



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, June 29, 2020

Virtual Zoom Webinar ID: 932 9263 1257

<https://nmc.zoom.us/j/93292631257>

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
- E. Budget Hearing—including the proposed property tax millage rate
Recommend that the regular meeting be closed and the budget hearing opened
(Roll Call Vote)
 - 1. FY21 Budget Review—*Vicki Cook, Vice President of Finance and Administration*
 - 2. Public Comment
 - 3. Adjournment

Recommend that the budget hearing be closed and the regular meeting be reconvened.
(Roll Call Vote)

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.)

- F. Faculty Report—NMC Nursing History and Historical Relationship with Munson Medical Center—*Norman (Mac) Beeker, Nursing Instructor, MSN, RN, CMSRN; Ethics Consultant, Munson Medical Center*
- G. COVID-19 Update—*President Nick Nissley*
- H. Reimagining Fall Update—*Stephen Siciliano, Vice President for Educational Services, and Janet Lively, Communications Instructor*
- I. Human Resources Update Related to COVID-19—*Mark Liebling, Associate Vice President for Human Resources*
- J. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*



Northwestern
Michigan
College

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

Board of Trustees

<http://www.nmc.edu/trustees/>

June 29, 2020 Meeting Agenda
Page 2

- K. Financial Report—*Vicki Cook, Vice President of Finance and Administration*
- L. Foundation Report—*Rebecca Teahen, Associate Vice President for Resource Development and Executive Director of Foundation*
- M. PRMC Report—*Diana Fairbanks, Executive Director of Public Relations, Marketing, and Communications*
- N. Presidential Performance and Compensation Committee—*Chris Bott, Committee Chair*
- O. Building and Site Committee—*Ross Childs, Committee Chair*
- P. 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.

IV. UPDATES

- Q. President’s Update—*Nick Nissley, President*
- R. Board Chair Update—*Chris Bott, Chair*

V. DISCUSSION ITEMS

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:

- S. Minutes of the May 18, 2020, regular meeting

VII. ACTION ITEMS

- T. **Certification of Taxes** (Pursuant to Policy A-106.00 Finance)
Recommend adoption of resolutions to authorize the millage rate of 2.1137 mills be levied for operation purposes for the FY21.
- U. **Adoption of Budgets** (Pursuant to Policy A-106.00 Finance)
Recommend adoption of budget resolutions and budgets based on the following unchanged tuition and fee rates for the FY21 as presented.



Northwestern
Michigan
College

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

Board of Trustees

<http://www.nmc.edu/trustees/>

June 29, 2020 Meeting Agenda
Page 3

Contact Hours	FY19 Rate	FY20 Rate	Increase
In-District	\$109	\$109	0%
Out-of-District	\$227	\$227	0%
Out-of-State	\$296	\$296	0%
International	\$334	\$334	0%
Fees			
	\$30.50 (no change from 2020)		
Local Property Tax	An increase in revenue of 3 - 4%		
State Appropriations	A decrease of 15%		
	Tier I - 0%	Tier II - 0%	Tier III - 0%
In District	\$131	\$156	\$445
Out-of-District	\$261	\$300	\$445
Out-of-State	\$338	\$400	\$445
International	\$381	\$452	\$488

V. Blanket Purchase Orders (Pursuant to Policy A-106.00 Finance)

Recommend authorization for administration to create blanket purchase orders for each vendor identified on presented spreadsheet for the total of the estimated FY21 costs.

VIII. REVIEW OF FOLLOW-UP REQUESTS

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

IX. ADJOURNMENT

Upcoming Board Meeting Dates:

All board meetings are open to the public.

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



Northwestern
Michigan
College

MEMO
Administrative Services

To: Denise, Record-Eagle Legal Notices (FAX 946-8273)(phone 946-2000)
dlingerfelt@record-eagle.com

From: Cathy McCall

Date: 6/15/2020

Subject: Notice of Public Hearing

On Saturday, June 20, 2020—Please publish the attached Notice of Public Hearing. The notice includes the following statement that is required to be in 11-point boldfaced type:

“The property tax millage rate proposed to be levied to support the proposed budget will be a subject of this hearing.”

If you have any questions, please call me at 995-1045.

Thank you.

Attachment

NOTICE OF A PUBLIC HEARING ON PROPOSED 2020-2021 BUDGET

PLEASE TAKE NOTICE that on June 29, 2020, at 5:30 p.m. Northwestern Michigan College will hold a virtual Board Meeting for public viewing online at: <https://nmc.zoom.us/j/93292631257>. The Board of Trustees of Northwestern Michigan College will hold a public hearing to consider the college's proposed 2020-2021 budget.

The Board may not adopt its proposed 2020-2021 budget until after the public hearing. A copy of the proposed 2020-2021 budget including the proposed property tax millage rate is available for public inspection at:

<https://www.nmc.edu/departments/finance-administration/budgets/files/FY2021-DRAFT-Budget.pdf>

The property tax millage rate proposed to be levied to support the proposed budget will be a subject of this hearing.

This notice is given by order of the Board of Trustees.

Michael Estes, Secretary

Northwestern Michigan College



DRAFT
2020-2021 Budget



Northwestern
Michigan
College

Memorandum

To: Dr. Nick Nissley, President
From: Vicki Cook, Vice President of Finance and Administration
Date: June 29, 2020
Subject: Board of Trustees Budget Material

This packet contains information to be provided as additional budget detail to the Board of Trustees.

- Budget Process Summary
- Resource Guidelines
- Tax Levy Authorization Resolution
- General Appropriation Resolution
- Adopted Budget
- Supplemental Information
- Auxiliary Funds Budget Summary

Copies will be provided for each Trustee. Thank you.

**NMC Budgeting Process
2020/2021 Fiscal Year Planning**

The Planning and Budget Council (PBC) was formed during the 1999-2000 academic year by merging the former Planning Council and the former Budget Council. Through this merger, NMC continues to more closely align budget resources with operating and strategic plans. The current chair of the PBC is Stephen Siciliano. The Council schedules weekly meetings during the academic year and monthly during the summer months. Among responsibilities for the Council are:

“...assisting and advising, to the best of our abilities, the Vice President of Finance and Administration in all budgetary matters, the Vice President for Educational Services in matters related to curriculum, the Vice President for Student Services and Technology and the Vice President of Lifelong Learning and Professional Development in matters under their charge.”

Recommendations are made to the President after consultation with the appropriate executive staff.

The primary focus of the Council is on the general operating components of the general fund. Information regarding restricted and auxiliary funds was reviewed but not considered in the recommendation purview of the Council.

Through the Planning and Budget Council, shared governance continues to progress and grow at NMC. Openness in budgeting is a primary and important goal.

Members of this year’s council are:

Alex Bloye – At Large	Kristi Hallett – Staff
Hannah Krohn – SGA Representative	Amjad Khan - Faculty
Mark Delonge – Staff	Janet Lively - Faculty
Vicki Cook – Ex-officio	Cathy McCall - Recorder
Rebecca Richardson - Faculty	Todd Neibauer – Ex-officio
Marguerite Cotto – Ex-officio	Dan Murphy – Maintenance/Custodial
Nicole Fewins - Faculty	Chad Schenkelberger – At Large
Kim Gourlay – Staff	Stephen Siciliano - Chair

NMC BOARD OF TRUSTEES 2020-2021 RESOURCE GUIDELINES

1 – Strategic and Financial Planning

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

2 – Tuition and Fees

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

3 – Salaries and Benefits Equity

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

4 – Professional Development

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

5 – Faculty and Staff Composition

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

6 – Technology, Capital Equipment, Maintenance and Renovation

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

7 – Debt Service

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

8 – Reserves

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

A – Working Capital Reserves

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

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

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

C – Reserve For Unexpected Medical and Non-Medical Costs

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

D – Fund for Transformation

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

E – Physical Plant Major Maintenance and Future Buildings

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

F – Reserve For Unexpected Fluctuation In Energy Costs

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

G – Reserve For Any Future Reduction in State Appropriation Revenue

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

**TAX LEVY AUTHORIZATION RESOLUTION
FOR ADOPTION BY THE BOARD OF TRUSTEES OF
NORTHWESTERN MICHIGAN COLLEGE**

WHEREAS, the Board of Trustees by resolution of June 29, 2020 proposes a total authorized levy not to exceed **2.1137 mills** within the district for operating purposes for fiscal year 2020-2021; and

WHEREAS, the Board of Trustees has complete authority to establish a maximum of **2.1137 mills** for operating purposes in fiscal year 2020-2021 from within its authorized millage rate; and

WHEREAS, the Board of Trustees held a budget hearing on June 29, 2020 at 5:30 p.m. at the Great Lakes Campus of Northwestern Michigan College to receive comments from the public regarding the proposed budget; and the budget document contains the requisite "Truth in Budgeting Act."

NOW THEREFORE, BE IT RESOLVED THAT:

1. For fiscal year 2020-2021, the total millage rate of **2.1137 mills** shall be levied upon property located within the college district.
2. All resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution be and the same are hereby rescinded.

**GENERAL APPROPRIATION RESOLUTION
FOR ADOPTION BY THE BOARD
OF TRUSTEES OF NORTHWESTERN MICHIGAN COLLEGE**

RESOLVED, that this resolution shall be the general appropriations of Northwestern Michigan College for the fiscal year 2020-2021. A resolution to make appropriations; to provide for the expenditure of the appropriations; and to provide for the disposition of all income received by Northwestern Michigan College.

BE IT FURTHER RESOLVED that the total revenues estimated to be available for appropriations in the **General Fund** of Northwestern Michigan College for the fiscal year 2020-2021 is as follows:

Revenue (from Exhibit 1)	<u>\$ 42,719,377</u>
--------------------------	-----------------------------

BE IT FURTHER RESOLVED, that \$ **42,719,377** of the total available to appropriate in the **General Fund** is hereby appropriated in the amounts and for the purposes set forth in **Exhibit 1**.

BE IT FURTHER RESOLVED that the administration is hereby authorized to transfer funds within individual budget lines and activities represented in the approved appropriation without prior Board approval with the provision that such transfers will not increase or surpass the total Board approved appropriation.

Northwestern Michigan College
Draft Budget
Year Ending June 30, 2021

Exhibit 1
College General Fund Budget

	<u>2019-2020</u> <u>Budget</u>	<u>2020-2021</u> <u>Draft Budget</u>
Revenue		
Local Sources	\$ 34,728,962	\$ 31,756,397
State Sources	9,795,989	8,341,730
State Property Tax Reimbursement	100,000	202,000
Federal Sources	734,339	524,000
Private Sources	549,000	1,268,000
Investment Income	274,000	274,000
Other Sources	441,250	353,250
	<u>46,623,540</u>	<u>42,719,377</u>
Total Revenues		
Expenditures		
Salaries and Wages	22,293,246	21,182,285
Benefits Regular	9,444,229	9,072,070
Purchased Services	2,655,276	2,391,755
Supplies & Materials	3,224,916	3,288,261
Internal Services	89,920	104,020
Other Expenses	1,766,851	1,705,773
Institutional Expenses	1,801,213	1,726,924
Maintenance & Renovation	1,740,392	1,778,289
Events/Trvl/Prof. Devel.	653,622	180,000
Capital Outlay (COAT)	270,000	50,000
Capital Plant Funding	1,019,740	500,000
	<u>44,959,405</u>	<u>41,979,377</u>
Total Expenditures		
Transfer for Capital Funding		500,000
Other Transfers	<u>1,664,135</u>	<u>1,240,000</u>
Total Transfers Out	<u>1,664,135</u>	<u>1,740,000</u>
Revenues Over (Under) Expense	<u>\$ -</u>	<u>\$ (500,000)</u>
Use of Working Capital Reserves		\$500,000
Net Over (Under) Expense	<u>\$ -</u>	<u>\$ -</u>

Northwestern Michigan College
Draft Budget
Year Ending June 30, 2021

Exhibit 2
Detail of Transfers To/From General Fund

	<u>2019-2020</u> <u>Approved Budget</u>	<u>2020-2021</u> <u>Draft Budget</u>
Strategic Funds	250,000	250,000
Funds for Transformation	50,000	50,000
Tac Hours - Aviation	340,000	340,000
Wellness	(115,865)	
Technology Fee	500,000	500,000
Facilities Fee to Plant Fund	40,000	
Plant Fund - new construction	500,000	
Program Specific	100,000	100,000
Plant Deferred Maintenance	1,019,740	500,000
Total Transfers	<u><u>\$ 2,683,875</u></u>	<u><u>\$ 1,740,000</u></u>

