early separation agreements to 6 faculty and 6 staff. The college has also used attrition to reduce

positions. A couple of examples of these include the elimination of administrative position in technology when the VP of Enrollment Services resigned to create the VP of Enrollment Services and Technology, the consolidation of the Chair of Humanities and Social Science, elimination of Director of University Center. We also eliminated two programs and reduced those positions.

It should also be noted that the recent reduction in contingent staff is a significant cost reduction and will result in increased workloads for many of our staff and administrative employees. We have responded our current situation with an approach that addresses current budget constraints while maintaining the knowledge and capability required to continue to serve our students.

8. The Foundation is not an essential service, why have we not considered reductions in our signification expense to the Foundation?

To provide some context, it was in 2012 that the Foundation and College began a strategic planning process to develop the foundation and our potential for philanthropic support. Since then, strategic investments have been made to continue to develop this potential, leading toward the October 9, 2019 announcement of the \$35 million Be What's Possible campaign. This was a joint decision and announcement between the Foundation Board and College Board of Trustees.

Just last month, the Foundation Board recently authorized \$1 million in emergency support (all dollars raised are part of the Be What's Possible Campaign) for the college and our students due in response to the impact of COVID-19.

Indeed, the Foundation is providing essential scholarship support to our students in the range of \$1million annually. This year, through the emergency funding package, the Foundation will provide an additional \$300,000 in "emergency" support to students and support for the food pantry. Beyond this direct student support, these philanthropic resources will also help to provide academic support services and program stabilization due to revenue loss in key program areas.

The FY21 proposed budget shows support from NMC to the Foundation = \$798,500 and support from the Foundation to NMC = \$2,689,150. This will likely be adjusted slightly to provide an even greater return to the college in light of the recent approval of the emergency support. This is a more than 330% return on investment!

9. The assumptions are that local revenue (property taxes) will continue with increases, if city assessments decline, this revenue source should also decline. Please address your assumptions. The 2021 budget is based on the taxable value published by the county in April, 2020. Any reductions in taxable value will impact 2022 budget. Please see attached report we use to establish our tax revenue for our fiscal year.

10. How has the cost of the museum affected our finances?

The museum is an auxiliary and is not included in the college's general fund budget. The Museum has quasi endowments within the Foundation to support their operations. The Director has also been instrumental in writing several grants to help offset operating costs for next year. We will monitor our progress on these grants.

11. How have declines in enrollment at the University Center impacted our finances?

The UC has reduced 1 FTE in the last 2 years based on reduced service level requirements of the current partners. This is also an auxiliary fund program.

NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, April 27, 2020
Traverse City, MI 49686
Virtual Zoom Webinar ID: 988 8289 8302

CALL TO ORDER—Chair Chris M. Bott called the regular meeting to order at 5:34 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

Others present: President Nick Nissley, Anna Bachman, Patti Burgess, Marguerite Cotto, Vicki Cook, Bill Donberg, Diana Fairbanks, Joy Evans Goodchild, Holly Gorton, Julie Hansen, Brian Hefner, Tony Jenkins, Troy Kierczynski, Mark Liebling, Carly McCall, Susan Odgers, Todd Neibauer, Dave Nguyen, Laura Matchett, Kyle Morrison, Jackie Schenk, Stephen Siciliano, Rebecca Teahen,

REVIEW OF AGENDA—The agenda was accepted as presented.

REPORTS

COVID-19 Update—President Nick Nissley provided an update of college COVID-19 related strategies and key decisions that have been occurring. He noted the significant efforts of faculty and staff to ensure continued student success. Nissley reviewed the anticipated release of CARES Act funding, explaining that 50% would be distributed to students with emergency needs, and the other 50% would help offset the associated college costs. He also shared about scenario planning work occurring for fall semester, which is an unknown at this time. Nissley also reviewed some key financial impacts to the college, which included enrollment decline and state funding reduction assumptions that are informing the budget scenario planning. He reviewed a 4Rs planning model—Refocus, Reopening, Reimaging and Right the Ship—that is guiding the planning processes.

