



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, April 26, 2021

Virtual Zoom Webinar ID: 917 5245 2368

<https://nmc.zoom.us/j/91752452368>

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. Program Focus—Construction Technology Program: Planning for the Future—*Presented by Dan Goodchild, Construction Technology Program Coordinator; Chris Ostrowski, Commercial Sales, Builders First Source, Advisory Board Member, & Build Your Life Initiative Founding Member; Jason Slade, Director of Technical Academic Area*

F. Faculty Report—Building on Life Experiences—*Elizabeth Sonnabend, Program Coordinator, Extended Education Services, and Adjunct Faculty-Business*

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

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

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

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

K. Strategic Planning Report—*Vicki Cook, Special Assistant to the President*

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

M. Legislative Issues Report—*President Nick Nissley*



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III. PUBLIC INPUT

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

IV. UPDATES

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

V. DISCUSSION ITEMS

- P. Board Meeting Format
- Q. HLC Open-Pathway Review—*Joy Goodchild, Executive Director, Office of Research, Planning, & Effectiveness*

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 March 22, 2021, regular meeting
- S. Minutes of the April 6, 2021, special meeting

VII. ACTION ITEMS

- T. **Fund for Transformation Investment** (Pursuant to A-106.00 Finance)
Recommend authorization for administration to utilize the Board designated Fund for Transformation for investment of up to \$320,000 in the restructuring and staffing of the Public Relations, Marketing and Communications area to support the strategic enrollment management plan and other college initiatives.
- U. **MCACA Grant Application** (Pursuant to Submission Requirements)
Recommend authorization for the Dennon Museum Center at Northwestern Michigan College to submit an application for grant funding in the amount of \$30,000 for program support from the Michigan Council for Arts and Cultural Affairs in the current round of grant applications due June 1, 2021.
- V. **Housing and Board Rates for FY2022** (Pursuant to A-106.00 Finance)
Recommend approval of Housing and Board Rates for the 2021-2022 fiscal year as presented.



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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.

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

Construction Technology Update

NMC Board Meeting 4.26.2021

Introductions

Dan Goodchild

- Construction Technology Program Coordinator

Chris Ostrowski

- Commercial Sales, Builders First Source
- Advisory Board Member
- Build Your Life Initiative Founding Member

Jason Slade

- Director of the Technical Academic Area

Construction Technology - A Broad Range of Fields

Construction Technology has certificates, degrees and apprenticeships in:

- Carpentry
- Construction Management
- Electrical (electrician)
- HVAC / R
- Facilities Maintenance
- Renewable Energy

Housed at Aero Park Labs Building (Aero Park Campus)

- Classroom
- Learning Labs

Classes are running as in-person socially distanced & hybrid this academic year



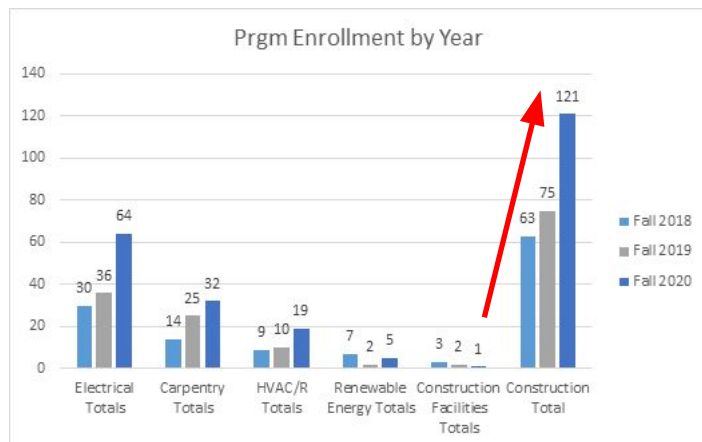
Image: Center bay in APL - socially distanced lean-to build

Program Enrollment is Rapidly Increasing

Increase can be attributed to:

- Electrical apprentice
 - Program meets State of MI requirements
- Residential / Commercial developments
 - Increased construction projects in region
- Demand for trades
 - All areas have increased
- High enrollments at Career Tech Centers
 - Articulated credit into the program
- Build Your Life Initiative

(Class size on average is limited to 15)



Build Your Life (<https://www.buildyourlife.net/>)



[Home](#) [Explore Careers](#) [Get Connected](#) [Training & Resources](#) [Partnerships](#) [Contact](#)

EXPLORE CAREERS



Interested in having your job posted here,
with Build Your Life?