Northwestern Michigan College
Draft Budget
Year Ending June 30, 2021

**Exhibit 3
Plant Fund**

	<u>2020-2021 Draft Budget</u>
 Expenses	
Construction Architect/Engineer Services	
Building/Land Improvements	\$ 500,000
Infrastructure	
Other	
	<hr/>
Total Expenditures	<u>\$ 500,000</u>
Transfers	500,000
Total Transfers	<u>\$ 500,000</u>

Northwestern Michigan College
Draft Budget
Year Ending June 30, 2021

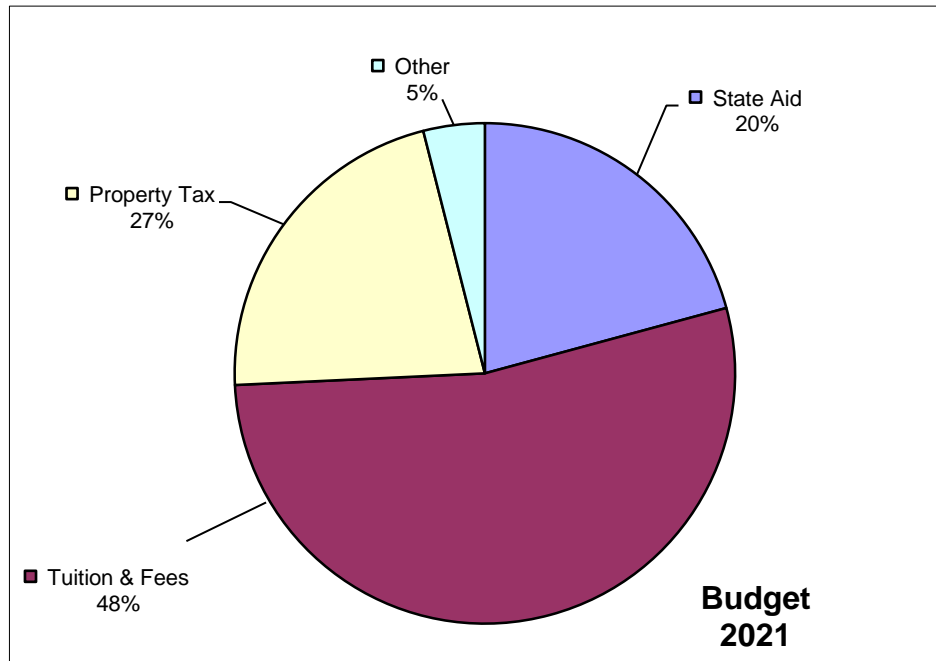
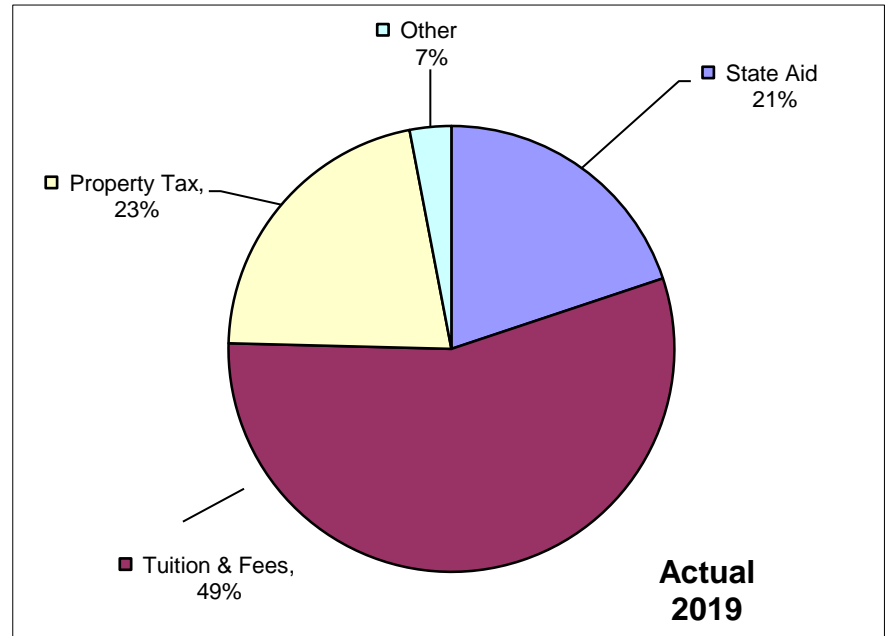
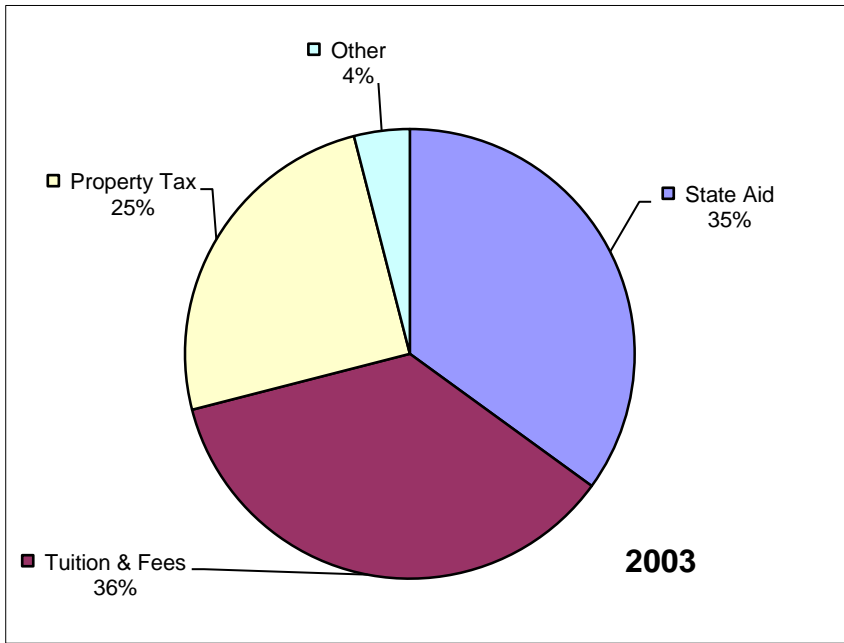
Exhibit 4

College Budget - All Funds

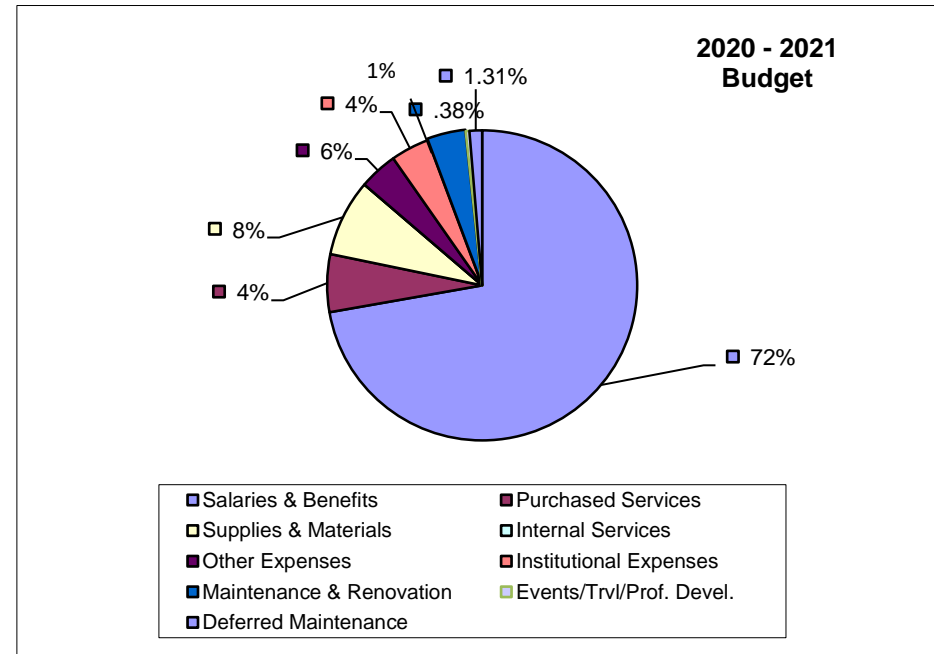
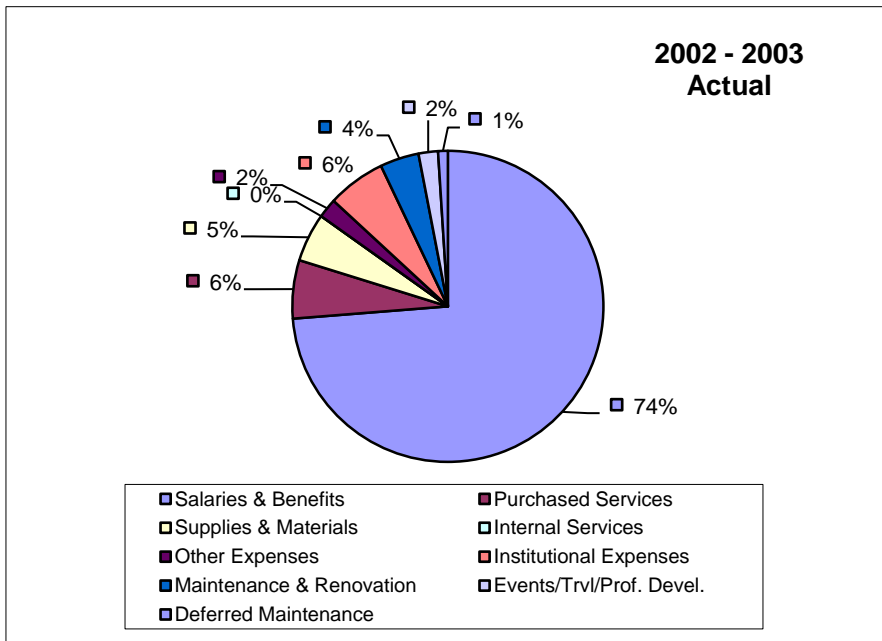
	General Fund Budget 2020-2021	Auxiliary 2020-2021	Draft Budget 2020-2021
Revenue			
Local Sources	\$ 31,756,397		31,756,397
State Sources	8,341,730	20,000	8,361,730
State Property Tax Reimbursement	202,000		202,000
Federal Sources	524,000	22,500	546,500
Private Sources	1,268,000	918,761	2,186,761
Auxiliary Service Revenue		3,953,320	3,953,320
Investment Income	274,000		274,000
Other Sources	353,250	1,197,550	1,550,800
Total Revenues	\$ 42,719,377	\$ 6,112,131	\$ 48,831,508
Expenditures			
Salaries and Wages Regular	21,182,285	1,802,955	22,985,240
Benefits Regular	9,072,070	756,851	9,828,921
Labor costs for Marine Ctr & Survey			-
Purchased Services	2,391,755	954,650	3,346,405
Supplies & Materials	3,288,261	170,784	3,459,045
Internal Services	104,020	(104,800)	(780)
Other Expenses	1,705,773	1,347,114	3,052,887
Institutional Expenses	1,726,924	439,220	2,166,144
Maintenance & Renovation	1,778,289	108,693	1,886,982
Events/Trvl/Prof. Devel.	180,000	3,775	183,775
Capital Outlay (COAT)	50,000		50,000
Capital Plant Funding	500,000		500,000
Debt Service		613,000	613,000
Total Expenditures	\$ 41,979,377	\$ 6,092,242	\$ 48,071,619
Transfer for Capital Funding	\$ 500,000		\$ 500,000
Other Transfers Out	\$ 1,240,000		\$ 1,240,000
Total Transfers	\$ 1,740,000		\$ 1,740,000
Revenues Over (Under) Expense	\$ (500,000)	\$ 19,889	\$ (480,111)
Use of Working Capital Reserves	500,000		500,000
Net Over (Under) Expense	\$ -	\$ 19,889	\$ 19,889

Supplemental Information

General Fund Budget - Sources of Revenue



Northwestern Michigan College General Fund Budget Expenditures Comparison to Revenue



NORTHWESTERN MICHIGAN COLLEGE

AUXILIARY ACTIVITIES

2021

Descriptions	Student Housing Fund	Food Service	Dennos Museum Fund	University Center	Bookstore	Hagerty Center	Totals
Revenue							
State Sources			20,000				20,000
Federal Sources			22,500				22,500
Private Sources			838,761	80,000			918,761
Auxiliary Sources	1,848,400	500,000	393,400	48,000	1,163,520		3,953,320
Other Sources			73,050	284,500		840,000	1,197,550
Total Revenue	\$ 1,848,400	\$ 500,000	\$ 1,347,711	\$ 412,500	\$ 1,163,520	\$ 840,000	\$ 6,112,131
Expense							
Salaries and Wages	\$ 390,000	\$ 13,500	\$ 495,800	\$ 175,252	210,403	\$ 518,000	\$ 1,802,955
Benefits	163,800	5,280	208,236	73,606	88,369	217,560	\$ 756,851
Total Labor	\$ 553,800	\$ 18,780	\$ 704,036	\$ 248,858	\$ 298,772	\$ 735,560	\$ 2,559,806
Purchased Services	55,500	750,000	122,450	11,700	2,000	13,000	954,650
Supplies & Materials	62,075	7,000	42,625	3,150	36,200	19,734	170,784
Internal Services	22,900		(6,950)		(20,750)	(100,000)	(104,800)
Other Expense	124,879		201,575	1,000	811,750	207,910	1,347,114
Institutional Expenses	216,620	13,000	80,000	72,050	17,000	40,550	439,220
Maintenance & Renovation	80,593	7,000	9,000	4,000	600	7,500	108,693
Prof Develop, Travel & Events			1,975		1,300	500	3,775
Debt Service	420,000		193,000				613,000
Capital Outlay							-
Total E & G Expense	\$ 982,567	\$ 777,000	\$ 643,675	\$ 91,900	\$ 848,100	\$ 189,194	\$ 3,532,436
Transfer out (Transfer in)	295,780	(295,780)					-
Total Expenditures & Transfers	\$ 1,832,147	\$ 500,000	\$ 1,347,711	\$ 340,758	\$ 1,146,872	\$ 924,754	\$ 6,092,242
Net Revenue/Expense	\$ 16,253	\$ -	\$ -	\$ 71,742	\$ 16,648	\$ (84,754)	\$ 19,889

Responses (in blue) to questions from Trustee Kennard Weaver regarding the materials for the 6/29/20 NMC Board of Trustees meeting.

