



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, February 22, 2021

Virtual Zoom Webinar ID: 988 6269 1122

<https://nmc.zoom.us/j/98862691122>

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. Faculty Report—*Sabbatical Report—Tom Gordon*
- F. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- G. Financial Report—*Vicki Cook, Vice President of Finance and Administration*
- H. Foundation Report—*Rebecca Teahen, Associate Vice President for Resource Development and Executive Director of Foundation*
- I. PRMC Report—*Diana Fairbanks, Executive Director of Public Relations, Marketing, and Communications*
- J. Executive Committee Report—*Chris Bott, Committee Chair*
- K. Strategic Planning Report—*Vicki Cook, Vice President of Finance and Administration*
- L. 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.



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IV. UPDATES

- M. President's Update—*President Nick Nissley*
- N. Board Chair Update—*Chris Bott, Chair*

V. DISCUSSION ITEMS

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

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

Recommend that the following items be approved:

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

VII. ACTION ITEMS

- Q. **Dennos Deaccessions** (Pursuant to Policy D-504.05 Dennos Museum Center Collections Management)
Recommend approval for three deaccession proposals as provided.
- R. **Strategic Planning Consultant** (Pursuant to Policy A-106.00 Finance)
Board authorization for 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.

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.

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

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 *

Tom Gordon

Your Title *

Humanities instructor

Presentation Title *

Sabbatical Report

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

Some of the early results of my sabbatical project. I'll cover: 1. Learning to Learn; 2. Competency Based Education and 3. History Lab

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 have been teaching history at NMC since 1997. I enjoy pushing the envelope in teaching and learning and that usually means pushing NMC's Educational Media Technologies (EMT) department to do things they've never done before. This sabbatical project involved them (as usual) along with Academic Scheduling, Success Coaching, several faculty colleagues and our librarians.



**Northwestern
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MEMO
Enrollment Services

To: Dr. Nick Nissley, President
 From: Todd Neibauer, VP for Student Services and Technologies
 Date: February 15, 2021
 Subject: Enrollment Report –Spring 2021

Spring 2021 Enrollment

Final Spring enrollment counts show a 14.9% decrease in contact hours from last spring semester. The largest factors in the decline were the number of students who chose not to continue at this time and a decrease in the average contact hours that students took.

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

	2019	2020	2021
Inquiries	1,796	1,639	1,866
Admission Applications	1,561	1,613	1,747
Admits	1,215	1,282	1,368
Admits Registered	785	828	808
Prior Admits Registered	24	7	7
Retained from Fall	2,491	2,392	2,024
Re-Admitted Students	188	125	154
Average Contact Hours	10.39	10.41	9.91
Total Headcount	3,488	3,352	2,993
Total Contact Hours	36,245	34,882	29,670
Tuition	6,676,007	6,586,019	5,584,846

Count Day Report Links

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

Admission and Recruiting Information

- [Applicant Demographics](#) ... New applicants showing residency, financial need, age range, ethnicity, gender, and student type
- [Admission Application Sources](#)

- [Prospect Demographics](#) ... by gender, age range, and county
- [Prospect Statistics](#) ... by program of study
- [Prospect Statistics](#) by High School
- [Source Analysis](#)

Michigan Community College Enrollments

Community College	% change in credit hours	% change in headcount	Total credit hours	Total headcount
Alpena	-8.8	-4.3	11,989	1,375
Bay	-1	-2	15,618	1,753
Delta	-10.7	-8.7	57,166	6,674
Glen Oaks	-11	-12.5	8,179	909
Gogebic	-9	-7	7,915	805
Grand Rapids	-9.9	-10.1	92,502	11,317
Henry Ford	-9.3	-11.3	103,798	11,691
Jackson	-19.6	-15.1	34,494	4,179
Kalamazoo Valley	-8.8	-9.2	54,091	6,530
Kellogg	-20.4	0.9	26,805	4,938
Kirtland	-1	-1.9	11,156	1,295
Lake Michigan	-9.8	-7.5	20,835	2,568
Lansing	-11.8	-10.9	87,793	9,748
Macomb	-8.6	-11	144,692	161,221
Mid Michigan	-14.2	-10.3	25,893	3,183
Monroe County	-3.3	-3.8	18,877	2,380
Montcalm	1.9	-2.5	11,129	1,426
Mott	-17.9	-15.8	50,241	6,042
Muskegon	-9.9	-8.7	29,794	3,502
North Central Michigan	-11.4	-25.4	13,385	1,725
Northwestern Michigan	-14.3	-10.7	25,985	2,993
Oakland	-5.1	-8	115,361	13,917
Schoolcraft College	-13	-13	69,882	7,871
Southwestern Michigan College	-12.6	-12	15,996	1,654
St. Clair County	-7.4	-5.7	29,186	3,258
Washtenaw	-3.5	-5.5	89,094	10,811
West Shore	-6.6	-7.2	8,772	1,051

Summer 2021 Enrollment

	2019	2020	2021
Inquiries	269	338	356
Admission Applications	266	326	353
Admits	156	206	216
Average Contact Hours	6.07	6.08	6.33
Total Headcount	561	602	530
Total Contact Hours	3,403	3,661	3,354
Tuition	599,246	682,067	621,502



MEMO

Administrative Services

To: Dr. Nick Nissley, President

From: Vicki Cook, Vice President of Finance and Administration

Date: February 15, 2021

Subject: Summary Report for the General Fund as of January 31, 2021

The attached reports summarize the financial results for the General Fund as of January 31, 2021. The seventh month represents 58% 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 \$4,083,862. Revenue decreased by 10% when comparing January 2021 to January 2020. The decrease is primarily due to Covid 19 related reductions in tuition and timing of property taxes. Expenses decreased by 11% when comparing January 2021 to January 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 12% decrease from those of January 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 29,558 hours for a total tuition revenue of \$5,569,984. Spring 2021 revenue is under budget by \$44,678.
- 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

8



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

Summary Report for General Fund Accounts Fiscal Year 2021, Period 07

Funds	Accounts	2020-2021 Adjusted Budget	YTD Activity	% of Annual Budget	
TOTAL GENERAL FUND					
50	Revenues				
	Tuition and Fees	20,271,034	13,314,584	65.68%	A
	Property Taxes	11,485,363	7,125,272	62.04%	B
	Other Local	0	0	*	
	Local Sources	31,756,397	20,439,856	64.36%	
	State Sources	8,543,730	4,642,793	54.34%	C
	Federal Sources	524,000	206,977	39.50%	D
	Private Sources	1,268,000	347,664	27.42%	F
	Investment Income	274,000	58,363	21.30%	E
	Other Sources	353,250	185,186	52.42%	F
	Total Revenues	42,719,377	25,880,839	60.58%	
60	Labor				
	Salaries & Wages	21,182,285	11,773,954	55.58%	G
	Benefits	9,072,070	5,363,383	59.12%	G
	Total Labor	30,254,355	17,137,337	56.64%	
70	Expenses				
	Purchased Services	2,391,755	979,985	40.97%	H
	Supplies & Materials	3,288,261	1,240,885	37.74%	H
	Internal Services	104,020	-11,772	-11.32%	H
	Other Expenses	1,705,773	636,515	37.32%	H
	Institutional Expenses	1,726,924	766,276	44.37%	H
	Maintenance & Renovation	1,778,289	857,573	48.22%	H
	Prof Develop, Travel & Events	180,000	120,333	66.85%	H
	Capital Outlay	50,000	24,123	48.25%	I
	Total Expenses	11,225,022	4,613,918	41.10%	
	Total Expenditures	41,479,377	21,751,255	52.44%	
80	Transfers				
	Transfers	1,240,000	45,722	3.69%	
	Total Transfers	1,240,000	45,722	3.69%	
	Total Expenditures and Transfers	42,719,377	21,796,977	51.02%	
	Net Revenues over (under) Expenditures	0	4,083,862		



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

INTERIM

This statement does not
reflect year-end results.