Faculty Report—Meeting the Teaching Challenges of the Covid-19 Pandemic: A Virtual Faculty Report—Math faculty member Tony Jenkins shared about the transition for both faculty and students moving to virtual learning formats. He shared a video of several faculty members sharing their experiences and innovative ideas as they have made this transition to continue their course delivery toward their students' successful completion. The video also included an update report on the Experiential Learning Institute from Directors Kristy McDonald and Brandon Everest. The Board thanked the faculty for their amazing efforts, and Jenkins thanked faculty, staff and students.

Enrollment Report—Todd Neibauer, Vice President for Student Services and Technology, provided the enrollment report. He shared that the first week of online orientation for fall had occurred. Neibauer explained that students were still registering for totally online summer semester, which is typically comprised of a majority of online courses. The uncertainty for fall is resulting in slow registration, but enrollment management and student services staff are stepping up and reaching out to students to help offset that uncertainty. In response to a question, Neibauer reported that plans are being developed with several scenarios for fall semester course delivery formats to provide for the ability to react to the COVID-19 governmental guidelines at that time.

Financial Report—Vicki Cook, Vice President of Finance and Administration, reviewed the financial report for the period ending March 31, 2020, that included the investment holdings and balance sheet. She reported that tuition revenue is slightly down from budget for the quarter ending, but is anticipated to be offset with other additional revenue over budget and lower expenses. Cook did indicate that state aid is expected to be reduced, possibly this budget year and next by approximately 10%, due to the impact of the current COVID-19 pandemic. The projections currently show a slight deficit, but she is hopeful that decreased healthcare benefit expenses, as well as other factors, will bring a balanced year end result.

Foundation Report—Rebecca Teahen, Associate Vice President for Resource Development and Executive Director of Foundation, referenced the Foundation Report in the meeting materials, noting that FY20 total gifts to date have surpassed \$2 million. Teahen explained that a major priority of the Foundation has been to respond to the emergency needs of the college and students at this time, and that donors have been very responsive to the emerging needs of students during this challenging time. She also shared the expectation that the Foundation would be taking action at their upcoming meeting on April 29 to commit major emergency funding to the college and students.

PRMC Report—Diana Fairbanks, Executive Director of Public Relations, Marketing, and Communications, referred to the update report in the Board materials packet noting a large volume of crisis communication that had occurred during the last half of month. Her team had pivoted quickly, communicating with frequency on COVID-19 communications to both the campus and community. The Board shared how impressed they were with NMC's communication throughout this COVID-19 pandemic.

Presidential Performance & Compensation Committee Report—Committee Chair Chris Bott reported on the work of the Board Presidential Performance and Compensation Committee, which is serving as the new president transition team. The committee last met on April 17 and heard an update from the president on the NMC's response to the COVID-19 pandemic. Bott noted that the presidential evaluation process would most likely be moved out due to a later date due to the current focus on COVID-19 issues. He explained that he would be sharing evaluation process examples that he is gathering from ACCT and other Michigan community colleges that he would be providing to committee members for review and discussion. There was a Board comment as to the benefit of this committee in keeping the full Board apprised with continued monthly reports.

Building & Site Committee—Committee Chair Ross Childs reported that the committee has not been meeting due to the Innovation Center project construction work being shut down. He shared that a new executive order from the Governor allows for landscaping and outdoor activities, which allows Spence Brothers and Molan to start some site work. These activities will generally include finish grading, installation of concrete pavers and the placement and distribution of topsoil. Prior to mobilizing, Spence Brothers will notify NMC's project manager confirming specific activities have been addressed with local governing authorities, including County and Traverse City police departments. All safety protocols will be followed by the companies. It was noted that the Innovation Center completion schedule has been moved back to July 2020.

Legislative Issues Report—In addition to the report provided in meeting materials, President Nick Nissley shared that NMC will receive about \$2 million from the CARES Act that is to be split 50/50 between students and the institution. He commended vice presidents Todd Neibauer and Vicki Cook for their collaboration on interpreting the Act for compliance criteria and processes for students to

access the emergency funding for a quick distribution process. Nissley also shared that the MCCA college presidents are meeting on a weekly basis for sharing and discussion of how each college is handling the COVID-19 impact on each of their institutions. Senator Stamas, Chair of the Appropriations Committee, attended their most recent meeting and talked about the anticipated \$1-3 billion reduction in state revenues, which will undoubtedly lead to a reduction in community college state funding, with the amount still unknown.