1. The budget includes property tax reimbursement, which was part of a legislative compromise when the personal property tax was phased out. When does that expire, i.e., after which NMC will not receive any reimbursement?
The Tier II funding is set to expire in 2038.
2. The budget includes \$500,000 for construction improvements. What is included in that?
The \$500,000 is for deferred maintenance. We have not identified any projects this is for emergencies such as a failed HVAC system.
3. Professional development expense eliminates travel. That includes travel for Trustees, I hope. Is that correct?
Yes this would include trustee travel. The assumption is that most conferences are virtual this year.
4. The column for Auxiliary 2020-2021 is significant. What is included in that column?
Page 20 includes the detail for the auxiliaries. These include; Housing, Cafeteria, Dennis Museum, University Center, Hagerty Center and Bookstore. The detail for each is on page 20.

NMC BOT Faculty Presentation Form

This form will be shared with the BOT before the meeting so they know what you will be presenting and a little bit about you. Thank you for sharing your time and expertise with the BOT so they continue to be informed about the high quality educators and programs we have here at NMC.

Name

Norman Beeker

Presentation Title *

NMC and Munson Medical Center

Please provide a description of what you will be presenting to the BOT. *

A brief history of the relationship between NMC and Munson Medical Center and how the BOT can help support this critical relationship for both organizations.

Who are you? Please upload or type a bio here. If you do not have one, just tell The BOT a bit about yourself. This info will be given to them before the meeting. *

MSN, RN, CMSRN. Nursing Instructor, NMC; Ethics Consultant, Munson Medical Center.

This form was created inside of Northwestern Michigan College.

Google Forms



COVID-19 STRATEGIES AND ACTIONS UPDATES

Students

- Student focus groups being held to receive direct feedback from our learners.
- **In-person instruction being provided** with appropriate health safety protocols in place for required face-time programs, including Police Academy, Dental Assistant, Automotive, Welding, GLMA, Aviation, Water Studies, GLCI, and Marine Technology.
- **Summer 20 student contact hours were up 3.1% on count day as compared to a year ago.**
- **549 students have received CARES Act, Emergency SEOG and/or Foundation aid with a total of \$878,754 disbursed** (the vast majority of that being CARES Act).
- **Increased Summer 2020 online course sections by 40%. Preliminary data reflect an increase of online sections offered for Fall 2020 as well. A total of 463 course sections were reviewed to determine which format they would use in the fall.**
- **Added a new synchronous remote course delivery option for students called Livestream that makes up close to a third of the remote delivery courses in the fall.**
- 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 through a drive-up service.
- The **food pantry is still fulfilling orders** for students, using the same drive-up model as the library.

Staff and Faculty

- **Exposure Control Training** with 100% President's Council compliance leading into next level of mandatory completion for all NMC employees returning to campus to ensure health safety protocols.
- Continually updated **COVID-19 FAQs** available to employees and students on NMC website.
- **Held three (3) extremely well attended virtual FY21 budget sessions for campus.**
- **Campus-wide departmental participation in reopening and reimagining fall planning** with input gathered through Leadership Council to provide to institutional planning processes.
- Conducted departmental **Virtual Staff Chats** with the President.
- **Over 90 instructors taking for 'Teaching Solutions' course for online teaching from EMT staff.**

Strategy

- **Reimagining Scenario B Hybrid Plan** for online and minimal in-person teaching-learning recommendation by collaborative staff and faculty team; **and Implementation Team activated.**
- **Three-staged Reopening Plan** released along with departmental plans.
- **Exposure Control Plan** released by Human Resources implementing health and safety protocols for employees coming back to campus.
- 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—conversation about what's changed/changing; given the changes, what do we need to do differently.
- Continuing relationship map visits virtually with **some porch visits with safety protocols scheduled.**
- Ongoing coordination sharing of reopening plans between **MCCA colleges** through weekly meetings.

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
Michigan
College

MEMO
Educational Services

To: Nick Nissley, President
From: Stephen Siciliano, Vice President for Educational Services
Date: June 23, 2020
Subject: Reimagining and Implementing Fall Opening Report

Based on the college-wide Reimagining Fall Opening Committee recommendation, NMC has redeveloped its fall schedule. The committee made this recommendation because we believed that this approach provides NMC the most safety in the learning environment, the least disruption of our students' learning, and the best assurance for our future fiscal sustainability.

Consequently, NMC adopted a blend of delivery formats that include the following elements:

- The programs that are required to meet face to face in the fall because of accreditation regulations will be able to do so. This includes the Dental Assisting Program and the Police Academy. These classes will follow all college rules for the prevention of the spread of COVID-19.
- Occupational programs that are required to offer their curriculum face to face due to pedagogical reasons will be permitted to do so. Those aspects of their programs that can be offered remotely are to do so. Face to face classes will follow all college rules for the prevention of the spread of COVID-19.
- General Education courses are to be offered in three different formats. First, hybrid courses are to be offered for those courses that require face to face activities for pedagogical reasons, but also can offer as much of their didactic coursework online. Face to face classes will follow all college rules for the prevention of the spread of COVID-19. Second, synchronous virtual classes are to be offered that provide students remote learning in a synchronous fashion. Third, asynchronous online courses are to be offered that provide maximum flexibility for the students' scheduling.

Our next step was to categorize our offerings. Using student focus group feedback and the work of Public Relations, Marketing and Communications, the Advising Center and Educational Media Technology (EMT), NMC adopted the following four categories to help students know the type of format each class will use:



LECTURE COURSES

Occur face-to-face in an on-campus classroom. Instructors use [Moodle](#) for the course syllabus and gradebook or other resources to supplement face-to-face instruction. These include courses required to meet face to face due to accreditation rules.



ONLINE COURSES

These are entirely online. Students are responsible for logging in to Moodle to complete assignments and activities by specific dates. Online courses may also have proctored testing that requires students to complete tests on-campus or online throughout the semester.



HYBRID COURSES

These blend online, face-to-face and/or livestream delivery using a video platform like [Zoom](#). Most course activity is done online in Moodle, but there may be some required face-to-face instructional activities, such as lectures, discussions and labs.



LIVESTREAM COURSES

These meet during a regularly scheduled time via a web conferencing tool like Zoom. Moodle is used to distribute materials, submit assignments, track grades and share feedback.

In just two weeks, each of the academic areas and programs redeveloped much of their fall course offering schedule, as the academic chairs, directors and office managers reviewed the formats of 463 different courses. With the Central Scheduling Office inputting the numerous changes, the actual course schedule will go live on June 24 for students to register for the reimagined fall semester.

In addition to recognizing the staff and faculty leadership for this achievement, it should be noted that the success of this transition is also based on the work of EMT in providing the training to nearly one hundred of our instructors that will enable them to teach in the new formats being offered this fall.



Northwestern
Michigan
College

MEMO
Human Resources

To: Dr. Nick Nissley, President
From: Mark Liebling, Associate Vice President of Human Resources
Date: June 18, 2020
Subject: Human Resources Update Related to COVID-19

The following is a high-level summary of HR initiatives in response to the COVID-19 pandemic crisis, as well as a report on activities that have resumed on-campus.

HR Initiatives In Response to the COVID-19 Pandemic Include:

- Established "essential" employee list and protocols to limit on-site access during the crisis
- Established new time tracking codes to track costs associated with the crisis and to comply with new federal laws
- Rolled-out enhanced employee benefits related to the pandemic
- Developed and communicated evolving approaches to paying employees who could not work their full schedules due to the crisis
- Furloughed non-essential contingent staff
- Facilitated training and created guides for furloughed employees on unemployment insurance benefits
- Set aside annual "business as usual" performance management process and goals to implement new 100-day goals, to focus the college on what is most urgent during this crisis.

Last year, the HR and Business Office teams, along with NMC IT support, spent at least 2,000 hours implementing a new payroll system that also works as a HRIS, and this effort has paid off during this pandemic crisis. Because of it, the college was able to continue providing the most critical HR and payroll functions regardless of access to NMC office facilities and potential absences of critical staff. That investment is also paying off financially in efficiencies captured through reductions in contingent staff spending.

The HR team spearheaded development of the College's Exposure Control Plan (ECP), a "playbook" to guide the NMC community on how to safely resume work onsite. This was shared early and developed openly, with input from employees. Required training was developed and has been rolled-out in order to facilitate understanding and compliance with the ECP for anyone on our campuses or any employee working for the college outside their home. Key provisions of the ECP include:

- In accordance with federal, state and local health department guidelines, a requirement that work that can be performed remotely must be performed remotely
- Social distancing is always in effect; masks must be worn in all public areas including classrooms and conference rooms
- Anyone accessing our campuses must undertake and pass a health questionnaire each day before coming to campus

- Enhanced cleaning regimens are in place for our custodial staff
- Clear instructions for anyone who is sick or may have been exposed to the Coronavirus
- Physical safety measures (plexiglass shields, floor markings) are listed for locations across the college
- All campuses are closed on Fridays so that deep cleaning can be done and areas have time for natural disinfecting. All employees except Maintenance & Custodial will work remotely on Fridays.

The ECP and the training are living documents which will be updated and improved as appropriate.

Our current college-wide mode of operation is to encourage remote work whenever it can be done effectively. And there are areas of the college that are returning to do essential work on campus, including:

- NMC Bookstore is open with limited hours and curbside delivery
- Lobdell's Cafe will open starting June 30, Tuesdays and Wednesdays only from 7 AM to 11 AM
- GLMA State of Michigan cruise cadets are currently in quarantine in East Hall and will sail on July 2. Mississippi (tug) has been in operation since arriving from Ohio earlier this month
- Aviation now preparing to fly with students as of June 22
- North Hall open for summer students
- Mail delivery has resumed as normal for Monday - Thursday
- Museum will reopen to the public July 1, with public access Tuesdays, Wednesdays, and Thursdays from 1-5 pm
- Water Studies – Northwestern vessel is now in use as a floating lab
- University Center partners likely to reopen by appointment only in July
- Library will reopen in Innovation Center at the end of July

Plans for fall semester are currently being developed. I will update you again regarding campus activities once plans are further set for fall semester.



**Northwestern
Michigan
College**

*MEMO
Student Services & Technologies*

To: Dr. Nick Nissley, President
 From: Todd Neibauer, VP for Student Services & Technologies
 Date: June 22, 2020
 Subject: Enrollment Update –Summer/Fall Semester 2020

Summer 2020

For the summer semester count day, registration statistics indicate a decrease in total headcount compared with SU2019(24 students) but total contact hours were up 3.1% to 5,886. Total enrollment for SU2020 is 1,008.