Revenue

Local Sources:

	YTD 1/31/2021	YTD 1/31/2020	\$ Diff	% Diff	Comments
Tuition & Fees	\$ 13,314,584	\$ 15,083,912	\$ (1,769,328)	-12%	Decrease is due primarily to expected lower enrollments, associated fees, and lower EES revenue (all partially impacted by COVID-19)
Property Taxes	7,125,272	7,411,207	(285,935)	-4%	Timing of property tax payments received from townships
Total Local Sources	20,439,856	22,495,119	(2,055,263)	-9%	
State Sources	4,555,046	4,601,561	(46,515)	-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	347,664	402,718	(55,054)	-14%	Timing of Foundation gifts
Investment Income	58,363	221,092	(162,729)	-74%	Higher interest/dividends recognized in FY20 than in FY21
Other Sources	185,186	263,637	(78,451)	-30%	Primarily due to lower Lobdell sales and lower room/equipment rentals in FY21
Total Revenue	25,880,839	28,604,873	(2,724,034)	-10%	

Expenses

Salaries and Wages	11,773,954	12,275,820	(501,866)	-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	5,363,383	5,327,308	36,075	1%	Consistent with prior year
Purchased Services	979,985	1,262,481	(282,496)	-22%	Primarily due to miscellaneous savings in purchased services for EES and GLMA
Supplies & Materials	1,240,885	1,676,700	(435,815)	-26%	Decrease is driven primarily by timing of GLMA and Aviation fuel purchases, lower general supply expenses, and lower furniture expenses in FY21
Internal Services	(11,772)	74,976	(86,748)	-116%	Driven by lack of internal events on campus due to COVID
Other Expenses	636,515	864,623	(228,108)	-26%	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	766,276	835,571	(69,295)	-8%	Primarily due to the timing of invoices/payments in FY21
Maintenance & Renovation	857,573	933,735	(76,162)	-8%	Primarily due to lower equipment maintenance expenses in FY21
Professional Development	120,333	374,703	(254,370)	-68%	Due to reduction of professional development expenses due to cancellation of work-related travel during COVID
Capital Outlay	24,123	171,518	(147,395)	-86%	Decrease is due to reduction in budget for FY21
Total Expenses	21,751,255	23,797,435	(2,046,180)	-9%	
Transfers	45,722	199,384	(153,662)	-77%	Aviation flight hours transfer \$177,364 less transfer of admin and wage expenses to CARES Act (CRF) fund (\$131,642)
Total Expenses & Transfers	21,796,977	23,996,819	(2,199,842)	-9%	
Net Revenue Over (Under) Expenses	\$ 4,083,862	\$ 4,608,054	\$ (524,192)	-11%	



**Northwestern Michigan College
Comparison - Month Over Month
General Fund
Jan 2021 vs. Dec 2020**

INTERIM

This statement does not
reflect year-end results.

	YTD 1/31/2021	YTD 12/31/2020	Jan 21 Activity	Dec 20 Activity	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 13,314,584	\$ 11,061,695	\$ 2,252,889	\$ 1,131,360	Three weeks of tuition allocated in January vs. two weeks allocated in December; also allocated spring fees in January (allocations are recorded at the beginning of spring/fall semesters)
Property Taxes	7,125,272	5,626,218	1,499,054	480,148	Timing of fall/winter tax collections received
Total Local Sources	20,439,856	16,687,913	3,751,943	1,611,508	
State Sources	4,555,046	3,434,558	1,120,488	1,166,259	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	347,664	122,014	225,650	-	- Timing of Foundation gifts (quarterly)
Investment Income	58,363	58,183	180	239	Consistent with prior month; slightly higher interest and dividends received in December
Other Sources	185,186	163,479	21,707	21,872	Consistent with prior month
Total Revenue	25,880,839	20,760,871	5,119,968	2,799,878	
Expenses					
Salaries and Wages	11,773,954	10,181,827	1,592,127	2,383,869	Three pays in December
Benefits	5,363,383	4,337,492	1,025,891	922,177	HSA payments distributed in January; partially offset by higher expenses in December due to the three pays issued that month
Purchased Services	979,985	819,782	160,203	142,552	Primarily driven by higher advertising expenses in January and timing of DK Security invoices
Supplies & Materials	1,240,885	996,147	244,738	136,326	Primarily driven by the timing of GLMA fuel purchases, GLMA fire training purchases, and student fee related purchases in January
Internal Services	(11,772)	(5,864)	(5,908)	(1,528)	Primarily due to internal fitness fee transfer (allocated at the beginning of spring/fall semesters)
Other Expenses	636,515	533,906	102,609	88,041	Primarily driven by higher printing expenses in January and higher GLMA non-professional development travel expenses related to ship maintenance
Institutional Expenses	766,276	600,792	165,484	129,103	Primarily driven by higher snow removal related expenses in January
Maintenance & Renovation	857,573	713,884	143,689	81,888	Higher NMC equipment expenses in January (multiple small items) and higher grounds maintenance expenses in January including tree removal services
Professional Development	120,333	93,734	26,599	22,083	Low activity in professional development primarily related to memberships and webinars
Capital Outlay	24,123	8,791	15,332	-	- Grand Traverse Mechanical Contracting \$15,332 (UV system for GLMA ship HVAC)
Total Expenses	21,751,255	18,280,491	3,470,764	3,904,511	
Transfers	45,722	45,722	-	(866)	Aviation flight hours transfer \$177,364 less transfer of admin and wage expenses to CARES Act (CRF) fund (\$131,642)
Total Expenses & Transfers	21,796,977	18,326,213	3,470,764	3,903,645	
Net Revenue Over (Under) Expenses	\$ 4,083,862	\$ 2,434,658	\$ 1,649,204	\$ (1,103,767)	



Northwestern Michigan College
Income Statement Projections - General Fund
For the Year Ended June 30, 2021
As of 2/12/21

INTERIM
 This statement does not
 reflect year-end results.

