



Northwestern  
Michigan  
College

# Board of Trustees

[www.nmc.edu/trustees](http://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](mailto:trustees@nmc.edu)

## Meeting Agenda

Monday, January 25, 2021

Virtual Zoom Webinar ID: 937 7095 5158

<https://nmc.zoom.us/j/93770955158>

Phone: 1 312 626 6799 or 1 646 558 8656

5:30 p.m. Regular Meeting

### I. GENERAL BUSINESS

- A. Call to Order
- B. Oath of Office for Trustee Rachel A. Johnson
- C. Oath of Office for Trustee Laura J. Oblinger
- D. Oath of Office for Trustee Kenneth E. Warner
- E. 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.**

- F. Pledge of Allegiance
- G. Review of Agenda and Approval of Additions, Deletions, or Rearrangements
- H. Annual Meeting Business (Pursuant to Policy A-100.00 Board of Trustees Bylaws)
  - i. Reading of Notice and Proof of Service
  - ii. Election of Officers
    - Nomination and election of officers by approved process.
  - iii. Report of Secretary
  - iv. Report of Treasurer
    - v. Verification of Residential Address
    - vi. Conflict of Interest Disclosure Statement
  - vii. Regular Board Meeting Dates
    - Recommend approval of regular board meeting dates through June 2022 as presented.

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

- I. Faculty Report—Reimagining the Introduction to Freshwater Studies—*Constanza Hazelwood, GLWSI Education and Outreach Coordinator, and Marguerite Cotto, Vice President for Lifelong and Professional Learning*



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## Board of Trustees

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

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- J. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- K. Financial Report—*Vicki Cook, Vice President of Finance and Administration*
- L. Foundation Report—*Rebecca Teahen, Associate Vice President for Resource Development and Executive Director of Foundation*
- M. PRMC Report—*Diana Fairbanks, Executive Director of Public Relations, Marketing, and Communications*
- N. Legislative Issues Report—*President Nick Nissley*

### 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

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

### V. DISCUSSION ITEMS

- Q. Committee Appointments

### VI. CONSENT ITEMS (Pursuant to Policy A-105.00 Consent Agenda Items)

These items will be adopted as a group without specific discussion. When approving the meeting agenda, any Board member may request that a consent agenda item be moved to the regular agenda for discussion or questions.

Recommend that the following items be approved:

- R. Minutes of the December 21, 2020, regular meeting

### VII. ACTION ITEMS

- S. **Board Policies** (Pursuant to Policy A-106.00 Other)  
Recommend adoption of the following Board Policies on a second-reading basis:
  - A-104.00 Board of Trustees Video Record of Meetings
  - A-100.00 Board of Trustees Bylaws
- T. **Associate of Science in Engineering** (Pursuant to Policy A-106.00 Educational Services)  
Recommend approval of a new Associate of Science in Engineering Degree as presented, effective fall 2021.

Posted Friday, January 22, 2021, 9:00 a.m.



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## Board of Trustees

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- U. **2021 Presidential Goals** (Pursuant to Policy A-106.00 Human Resources)  
Recommend the acceptance of the 2021 Presidential Goals as presented.
- V. **Millage Fund Transfer Balance** (Pursuant to Policy A-106.00 Finance)  
Recommend authorization for administration to transfer the remaining millage fund balance in the amount of \$161,482.96 to the 2012 Refunding Bonds Debt Service fund in accordance with Michigan's Revised Municipal Finance Act (Act 24 of 2001).

### 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.*

February 22, 2021  
March 22, 2021  
April 26, 2021  
May 24, 2021  
June 28, 2021



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

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**[BOARD] Notice of Annual Meeting**

1 message

**Holly Gorton** <hgorton@nmc.edu>

Mon, Jan 18, 2021 at 3:15 PM

To: Board of Trustees &lt;boardoftrustees@nmc.edu&gt;

Trustees:

Per Board Policy A-100.00 Board of Trustees Bylaws section 1.c.ii., this email is notification of the 2021 annual meeting of the Northwestern Michigan College Board of Trustees to be held each year during the first meeting held in January. The logistics of the meeting follow:

**Date:** January 25, 2021**Time:** 5:30 p.m.**Location:** This meeting will be held electronically due to [Emergency Order Under MCL 333.2253 – Gathering Prohibition and Mask Order](#) and permitted by [Public Act 254 of 2020](#).**Virtual Zoom Webinar ID: 937 7095 5158****Please click the link below to join the webinar:**<https://nmc.zoom.us/j/93770955158>**Or join via telephone:** +1 312 626 6799 or +1 646 558 8656

The packet of materials for this meeting will be sent to you by no later than the end of the day Wednesday, January 20, 2021. The official public notice of the meeting will be posted by then as well.

**Holly Gorton**

Chief of Staff to the President and Board of Trustees

FOIA Coordinator

President's Office

Tanis Building

Email: [hgorton@nmc.edu](mailto:hgorton@nmc.edu)

Phone: (231) 995-1012

**Northwestern Michigan College**

**BOARD MEMBER ALERT: This email is not for interactive discussion purposes. The recipient should not forward it to any other individual or copy a reply to other board members.**

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BOARD MEMBER ALERT: This email is not for interactive discussion purposes. The recipient should not forward it to any other individual or copy a reply to other board members.

Members for Board of Trustees e-mail group:

Chris Bott	cbott@nmc.edu
Douglas Bishop	dbishop@nmc.edu
Diana Fairbanks	dfairbanks@nmc.edu
Holly Gorton	hgorton@nmc.edu
Laura Oblinger	loblinger@nmc.edu
Ken Warner	kwarner@nmc.edu
Kennard Weaver	kweaver@nmc.edu
Lynne Moritz	lmoritz@nmc.edu
Michael Estes	mestes@nmc.edu
Nick Nissley	nnissley@nmc.edu
Rachel Johnson	rjohnson@nmc.edu

## Board Officer Election Process

Pursuant to Board Policy A-100.00 our January meeting of the Board of Trustees will include the Annual Meeting, during which officers for the next calendar year are to be elected. Section 4 of A-100.00 lists the officers and their primary duties. Part of A-100 is set forth below. The process for nominations and elections is based on Roberts Rules of Order.

### 4) **Officers.**

- a) ***Chairperson.*** The Chairperson of the Board of Trustees shall be selected by the members of the Board. The Chairperson shall preside over all meetings of the Board of Trustees. The Chairperson shall ensure that the Board's Bylaws and established rules are followed and that the Board and its standing or ad hoc committees are fulfilling their stated responsibilities. The Chairperson shall represent the Board as appropriate in various public relations functions. An individual may not serve more than three (3) consecutive years as Chairperson. In times of unique challenge to the Board, the Chair may be elected for up to two (2) additional consecutive one-year terms by a vote of no less than five of the seven members of the Board.
- b) ***Vice Chairperson.*** A Vice Chairperson shall be chosen by the membership of the Board. The Vice Chairperson shall perform the duties and exercise the powers of the Chairperson during the absence or disability of the Chairperson.
- c) ***Secretary.*** The Secretary shall be chosen from the membership of the Board. The Secretary shall, by affixing his or her signature, attest to the accuracy of the Board meeting minutes and shall ensure that the Board's records are maintained in an appropriate manner. The Secretary shall authorize all notices required by statute, bylaw or resolution. The Secretary shall perform such other duties as may be delegated by the Board of Trustees. The President or the President's designee shall serve as Assistant Secretary to assist the Secretary in the performance of his or her duties.
- d) ***Treasurer.*** The Board of Trustees shall elect a Treasurer of the Board from its membership who will perform duties in connection with the finances of the College as may be required by the Board. The Board may direct the President to designate a chief financial officer as custodian of the funds who shall report to the President and maintain full and accurate accounts and fiscal procedures.

## **Process for Election of Officers**

### **Nominations**

- The current Chair will ask for nominations for Chair, and he will preside over those nominations and the voting for Chair. The newly-elected Chair will then preside over nominations and voting for each successive officer until all officers are elected.
- Nominations don't need a second or support.
- Any Trustee can nominate himself or herself.
- Each Trustee should offer only one nomination for each position.
- Since our NMC bylaws prohibit any person signing a document in more than one capacity, any Trustee who has been newly elected should not be nominated for another office.
- Nominees do not have to leave the room during the nominations, when the vote is taken, or when the vote is counted.
- The Chair may continue presiding, even if he or she is one of the nominees for the office.
- Any Trustee may rise and decline the nomination during the nominating process.
- Nominations will be taken for successive offices in the order they're listed in the bylaws.

### **Voting**

**Nominations for each office will be followed by the election for that office.** This allows Trustees to consider the election results of each election before proceeding to the election of another office. The Chair will take nominations from the floor for one office, and when no further nominations are forthcoming, Trustees will vote for that office. Election votes will be cast by roll call.

### **Committees**

Our NMC bylaws provide that the Chair shall appoint Trustees to Board committees. When the officer election is complete, the Chair may then proceed to appoint Trustees to the committees and the Board Chair shall designate the Chair of each committee.

### **Succession**

Election to an office of the Board does not imply that subsequent elections will follow in any line of succession. Election to each office is a new decision each year, made by the Trustees as they decide to vote in the best interests of NMC.

**Northwestern Michigan College**  
**Board of Trustees**  
**Annual Meeting**  
January 25, 2021  
Via Zoom <https://nmc.zoom.us/j/93770955158>

**Report of Secretary**

The 2020 Northwestern Michigan College Board of Trustees Annual Meeting minutes were approved on January 27, 2020, and are available online at the 2020 Trustee Meeting Materials and Minutes website (<https://www.nmc.edu/about/board-of-trustees/minutes/2020/012720-Board-Minutes.pdf>).