PUBLIC INPUT—There was no public input offered.

UPDATES

President's Update—President Nick Nissley reiterated that the focus of the college has been on issues resulting from the COVID-19 pandemic over the past 45 days.

Board Chair Update—Chair Chris Bott reported that he had virtually met with the MCCA Executive Committee where reports from the 28 Michigan community colleges shared very similar stories of issues being addressed. Bott recognized the fact that all Michigan community college peer groups were holding regular meeting to keep each other informed and current on their respective development of plans for fall, reopening, and addressing budget issues.

DISCUSSION ITEMS

FY21 Budget—Vice President Vicki Cook reported that all Michigan community college business officers are meeting weekly to understand the pulse of the state collectively. All are working on various scenarios for the unknown fall. The anticipated level of enrollment decline has varied from 5% to 15%, which would result in a revenue decrease of about \$2.5 million. Cook explained that NMC's FY21 budget assumptions do not currently include any tuition increase due to the financial impact on students with the current pandemic. She continued to review a FY21 budget model provided in the meeting materials explaining the assumptions used, reduction of expenses planned, status of reserves, and potential revenue sources. Cook noted the ever-changing current environment will see changes between now and the budget adoption in June, and asked for feedback from the Board. The Board expresses their support of no tuition increase and the approach being taken with budget development under the current economic conditions. They recognized and supported the used of reserves, as well as the importance to maintain reserves.

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

- Minutes of the March 23, 2020, regular meeting

ACTION ITEMS

New Jobs Training Program Contracts—On a motion by Rachel Johnson, seconded by Jane McNabb, the Board authorized administration to enter into training agreements under the terms of the Michigan New Jobs Training Program (NJTP) for the following companies:

1. Century, Inc. (amendment to existing agreement)
2. Cherry Capital Foods (amendment to existing agreement)
3. Tamarack Holding (amendment to existing agreement)
4. Hayes Manufacturing (new agreement)

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.

Housing reserve amount

ADJOURNMENT—The meeting adjourned at 7:00 p.m.

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

SIGNED _____
Chris M. Bott, Chair

ATTESTED _____
Michael Estes, Secretary



Northwestern
Michigan
College

MEMO

Administrative Services

To: Dr. Nick Nissley, President
From: Vicki Cook, Vice President of Finance and Administration
Date: May 5, 2020
Subject: Calendar Year 2020 Truth-in-Taxation Resolution

Attached is the recommended resolution for the Board to adopt at its regularly scheduled meeting on May 18, 2020. It is required each year for the Board to set a time to have a Truth-in-Taxation Hearing in which we inform the public of property values and the resulting revenue. The resolution establishes the June 29, 2020 regular Board of Trustees meeting as the time of the Truth-in-Taxation Hearing, as well as the Budget Hearing. Upon completing the public hearing, the Board may then take action to certify taxes for the 2020-2021 fiscal year. As in the past, we will recommend that the full tax levy be issued, and will justify the need to receive the funds as a necessary means of balancing the budget.

If you have any questions, please contact me at your convenience.

**TRUTH-IN-TAXATION
FIRST RESOLUTION**

Northwestern Michigan College, Michigan (the “College”).

A regular meeting of the Board of Trustees (the “Board”) of the College was held virtually through Zoom meeting software in accordance with Governor Whitmer’s Executive Order 2020-75 on the 18th day of May 2020, at 5:30 in the evening.

The meeting was called to order by: _____

Present: _____

Absent: _____

The following preamble and resolution were offered by Member _____ and supported by Member _____:

WHEREAS, the Board may not adopt its proposed 2020-2021 budget until after a public hearing has been concluded; and

WHEREAS, a copy of the proposed 2020-2021 budget including the proposed property tax millage rate will be available for public inspection during normal business hours at the office of the Vice President of Finance and Administration, Northwestern Michigan College, Traverse City, Michigan; and

NOW THEREFORE, BE IT RESOLVED THAT on June 29, 2020 at 5:30 p.m. at the Great Lakes Campus of Northwestern Michigan College, Traverse City, Michigan, the Board of Trustees of Northwestern Michigan College will hold a public hearing to consider the college’s proposed 2020-2021 budget and the property tax millage rate proposed to be levied to support the proposed 2020-2021 budget.

