



Northwestern
Michigan
College

Board of Trustees

www.nmc.edu/trustees

Northwestern Michigan College provides lifelong learning opportunities to our communities.

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

Meeting Agenda

Monday, March 22, 2021

Virtual Zoom Webinar ID: 968 6596 9730

<https://nmc.zoom.us/j/98665969730>

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

In compliance with PA 254 each trustee should publicly announce if they are attending remotely and provide their current physical location. The member's announcement must identify specifically the member's physical location by stating the county, city, township, or village and state from which he or she is attending the meeting remotely.

C. Pledge of Allegiance

D. Review of Agenda and Approval of Additions, Deletions, or Rearrangements

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

E. Special Presentation—*Jerry Achenbach, GLMA Superintendent*

F. Student Government Association—*SGA Members*

G. Faculty Report—Publishing a Student Newspaper Through a Pandemic—*Jacob Wheeler, White Pine Press Advisor*

H. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*

I. Financial Report—*Troy Kierczynski, Interim Vice President of Finance and Administration*

J. Foundation Report—*Rebecca Teahen, Associate Vice President for Resource Development and Executive Director of Foundation*

K. PRMC Report—*Diana Fairbanks, Executive Director of Public Relations, Marketing, and Communications*

L. Strategic Planning Report—*Stephen Siciliano, Vice President of Educational Services*

M. Executive Committee Report—*Chris Bott, Committee Chair*

N. Traverse Connect Diversity, Equity, & Inclusion Summit Report—*Kennard Weaver*

O. Legislative Issues Report—*President Nick Nissley*



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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

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

V. DISCUSSION ITEMS

- R. Board Meeting Format
- S. FY22 Budget Process

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:

- T. Minutes of the February 22, 2021, regular meeting

VII. ACTION ITEMS

U. **EES Registration Software** (Pursuant to Policy A-106.00 Finance)

Recommend authorization for administration to enter into a five-year contract with Augusoft Lumens for registration software for Extended Educational Services for a total of \$162,064 over five years, to be funded by the Information Technology Budget.

V. **Banking RFP** (Pursuant to Policy A-106.00 Finance)

Recommend authorization for administration to enter into a contract with Huntington Bank for banking, investment, and merchant services under a three-year contract, including an optional two-year extension if the College is satisfied with fees and service.

W. **Firewall Replacement** (Pursuant to Policy A-106.00 Finance)

Recommend authorization for administration to enter into a contract with Frontier Computers for the replacement of the Firewall system at a cost of \$529,136. CRRSAA funds will be utilized for a portion of this purchase, in the amount of \$177,653; the remaining \$351,483 will be funded by the Technology Plant Fund.



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X. Lease of GLMA Tow Vessel (Pursuant to Policy A-106.00 Finance)

Recommend authorization for administration to lease a tow vessel from approximately April 24, 2021, to September 12, 2021, as presented in proposal, for an amount not to exceed \$40,000, the lease and cost of operations will be funded by the GLMA Operating Budget through FY2021 U.S. Maritime Administration funding.

VIII. REVIEW OF FOLLOW-UP REQUESTS

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

IX. ADJOURNMENT

Upcoming Board Meeting Dates:

All board meetings are open to the public.

April 26, 2021
May 24, 2021
June 28, 2021
July 26, 2021
August 23, 2021
September 27, 2021
October 25, 2021
November 22, 2021
December 20, 2021
January 24, 2022
February 28, 2022
March 21, 2022
April 25, 2022
May 23, 2022
June 27, 2022

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 *

Jacob Wheeler

Your Title *

Faculty Advisor, White Pine Press

Presentation Title *

Publishing a student newspaper through a pandemic

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

I'll describe how the White Pine Press staff adapted—both in March 2020 when NMC campus closed—and how we shifted our production of the newspaper to work remotely during the 2020-21 school year. Despite the hurdles, we are producing 5 editions each semester, and distributing 1,000 copies around campus and at locations throughout greater Traverse City. Key stories we've covered include: how COVID-19 has changed campus life; the 2020 presidential election, and its aftermath; nursing students at Munson's COVID ward; COVID and the arts, and NMC Futures for Frontliners. I'll refer to our online archives:

<https://www.whitepinepresstc.com/archive>

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. *

I'm Jacob Wheeler, faculty advisor at the White Pine Press and occasional journalism teacher at NMC. I also edit and publish the Glen Arbor Sun newspaper in my native Leelanau County, and I work part-time as communications coordinator at the Traverse City nonprofit, FLOW (For Love of Water).

This form was created inside of Northwestern Michigan College.

Google Forms



**Northwestern
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MEMO

Enrollment Services

To: Dr. Nick Nissley, President
 From: Todd Neibauer, VP for Student Services & Technologies
 Date: March 16, 2021
 Subject: Draft Enrollment Report – March 2021

Summer 2021

Registration for Summer 2021 is ongoing and our new student registration sessions begin on April 12. Applications are up 8% over this time last year as are average contact hours(+5.1%) and the rate of continuing student registration(+2.3%).

Statistics

(Resources: Digital Dashboard – Same Date Comparison SU2018-2021)

	2018	2019	2020	2021
New Students				
Registered	73	64	94	98
Prior Admits Registered	9	7	3	9
Retained from Spring	701	644	641	642
Re-Admitted Students	86	71	62	66
Average Contact Hours	6.03	5.89	6.05	6.36
Total Headcount	869	786	800	815
Total Contact Hours	5,244	4,630	4,842	5,183
Tuition	1,020,340	904,795	962,863	1,000,955

Fall 2021

Fall 2021 registration began March 10 for continuing NMC students. Orientations begin in April 12 for new NMC students. Our timing for work in the high schools has had to be adjusted from previous years but high school visits are now happening in addition to our virtual presentations. Admissions and Advising have also been meeting with returning Early College and Dual Enrolled students to prepare them for registration.

Statistics

(Resources: Digital Dashboard – Same Date Comparison FA2019-2021)

	2019	2020	2021
Inquiries	2,885	2,583	2,351
Applications	2,161	2,014	1,857
Admits	1,283	1,353	1,261

Strategic Enrollment Plan Summary

The two greatest factors affecting overall enrollment at Northwestern Michigan College are the state of the economy and the status of the COVID-19 Pandemic. While other factors are also at play they are also largely influenced by these two overriding variables. Since 2011, there has been a 54% drop in contact hours generated by students 21 and older. While much of the decline in older students is generally attributed to economic opportunity (a falling unemployment rate), in 2020, the pandemic has also created a sharper enrollment decline of 17% in younger students as well in the same timeframe.

Aside from the pandemic, demographic trends paint a challenging picture for community college enrollments in Michigan of new traditional age students. The extended forecast of graduates within the state of Michigan shows a continuing decline in graduates within the state with a loss of 15,000 annually by 2030 from current levels.

As a result of these trends, we will follow a plan that involves strategies in four major areas: new student recruitment, program offerings, student retention and success, and advocacy. From a resource perspective, investments in marketing will be an important part of addressing enrollment for program that are either new or, in high demand and low enrolled. We also need marketing that seeks to draw enrollment to our broader mission of transfer programs and Engineering Technology. These marketing investments should include consultation and planning with a marketing firm with a proven track record in higher education. In addition, staffing in the PRMC area needs to be appropriate to the task of executing against strategy planned in conjunction with consultants.

New Student Recruitment

The following goals will seek to stem the decline in new student enrollment by improving the percentage of available graduates and increasing the number of adult students.

- Increase the percentage of area graduates attending NMC by 3% by 2024.
- Increase enrollment from Career and Technical Education specifically Local area programs and Career Tech Centers by 5% by 2024.
- Increase contact hour enrollment in age categories 21+ by 15% by 2024.

Program Offerings

Goals for academic programming will be focused on providing flexible learning options for students and a marketing push for new or high demand, low enrolled programs.

- Increase the number of online/hybrid sections from 19% in 2019 to 30% for FY 2022.
- Focus marketing efforts and industry relationships to increase enrollment in new/under-enrolled programs such as: Culinary, Digital Arts(Audio Tech/VisCom), IT, Law Enforcement, Surveying, Marine Technology, Engineering Tech, General Transfer, Engineering ASE.

Student Retention and Success

It is important that we seek to help our students persist and complete their education at NMC. In particular, our returning adult students will need additional support to reintegrate into an educational setting while dealing with the challenges of work, family and finances.

- Increase fall semester retention rate to 52% and spring rate to 66% by FY2024.
- Decrease DFW rates to improve overall comprehensive student success rates.

Advocacy - BSN, Reconnect, Opportunity Scholarship, Title IV Aid

Follow Up Request

Comparisons of enrollment changes and % of courses face to face.

Community College	Spring % change in hours	Fall % change in hours	Spring % F2F	Fall % F2F
Alpena	-8.8	-5.7		
Bay	-1	1	57%	63%
Delta	-10.7	-10.8		
Glen Oaks	-11	-12	34%	44%
Gogebic	-9	-5.9		
Grand Rapids	-9.9	-7.9		
Henry Ford	-9.3	-4.7		
Jackson	-19.6	-17.5		
Kalamazoo Valley	-8.8	-9		
Kellogg	-20.4	-18		
Kirtland	-1	-13.6		
Lake Michigan	-9.8	-13.6	33%	34%
Lansing	-11.8	-14.7		
Macomb	-8.6	-15	10%	30%
Mid Michigan	-14.2	-13.5		
Monroe County	-3.3	-12		
Montcalm	1.9	-8	59%	59%
Mott	-17.9	-21.9		
Muskegon	-9.9	-12.9		
North Central Michigan	-11.4	-10.4	71%	77%
Northwestern Michigan	-14.3	-9.8	13%	13%
Oakland	-5.1	-3.6		
Schoolcraft College	-13	-13.1		
Southwestern Michigan College	-12.6	-15.7		
St. Clair County	-7.4	-9.9		
Washtenaw	-3.5	-4.2		
West Shore	-6.6	1.4	27%	32%



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MEMO

Administrative Services

To: Dr. Nick Nissley, President

From: Troy Kierczynski, Interim Vice President of Finance and Administration

Date: March 10, 2021

Subject: Summary Report for the General Fund as of February 28, 2021

The attached reports summarize the financial results for the General Fund as of February 28, 2021. The eighth month represents 67% of the year.

Month End Results

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

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

The general fund ended the month with revenue over expenses of \$5,648,829. Revenue decreased by 10% when comparing February 2021 to February 2020. The decrease is primarily due to Covid 19 related reductions in tuition and timing of property taxes. Expenses decreased by 8% when comparing February 2021 to February 2020 also primarily related to the Covid 19 impact and budget reductions in professional development.

Revenue (letters refer to the attached General Fund summary)

- A. Tuition and fees represent a 13% decrease from those of February 2020. For Spring 2021, the budget was set at 29,733 billing hours for budgeted revenue of \$5,614,662. Actual billing hours are at 29,521 hours for a total tuition revenue of \$5,553,364. Spring 2021 revenue is under budget by \$61,298.
- B. Property Taxes: Tax revenue is recorded as payments are received. The overall increase for the fiscal year is expected to be 3% 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 2021 reflects interest income only. Interest income is lower due to declining interest rates.
- F. Both Private Sources and Other Sources are timing and event dependent.

Expenses

- G. Salaries and benefits are under budget due to open unfilled positions and reduced adjunct contracts.
- H. Overall expenses are under budget at this time.
- I. Capital Outlay reflects expenditures budgeted through the allocation of COAT dollars.

Northwestern Michigan College
Unaudited



Summary Report for General Fund Accounts

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

Fiscal Year 2021, Period 08

Funds	Accounts	2020-2021 Adjusted Budget	YTD Activity	% of Annual Budget	
TOTAL GENERAL FUND					
50	Revenues				
	Tuition and Fees	20,271,034	14,843,302	73.22%	A
	Property Taxes	11,485,363	9,268,540	80.70%	B
	Other Local	0	0	*	
	Local Sources	31,756,397	24,111,842	75.93%	
	State Sources	8,543,730	5,763,282	67.46%	C
	Federal Sources	524,000	206,977	39.50%	D
	Private Sources	1,268,000	348,314	27.47%	F
	Investment Income	274,000	58,923	21.50%	E
	Other Sources	353,250	197,270	55.84%	F
	Total Revenues	42,719,377	30,686,608	71.83%	
60	Labor				
	Salaries & Wages	21,182,285	13,505,133	63.76%	G
	Benefits	9,072,070	6,115,689	67.41%	G
	Total Labor	30,254,355	19,620,822	64.85%	
70	Expenses				
	Purchased Services	2,391,755	1,186,862	49.62%	H
	Supplies & Materials	3,288,261	1,442,722	43.87%	H
	Internal Services	104,020	-11,116	-10.69%	H
	Other Expenses	1,705,773	710,171	41.63%	H
	Institutional Expenses	1,726,924	906,056	52.47%	H
	Maintenance & Renovation	1,778,289	974,746	54.81%	H
	Prof Develop, Travel & Events	180,000	138,888	77.16%	H
	Capital Outlay	50,000	24,123	48.25%	I
	Total Expenses	11,225,022	5,372,452	47.86%	
	Total Expenditures	41,479,377	24,993,274	60.25%	
80	Transfers				
	Transfers	1,740,000	44,505	2.56%	
	Total Transfers	1,740,000	44,505	2.56%	
	Total Expenditures and Transfers	43,219,377	25,037,779	57.93%	
	Net Revenues over (under) Expenditures	-500,000	5,648,829		



**Northwestern Michigan College
Comparison - Fiscal Year to Date
General Fund
Feb 2021 vs. Feb 2020**

INTERIM
This statement does not
reflect year-end results.