Post a Job

A Different Type Funding Model

Goal:

- Add full-time instructors to each concentration area to teach academic courses and professional development training

Co-funding Mechanism:

- Partnership with construction stakeholders and industry
- Seeking *partial funding* to support a full time instructor
- Dependence on industry support declines as NMC is able to offer more academic courses and training opportunities
- Position becomes 100% funded by NMC after year 4

Cycle repeats as we move onto the next concentration area

- Electrical → Construction → HVAC

Employment Outlook / Projected Growth

National Employment Numbers:

- Washington Post (3.5.2021)
 - **54%** of all construction companies are actively looking to hire
- US Bureau of Labor Statistics (Feb 2021)
 - Residential Construction has a projected **5%** growth after adjustment for moderate economic impact due COVID - 19

Regional Employment Numbers (*Prosperity Region 2 (Northwest MI)*):

- **14.9% growth** (~ 60 annual openings) for Electricians over the next 10 years
- **28.6% growth** for electrician apprentice / helpers over the next 10 years
- **12.8% growth** (~165 annual openings) for construction laborers over the next 10 years

Related Wages (Source: Occupational Employment Survey for 2020 (OES)):

- *Electricians - median \$20 / hr up to \$32 / hr for region (\$35 / hr Statewide)*
- *Construction - median \$20 / hr up to \$29 / hr for region (\$43 / hr Statewide)*

Questions? Comments?

Thank you for your time

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 *

Elizabeth Sonnabend

Your Title *

Adjunct Faculty-Business & Program Coordinator for EES

Presentation Title *

Building on Life Experiences

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

What better way to bring real world experiences into the business classroom than to share the real-life working experiences of students? Whether it is a family business a student hopes to take over, a business they currently own, a post-college dream business, or a student just wants to research what makes their favorite company successful, my marketing students get to create a realistic plan for promoting and growing a business they have an interest in.

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. *

Elizabeth Sonnabend has over twenty years marketing experience working for various local companies in Northern Michigan. The last ten years, she has taught Marketing, Advertising, Business Communications as an adjunct for Northwestern Michigan College. She currently works for NMC as a Program Coordinator for Extended Education focusing on Professional and Workforce Development. Her educational background includes a BS in Business from Ferris State University and an MBA from Lawrence Technological University.

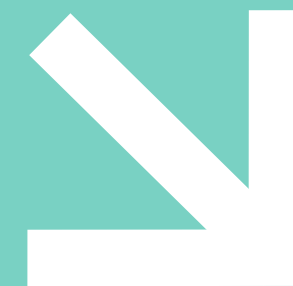
This form was created inside of Northwestern Michigan College.

Google Forms

Building on Life Experiences

ELIZABETH SONNABEND

NMC BOT April 2021



About Me

TC Native
Ferris State Grad
Marketing Professional since 1997
Adjunct since 2010
MBA through University Center
Teach Marketing, Advertising, &
Business Communication
Full-time with EES at NMC



My courses

- Marketing 201: Principles of Marketing*
- Marketing 208: Digital Marketing*
- Marketing 241: Principles of Advertising*

The one question I ask all my students:

"Why are you here?"

Typical Answers

"It's a required course for my degree."

"It's an elective for my degree."

"I'm trying to figure out what I want to do in life."

"It looked interesting."

The Answers that Shaped My Curriculum

"I'm learning so I can work for the family business."

"My goal is to start my own business."

"Marketing has become part of my job."

"I want to own a restaurant one day."

"My boss sent me here."

"I spend a lot of money on marketing my business
and I want to know what I'm talking about."

My goal is to start my own business.