Statistics

(Resources: June 22, 2020 -Digital Dashboard – Same Date Comparison SU2017-2020)

	2017	2018	2019	2020
Total Headcount	1,164	1,117	1,031	1,008
Average Contact Hours	5.35	5.54	5.54	5.84
Total Contact Hours	6,233	6,192	5,710	5,886
Tuition	1,084,574	1,195,728	1,131,891	1,139,490

Fall 2020

New student orientations are ongoing throughout the summer. We have seen a decrease in applications of 15% over last year. It is expected that with the announcement of course format changes will bring some additional certainty to prospective students who have not yet registered. We are currently down 20% in fall contact hours.

Statistics

(Resources: June 22, 2020 -Digital Dashboard – Same Date Comparison, FA2017-2020)

	2017	2018	2019	2020
New Students Registered	1,035	957	982	663
Prior Admits Registered	44	36	35	18
Retained from Spring	1,791	1,670	1,638	1,417
Re-Admitted Students	195	206	174	126
Average Contact Hours	11.20	11.18	11.17	11.37
Total Headcount	3,065	2,869	2,828	2,224
Total Contact Hours	34,319	32,082	31,603	25,290
Tuition	6,147,939	5,962,882	5,925,436	4,936,109

Summer 2020 Enrollment Reports

Following are the reports included:

- [Academic Enrollment Report](#) ... Summary for the past six years

Registration

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

Admission and Recruiting Information

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

State Comparisons and Reports

*Not all colleges reported summer enrollment

Community College	% change credit hours	% change headcount	Total credit hours	Total headcount
Gogebic	-2.9	-4	749	168
Jackson	-36.1	-29.3	11,652	1,847
Kalamazoo Valley	-3.4	-9.6	17,920	719
Kellogg	-6.4	-8.9	6,640	1,418
Lake Michigan	-3.6	-6.6	4,805	837
Macomb	-6.7	-17	41,512	6,876
Monroe County	-38	-38	2,366	513
Montcalm	7.6	-4.1	1,796	392
Mott	-13.1	-22.3	14,684	2,276
North Central Michigan	-12.2	-39.8	1,475	316
Northwestern Michigan College	2.6	-2.2	5,484	1,008
Oakland	6.6	-0.3	58,320	9,747
Southwestern Michigan College	0.4	-1.5	3,170	522
West Shore	14.5	14.4	1,401	301



MEMO
Administrative Services

To: Dr. Nick Nissley, President
From: Vicki Cook, Vice President of Finance and Administration
Date: June 23, 2020
Subject: Summary Report for the General Fund as of May 31, 2020

The attached reports summarize the financial results for the General Fund as of May 31, 2020. The eleventh month represents 92% 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 \$7,472,590. Revenue decreased by 3% when comparing May 2020 to May 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 May 2020 to May 2019.

Revenue (letters refer to the attached General Fund summary)

- A. Tuition and Fees revenue: Tuition and fees represent a 11% decrease from those of May 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 for 35,252 billing hours. Actual hours were 34,593. Spring 2020 budgeted revenue was \$6,687,922 with actual revenue of \$6,533,300. Spring revenue was under budget by \$154,622. For Summer 2020, the budget was set at 5,823 billing hours for budgeted revenue of \$1,140,215. Actual billing hours are at 6,089 hours for a total tuition revenue of \$1,196,401. Summer 2020 revenue is over budget by \$56,186. Final summer tuition revenue will be reflected in June's financial report.
- 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 and reductions in supplemental staff due to Covid-19.
- H. Expenses are equal to or under budget at this time with the exception of internal expenses, which increased due to summer events and Capital Outlay.
- I. Capital Outlay reflects expenditures budgeted through the allocation of COAT dollars, BBQ funds, Foundation support for Marine Center, Maritime and Culinary Capital fund. Capital purchases are over budget due to a private contribution for Water Studies equipment.

Northwestern Michigan College

Unaudited



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

Summary Report for General Fund Accounts Fiscal Year 2020, Period 11

Funds	Accounts	2019-2020 Adjusted Budget	YTD Activity	% of Annual Budget	
TOTAL GENERAL FUND					
50	Revenues				
	Tuition and Fees	23,578,426	20,779,931	88.13%	A
	Property Taxes	11,150,536	11,155,372	100.04%	B
	Other Local	<u>0</u>	<u>0</u>	*	
	Local Sources	34,728,962	31,935,303	91.96%	
	State Sources	9,895,989	9,263,714	93.61%	C
	Federal Sources	734,339	1,488,162	202.65%	D
	Private Sources	549,000	585,167	106.59%	F
	Investment Income	274,000	392,517	143.25%	E
	Other Sources	<u>441,250</u>	<u>399,147</u>	90.46%	F
	Total Revenues	46,623,540	44,064,010	94.51%	
60	Labor				
	Salaries & Wages	22,293,246	19,187,767	86.07%	G
	Benefits	<u>9,444,229</u>	<u>8,218,829</u>	87.02%	G
	Total Labor	31,737,475	27,406,596	86.35%	
70	Expenses				
	Purchased Services	2,655,276	1,769,041	66.62%	H
	Supplies & Materials	3,224,916	2,279,168	70.67%	H
	Internal Services	89,920	87,338	97.13%	H
	Other Expenses	1,766,851	1,283,829	72.66%	H
	Institutional Expenses	1,801,213	1,359,769	75.49%	H
	Maintenance & Renovation	1,740,392	1,261,668	72.49%	H
	Prof Develop, Travel & Events	653,622	526,364	80.53%	H
	Capital Outlay	<u>270,000</u>	<u>334,585</u>	123.92%	I
	Total Expenses	12,202,190	8,901,762	72.95%	
	Total Expenditures	43,939,665	36,308,358	82.63%	
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	36,591,420	78.48%	
	Net Revenues over (under) Expenditures	0	7,472,590		



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

INTERIM
This statement does not
reflect year-end results.

	YTD 5/31/2020	YTD 5/31/2019	\$ Diff	% Diff	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 20,779,931	\$ 23,252,973	\$ (2,473,042)	-11%	Decrease is due primarily to loss of Training Services revenue in FY20 with transition to MMTC (PY thru May was \$690k), 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	11,155,372	10,679,313	476,059	4%	Timing of receipt of property taxes
Total Local Sources	31,935,303	33,932,286	(1,996,983)	-6%	
State Sources	9,185,763	8,555,911	629,852	7%	Reflects the College's 2% increase in general appropriations. Also, in FY20, MPSERS cost offset receipts (under sections 147a and 147e) are being recognized in the general fund during the year (whereas in FY19, these were moved to general fund at year-end only).
State PPT Reimbursement	77,951	83,768	(5,817)	-7%	The State funding formula resulted in slightly lower PPT reimbursement for FY20 (as expected)
Federal Sources	1,488,162	1,668,479	(180,317)	-11%	GLMA received more appropriations from MARAD in FY19 as of May (partly due to timing of reimbursement requests impacted by COVID)
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	392,517	264,243	128,274	49%	Actual interest recognized in FY20 vs estimate in FY19
Other Sources	399,147	480,329	(81,182)	-17%	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	44,064,010	45,380,902	(1,316,892)	-3%	
Expenses					
Salaries and Wages	19,187,767	19,973,522	(785,755)	-4%	Primarily due to savings in supplemental staff expenses (partially impacted by COVID) and in full time staff expenses
Benefits	8,218,829	8,377,210	(158,381)	-2%	Consistent with prior year
Purchased Services	1,769,041	2,098,652	(329,611)	-16%	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	2,279,168	2,855,019	(575,851)	-20%	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	87,338	72,495	14,843	20%	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	1,283,829	1,383,984	(100,155)	-7%	Primarily due to lower non-professional development travel expenses and non-professional development expenses (primarily impacted by COVID) along with small savings in multiple other areas
Institutional Expenses	1,359,769	1,441,033	(81,264)	-6%	Primarily due to lower snow removal fees in FY20 and timing of invoices/payments in FY20 (timing of receipt of invoices slightly impacted by COVID closures)
Maintenance & Renovation	1,261,668	1,153,219	108,449	9%	Increase is primarily driven by increased expenses for equipment maintenance (multiple small amounts) and software maintenance in FY20
Professional Development	526,364	622,743	(96,379)	-15%	Primarily due to reduction of professional development expenses due to cancellation of work-related travel during COVID closures and timing of membership renewals and classification of Maritime consortium fees as purchased services in FY20 (recorded as membership fees in FY19)
Capital Outlay	334,585	600,256	(265,671)	3680%	Timing of COAT purchases and prior year includes the GLMA harbor project
Total Expenses	36,308,358	38,578,133	(2,269,775)	-6%	
Transfers	283,062	323,922	(40,860)	-13%	Aviation flight hours transfer
Total Expenses & Transfers	36,591,420	38,902,055	(2,310,635)	-6%	
Net Revenue Over (Under) Expenses	\$ 7,472,590	\$ 6,478,847	\$ 993,743	15%	



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

INTERIM
This statement does not
reflect year-end results.

	YTD <u>5/31/2020</u>	YTD <u>4/30/2020</u>	May 20 <u>Activity</u>	Apr 20 <u>Activity</u>	<u>Comments</u>
<u>Revenue</u>					
Local Sources:					
Tuition & Fees	\$ 20,779,931	\$ 20,501,824	\$ 278,107	\$ 1,786,976	Tuition allocation is 5 weeks for spring in April and only 20 days for summer in May.
Property Taxes	11,155,372	10,803,135	352,237	117,359	Timing of tax collections received
Total Local Sources	31,935,303	31,304,959	630,344	1,904,335	
State Sources	9,185,763	8,029,693	1,156,070	1,132,412	Consistent with prior month
State PPT Reimbursement	77,951	77,951	-	-	- Consistent with prior month
Federal Sources	1,488,162	1,488,162	-	166,667	Timing of MARAD payments received
Private Sources	585,167	585,167	-	-	- Consistent with prior month
Investment Income	392,517	363,477	29,040	21,168	Higher interest and dividend activity from investments in May as economy slowly recovers
Other Sources	399,147	385,551	13,596	21,163	Primarily due to lack of outside services during COVID closures, partially offset by administrative fees recognized in May for NJTP payouts
Total Revenue	44,064,010	42,234,960	1,829,050	3,245,745	
<u>Expenses</u>					
Salaries and Wages	19,187,767	17,627,512	1,560,255	1,773,680	Primarily impacted by reduced adjunct and supplemental wages paid in May due to COVID
Benefits	8,218,829	7,549,875	668,954	739,344	Partially impacted by reduced adjunct and supplemental wages paid in May due to COVID
Purchased Services	1,769,041	1,630,905	138,136	132,982	Consistent with prior month
Supplies & Materials	2,279,168	2,191,754	87,414	145,346	Less supplies purchases made in May due to closures (classroom supplies, fee related expenses, and software/licensing purchases)
Internal Services	87,338	83,261	4,077	(68)	Timing of approvals for internal event transfers from general fund to auxiliary services between departments for events that took place prior to COVID closures (such as NMC Jazz and Concert Band and spring student orientations)
Other Expenses	1,283,829	1,208,464	75,365	110,602	Primarily driven by lower Native American Tuition waivers for the month of May; partially offset by higher equipment rental expenses in May for Mississippi Tug Boat lease (GLMA)
Institutional Expenses	1,359,769	1,250,140	109,629	132,547	Timing of heating fuel invoices and payments
Maintenance & Renovation	1,261,668	1,184,105	77,563	39,682	Primarily due to higher software maintenance fees including beginnings of new contract in May for CourseLeaf curriculum
Professional Development	526,364	526,162	202	36,414	Primarily driven by cancellation of work-related travel due to COVID
Capital Outlay	334,585	332,020	2,565	101,368	\$542 Amazon and \$2,023 Kendall Electric (all related to Engineering Tech machinery/equipment)
Total Expenses	36,308,358	33,584,198	2,724,160	3,211,897	
Transfers	283,062	283,062	-	-	- Consistent with prior month
Total Expenses & Transfers	36,591,420	33,867,260	2,724,160	3,211,897	
Net Revenue Over (Under) Expenses	\$ 7,472,590	\$ 8,367,700	\$ (895,110)	\$ 33,848	



Northwestern Michigan College
Income Statement Projections - General Fund
For the Year Ended June 30, 2020
As of 6/15/20

INTERIM
This statement does not
reflect year-end results.