	YTD 2/28/2021	YTD 2/28/2020	\$ Diff	% Diff	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 14,843,302	\$ 16,997,746	\$ (2,154,444)	-13%	Decrease is due primarily to expected lower enrollments, associated fees, lower EES revenue, and flight fees (all partially impacted by COVID-19)
Property Taxes	9,268,540	9,005,791	262,749	3%	Timing of property tax payments received from townships
Total Local Sources	24,111,842	26,003,537	(1,891,695)	-7%	
State Sources	5,675,535	5,754,776	(79,241)	-1%	Consistent with prior year
State PPT Reimbursement	87,747	77,951	9,796	13%	Changes in property tax values assessed for this reimbursement (will fluctuate year to year)
Federal Sources	206,977	1,321,495	(1,114,518)	-84%	Timing of MARAD fuel reimbursements (requesting reimbursement for fuel in the spring for FY21 instead of the fall for dry docking of GLMA ship)
Private Sources	348,314	402,718	(54,404)	-14%	Timing of Foundation gifts
Investment Income	58,923	269,339	(210,416)	-78%	Higher interest/dividends recognized in FY20 than in FY21
Other Sources	197,270	294,196	(96,926)	-33%	Primarily due to lower Lobdell sales and lower room/equipment rentals in FY21
Total Revenue	30,686,608	34,124,012	(3,437,404)	-10%	
Expenses					
Salaries and Wages	13,505,133	14,034,964	(529,831)	-4%	Primarily driven by lower adjunct salaries in FY21 due to less offerings related to COVID impacts on student enrollment and lower vacation payouts in FY21 (more payouts in FY20 following Training Service employee departures and Tim Nelson retirement)
Benefits	6,115,689	6,062,169	53,520	1%	Consistent with prior year
Purchased Services	1,186,862	1,391,498	(204,636)	-15%	Primarily due to miscellaneous savings in purchased services for EES
Supplies & Materials	1,442,722	1,898,056	(455,334)	-24%	Decrease is driven primarily by timing of GLMA and Aviation fuel purchases and lower general supply expenses in FY21. Also, lower fee related expenses for international trips in FY21 (cancellations/refunds due to COVID for international trips occurred after February in FY20)
Internal Services	(11,116)	83,095	(94,211)	-113%	Driven by lack of internal events on campus due to COVID
Other Expenses	710,171	983,873	(273,702)	-28%	Primarily related to lower recruiting/promotional expenses in FY21 along with decreases in other areas including non-professional development travel expenses and Native Tuition waivers
Institutional Expenses	906,056	999,930	(93,874)	-9%	Primarily due to the timing of invoices/payments in FY21
Maintenance & Renovation	974,746	1,051,358	(76,612)	-7%	Primarily due to lower equipment maintenance expenses in FY21
Professional Development	138,888	431,280	(292,392)	-68%	Due to reduction of professional development expenses due to cancellation of work-related travel during COVID
Capital Outlay	24,123	231,236	(207,113)	-90%	Decrease is due to reduction in budget for FY21
Total Expenses	24,993,274	27,167,459	(2,174,185)	-8%	
Transfers	44,505	199,384	(154,879)	-78%	Aviation flight hours transfer \$177,364 less transfer of admin and wage expenses to CARES Act (CRF) fund (\$131,642) and transfer of aviation lost revenue to CARES Act (CRF) fund (\$1,217)
Total Expenses & Transfers	25,037,779	27,366,843	(2,329,064)	-9%	
Net Revenue Over (Under) Expenses	\$ 5,648,829	\$ 6,757,169	\$ (1,108,340)	-16%	



**Northwestern Michigan College
Comparison - Month Over Month
General Fund
Feb 2021 vs. Jan 2021**

INTERIM
This statement does not
reflect year-end results.

	YTD 2/28/2021	YTD 1/31/2021	Feb 21 Activity	Jan 21 Activity	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 14,843,302	\$ 13,314,584	\$ 1,528,718	\$ 2,252,889	Allocated spring fees in January (allocations are recorded at the beginning of spring/fall semesters); partially offset by higher tuition allocation in February than in January (4 weeks in February vs. 3 weeks in January)
Property Taxes	9,268,540	7,125,272	2,143,268	1,499,054	Timing of fall/winter tax collections received
Total Local Sources	24,111,842	20,439,856	3,671,986	3,751,943	
State Sources	5,675,535	4,555,046	1,120,489	1,120,488	Consistent with prior month
State PPT Reimbursement	87,747	87,747	-	-	Consistent with prior month
Federal Sources	206,977	206,977	-	-	Consistent with prior month
Private Sources	348,314	347,664	650	225,650	Timing of Foundation gifts (quarterly)
Investment Income	58,923	58,363	560	180	Consistent with prior month; slightly higher interest and dividends received in February
Other Sources	197,270	185,186	12,084	21,707	Revenue recognized in January for quarterly NJTP administrative fees assessed and quarterly office space rental
Total Revenue	30,686,608	25,880,839	4,805,769	5,119,968	
Expenses					
Salaries and Wages	13,505,133	11,773,954	1,731,179	1,592,127	Lower adjunct pays in January - consistent with a new semester
Benefits	6,115,689	5,363,383	752,306	1,025,891	HSA payouts distributed in January
Purchased Services	1,186,862	979,985	206,877	160,203	Primarily driven by timing of Sodexo facilities invoices
Supplies & Materials	1,442,722	1,240,885	201,837	244,738	Primarily driven by the timing of GLMA fuel purchases, GLMA fire training purchases, and postage account payments in January
Internal Services	(11,116)	(11,772)	656	(5,908)	Primarily due to internal fitness fee transfer made in January (allocated at the beginning of spring/fall semesters)
Other Expenses	710,171	636,515	73,656	102,609	Primarily driven by higher printing expenses and higher GLMA non-professional development travel expenses related to ship maintenance in January
Institutional Expenses	906,056	766,276	139,780	165,484	Primarily driven by higher snow removal related expenses in January
Maintenance & Renovation	974,746	857,573	117,173	143,689	Higher NMC equipment expenses in January (multiple small items) and higher grounds maintenance expenses in January including tree removal services
Professional Development	138,888	120,333	18,555	26,599	Low activity in professional development primarily related to memberships and webinars
Capital Outlay	24,123	24,123	-	15,332	No activity in February
Total Expenses	24,993,274	21,751,255	3,242,019	3,470,764	
Transfers	44,505	45,722	(1,217)	-	Aviation flight hours transfer \$177,364 less transfer of admin and wage expenses to CARES Act (CRF) fund (\$131,642) and transfer of aviation lost revenue to CARES Act (CRF) fund (\$1,217)
Total Expenses & Transfers	25,037,779	21,796,977	3,240,802	3,470,764	
Net Revenue Over (Under) Expenses	\$ 5,648,829	\$ 4,083,862	\$ 1,564,967	\$ 1,649,204	



Northwestern Michigan College
Income Statement Projections - General Fund
For the Year Ended June 30, 2021
As of 3/12/21

INTERIM
This statement does not
reflect year-end results.

	FY20 Actual	FY 21 Budget	YTD 3/12/2021	FY 21 Projected	Difference vs. Budget	Comments
Revenue						
Local Sources:						
Tuition & Fees	\$ 21,364,804	\$ 20,271,034	\$ 14,958,628	\$ 19,352,457	(918,577)	Covid-19 restrictions substantially impacted the College's non-credit tuition and workshop revenue. Extended Education (EES) and Marine Center projected revenue shortfalls of \$700k and \$230k, respectively, are offset by higher than anticipated Fall 2020 enrollment (for-credit).
Property Taxes	11,163,672	11,485,363	9,288,986	11,485,363	-	In line with budget
Total Local Sources	32,528,476	31,756,397	24,247,614	30,837,820	(918,577)	
State Sources	9,169,059	8,341,730	5,380,642	9,687,086	1,345,356	State appropriations flat compared to a planned 15% decrease
State Property Tax Reimbursement	199,023	202,000	87,747	156,014	(45,986)	Slightly lower than planned PPT payments from Local Community Stabilization Authority (LCSA)
Federal Sources	1,368,032	524,000	206,977	1,009,977	485,977	GLMA direct funding moved out of general fund into federal award funds
Private Sources	880,473	1,268,000	348,314	1,268,000	-	Many funding requests from Foundation are billed at the end of the fiscal year
Dividend and Interest Income	424,287	274,000	58,923	132,576	(141,424)	Near zero federal funds rate is minimizing returns
Unrealized Gain (Loss) on Investments	43,746	-	-	-	-	
Other Sources	417,066	353,250	206,843	358,996	5,746	In line with budget
Total Revenue	45,030,162	42,719,377	30,537,060	43,450,469	731,092	
Expenses						
Salaries and Wages	21,715,385	21,182,285	14,392,766	21,515,380	333,095	Expected FY20 GLMA summer cruise wages shifted to FY21 due to Covid-related cruise delays
Benefits	8,774,325	9,072,070	6,498,231	8,887,754	(184,316)	Health and dental expenses are trending under budget
Purchased Services	2,049,534	2,391,755	1,221,733	2,150,132	(241,623)	Savings in food services by using culinary staff for GLMA cruise (Summer 2020); legal and advertising trending lower than planned
Supplies & Materials	2,430,475	3,288,261	1,482,458	2,600,274	(687,988)	No int'l trips (250k budget), less consumption of supplies due to remote work and instruction
Internal Services	92,561	104,020	(10,843)	(1,862)	(105,882)	Savings from lack of in-person internal events due to Covid
Other Expenses	1,534,239	1,705,773	730,422	1,490,452	(215,321)	Savings in non-PD events and travel due to Covid restrictions
Institutional Expenses	1,519,695	1,726,924	943,134	1,596,553	(130,371)	Savings in electricity and heat due are expected due to shutdown
Maintenance & Renovation	1,609,299	1,778,289	994,088	1,722,268	(56,021)	Comparable to budget
Professional Development	555,708	180,000	139,212	226,634	46,634	Reduced conferences and events due to Covid restrictions
Capital Outlay	347,272	50,000	24,123	50,000	-	
Total Expenses	40,628,493	41,479,377	26,415,324	40,237,586	(1,241,791)	
Transfers Out (In)						
Plant Fund - General Maintenance	1,519,740	500,000	-	500,000	-	Transfer for maintenance of capital
Plant Fund - Technology Maintenance	500,000	500,000	-	500,000	-	Transfer for maintenance of technology
Plant Fund - Facility Fee for Maintenance	40,000	-	-	-	-	
Plant Fund - Aviation Capital Fund	300,912	340,000	177,365	340,000	-	Transfer for Aviation equipment fund; based on revenue, calculated using tachometer hours
Plant Fund - EES Transfer for Elevate	24,550	-	-	24,550	24,550	Transfer for EES purchase of Elevate software (year 5 of 5)
Bd Designated - Strategic Projects	500,000	250,000	-	250,000	-	Transfer for strategic projects
Bd Designated - Funds for Transformation	50,000	50,000	-	50,000	-	Transfer for funds for transformation
Restricted Fund - CARES Act Funding	(1,246,119)	-	(132,860)	-	-	
Restricted Fund - GLMA Heritage Act	-	-	-	943,091	943,091	Transfer Heritage Act fund balance to restricted fund
Program Specific	(7,479)	100,000	-	500,000	400,000	MARAD direct payments are reserved for the GLMA program
Budgeted Use of General Fund Reserves	-	(500,000)	-	-	-	
Total Transfers	1,681,605	1,240,000	44,505	3,107,641	1,867,641	
Total Expenses & Transfers	42,310,098	42,719,377	26,459,829	43,345,227	625,850	
Net Revenue Over (Under) Expenses	\$ 2,720,065	\$ -	\$ 4,077,231	\$ 105,243	\$ 105,243	



MEMO: Resource Development

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

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

Date: March 15, 2021

Subj: Foundation Update

Fund Raising – a “check” on FY21 goals

- FY21 overall dollars raised as part of the Be What’s Possible Campaign:

\$ 5,103,621	Total received (including Annual Fund, pledges, and <i>documented planned gift intentions</i>) raised toward goal
<u>+ \$157,528</u>	Gross event revenue
\$5,261,149	Total of gifts + events (Goal: \$4,250,000)

Foundation Initiatives

- Foundation staff have illustrated plans to maximize the potential for ongoing charitable support of NMC and our students, through the successful conclusion of “Be What’s Possible,” and into the future.
- Foundation staff have collaborated with the Dennon Museum staff team to organize a new fundraising campaign 3/15-3/17 to raise support for the Dennon during this challenging time.
- Four new members have recently been welcomed into the Foundation’s Biederman Society with appreciation for including NMC in their estate plans.
- Planning is underway for the 40th Annual Scholarship Open to be held August 5 at the Grand Traverse Resort & Spa.

For your calendars:

- The Foundation Board will hold a virtual study session March 24 at 2:00pm.
- The Foundation Finance & Audit Committee will meet virtually April 21 at 7:30am.
- The Foundation Board will meet virtually April 28 at 7:30am.
- The Taste of Success (to-go this year!) provides critical support for the GLCI program and students. The event is scheduled for April 16 with meal pick-ups and a live Zoom event. For \$200 recipients receive a full world tour of food (enough to serve 2). [Click here](#) to purchase tickets or sponsor the event!

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



MEMO

*Public Relations, Marketing,
and Communications*

To: Nick Nissley, President

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

Date: 2-15-21

Subject: February 2021 Monthly Report

February is traditionally a softer month in public relations, marketing and communications at NMC between the busy start of the semester, and rush to commencement. Paid efforts see a planned decrease in sync with the admissions recruiting pushes later this spring. Fewer in-person activities due to the COVID-19 pandemic continue to impact social media performance. Importantly, PRMC also summarized seven months of work to assess and re-imagine how the college can better meet its needs in the area of PR, marketing and communication. Thanks for the guidance and support of President Nissley, the committee and our expert consultant, we are finalizing a plan to help support NMC's strategic enrollment management efforts and strengthen the college's brand equity. We will present our findings to the board in April. The following is an overview of the work of PRMC for February 2021.