	<u>FY20 Actual</u>	<u>FY 21 Budget</u>	<u>YTD 2/12/2021</u>	<u>FY 21 Projected</u>	<u>Difference vs. Budget</u>	<u>Comments</u>
Revenue						
Local Sources:						
Tuition & Fees	\$ 21,364,804	\$ 20,271,034	\$ 13,458,404	\$ 19,540,674	(730,360)	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	7,335,352	11,485,363	-	In line with budget
Total Local Sources	32,528,476	31,756,397	20,793,756	31,026,037	(730,360)	
State Sources	9,169,059	8,341,730	4,313,775	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	347,664	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	58,363	131,316	(142,684)	Near zero federal funds rate is minimizing returns
Unrealized Gain (Loss) on Investments	43,746	-	-	-	-	
Other Sources	417,066	353,250	193,040	359,637	6,387	In line with budget
Total Revenue	45,030,162	42,719,377	26,001,321	43,638,067	918,690	
Expenses						
Salaries and Wages	21,715,385	21,182,285	12,685,486	21,446,291	264,006	Expected FY20 GLMA summer cruise wages shifted to FY21 due to Covid-related cruise delays
Benefits	8,774,325	9,072,070	5,743,431	8,922,761	(149,309)	Health and dental expenses are trending under budget
Purchased Services	2,049,534	2,391,755	1,107,002	2,150,132	(241,623)	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	1,333,070	2,565,868	(722,393)	No int'l trips (250k budget), less consumption of supplies due to remote work and instruction
Internal Services	92,561	104,020	(11,388)	92,560	(11,460)	In line with budget
Other Expenses	1,534,239	1,705,773	659,741	1,539,772	(166,001)	Savings in non-PD events and travel due to Covid restrictions
Institutional Expenses	1,519,695	1,726,924	814,953	1,608,488	(118,436)	Savings in electricity and heat due are expected due to shutdown
Maintenance & Renovation	1,609,299	1,778,289	864,131	1,722,201	(56,088)	Comparable to budget
Professional Development	555,708	180,000	123,605	211,205	31,205	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	23,344,153	40,309,279	(1,170,098)	
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)	-	(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)	-	-	-	
Total Transfers	1,681,605	1,240,000	45,722	3,127,098	1,887,098	
Total Expenses & Transfers	42,310,098	42,719,377	23,389,875	43,436,377	717,000	
Net Revenue Over (Under) Expenses	\$ 2,720,065	\$ -	\$ 2,611,446	\$ 201,691	\$ 201,691	



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: February 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:

\$ 4,506,658	Total received (including Annual Fund, pledges, and <i>documented planned gift intentions</i>) raised toward goal
+ \$103,778	Gross event revenue
\$4,610,436	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.
- Special thanks to Kim Hagerty and Antonio Simão for the recently announced gift commitment which will support the Fund for NMC, the college’s unrestricted fund, and the Hagerty-Simão Family Scholarship Fund, which will annually provide scholarships to approximately 20 students, with preference to those enrolled in NMC’s Aviation program or the Commitment Scholarship program.
- The NMC Foundation was pleased to facilitate the establishment of the *We Believe In You* Scholarship, made possible by a gift from donors in Grayling who have appreciated taking class at NMC. This endowed scholarship fund will provide support for students facing unexpected financial emergencies during the school year.

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.
- 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: 2-17-21

Subject: January 2021 Monthly Report

Public Relations and advertising were the communications highlights from the month of January. The college continued its winter paid media push to support admissions related activities resulting in positive growth in web traffic to corresponding pages. It was also a busy month for earned media as the college announced its community partnership with the Grand Traverse County Health Department to use our campus as the area's first mass vaccination clinic. Organic social media continues to be impacted by fewer events on campus with the COVID-19 pandemic. The following is an overview of the work of Public Relations, Marketing and Communication for January 2021.

Paid Media

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

We saw MOM and YOY growth in targeted traffic from our paid digital campaigns due to a shift in budget and increased efficiencies. This is driving more visitors into our admissions funnels for traditional students and adult learner audiences. We are also continuing to find ways to reach male potential students through programmatic digital advertising on gaming sites. This compliments the paid social media campaigns that reach mostly female potential students. Our paid google ad campaigns were the largest sources of traffic to both our traditional learner and adult learner landing pages. Overall site traffic also increased nearly 50% MOM from our increase in paid digital advertising.

Outcomes:

- Display

	January '20	MOM	December '20	YOY	January '19
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clicks	74,896	29% ↑	58,046	1297% ↑	5,360
imprs.	4,198,304	63% ↑	2,578,799	358% ↑	915,957

- Paid social
 - One FB/IG campaign (1/1-1/31)
 - 4,594 clicks to landing page
 - Web traffic (12/1-12/31)
 - [Traditional learner landing page](#) for paid campaigns
 - 32,722 visits/pageviews
 - 10% of all site traffic
 - It's driven:
 - 337 to the NMC homepage
 - 237 schedule a visit page
 - 199 Degrees & Certificates page
 - 132 to the Academic programs page
 - [Adult learners landing page](#)
 - 26,664 visits/pageviews
 - It's driven:
 - 46 visits to the main programs page
 - 43 visits to the homepage
 - 39 visits to the admissions page
 - 16 visits to the degrees and certificates page

Earned Media

Monthly recap of media coverage and sentiment

NMC was featured in 143 media mentions with an estimated publicity value of \$22,500 based on the Cision media monitoring system.

Media stories that had high attention include:

- [Traverse City's first mass COVID-19 vaccination clinic opens Monday](#) Record-Eagle, Jan. 15
 - [The Ticker, Jan. 15](#)
 - [UpNorthLive, Jan. 17](#)
 - [UpNorthLive, Jan. 18](#)
- [What To Watch In Traverse City In 2021: NMC Student Surge](#) The Ticker, Jan. 3
- [Grand Traverse Co. Opens Mass-Vaccination Clinic](#) 9&10 News, Jan. 18
 - [UpNorthLive, Jan. 18](#)
 - [Record-Eagle, Jan. 20](#)
- [Nursing Hub Releases Rankings of Associate's Degree Programs](#) PR Newswire, Jan. 25

Media sentiment ranking for January (based on a Cision algorithm that ranks pre-assigned tone of keywords) shows 91.6% positive or neutral coverage. This is a decrease MOM (December, 98.6%) and decrease YOY (2020, 97.3%). The results categorized as negative include

coverage of Trustee Oblinger, a piece on the insurrection and presidential impeachment which quoted an NMC instructor.

Owned Media

Monthly published owned media

During December, PRMC published two NMC Now e-newsletters to 864 supporters and community members. The average open rate was 43%.

The feature article from 1-20-21 [Success Story: New first lady Jill Biden will raise community colleges' profile](#) was the most popular link clicked.