	FY 19 Actual	FY 20 Budget	YTD 6/15/2020	FY 20 Projected	Difference vs. Budget	Comments
Revenue						
Local Sources:						
Tuition & Fees	\$ 23,529,686	\$ 23,578,426	\$ 20,800,957	\$ 21,235,957	(2,342,469)	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	11,155,372	11,161,710	11,174	Expected to be comparable to budget
Total Local Sources	34,215,391	34,728,962	31,956,329	32,397,668	(2,331,294)	
State Sources	10,003,428	9,795,989	9,185,763	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	1,563,162	828,823	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	392,751	457,751	183,751	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	412,644	468,711	27,461	New MMTC access and office fees offset by lower rentals due to Covid-19 closure
Total Revenue	48,130,329	46,623,540	44,098,766	45,973,387	(650,153)	
Expenses						
Salaries and Wages	21,701,410	22,293,246	19,901,537	22,110,736	(182,510)	Supplemental staff furloughed effective April 20. Hiring freeze in place
Benefits	9,336,066	9,444,229	8,537,816	9,106,422	(337,807)	NMC is realizing reduced health costs from change in provider; lowered MPERS and FICA projections with reduced staffing
Purchased Services	2,537,324	2,655,276	1,803,069	2,223,384	(431,892)	Reduced EES 1099 contractors due to Covid-19 closure; no training services contractors
Supplies & Materials	3,251,184	3,224,916	2,300,490	2,606,719	(618,197)	Reduced fuel, study abroad trips costs, and classroom supplies due to Covid-19
Internal Services	83,954	89,920	87,338	87,338	(2,582)	Decrease in joint offerings offset in part by increase of fitness fee transfer
Other Expenses	1,597,838	1,766,851	1,306,382	1,560,221	(206,630)	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	1,380,365	1,610,916	(190,297)	Savings in heating costs; electricity savings expected due to Covid-19 closure
Maintenance & Renovation	1,554,197	1,740,392	1,264,721	1,643,154	(97,238)	Comparable to budget
Professional Development	713,810	653,622	526,822	576,112	(77,511)	Reduced conferences and events due to Covid closure
Capital Outlay	696,140	270,000	334,585	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	37,443,126	41,892,733	(2,046,932)	
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	311,036	(28,964)	Based on revenue; calculated using tachometer hours; lower due to minimal flights Mar-Jun
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)	1,100,000	1,000,000	MARAD appropriations and Heritage Act funds are reserved for the GLMA program
Total Transfers	3,960,185	2,683,875	283,062	3,770,776	1,086,901	
Total Expenses & Transfers	47,053,349	46,623,540	37,726,187	45,663,509	(960,031)	
Net Revenue Over (Under) Expenses	\$ 1,076,980	\$ -	\$ 6,372,579	\$ 309,878	\$ 309,878	



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: June 11, 2020

Subj: Foundation Update

Fund Raising – a “check” on FY20 goals

- FY20 overall dollars raised as follows:
 - \$ 2,242,075 Total received (including Annual Fund, pledges, and *documented planned gift intentions*) raised toward goal
 - + \$ 309,716 *Gross event revenue vs goal of \$200,000*
 - \$2,551,791 Total of gifts + events** (*incl. documented planned gift intentions*)

Foundation Initiatives

- Donors continue to step up as we seek to raise \$1million to support NMC and our students during these challenging times, as part of the overarching \$35 million Be What’s Possible campaign. In fact, April ranked as the 5th best month in the Foundation’s history for number of donors (637). In total, since we began seeking this emergency support, nearly 1,000 donors have helped. Thank you all!
- The NMC Scholarship Open is on! This year’s event is being presented in memory of Jim Beckett and will be held August 6 at the Grand Traverse Resort and Spa. The event is being redesigned with appropriate safety measures including a change to tee-times instead of a shotgun start, and the reception after the event has been cancelled. Please register online to golf or sponsor!

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: 6-21-20

Subject: May Monthly Report

May was a highly active month for communication and marketing at NMC as the college continued to respond to the COVID-19 pandemic and plan for the future. During this month the college continued its 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 May 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. A particular focus in May was centered on the College's budget, developing safety plans and learning scenarios for the fall semester. 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

NMC continues to see positive outcomes from the increase in marketing spend as part of the College's deliberate pivot in paid media strategy in response to the pandemic to meet our learners new needs in the current environment. This approach, in coordination with other College wide efforts, resulted in a YOY increase in summer enrollment. NMC also benefited

from an increase in available advertising inventory due to other businesses cutting back on paid media in May. We expect this factor to likely shift for June as more businesses return to regular advertising schedules.

Outcomes:

- Display

	May '20	MOM	April '20	YOY	May '19
clicks	88,450	149% ↑	35,510	1,758% ↑	4,759
imprs.	7,966,667	132% ↑	3,426,738	799% ↑	885,737

- Ticker banner ads (9 total)
 - 284 clicks to new landing page
- Paid social
 - Three FB/IG campaigns (5/1-5/31)
 - 5,094 clicks to landing page
- Web traffic (5/1-5/31)
 - Updated [traditional learner landing page](#) for paid campaigns
 - **692,190** visits (MOM increase of 1,535%)
 - 75% of all site traffic
 - It's driven:
 - 1,957 visits to the Admissions Schedule a Visit page
 - 1,377 to the NMC homepage
 - 837 to the How To Apply for Financial Aid page
 - 461 to the Ellucian Recruit Page
 - 402 to the main Financial Aid page.

Earned Media

Monthly recap of media coverage and sentiment

NMC was featured in 55 media mentions with an estimated publicity value of \$11,900 based on the Cision media monitoring system.

Media coverage stories that resulted in the most attention include:

- [Dennos Museum Center Hosts Virtual Concerts](#) 9&10 News, May 1
- [Our Finest Hour: The Power Of Recognizing Emerging Values During A Crisis](#) TCBN May, 2020
- [Interactive Aerial, TentCraft claim Scale Up North awards](#) Record-Eagle, May 9
- [NMC Seeks \\$1 Million In Donations For Students, College](#) The Ticker, May 14

Media sentiment ranking for May (based on a Cision algorithm that ranks pre-assigned tone of keywords) shows 96.4% positive or neutral coverage. This is an increase decrease MOM (April,

88%) and YOY (2019, 92.3%). Negative results were primarily COVID-19 related, like the budget impact.

Owned Media

Monthly published owned media

During May, PRMC published two NMC Now e-newsletters to 825 supporters and community members. The average open rate was 46.1%, a slight decrease MOM (50.1%), below the list average (51.9%) and well above the industry average of 17%.

This [feature article](#) highlighting NMC's compassion toward its students during the pandemic was the most popular link clicked receiving a near record number of clicks.

Other popular links include:

- [Northwestern Michigan College police academy, dental students return to class](#)
UpNorthLive, May 20
- [NMC faces \\$100,000 budget shortfall; no tuition hike](#) Record-Eagle, April 28
- [Comprehensive college response-](#) NMC Now, May 7







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

May saw positive growth across all categories for NMC's social media platforms, despite a decrease in on campus events and related posts. We continue to see organic growth and also the increase in paid advertising on social gave a boost to overall performance. Highest performing posts include the graduate's list, President Nissley's message to graduates, West Hall updates and the return of the Police Academy and Dental Assistant program.







Platform	Followers	Impressions	Engagement	Gender	Age	Region
Facebook	11,688 up 5.7% YOY	282.6%** increase YOY	1,550%* increase YOY	Fans 67% F 32% M	#1 25-34 (26.5%)	GT Region & Grand Rapids
	Up 0.4% MOM	Up 455.7%** MOM 	Up 194.7%** MOM 		Reach 65%F 35%M	
Instagram	2,345 up 33.1%	392.5%** Increase	6.3% increase YOY	61% F 39% M	#1 18-24 (31.9%)	GT Region & Grand

	YOY)  Up 2.5% MOM 	YOY  Up 317%** MOM 	 Up 65% MOM 		#2 25-34 (29.7%) #3 25-44 (16.4%)	Rapids
--	--	---	--	--	--	--------

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

** This reflects an increase in NMC's paid advertising on social media platforms.

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

Location and image	Date activated	Uses	Views from sent snaps or stories
Front St. Campus (clock tower)	11-4-17	3.3k 	61.7k 
Front St. Campus (Hawk Owl)	2-27-18	5.8k 	107.5k 
Great Lakes Campus (GLMA)	6-6-18	573 	20.2K 

Northwestern Michigan College
 BOARD OF TRUSTEES
Presidential Performance and Compensation Committee Minutes
June 10, 2020
 Traverse City, MI 49686
 Virtual Zoom Meeting ID: 94548366662

Committee Chair Chris Bott called the meeting to order at 11:05 a.m.

Members present: Chris Bott, Rachel Johnson, Jane McNabb

Members absent: None

Others present: Nick Nissley, Holly Gorton, Cindy Morgan, Kyle Morrison

Status of Transition Process for President

President Nick Nissley provided an update to committee members on what has occurred over the past month. He shared about the recent NMC Town Hall on June 5, which had over 180 attendees, noting the increased engagement that has occurred with virtual attendance capability, and how quickly the college has adapted to online and remote operations due to the COVID-19 pandemic.

Nissley recognized the work of the Reopening Committee that has developed a staged reopening plan, as well as the work of all college departments who have developed reopening plans for their areas. He noted that, while some labs have already been allowed to open with safety protocols, next week will begin to see a phased in approach to allow up to 50% capacity of employees in some offices and departments Monday through Thursday with all buildings closed on Fridays for thorough cleaning. Social distancing and masks will be required, along with other recommended safety protocols. The Reimagining Committee work has been focused on fall semester plans, choosing a hybrid approach, which will allow small occupational lab courses to meet on campus in person, and most all other courses to be held virtually to minimize the disruption to students.

President Nissley also shared that a committee had been appointed to support the goal of enhancing the environment for diversity and inclusion across the College with much interest of students, faculty, and staff to participate in indicatives and activities toward this goal.

Nissley updated committee members that the first of three virtual budget sessions had taken place that morning and was extremely well attended. He credited Vice President Vicki Cook for the wonderful job developing the budget during these challenging times.

The committee was informed that the *Mississippi* tug has arrived at NMC's GLMA. The tug will allow more sea time for our cadets, as time on vessels has become very limited and has worsened with the current COVID-19 pandemic. The tug sea time will also provide an additional endorsement for our cadets, creating greater employment opportunities.

President Nissley shared that he continues to meet with people on the relationship map and noted he had been in 163 zoom meetings over the last three months.

Presidential Evaluation Process

Committee Chair Chris Bott suggested an informal evaluation of the president be planned for September with the full Board, due to the delayed transition process caused by the COVID-19 pandemic issues. This evaluation would be a check in on the three initial charges of the Board to President Nissley of 1) Listen and Learn, 2) Relationship Building, and 3) Maintain Momentum. A formal evaluation would be developed for a later date, possibly in January 2021, to be provided to the president with adequate time prior to understand the expectations. Chris Bott will develop a format for the September informal review to have distributed to the committee for review and feedback.

There was some discussion pertaining to the formal evaluation tool examples obtained from other community colleges and organizations. There was a consensus of satisfaction formed on the Jackson Community College model, as it is short and concise. The desire of the group is to have a constructive process that allows for discussion and actionable feedback. It was determined to develop a year one instrument for the January end of year evaluation that could be further developed going forward into future years according to strategic planning process.

There was check-in discussion on the charges of Listen and Learn, Relationship Building, and Maintain Momentum directives in light of the current COVID-19 pandemic disruption. They still apply and provide discussion and feedback opportunity on the organizational decision making and ability to focus under the current circumstances, as well as on a plan for moving forward.

Other Discussion

Committee members discussed the format for the upcoming June 29 Board meeting and determined it should be held virtually due to safety protocols in place and followed by the college.

The group also briefly discussed the scheduling of monthly Presidential Performance and Compensation Committee meetings going forward.

Public Comment—There was no public comment offered.

The meeting was adjourned at 11:56 a.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 – MAY 2020

Following the updated communication issued by the State of Michigan Executive Order, EO 2020-70, construction activities at the NMC West Hall resumed on May 7, 2020.

Along with updated Safety & Health Guidelines, site specific policies and procedures were developed and distributed to the project team regarding COVID-19.

The jobsite was opened on Thursday May 7, 2020 to resume work; however the following week saw most subcontractors returning to work. The impact of the previous COVID-19 executive orders has been an ongoing discussion and issue for many companies; from metal panel fabrication to kitchen equipment fabrication and also on the labor force available.

We have revised our Project Schedule and now anticipate Substantial completion in June 2020; coordination of all Owner FFE move-in activities for June 2020 is also planned.