Ayes: _____

Nays: _____

Resolution declared adopted.

Secretary, Board of Trustees
Michael Estes

**TRUTH-IN-TAXATION
FIRST RESOLUTION**

The undersigned, duly qualified and acting Secretary of the Board of Trustees of Northwestern Michigan College, Michigan, hereby certifies that the foregoing constitutes a true and complete copy of a resolution adopted by said Board of Trustees at a regular meeting held on May 18, 2020, the original of which is part of the Board's minutes. The undersigned further certifies that notice of the meeting was given to the public pursuant to the provisions of the "Open Meetings Act" (Act 267, PA 1976, as amended).

Secretary, Board of Trustees
Michael Estes



**Northwestern
Michigan
College**

MEMO
***Student Services &
Technologies***

To: Dr. Nick Nissley, President
From: Todd Neibauer, VP for Student Services & Technologies
Date: May 12, 2020
Subject: Two Percent Grant Proposal

Twice a year the Grand Traverse Band of Ottawa and Chippewa Indians accepts grant applications from local government entities for funding from 2% of their gaming revenue. The grant request requires the approval of the institution's governing board. This is a request for the Board of Trustees to approve the submission of this grant application at their May 18, 2020 meeting.

This grant proposal outlines additional support for students as part of our initiatives to improve student persistence and completion. The Student Success Center academic success coaches lead in this effort. This grant proposal would further fund the specific efforts of the Native American Success Coach in development and continuation of additional support services focused on improving the retention and graduation rates of our Native American student population.

Thank you for your consideration.

Grand Traverse Band Tribal Council, 2% Allocation Budget Justification for **Northwestern Michigan College**

Native American Success Coach

The coach will perform all aspects of this position to assist Native American students in their academic endeavors at Northwestern Michigan College. Specifically, the coach will be responsible for student contacts, advocacy, academic and social support activities and services, Native American student outreach, summer college campus immersion, individual and group tracking, monitoring and advising, grant writing and reporting. Additional responsibilities are to design, develop and aid in the implementation of virtual and in person services and activities related to Native issues and programs for the Native American Student Organization.

(Part Time @ \$23.00 an hour x 28 hours a week x 52 weeks)	\$33,488
(Fringe, Based on 34%)	<u>\$11,386</u>
	\$44,874

Native American Student Organization- Operating Budget

This would aid N.A.S.O. in providing presentations, workshops and discussion groups focusing on community cultural enrichment and awareness for the Native American student population, community members and guests. Students will design and implement programs with the coach to better inform others about native issues, arts, community and cultural aspects of our local Native American population. N.A.S.O. will provide student to student interaction, building upon our program goals for greater academic success and retention, and higher educational pursuits and academic success using socially engaging activities based on cultural identity. The Native American Student Organization will give native students a voice within the student community both on campus and virtually, in an environment to discuss issues and situations in a relaxed peer to peer setting, while enhancing their leadership experience through the continuation of planning and facilitation of activities developed by N.A.S.O.

(\$300 per activity x 10 NASO projects)	\$3,000
Total GTB 2% Request	\$47,874

Northwestern Michigan College (IN-KIND Contributions): Office space and building use, mailing, office equipment and supplies, administrative support for Native American Student Success Coach and program.

Notes:

Space Costs & Building Use	+24,400		
Administration and Staff	<u>+38,700</u>		
NMC In-Kind	\$63,100	NMC In-Kind	\$63,100
		Total GTB 2% Request	<u>\$47,874</u>

Program Cycle: 7-27-2020/ 8-31-2021

Total Program Budget: \$110,974

(Match)
 Total Budget: \$ 110,974.00 Percent: 100 %

5. Target Population numbers: 80 Children 180 Adults 30 Elders
 (Indicate the number of GTB members) 290 Total GTB member Community 30 Others
6. Counties Impacted:
X Antrim X Benzie X Charlevoix
X Grand Traverse X Leelanau X Manistee