Paid Media

- Google search, display, remarketing
- Paid Facebook
- Paid Instagram
- Spotify
- Programmatic digital

With a planned, moderate decline in spend, we saw an expected dip in some MOM performance. This will continue until the increase in May to compliment increased admissions recruiting efforts. YOY continues to be strong. Traffic through the adult learner campaign continues to be strong in support of the MI Reconnect program.

Outcomes:

- Display

	February '20	MOM	January '20	YOY	February '19
clicks	64,227	14%↓	74,896	417%↑	12,441
imprs.	4,257,833	1%↑	4,198,304	86%↑	2,292,499

- Paid social
 - One FB/IG campaign (1/1-1/31)
 - 2,767 clicks to landing page
 - Web traffic (12/1-12/31)
 - [Traditional learner landing page](#) for paid campaigns
 - 29,969 visits/pageviews
 - 13% of all site traffic
 - It's driven:
 - 242 schedule a visit page
 - 145 Degrees & Certificates page
 - 105 to the Academic programs page
 - [Adult learners landing page](#)
 - 26,514 visits/pageviews
 - It's driven:
 - 51 visits to the main programs page
 - 39 visits to the admissions page
 - 26 visits to the financial aid page
 - 18 visits to the degrees and certificates page

Earned Media

Monthly recap of media coverage and sentiment

NMC was featured in 51 media mentions with an estimated publicity value of \$8,000 based on the Cision media monitoring system.

Media stories that had high attention include:

- [Why is it so hard for workers to find new jobs?](#) The Hechinger Report, Feb. 1
- [Deafness, ADHD, Physical Disabilities, PTSD And More: All Leanne's Award-Winning Work At NMC](#) The Ticker, Feb. 7
- [NMC Receives \\$1 Million Gift From Kim Hagerty, Antonio Simao](#) The Ticker, Feb. 16
 - [9&10 News, Feb. 16](#)
 - [UpNorthLive, Feb. 16](#)

Media sentiment ranking for February (based on a Cision algorithm that ranks pre-assigned tone of keywords) shows 95.7% positive or neutral coverage. This is a increase MOM (January, 91.6%) and decrease YOY (2020, 97.9%). The results categorized as negative include coverage of Trustee Oblinger.

Owned Media

Monthly published owned media

During February, PRMC published one NMC Now e-newsletters to 865 supporters and community members. The average open rate was 39.8%.

The feature article from 2-17-21 [Success Story: Emergency aid buoys students on the verge of graduation](#) was the most popular link clicked.

Other popular links include:

- [Gov. Whitmer's 2021 priorities for northern Michigan](#) UpNorthLive, Feb. 8
- [Sky's the limit for Harbor Springs drone program](#) Charlevoix-Emmet ISD, February 2021

- [Meet the players working to bring more business to northern Michigan](#) Traverse City Business News, Feb. 2021

We are building content for the June 2021 Nexus magazine. The cover story highlights the many services NMC offers to help students succeed.

Shared Media

Monthly progress report on NMC's Main social media channels

A decrease in paid social media posts MOM and a fewer on campus YOY resulted in a decline in engagement and impressions. Organic performance remains steady. We are exploring ways to better engage users via other social media platforms including expanding on snapchat and investigating TikTok where younger audiences spend more of their time.

Highest performing organic posts this year include President Nissley delivering masks to young Hawk Owls, WNMC on World Radio Day, snow day, successful alumna, superbowl and ski ticket giveaway.

Platform	Followers	Impressions	Engagement	Gender	Age	Region
Facebook	11,769 Up 2.3% YOY  Flat MOM	99.4% up YOY  35.2% down MOM 	78.5% down YOY  28.7% down MOM 	Fans 68% F 31% M Reach 48%F 51%M	#1 25-34 (26.5%) #2 35-44 (20%) #3 45-54 (19.7%)	GT Region & Grand Rapids
Instagram	2,589 up 17.7% YOY)  0.7% up  MOM	31.2% up YOY  60.7% down MOM 	15.1% Down YOY  14.6% up MOM 	62% F 37% M	#1 18-24 (30.3%) #2 25-34 (29.7%) #3 35-44 (18.2%)	GT Region & Grand Rapids



Northwestern
Michigan
College

MEMO

Administrative Services

To: Dr. Nick Nissley, President

From: Stephen Siciliano, Vice President for Educational Services
Vicki Cook, Special Assistant to the President

Date: March 11, 2021

Subject: Monthly Strategic Planning update

This memo is intended to provide a monthly update of the activities related to Strategic Planning that the college is undertaking with our external consultant CampusWorks.

The major activities for March included a kickoff meeting with the Nick, Stephen, Vicki, Diana, Lynne and Holly. This was to establish our bi-weekly and monthly updates with CampusWorks and to discuss the timeline.

Upcoming events include:

- March 26: Leadership Council kick-off meeting
- Week of March 29: Steering Committee kick-off meeting
- April 5: Trends in Higher Education and kick-off meeting – employee workshop
- April 6: Board of Trustees kick-off meeting
- April 9: Student Experience workshop

There will be several surveys that will be sent out in April. These will be sent to students, employees and community members to gain perspective on our current and future state. The month of April will include a number of meetings to kick-off our planning process. The months of April through June we will be engaged in listening to our community partners in order to draft the future direction for NMC.

We are excited to be working with CampusWorks and believe their work plan provides for a wide variety of community, student and employee engagement.

Northwestern Michigan College
 BOARD OF TRUSTEES
Executive Committee Minutes
 Thursday, March 11, 2021
 Traverse City, MI 49686
 Virtual Zoom Webinar ID: 996 7792 1756

Committee Chair Chris Bott called the meeting to order at 12:30 p.m.

In compliance with PA 254 each trustee should publicly announce if they are attending remotely and provide their current physical location. The member's announcement must identify specifically the member's physical location by stating the county, city, township, or village and state from which he or she is attending the meeting remotely.

Members Present: **Chris Bott**, remotely from the City of Traverse City, Grand Traverse County, Michigan; **Rachel Johnson**, remotely from Blair Township, Grand Traverse County, Michigan; **Kennard Weaver**, remotely from Peninsula Township, Grand Traverse County, Michigan

Members Absent: None

Others Present: President Nick Nissley, Holly Gorton, Lynne Moritz

Upcoming Board of Trustees Meeting Agenda

The draft agenda for the March 22, 2021, Board meeting was reviewed. It was determined to have a discussion item added to allow for an open, full Board discussion pertaining to the continuation of conducting Board meetings in a virtual format as legally allowed.

Strategic Initiatives and Planning Update

President Nick Nissley provided a COVID update, noting that the number of on-campus student exposures had increased, but not at an alarming rate and assured committee members that college safety protocols were still in place.

Nissley shared a summary of the Strategic Enrollment Plan that will be presented at the March Board meeting. He also noted that the plan will call for additional marketing efforts that will be addressed in a Public Relations, Marketing and Communications plan to be presented the following month.

President Nissley reminded committee members that a full Board of Trustees Strategic Planning Kickoff event was being planned for April 6, 2021, that would include a review of the Mission, Vision and Values of the college. He also indicated that several other workshops were being planned by the CampusWorks consultant group to engage campus, students, and external stakeholders in the process.

Other Discussion

Nissley explained that Interim Vice President of Finance and Administration Troy Kierczynski

will be presenting a first view of the FY2022 budget at the March 22, 2021, Board meeting. Nissley noted that this year's 2.5% state appropriation increase is a one-time increase and not built into the base funding going forward. Therefore, a tuition increase may be required and proposed.

The president also said that the college is beginning to look for legislative earmarks for green energy funding for a changeover of NMC's power plant to an alternative energy source. Committee members suggested working with MCCA on this issue because of the potential of a tuition restraint tied to earmarks.

President Nissley let committee members know that a team, with an external facilitator, had been charged with reimagining the Great Lakes Culinary Institute to better align with student and industry needs.

Kennard Weaver shared that he was participating in the Traverse Connect DEI Summit that day and would provide a report on it to the Board at the March 22 meeting.

Public Comment—There was no public comment offered.

The meeting was adjourned at 1:20 pm

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

DIVERSITY EQUITY & INCLUSION

Rachel Johnson and I attended sessions of the Diversity Equity and Inclusion webinar presented by Traverse Area Human Resource Association on March 11, 2021.

There were three panel sessions with breakout tables for discussion. The attendance and comments indicated a great deal of local interest in the subjects discussed. The speakers noted that diversity is easy to quantify, and therefore often gets more attention than equity or inclusion, which are difficult to measure.

We expect the Traverse Connect DE & I Committee will be making more presentations in the near future.

Kennard Weaver, Trustee

March 11, 2021



148 E. Front Street, Suite 203
Traverse City, MI 49685

Phone: (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: Tuesday, March 16, 2021
Re: State/Federal Legislative Update

State

FY22 State Budget Process

The Michigan Legislature continues to deliberate on the FY22 state budget including the Community College and Michigan Department of Labor and Economic Opportunity budgets. Most recently, on March 11, the House Appropriations Committee on Higher Education and Community Colleges as well as the Senate Appropriations Subcommittee on Universities and Community College took testimony from several colleges and universities. It is expected that the committees will meet again this week prior to any movement of the FY22 budget bills sometime after the legislative spring break.

Actions

NMC continues to advocate for several key priorities to be included in the FY22 budget and detailed these priorities to the legislature in a letter dated February 23. These priorities include:

FY2022 Community College Executive Budget Recommendation

- **\$6.5 million in additional one-time base funding for community college operations.** This will provide NMC with an additional \$177,000 in operational funding. However, we do not support tie barring this funding to mandated tuition control measures. NMC takes great pride in offering an affordable college education and despite the COVID-19 pandemic and budget challenges this year, our locally elected board approved a budget that held student tuition rates flat.
- **\$2.6 million for community college retirement obligations (MPSERS contribution).** For this past fiscal year, state support for NMC's retirement obligation was just over \$2 million dollars. Continued state support helps NMC in keeping operating costs down.
- **\$12.7 million in FY21 supplemental funding to address the impacts of COVID-19.** This will provide NMC with an additional \$375,000 in supplemental funding to support our efforts to address the COVID-19 pandemic and we would ask for flexibility in how these funds could be used.

FY2022 Department of Labor and Economic Opportunity Executive Budget Recommendation

- **\$120 million for the Michigan Reconnect Program.** As you may know, the Grand Traverse region is home to more than 19,000 adults over the age of 25 who do not have a degree, who would be eligible for this program.
- **\$60.4 million for the Futures for Frontliners Program** to support existing and additional frontline workers. NMC has already seen great success with the Frontliners program—registering 489 students with 269 of these being new/readmitted students.
- **\$12 million to support the many wraparound services NMC offers for both Michigan Reconnect and the Futures for Frontliners programs.** NMC currently provides many wraparound services

including math and writing bootcamps, career and academic advising, tutoring, personal counseling and success coaching. Given the many different needs of our students, maintaining flexibility in the use of these funds, including using them to support additional staff, will be critical for our success. Of this funding, \$6 million was included as part of the Fiscal Year 2021 MI COVID Recovery Plan, and \$6 million is recommended in fiscal year 2022. Supports may include childcare, tutoring, and career counseling.

Futures for Frontliners and Michigan Reconnect Technical Fix Suggestions

As you know, community colleges continue to work with the State on implementing both the Futures for Frontliners and Michigan Reconnect programs. During this implementation process, several opportunities to improve these programs have become apparent.

Actions

On March 2, NMC sent a letter to our local legislators as well as the Governor asking that they consider the following technical fixes to both programs:

- Satisfactory Academic Progress (SAP)
 - We are asking that the Michigan Reconnect law be changed to allow for SAP to be used as a determination for a student's ongoing eligibility in the program.
- Out of District Students
 - We are asking that the Michigan Reconnect law be amended to allow for the program to pay for out-of-district tuition for PELL Grant eligible students, up to the cost of tuition and mandatory fees to cover the difference between in-district and out of district tuition and fees.

Representative John Roth Innovation Center Tour

On Monday, March 15, Dr. Nissley and myself had the opportunity to meet with State Representative John Roth and provide him with a tour of the West Hall Innovation Center. Representative Roth highlighted his support and efforts to advance nursing baccalaureate legislation before the end of the year and indicated that this effort would ramp up after the state budget process is completed. We also discussed the FY22 state budget priorities (outlined above) and he expressed his support for these. We also provided some greater detail about the differences and similarities between the Futures for Frontliners Program and the Michigan Reconnect Program.



Federal

COVID-19 Stimulus Legislation

As you know, Congress passed and President Biden signed the American Rescue Plan, which provides \$1.9 trillion in pandemic-aid. The Senate published a [title-by-title](#) summary of the bill and a [summary of the modifications](#) the Senate made to the original House bill.

The bill contains \$39.6 billion to support institutions of higher education, and includes:

- \$36 billion for public and nonprofit institutions of higher education,
- Institutions are required to direct 50% of their funding to students in the form of emergency grants,
- \$3 billion for HBCUS's, TCUs and other MSIs,
- \$198 million for institutions with the greatest pandemic-related needs.

Other notable provisions in the bill include:

- \$350 billion for states and local governments,
- \$40 billion to support child care providers,
- \$300 per week in extended unemployment benefits through September 2021.