Safety

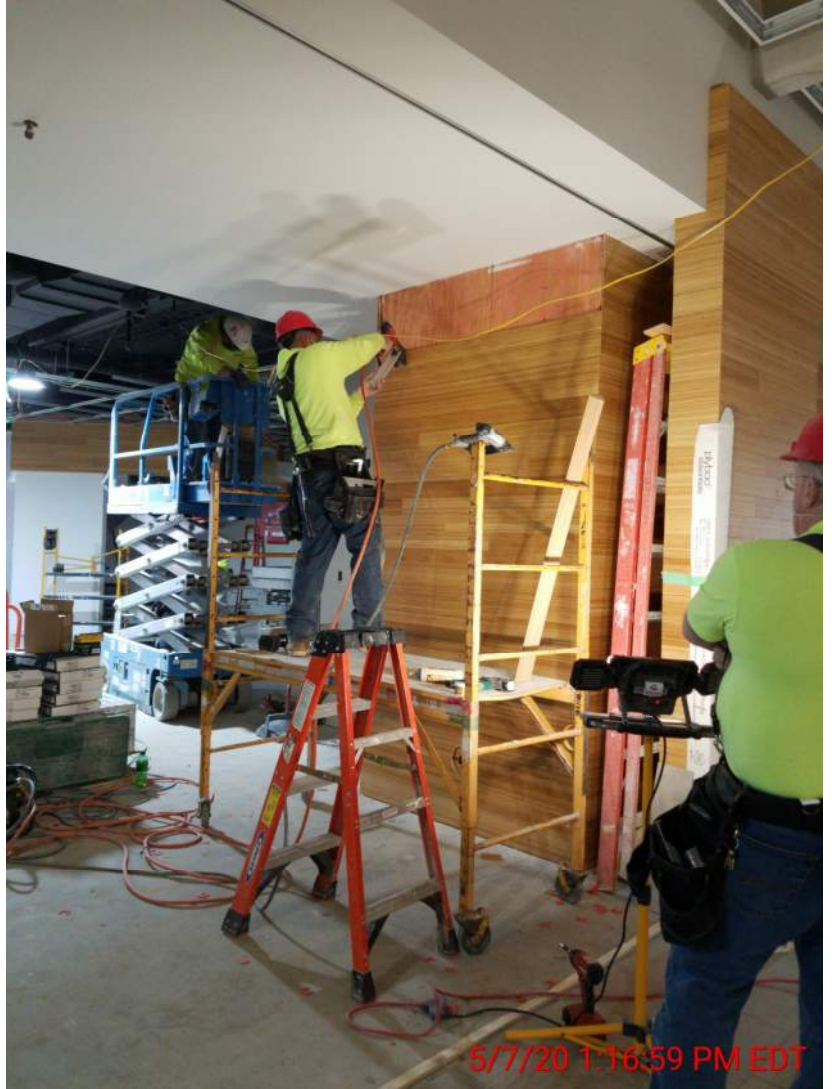
Integrity

Mentoring

People

Legacy

Excellence





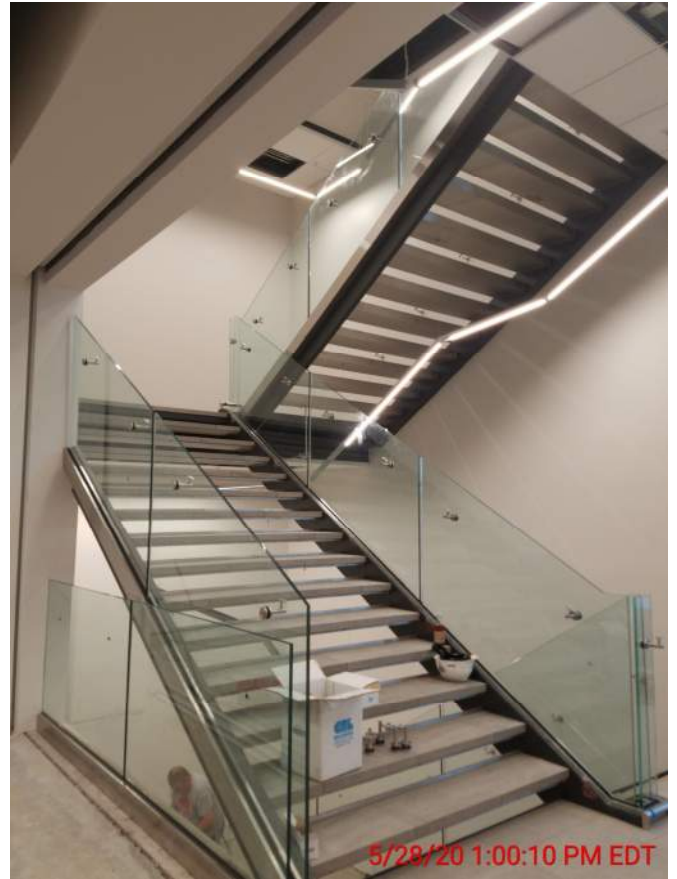
5/12/20 11:09:47 AM EDT



5/14/20 12:32:26 PM EDT



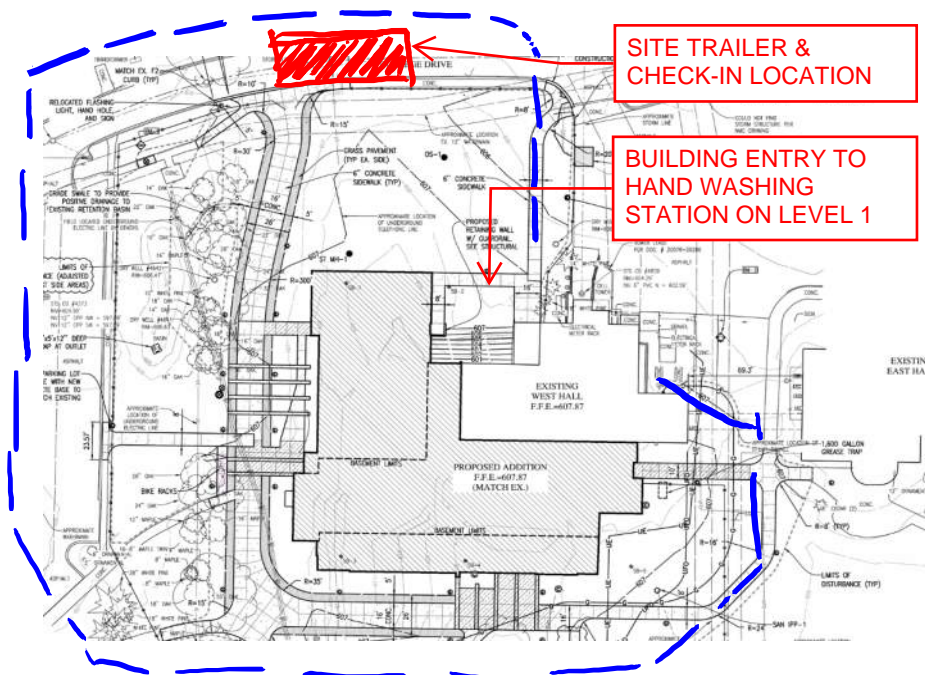
5/14/20 12:34:38 PM EDT



NMC WEST HALL SITE SPECIFIC COVID-19 SAFETY INFORMATION

* Reference the current Spence Brothers COVID-19 HEALTH & SAFETY PLAN dated 5/1/2020 ; this document is the basis of the health and safety protocol on each jobsite.

- Stay home if you are/feel sick or have in contact with someone who is sick
- Jobsite Access daily sign-in sheet: confirms the health status of all workers
- Non-medical grade mask/covering required when working inside the building (mask not required when working outside provided the 6 ft. of separation is followed)
- Maintain 6 ft. of separation between yourself and other workers when possible
- Hand washing station: located on Level 1 Restroom areas (west of Cafeteria)
- Wipe/spray/sanitize tools and equipment that are being used by multiple people
- NO FOOD or drinks allowed in the building; all breaks to be taken outside the building or in personal vehicles
- Adhere to jobsite signage limiting the number of workers in specific areas of the building (Kitchen/Cafeteria)





Jobsite COVID-19⁴⁸ Screening Process



1. Scan the QR Code with your device.
2. Answer all questions. DO NOT SUBMIT.
3. Show the screener the result (red or green).
4. Hit "Submit" when directed by the screener.

**ACCESS TO JOBSITE OR OFFICE IS
PROHIBITED UNTIL THE DAILY SCREENING
FORM HAS BEEN COMPLETED**



Jobsite COVID-19 Screening Process



1. Scan the QR Code with your device.
2. Answer all questions. DO NOT SUBMIT.
3. Show the screener the result (red or green).
4. Hit "Submit" when directed by the screener.

**ACCESS TO JOBSITE OR OFFICE IS
PROHIBITED UNTIL THE DAILY SCREENING
FORM HAS BEEN COMPLETED**



Revised 5/01/2020

COVID-19 Health and Safety Plan

Spence Brothers recognizes the potential impact of Coronavirus (COVID-19) to our operations and projects, but more importantly to the lives and well-being of our people. Therefore, we have developed this plan, using the CDC guidelines and other industry specific recommendations.

Principles of Our Plan

1. Keep everyone in our workplaces safe and healthy
2. Keep our people working if possible to do so safely and productively
3. Do whatever we can to continue operations to safely meet the needs of others who depend on us, including our teammates, customers, A/E's subcontractors and communities.
4. Do whatever we can to help any of our people who we are not able to keep working productively through this temporary downturn, by trying to minimize any financial or other hardships they may face.

To protect our people and reduce the spread our company will strive to do the following:

- Communicate and follow CDC guidelines to prevent the spread of the illness
- Continue open dialog with all employees
- Continually improve as new strategies become available

Please strive to adhere to the following general protocols for all our workplaces (jobsites and offices).

- **Stay home if you are sick.**
- Avoid contact with people who have apparent respiratory symptoms
 - Fever (CDC considers a person to have a fever when he or she has a measured temperature of 100.4 deg. F (38 deg. C) or greater.
 - Cough
 - Shortness of breath
 - Chills
 - Muscle Pain
 - Headache
 - Repeated shaking from chills
 - Sore throat
 - New loss of taste or smell
- **Wash your hands with soap and water or hand sanitizer often.** Especially after touching something that has been in the possession or came from another person
- Any individual able to medically tolerate a face covering must wear a covering over his or her nose and mouth – such as a homemade mask scarf, bandana, or handkerchief where social distancing cannot be maintained (working within 6 ft. of someone else) or within a public building.
- Face coverings will be recommended for use at all times while onsite.
- Gloves shall be used when sharing of equipment is needed. If sharing of equipment is needed proper cleaning and disinfecting between uses shall be performed.
- Avoid touching your eyes, nose or mouth
- Cover all coughs with tissue then discard in trash
- Maintain a 6' distance from others when possible

- If you are suspicious of your health, self-quarantine and contact your physician.
- Employees who have traveled out of country are not allowed at the Spence Brothers' job site or office until the traveler has been symptom free for 14 days from the date they returned.
- All workers with acute respiratory symptoms (cough, shortness of breath or signs of a fever, etc.) will be removed from the jobsite immediately. They should not return until they have been symptom free for a minimum of 24 hours.
- Should symptoms continue or escalate contact a physician and notify your supervisor.
- Please notify your direct supervisor if you have tested positive for the virus, or had close contact with an individual who is suspected of having or confirmed to have COVID-19.
- All confirmed cases may not return to the jobsite or office until they are released by a physician.
- If an individual is self-quarantined they may return to work after 14 days and are symptom free.

Our company and project leaders will strive to adhere to the following protocols:

- Ensure our Health and Safety Plan for COVID-19 is posted at a conspicuous location at all jobsites and offices.
- Provide a hand washing station maintained with soap, water, paper towels and trash receptacle, as well as hand sanitizer, if available.
- Strictly enforce daily sign in for all workers and visitors coming into all jobsites and offices, using the following questions to screen them and minimize risks.
 1. Are you currently being asked to self-quarantine or have you been diagnosed (and not gotten a doctor's release since) with COVID-19?
 2. Have you experienced any illness-related symptoms such as a fever*, cough, shortness of breath, chills, muscle pain, headache, repeated shaking from chills, sore throat or loss of taste or smell within the past 24 hours?
 3. Have you traveled outside of the U.S. in the past 14 days?
 4. Have you been in close contact with any person(s) who have traveled outside the United States in the last 14 days?
 5. Have you been in close contact with any person(s) who have been asked to self-quarantine?
 6. Have you been in close contact with any person(s) with confirmed or suspected COVID-19?
 7. If you answered yes to question 5 or 6, after taking your temperature do you have a fever*?

*CDC considers a person to have a fever when he or she has a measured temperature of 100.4 deg. F (38 deg. C) or greater.