**Northwestern Michigan College**  
**Board of Trustees**  
**Annual Meeting**  
January 25, 2021  
Via Zoom <https://nmc.zoom.us/j/93770955158>

**Report of Treasurer**

The annual financial audit for Northwestern Michigan College for the fiscal year ending June 30, 2020, was accepted by the NMC Board of Trustees on October 26, 2020, and is available online at the NMC Audit Reports website (<https://www.nmc.edu/departments/finance-administration/audits/files/audit-nmc-2020.pdf>).

**NORTHWESTERN MICHIGAN COLLEGE**  
Board Meeting Dates January 2021 through June 2022  
*(Fourth Monday of each except where noted)*

**2021**

**January 25, 2021**

**February 22, 2021**

**March 22, 2021**

**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 (3<sup>rd</sup> Monday)**

**2022**

**January 24, 2022**

**February 28, 2022**

**March 21, 2022 (3<sup>rd</sup> Monday)**

**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 \*

Constanza Hazelwood & Marguerite Cotto

Your Title \*

C. Hazelwood, Education Coordinator - GLWater Studies Insititute; M Cotto, VP Lifelong & Professional Learning

Presentation Title \*

Tentative Title: "A New View of Community Partnerships and Freshwater Careers"

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

This presentation focuses on WSI 105, Introduction to Freshwater Studies, and how the requirements of the COVID pivot allowed us to accelerate changes in the role of community partners and program alums, in turn expanding student experiences, deepening experiential opportunities, and amplifying their future career pathways. A written retrospective of the evolution of Freshwater Studies will be provided in the packet. The presentation will focus on this past semester's student highlights.

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. \*

Constanza Hazelwood, PhD. has been the Education Coordinator of the Great Lakes Water Studies Institute since its inception, responsible for program recruitment, student career development, and the network of organizations that provide internships and field experiences throughout the associate's level program. Constanza developed one of our earliest international student experiences in partnership with Earth University in Costa Rica, and these efforts continue today with partnerships in Bogota, Colombia, and the University of Alberta, Canada.

Marguerite Cotto serves as VP of Lifelong & Professional Learning and has been involved with the development of all aspects of the Great Lakes Water Studies Institute since its inception. Over the last few years she has joined Constanza Hazelwood in the WSI 105 Introduction to Freshwater course.

Brief bios will be included in the program retrospective.

This form was created inside of Northwestern Michigan College.

Google Forms



***Lifelong &  
Professional Learning***

WSI 105 – Introduction to Freshwater Studies  
*Renewal in Times of COVID*

A presentation to the NMC Board of Trustees  
Constanza Hazelwood & Marguerite Cotto, instructors

Introduction

We are pleased to share the student experiences of WSI 105 – Introduction to Freshwater Studies during the fall semester of 2020. This course began in 2008, every few years taking a leap forward as the teaching teams incorporated feedback from students and from the many community and professional organizations that have collaborated with us over time. Notable examples of innovation and partnerships include the groundbreaking summer study programs with *Earth University in Costa Rica*, formal capstone internships with projects such as the *Fish Pass* and in organizations such as *Inland Seas*, *Glen Lake Association*, *FLOW (For Love of Water)*, *Michigan DNR*, to name a few. Particularly over the last five years, with degree completion partnerships with Western Michigan University taking place regionally, scores of NMC graduates have begun their life's work as stewards of our water assets.

*Renewal in Times of Covid*

The URL below links to a *story map*, a tool we use extensively to help students document field experiences and build study guides, and which is part of the GIS mapping tools they'll continue to develop throughout their degree program at NMC.

<https://arcg.is/n90im>

This story map link will open in your web browser and provide an introduction to program partners with whom we rebuilt the course *and* a community of students who gave every experience energy and vigor.

We are looking forward to sharing the lessons learned.



**Northwestern  
Michigan  
College**

**MEMO  
Enrollment Services**

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To: Dr. Nick Nissley, President  
 From: Todd Neibauer, VP for Student Services and Technologies  
 Date: January 19, 2021  
 Subject: Enrollment Update –Spring 2021

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**Spring 2021 Enrollment**

The Futures for Frontliners(F4F) impact continues to be seen in the number of admits registered and is only 12 fewer than last year but the rate of continuing student registration is still trending lower than last year by 4.8%. In addition, the average contact hours are down 4.6%. These declines reflect the continued negative impact of the pandemic on student's college plans where we have fewer students taking fewer classes.

(Source: Digital Dashboard Same Date Comparison SP019-2021)

	<b>2019</b>	<b>2020</b>	<b>2021</b>
<b>Inquiries</b>	1,794	1,636	1,853
<b>Admission Applications</b>	1,559	1,611	1,736
<b>Admits</b>	1,213	1,283	1,362
<b>Admits Registered</b>	794	836	824
<b>Prior Admits Registered</b>	24	7	7
<b>Retained from Fall</b>	2,506	2,401	2,042
<b>Re-Admitted Students</b>	193	129	155
<b>Average Contact Hours</b>	10.42	10.48	10.00
<b>Total Headcount</b>	3,517	3,373	3,028
<b>Total Contact Hours</b>	36,652	35,353	30,289
<b>Tuition</b>	6,735,507	6,664,923	5,687,223

**Futures for Frontliners**

<b>Applied</b>	<b>Eligible</b>	<b>Enrolled</b>	<b>Eligible</b>
<b>New Students</b>	289	<b>New Students</b>	116
<b>Re-enrollees</b>	196	<b>Re-enrollees</b>	115
<b>Continuing/Existing Students</b>	313	<b>Continuing/Existing Students</b>	239

The February Enrollment Report will have the final enrollment numbers for the Spring 2021 semester.



## **MEMO**

*Administrative Services*

**To:** Dr. Nick Nissley, President

**From:** Vicki Cook, Vice President of Finance and Administration

**Date:** January 14, 2021

**Subject:** Summary Report for the General Fund as of December 31, 2020

The attached reports summarize the financial results for the General Fund as of December 31, 2020. The sixth month represents 50% of the year.

### **Month End Results**

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

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

The general fund ended the month with revenue over expenses of \$2,434,658. Revenue decreased by 6% when comparing December 2020 to December 2019. The decrease is primarily due to Covid 19 related reductions in tuition and timing of property taxes. Expenses decreased by 11% when comparing December 2020 to December 2019 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 an 11% decrease from those of December 2019. For Fall 2020, the budget was set at 33,142 billing hours for budgeted revenue of \$6,240,988. Actual billing hours are at 35,075 hours for a total tuition revenue of \$6,651,279 after the final drop and add period. Fall 2020 revenue is over budget by \$410, 291.
- 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 2020 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



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

### Summary Report for General Fund Accounts Fiscal Year 2021, Period 06

Funds	Accounts	2020-2021 Adjusted Budget	YTD Activity	% of Annual Budget	
<b>TOTAL GENERAL FUND</b>					
50	Revenues				
	Tuition and Fees	20,271,034	11,061,695	54.57%	A
	Property Taxes	11,485,363	5,626,218	48.99%	B
	Other Local	0	0	*	
	Local Sources	31,756,397	16,687,913	52.55%	
	State Sources	8,543,730	3,522,305	41.23%	C
	Federal Sources	524,000	206,977	39.50%	D
	Private Sources	1,268,000	122,014	9.62%	F
	Investment Income	274,000	58,183	21.23%	E
	Other Sources	353,250	163,479	46.28%	F
	<b>Total Revenues</b>	<b>42,719,377</b>	<b>20,760,871</b>	<b>48.60%</b>	
60	Labor				
	Salaries & Wages	21,182,285	10,181,827	48.07%	G
	Benefits	9,072,070	4,337,492	47.81%	G
	<b>Total Labor</b>	<b>30,254,355</b>	<b>14,519,319</b>	<b>47.99%</b>	
70	Expenses				
	Purchased Services	2,391,755	819,782	34.28%	H
	Supplies & Materials	3,288,261	996,147	30.29%	H
	Internal Services	104,020	-5,864	-5.64%	H
	Other Expenses	1,705,773	533,906	31.30%	H
	Institutional Expenses	1,726,924	600,792	34.79%	H
	Maintenance & Renovation	1,778,289	713,884	40.14%	H
	Prof Develop, Travel & Events	180,000	93,734	52.07%	H
	Capital Outlay	50,000	8,791	17.58%	I
	<b>Total Expenses</b>	<b>11,225,022</b>	<b>3,761,171</b>	<b>33.51%</b>	
	<b>Total Expenditures</b>	<b>41,479,377</b>	<b>18,280,491</b>	<b>44.07%</b>	
80	Transfers				
	Transfers	1,240,000	45,722	3.69%	
	<b>Total Transfers</b>	<b>1,240,000</b>	<b>45,722</b>	<b>3.69%</b>	
	<b>Total Expenditures and Transfers</b>	<b>42,719,377</b>	<b>18,326,213</b>	<b>42.90%</b>	
	<b>Net Revenues over (under) Expenditures</b>	<b>0</b>	<b>2,434,658</b>		