Other popular links include:

- [Traverse City Business Legends Hall Of Fame: Meet The 2021 Inductees](#) Traverse City Business News, January 2021 Issue
- [What To Watch In Traverse City In 2021: NMC Student Surge](#) The Ticker, Jan. 3
- [Success story: Tami Putney is Chief Nursing Officer at Munson](#) NMC Now, Jan.6
- The only community college among the [50 Best Colleges for Summer School](#)






Content planning is beginning for the June 2021 Nexus magazine. PRMC is also wrapping up a comprehensive wayfinding signage overhaul on main campus and leading design work for the Taste of Success To-Go event.






Shared Media

Monthly progress report on NMC's Main social media channels







An increase in paid social media posts help offset the decrease in impressions from fewer campus event posts due to the COVID-19 pandemic. YOY engagement was down due to highly engaged posts in January 2020 including shared posts from new president Nick Nissley and in-person activities.

Highest performing organic posts this year include the vaccine clinic at NMC's Hagerty Center, the 'Meet your Instructor' series, Dean's List, Futures for Frontliners and Michigan Reconnect and visually appealing GLCI and Aviation content.

Platform	Followers	Impressions	Engagement	Gender	Age	Region
Facebook	11,777 Up 2.7% YOY  Flat MOM	198% up YOY  49.4% up MOM 	67.2% Down YOY  38.5% MOM 	Fans 68% F 31% M Reach 48%F 51%M	#1 25-34 (26.5%) #2 35-44 (20%) #3 45-54 (19.6%)	GT Region & Grand Rapids
Instagram	2,570	201%	12.5% Down	62% F	#1 18-24	GT Region

	up 19% YOY)  Flat MOM	up YOY  50.2% up MOM 	YOY  6.7% up MOM 	37% M	(30.6%) #2 25-34 (29.2%) #3 35-44 (18.5%)	& 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 	63.6k 
Front St. Campus (Hawk Owl)	2-27-18	6k 	114.2k 
Great Lakes Campus (GLMA)	6-6-18	672 	23.8K 

Northwestern Michigan College
 BOARD OF TRUSTEES
Executive Committee Minutes
 Thursday, February 11, 2021, 1:00 p.m.
 Traverse City, MI 49686
 Virtual Zoom Webinar ID: 930 8924 1128

Committee Chair Chris Bott called the meeting to order at 1:00 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 Traverse City, Grand Traverse County, Michigan; **Rachel Johnson** remotely from Garfield 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

Develop Committee Charge

A draft charge for the newly assigned board committee was provided for review and discussion. It was noted that the language of the charge was general and open, which allows the committee to progress with the opportunity to further refine in the future if required. Members discussed the importance that the committee not circumvent the full board, or the charge of other board committees. It was the consensus of committee members to accept the Board Executive Committee Charge as presented.

It was also suggested that NMC Board of Trustees portal on the NMC intranet include the committee charges along with the list of board committees. It was determined that the Executive Committee would meet on a monthly basis and that President Nissley would determine meeting topics going forward.

Other Discussion

President Nissley provided an update on the COVID-19 vaccination schedule as it pertained to college employees. He shared that discussions with the County Health Department and the Governor's Office have indicated that it was an oversight not to include colleges in the 1B phase along with K-12 education that was specifically identified. Nissley referenced the decline in NMC enrollment during the COVID pandemic and indicated his desire to bring more students back to campus with an in-person course format, but NMC's safety protocols suggest widespread vaccinations to do so. He asked committee members for any direction they might have to inform processes to increase vaccination rates. The input indicated the regional low availability of vaccines and the importance of NMC to follow the Grand Traverse County Health Department vaccination distribution protocols.

Another topic discussed was the recent announcement by Grand Valley State University (GVSU) offering free tuition to low income students for a full four-year attendance program. President Nissley shared that NMC administration is analyzing potential impact to NMC and that he is scheduling discussions with other community college presidents with direct impact. Nissley asked for input from trustees who felt it important for NMC to preserve branding and market strengths and to explore potential NMC scholarship options to offer students.

Nissley also reported on announcement from the State that the community college appropriation would be increased by 2%, and that NMC would be receiving \$4.1 million in CARES Act 2 funding in response to the COVID-19 pandemic, with \$1.1 million anticipated to go to students and the remaining \$3 million to the college.

There was some final discussion on appropriate topics to bring to this committee for discussion and the determination to hold monthly committee meetings.

Public Comment—There was no public comment offered.

The committee adjourned at 1:31 p.m.

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



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

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

MEMO

To: Northwestern Michigan College Board of Trustees
Cc: Dr. Nick Nissley, Ed.D.
From: Gabe Schneider, Founder/Principal, Northern Strategies 360
Date: Friday, February 12, 2021
Re: **State/Federal Legislative Update**

State

FY22 State Budget Process

On Thursday, February 11, Governor Whitmer unveiled her FY22 Executive Budget Recommendation. Overall, the budget focuses funding on programs and areas hardest hit by the COVID-19 pandemic, using one-time federal funding to make targeted investments in areas like K-12 learning recovery programs and mental health services.

For community colleges, the Governor has proposed the following:

- \$6.5 million in additional one-time funding, distributed through the existing performance funding formula. This would equal a 2% increase for colleges over fiscal year 2021. However, this additional one-time funding is contingent on colleges holding tuition increases below 4.2% (equal to 2 times the projected rate of inflation).
- \$2.6 million for community college retirement obligations, bringing the total to \$100.6 million.
- \$12.7 million in additional support for community colleges in FY21 to backfill reductions to community college operations in FY20 and to ensure the State is meeting maintenance of effort requirements in the CARES Act. Receipt of this funding is contingent on colleges adopting policies related to COVID-19 testing and quarantining, contact tracing and other mitigation strategies for students and staff commuting to campus.

Also included in the Governor's budget recommendation were the following investments in the Michigan Reconnect Program and the Futures for Frontliners Program:

- \$120 million for Reconnect to provide tuition free training for students older than age 25 to receive a credential, certificate, or an associate degree. This funding is provided in fiscal year 2022, to support program costs in both fiscal years 2022 and 2023.
- \$60.4 million for Futures for Frontliners to recognize and thank frontline workers for their vital efforts during the COVID-19 pandemic by providing a tuition-free pathway to a degree or certificate. Of this funding, the Governor recommends \$25 million to support an expansion of the program to frontline workers that became newly unemployed between November 1, 2020, and January 31, 2021, in industries disproportionately impacted by COVID-19. A portion of this funding, \$21.3 million, is recommended in the fiscal year 2021 supplemental to support the existing population of frontliners in the program and expand the opportunity as quickly as possible.
- \$12 million for Reconnect and Futures for Frontliners Wraparound Services (all general fund) is recommended to support single parents enrolled in Reconnect and Futures for Frontliners with customized services that will lead to successful completion of the program. 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.

Actions

NMC will be preparing a letter to share with our legislative delegation in response to the Governor's budget recommendation.

Federal

COVID-19 Stimulus Legislation

In an ongoing effort to provide additional COVID-19 relief and/or stimulus to the country, House committees are assembling a package of bills under budget reconciliation rules, which would allow for a simple majority vote in the Senate.