If answering yes to 1 - 4 of the above questions, the worker or visitor will not be permitted to access the workplace. If answering yes to questions 5 or 6 they must answer question 7 and the following practices per the CDC will be followed.

Per CDC Interim Guidance for Implementing Safety Practices for Critical Infrastructure Workers Who May Have Exposure to a Person with Suspected or Confirmed COVID-19

Critical Infrastructure workers who have had an exposure* but remain asymptomatic should adhere to the following practices prior to and during their work shift:

- Pre-Screen: Employers must confirm the employee does not have a fever and assess symptoms prior to them starting work. Ideally, temperature checks should be done by individuals before they leave home.
- Regular Monitoring: As long as the employee doesn't have a fever or other symptoms, they should self-monitor under the supervision of their employer's occupational health program.

- **Wear a Mask:** The employee should wear a face mask at all times while in the workplace for 14 days after last exposure. Employers can issue facemasks or can approve employee's supplied cloth face coverings in the event of shortages. N95 masks or other required protection must still be used per MIOSHA guidelines for specific tasks.
- **Social Distance:** The employee should maintain 6 feet and practice social distancing as work duties permit in the workplace.
- **Disinfect and Clean work spaces:** Clean and disinfect all areas such as offices, bathrooms, common areas, shared electronic equipment routinely.

*(A potential exposure means being in household contact or having close contact within 6 feet of an individual with confirmed or suspected COVID-19. The timeframe for having contact with an individual includes the period of time of 48 hours before the individual became symptomatic.)

We should all strive to adhere to the following protocol to continue operations as safely and productively as possible to meet the needs of others who depend on us:

- Communicate with others via phone or email versus in person.
- If meetings are necessary, try to conduct "virtual meetings" by conference calls, skype, etc.
- If in person meetings are necessary, meet with 6 people or less at a time and maintain CDC recommended 6' distance between attendees.
- Minimize or eliminate visitors on our jobsites and to our offices.
- Communicate frequently with subcontractors and suppliers on projects we have, or are going after, regarding potential material delays or manpower shortages.
- Communicate with customers and others affected, regarding any potential delays or potential additional costs related to COVID-19 and ask them about any changing needs we can help them address.
- Communicate with each other and our project partners regarding new information regarding risks and any new plans required to address them.

Please see attached CDC information related to COVID-19.

Please contact Daryl Schular @ darylschular@spencebrothers.com, (989) 233-3728 or your direct supervisor if you have any questions or concerns.



3-WEEK LOOK AHEAD PROGRESS SCHEDULE

WORK ACTIVITY / TASK	CONTRACTOR	Wk. 1					Wk. 2					Wk. 3					Wk. 4					Wk. 5									
		June					June					June					June					July									
		1	2	3	4	5	6	8	9	10	11	12	13	15	16	17	18	19	20	22	23	24	25	26	27	29	30	1	2	3	4
Date	M	T	W	TH	F	S	M	T	W	TH	F	S	M	T	W	TH	F	S	M	T	W	TH	F	S	M	T	W	TH	F	S	
PROJECT NOTES / ANNOUNCEMENTS:		1. Substantial Completion - June 26th 2. Furniture Delivery - See Furniture Deliveries below (per CA/NMC) 3. Closesout Submittals - All Closeout Submittals per Specifications emailed to SB 4. Owner Trainings - See Owner Training section below																													
Exterior																															
Grass pavers and topsoil	Molon	x	x	x	x	x																									
Panel installation West side	Wolverine						x	x	x	x	x			x	x	x	x	x													
East canopy	Wolverine																				x	x	x	x	x						
Interior																															
LOWER LEVEL Original contract																															
Clean Glass and Alu frames	NMG						x	x	x	x	x																				
Finish all carpet and base	Bouma	x	x	x	x	x	x	x	x																						
Wrap projector screen RFI 171	Bouma	x																													
Install steps to fire supression room	SS&E											x	x	x																	
Cleaning	Extreme Cleaning						x	x	x	x	x																				
LEVEL 1 - SOUTH / AREA B																															
Clean Glass and Alu frames	NMG	x	x	x	x	x	x	x	x																						
Install glass guard rails and handrails at stairs	NMG	x	x	x	x	x	x	x	x																						
Complete all carpet and base	Bouma	x	x	x	x	x																									
Install check in desk	Hallmark						x	x	x																						
Cleaning	Extreme cleaning						x	x	x	x	x																				
LEVEL 1 - NORTH / AREA A																															
Pre punch list items	All trades		x	x	x	x	x	x	x	x	x																				
Clean Glass and Alu frames	NMG		x	x	x	x	x	x																							
Install safety work desk	Hallmark						x	x	x																						
Complete carpet and base.	Bouma	x	x	x	x	x																									
Conerstone Punchlist	Cornerstone	x	x	x	x	x																									
LEVEL 2 - LIBRARY																															
Clean Glass and Alu frames	NMG	x	x	x	x	x																									
Complete all carpet and base	NMG	x	x	x	x	x																									
Cornerstone Punchlist	All trades						x	x	x	x	x																				
KITCHEN-CAFETERIA																															
Clean Glass and Alu frames	NMG	x	x	x	x	x																									
Tile at coffee shop	Bouma	x	x	x	x	x																									
Flooring Caferia & Kitchen	Bouma					x	x	x	x	x	x	x	x	x	x																
Kitchen Equipment (New) / Countertops	Stafford Smith																				x	x	x	x							
Kitchen Equipment (Stored) / New Millwork	Stafford Smith																			x	x	x	x	x							
Oleson Center Equipment (?) / ANSUL / Dishwasher	Stafford Smith																							x	x						
BOOKSTORE / LOWER LEVEL EMT																															
Set casework	Hallmark						x	x	x	x	x																				
Clean Glass and Alu frames	NMG	x	x	x	x	x																									
Doors and hardware	Hallmark	x	x	x	x	x	x	x	x	x	x																				
Carpet installation	Bouma	x	x	x	x	x																									
Cleaning	Extreme Cleaning						x	x	x	x	x																				
PENTHOUSE / MEZZ.																															

P.O. Box 184
 Traverse City, MI 49685

Cell: (517) 449-6453
www.northernstrategies360.com

MEMO

To: Northwestern Michigan College Board of Trustees
Cc: Dr. Nick Nissley, Ed.D.
From: Gabe Schneider, Founder/Principal, Northern Strategies 360
Date: Friday, June 19, 2020
Re: State/Federal Legislative Update

State Legislative Calendar

The House and Senate are planning on being in session through the end of June with session days on Tuesday, Wednesday and Thursday. The Senate convenes at 10:00 am on these days and the House convenes at 1:30 pm on Tuesday and Wednesday and 12:00 pm on Thursdays. At this point, the legislature is expected to recess for the month of July.

State Budget(s)

FY20 Federal Supplemental

After the U.S. Congress approved the CARES Act in March, Michigan received \$3 billion in funding to be used for COVID-19 related expenses. However Congress did not provide any flexibility for using these funds to replace lost revenue or to supplement existing budgeted items not related to COVID-19. This week, the House, Senate and Governor all agreed on a FY20 Supplemental bill that allocated \$880.1 million of these federal funds for COVID-19 related expenses/programs. This supplemental bill did not include funding for community colleges.

FY20 Budget Supplemental

While the Michigan Legislature and the Governor signed a budget for Fiscal Year 2020, the impact of COVID-19 on state revenue is forcing the legislature to consider a FY20 Budget Supplemental bill that would make significant cuts to state funding to make up the \$2 billion dollar shortfall for the current fiscal year. The Governor is hoping that the federal government will provide states with flexibility in the use of their CARES Act funding and has set an arbitrary deadline of July 15th for agreement on a FY20 Budget Supplemental bill to be reached.

FY21 Budget

After disagreements over the FY20 budget, the legislature and Governor had agreed on a July 1 deadline for passing budgets. However with the ongoing COVID-19 pandemic delaying work on the FY21 budget, this statutory deadline has been removed. It is expected that a second revenue estimating conference will be held in August and that the legislature will finalize a FY21 budget in September.

Next Steps

We have sent a letter to our Michigan Legislators outlining the value and role of NMC in rebuilding the economy and recovering from the COVID-19 pandemic. We will continue to have conversations with our state legislators urging them to consider continuing to support community college funding in their budget discussions.

Federal**HEROES Act/Senate COVID Package**

After the U.S. House passed the HEROES Act in May, all movement of the next COVID relief package has stalled and it is expected that the final package will be assembled in the Senate in July.

Next Steps

We have written to our federal delegation to urge that consider including supplemental funding to stabilize community colleges in the next COVID package as well as provide states with flexibility in the use of CARES Act dollars. We will continue to work with our legislators as the next COVID package is assembled in the Senate.

CARES Act Emergency Funding

After receiving just over \$1 million dollars to be distributed to students for emergency relief related to the COVID-19 pandemic, we continue to grapple with federal regulation and guidance on how the funds can be allocated. In addition, ongoing federal lawsuits have created a significant amount of work for a program that was designed to quickly allocate needed resources for students.

Other Activities

- Worked with the Governor's office to review and approve GLMA summer cruise plan
- Worked with the Governor's office to provide guidance on college reopening plans
- Working to confirm Secretary of State Jocelyn Benson as a keynote presenter at the fall women's suffrage event
- Reviewed Business Leaders for Michigan [Economic Recovery Plan](#)
- Secured federal letters of support for National Endowment for the Humanities grant application

**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, May 18, 2020
Virtual Zoom Webinar ID: 98698379121
Traverse City, MI**

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

ROLL CALL

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

Trustees absent: None

Also present: President Nick Nissley, Patti Burgess, Vicki Cook, Marguerite Cotto, Diana Fairbanks, Joy Evans Goodchild, Holly Gorton, Tony Jenkins, J. Brantley Lather, Mark Liebling, Janet Lively, Kyle Morrison, Todd Neibauer, Denny Nguyen, Caroline Schaefer-Hills, Jackie Schenk, Stephen Siciliano, Ann Swaney, Rebecca Teahen

REVIEW OF AGENDA—The agenda was accepted as presented.

REPORTS

COVID-19 Update—President Nick Nissley provided a status report on the current COVID-19 pandemic impact on NMC. He shared his optimism for potential reopening with the recent executive order from the Governor. Nissley noted that the Reopening Committee, along with departmental planning processes, were preparing for a phased approach based on governmental and health department guidelines. He explained that a Reimagining Fall Committee was also developing a plan with three scenarios, depending on appropriate protocols at that time. Nissley shared that summer enrollment numbers were up over last year, with faculty providing entirely online and virtual course offerings. He noted the NMC Foundation commitment to provide \$1M to emergency aid to students, along with emergency federal funding to students being disbursed to students as quickly as possible.

Faculty Report—Visual Communications Studio Service-Learning Projects Highlights—Visual Communications Program Coordinator Caroline Schaefer-Hills presented highlights of video promos for local artists conducted by NMC students as an example of the Visual Communications Studio Service-Learning Projects that allow students to interact and do projects with actual clients.

Enrollment Report—Vice President for Student Services and Technologies Todd Neibauer reported that current summer enrollment figures were increase by almost 9% over last year at that time. He also noted that fall projections were improving, with progress made by the online orientations occurring and other enrollment management efforts. In response to a question of the Board, Neibauer explained the assumption of students deciding to take courses locally, rather than going away.

Financial Report—Vice President of Finance and Administration Vicki Cook provided a summary report for the General Fund as of April 30, 2020, reporting that spring tuition revenue was under budget, but were being offset by labor cost savings. She shared that state appropriations were expected to be decreased in both FY20 and FY21, however, institutional CARES Act funding could be used for COVID related expenditure overages. She explained she would continue to assess projections as the crisis continued to unfold, with reductions in the current year's budgeted transfers potentially being required.

Foundation Report—Associate Vice President for Resource Development and Executive Director of Foundation Rebecca Teahen provided an NMC Foundation update and announced the Foundation commitment of \$1M to college and students impacted by the COVID-19 pandemic. She encouraged participation with the virtual BBQ by visiting the website.

PRMC Report—Executive Director of Public Relations, Marketing, and Communications Diana Fairbanks provided the April monthly report. She shared about the communications and marketing shifts in response to the COVID-19 pandemic, initially with crisis communication, phasing into scenario planning, and the significant increases in visits to various NMC websites containing information. Many positive COVID related stories of NMC learners and alumni helping in response to the pandemic. Fairbanks reported that NMC continues to communicate regularly with internal and external stakeholder groups on the business of the college and in coordination with the region as a member of the Grand Traverse County's Joint Operations Center since March 13 in response to this health crisis.