7. Brief Description (purpose of funding); include statement of need:

In order to continue providing academic, social, and community support services to the Native student population and community, both in person and virtually, we recognize the need for the continuation of Native American student support services through NMC. Our goal is to continue to improve retention and course completion rates for Native American students at NMC. We plan to continue to support Native American students with focused support programs, student community activities, tribal communication and involvement, higher education recruitment activities for Native American high school students, transfer preparation, Native student internships, and cultural projects with the NASO program

NEED: NMC is pleased to have experienced a steady rise in the number of Native American graduates over the past five years. State data illustrates that the rate of completion for Native American students is still below the rate of all students in Michigan. The disruption created by the Covid-19 outbreak has altered course delivery methods, funding for our office, and student learning opportunities at the college. NMC is currently predicting a 25% reduction in general student enrollment for fall 2020. To date, most of our Native students have expressed the desire to continue, uninterrupted, with their studies. We believe our graduates’ ambition and success is directly related to our program efforts. Many students will need help navigating these changes to be successful in the learning process, our services are crucial to assisting students. The new social distancing norm has created numerous challenges for students this spring, and as it continues, we will need to create more on-line opportunities for academic and social engagement, and for guiding and encouraging Native American students now more than ever to participate.

In order to maintain the momentum we have recently seen in recruitment, retention, and graduation for Native students, we need to maintain the support programs currently in place, while improving virtual accessibility and implementing more focused social and academic programming.

Currently, NMC’s Native American student population is still among the highest for community colleges and universities within the State of Michigan. NMC’s student demographics show that the Native American student population is made up primarily of Grand Traverse Band members. From 2010 to 2020, there were over 500 GTB member enrollments at NMC. Although many tribal students are still the first in their families to attend college, we are now beginning to see second-generation Native students at NMC.

NMC is vested in the success of the Native students and the communities we serve. We hope to continue to provide services which enhance and expand the educational experience and opportunities for Native American students and community members as well by constantly building stronger relationships with Tribal Education programs, youth services, and other tribal government programs to support the community. We believe the need for these partnerships is critical to maintaining and improving retention rates, course completion, program implementation and overall success of currently enrolled Native students and those who will choose to attend Northwestern Michigan College in the future.

8. This question only pertains to Indian Education Programs of Public-School Systems. If you are not an Indian Education Program of a Public-School system, skip to question 9.

(a) **Program formula: (1) \$5,000, up to \$10,000 per school district + (\$1,000, up to \$1,500 x # of GTB member students) = allocation. The increase to the formula will be determined by the previous timely 2% report received, and the data provided within the report on the success of the school's Indian Education Program as a result of the 2% allocation.**

Please note: 1) In completing this section, only provide the student numbers of currently enrolled GTB members; do not include the general Native American data of your school system; and 2) there will be a cap of \$100,000, up to \$125,000 per school, based on the school's GTB membership count and data provided within the 2% report received from the previous year.

(b) Recommendation from Parent Committee: _____ YES _____ NO

Please have the Parent Committee sign the attached Certification Form.

(c) Describe parent involvement in project: _____

(d) Does the school receive Title VII Indian Education Funds? _____ YES _____ NO
 If yes, how much: _____

9. What are the start and completion dates of the proposed project?

Start 07/27/2020 Completion 08/31/2021

10. Has applicant received prior awards through the Tribe's 2% funding allocation?

X YES _____ NO. If yes, please list the start and end dates and amount:

01/31/2020 - 08/31/2020 and amounts: 25,600.00

07/27/2019 - 08/31/2020 and amounts: 15,694.94

01/31/2019 - 08/31/2019 and amounts: 21,000.00

11. Is the proposed project new _____ or a continuation project X ?

If this is a continuation project, please explain why there is a need to continue funding:

Funding will support the continued implementation of programs that support academic success and highlight culture and increase awareness of Native American community issues, making the academic environment more comfortable and inclusive for Native students and community members attending, or thinking of attending, Northwestern Michigan College.

12. If the previous project has been completed, did you submit your 2% report? X YES ___NO.

***** Note: See Project Dates**

The 2% report must be submitted one year from the date you received your 2% award. If your report has not been submitted, your current application will not be considered! 2% Reports are mandatory for future

grant considerations. Mail your 2% report to: Attn: 2% Reports; GTB, 2605 N.W. Bay Shore Drive, Peshawbestown, MI 49682.