The following information is meant to inform your discussion at the March 22, 2021, Board meeting pertaining to Board meeting format. Most of it has been provided by NMC legal counsel.

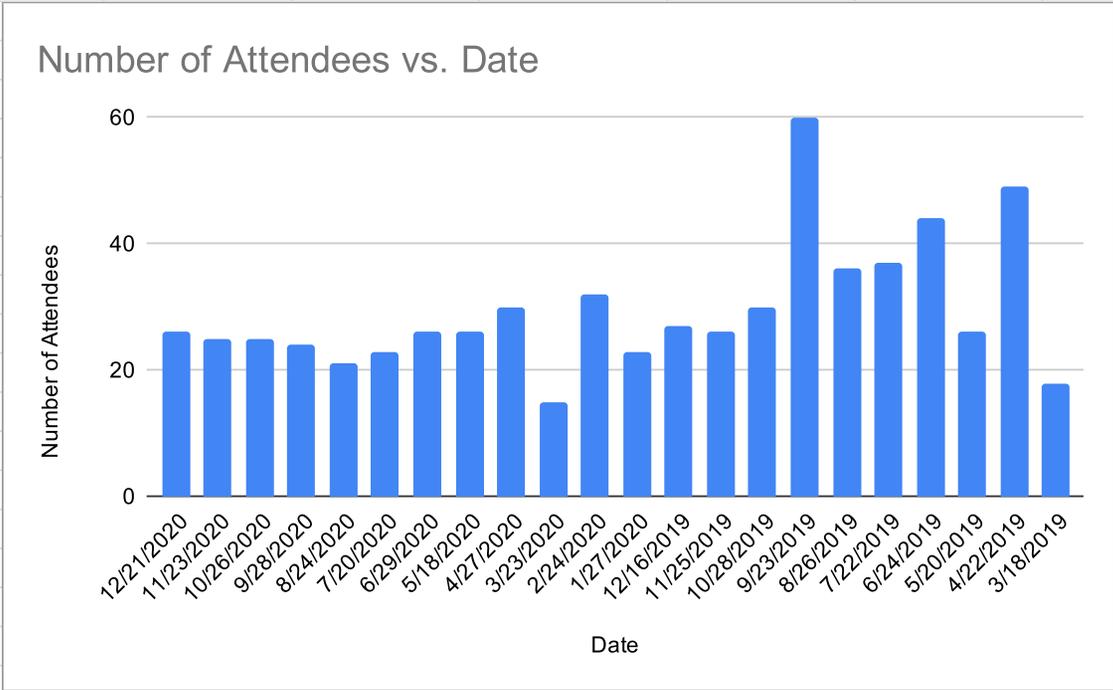
The current version of the OMA permitting remote meetings expires after March 30 – effectively requiring in-person meetings starting March 31, absent another legislative change (or a local, declared state of emergency permitting remote meetings after March 30).

Traverse City is a public body with police/public health powers, which can declare states of emergency or disaster under their charter or local ordinance and the Emergency Management Act 390 PA 1976. Schools, libraries, and other governing bodies unable to declare these emergencies, like NMC, will likely be able to rely on an emergency declaration declared by their local city/village/township/county. So, as long as Traverse City continues to declare a local state of emergency (as it is currently stated through April 30, 2021), NMC should be able to use that to continue to meet remotely. Once that expires without extension and without another legislative change, however, the NMC BOT will not have a choice but to meet in-person. Until then, NMC legal counsel recommends to continue to meet remotely, or until there is confidence that enough vaccines have been distributed in the area.

Attached is a PowerPoint that attorney Steve Mann, with Miller Canfield, prepared for a presentation he is giving about the latest rules under the OMA. You'll likely find it helpful for the Board discussion, as a summary of how we got to where we are and what could happen next.

The next page provides a two-year history of board meeting attendance.

Date	Number of Attendees
2/22/2021	23
1/25/2021	27
12/21/2020	26
11/23/2020	25
10/26/2020	25
9/28/2020	24
8/24/2020	21
7/20/2020	23
6/29/2020	26
5/18/2020	26
4/27/2020	30
3/23/2020	15
2/24/2020	32
1/27/2020	23
12/16/2019	27
11/25/2019	26
10/28/2019	30
9/23/2019	60
8/26/2019	36
7/22/2019	37
6/24/2019	44
5/20/2019	26
4/22/2019	49
3/18/2019	18



What's the Latest with the Open Meetings Act?

Steve Mann

Miller Canfield

 michigan municipal league

March 16-17



CAP
CON
2021

Agenda

- A look back on Executive Orders
- 2020 Legislative Amendments to OMA
- Where are we now? Pending Legislation
- Options for public meetings after March 30
 - Indoor
 - Outdoor
 - Remotely
- Questions



March 16-17

A Look Back on Executive Orders

Executive Order 2020-15

- **Provided temporary authorization for Remote Participation in Public Meetings; Relief from statutorily required monthly school board meetings**
- **Issued: March 18, 2020, with immediate effect**
- **Expired: April 15, 2020**

March 16-17

A Look Back on Executive Orders

Executive Order 2020-48

- **Rescinded EO 2020-15, but extended the ability of public bodies to conduct remote public meetings under the same terms and conditions as originally authorized under EO 2020-15**
- **Issued: April 14, 2020**
- **Expired: May 12, 2020**

A Look Back on Executive Orders

Executive Order 2020-75

- **Rescinded EO 2020-48, but extended the ability of public bodies to conduct remote public meetings under the same terms and conditions as originally authorized under EO 2020-48**
- **Issued: May 6, 2020**
- **Expired: June 30, 2020**

2020 Legislative Amendments to OMA

Public Act 228 of 2020 (HB 1108)

- **Signed into law on Oct. 16, 2020 with immediate effect**
- **Amendments apply retroactively to March 18, 2020**
- **Allowed public bodies to conduct electronic "virtual" meetings with remote participation for any reason through Dec. 31, 2020, and through Dec. 31, 2021 under specific circumstances**
 - medical condition (illness, injury disability or other health-related condition)
 - statewide or local state of emergency or state of disaster declared pursuant to law or charter by the governor or a local official or local governing body (and meeting held in person would risk the personal health or safety of members of the public or the public body)
 - military duty (in perpetuity)

March 16-17

2020 Legislative Amendments to OMA

Public Act 228 of 2020 (HB 1108)

- **The public body may use technology to facilitate typed public comments during the meeting submitted by members of the public participating in the meeting that may be read to or shared with members of the public body and other participants to satisfy the requirement under OMA that members of the public be heard by others during the electronic meeting.**

2020 Legislative Amendments to OMA

Public Act 254 of 2020 (SB 1246)

- Signed into law Dec. 23, 2020 with immediate effect
- Extended authority for public bodies to conduct electronic "virtual" meetings for any reason through March 30, 2021
- Added Covid-related safety procedures for public meetings held in-person before April 1, 2021 (i.e. social distancing, clean/disinfect)

2020 Legislative Amendments to OMA

Public Act 254 of 2020 (SB 1246)

(CONTINUED)

- Commencing on March 31, 2021 through Dec. 31, 2021, public bodies may only meet remotely under specific circumstances
 - a medical condition (not defined by OMA)
 - a statewide or local state of emergency or state of disaster
- **military duty (in perpetuity)**

March 16-17



Where are we now? Pending Legislation

HB 4286 - Pending

- **Extends remote meeting option in perpetuity for unelected and uncompensated (except for travel) boards.**
- **Designed for boards with long distances between members; not for pandemic purposes**
- **Introduced Feb. 23**
- **Referred to Local Government and Municipal Finance Committee**

March 16-17

Where are we now? Pending Legislation

HB 4371 - Pending

- Extends remote meeting option in perpetuity for a public body that is a “local legislative or governing body”
- Introduced Feb. 25
- Referred to Local Government and Municipal Finance Committee
- Chance of passing?

March 16-17

Where are we now? Pending Legislation

SB 207 - Pending

- Extends remote meetings for any reason through June 30, 2021
- Introduced March 4
- Referend to Committee on Government Operations

March 16-17

Options for Public Meetings After March 30

Absent a legislative amendment to OMA, public bodies basically have three choices for holding public meetings after March 30

- **Indoor in-person meetings**
 - Must conform with any current MIOSHA and MDHHS orders (currently MDHHS order caps attendance at 25 people)
 - Must conform with any local or county health department orders
 - A public body may not turn away a member of the public that wants to attend the meeting
 - Hybrid with public body meeting indoors and public attending remotely?
- **Outdoor in-person meetings**
 - All of the above apply (current MDHHS order caps attendance at 300)

Options for Public Meetings After March 30

Absent a legislative amendment to OMA, public bodies basically have three choices for holding public meetings after March 30

(CONTINUED)

- **Remote Meetings**
 - Members absent due to military duty can attend remotely
 - Members absent due to a medical condition can attend remotely
 - OMA doesn't define "medical condition"; affidavit attesting to need
 - Public bodies may meet remotely if there is a declared statewide or local state of emergency or state of disaster (NEXT SLIDE)
- **Remember** – Current MDHHS/MIOSHA orders require employees to work remotely if possible through April 15

Options for Public Meetings After March 30

Absent a legislative amendment to OMA, public bodies basically have three choices for holding public meetings after March 30

(CONTINUED)

- **Remote Meetings – Declared State of Emergency or Disaster**

- “to accommodate the absence of any member of the public body due to...a statewide or local state of emergency or state of disaster declared pursuant to law or charter or local ordinance by the governor or a local official, governing body, or chief administrative officer *that would risk the personal health or safety of members of the public or the public body if the meeting were held in person...*” MCL 15.263(2)

Options for Public Meetings After March 30

- **Remote Meetings – Declared State of Emergency or Disaster**
- **State of Emergency or State of Disaster declared pursuant to law or charter or local ordinance. MCL 15.263(2)**
 - Check City or Village Charter for authority
 - Declare a State of Emergency/Disaster pursuant to police/public health powers
 - Home Rule City Act, MCL 117.3(j)
 - Home Rule Village Act, MCL 78.23(f)
 - General Law Village Act, MCL 67.1(c)
 - (General Law Village Act, MCL 64.2 President's powers)

March 16-17

Options for Public Meetings After March 30

- **Remote Meetings – Declared State of Emergency or Disaster**
- **State of Emergency or State of Disaster declared pursuant to law or charter or local ordinance. MCL 15.263(2)**
 - Declare a State of Emergency/Disaster pursuant to Emergency Management Act, 390 PA 1976
 - Defines “disaster” to include “epidemic”
 - Section 9 – Appointment of Emergency Management Coordinator
 - Section 10 – Declaration of Emergency
 - Declared by chief executive official of county or municipality
 - Effective for 7 days
 - May be extended by Governing Body
 - Declare State of Emergency or Disaster pursuant to Section 3(2) of OMA

March 16-17

Options for Public Meetings After March 30

- **Remote Meetings – Declared State of Emergency or Disaster**
- **Authority for each of these declarations are not without some risk of challenge**
 - Challenges under OMA must be brought within:
 - 60 days of approved meeting minutes being made available to the public
 - But 30 days if the decision involved awarding a contract or bid, assessments or bonds
- **Contact your State Legislators to encourage a legislative extension**

Options for Public Meetings After March 30

- **Remote Meetings – Declared State of Emergency or Disaster**
- **Be certain that rules established for remote meetings are consistent with requirements of OMA**
 - Post meeting notice on homepage of website 18 hours before meeting
 - Notice must explain why the public body is meeting electronically
 - How members of the public may participate electronically
 - How members of the public may contact members of the public body before the meeting
 - How persons with disabilities may participate in the meeting
 - Post the meeting agenda on website 2 hours before meeting

March 16-17

Options for Public Meetings After March 30

- **Remote Meetings – Declared State of Emergency or Disaster**
- **Be certain that rules established for remote meetings are consistent with requirements of OMA**
 - Ensure two-way communication for members of the public body
 - Announcement at the beginning of the meeting by each public body member attending remotely including the member's physical location by stating county, city, township or village and State, *except* for members of the military absent because of military duty
 - Participation by the public at some point in the meeting; may be limited to typed public comments



Questions?

Steve Mann, Miller Canfield

(313)496-7509

mann@millercanfield.com



Northwestern
Michigan
College

MEMO
Administrative Services

To: Dr. Nick Nissley, President
From: Troy Kierczynski, Interim VP of Finance & Administration
Date: March 15, 2021
Subject: FY 2022 Budget Update

This memo provides a summary of significant assumptions for the College's FY22 working budget. The assumptions below correspond to the attached *FY22 Budget Scenarios*, which further demonstrates the impact of tuition rate changes on net revenue and for our students. Following the scenarios is a working budget update including comparative revenue, tuition, and expenditure data for Michigan's twenty-eight community colleges.

Revenue Assumptions:

- A. **Contact Hours and Tuition** – An expected 1.4% decrease from FY21 projected contact hours, or a 2.8% increase from FY21 budgeted contact hours. We also lowered revenue expectations for two non-credit programs based on history and limitations on offerings during a lingering pandemic.
- B. **Property Taxes** – Assumes 2.5% increases in property values
- C. **State Sources** – Includes the following assumptions:
 - A one-time 2%, or \$177,000 increase from FY21 appropriations per the Governor's Budget Recommendation contingent on capping tuition increase at 4.2%. Due to the planned 15% cut in appropriations in FY21, this increases FY22 budget by \$1,653,000
 - One-time supplemental funding of \$375,000, contingent on having COVID-19 safety policies and procedures in place
 - Additional appropriations of \$200,000 for MPSERS offset payments
 - Decrease in LCSA / PPT Replacement based on history
- D. **Federal Sources** – A \$425,000 increase for expected general fund relief from CRRSAA and the recently signed American Rescue Plan Act, along with increases of \$76,000 and \$50,000 for expected federal grant opportunities for GLMA and Marine Center
- E. **Foundation** – Net decrease after eliminating \$500,000 of one-time unrestricted funding in FY21
- F. **Investment Income** – Tempered expectations due to low interest rate environment
- G. **Change in Tuition Rates** – See scenarios 2, 3 & 4
- H. **Elimination of Online Fee** – We propose permanently eliminating this course fee as a measure of relief for students.