The House Education and Labor Committee approved legislation would provide \$39.6 billion in additional higher spending to combat the pandemic's impact. This additional funding would flow along the same lines as the funding enacted last December in the FY21 Supplemental Appropriations Act, better known as CRRSAA. The House passed legislation retains the bones of the CRRSAA framework, with important changes. Most importantly, it requires institutions to use 50% of funds for what are termed student aid emergency grants. Colleges must also implement evidence-based practices to monitor and suppress coronavirus in accordance with public health guidelines, and undertake outreach to students to make them aware of options for receiving waivers of student aid eligibility criteria in certain cases of unemployment.

Actions

The use of the same program structure as CRRSAA, which was in turn built on the CARES Act, makes it all the more important that the U.S. Education Department implements CRRSAA in a way that community colleges can optimize the use of funds for both their students and campus expenditures. The [American Association of Community Colleges](#) (AACC), along with other higher education organizations, is about to submit comments to ED seeking clarification and accommodation on the most problematic implementation issues that campuses face. (The current guidance was issued under President Trump.)

The association will follow up directly with Biden administration officials. AACC also plans to sponsor another webinar on CRRSAA implementation at the end of this month or in early March.

**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, January 25, 2021
Virtual Zoom Webinar ID: 937 7095 5158**

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

OATH OF OFFICE—The Oath of Office was recited by re-elected trustee Rachel A. Johnson for a term expiring on December 31, 2026.

OATH OF OFFICE—The Oath of Office was recited by newly elected trustee Laura J. Oblinger for a term expiring on December 31, 2026.

OATH OF OFFICE—The Oath of Office was recited by newly elected trustee Kenneth E. Warner for a term expiring on December 31, 2026.

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, Michael Anderson, Patti Burgess, Bruce Byl, Vicki Cook, Marguerite Cotto, Jerry Dobek, Diana Fairbanks, Joy Goodchild, Holly Gorton, Constanza Hazelwood, Troy Kierczynski, Beth Milligan, Lynne Moritz, Kyle Morrison, Bill Myers, Todd Neibauer, Denny Nguyen, Mark Liebling, Stephen Siciliano, Rebecca Teahen

REVIEW OF AGENDA—The agenda was accepted as presented.

ANNUAL MEETING BUSINESS

Reading of Notice and Proof of Service—The notice of annual meeting was read with proof of service on January 18, 2021, attested to by Holly Gorton, Chief of Staff to the President and Board of Trustees.

Election of Officers—Nomination and election of Board officers were conducted according to the previously approved process presented with nominations for each office of Chairperson, Vice Chairperson, Secretary, and Treasurer being received from the floor and voted on before moving on to the next officer nomination.

Doug Bishop nominated Chris Bott for the office of Board Chair, who was elected with a unanimous vote.

The remainder of the meeting was continued to be chaired by elected 2021 Chair Chris Bott.

Doug Bishop nominated Rachel Johnson for the office of Board Vice Chair, Kenneth Warner for the office of Board Secretary, and Laura Oblinger for the office of Board Treasurer, who were elected with a unanimous vote.

Report of Secretary—Acting/assistant Secretary Doug Bishop reported that 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>).

Report of Treasurer—Board Chair Chris Bott reported that 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>).

Verification of Residential Address—Trustees were asked to provide their current address where they registered to vote as renewed verification for calendar year 2021.

Conflict of Interest Disclosure Statement—Trustees were provided with Conflict of Interest Disclosure Statements for calendar year 2021 and asked to return the completed and signed statements to Holly Gorton in the President's Office.

Regular Board Meeting Dates—A motion was made by Kennard Weaver, seconded by Chris Bott, to approve the regular board meeting dates through June 2022 as presented. The motion passed with unanimous vote.

REPORTS

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, presented on the Water Studies Institute Introduction to Freshwater Studies course and how the requirements of the COVID pandemic protocols allowed them 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. They provided a written retrospective of the evolution of Freshwater Studies in the meeting materials and their presentation focused on the past semester's student highlights. In

response to questions, the presenters shared that the experience of this course will be utilized going forward and these types of experiences are being shared across other NMC courses. In response to another question, Hazelwood shared that ongoing contact with alumni is currently done with informal methods through posting of job opportunities, invitations to meetings, and students connecting through the shared occupation. They are working toward creation of a formal alumni tracking system. The board thanked them and their students for the excellent, informative presentation.

Enrollment Report—Todd Neibauer, Vice President for Student Services and Technology, provided the enrollment report and noted a 14.9% decrease in spring enrollment in comparison to last spring semester. The rate of return was an additional 5% decrease from previous years. However, applications were up over 8% with Future for Frontliners, many of which will attend in the near future. On February 2, Governor Whitmer is expected to announce the Reconnect Program for adults 25-years and older who have had some college, but have not received their degree.

Financial Report—Vicki Cook, Vice President of Finance and Administration, reviewed the financial report for the period ending December 31, 2020. Spring tuition was down, but still within budget because Fall was above projected. State appropriation is higher than projected and projections show there should still be a balanced revenue and expense statement for the year. Cook noted they will continue work to project June 30 yearend projections.

Foundation Report—Rebecca Teahen, Associate Vice President for Resource Development and Executive Director of Foundation, provided the Foundation Report, sharing that yearend giving was strong, with many gifts received. She noted the Foundation was turning its attention toward spring events such as the Taste for Success in April.

PRMC Report—Diana Fairbanks, Executive Director of Public Relations, Marketing, and Communications reported a positive boost with paid media success in December. The “Ready (Re)Set Go!” pilot video promotion was met with initial positive response. The January 2021 NEXUS is out in the community, highlighting many COVID related student stories.

Legislative Issues Report—President Nick Nissley referenced the report provided in the meeting materials and shared additional news received about the COVID-19 relief package of massive emergency relief funding, NMC’s allocation is about \$4.1M, with approximately \$1M needing to be disbursed directly to students, which will be done as soon as possible. The remainder will be used by the college for allowable expenses as regulated by the CARES Act.

PUBLIC INPUT—There was no public input offered.

UPDATES

President’s Update—President Nick Nissley provided a COVID update, noting there had only been 18 student and employee campus exposed positive cases to date. These low numbers are the result of NMC’s safety protocols that are followed by faculty, staff and students. Spring semester classes have only about 12% in-person format, some a hybrid of virtual and minimal in-person, with 60% conducted remotely. The Grand Traverse County Health Department is

utilizing the NMC Hagerty Center to provide vaccinations to greater numbers. Nissley informed the Board that the strategic planning process would be kicked off with the Board at their study session on February 2. A request for proposals for the strategic planning consultant work has been distributed, and staff are preparing for the review and selection process. Nissley highlighted recognitions to share—NMC listed Most Affordable Colleges in Michigan by Best Value Schools, Top 25 Most Affordable Associate Degree in Nursing Programs for 2021 by Nursing School Hub, and the only community college among the 50 Best Colleges for Summer School. Nissley commended faculty for showing great adaptability, such as the Board heard in the water studies presentation earlier in the meeting, as well as Yellow River Institute construction course that had just been completed in a remote format with China.