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

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

	YTD 12/31/2020	YTD 12/31/2019	\$ Diff	% Diff	Comments
<b>Revenue</b>					
Local Sources:					
Tuition & Fees	\$ 11,061,695	\$ 12,408,342	\$ (1,346,647)	-11%	Decrease is due primarily to expected lower enrollments, associated fees, and lower EES revenue (all partially impacted by COVID-19)
Property Taxes	5,626,218	5,034,530	591,688	12%	Timing of property tax payments received from townships/changes in property values over time
Total Local Sources	16,687,913	17,442,872	(754,959)	-4%	
State Sources	3,434,558	3,469,149	(34,591)	-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	542,795	(335,818)	-62%	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	122,014	138,263	(16,249)	-12%	Timing of Foundation gifts
Investment Income	58,183	198,086	(139,903)	-71%	Higher interest/dividends recognized in FY20 than in FY21
Other Sources	163,479	278,913	(115,434)	-41%	Primarily due to lower Lobdell sales and lower room/equipment rentals in FY21; partially offset by higher admin fees collected from NJTP in FY21
<b>Total Revenue</b>	<b>20,760,871</b>	<b>22,148,029</b>	<b>(1,387,158)</b>	<b>-6%</b>	
<b>Expenses</b>					
Salaries and Wages	10,181,827	9,804,598	377,229	4%	Extra pay in December 2020 created one pay more in FY21 than in FY20
Benefits	4,337,492	4,116,136	221,356	5%	Extra pay in December 2020 created one pay more in FY21 than in FY20
Purchased Services	819,782	1,062,478	(242,696)	-23%	Primarily due to miscellaneous savings in purchased services for EES and GLMA and lower advertising expenses in FY21
Supplies & Materials	996,147	1,411,831	(415,684)	-29%	Decrease is driven primarily by timing of GLMA and Aviation fuel purchases, lower general supply expenses, and lower furniture expenses in FY21
Internal Services	(5,864)	75,560	(81,424)	-108%	Driven by lack of internal events on campus due to COVID
Other Expenses	533,906	732,029	(198,123)	-27%	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	600,792	754,213	(153,421)	-20%	Primarily due to the timing of invoices/payments in FY21
Maintenance & Renovation	713,884	808,899	(95,015)	-12%	Primarily due to lower equipment maintenance expenses in FY21
Professional Development	93,734	326,521	(232,787)	-71%	Due to reduction of professional development expenses due to cancellation of work-related travel during COVID
Capital Outlay	8,791	123,038	(114,247)	-93%	Decrease is due to reduction in budget for FY21
<b>Total Expenses</b>	<b>18,280,491</b>	<b>19,215,303</b>	<b>(934,812)</b>	<b>-5%</b>	
<b>Transfers</b>	<b>45,722</b>	<b>202,358</b>	<b>(156,636)</b>	<b>-77%</b>	Aviation flight hours transfer \$177,364 less transfer of admin and wage expenses to CARES Act (CRF) fund (\$131,642)
<b>Total Expenses &amp; Transfers</b>	<b>18,326,213</b>	<b>19,417,661</b>	<b>(1,091,448)</b>	<b>-6%</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 2,434,658</b>	<b>\$ 2,730,368</b>	<b>\$ (295,710)</b>	<b>-11%</b>	



**Northwestern Michigan College  
Comparison - Month Over Month  
General Fund  
Dec 2020 vs. Nov 2020**

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

	<b>YTD 12/31/2020</b>	<b>YTD 11/30/2020</b>	<b>Dec 20 Activity</b>	<b>Nov 20 Activity</b>	<b>Comments</b>
<b>Revenue</b>					
Local Sources:					
Tuition & Fees	\$ 11,061,695	\$ 9,930,335	\$ 1,131,360	\$ 1,915,447	Allocation of 4 weeks of tuition in November and only 2 weeks of tuition in December
Property Taxes	5,626,218	5,146,070	480,148	60,442	Timing of tax collections received
Total Local Sources	16,687,913	15,076,405	1,611,508	1,975,889	
State Sources	3,434,558	2,268,299	1,166,259	1,172,739	Consistent with prior month
State PPT Reimbursement	87,747	87,747	-	87,747	PPT reimbursement received in November
Federal Sources	206,977	206,977	-	197,300	MARAD direct support reimbursement received in November
Private Sources	122,014	122,014	-	-	Consistent with prior month
Investment Income	58,183	57,944	239	750	Consistent with prior month; slightly higher interest and dividends received in November
Other Sources	163,479	141,607	21,872	18,542	Consistent with prior month
<b>Total Revenue</b>	<b>20,760,871</b>	<b>17,960,993</b>	<b>2,799,878</b>	<b>3,452,967</b>	
<b>Expenses</b>					
Salaries and Wages	10,181,827	7,797,958	2,383,869	1,408,077	Three pays in December
Benefits	4,337,492	3,415,315	922,177	728,420	Three pays in December
Purchased Services	819,782	677,230	142,552	157,227	Consistent with prior month
Supplies & Materials	996,147	859,821	136,326	190,736	Primarily due to reclassification of miscoded Sodexo payments to the general fund code discovered in November from earlier in the fiscal year
Internal Services	(5,864)	(4,336)	(1,528)	117	Difference due to the recognition of quarterly internal postage and telephone transfers in December
Other Expenses	533,906	445,865	88,041	83,932	Consistent with prior month
Institutional Expenses	600,792	471,689	129,103	150,090	Higher snow removal related expenses in November (deposit for snow removal services and salt purchase)
Maintenance & Renovation	713,884	631,996	81,888	150,012	Partially impacted by timing of a quarterly software maintenance invoice paid in November and higher equipment maintenance expenses in November (multiple small invoice items)
Professional Development	93,734	71,651	22,083	14,023	Low activity in professional development primarily related to memberships and webinars
Capital Outlay	8,791	8,791	-	-	No COAT expense activity in December
<b>Total Expenses</b>	<b>18,280,491</b>	<b>14,375,980</b>	<b>3,904,511</b>	<b>2,882,634</b>	
<b>Transfers</b>	<b>45,722</b>	<b>46,588</b>	<b>(866)</b>	-	Aviation flight hours transfer \$177,364 less transfer of admin and wage expenses to CARES Act (CRF) fund (\$131,642)
<b>Total Expenses &amp; Transfers</b>	<b>18,326,213</b>	<b>14,422,568</b>	<b>3,903,645</b>	<b>2,882,634</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 2,434,658</b>	<b>\$ 3,538,425</b>	<b>\$ (1,103,767)</b>	<b>\$ 570,333</b>	



**Northwestern Michigan College**  
**Income Statement Projections - General Fund**  
**For the Year Ended June 30, 2021**  
**As of 1/15/21**

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

	<b>FY20 Actual</b>	<b>FY 21 Budget</b>	<b>YTD 1/15/2021</b>	<b>FY 21 Projected</b>	<b>Difference vs. Budget</b>	<b>Comments</b>
<b>Revenue</b>						
Local Sources:						
Tuition & Fees	\$ 21,364,804	\$ 20,271,034	\$ 11,177,245	\$ 19,727,795	(543,239)	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	5,626,218	11,485,363	-	In line with budget
Total Local Sources	32,528,476	31,756,397	16,803,463	31,213,158	(543,239)	
State Sources	9,169,059	8,341,730	3,193,286	9,687,086	1,345,356	State appropriations increased 0.3% 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 of \$800k expected in January 2021
Private Sources	880,473	1,268,000	122,014	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	58,183	130,913	(143,087)	Near zero federal funds rate is minimizing returns
Unrealized Gain (Loss) on Investments	43,746	-	-	-	-	
Other Sources	417,066	353,250	168,392	349,339	(3,912)	In line with budget
<b>Total Revenue</b>	<b>45,030,162</b>	<b>42,719,377</b>	<b>20,640,063</b>	<b>43,814,486</b>	<b>1,095,109</b>	
<b>Expenses</b>						
Salaries and Wages	21,715,385	21,182,285	10,892,452	21,260,767	78,482	In line with budget
Benefits	8,774,325	9,072,070	4,974,400	9,089,117	17,047	In line with budget
Purchased Services	2,049,534	2,391,755	920,810	2,248,953	(142,802)	Savings in food services by using culinary staff for GLMA cruise; legal and advertising trending lower than planned
Supplies & Materials	2,430,475	3,288,261	1,147,294	2,687,930	(600,331)	No int'l trips (250k budget), slower consumption of supplies due to remote work and instruction
Internal Services	92,561	104,020	(6,166)	104,020	-	In line with budget
Other Expenses	1,534,239	1,705,773	567,679	1,566,442	(139,331)	Savings in non-PD events and travel due to Covid restrictions
Institutional Expenses	1,519,695	1,726,924	697,181	1,633,488	(93,436)	Savings in electricity and heat due are expected due to shutdown
Maintenance & Renovation	1,609,299	1,778,289	759,171	1,768,436	(9,853)	Comparable to budget
Professional Development	555,708	180,000	99,746	234,315	54,315	Reduced conferences and events due to Covid restrictions
Capital Outlay	347,272	50,000	8,791	50,000	-	
<b>Total Expenses</b>	<b>40,628,493</b>	<b>41,479,377</b>	<b>20,061,357</b>	<b>40,643,468</b>	<b>(835,909)</b>	
<b>Transfers Out (In)</b>						
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)	-	(131,643)	-	-	
Restricted Fund - GLMA Heritage Act	-	-	-	962,548	962,548	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)	-	-	-	
<b>Total Transfers</b>	<b>1,681,605</b>	<b>1,240,000</b>	<b>45,722</b>	<b>3,127,098</b>	<b>1,887,098</b>	
<b>Total Expenses &amp; Transfers</b>	<b>42,310,098</b>	<b>42,719,377</b>	<b>20,107,079</b>	<b>43,770,566</b>	<b>1,051,189</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 2,720,065</b>	<b>\$ -</b>	<b>\$ 532,984</b>	<b>\$ 43,920</b>	<b>\$ 43,920</b>	



**MEMO**  
Administrative Services

**To:** Vicki Cook, VP Finance and Administration

**From:** Troy Kierczynski, Controller

**Date:** January 14, 2021

**Subject:** Realized and Unrealized Investment Gains & Losses for the Quarter Ended December 31, 2020

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

The College invests primarily in bonds, commercial paper, and certificates of deposit. In its long-term strategy, the College typically holds investments to maturity rather than seeking short-term gains at the expense of future returns. Market conditions ultimately drive the College’s investment holdings, income and overall performance.