Audit Committee—Committee Chair Kennard Weaver reported that the Board Audit Committee had met on May 8, 2020, with the representatives from the firm of Plante & Moran, PLLC, about the annual planning process for the audit of the financial statements of Northwestern Michigan College for the year ended June 30, 2020. Weaver noted that NMC's compliance with grant initiatives will be reviewed due to their experience with other community colleges, and that the Board Audit Committee had suggested testing of CARES Act funding.

Presidential Performance and Compensation Committee—Committee Chair Chris Bott shared that the committee meets monthly, now virtually, and received updates on the transition process from President Nick Nissley. Committee members have also been reviewing examples of presidential evaluation process models. It was the consensus and recommendation of the committee for the Board to evaluate the president twice annually with an informal session and a formal process linked to the strategic plan.

Building and Site Committee—Committee Chair Ross Childs shared that the Board Building and Site Committee had not met, but reported that workers are back on the West Hall Innovation Center and Library project site.

Legislative Issues Report—President Nick Nissley shared that Higher Ed is included in phase 5 of Michigan's 6 phase Safe Start Plan, and the state is now in phase 3 of the plan. He noted that the Governor has allowed for NMC's police academy and dental assistant programs to continue labs in small face-to-face instruction groups with protocols. Nissley also highlighted the Governor's Futures for Frontliners, billed as a G.I. Bill Program for Essential Workers, along with other state and federal budget information included in the legislative update in the meeting materials.

PUBLIC INPUT—There was no public input offered.

UPDATES

President's Update—President Nick Nissley shared that his updates were all included in his COVID-19 and legislative updates. The Board had no further questions.

Board Chair Update—Chair Chris Bott shared that he had participated in the virtual MCCA Board of Directors meeting where it was shared that a 10% reduction in state appropriation was anticipated.

DISCUSSION ITEMS

FY21 Budget—Vice President Vicki Cook presented on 2021 Working Budget. Her presentation included information on national trends, allocation of resources and 2021 budget assumptions. She reviewed past structural changes impacting both revenue and expenses, as well as planned fiscal 2021 shifts in revenue and expenses. Cook provided a draft 2021 budget summary, which assumes a 15% decline in enrollment, with no tuition changes, and a 15% decline in state appropriations. She then reviewed a draft 2021 transfer detail showing reductions from last year, and provided next steps in the budget process during May and June, when the final recommended budget will come to the Board for approval. Vice President Cook then addressed questions and received comments from the Board who expressed their gratitude for her good work in balancing the budget under the current circumstances and without a tuition increase. The Board also thanked the Foundation for their contribution of unrestricted funds.

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

- Minutes of the April 27, 2020, regular meeting

ACTION ITEMS

Notice of Truth in Taxation Hearing—On a motion by Ross Childs, seconded by Jane McNabb, the Board adopted the Truth-in-Taxation First Resolution as presented. The motion passed with a unanimous vote.

Native American Grant Application—On a motion by Kennard Weaver, seconded by Rachel Johnson, the Board authorized administration to submit application for the 2% grant from the Grand Traverse Band of Ottawa and Chippewa Indians video gaming revenue as presented. The motion passed with a unanimous vote.

MCACA Grant Application—On a motion by Rachel Johnson, seconded by Michael Estes, the Board authorized the Dennon 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. The motion passed with a unanimous vote.

Internet Service Provider Contract—On a motion by Ross Childs, seconded by Michael Estes, the Board authorized administration to enter into a 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. The motion passed with a unanimous vote.

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

ADJOURNMENT—The meeting adjourned at 7:03 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

**TAX LEVY AUTHORIZATION RESOLUTION
FOR ADOPTION BY THE BOARD OF TRUSTEES OF
NORTHWESTERN MICHIGAN COLLEGE**

A regular meeting of the Board of Trustees (the “Board”) of Northwestern Michigan College Michigan (the “College”) was held on the 29th day of June 2020, at 5:30 in the evening by virtual means online at <https://nmc.zoom.us/j/93292631257>.

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 of Trustees by resolution of June 29, 2020 proposes a total authorized levy not to exceed **2.1137 mills** within the district for operating purposes for fiscal year 2020-2021; and

WHEREAS, the Board of Trustees has complete authority to establish a maximum of **2.1137 mills** for operating purposes in fiscal year 2020-2021 from within its authorized millage rate; and

WHEREAS, the Board of Trustees held a budget hearing on June 29, 2020 at 5:30 p.m. in the Great Lakes Campus of Northwestern Michigan College to receive comments from the public regarding the proposed budget; and the budget document contains the requisite “Truth in Budgeting Act.”

NOW THEREFORE, BE IT RESOLVED THAT:

1. For fiscal year 2020-2021 the total millage rate not to exceed **2.1137 mills**, shall be levied upon property located within the college district.
2. All resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution be and the same are hereby rescinded.

Ayes: _____

Nays: _____

Resolution declared adopted.

Michael Estes, Board of Trustees Secretary

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 June 29, 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).

Michael Estes, Board of Trustees Secretary



Northwestern
Michigan
College

MEMO
Administrative Services

To: Dr. Nick Nissley, President
From: Vicki Cook – Vice President of Finance and Administration
Date: June 22, 2020
Subject: FY21 Budget and FY21 Tuition Rate Recommendation

Attached is the fiscal year 2021 Draft Budget and tuition rate recommendation for the Board of Trustees' approval.

Contact Hours	FY19 Rate	FY20 Rate	Increase
In-District	\$109	\$109	0%
Out-of-District	\$227	\$227	0%
Out-of-State	\$296	\$296	0%
International	\$334	\$334	0%
Fees	\$30.50 (no change from 2020)		
Local Property Tax	An increase in revenue of 3 - 4%		
State Appropriations	A decrease of 15%		

Grand Traverse County has instructed the college to use 2.1137 for the millage rate for FY2021. The language in the Certification of Taxes allows the college to go up to 2.1137. The bond debt is complete and the millage has expired.

Differential Tuition

Differential tuition is applied by course prefix. There are three levels of differential tuition: **Tier I, Tier II, and Tier III.**

	Tier I - 0%	Tier II - 0%	Tier III - 0%
In District	\$131	\$156	\$445
Out-of-District	\$261	\$300	\$445
Out-of-State	\$338	\$400	\$445
International	\$381	\$452	\$488
	Tier I	Tier II	Tier III
Programs Affected	Automotive (AT)	*Culinary (CUL)	Maritime MDK, MNG, MNS, (WSI - 300 and above)
	Audio-Technology (AUD)		
	Construction Technology (CAR, CMT, ELE, HVA, PLU, EGY)		
	Nursing (HNR) Dental Assisting (HDA) Surgical Technology (SRG)		

*Differential tuition for Culinary includes course fees.

**GENERAL APPROPRIATION RESOLUTION
FOR ADOPTION BY THE BOARD OF TRUSTEES
OF NORTHWESTERN MICHIGAN COLLEGE**

A regular meeting of the Board of Trustees (the “Board”) of Northwestern Michigan College Michigan (the “College”) was held on the 29th day of June 2020, at 5:30 in the evening by virtual means online at <https://nmc.zoom.us/j/93292631257>.

The meeting was called to order by _____.

Present: _____

Absent: _____

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

RESOLVED, that this resolution shall be the general appropriations of Northwestern Michigan College for the fiscal year 2020-2021. A resolution to make appropriations; to provide for the expenditure of the appropriations; and to provide for the disposition of all income received by Northwestern Michigan College.

BE IT FURTHER RESOLVED that the total revenues estimated to be available for appropriations in the **General Fund** of Northwestern Michigan College for the fiscal year 2020-2021 is as follows:

Revenue	<u>\$42,719,377</u>
---------	----------------------------

BE IT FURTHER RESOLVED that **\$42,719,377** of the total available to appropriate in the **General Fund** is hereby appropriated in the amounts and for the purposes set forth in Exhibit 1 of the budget.

BE IT FURTHER RESOLVED, that the administration is hereby authorized to transfer funds within and among individual budget lines and activities represented in the approved appropriation without prior Board approval with the provision that such transfers will not increase or surpass the total Board approved appropriation.

Ayes: _____

Nays: _____

Resolution declared adopted.

Michael Estes, Board of Trustees Secretary

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 June 29, 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).

Michael Estes, Board of Trustees Secretary



Northwestern
Michigan
College

MEMO
Administrative Services

To: Dr. Nick Nissley, President

From: Vicki Cook, Vice President Finance and Administration

Date: June 22, 2020

Subject: Request for Blanket Purchase Orders for FY21

Board Authorization Requested

Authorize the administration to create Blanket Purchase Orders (POs) for each vendor identified on the attached spreadsheet for the total of the estimated yearly costs.

Background / Scope of Work

Attached is a spreadsheet listing vendors with whom we do significant amounts of business each academic year. The spreadsheet shows:

- Amounts requested for blanket POs for FY20
- Amounts spent against the approved blanket POs year to date as of June 8, 2020
- Estimated blanket PO amounts for FY21

Source of Funds

These types of expenditures are primarily operational in nature (i.e., utilities, insurance, supplies, maintenance agreements, fuel purchases, etc.). They have been included in the fiscal 2020 budget in various line items such as Purchased Services, Institutional Expenses, and Supplies and Materials. Most of these expenses are paid in one payment and exceed \$35,000, which is the level requiring Board approval. This procedure does not preclude nor override the bid process as outlined in our policies.

FY21 Blanket Purchase Orders		6/08/2020		
<u>CURRENT VENDOR</u>	<u>SERVICE</u>	<u>FY20 YTD</u>	<u>FY20 BLANKET PO</u>	<u>FY21 BLANKET PO</u>
Multi Service/Arrow Energy/AV Fuel	Aviation Fuel	\$205,000	\$325,000	\$325,000
AT&T	Telephone Service	\$36,000	\$50,000	\$50,000
Blarney Castle	Onsite Vehicle Fuel	\$24,500	\$50,000	\$50,000
Blackbaud	Fundraisier Data Base	\$65,000	\$45,000	\$65,000
Bonek Insurance	Maritime & Liquor License Insurance	\$40,000	\$55,000	\$55,000
CDW-G	Software & Mircrosoft Licensing	\$67,000	\$80,000	\$80,000
Central Michigan Paper/Nichols	Paper Goods/Janitorial Supplies	\$58,000	\$60,000	\$60,000
Cessna Aircraft Co.	Aircraft parts	\$32,000	\$40,000	\$40,000
Charter	Cable- Internet	\$68,600	\$60,000	\$70,000
Crystal Flash/Vesco Oil	Ship Fuel	\$122,000	\$250,000	\$250,000
Dell Computers	Computer Purchases	\$42,000	\$90,000	\$125,000
DTE	Natural Gas Transportation	\$92,000	\$125,000	\$125,000
Ellucian	Software Licensing and Services	\$282,000	\$350,000	\$350,000
EPS	Alarm Monitoring	\$40,000	\$60,000	\$60,000
Gordon Food	Culinary Food	\$19,000	\$40,000	\$40,000
GT County/Traverse City	Water	\$51,000	\$70,000	\$70,000
GT County/Traverse City	Sewer	\$62,000	\$75,000	\$75,000
Kaplan	Nursing Testing	\$44,000	\$35,000	\$45,000
Karl Malin	Food Service for Ship	\$80,000	\$235,000	\$235,000
Kopy Sales	Copiers Maintenance	\$26,000	\$40,000	\$40,000
Laser Printer Tech	Printers, Toner, Repair	\$29,000	\$50,000	\$50,000
MCCRMA	Comprehensive Insurance	\$220,000	\$250,000	\$250,000
Michigan State University	Contractual Services	\$51,000	\$65,000	\$65,000
Munson Medical Cener	Joint Appts, cerner education,CPR costs & supplies	\$20,000	\$35,000	\$35,000
Northern Stategies	Advocay Communications	\$44,000	\$50,000	\$50,000
Compass Minerals, CMP	Road Salt/Ice Melter	\$54,000	\$40,000	\$55,000
Oracle	Data Base Software Support	\$75,000	\$100,000	\$100,000
Sequent Energy	Natural Gas	\$165,000	\$200,000	\$200,000
SET-SEG	Workers Compensation	\$88,000	\$115,000	\$115,000
Superior Foods	Culinary Food	\$38,000	\$60,000	\$60,000
Cherryland Electric	Electric Power	\$200	\$0	\$0
TC/Consumers	Electric Power	\$605,000	\$800,000	\$800,000
TouchNet	Software	\$77,000	\$75,000	\$80,000
US Postal Service	Postage	\$77,000	\$105,000	\$105,000
TOTALS:		\$2,999,300	\$4,080,000	\$4,175,000