Board Chair Update—Chair Chris Bott shared that the Board would remain in a virtual format as long as required, and he would like to maintain some of the virtual aspects/improvements. Bott noted upcoming Open Meetings Act training planned for the February 2 study session and invited NMC Foundation members to that training as well.

DISCUSSION ITEMS

Committee Appointments—Board Chair Chris Bott shared committee appointments, noting a new Executive Committee that would meet with President Nissley on a regular schedule. A draft committee charge will be reviewed and adopted at their first meeting.

CONSENT ITEMS—On a motion by Doug Bishop, seconded by Rachel Johnson, minutes of the December 21, 2020, regular meeting were approved by a unanimous vote as a group without discussion.

ACTION ITEMS

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

- Amended Board Policy A-104.00 Board of Trustees Video Recording of Meetings
- Amended Board Policy A-100.00 Board of Trustees Bylaws

Associate of Science in Engineering—A motion was made by Rachel Johnson, seconded by Doug Bishop, for approval of a new Associate of Science in Engineering Degree as presented, effective fall 2021. The motion passed with a unanimous vote.

2021 Presidential Goals—A motion was made by Laura Oblinger, seconded by Rachel Johnson, for the acceptance of the 2021 Presidential Goals as presented. The motion passed with a unanimous vote.

Millage Fund Transfer Balance—A motion was made by Kennard Weaver, seconded by Laura Oblinger, to authorize 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). 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 6:57 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
BOARD OF TRUSTEES
MINUTES
Tuesday, February 2, 2021
Virtual Zoom Webinar ID: 956 0061 7144**

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

ROLL CALL

Trustees present: **Douglas S. Bishop** (joined at 11:45 a.m.) 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: Douglas S. Bishop, Michael Estes

Also present: President Nick Nissley, Holly Gorton, Lynne Moritz, Diana Fairbanks, Joy Goodchild, Marguerite Cotto, Mark Liebling, Rebecca Teahen, Todd Neibauer
Joining at 12:30 p.m. were Amanda Gower, Al Zielinski, Jane Mohr, Steve Fisher

REVIEW OF AGENDA—The agenda was accepted as presented.

DISCUSSION ITEMS

Strategic Planning—President Nick Nissley provided an overview of the planning process for the upcoming NMC strategic planning process, sharing that the three phases include planning to plan, the actual strategic planning process, and the implementation process. He responded to a question by explaining that the strategic plan, covering the period of 2022-2025, would then be revisited by the college to determine its continuation and/or required updating at that time. Co-chairs of the strategic planning process, vice presidents Stephen Siciliano and Vicki Cook, then covered assumptions about the planning process, the structure of the Strategic Planning Steering Committee, an example of key priorities, key steps with timeline, assumptions about the strategic planning process and college and Board engagement, as well as contracting with an external consultant to facilitate the process. There was some discussion about the importance of engaging community members to solicit their input, which was confirmed to be included in the strategic planning process. Trustees were asked to provide input to ensure diverse community input. President Nissley then reviewed the strategic planning architecture that will guide the process, and revisited the next steps with timeline moving forward through the upcoming year.

Michigan Open Meetings Act (OMA) and Freedom of Information Act (FOIA)—Attorney Scott Eldridge of Miller Canfield conducted a training session on FOIA and OMA Compliance in an Electronic Era of which the NMC Board of Trustees and NMC Foundation are subject to as public bodies. Some NMC Foundation Board members attended this portion of the meeting. Eldridge provided an overview of the statutes which are intended to promote openness and accountability in government as interpreted to accomplish this goal. The OMA is construed liberally in favor of openness and attempts to avoid the OMA are regularly met with disapproval by the courts. He emphasized the importance to err on the side of openness and pro-transparency. His presentation included the use of electronic communications; i.e., text messaging and emailing is also subject to

OMA and FOIA statutes. Eldridge included information recently amended in OMA pertaining to the current COVID-19 pandemic state of emergency.

PUBLIC INPUT—There was no public input offered.

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.

- Seek input from trustees pertaining to community engagement contacts
- Identify points of contact for each stakeholder sub-group engaged in strategic planning

ADJOURNMENT—The meeting adjourned at 1:58 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

**MEMO**

To: NMC Board of Trustees
From: Craig Hadley, Executive Director and Chief Curator
Date: December 23, 2020
Re: Deaccession Recommendations from December 2020 Collections Committee Meeting

This document provides a summary of three deaccession proposals approved by the DMC Collections Committee¹ on 12/16/2020. Our approved policy requires final BOT review for deaccession.

Collections Management Policy D-504.05

The current collections management policy outlines a board-approved process for deaccessioning (removing) objects from the Denno Museum Center's (DMC) collection. Section 5 of the document articulates the following workflow: 1) curatorial staff present standardized deaccession proposal forms to the collections committee, 2) collections committee members review proposals and submit their recommendation in writing to museum staff, 3) museum staff present the committee's recommendation to the NMC board of trustees, 4) museum staff execute committee recommendation(s) following board review and approval.