Expense Assumptions:

- I. **Labor** – Increase in supplemental and adjunct wages for additional part-time staffing and a budgeted increase in compensation under review with final recommendations in May.
- J. **Professional Development** – Increase in faculty and staff professional development, which was cut significantly in FY21 due to travel limitations during the pandemic.
- K. **Capital Outlay** – Restoring funding for instructional and other equipment requested during the budget cycle.
- L. **Other** – We continue to review supplies, purchased services, maintenance, and other requests for potential over-budgeting and savings opportunities.

Transfer Assumptions:

M. **Deferred Maintenance** – Restoring this transfer to the Plant Fund, which supports annual maintenance of the College’s buildings and infrastructure.

Next Steps:

- Continue to monitor State appropriations bill
 - Continue to monitor Federal funding opportunities
 - Review County property tax revenue
 - Review any additional tuition scenarios
 - Review with Human Resources any salary change recommendations
 - Continued review of non-labor expenses with leadership
-
- Update to Board in April
 - Update to Board in May
 - Final Budget to Board in June for approval

Northwestern Michigan College
FY22 Budget Scenarios
Net Revenue Impact of Tuition Rate Changes

		Scenario 1 No change	Scenario 2 3% change	Scenario 3 4.2% change
FY 2021 Budgeted Net Revenue		(500,000)	(500,000)	(500,000)
Revenue Changes				
<u>Revenue Changes</u>				
Tuition and Fee Revenue:				
- Increase in contact hours (2.83%) from FY21 budget	A	397,537	397,537	397,537
- Decrease in EES tuition and fees for expected lost revenue	A	(455,500)	(455,500)	(455,500)
- Decrease in Marine Center PD fees for expected lost revenue	A	(150,000)	(150,000)	(150,000)
- Changes in fee expectations	A	(70,194)	(70,194)	(70,194)
Property taxes - increase in taxable values of 2.5%	B	318,594	318,594	318,594
State appropriations - operational increase (\$177k is one-time)	C	1,653,270	1,653,270	1,653,270
State appropriations - one-time supplemental funding	C	375,000	375,000	375,000
State appropriations - budget for MPSERS offset payments	C	200,000	200,000	200,000
State reimbursement for PPT	C	(42,000)	(42,000)	(42,000)
Federal sources - increase for CRRSAA, GLMA, and Marine Center	D	551,000	551,000	551,000
Foundation - net reduction in funding (extra \$500k in FY21)	E	(368,000)	(368,000)	(368,000)
Investment Income - reduction for low interest rate environment	F	(102,000)	(102,000)	(102,000)
Other Sources		39,350	39,350	39,350
Change in tuition rates*	G	-	363,271	508,851
Eliminate F.L.O. (Online) Fee**	H	(435,000)	(435,000)	(435,000)
Total Revenue Changes		1,912,057	2,275,328	2,420,908
Expense Changes				
<u>Expense Changes</u>				
Labor				
Increase in supplemental wages	I	100,000	100,000	100,000
Increase in adjunct wages	I	176,250	176,250	176,250
Faculty and staff annual increases	I	467,984	467,984	467,984
Related increase in benefits	I	257,776	257,776	257,776
New positions		-	-	-
		1,002,010	1,002,010	1,002,010
Non-Labor (E&G)				
Additional CIE and staff professional development (cut in FY21)	J	173,170	173,170	173,170
Restore capital outlay / COAT funding	K	182,000	182,000	182,000
Other changes in purchased services, supplies, maintenance, etc	L	(108,389)	(108,389)	(108,389)
		246,781	246,781	246,781
Transfers				
Restore deferred maintenance transfer	M	700,000	700,000	700,000
		700,000	700,000	700,000
Total Expense Changes		1,948,791	1,948,791	1,948,791
FY 2022 Budgeted Net Revenue		(536,734)	(173,463)	(27,883)

* Each 1% tuition rate change has a ~\$121,000 revenue impact

** Flexible Learning Online Fee (F.L.O.) is assessed at a rate of \$60 or \$80 per online course, depending on the offering

FY22 Budget Scenarios General Tuition Impact

Scenario #	Tuition Category	Increase Per Contact	Student Annual Increase*	If Eliminate F.L.O. Fee**	Student Annual Increase (Savings)
1 [no change]	In-District	\$0.00	\$0.00	(\$180.00)	(\$180.00)
	Out-of-District	\$0.00	\$0.00	(\$180.00)	(\$180.00)
	Out-of-State	\$0.00	\$0.00	(\$180.00)	(\$180.00)
	International	\$0.00	\$0.00	(\$180.00)	(\$180.00)
2 [3% change]	In-District	\$3.27	\$78.49	(\$180.00)	(\$101.51)
	Out-of-District	\$6.80	\$163.28	(\$180.00)	(\$16.72)
	Out-of-State	\$8.87	\$212.89	(\$180.00)	\$32.89
	International	\$10.02	\$240.57	(\$180.00)	\$60.57
3 [4.2% change]	In-District	\$4.58	\$109.93	(\$180.00)	(\$70.07)
	Out-of-District	\$9.53	\$228.80	(\$180.00)	\$48.80
	Out-of-State	\$12.42	\$298.09	(\$180.00)	\$118.09
	International	\$14.03	\$336.81	(\$180.00)	\$156.81

*Based on 12 contact hours, two semesters [24 annual contact hours]. This column represents the total annual increase for a student not enrolled in any online courses.

**The Flexible Learning Online (F.L.O.) is assessed at a rate of \$60 or \$80 per online course, depending on the offering. The \$180 savings assumes three online courses per year at the lower rate.

Federal Stimulus Funding – Student Impact

Emergency grants were distributed based on need, driven largely by Pell status and needs-based applications.

Stimulus Bill	Enacted	\$ Awarded	\$ Distributed	# Students	Avg. Award
CARES	March 27, 2020	\$ 1,062,108	\$ 1,062,108	710	\$ 1,496
CRRSAA	December 27, 2020	\$ 1,062,108	\$ 1,053,430	1179	\$ 893
ARP	March 11, 2021	\$ -	\$ -	-	\$ -
CARES	Coronavirus Aid, Relief, and Economic Security [CARES] - Distributed Spring 2020 - Fall 2020				
CRRSAA	Coronavirus Response & Relief Supplemental Appropriations [CRRSAA] - Distributed Spring 2021				
ARP	American Rescue Plan [ARP] - not officially awarded				



**Northwestern
Michigan
College**

Board of Trustees Budget Update

March 2021

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FISCAL YEAR 2022 WORKING BUDGET UPDATE

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Revenue Assumptions for FY 2022 Budget

Contact Hours

Recruitment, admissions and retention at community colleges has changed dramatically in the past 5-10 years, now mirroring strategies found at private two and four year colleges and universities. Efforts have expanded to encourage completion of college credits prior to high school graduation through early college, concurrent enrollment and dual enrollment. State and regional demographics and economic conditions can significantly influence NMC's enrollment.

The College assesses tuition as a rate per contact hour based on residency, therefore contact hours are the direct driver for tuition revenue. The budget for next year projects a 2.8% increase in contact hours compared to FY 21 budget, or a 1.4% decrease from projected FY 21 contact hrs. Class sizes influence our net return on tuition.

Semester	FY17 Actual	FY18 Actual	FY 19 Actual	FY 20 Actual	FY 21 Budget	FY 21 Projected	FY 22 Budget
Fall	43,398	42,298	40,076	38,571	33,145	35,167	33,823
Spring	39,045	37,162	36,253	34,882	29,733	29,670	30,305
Summer (1)	6,233	6,192	5,344	5,886	4,920	5,832	5,589
Total	88,676	85,652	81,673	79,339	67,798	70,669	69,717

State Revenue

The Governor's Fiscal Year 2022 Executive Budget proposes a one-time increase of 2% in operational funding, or a \$177,000 increase from FY 21. While positive news for the FY22, the "one-time" nature of the increase hinders the College's future State funding by excluding the \$177,000 from next year's base. Under its current language, this funding is contingent on NMC capping tuition increases at 4.2%.

The Executive Budget Recommendation also includes supplemental (one-time) funding of \$375,000, an effort to partially backfill the reductions to funding experienced in fiscal year 2020. This funding is contingent on the College "adopting policies related to COVID-19 testing and quarantining, contact tracing, and other mitigation strategies for students and staff commuting to campus." We believe this requirement is satisfied under our current COVID-19 policies and protocol.

We will continue to monitor proposed bills in the House and Senate for developments over the next few months.

Property Tax Revenue

The current draft FY 2022 budget is built with a 2.5% increase in property tax revenue. Historically, we have not seen significant increases in property tax revenue due to the Headlee rollback. Each 1% change in equalized value provides an additional \$100,000.

Year	Taxable Value		% Change in TV	Millage	% Change in Millage	Budget	Actual	Difference	% Change in Budget Amt
2012	\$4,285,384,931	-3.87%	-1.00%	2.17	0.00%	9,309,846	9,120,000	-189,846	-0.33%
2013	\$4,188,963,770	-2.25%	-2.25%	2.17	0.00%	9,090,051	9,178,683	88,632	-0.33%
2014	\$4,283,215,455	2.25%	2.25%	2.17	0.00%	9,294,578	9,346,990	52,412	1.26%
2015	\$4,354,745,153	1.67%	1.67%	2.17	0.00%	9,449,797	9,517,435	67,638	1.10%
2016	\$4,492,355,100	3.16%	3.16%	2.17	0.00%	9,748,411	9,806,150	57,739	2.43%
2017	\$4,570,971,314	1.75%	1.75%	2.17	0.00%	9,914,134	10,024,200	110,067	1.10%
2018	\$4,753,810,167	4.00%	4.00%	2.17	0.00%	10,315,768	10,340,515	24,747	2.91%
2019	\$5,106,798,342	7.43%	5.00%	2.14	-1.20%	10,781,618	10,674,643	(106,975)	4.27%
2020	\$5,368,654,721	5.13%	4.25%	2.13	-0.47%	11,135,536	11,152,416	16,879	4.32%
2021	\$5,651,352,613	5.27%	4.00%	2.11	-0.95%	11,470,363	11,470,363	-	2.85%
FY22 Budget	\$5,792,636,428	2.50%	2.50%	2.09	-1.00%	11,796,457			2.84%
FY23 Budget	\$5,937,452,339	2.50%	2.50%	2.08	-0.60%	12,024,901			#DIV/0!
FY23 Budget	\$6,085,888,648	2.50%	2.50%	2.07	-0.48%	12,272,790			#DIV/0!

- By Sources
- In-District
- In-District with fees
- Out of District
- Out of State

Northwestern Michigan College's Revenue Comparison

Revenue Sources

College	Tuition & Fees	Property Tax	State Aid	PPT	Other
Mid-Michigan	64%	9%	25%	0%	1%
Jackson	57%	11%	25%	1%	6%
Henry Ford	52%	15%	28%	4%	2%
NMC	45%	24%	24%	0%	7%
Mott	43%	27%	25%	1%	5%
Muskegon	43%	25%	26%	2%	3%
Schoolcraft	43%	34%	18%	1%	4%
St. Clair	43%	33%	20%	2%	2%
Bay-de-Noc*	42%	14%	30%	4%	10%
Grand Rapids	42%	30%	21%	2%	5%
Alpena	41%	17%	38%	1%	3%
Delta	41%	30%	24%	4%	2%
Kellogg*	41%	25%	27%	4%	3%
Southwestern	41%	25%	29%	1%	5%
Macomb	39%	30%	22%	3%	6%
Kalamazoo	38%	33%	23%	3%	3%
North Central	38%	36%	22%	0%	3%
Gogebic*	37%	15%	45%	0%	3%
Lansing	36%	35%	25%	0%	3%
Kirtland	36%	43%	19%	1%	1%
Montcalm	34%	43%	22%	0%	1%
Washtenaw	30%	51%	12%	1%	7%
Monroe	27%	52%	18%	2%	1%
Glen Oaks	26%	41%	20%	10%	4%
Lake Michigan	24%	53%	14%	1%	8%
Westshore*	24%	51%	19%	3%	3%
Oakland	23%	51%	12%	1%	12%
Wayne	23%	54%	18%	1%	4%
State Average	37%	35%	21%	2%	5%