- Marketing 201 student
- Shared her experiences of getting her dream launched
- Discussed the value of getting your products in front of customers and the power of good reviews/word-of-mouth
- Talked about ways she could promote on a budget

NMC Extended Education **COMMUNITY**
Personal + Professional
EDUCATION
Winter-Spring 2021 • Jan-May

Lifelong Learning

- Digital Marketing - pg. 6
- Eldercare courses - pg. 10
- Winter Watercolors - pg. 35
- Biden's First 3 Challenges - pg. 42
- Gentle Yoga: Ancient Wisdom for Modern Living - pg. 52

Professional Development
student Rachel Beckwith
owner of The Bread Lady pg. 15

Skill up and re-tool:
90+ Professional Development classes
on pgs. 4-27 [Enroll NOW >](#)

Join Kama Ross'
Coffee Chat:
Northern Michigan
Tree Project
pg. 34

The Family Business

- Sometimes a new business, sometimes a student taking over a longtime family run endeavor
- Brings up the opportunity to talk about implementing new strategies for companies that have been around a while
- Digital Marketing student looking to launch a new business with her family

Sweetwater Captains Training

OVER 20 YEARS EXPERIENCE
OFFERING CERTIFIED TRAINING
FOR PROFESSIONAL MARINERS

USCG Approved training and examination

Individual or small group courses

Online or classroom options

Personalized Instruction

Marketing has become part of my job.

- Really common with students seeking a Certificate in Digital Administration & Marketing
- Often Office Manager, HR, or Salesperson who finds themselves in charge of Digital Marketing for their organization