13. Impact of Gaming on local program: (e.g., increase in student population, resulting from increase in Tribal employment or increase in emergency services to Casino patrons).
Native American families are staying in the area due to better jobs and educational opportunities. We anticipate a steady flow of Tribal members attending NMC due to trends in education, employment, and social programs in the Grand Traverse region. We are experiencing an increase in returning students seeking career change or career advancement within tribal operations, as well as non-tribal businesses, as a response to better employment opportunities made available by business growth and development as a result of Tribal gaming in the region.
14. How will the success of the project be assessed (evaluation plan)? Success will be measured by the change in student performance via course retention and completion data, graduation rates, transfer rates, overall GPA, enrollment of recent Native American high school graduates, and enrollment of returning students.
15. If new staff is required, will preference be given to Native American applicants?
 X YES NO
16. Budget: Please attach a one-page itemization of the planned budget. Include explanation for each category of the budget.

IMPORTANT!! BEFORE YOU MAIL YOUR 2% APPLICATION, PLEASE REMEMBER TO:

- 1) Execute authorized signature on first page, question #2.
- 2) Attach 1-page budget
- 3) Attach Parent Committee Certification Form if application is from an Indian Education/Title VII Program.
- 3) Submit by appropriate deadline:
 - **If for June cycle, postmarked by May 31st.**
 - **If for December cycle, postmarked by November 30th.**

**Mail completed 2% applications to:
Attention: 2% Program
Grand Traverse Band of Ottawa and Chippewa Indians
2605 N.W. Bay Shore Drive
Peshawbestown, MI 49682**

If you have any questions, please call 231-534-7601.



To: President Nick Nissley

From: Craig Hadley, Executive Director, Dennos Museum Center

Re: 2020 MCACA Grant Application Authorization

Date: May 7, 2020

Dear President Nissley,

This memo is to notify you that the Dennos Museum Center intends to submit an application to the Michigan Council for Arts and Cultural Affairs (MCACA) for a program support grant in the amount of \$30,000. MCACA funding has generously supported exhibition and concert-related expenses at the Dennos Museum Center in previous years.

Per MCACA grant application requirements, we formally request authorization from the NMC Board of Trustees at the regular May 2020 meeting as follows:

The Dennos Museum Center at Northwestern Michigan College is authorized to submit an application for grant funding in the amount of \$30,000 for program support from the Michigan Council for Arts and Cultural Affairs in the current round of grant applications due June 1, 2020.

We would appreciate having this matter placed on the board agenda for consideration and approval.

Please let me know if you have any questions about this funding opportunity.

Sincerely,

A handwritten signature in black ink, appearing to read "Craig R. Hadley", with a stylized flourish at the end.

Craig R. Hadley

Northwestern Michigan College
1701 East Front Street
Traverse City, MI 49686

Phone 231.995.1055

Fax 231.995.1597



MEMO
Systems & LAN Management

To: Nick Nissley, President
From: Todd Neibauer, Vice President for Student Services and Technologies
Date: May 18, 2020
Subject: Internet Service Provider Contract

Board Authorization Requested

Authorize the administration to enter into contract with Merit Networks for 3Gb of Internet service and Internet2 access for five years with an annually renewable agreement, at an annual cost of \$49,032.00.

Background

NMC has used Merit Networks as a College Internet Service provider since the early 1990's. Our current environment has internet service being provided by Merit Networks and Spectrum Charter. We have operated with two ISP's since 2012. We will consolidate ISP services to Merit Networks, and more than double our existing total bandwidth with an increase in annual cost of \$3,864.

Spectrum Charter provided NMC with a quote for the service that they could provide. Their quote was either 2Gb or 5Gb of bandwidth, neither of which we feel is the appropriate level for NMC.

Merit will upgrade existing network equipment in our data center to utilize the increased bandwidth at no cost to NMC. Other benefits include the ability to burst above current limits if necessary and an additional network security service offered by Merit.

Funding Source

The funding source is the 2020-21 General Fund.