***building and site millage**

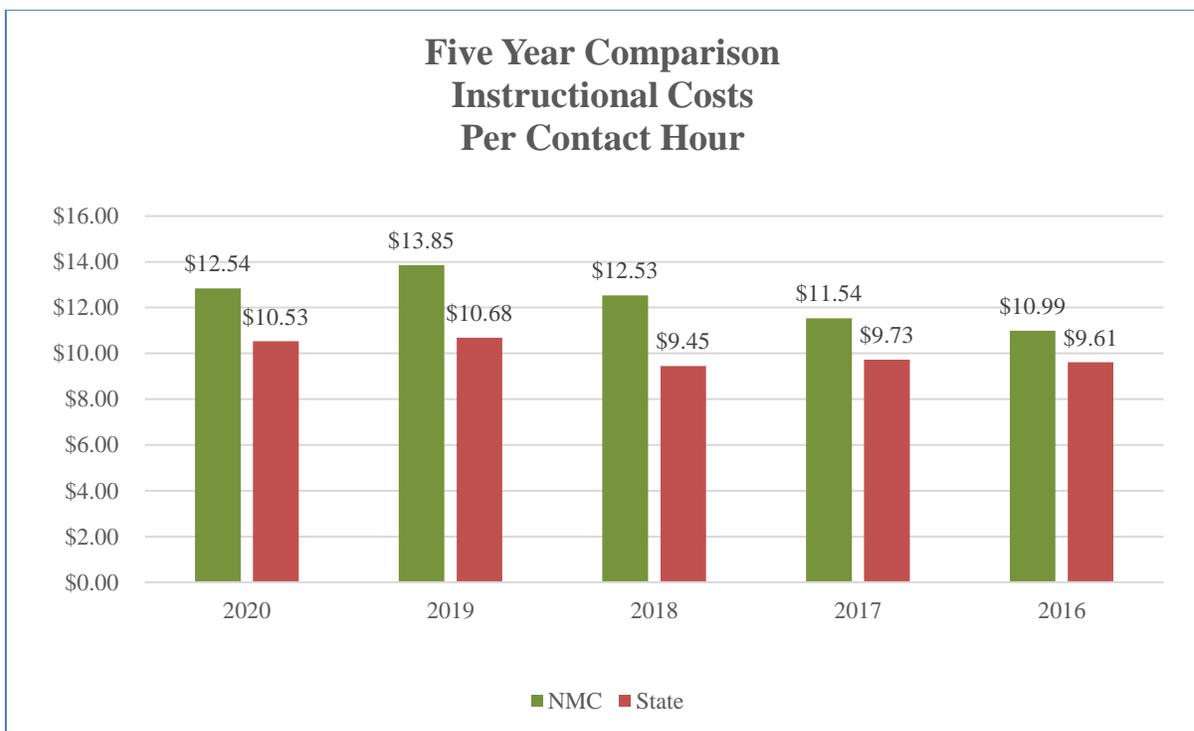
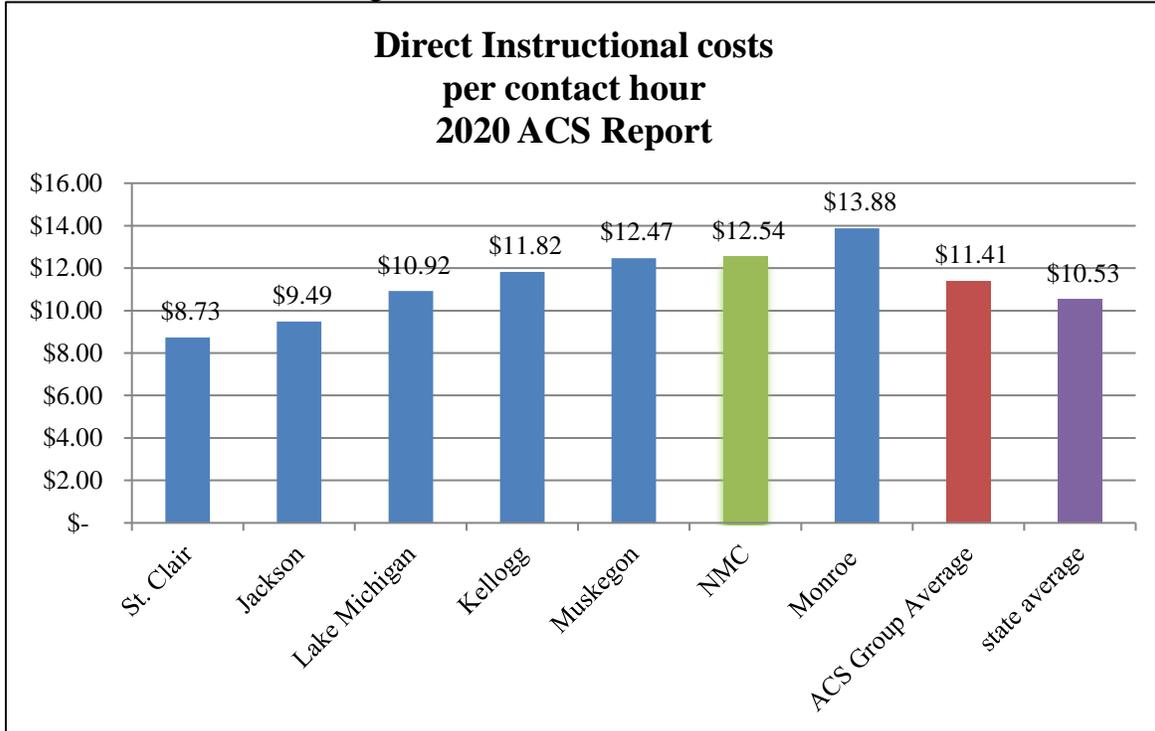
Sorted by tuition & fees

Revenue source data from ACS 2020\ Fiscal year Table 22

MCCBOA								
Fall 2020 In District Tuition and Fees Comparison								
	Feb-21				Fall 2020	Fall 2019		
College	Tuition Rate	(a) Survey Cost	Credits		Cost per Credit	Cost per Credit	% increase	Cost over Tuition
Jackson	\$ 163.46	\$ 3,751.36	15		\$ 250.09	\$ 230.40	8.5%	153.0%
Muskegon	\$ 121.50	\$ 3,062.00	14		\$ 218.71	\$ 212.93	2.7%	180.0%
Mott	\$ 143.58	\$ 2,442.08	12		\$ 203.51	\$ 200.70	1.4%	141.7%
Southwestern	\$ 125.50	\$ 3,047.25	15		\$ 203.15	\$ 199.75	1.7%	161.9%
St. Clair	\$ 136.00	\$ 2,805.00	14		\$ 200.36	\$ 192.93	3.8%	147.3%
Bay De Noc	\$ 135.00	\$ 2,645.00	14		\$ 188.93	\$ 182.50	3.5%	139.9%
Montcalm	\$ 113.00	\$ 2,561.00	14		\$ 182.93	\$ 179.14	2.1%	161.9%
Mid Michigan	\$ 132.00	\$ 2,376.00	13		\$ 182.77	\$ 177.77	2.8%	138.5%
Schoolcraft	\$ 123.00	\$ 2,659.00	15		\$ 177.27	\$ 175.27	1.1%	144.1%
North Central	\$ 129.00	\$ 2,409.00	14		\$ 172.07	\$ 166.36	3.4%	133.4%
Monroe	\$ 114.50	\$ 2,227.50	13		\$ 171.35	\$ 162.98	5.1%	149.6%
Glen Oaks	\$ 126.00	\$ 2,561.00	15		\$ 170.73	\$ 167.53	1.9%	135.5%
Alpena	\$ 137.00	\$ 2,355.00	14		\$ 168.21	\$ 166.07	1.3%	122.8%
Gogebic	\$ 127.00	\$ 2,298.00	14		\$ 164.14	\$ 161.57	1.6%	129.2%
Kellogg	\$ 121.75	\$ 2,259.10	14		\$ 161.36	\$ 150.06	7.5%	132.5%
Kirtland	\$ 121.00	\$ 2,235.00	14		\$ 159.64	\$ 159.64	0.0%	131.9%
Delta	\$ 117.00	\$ 2,386.00	15		\$ 159.07	\$ 155.67	2.2%	136.0%
Lake Michigan	\$ 158.75	\$ 2,222.50	14		\$ 158.75	\$ 156.76	1.3%	100.0%
Northwestern Michigan	\$ 109.00	\$ 2,366.00	15		\$ 157.73	\$ 157.73	0.0%	144.7%
Grand Rapids	\$ 117.00	\$ 2,118.50	14		\$ 151.32	\$ 142.04	6.5%	129.3%
Henry Ford	\$ 101.50	\$ 2,113.00	14		\$ 150.93	\$ 151.14	-0.1%	148.7%
Macomb	\$ 102.00	\$ 2,219.00	15		\$ 147.93	\$ 134.13	10.3%	145.0%
Kalamazoo	\$ 114.00	\$ 1,949.00	14		\$ 139.21	\$ 134.36	3.6%	122.1%
Lansing	\$ 111.00	\$ 2,212.00	16		\$ 138.25	\$ 143.50	-3.7%	124.5%
West Shore	\$ 106.00	\$ 1,910.00	14		\$ 136.43	\$ 136.34	0.1%	128.7%
Wayne	\$ 109.10	\$ 1,718.80	13		\$ 132.22	\$ 132.22	0.0%	121.2%
Oakland	\$ 97.00	\$ 1,555.00	14		\$ 111.07	\$ 108.39	2.5%	114.5%
Washtenaw	\$ 95.00	\$ 1,575.00	15		\$ 105.00	\$ 115.00	-8.7%	110.5%
	Average	\$121.67	\$2,358.50		\$166.54	\$ 166.52		
	High	\$163.46	\$3,751.36		\$250.09	\$ 230.40		
	Low	\$95.00	\$1,555.00		\$105.00	\$108.39		
Survey cost was based on the following courses:								
Introduction to Biology, Introduction to Psychology, Intermediate Algebra, English Comp								
Sorted by Fall 2020 per credit cost								

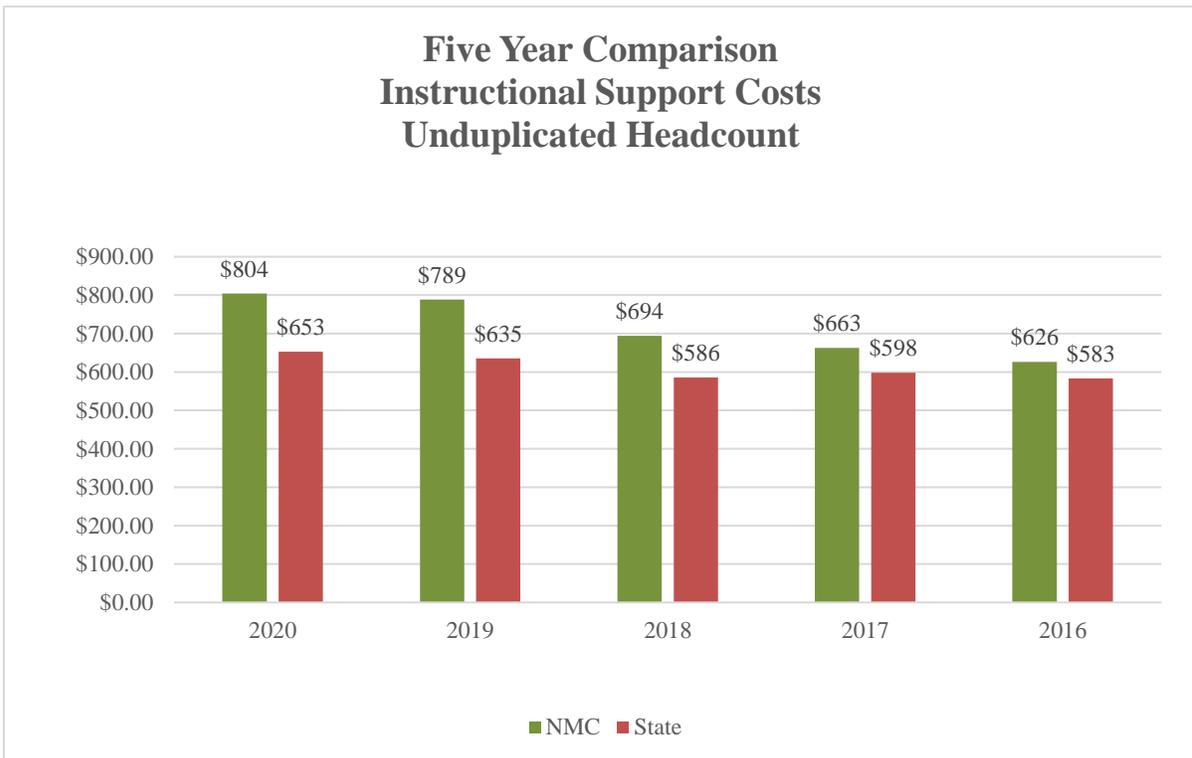
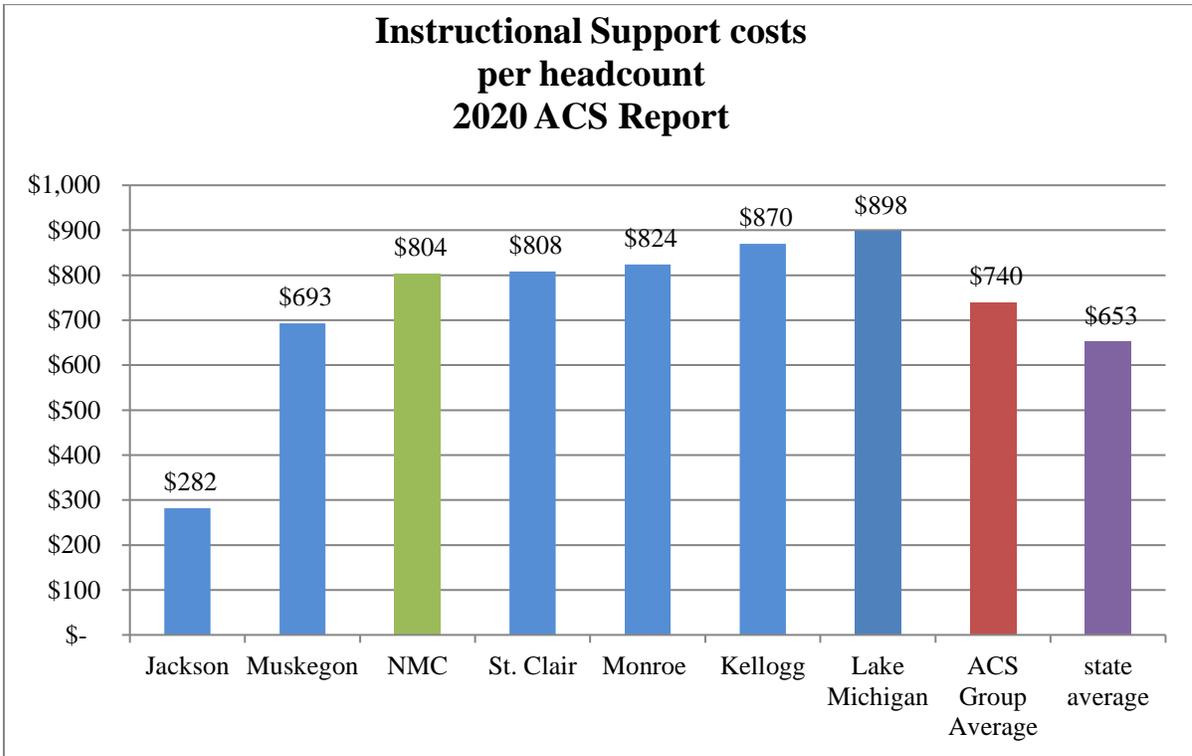
**Northwestern Michigan College
Expenditure Comparison to
Colleges in the same ACS Group**