Data Accuracy

THE ROLE OF DATA QUALITY IN A GLOBAL PANDEMIC

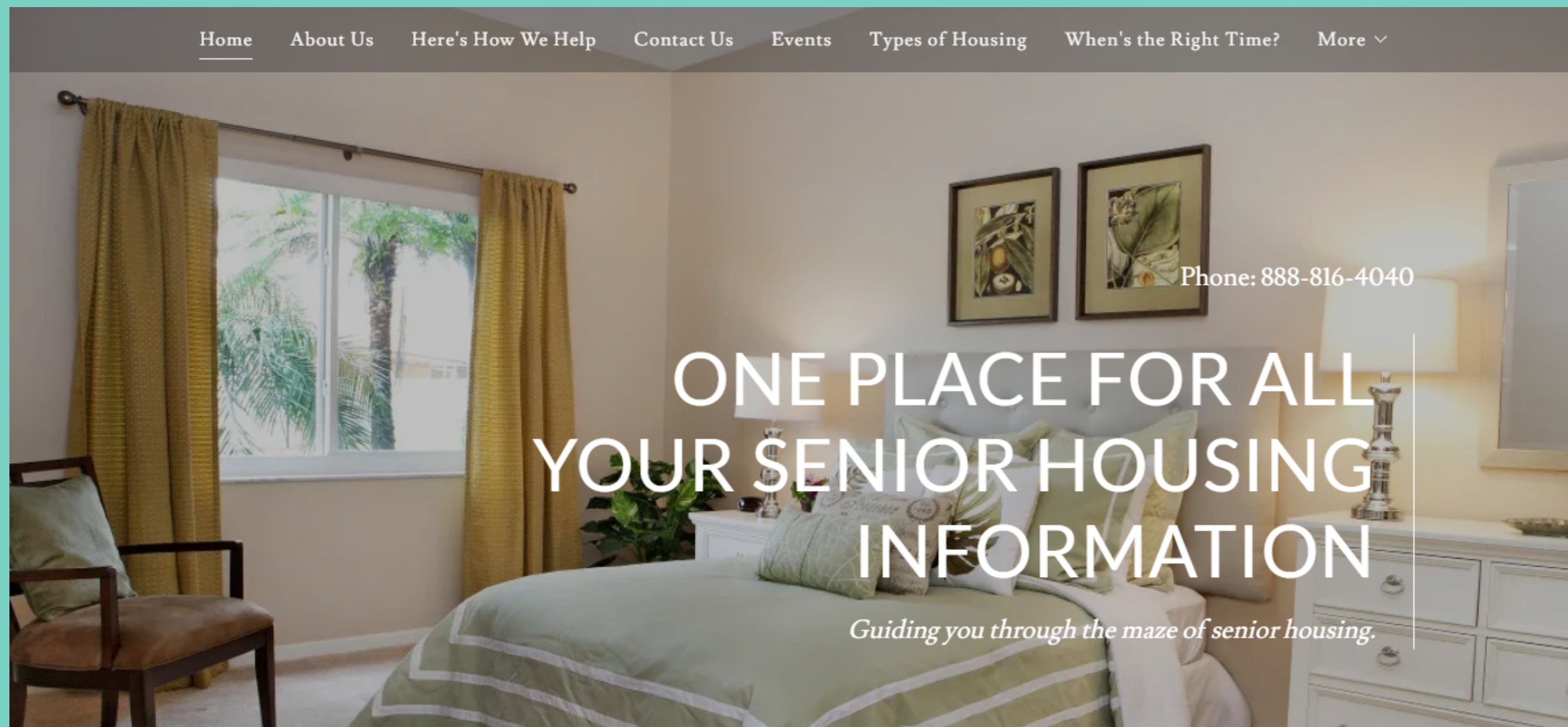
Blog Post Outline



- This blog post will have an empathetic tone while discussing the importance of quality data and accurate dashboards in healthcare during a pandemic.
- Our data quality platform can layer in with dashboards or integrate disparate health data into a single trusted source.
- Accurate data will allow businesses and local, state and federal governments alike to make trusted and timely decisions in terms of lockdown tightenings or loosening, increasing the possibility of good public health outcomes.
- The tone will need to have a very strong "we are in this together" vibe, showing that our platform is just one good corporate citizen among a league of good corporate citizens making the world safer and healthier.

I spend a lot of money on marketing . . .

- Wants to know if they are spending wisely
- Needs to be able to make educated decisions



Benefits of bringing student's real world experience into the classroom:

- Much more personal than a case study
- Traditional students can learn from peers who have real world experience
- Non-Traditional students can use their classmates as a sounding board for their business ideas
- Allows students to learn through practical exercises they would do in the workplace
- Makes the concepts less abstract and opens up the conversation to a deeper level of interaction

Questions?



**Northwestern
Michigan
College**

**MEMO
Enrollment Services**

To: Dr. Nick Nissley, President
 From: Todd Neibauer, VP for Student Services & Technologies
 Date: April 19, 2021
 Subject: Enrollment Services Update – Summer/Fall Semester 2021

Summer 2021

Nearly all courses for the summer semester will be meeting online or via livestream format. Orientation for new students starting in the summer semester started on April 12. Contact hours are currently up 17.4% over last year.

	2018	2019	2020	2021
Admission Applications	644	611	574	642
Admits	411	403	391	447
Admits Registered	146	136	123	168
Prior Admits Registered	9	10	3	8
Retained from Spring	759	730	679	750
Re-Admitted Students	99	78	70	87
Average Contact Hours	5.88	5.89	5.99	6.07
Total Headcount	1,013	954	875	1,013
Total Contact Hours	5,955	5,619	5,238	6,147
Tuition	1,147,842	1,092,984	1,036,377	1,200,052

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

Fall 2021

Fall 2021 registration began in March for continuing NMC students. The first new student orientation started on April 12 in an online format. Applications have now surpassed the number from last year. While headcount is up, the average contact hours are lower reflecting an increased percentage of part-time students currently registered. Overall, contact hours are up 5.5% over last year at this time.

	2018	2019	2020	2021
Admission Applications	2,583	2,548	2,198	2,221
Admits	1,571	1,588	1,491	1,517
Admits Registered	182	324	165	310
Prior Admits Registered	4	19	2	16
Retained from Spring	1,295	1,286	1,047	989
Re-Admitted Students	105	98	53	107
Average Contact Hours	12.01	11.75	11.91	11.20
Total Headcount	1,585	1,726	1,267	1,421
Total Contact Hours	19,029	20,277	15,090	15,916
Tuition	3,652,401	3,927,210	3,080,129	3,109,478

(Resources: Digital Dashboard – Same Date Comparison FA2018-2021)