The College reports investments on its statement of net position at fair value. Dividends, interest, and gains (realized and unrealized) are reflected in aggregate as **net investment income** in the College’s statement of revenue, expenses, and changes in net position. The College recognized the following investment income (general fund only):

**Investment Income - General Fund Only**

*For the periods ending:*

	<b>June 30, 2019</b>	<b>June 30, 2020</b>	<b>December 31, 2020</b>
Realized gains (losses)	\$ -	\$ 3,600	\$ -
Unrealized gains (losses)	406,758	43,746	(218,467)
Dividends and interest	384,491	420,687	58,183
<b>Investment income, net</b>	<b>791,249</b>	<b>468,033</b>	<b>(160,284)</b>

The College had no realized gains in fiscal years 2019 and 2021 (year to date). The realized gain in fiscal year 2020 is the result of an issuer calling a bond in September 2019.

The unrealized gains in fiscal years 2019 and 2020 reflect periods of declining interest rates based on rate cuts by the Federal Reserve. The unrealized loss as of December 31, 2020 represents a slight rebound in bond market rates after bottoming out in June 2020.

In March 2020, the Fed enacted emergency rate cuts, slashing the federal funds rate 150 basis points (to near zero) in response to the economic impact of the Coronavirus pandemic. The Fed projects rates will remain near zero until 2023, which will have a negative impact on future returns.

**Northwestern Michigan College**  
**Statement of Net Position**  
**General Fund**  
**December 31, 2020**



	<b>As of December 31,</b>	
<b>Assets</b>	<b>2020</b>	<b>2019</b>
<b>Current assets</b>		
Cash and cash equivalents	\$ 3,803,063	\$ 6,324,423 <b>A</b>
Accounts receivable, net	8,880,058	9,207,801
Prepaid expenses and other current assets	935,562	683,433 <b>B</b>
<b>Total current assets</b>	<b>13,618,683</b>	<b>16,215,657</b>
<b>Noncurrent assets</b>		
Long-term investments	20,230,827	20,116,376 <b>A</b>
Due to other funds	(12,546,678)	(15,826,789)
<b>Total noncurrent assets</b>	<b>7,684,149</b>	<b>4,289,587</b>
<b>Total assets</b>	<b>\$ 21,302,832</b>	<b>\$ 20,505,244</b>
<b>Liabilities</b>		
<b>Current liabilities</b>		
Accounts payable	\$ 23,688	\$ 129,528
Accrued payroll	1,820,628	2,060,571
Unearned revenue	7,291,668	8,416,053
<b>Total current liabilities</b>	<b>9,135,984</b>	<b>10,606,152</b>
<b>Noncurrent liabilities</b>		
Voluntary separation plan	\$ 197,748	\$ 314,347
<b>Total noncurrent liabilities</b>	<b>197,748</b>	<b>314,347</b>
<b>Total liabilities</b>	<b>\$ 9,333,732</b>	<b>\$ 10,920,499</b>
<b>Net position</b>		
Net position, beginning of year	\$ 9,534,442	\$ 6,814,377
Change in net position	2,434,658	2,770,368
<b>Total net position</b>	<b>11,969,100</b>	<b>9,584,745</b>
<b>Total liabilities and net position</b>	<b>\$ 21,302,832</b>	<b>\$ 20,505,244</b>

**Notes:**

**A** - Cash and investments balances fluctuate due to timing of investment purchases, sales, and payroll. NMC had a late December 2020 payroll (outgoing cash) compared to early Jan. in the previous year.

**B** - Current year includes unrealized loss on investments of \$218,467 compared to a loss of \$14,905 at this point last year.

**Northwestern Michigan College**  
**Investments Held**  
**December 31, 2020**

<b>Financial Institution</b>	<b>Security Issuer</b>	<b>Abbr.</b>	<b>Security Type</b>	<b>Maturity</b>	<b>Coupon or Interest Rate</b>	<b>Interest Frequency</b>	<b>Cost</b>	<b>Notes</b>
Chemical Bank	Chemical Bank	n/a	Certificate of Deposit	5/3/2021	0.150%	Annually	\$ 257,010	
Huntington Bank	Huntington Bank	n/a	Certificate of Deposit	4/1/2021	0.100%	Annually	\$ 250,000	
Fifth Third	Federated Investors	GOIXX	Money Market Fund	n/a	0.360%	Monthly	\$ 783,102	0.36% yield in calendar year 2020
Fifth Third	Federal National Mortgage Association	FNMA	U.S. Agency Bond	8/27/2025	0.500%	Semi-Annual	\$ 5,000,000	callable on 8/27/21
Fifth Third	Federal National Mortgage Association	FNMA	U.S. Agency Bond	10/27/2028	0.750%	Semi-Annual	\$ 5,000,000	callable on 10/27/21
Fifth Third	Federal National Mortgage Association	FNMA	U.S. Agency Bond	11/23/2029	1.070%	Semi-Annual	\$ 5,000,000	callable on 11/23/22
Fifth Third	Federal Home Loan Mortgage Corporation	FHLM	U.S. Agency Bond	8/27/2030	1.100%	Semi-Annual	\$ 3,900,000	callable on 8/27/21
<b>Total Investments Held</b>							<b>\$ 20,190,112</b>	



### **MEMO: Resource Development**

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

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

**Date:** January 15, 2021

**Subj:** Foundation Update

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### **Fund Raising – a “check” on FY21 goals**

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

\$ 4,161,328	Total received (including Annual Fund, pledges, and <i>documented planned gift intentions</i> ) raised toward goal
+ \$ 99,978	Gross event revenue
<b>\$4,261,306</b>	<b>Total of gifts + events</b> (Goal: \$4,250,000)

### **Foundation Initiatives**

- Year end giving was strong. Thank you all for your support of NMC programs, scholarships, and facilities.
- Work continues on plans for next fiscal year to help ensure the foundation is well positioned to raise resources to support the current and future needs of the college and our students.

### **For your calendars:**

- The Foundation Finance & Audit Committee will meet virtually Feb. 17 at 7:30am.
- The Foundation Board will meet virtually Feb. 24 at 7:30am.
- Taste of Success (to-go) 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).

The event supports culinary student scholarships while showcasing their talent.





## **MEMO**

*Public Relations, Marketing,  
and Communications*

**To:** Nick Nissley, President

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

**Date:** 1-19-21

**Subject:** December 2020 Monthly Report

December is traditionally a slower month of NMC activities with the end of the semester, which leads to some expected decreases in earned and shared media, PRMC paid and owned media saw increases for the month with the planned budget boost to support the enrollment push ahead of the spring semester and Futures for Frontliners deadline. Highlights of the month also include the Ready. (Re)Set. Go! video series aimed at connecting potential students with NMC programs, in-demand jobs and funding and the new issues of Nexus magazine. The following is an overview of the work of Public Relations, Marketing and Communication for December 2020.

### ***Paid Media***

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

December saw a planned boost to paid media ahead of the spring semester enrollment push, which resulted in an expected increase in performance. We continue to see the largest percentage of growth in our adult learner campaigns which coincides with the state's launch of the Futures for Frontliners program. We also launched a new programmatic digital campaign specifically aimed at gaming platforms where users are predominantly young men. This coordinates with the paid social media, which has predominantly female users.

### ***Outcomes:***

- Display

	December '20	MOM	November '20	YOY	Decemb er '19
clicks	58,046	211% ↑	18,636	626% ↑	7,992

imprs.	2,578,799	639% ↑	348,815	29% ↑	1,996,692
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- Paid social
  - One FB/IG campaign (12/1-12/31)
    - 3,141 clicks to landing page
  - Web traffic (12/1-12/31)
    - [Traditional learner landing page](#) for paid campaigns
      - 20,421 visits/pageviews
      - 9% of all site traffic
      - It's driven:
        - 174 to the NMC homepage
        - 164 Degrees & Certificates page
        - 162 schedule a visit page
        - 122 to the Academic programs page
    - [Adult learners landing page](#)
      - 19,492 visits/pageviews
      - It's driven:
        - 36 visits to the main programs page
        - 24 visits to the homepage
        - 23 visits to the admissions page
        - 10 visits to the degrees and certificates page
- Ready. (Re)set. Go! (FB/ IG ads)
  - 490 clicks to the landing page from paid campaign
  - 676 pageviews since launch
    - 53 visits to the NMC homepage from RRG page
    - 30 visits to program pages from RRG page
  - 203 total video views via youtube
  - 1,234 total views via FB/IG

## ***Earned Media***

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

NMC was featured in 72 media mentions with an estimated publicity value of \$5,200 based on the Cision media monitoring system.

Media coverage stories that resulted in the most attention include:

- [Attack on Pearl Harbor spurred language of upheaval](#) Record-Eagle, Dec. 6
- [Field of 15 in running for vacant TCAPS board seat](#) Record-Eagle, Dec. 8 [The Ticker, Dec. 7](#)
- [Dennos Museum Thrives with Virtual Programs, Holiday Market](#) MyNorth, Dec. 4
- [Opinion: NMC urges action on legislation to expand access to nursing education](#) Record-Eagle, Dec. 9

Media sentiment ranking for December (based on a Cision algorithm that ranks pre-assigned tone of keywords) shows 98.6% positive or neutral coverage. This is an increase MOM (October, 94.3% ) and increase YOY (2019, 93.6%). The only result categorized as negative was the piece on Pearl Harbor, which quoted an NMC instructor, but was not negative about the college.