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



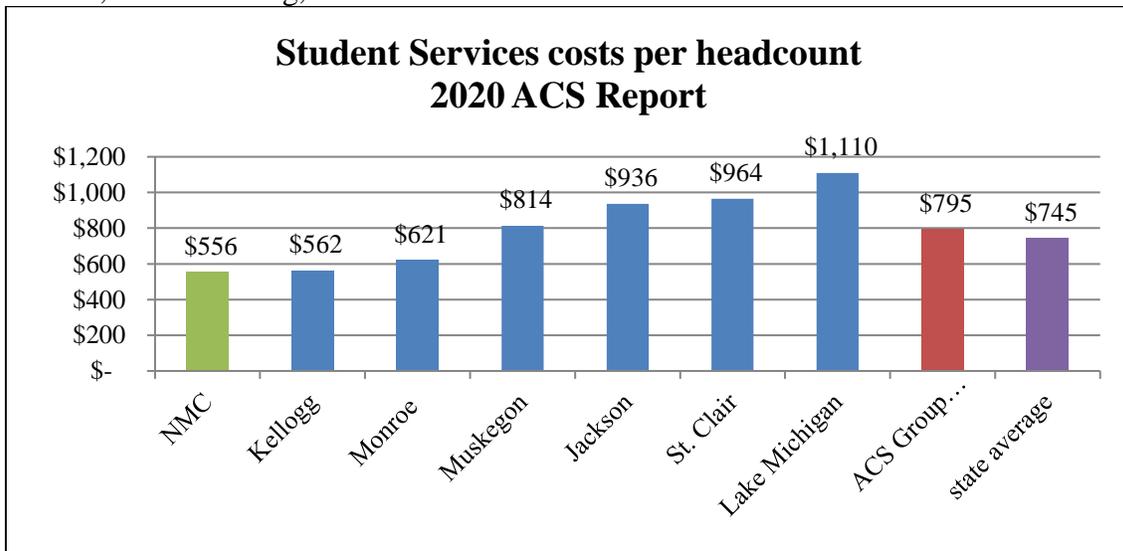
Data source: ACS table 32

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

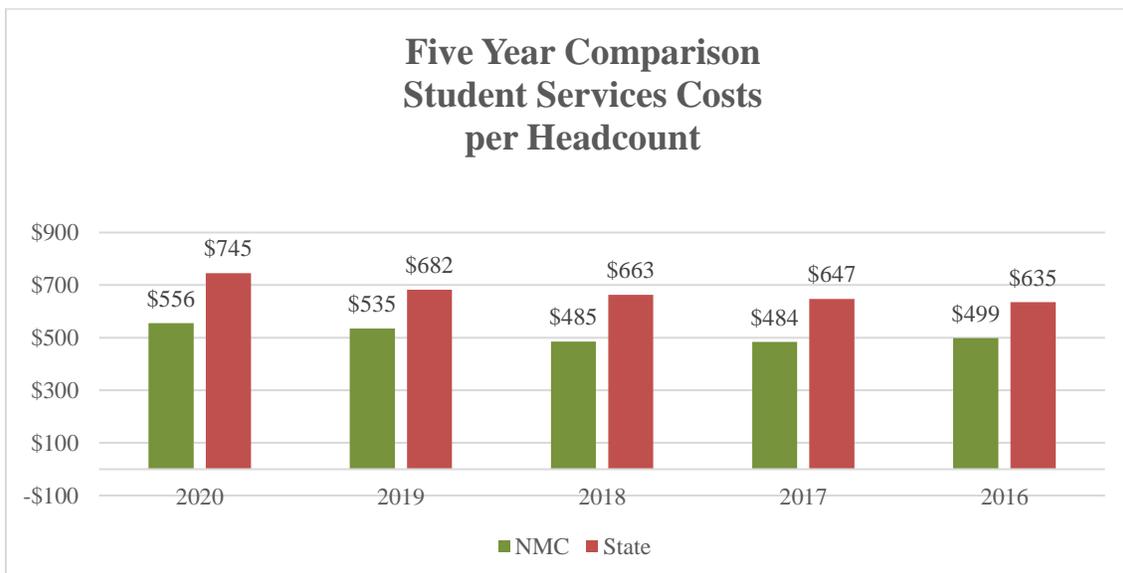


Data source: ACS table 33

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

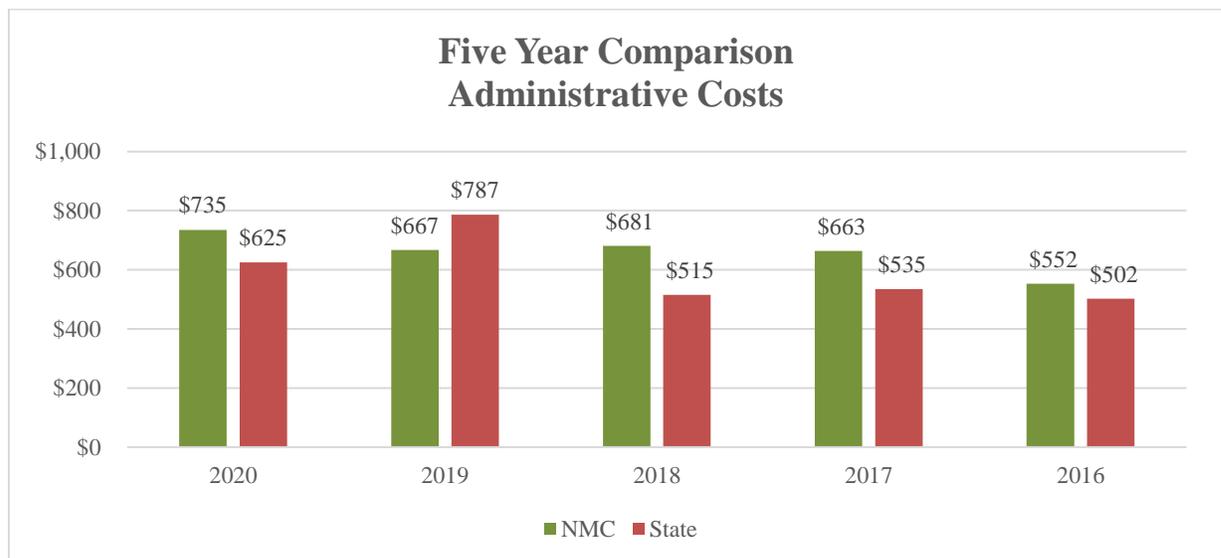
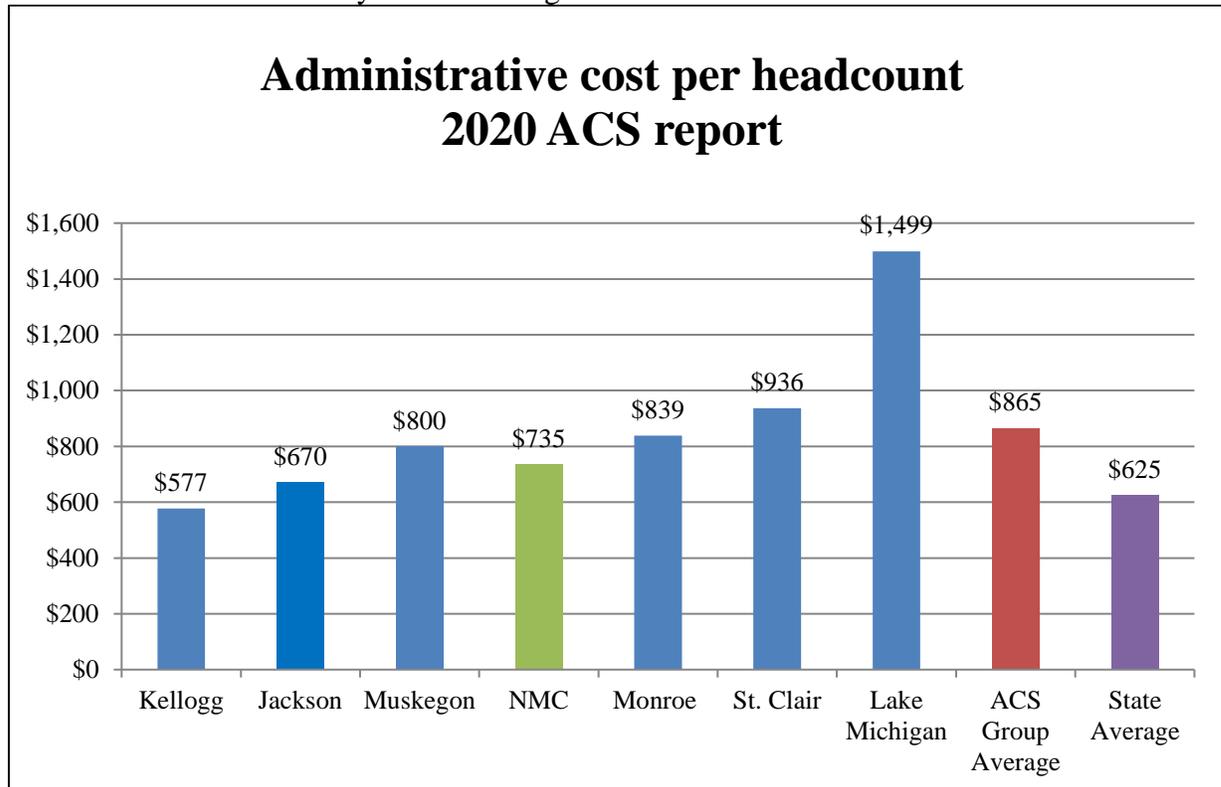


2020 Unduplicated Headcount	
St. Clair	4,599
Lake Michigan	3,336
Monroe	4,658
Muskegon	5,796
Jackson	7,722
Kellogg	7,918
NMC	8,764
State average	11,174



Data source: ACS table 34

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



Data source: ACS table 27

NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, February 22, 2021
 Virtual Zoom Webinar ID: 988 6269 1122
Traverse City, MI

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

ROLL CALL

In compliance with PA 254 each trustee should publicly announce if they are attending remotely and provide their current physical location. The member's announcement must identify specifically the member's physical location by stating the county, city, township, or village and state from which he or she is attending the meeting remotely.

Trustees present: **Douglas S. Bishop**, attending remotely from City of Bonita Springs, Lee County, Florida; **Chris M. Bott**, attending remotely from Traverse City, Grand Traverse County, Michigan; **Rachel A. Johnson**, attending remotely from Garfield Township, Grand Traverse County, Michigan; **Laura J. Oblinger**, attending remotely from Garfield Township, Grand Traverse County, Michigan; **Kenneth E. Warner**, attending remotely from East Bay Township, Grand Traverse County, Michigan; **Kennard R. Weaver**, attending remotely from Peninsula Township, Grand Traverse County, Michigan

Trustees absent: Michael Estes

Also present: President Nick Nissley, Patti Burgess, Vicki Cook, Marguerite Cotto, Diana Fairbanks, Joy Goodchild, Tom Gordon, Holly Gorton, Brian Heffner, Tony Jenkins, Troy Kierczynski, Mark Liebling, Lynne Moritz, Kyle Morrison, Todd Neibauer, Stephen Siciliano, Rebecca Teahen,

REVIEW OF AGENDA—The agenda was accepted as presented.

REPORTS

Faculty Report—Sabbatical Report—Humanities Instructor Tom Gordon reported on his recent one-semester sabbatical work to redesign all NMC history courses to a competency-based learning format, which he noted students seem to prefer. His presentation also included a comparison showing positive student success and completion through the online course format that resulted from the COVID pandemic. The Board thanked Tom for his report.

Enrollment Report—Todd Neibauer, Vice President for Student Services and Technology, provided the enrollment report. He noted that while there are very positive new Futures of Frontliners program enrollment numbers, the decrease in returning students brings the total spring enrollment to 14.9% decline. Neibauer anticipates the combination of fall and summer enrollment will keep the tuition revenue aligned with budgeted targets. In response to a question from the Board, next month's enrollment report will include data from other comparable Michigan community colleges.

Financial Report—Vicki Cook, Vice President of Finance and Administration, reviewed the financial report for the period ending January 31, 2021, noting fall tuition revenue was higher than

projected, which should cover the decline of spring. She also shared that investment income is down due to low interest rates. Cook assured the Board that yearend net return projections are still positive due to no decline in state funding.