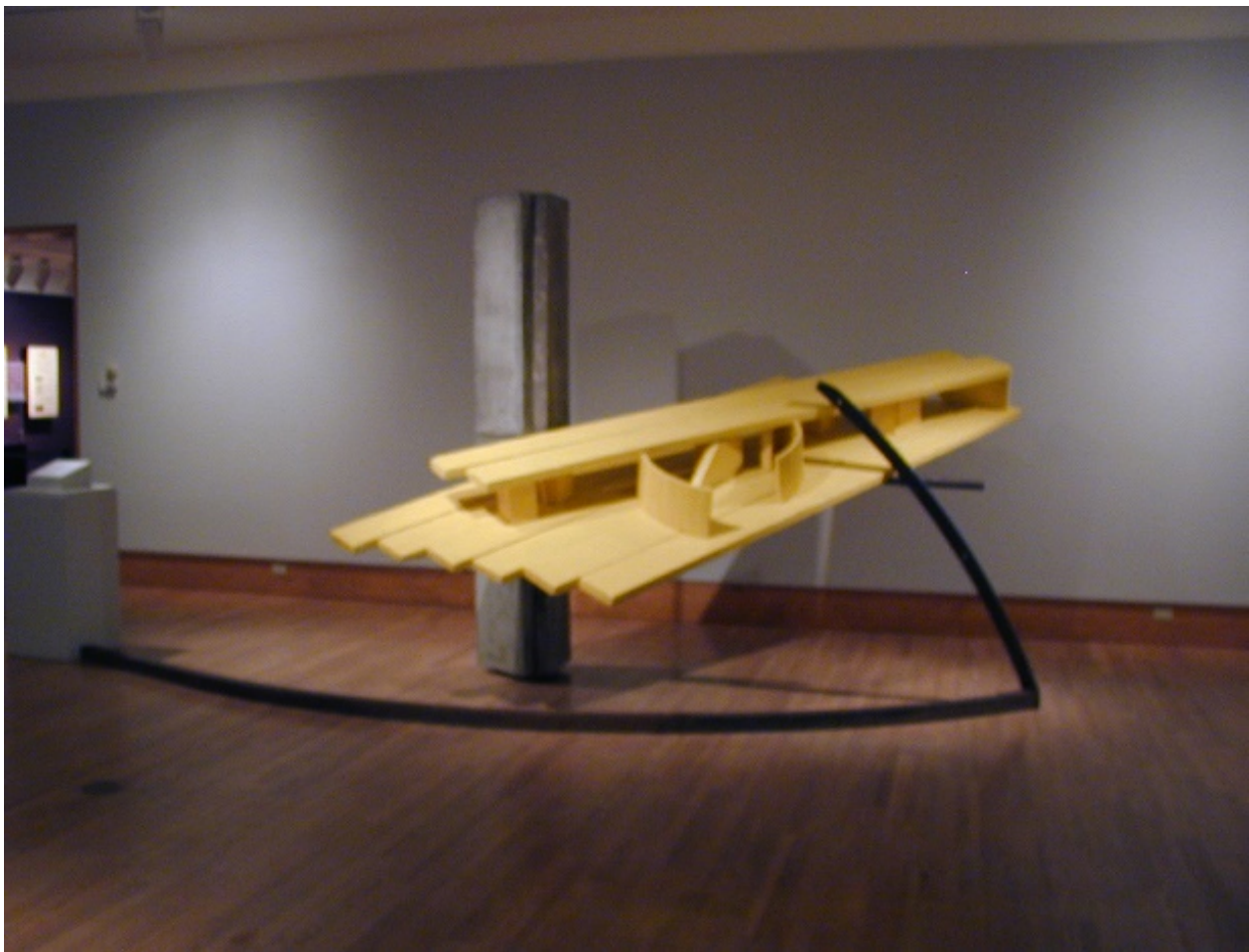
Why Deaccession

Deaccessioning, when carried out in an appropriate manner, is an integral part of museum professional practice. This view is endorsed by the DMC in its Code of Ethics and is based upon ethical codes of national and international museum professional organizations. As the museum profession has developed, so have scholarly mechanisms for building on the experience of the past. Deaccessioning is a useful tool for defining and refining the scope and quality of collections that have grown over the years. The existence of a deaccession policy should not, however, be taken to imply that collections are a resource for the purpose of raising revenue to cover operating costs. Such action quickly undermines the concepts of fiduciary responsibility and public trust. The deaccessioning of an object by sale can only occur in particular circumstances, and the revenue raised from such sales is restricted in use.

¹ The Collections Committee consists of 7 members: 2 DMC staff, 1 NMC Art Faculty, 1 NMC Librarian, and two community partners in related fields (arts & culture). The committee is charged with evaluating accessions, deaccessions, making policy recommendations, and upholding the museum's code of ethics policy.

December 2020 Deaccessions for BOT Review

1. **Title:** *El Dorado Shift* (1989) / 2008.2.1
Artist: Caspar Henselmann (Swiss, 1933-2015)
Donor: Artist
Dimensions: 192" x 103 x 98
Materials: Painted wood, hydrocal, metal armature
History: Gifted to the museum following exhibition in 2000s. Expense to return to artist in NYC was too great.
Rationale: Insufficient storage space, redundancy in corporate art collection, not an area of growth/maintenance identified in 2020 collections plan, insufficient resources required to maintain.



Final Disposition

The proposed deaccession will be offered as a transfer to other Michigan museums and cultural institutions in exchange for appropriate acknowledgment and applicable transportation fees.

2. **Title:** *America* (1982) / 2000.3.37
Artist: Martin Silverman (American, b. 1950)
Donor: Lannan Foundation
Dimensions: 95" x 61-1/2" x 63"
Materials: Polychromed bronze
History: Gifted to the DMC in 2000 along with 49 other sculptures from the Lannan Foundation.
Rationale: Insufficient storage space, redundancy in corporate art collection, not an area of growth/maintenance identified in 2020 collections plan, insufficient resources required to maintain.



Final Disposition

The proposed deaccession will be offered as a transfer to other Michigan museums and cultural institutions in exchange for appropriate acknowledgment and applicable transportation fees.

3. *The Past Recycled* (1986) / 2006.28.1

Artist: Edward Allington (British, 1951-2017)

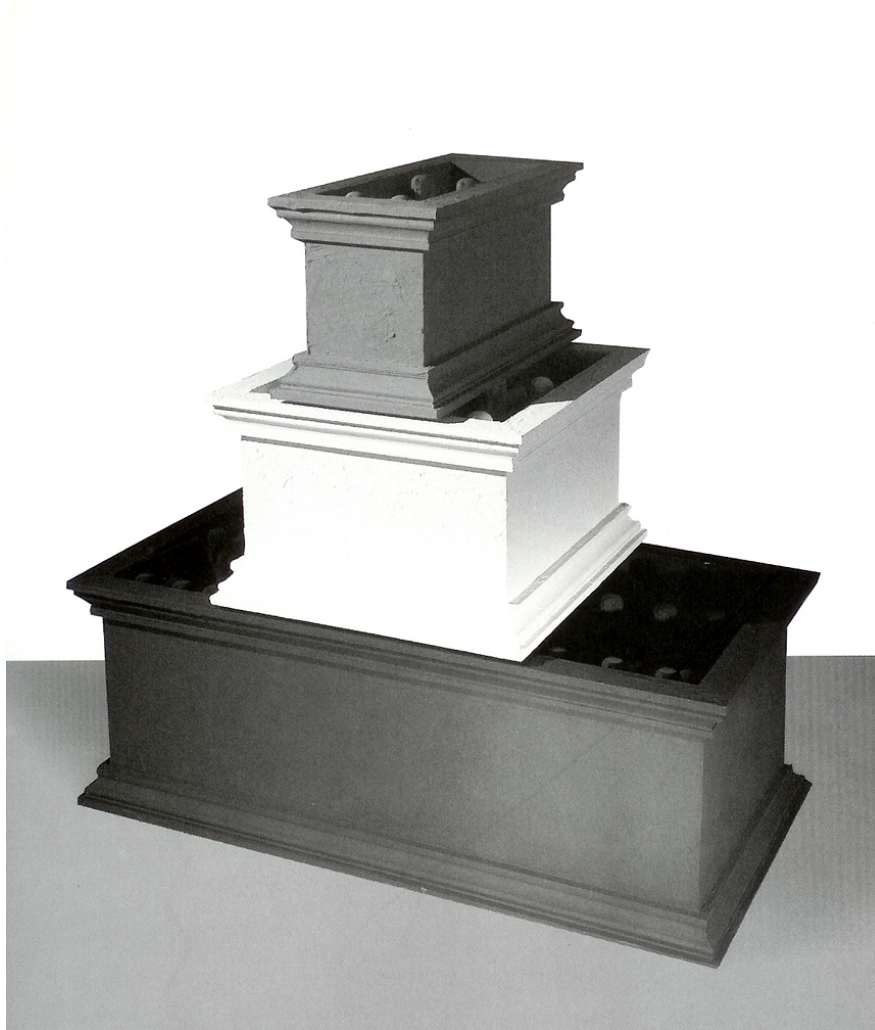
Donor: Marty Sklar

Dimensions: Variable

Materials: Plaster cast objects and wood crates with stucco

History: Gifted to the DMC in mid-2000s along with xx other paintings and sculptures from NYC art collector Marty Sklar. Purchased as an investment.