### **Owned Media**

#### *Monthly published owned media*

During December, PRMC published two NMC Now e-newsletters to 862 supporters and community members. The average open rate was 39%.

The feature article from 12-16-20 [Success story: From dropout to Dean's List](#) featuring NMC student Pamela Silva's educational journey was the most popular link clicked.

Other popular links include:

- [Success Story: Christal Frost joins fellow frontlines going back to school](#) NMC Now 12-2-20
- [GT Pulse: GLCI grad/food truck operator moves to storefront](#) TV 9 & 10, Dec. 15
- [Ready. \(Re\)Set. Go!](#) Video series highlighting jobs, training and funding options for the adult learner.






The January 2021 Nexus magazine was mailed to 45,000 supporters throughout the region and across the country and world. Highlights include pandemic pivots from NMC students, employees and alumni, GLCI alumna and owner of Rose and Fern Cafe, and the NMC custodial team charged with keeping campus clean and safe.






### **Shared Media**

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







While campus activities were down with the end of the semester and the pandemic restrictions, the increase in paid social media ads boosted overall impressions. YOY engagement was down due to highly engaged posts in December 2019 as the college said goodbye to Tim Nelson and welcomed Nick Nissley.

Highest performing organic posts include the student designed NMC holiday card, GLCI ranking and award for NMC Disability Services coordinator Leanne Baumeler.

Platform	Followers	Impressions	Engagement	Gender	Age	Region
<b>Facebook</b>	11,773 Up 3.1% YOY  Flat MOM	184% up YOY  344% up MOM 	60.1% Down YOY  98% MOM 	Fans 68% F 31% M  Reach 48%F 51%M	#1 25-34 (26.5%)  #2 35-44 (20%)  #3 45-54 (19.5%)	GT Region & Grand Rapids
<b>Instagram</b>	2,572	126%	22.5% Down	63% F	#1 18-24	GT Region

	up 21% YOY)   Up 0.6% MOM 	up YOY   219% up MOM 	YOY   Flat MOM	36% M	(31.5%)  #2 25-34 (28.6%)  #3 35-44 (18.2%)	& Grand Rapids
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While one of the most used social media channels by current and potential students, Snapchat does not have the same data reporting capabilities as Facebook owned platforms. In addition to event specific geofilters, NMC has the following community filters in place.

Location and image	Date activated	Uses	Views from sent snaps or stories
Front St. Campus (clock tower)	11-4-17	3.3k 	63.1k 
Front St. Campus (Hawk Owl)	2-27-18	6k 	113.9k 
Great Lakes Campus (GLMA)	6-6-18	663 	23.4K 



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Traverse City, MI 49685

Cell: (517) 449-6453  
[www.northernstrategies360.com](http://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:** Wednesday, January 13, 2021  
**Re:** State/Federal Legislative Update

### State

#### **2021-22 Legislative Session**

The Michigan Legislature convened on January 13 for the 2021-22 legislative session. As a reminder, with the start of a new legislative session, all bills must be introduced for the first time and do not carry-over from last year's session.

#### **FY22 State Budget Process**

On Friday, January 15, the January Consensus Revenue Estimating Conference is scheduled, which is essentially the kick-off of the FY22 state budget process. The meeting of the Conference will set the stage for the Executive Budget Recommendation in early February and will be the first revenue estimating conference since federal stimulus legislation passed, which was not part of the assumptions during the August conference. The next significant milestone in the budget process will be the Governor's virtual State of the State address on January 27, where it is expected that she will lay out her key legislative and budget priorities for 2021. We would then expect a full executive budget presentation to be made in the first few weeks of February.

We will be actively advocating for increased community college funding in the FY22 state budget.

#### **Virtual Public Meeting Legislation**

On Tuesday, December 22, Governor Whitmer signed into law SB 1246, which extends the allowance for public boards to be able to meet virtually without limitation until March 31, 2021. The new law also clarifies that boards meeting in person must comply with safety limitations including distancing and limits on the number of people physically in attendance. SB 1246 is now PA 254 of 2020.

### Federal

#### **COVID-19 Relief Package**

Officially known as the Coronavirus Response and Relief Supplemental Appropriations (CRRSA) Act, on December 21, Congress passed a massive bill that including not only the CRRSA but also a year end funding bill that funds the federal government for FY21 (through September 2021).

There were many provisions that will impact community colleges as part of both of these packages that were put together in the final omnibus bill that passed Congress and was signed into law.

## **CRRSA Provisions**

- Of the total \$900 billion price tag, \$81.1 billion would be provided for education
  - Higher Education Emergency Relief Fund (HEERF): \$22.7 billion
  - Elementary and Secondary Education Emergency Relief Fund: \$53.4 billion
  - Governor’s Emergency Education Relief Fund (GEERF): \$4 billion
- Of the total \$22.7 billion in the HEERF, distributions will be:
  - \$20.2 billion distributed to public and non-profit institutions of higher education via an allocation formula
    - This is significantly more than what was allocated by the CARES Act (\$12.5 billion)
    - Generally individual community colleges can expect to receive at least a proportionate increased allocation relative to CARES, but this will not apply universally.
    - The AACCC has a FAQ on how these funds can be used, which can be found [here](#).

## **FY21 Appropriations Provisions**

- Overall the Department of Education’s total funding was increased by less than 2%
- However, of the items we advocated for, we did see an increase in the Pell Grant maximum for the award year beginning July 1, which was increased to \$6,495, up \$150.
- Federal Work Study and Supplemental Educational Opportunity Grants (SEOG) received small increases
- TRIO and GEAR UP received small increases of less than 1%
- Perkins State Grants were increased by \$52 million or 4.1%
- The DOL Strengthening Community College Training Grant Program was increased by \$5 million, to \$45 million

## **FY21 Appropriations for State Maritime Academies**

- Continuation of \$6 million in direct payments to state maritime academies (\$1 million for GLMA)
- Additional \$30.5 million for maintenance, repair, life extension, insurance and capacity improvements of fleet of training ships and for support of training ship operations at State Maritime Academies
- \$2.4 million for the Student Incentives Program
- \$3.8 million for training ship fuel assistance

## NMC Board of Trustees 2021 Committee Appointments

<b>Committee</b>	<b>Members</b>
Audit Committee	Kennard Weaver, Chair Laura Oblinger Ken Warner
Building and Site	Rachel Johnson, Chair Doug Bishop Laura Oblinger
Fellows Nominating	Kennard Weaver, Chair Doug Bishop Rachel Johnson
Foundation Board	Chris Bott, Executive Committee Doug Bishop Kennard Weaver
MCCA Representative	Chris Bott, Lead Kennard Weaver, Alternate
Policy	Doug Bishop, Chair Laura Oblinger Ken Warner
Presidential Performance & Compensation	Rachel Johnson, Chair Chris Bott Ken Warner
Executive	Chris Bott, Chair Rachel Johnson Kennard Weaver
Strategic Planning Steering Committee	Chris Bott Rachel Johnson

**NORTHWESTERN MICHIGAN COLLEGE  
BOARD OF TRUSTEES  
MINUTES  
Monday, December 21, 2020  
Virtual Zoom Webinar ID: 968 4304 6297**

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

**ROLL CALL**

**In compliance with PA 228 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, remotely from Peninsula Township, Grand Traverse County, Michigan; Chris M. Bott, remotely from City of Traverse City, Grand Traverse County, Michigan; K. Ross Childs, remotely from Peninsula Township, Grand Traverse County, Michigan; Rachel A. Johnson, remotely from Garfield Township, Grand Traverse County, Michigan; Jane T. McNabb, remotely from City of Traverse City, Grand Traverse County, Michigan; Kennard R. Weaver, remotely from Peninsula Township, Grand Traverse County, Michigan

Trustees absent: Michael Estes

Also present: President Nick Nissley, Jeffrey Cobb, Vicki Cook, Marguerite Cotto, Jerry Dobek, Diana Fairbanks, Joy Goodchild, Holly Gorton, Craig Hadley, Mark Liebling, Lynne Moritz, Kyle Morrison, Todd Neibauer, Denny Nguyen, Susan Odgers, Rebecca Teahen, Caroline Schafer-Hills, Stephen Siciliano, Ann Swaney, Ken Warner

**REVIEW OF AGENDA**—Board Chair Chris Bott amended the agenda to add action item Q.1. for temporary amendment of bylaws, and change current action item Q to Q.2.

**REPORTS**

**Program Focus—Dennos Museum Center**—Craig Hadley, Executive Director and Chief Curator of the Dennos Museum Center, reviewed museum activities from the past year, including highlights from the first external review through the Museum Assessment Program (MAP), internship program, and collaboration with the NMC Police Academy. Hadley also reviewed the continuum of excellence process and timeline toward accreditation program for the Dennos Museum, along with reasons to pursue accreditation. Addressing questions of the Board, Hadley elaborated on the value and process of obtaining accreditation. The Board thanked Hadley for pursuing accreditation for the Museum and supported his initiatives with the Dennos.