Foundation Report—Rebecca Teahen, Associate Vice President for Resource Development and Executive Director of Foundation, provided an NMC Foundation update, sharing that campaign funds raised are ahead of projections toward the goal. She acknowledged the recent gift from Kim Hagerty and Antonio Simão of \$1 million to support the college’s greatest needs. Teahen also reminded the Board of the upcoming Taste of Success in April that will be a “to go” event this year due to the pandemic.

PRMC Report—Diana Fairbanks, Executive Director of Public Relations, Marketing, and Communications, reported on activities for the month of January 2021. In earned media, Fairbanks highlighted the wonderful community partnership with the Grand Traverse County Health Department. The Board reported positive feedback on the use of NMC’s Hagerty Center as a mass vaccination site which has been recognized statewide for the positive collaborative.

Executive Committee Report—Committee Chair Chris Bott reminded the Board that he, Rachel Johnson and Kennard Weaver are members of the newly appointed Executive Committee that will meet with President Nick Nissley on a monthly basis.

Strategic Planning Report—Vicki Cook, Vice President of Finance and Administration, shared that eight proposals were received in response to NMC’s request for proposals for strategic planning consultant services. Following interviews with four firms and reference check process, the core strategic planning committee is recommending to contract with CampusWorks, which is an action item for approval later in the agenda. Cook also noted an internal website was set up for strategic planning communication. Rachel Johnson shared from her participation in the process, as a representative of the Board, that staff did a very thorough job in the RFP and selection process and CampusWorks was outstanding, especially with their process to engage community stakeholders.

Legislative Issues Report—President Nick Nissley discussed the FY22 state budget and federal CRRSAA funding. Nissley highlighted that Governor Whitmer’s proposed budget includes a 2% increase for colleges over fiscal year 2021, as well as investments in the Michigan Reconnect and the Futures for Frontliners programs. Regarding CRRSSA funding, Nissley thanked NMC Director of Financial Aid Linda Berlin and her team for their terrific work distributing funding to 900 students. There were questions from the Board pertaining to MCCA’s position on tuition restraint language included in the FY22 state budget.

PUBLIC INPUT—There was no public input offered.

UPDATES

President’s Update—President Nick Nissley stated positive cases of COVID with campus exposure has remained quite flat at 20 for students and 4 for employees as a result of students, faculty and staff adhering to procedures and protocols. The college will maintain its commitment to keep employees and students safe while limiting disruptions to learning with possible increases in in-person sessions for summer and fall semesters.

Nissley discussed important components of the strategic planning process, including serving as a model for collaboration and broad engagement; building institutional excitement for change and ownership of the plan; campus and community alignment for the strategic vision; engaging external stakeholders and strengthening community relations; and increasing data driven planning processes.

Addressing the recently announced GVSU Pledge, Nissley shared he has researched and discussed the program with other community college presidents and MCCA. While community colleges anticipate minimal impact because of the narrowly defined set of eligible students, Nissley stated NMC needs to be clearly communicating its value proposition.

Nissley also congratulated the following college recognitions:

- \$1 million commitment from Kim Hagerty and Antonio Simão
- Be What's Possible Campaign has raised more than \$34M toward the \$35M campaign goal
- International Affairs Forum (IAF) thanked departing IAF Executive Director Leila Hilal and welcomed Jim Bensley as Interim Executive Director
- February 8 virtual event with Governor Whitmer

Board Chair Update—Chair Chris Bott stated the Board will follow the college reopening plan with virtual meeting format. Bott also mentioned the upcoming employee Town Hall on Friday, February 26, at 8:30 a.m. and referenced the upcoming strategic planning process.

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

- Minutes of the January 25, 2021, regular meeting
- Minutes of the February 2, 2021, special study session

ACTION ITEMS

Dennos Museum Center Deaccessions—Doug Bishop made a motion, seconded by Ken Warner, to approve three deaccession proposals as provided per Collections Management Policy D-504.05 process for deaccessioning (removing) objects from the Dennos Museum Center's collection. The motion passed with a unanimous vote.

Strategic Planning Consultant—On a motion by Kennard Weaver, seconded by Rachel Johnson, the Board authorized administration to enter into a contract with CampusWorks, Inc. for strategic planning consulting services in the amount of \$90,000, with an additional \$8,000 for possible travel, for a total budget of \$98,000 to be funded by the Board Designated Fund for Transformation. The motion passed with a unanimous vote.

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

ADJOURNMENT—The meeting adjourned at 6:40 p.m.

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

SIGNED _____
Chris M. Bott, Chair

ATTESTED _____
Kenneth E. Warner, Secretary



**Northwestern
Michigan
College**

MEMO: NMC Extended Educational Services

TO: Nick Nissley, President
 FROM: Marguerite Cotto, VP Lifelong & Professional Learning
 Laura Matchett, Director of Extended Educational Services
 DATE: March 15, 2021
 SUBJECT: **Non-Credit Registration Software**

Board Authorization Requested

Recommend authorization for administration to enter into a five year contract with Augusoft Lumens for registration software for Extended Educational Services for a total of \$162,064 over five years, to be funded by the Information Technology Budget.

Overview

Since the adoption of online registration for our Extended Education clients, user expectations have outpaced the capacity of our current software system. Customer demands are more complex with families, employers, independent contractors, instructors, and organizations expecting the ability to add items to a cart and pay all at once; to register multiple family members or employees; to manage emergency contacts and health forms for minors, and so forth. The growing gap has increased the need for duplicative effort by staff, a difficult trade-off as we focus on new programming and new revenue opportunities.

NMC Extended Education currently takes registration for non-credit classes through Ellucian Elevate which is no longer able to meet client needs. In an effort to improve customer experience, a cross-functional working group was established to evaluate current limitations and to define preferred performance characteristics leading to a successful RFP process.

The following companies responded:

1. Destiny Solutions, Destiny One
2. Augusoft, Lumens

The review team included representation from Extended Education, Finance, Information Technology, the Foundation, Admissions, and internal users such as the Marine Center. A scoring matrix was developed based upon minimum qualifications as well as services available, pricing and solution ratings. Augusoft Lumens was selected as the best combination of services and price. **This agreement represents a five year savings of \$97,820.04 as compared to continuation of current registration system, Elevate.**

Source of Funds

Registration software funds from the Information Technology Budget.

Summary of Bids

	Elevate (current)	Lumens	Destiny
Year 1	\$47,032.00	\$27,700	\$77,899
Year 2	\$49,384.11	\$32,600	\$28,716
Year 3	51,853	\$32,600	\$29,564
Year 4	54,446	\$33,904	\$30,446
Year 5	57,168	\$35,260	\$31,363
TOTAL	259,884	\$162,064	\$197,988



**Northwestern
Michigan
College**

MEMO
Administrative Services

TO: Dr. Nick Nissley, President

FROM: Troy Kierczynski, Interim VP of Finance and Administration

DATE: March 15, 2021

SUBJECT: Banking, Investment, & Merchant Services

This memo will provide background information, identify the source of funds, and put forth a recommendation for the purchase of banking, investment, and merchant services for NMC.

Board Authorization Requested

Recommend authorization for administration to enter into a contract with Huntington Bank for banking, investment, and merchant services under a 3-year contract, including an optional 2-year extension if the College is satisfied with fees and service. This request includes the transfer of deposit accounts to Huntington, transfer of investments to Huntington, and transfer of two College certificates of deposit held with Huntington and Chemical Bank to unrelated institutions upon their renewal.

Background

Fifth Third Bank currently provides banking, investment, and merchant services for the College. In March 2020, administration requested proposals for banking, investments, and merchant services to assess service levels and market competition. Administration rescinded the request due to the onset of the pandemic and reprioritization of resources. We resumed the process in December 2020, and the financial institutions below responded in a timely manner. No responses were received after our January 4, 2021, due date.

RFP Summary

The following banks responded to the advertised RFP: **Fifth Third Bank, State Savings Bank, Huntington Bank, TCF Bank, Chase Bank, and Infinitech LLC (merchant services only)**. We assembled an internal team with individuals from Finance, including consultation with I.T. We developed a scoring matrix based on minimum qualifications, services offered, pricing/fee structure, and bank ratings. Based on this process, the team selected Huntington Bank as the best combination of price and services. From this conversion, we expect monetary savings of approximately \$24,000 over a 3-year period matching or improving all current services.

Source of Funds

The annual general fund supports the College's banking, investment, and merchant service fees.

Investment Changes

The College's general investments are currently held with Fifth Third Bank, and would be transferred to Huntington and reinvested as part of this conversion. The College also maintain certificates of deposit with both Huntington Bank and Chemical Bank valued at \$250,000 each, the FDIC insurable limit. To diversify the College's custodial credit risk, we propose purchasing new certificates with unrelated institutions upon their maturity in April 8, 2021, and May 3, 2021, respectively. [We note a merger is currently underway with Huntington and TCF Bank, which owns Chemical Bank]

To: Dr. Nick Nissley, President
From: Todd Neibauer, Vice President for Student Services and Technologies
Date: March 22,2021
Subject: Firewall Replacement



Board Authorization Requested

Authorize the administration to enter into contract with Frontier Computers for the replacement of the Firewall system at a cost of \$529,136.00.

Background

NMC sought bids to replace our aging Information Technology Firewalls to provide a higher level of security and utilize the additional bandwidth provided by the new ISP contract. Increasing the level of firewall protection during this time when so many students and employees are accessing information remotely is essential. Also, with additional services and instruction taking place online due to the pandemic, we have reached our current bandwidth limits on several occasions. This results in slower access to online resources which would be alleviated by the replacement. This replacement is planned within the Technology Plant Fund. Doing so allows us to leverage CRRSAA funds to offset a large percentage of the purchase.

Bid Summary

NMC has analyzed and reviewed potential replacement systems. We have solicited hardware and software quotes from two different companies. We have selected to purchase the Palo Alto Network Firewall system from Frontier Computer (Traverse City). The total expenditure for this solution is \$529,136.00. Other quotes were received from Clearpath Solutions Group (Reston, VA) in the amount of \$601,125.00

Funding Source

NMC is able to utilize CRRSAA funds, in the amount of \$177,653.00, for a portion of this purchase. The remaining \$351,483.00 will be funded by the Technology Plant fund.



Northwestern
Michigan
College

MEMO
Great Lakes
Maritime Academy

To: Dr. Siciliano, Vice President for Educational Services
From: G. P. Achenbach, Superintendent
Date: March 11, 2021
Subject: Permission to lease a tow vessel for GLMA

1. Purpose:

- a. This memo is to request Board approval to lease the tow vessel *William C. Selvick* for use by the Great Lakes Maritime Academy (GLMA) for a period of time beginning on or about April 24, 2021 through on or about September 12, 2021 (142 days). The total amount we are requesting approval to spend is \$40,000. The vessel we are planning to lease will cost the Academy \$250 per day. The cost to lease this vessel for 142 days is \$35,500. The additional \$4,500 is requested as a contingency in the event we maintain the use of the vessel for a longer period of time than estimated.

2. Background:

- a. At the March 23, 2020 Board of Trustees meeting, permission was granted to GLMA to lease a tow vessel. This vessel was leased in support of (SD2); *NMC will establish and maintain national/international expertise in select markets*. The tow vessel the Academy leased was the *Mississippi*.
- b. The memo that is contained in the Board agenda from that meeting was drafted before the COVID pandemic took full effect. While the tug *Mississippi* accomplished what we had planned, the advent of COVID made it even more important to the Academy. Specifically, the vessel's ability to create cadet sea time during a pandemic greatly exceeded all other positive aspects.
- c. Our goal for the foreseeable future, is to ensure every cadet has the ability to graduate as per his/ her model schedule. This renewed focus on retention and completion is due to the impact of COVID on the Academy. Sea time is critical to meeting this goal. This is because a cadet cannot graduate unless he/ she earns a U. S. Coast Guard (USCG) license. The license requires sea time.
- d. While the *Mississippi* was a success, it had limitations. The largest was the inability of cadets to use the vessel to earn Great Lakes Pilotage due to the lack of berthing facilities. In an effort to determine our options for 2021, Cary Godwin (GLMA) reached out to

industry contacts. He discovered two larger vessels that were available for lease. Over the past 30 days he inspected each. The vessels were the *William C. Selvick* and the *Ontario*. His recommendation is that the Academy lease the *William C. Selvick*. His reasons include:

- i. The vessel *Ontario* does not currently have a load line. This would complicate the ability to obtain USCG approval to use the vessel as a training ship. The *William C. Selvick* does not have a load line, but due to its smaller size it is not required to hold one. Both vessels will require a USCG Certificate of Inspection. However, this will allow the Academy to carry up to 12 cadets on the vessel. This is a 100% increase over the capacity of the *Mississippi*.
- e. Source of funds. The Academy will be able to cover all costs of the lease and operation of the *William C. Selvick*. The source of the funds will be the direct payments the Academy receives from the U.S. Maritime Administration. The Academy will receive \$1M in direct payments in (federal) FY 2021.

Below are responses to questions posed by trustee Kennard Weaver on March 17, 2021.

1. Does the proposed 3-year contract with Huntington Bank provide NMC with the ability to terminate the contract at its discretion at any time within the term of the contract? We don't have a physical contract in hand, yet. After the board authorizes this decision, we will develop a contract and ensure it allows us to exit the agreement at-will.
2. Was the Frontier Computer bid for the new firewall the low bid? If not, why was the low bid not pursued? The memo shows that it was the low bid.
3. Is the draft budget for the next fiscal year based upon restoration of all reserves for NMC in this fiscal year, assuming there are funds available to do that? Yes, the draft budget assumes restoration of 'transfers to reserves' to levels seen in FY16-FY20. This is represented by the \$700,000 increase in transfers (from FY21 budget to FY22 budget) on the scenarios page.