MEMO
Administrative Services

To: Dr. Nick Nissley, President

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

Date: April 15, 2021

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

The attached reports summarize the financial results for the General Fund as of March 31, 2021. The ninth month represents 75% 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 \$7,845,362. Revenue decreased by 7% when comparing March 2021 to March 2020. The decrease is primarily due to Covid 19 related reductions in tuition and timing of property taxes. Expenses decreased by 8% when comparing March 2021 to March 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 9% decrease from those of March 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 29,509 hours for a total tuition revenue of \$5,547,231. Spring 2021 revenue is under budget by \$67,431.
- B. Property Taxes: Tax revenue is recorded as payments are received. The overall increase for the fiscal year is expected to be 3% over the previous fiscal year.
- C. State Sources include budget appropriations, personal property tax payments and MPSERS retirement payments. State appropriations payments began in October.
- D. Federal Sources, which consist primarily of the MARAD grants and MARAD fuel payment. These funds are to be used directly for the Maritime program.
- E. Actual year-to-date investment income recorded for fiscal year 2021 reflects interest income only. Interest income is lower due to declining interest rates.
- F. Both Private Sources and Other Sources are timing and event dependent.

Expenses

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

Northwestern Michigan College

Unaudited



Summary Report for General Fund Accounts

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

Fiscal Year 2021, Period 09

Funds	Accounts	2020-2021 Adjusted Budget	YTD Activity	% of Annual Budget	
TOTAL GENERAL FUND					
50	Revenues				
	Tuition and Fees	20,271,034	16,973,157	83.73%	A
	Property Taxes	11,485,363	11,141,027	97.00%	B
	Other Local	<u>0</u>	<u>0</u>	*	
	Local Sources	31,756,397	28,114,184	88.53%	
	State Sources	8,543,730	6,883,771	80.57%	C
	Federal Sources	524,000	206,977	39.50%	D
	Private Sources	1,268,000	673,554	53.12%	F
	Investment Income	274,000	93,206	34.02%	E
	Other Sources	<u>353,250</u>	<u>215,206</u>	60.92%	F
	Total Revenues	42,719,377	36,186,898	84.71%	
60	Labor				
	Salaries & Wages	21,182,285	15,267,744	72.08%	G
	Benefits	<u>9,072,070</u>	<u>6,877,100</u>	75.81%	G
	Total Labor	30,254,355	22,144,844	73.20%	
70	Expenses				
	Purchased Services	2,391,755	1,330,267	55.62%	H
	Supplies & Materials	3,288,261	1,599,769	48.65%	H
	Internal Services	104,020	-11,112	-10.68%	H
	Other Expenses	1,705,773	825,651	48.40%	H
	Institutional Expenses	1,726,924	1,037,384	60.07%	H
	Maintenance & Renovation	1,778,289	1,093,701	61.50%	H
	Prof Develop, Travel & Events	180,000	167,987	93.33%	H
	Capital Outlay	<u>50,000</u>	<u>24,123</u>	48.25%	I
	Total Expenses	11,225,022	6,067,770	54.06%	
	Total Expenditures	41,479,377	28,212,614	68.02%	
80	Transfers				
	Transfers	1,240,000	128,922	10.40%	
	Total Transfers	<u>1,240,000</u>	<u>128,922</u>	10.40%	
	Total Expenditures and Transfers	42,719,377	28,341,536	66.34%	
	Net Revenues over (under) Expenditures	0	7,845,362		



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

INTERIM
This statement does not
reflect year-end results.