**Faculty Report—The Lesson of the Lark: A Collaborative Project**—Jeff Cobb, Director of Music Programs, and Caroline Schafer-Hills, Visual Communications Program Director, reported on the recent collaborative virtual event with NMC music students and faculty, NMC Visual Communications Students, NMC Audio Tech students, NMC Chamber Singers, NMC Grand Traverse Chorale, NMC Canticum Novum, and musicians from Northern Lower Michigan. Jeff Cobb shared the rehearsal and coordination process to perform this event virtually with each



performer in their own home/location. Caroline shared the participation of her Visual Communications students and the great experience for them, as well. An arrangement of excerpts of the performance was shared with the Board. The Board commended Cobb and Schafer-Hills, recommended taking the presentation to national conferences, and look forward to future collaborations!

**Enrollment Report**—Todd Neibauer, Vice President for Student Services and Technology, provided the enrollment report for Spring 2021 and noted almost 500 students are registered through Futures for Frontliners. There was a decrease from the previous year in returning students enrolled for spring semester at this point in time. The new Michigan Reconnect program was expected to be announced by the state on February 1, 2021, which would be another free in-district tuition program for adult learners to complete a college degree.

**Financial Report**—Vicki Cook, Vice President of Finance and Administration, reviewed highlights from the financial report for the period ending November 30, 2020. Fall tuition revenue was greater than budgeted, but spring semester was anticipated to be a decline. Cook expected fall excess to cover spring decline. Overall expenses were under budget.

**Foundation Report**—Rebecca Teahen, Associate Vice President for Resource Development and Executive Director of Foundation, provided the Foundation Report. Thanks to 119 donors on Giving Tuesday, \$26,760 was raised to support the greatest needs of students and the college. The Foundation office would be closed during the holiday break, but staff would be responding to emails and voicemails during that time.

**PRMC Report**—Diana Fairbanks, Executive Director of Public Relations, Marketing, and Communications, noted positive news stories from November, including coverage of NMC instructor Nick Roster's going gradeless work being picked up nationally by the Associated Press. The next issue of NEXUS was coming out in January with many great stories. In response to a question, Fairbanks noted several local journalists who were registered to attend NMC through the Futures for Frontliners program.

**Presidential Performance & Compensation Committee Report**—Committee Chair Chris Bott provided a report on the work of the Board Presidential Performance and Compensation Committee. The committee determined areas of focus for the president over the next year, which would be recommended to the full Board in January. Bott also mentioned the upcoming Strategic Planning process.

**Policy Committee Report**—Committee Chair Doug Bishop provided an update on the Board Policy Committee that recently met and reviewed and amended the Board of Trustees Video Recording of Meetings policy. The recommended amended policy was included for Board adoption in the action agenda of this meeting. Bishop also explained pending state legislation extending the ability to meet remotely contradicted current Board policy regarding virtual meeting participation. In the action items section, Bishop will offer a temporary amendment to the Bylaws to allow remote participation to be permanently adopted at a later meeting.

**Legislative Issues Report**—President Nick Nissley highlighted three items from the legislative update included in the Board materials packet. First, the previous week ended the lame duck session

in the state legislature due to COVID exposures, ending the opportunity for BSN legislation passage this year. Second, Senate Bill 1246 had been presented to Governor Whitmer to allow public boards to meet virtually through March 31, 2021. Meanwhile, the Traverse City Commission formally declared a State of Emergency at their meeting on December 8, allowing all public bodies of the city to continue to meet remotely through April 30, 2021. Third, Nissley explained Future for Frontliners and Project Reconnect provide tuition at in-district rates; therefore, out-of-district students pay the difference between the in-district rate and out-of-district rate. He also noted that community colleges are allowed to open and NMC will start spring semester on January 11 as planned. At the federal level, the Consortium of State Maritime Academies is seeking to have cadets be considered essential works in the context of eligibility for a COVID-19 vaccine.

**PUBLIC INPUT**—There was public input offered by Susan Odgers and Jerry Dobek.

### **UPDATES**

**President's Update**—President Nick Nissley provided an update on COVID campus exposures that have remained low due to the safety protocols followed by faculty, staff and students, and he thanked them for modeling those protocols. He shared that enrollment of returning students was down due to COVID related impacts on learning. Nissley then provided a year in review, thanking the Board for their support during the past nine months of the pandemic. Lastly, Nissley reviewed the plan for upcoming strategic planning in 2021.

**Board Chair Update**—Chair Chris Bott thanked fellow trustees for their service at the Board and committee levels, specifically Janie McNabb and Ross Childs with this being their last meeting as trustees. Bott also thanked faculty and staff for all they had done to pivot to remote learning, and to staff supporting the Board's pivot to remote meetings.

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

- Minutes of the November 23, 2020, regular and closed meetings

### **ACTION ITEMS**

**Temporary Amendment of Bylaws**—Doug Bishop, made a motion, seconded by Kennard Weaver, for a temporary amendment to Paragraph 2, Quorum, of Board Policy A-100 Board of Trustees Process/Board of Trustees Bylaws to provide that trustees may participate in meetings by telephone or other interactive media for any purpose, including voting, and that such participation shall count for constitution of a quorum, whenever the same is permitted and/or authorized by statute. This amendment will expire automatically at the next public meeting of the Board, unless the Board, by further resolution, shall formally adopt this amendment, in final form, or shall, by further resolution, continue the temporary amendment until the next public meeting of the Board under the same conditions. The motion passed with a unanimous vote.

**Board Policies**—On a motion by Rachel Johnson, seconded by Janie McNabb, the Board unanimously adopted the following Board Policy on a first-reading basis:

- Amended A-104.00 Video Record of Meetings

**Board Policies**—On a motion by Doug Bishop, seconded by Ross Childs, the Board unanimously adopted the following Board Policies on a second-reading basis:

- Amended Policy A-105.01 Gift Acceptance
- Policy A-106.02 Investment with no changes after review

**Resolutions of Appreciation**—On a motion by Rachel Johnson, seconded by Doug Bishop, the Board adopted resolutions of appreciation to K. Ross Childs and Jane T. McNabb in recognition of their dedicated service and significant contributions to the Northwestern Michigan College Board of Trustees. The motion passed with a unanimous vote.

**Foundation Board Appointments**—On a motion by Doug Bishop, seconded by Rachel Johnson, the Board approved the reappointment of Suzanne Allen, Chris Branson, Bruce Byl, Bill Donberg, Fran Gingras, Eleanor Lynn, Susan Sheldon, David Shooltz, Timothy Young, and Nancy Zimmer, as well as the appointment of Lorraine Beers to the NMC Foundation Board for terms of three fiscal years, commencing January 1, 2021, and expiring June 30, 2024; and new Honorary Foundation Board Members Diana and Jim Huckle for the term of life. The motion passed with a unanimous vote.

**Foundation Board By-Laws**—On a motion by Doug Bishop, seconded by Ross Childs, the Board approved amended NMC Foundation Bylaws as presented. The motion passed with a unanimous vote.

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

**ADJOURNMENT**—The meeting adjourned at 7:11p.m.  
Recorded by Holly Gorton, Chief of Staff to the President and Board of Trustees.

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

ATTESTED \_\_\_\_\_  
Rachel A. Johnson, Vice-Chair

## **Board Policy A-104.00**

### **Board of Trustees Process**

## **Board of Trustees Video Recording of Meetings**

The Board of Trustees establishes video recording to be conducted at regularly scheduled annual and monthly Board of Trustee meetings. The following standards shall be established for video recording of meetings of the Board of Trustees:

1. The Vice President for Student Services and Technologies shall determine appropriate procedures, guidelines and technology to accomplish video recording under this policy.
2. Video recordings shall be made available to the public within eight days after the meeting.
3. Video recordings shall be maintained in a manner consistent with the Records Retention and Disposition Schedule, Staff Policy D-506.04. Video recordings shall be retained for no longer than one (1) year from the date of first publication.
4. Video recordings shall serve only as an auxiliary method of providing public access to the business of the Northwestern Michigan College Board of Trustees, are not intended as public records, and shall not replace written minutes of the Board of Trustees as required by Board Policy A-100.00. For purposes of compliance with MCL 15.269 of the Open Meetings Act, written minutes maintained and approved by the Board of Trustees shall remain the official minutes of the Board, and the minutes shall be subject to all requirements as provided under MCL 15.269, and as may be amended.

The Vice President for Student Services and Technologies, in conjunction with appropriate staff, shall be responsible for the development and publication of any further procedures or guidelines that may be necessary to administer this policy effectively.

If any provision(s) of this policy or set of bylaws conflicts with laws applicable to Northwestern Michigan College, including the Community College Act of 1966, the Freedom of Information Act, or the Open Meetings Act, as each may be amended from time to time, such laws shall control and supersede such provision(s).

Adopted by the Northwestern Michigan College Board of Trustees March 24, 2014

Reviewed without revision July 22, 2019

## Board Policy A-100.00

### Board of Trustees Process

## Board of Trustees Bylaws

### 1. Meetings.

- a. Place of Meetings. Any or all [meetings of the Board of Trustees](#) shall be held at Northwestern Michigan College unless otherwise designated by the Board of Trustees.
- b. Open and Closed Meetings. All meetings—annual, regular, special, emergency—shall be open to the public with the exception of those items exempt from public discussion or disclosure by state or federal statute. A 2/3 roll call vote of members elected or appointed and serving is required to call a closed session, except for closed sessions permitted under section 8(a), (b), (c), (g), (i), and (j) of the Open Meetings Act, MCL 15.267. Upon completion of business in the closed session, the Board will adjourn into public session.
- c. Annual Meeting.
  - i. Date and purpose. The annual meeting of the Board of Trustees shall be held each year on the first meeting date in January, one of the purposes of which shall be the election of the officers.
  - ii. Notice of annual meeting. At least seven (7) days prior to the date fixed by Section 1.c.i. of these Bylaws for the holding of the annual meeting of the Trustees, written notice of the time, place and purposes of such meeting shall be delivered, as hereinafter provided, to each Trustee entitled to vote at such meeting.
  - iii. Delayed Annual Meeting. If, for any reason, the annual meeting of the Board of Trustees shall not be held on the day hereinbefore designated, such meeting may be called and held as a special meeting, and the same proceedings may be conducted thereat as at an annual meeting, provided that the notice of such meeting be not less than a seven-day notice.
  - iv. Order of Business. The order of business at the annual meeting of the Board of Trustees shall be as follows:
    1. roll call
    2. reading notice and proof of mailing
    3. approval of minutes of preceding annual meeting
    4. report of Secretary
    5. report of Treasurer
    6. election of officers
    7. transaction of other agenda items
    8. adjournment

provided that, in the absence of any objection, the presiding officer may vary the order of business at his or her discretion.