Rationale: Insufficient storage space, redundancy in corporate art collection, not an area of growth/maintenance identified in 2020 collections plan, insufficient resources required to maintain.



Final Disposition

The proposed deaccession will be offered as a transfer to other Michigan museums and cultural institutions in exchange for appropriate acknowledgment and applicable transportation fees.



MEMO

Administrative Services

To: Board of Trustees

From: Nick Nissley, Rachel Johnson, Stephen Siciliano, Holly Gorton, Joy Goodchild, Vicki Cook

Date: February 15, 2021

Subject: **Strategic Planning Consultant**

This document is intended to provide an overview and contract recommendation for consulting services for the 2021 strategic planning process.

Recommendation

Board authorization for 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.

Background/Scope of Work

On January 6, 2021, Northwestern Michigan College posted a request for proposal for strategic planning consulting services. Eight firms responded to the request for proposals. The committee reviewed all eight proposals. Based on the responses to the RFP the committee selected the following four firms to be interviewed.

Company	Base Price	Travel
Ellucian	\$94,385	
Thomas Miller	\$97,550	\$1,500 (1 visit)
CampusWorks	\$90,000	\$8,000 (4 visits)
Greenway	\$72,500	\$6,000 (8 visits)

Bid Analysis

All firms provided a variety of expertise in the area of strategic planning. CampusWorks is being recommended as the firm that provides the best resources. The following highlights the rationale for selection:

- The experience that they have with community colleges
- They have a robust process for inclusion of all stakeholder groups
- Their willingness to adapt to NMC's culture and community engagement needs
- Their student focus philosophy
- Their company depth including both personnel and access to data

Funding Source

Funding source is the Board Designated Fund for Transformation.

Below are responses to questions posed by trustee Ken Warner on February 23, 2021.

1. Who is entitled to a sabbatical and how often? How many (regular) faculty get sabbaticals? Is the typical sabbatical a paid semester off from regular duties?
 - Article 23 of the [CBA](#) (page 21)
 - Executive, Administrative and Support Staff are also eligible for sabbatical, per Policy [D-753.02](#)
 - In practice, the Board has reviewed and approved the following sabbatical requests in the past 5 years:
 - Tom Gordon, January-May 2020
 - Jeff Cobb
 - Deirdre Mahoney
2. Vicky mentioned something about the constraints on the investments in the portfolio. What are they and who determines the constraints? I'd like a look at the portfolio composition (i.e., I don't need to know specific investments but rather would like a sense of what proportion of the portfolio is invested in govt. bonds, what proportion in corporate bonds, stocks (and/or stock mutual funds), etc. Who is our investment advisor? Where can I find a record of annual performance of the college's investment portfolio?
 - Current portfolio manager is Fifth Third Bank
 - Board Policy link to [Investment Policy](#) (106.02)
 - Current holdings listed in the [January 2021 Board packet](#), page 23
3. Obviously Rebecca and her team have done an outstanding job with fundraising. Still, I'd like a sense of how NMC has done with fundraising compared to our major comparator community colleges. (I'd bet we're doing well.) I'd also like to see the budget of the foundation to get a better sense of return on investment in development. (I'm definitely not assuming that we're top-heavy in staff. To the contrary, the successes make me wonder whether we may be underinvesting in development. I simply have no way of knowing in either direction.)
 - a. Ken, thanks for asking! This is a question the Foundation Board is asking too, and the first part of my answer is: "it's complicated!"
 - i. Currently, the best available data on this issue is in this survey: https://drive.google.com/file/d/1FVKFrF7kXxyZ_XwmJ0V18YiMxFXpd9Vh/view?usp=sharing. The "advancement investment" section begins on page 42 in the document, or page 44 in the pdf. Unfortunately, there are not many schools participating and providing full sets of data.
 1. For comparison, our data from FY19 is as follows:
 - a. \$3.9 million \$ raised (*outright gifts only, and I believe this would be their view of "total \$ raised" but need to verify*)
 - b. Total advancement expenditures: \$1.15mil
 - c. Fundraising expenditures: \$449k

- d. Fundraising FTE: 3.5
 - e. Note: We do not include any staffing or expenditures from NMC's office of Public Relations, Marketing, & Communications. Other schools may combine these two offices under the heading of "advancement."
 - ii. The most recent financial statement is here:
<https://drive.google.com/file/d/17GsRlAtHI2T5AnGVCxvHAYktNlvEZae2/view?usp=sharing>. It combines a few different elements of our finances, so I'd be glad to walk through this with you at any time.
 - iii. We are also in the process of reviewing our projections and budgets for the coming year. To your point, I believe that continued growth in the Foundation's staffing capacity would continue to provide significant positive returns on investment for the foreseeable future. That is, I think we're a loooong way from "capping out" on our fundraising potential. We also have tremendous "room to grow" in the category of alumni relations, though that will be a longer-term investment...
4. I have some concerns about the college's efforts at publicizing some of its events. The first time this issue arose for me was during the fall summit. I thought much of the production value of the summit was truly superb - great content, beautifully delivered. The amount of time and effort that went into producing the summit were substantial. But the audience was small, much smaller than it should have been for such an excellent production. Similarly, I did one of the coffee chats recently. I didn't expect a big audience - after all, it's mid-morning and EES charges for it - but the entire audience was 19 people, including me, Alex Tank, and Rebecca Teahen's mother (who asked a question). Bottom line: I have some concerns that the college's PR for such events falls short of what it should be. I don't know how or when something like this could be discussed, but I think it's worth considering. The summit was a quality production that should have been consumed by hundreds of community members, for the benefit of the college as well as those individuals tuning in.
- a. Currently NMC has a decentralized approach to publicity. Extended Educational Services, which hosted the event, has its own marketing budget and plan.
 - b. The office of Public Relations, Marketing and Communication (PRMC) is currently undertaking a strategic priority to assess the needs of the college then determine the best way to meet those needs to advance the NMC's strategic goals. The initial findings of the consultant show the college is under resourced to meet the needs of the entire institution, and that the decentralized approach has created inconsistencies and inefficiencies that have fractured and reduced the consumer-based brand equity of NMC. PRMC is working with the strategic priority committee and consultant on a three-phase plan to address the greatest needs of the college.