	YTD 3/31/2021	YTD 3/31/2020	\$ Diff	% Diff	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 16,973,157	\$ 18,714,848	\$ (1,741,691)	-9%	Decrease is due primarily to expected lower enrollments, associated fees, and lower EES revenue (all partially impacted by COVID-19)
Property Taxes	11,141,027	10,685,776	455,251	4%	Timing of property tax payments received from townships
Total Local Sources	28,114,184	29,400,624	(1,286,440)	-4%	
State Sources	6,796,024	6,897,281	(101,257)	-1%	Consistent with prior year
State PPT Reimbursement	87,747	77,951	9,796	13%	Changes in property tax values assessed for this reimbursement (will fluctuate year to year)
Federal Sources	206,977	1,321,495	(1,114,518)	-84%	Timing of MARAD fuel reimbursements (requesting reimbursement for fuel sometime in the spring for FY21 instead of the fall for dry docking of GLMA ship)
Private Sources	673,554	585,167	88,387	15%	Timing of Foundation gifts
Investment Income	93,206	342,309	(249,103)	-73%	Higher interest/dividends recognized in FY20 than in FY21
Other Sources	215,206	364,388	(149,182)	-41%	Primarily due to lower Lobbell sales and lower room/equipment rentals in FY21 and timing of Bank of America annual rebate
Total Revenue	36,186,898	38,989,215	(2,802,317)	-7%	
Expenses					
Salaries and Wages	15,267,744	15,853,832	(586,088)	-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 other retirements)
Benefits	6,877,100	6,810,531	66,569	1%	Consistent with prior year
Purchased Services	1,330,267	1,497,923	(167,656)	-11%	Primarily due to miscellaneous savings in purchased services for EES, advertising, and legal fees in FY21
Supplies & Materials	1,599,769	2,046,408	(446,639)	-22%	Decrease is driven primarily by timing of GLMA and Aviation fuel purchases and lower fee related expenses for international trips in FY21 (cancellations/refunds due to COVID for international trips occurred after February in FY20)
Internal Services	(11,112)	83,329	(94,441)	-113%	Driven by lack of internal events on campus due to COVID
Other Expenses	825,651	1,097,862	(272,211)	-25%	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	1,037,384	1,117,593	(80,209)	-7%	Primarily due to the timing of invoices/payments in FY21
Maintenance & Renovation	1,093,701	1,144,423	(50,722)	-4%	Primarily due to lower equipment maintenance expenses in FY21
Professional Development	167,987	489,748	(321,761)	-66%	Due to reduction of professional development expenses due to cancellation of work-related travel during COVID
Capital Outlay	24,123	230,652	(206,529)	-90%	Decrease is due to reduction in budget for FY21
Total Expenses	28,212,614	30,372,301	(2,159,687)	-7%	
Transfers	128,922	283,062	(154,140)	-54%	Aviation flight hours transfers \$261,781 less transfer of admin and wage expenses to CARES Act (CRF) fund (\$131,642) and transfer of aviation lost revenue to CARES Act (CRF) fund (\$1,217)
Total Expenses & Transfers	28,341,536	30,655,363	(2,313,827)	-8%	
Net Revenue Over (Under) Expenses	\$ 7,845,362	\$ 8,333,852	\$ (488,490)	-6%	



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

INTERIM
This statement does not
reflect year-end results.

	YTD 3/31/2021	YTD 2/28/2021	Mar 21 Activity	Feb 21 Activity	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 16,973,157	\$ 14,843,302	\$ 2,129,855	\$ 1,528,718	Higher tuition allocation in March than in February (5 weeks in March vs. 4 weeks in February)
Property Taxes	11,141,027	9,268,540	1,872,487	2,143,268	Timing of fall/winter tax collections received
Total Local Sources	28,114,184	24,111,842	4,002,342	3,671,986	
State Sources	6,796,024	5,675,535	1,120,489	1,120,489	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	673,554	348,314	325,240	650	Timing of Foundation gifts (quarterly)
Investment Income	93,206	58,923	34,283	560	Higher dividends received in March
Other Sources	215,206	197,270	17,936	12,084	Consistent with prior month; annual VA reporting fee received in March
Total Revenue	36,186,898	30,686,608	5,500,290	4,805,769	
Expenses					
Salaries and Wages	15,267,744	13,505,133	1,762,611	1,731,179	Consistent with prior month
Benefits	6,877,100	6,115,689	761,411	752,306	Consistent with prior month
Purchased Services	1,330,267	1,186,862	143,405	206,877	Primarily driven by timing of Sodexo facilities invoices
Supplies & Materials	1,599,769	1,442,722	157,047	201,837	Primarily driven by the timing of aviation fuel purchases and printing expenses. Partially offset by timing of postage account payment in March
Internal Services	(11,112)	(11,116)	4	656	Consistent with prior month
Other Expenses	825,651	710,171	115,480	73,656	Primarily driven by higher non-professional development travel expenses in March and Adobe renewals
Institutional Expenses	1,037,384	906,056	131,328	139,780	Consistent with prior month
Maintenance & Renovation	1,093,701	974,746	118,955	117,173	Consistent with prior month
Professional Development	167,987	138,888	29,099	18,555	Low activity in professional development primarily related to memberships and webinars
Capital Outlay	24,123	24,123	-	-	No activity in March
Total Expenses	28,212,614	24,993,274	3,219,340	3,242,019	
Transfers	128,922	44,505	84,417	(1,217)	Aviation flight hours transfers \$261,781 less transfer of admin and wage expenses to CARES Act (CRF) fund (\$131,642) and transfer of aviation lost revenue to CARES Act (CRF) fund (\$1,217)
Total Expenses & Transfers	28,341,536	25,037,779	3,303,757	3,240,802	
Net Revenue Over (Under) Expenses	\$ 7,845,362	\$ 5,648,829	\$ 2,196,533	\$ 1,564,967	