- d. **Regular Meetings.** Regular meetings of the Board of Trustees shall be held not less frequently than one in each month at such time and place as the Board of Trustees shall determine. No monthly notice of regular meetings of the Board shall be required. Regular meeting dates for the year must be publicly posted within ten (10) days after the annual January meeting for the following twelve (12) months stating the time and place of meetings. If the schedule of regular meetings is changed, the new dates, times and places must be posted within three (3) days after the meeting at which the change is made.

If a regular meeting is rescheduled, a public notice stating the rescheduled date, time, and place of the meeting must be posted at least eighteen (18) hours prior to the meeting and must be accessible to the public for the full notice period.

- e. **Special Meetings and Committee Meetings.** A special meeting of the Board of Trustees or Committee Meeting may be called at any time by the Chairperson of the Board of Trustees, Chairman of the convening Committee or by a majority of the Board of Trustees. The Chief of Staff to the President and Board of Trustees shall prepare and forward to each trustee electronic or written notice of the time, place and purpose of such special meeting not less than eighteen (18) hours before the meeting. Such notice may be signed by stamped, typewritten, or printed signature of the Chief of Staff to the President and Board of Trustees. The requirement of 18 hours advanced notice does not apply to special meetings of subcommittees.

When a special meeting is called, a public notice stating the date, time, and place of the meeting must be posted at least eighteen (18) hours prior to the meeting.

- f. **Emergency Meetings.** The Board of Trustees may meet in emergency session without complying with the notice requirements when it is necessary to deal with a severe and imminent threat to the health, safety, or welfare of the public when 2/3 majority of members elected and serving of the Board members decide that delay would be detrimental to efforts to lessen or respond to the threat.

- g. **Board Notice**

Notice for regular meetings of the Board is considered served by Board setting the time and place of regular meetings at the Board of Trustees' Annual Meeting.

Notice for all special meetings and committee meetings shall be prepared and sent to each trustee electronically by the Chief of Staff to the President and Board of Trustees, indicating the time, place and purpose of such meetings, not less than eighteen (18) hours before the meeting.

- h. **Public Notices of Meetings.**

Public notices must contain:

- i. "NORTHWESTERN MICHIGAN COLLEGE Board of Trustees"
- ii. 1701 East Front Street,  
Traverse City, Michigan 49686  
(231) 995-1010
- iii. The time of the meeting

- iv. The date of the meeting
- v. The place of the meeting
- vi. "Official minutes of Board meetings are available in the President's Office and on the NMC website at [nmc.edu/about/board-of-trustees/minutes/](http://nmc.edu/about/board-of-trustees/minutes/) and are available for public inspection."
- vii. "If you are an individual with a disability who is in need of a reader, amplifier, qualified sign language interpreter, or any other form of auxiliary aid or service to attend or participate in the meeting or hearing, please contact the Chief of Staff to the President and Board of Trustees at (231) 995-1010 at least one week prior to the meeting or as soon as possible." All notices must be posted on the Board of Trustees bulletin board in the Preston N. Tanis building as well as on the Board of Trustees web page at [nmc.edu/about/board-of-trustees/materials-minutes.html](http://nmc.edu/about/board-of-trustees/materials-minutes.html) and be made accessible by a prominent and conspicuous link that clearly describes its purpose for public notification on NMC's homepage, [nmc.edu](http://nmc.edu).
- i. *Public Input.* At all public meetings of the Board of Trustees, the Chairperson shall honor the right of the public to address a public body. Every open meeting agenda will provide for public participation.  
Each person wishing to address the Board during public comment must be present and shall provide their name, address, city, phone, and issue to be addressed on a form provided prior to the meeting. The topic addressed should be related to business within the jurisdiction of the Board. Forms will be collected and given to the Board Chair prior to the call for order.  
Comments will be limited to three minutes in length per speaker.

2. **Quorum.** Presence in person of a majority of Trustees shall constitute a quorum at any meeting of the members. Trustees may participate in meetings by telephone or other interactive media for any purpose, including voting, and that such participation shall count for constitution of a quorum, whenever the same is permitted and/or authorized by statute.

### 3. **Board of Trustees.**

- a. *Number and Qualifications.* The Northwestern Michigan College district shall be directed and governed by a Board of Trustees, consisting of seven (7) members. Each member shall possess the qualifications of general electors within the College district.
- b. *Selection.* Board of Trustees members shall be selected as provided in Section 389 of Act 331 of the Public Acts of 1966 of the State of Michigan:  
"The community college district shall be directed and governed by a Board of Trustees, consisting of seven (7) members elected at large in the proposed community college district on a non-partisan basis . . ."
- c. *Term of Office.* The Trustees shall serve for six (6) years or until their successors have been appointed. Regular terms of office shall commence on January 1 following the next general state election.
- d. *Vacancies.* Whenever a vacancy in the Board of Trustees occurs, "the remaining trustees shall fill each vacancy by appointment. If a vacancy is not filled within 30 days after the vacancy occurs, or if a majority of trustee seats become vacant, "the intermediate school board for that school [community college] district shall fill each vacancy by appointment. An

individual appointed under this subsection serves until a successor is elected and qualified. If a vacancy occurs more than 90 days before a regular election, an election shall be held at that regular school election to fill that office for the remainder of the office's unexpired term, if any. This subsection applies regardless of whether an individual is appointed under subsection (1) to fill the vacancy." (Michigan Legislative Act 302, Public Acts of 2003, Chapter XIV, Sec. 311, effective March 30, 2004).

- e. *Power to Elect Officers.* The Trustees shall elect a Chairperson of the Board of Trustees, a Vice Chairperson, a Secretary, and a Treasurer.
  - f. *Power to Appoint Other Officers and Agents.* The Board of Trustees shall have power to appoint such other officers and agents as the Board may deem necessary for transaction of the business of the Board.
  - g. *Removal of Officers and Agents.* Any officer or agency may be removed by the Board of Trustees whenever in the judgment of the Board the business interest of the Board will be served thereby.
  - h. *Power to Fill Vacancies.* The Board shall have power to fill any vacancy in any office occurring for any reason whatsoever. The office of a trustee becomes vacant immediately, regardless of declaration by an officer or acceptance by the board or 1 or more of its members, upon any of the following events:
    - i. The death of the trustee.
    - ii. The trustee being adjudicated insane or being found to be a legally incapacitated individual by the court of competent jurisdiction.
    - iii. The trustee's resignation.
    - iv. The trustee's removal from office.
    - v. The trustee's conviction for a felony.
    - vi. The trustee's election or appointment being declared void by a competent tribunal.
    - vii. The trustee's neglect or failure to file the acceptance of office, to take the oath of office, or to give or renew an official bond required by law.
    - viii. The trustee ceasing to possess the legal qualifications for holding office.
    - ix. The trustee moving his or her residence from the community college district.
  - i. *Delegation of Powers.* For any reason deemed sufficient by the Board of Trustees, whether occasioned by absence or otherwise, the Board may delegate all or any of the powers and duties of any officer to any other officer or director, but no officer or director shall execute, acknowledge, or verify any instrument in more than one capacity.
  - j. *Power to Require Bonds.* The Board of Trustees may require any officer or agent to file with the Board a satisfactory bond conditioned for faithful performance of his or her duties.
  - k. *Compensation.* The compensation of agents may be fixed by the Board.
4. **Officers.**
- a. *Chairperson.* The Chairperson of the Board of Trustees shall be selected by the members of the Board. The Chairperson shall preside over all meetings of the Board of Trustees. The Chairperson shall ensure that the Board's Bylaws and established rules are followed and that the Board and its standing or ad hoc committees are fulfilling their stated responsibilities. The



Chairperson shall represent the Board as appropriate in various public relations functions. An individual may not serve more than three (3) consecutive years as Chairperson. In times of unique challenge to the Board, the Chair may be elected for up to two (2) additional consecutive one-year terms by a vote of no less than five of the seven members of the Board.