Northwestern Michigan College
Income Statement Projections - General Fund
For the Year Ended June 30, 2021
As of 4/15/21

	FY20 Actual	FY 21 Budget	YTD 4/15/2021	FY 21 Projected	Difference vs. Budget	Comments
Revenue						
Local Sources:						
Tuition & Fees	\$ 21,364,804	\$ 20,271,034	\$ 17,103,765	\$ 19,408,218	(862,816)	Aviation revenue down ~\$200,000 from prior year. 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	11,141,376	11,485,363	-	In line with budget
Total Local Sources	32,528,476	31,756,397	28,245,141	30,893,581	(862,816)	
State Sources	9,169,059	8,341,730	6,474,319	9,687,086	1,345,356	State appropriations flat compared to a planned 15% decrease
State Property Tax Reimbursement	199,023	202,000	87,747	156,014	(45,986)	Slightly lower than planned PPT payments from Local Community Stabilization Authority (LCSA)
Federal Sources	1,368,032	524,000	206,977	1,009,977	485,977	GLMA direct funding moved out of general fund into federal award funds
Private Sources	880,473	1,268,000	673,554	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	93,208	139,813	(134,187)	Near zero federal funds rate is minimizing returns
Unrealized Gain (Loss) on Investments	43,746	-	-	-	-	
Other Sources	417,066	353,250	237,407	342,983	(10,267)	In line with budget
Total Revenue	45,030,162	42,719,377	36,018,354	43,497,454	778,077	
Expenses						
Salaries and Wages	21,715,385	21,182,285	16,143,442	21,576,638	394,353	Expected FY20 GLMA summer cruise wages shifted to FY21 due to Covid-related cruise delays
Benefits	8,774,325	9,072,070	7,226,965	8,973,822	(98,248)	Health and dental expenses are trending under budget
Purchased Services	2,049,534	2,391,755	1,416,524	2,151,321	(240,434)	Savings in food services by using culinary staff for GLMA cruise (Summer 2020); legal and advertising trending lower than planned
Supplies & Materials	2,430,475	3,288,261	1,622,997	2,563,161	(725,100)	No int'l trips (250k budget), less consumption of supplies due to remote work and instruction
Internal Services	92,561	104,020	(11,040)	(16,691)	(120,711)	Savings from lack of in-person internal events due to Covid
Other Expenses	1,534,239	1,705,773	852,304	1,451,576	(254,197)	Savings in non-PD events and travel due to Covid restrictions
Institutional Expenses	1,519,695	1,726,924	1,089,108	1,584,305	(142,619)	Savings in electricity and heat due are expected due to shutdown
Maintenance & Renovation	1,609,299	1,778,289	1,104,076	1,720,189	(58,100)	Comparable to budget
Professional Development	555,708	180,000	170,307	232,506	52,506	Reduced conferences and events due to Covid restrictions
Capital Outlay	347,272	50,000	44,123	50,000	-	
Total Expenses	40,628,493	41,479,377	29,658,806	40,286,826	(1,192,551)	
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	261,782	340,000	-	- Transfer for Aviation equipment fund; based on revenue, calculated using tachometer hours
Plant Fund - EES Transfer for Elevate	24,550	-	-	24,550	24,550	Transfer for EES purchase of Elevate software (year 5 of 5)
Bd Designated - Strategic Projects	500,000	250,000	-	250,000	-	- Transfer for strategic projects
Bd Designated - Funds for Transformation	50,000	50,000	-	50,000	-	- Transfer for funds for transformation
Restricted Fund - CARES Act Funding	(1,246,119)	-	(132,860)	-	-	
Restricted Fund - GLMA Heritage Act	-	-	-	943,091	943,091	Transfer Heritage Act fund balance to restricted fund
Restricted Fund - GLMA MARAD Funding	-	-	-	-	-	- Transfer MARAD portion of GLMA funding 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	128,922	3,107,641	1,867,641	
Total Expenses & Transfers	42,310,098	42,719,377	29,787,728	43,394,467	675,090	
Net Revenue Over (Under) Expenses	\$ 2,720,065	\$ -	\$ 6,230,626	\$ 102,987	\$ 102,987	