- b. *Vice Chairperson.* A Vice Chairperson shall be chosen by the membership of the Board. The Vice Chairperson shall perform the duties and exercise the powers of the Chairperson during the absence or disability of the Chairperson.
  - c. *Secretary.* The Secretary shall be chosen from the membership of the Board. The Secretary shall, by affixing his or her signature, attest to the accuracy of the Board meeting minutes and shall ensure that the Board's records are maintained in an appropriate manner. The Secretary shall authorize all notices required by statute, bylaw or resolution. The Secretary shall perform such other duties as may be delegated by the Board of Trustees. The Chairperson or the Chairperson's designee shall serve as Assistant Secretary to assist the Secretary in the performance of his or her duties.
  - d. *Treasurer.* The Board of Trustees shall elect a Treasurer of the Board from its membership who will perform duties in connection with the finances of the College as may be required by the Board. The Board may direct the President to designate a chief financial officer as custodian of the funds who shall report to the President and maintain full and accurate accounts and fiscal procedures.
5. **Fiscal Year.** The College's fiscal year shall begin on the first day of July and end on the thirtieth day of June.
6. **Execution of Instruments**
- a. *Checks, Etc.* All checks, drafts, and orders for payment of money shall be signed in the name of the Board and shall be countersigned by such officers or agents as the Board of Trustees shall from time to time designate for that purpose.
  - b. *Contracts, Conveyances, Etc.* When the execution of any contract, conveyance, or other instrument has been authorized without specification of the executing officers, the Chairperson or Vice Chairperson and the Secretary may execute the same in the name and on behalf of this Board. The Board of Trustees shall have power to designate the officers and agents who shall have authority to execute any instrument in behalf of this Board.
7. **Power of Board to Borrow Money.** The Board of Trustees shall have full power and authority to borrow money whenever, in the discretion of the Board, the exercise of said power is required in the general interest of the College, and in such case the Board of Trustees may authorize the proper officers to make, execute, and deliver in the name and on behalf of the Board of Trustees such notes, bonds, and other evidence of indebtedness as said Board shall deem proper, and said Board shall have full power to mortgage the property of the College, or any part thereof, as security for such indebtedness.
- The power to borrow money shall require the approval of a majority of the Board of Trustees.
8. **Committees.** Special committees of the Board of Trustees shall be appointed by the Board Chair as deemed necessary.

9. **Temporary Amendment or Suspension of Bylaws and Policies.** The Board may, upon a majority vote, and where compelling reasons exist, temporarily adopt, amend, repeal, or suspend a Bylaw or policy contained herein, provided that the temporary amendment, adoption, repeal, or suspension, does not conflict with any applicable law. Any resolution temporarily adopting, amending, repealing or suspending a Bylaw or policy under this provision shall contain an express provision that such amendment, adoption, repeal or suspension shall expire automatically at the next public meeting of the Board, unless the Board, by further resolution, shall formally adopt the amendment, adoption, repeal, or suspension, in final form, or shall, by further resolution, continue the temporary amendment, adoption, repeal or suspension until the next public meeting of the Board under the same conditions.
10. **Amendment of Bylaws.** Bylaws and policies may be amended, altered, changed, added to, or repealed by affirmative vote of a majority of the Board of Trustees. The process to amend, alter, change, or repeal shall be proposed at a regular or special meeting of the Board and adopted at a subsequent regular meeting provided that the proposed amendment, alteration, change, addition, or repeal be reduced to writing and each Trustee be notified of said proposal at least seven (7) days prior to the next regular meeting.

If any provision(s) of this policy or set of bylaws conflicts with laws applicable to Northwestern Michigan College, including the Community College Act of 1966, the Freedom of Information Act, or the Open Meetings Act, as each may be amended from time to time, such laws shall control and supersede such provision(s).

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

Revised April 28, 1997

Revised January 27, 2003

Revised February 24, 2003

Revised October 24, 2005

Revised November 19, 2007

Revised July 26, 2010

Revised May 18, 2015

Revised December 19, 2016

Revised January 14, 2019

Revised July 22, 2019

Revised November 23, 2020



**MEMO**  
*Educational Services*

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**To:** Nick Nissley, President  
**From:** Stephen Siciliano, Vice President for Educational Services  
**Date:** January 15, 2021  
**Subject:** Associate of Science in Engineering

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In accordance with College Policy A-106.00, I am requesting the Board of Trustees approval for a new associate degree called an Associate of Science in Engineering.

In light of the success that we have had in developing articulation agreements with Michigan Technological University (MTU) and our plans to develop similar agreements with our other transfer partners, we are now able to transfer a greater share of our Pre-Engineering program courses than the minimum of sixty credits allowed under our transfer degree, the Associate in Science and Arts (ASA).

For students seeking to take additional credits beyond the ASA degree, however, they are unable to have those credits covered by federal financial aid. Therefore, we are proposing this new degree that better reflects the curricular needs of our Pre-Engineering students and our ability to transfer credits beyond the sixty allowed under the ASA.

The new degree proposes to require the general education core requirements of a year of Composition, a group one course each from Humanities and Social Science, and a lab science along with the Science and Mathematics requirements that are required for all Pre-Engineering transfer programs. This amounts to forty-eight credits. We also have directed electives that will depend upon which engineering program, and which transfer university, the student will select. Using our articulation agreements with MTU as the basis, we have determined that twenty-five credits from these directed electives will assure students the ability to transfer with junior-level status at most universities for all of the major engineering program options. Finally, in constructing the degree with a requirement of seventy-three credits, financial aid will be able to cover the full degree.

The full program of study for this new degree is attached. Thank you for your consideration.

## Associate of Science in Engineering

The Associate of Science in Engineering (ASE) is a science degree generally pursued by students planning to transfer to a four-year institution to study science or engineering.

### CORE REQUIREMENTS:

**48 Credits**

ENG 111	Composition	4
ENG 112	Composition	4
Humanities	Any Group One Course	3
Social Science	Any Group One Course	3
CHM 150/L/R	General Chemistry I	5
MTH 141	Calculus I	5
MTH 142	Calculus II	5
MTH 241	Calculus III	5
MTH 251	Differential Equations	4
PHY 221/L/R	Problems and Principles of Physics I	5
PHY 222/L/R	Problems and Principles of Physics II	5

### DIRECTED ELECTIVES\*:

**25 Credits**

BIO 227/L	Human Anatomy & Physiology I	4
BIO 228/L	Human Anatomy & Physiology II	4
CHM 151/L/R	General Chemistry II	5
CHM 250/L	Organic Chemistry I	5
CHM 251/L	Organic Chemistry II	5
CIT 110	Programming Logic and Design	3
EGR 101	Introduction to Engineering	1
EGR 113	Engineering Graphics	3
EGR 131	Elementary Surveying	5
EGR 201	Statics	3
EGR 202	Mechanics of Materials	3
EGR 203	Dynamics	4
EGR 211	Electrical Circuits	3
EGR 220	Engineering Practice I	2
EGR 221	Material Science	3
EGR 232	Introductory Thermodynamics	3
ENV 111/L	Physical Geology	4

### DEGREE TOTAL

**73 Credits**

\* Direct Electives will be determined by the type of engineering program the student is pursuing and the university for which they are transferring. See Program adviser for Institution / Program course information.

## NMC President Draft Goals 2021

The President recommends the following to the President Performance and Compensation Committee (PPCC) for consideration. The following is an initial recommendation of *expectations for the President to focus on during the second calendar year (2021) in the role*. Based on feedback/input received from the President Performance and Compensation Committee (PPCC) and then the full Board, the agreed expectations will serve the President as an invaluable tool to help prioritize, focus, and lead the College.

1. Lead the College's **strategic planning process**, to include the following:
  - a. Defining/clarifying vision, mission, and values; creating a shared understanding of present position; agreed assumptions about the future (scenario planning); articulating and evaluating challenges/opportunities; and deciding strategic priorities.
  - b. Development of a college-wide implementation plan, to include: clearly defined and aligned goals and accountability (e.g., a process for 'cascading'); results-driven action plans and dashboards; and a process for monitoring and updating.
2. **Continue to lead, manage and maintain institutional agility through the Coronavirus pandemic**, keeping focus on the overarching goals: *to keep NMC students and employees safe with the least possible disruption to learning*.
3. To continue to focus on the first year's expectations, designed to further **onboard and orient** the President into the role.
  - a. Maintain momentum on current initiatives, ultimately driven to support student success.
  - b. Strengthen strategic relationships with both campus and community members, e.g., NMC Foundation Board, educational partners, Traverse Connect, Networks Northwest, non-profit organizations, and general public.
  - c. Listen and learn from internal and external stakeholders in alignment with the college strategic directions, as well as continue to learn about NMC as a community college along with other Michigan community colleges and related legislative structures.



**MEMO**  
Administrative Services

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**To:** Vicki Cook, VP Finance and Administration

**From:** Troy Kierczynski, Controller

**Date:** January 5, 2021

**Subject:** Millage Fund Balance Transfer

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**Board Authorization**

Authorize administration to transfer the remaining millage fund balance to the 2012 Refunding Bonds Debt Service fund. Millage cash surplus is restricted for other debt service in accordance with Michigan's *Revised Municipal Finance Act, Act 34 of 2001*. The millage cash balance is \$161,482.96 as of the date of this memo.

**Background**

On April 1, 2020, Northwestern Michigan College completed its final principal payment for its 1999 bonds. The \$34.7 million issuance was voter-approved for campus capital improvements. The College's authorized property tax millage expired after the 2019 tax year in conjunction with maturity of the bonds.

Following payoff, the College holds a cash surplus of \$161,482.96 in the millage fund. In accordance with Michigan's Revised Municipal Finance Act, Act 34 of 2001, Sec 701, paragraph 5, money remaining in a debt retirement fund shall be used in the following order of priority:

- (1st) To pay other outstanding unlimited tax obligations
- (2nd) To pay other outstanding limited tax obligations
- (3rd) To be deposited in the general fund of the municipality

The College has no remaining unlimited tax obligations, and therefore must use its millage surplus towards other limited tax obligations which include its 2012, 2016, and 2018 bonds with remaining principal balances of \$355,000, \$19,000,500, and \$6,775,000, respectively.

The College has reviewed the Michigan Revised Municipal Finance Act, with our Bond Attorney, Christopher Iamarino, of Thrun Law Firm and he has advised that the transfer meets the requirements of the Act.