Northwestern Michigan College
Statement of Net Position
General Fund
March 31, 2021



	As of March 31,	
	2021	2020
Assets		
Current assets		
Cash and cash equivalents	\$ 6,898,886	\$ 10,071,725 A
Accounts receivable, net	5,420,950	6,367,824
Prepaid expenses and other current assets	1,654,232	474,455 B
Total current assets	13,974,068	16,914,004
Noncurrent assets		
Long-term investments	23,103,177	16,816,221 A
Due to other funds	(14,686,843)	(12,295,719)
Total noncurrent assets	8,416,334	4,520,502
Total assets	\$ 22,390,402	\$ 21,434,506
Liabilities		
Current liabilities		
Accounts payable	\$ 75,306	\$ 163,008
Accrued payroll	1,822,034	2,065,006
Unearned revenue	2,994,944	3,880,516
Total current liabilities	4,892,284	6,108,530
Noncurrent liabilities		
Voluntary separation plan	\$ 114,400	\$ 197,748
Total noncurrent liabilities	114,400	197,748
Total liabilities	\$ 5,006,684	\$ 6,306,278
Net position		
Net position, beginning of year	\$ 9,534,442	\$ 6,814,377
Change in net position	7,849,276	8,313,851
Total net position	17,383,718	15,128,228
Total liabilities and net position	\$ 22,390,402	\$ 21,434,506

Notes:

A - Cash and investments balances fluctuate due to timing of investment purchases, sales, and payroll. Larger balance in long-term investments offsets the lower balance in cash and cash equivalents.

B - Current year includes unrealized loss on investments of \$880,118 compared to a gain of \$81,591 at this point last year.



Northwestern
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MEMO
Administrative Services

To: Troy Kierczynski, VP Finance and Administration
From: Lindsey Lipke, Controller
Date: April 19, 2021
Subject: Realized and Unrealized Investment Gains & Losses for the Quarter Ended March 31, 2021

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:

	June 30, 2019	June 30, 2020	March 31, 2021
Realized gains (losses)	\$ -	\$ 3,600	\$ -
Unrealized gains (losses)	406,758	43,746	(880,118)
Dividends and interest	384,491	420,687	93,206
Investment income, net	791,249	468,033	(786,912)

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 March 31, 2021 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
Investments Held
March 31, 2021**

Financial Institution	CUSIP	Security Issuer	Abbr.	Security Type	Maturity	Coupon or Interest Rate	Interest Frequency	Cost	NMC Notes
Chemical Bank	n/a	Chemical Bank	n/a	Certificate of Deposit	5/3/2021	0.150%	Anually	\$ 257,010	
Huntington Bank	n/a	Huntington Bank	n/a	Certificate of Deposit	4/1/2021	0.100%	Anually	\$ 250,000	
Fifth Third	60934N104	Federated Investors	GOIXX	Money Market Fund	n/a	0.360%	Monthly	\$ 783,102	0.36% yield in calendar year 2020
Fifth Third	3136G4N33	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	3136G45G4	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	3135GA3L3	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	3134GWNX0	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
Total Investments Held								\$ 20,190,112	



Northwestern
Michigan
College

MEMO
Administrative Services

To: Dr. Nick Nissley, President

From: Troy Kierczynski, Interim VP of Finance & Administration

Date: April 19, 2021

Subject: Federal Relief Funding Update

Background on Federal Relief for Higher Education

Higher education institutions and students across the nation are experiencing an array of financial challenges stemming from the COVID-19 pandemic. For institutions—dramatic declines in enrollment, state funding cuts, and reduction or elimination of services due to campus closures have led to significant losses in revenue. For students—food and housing insecurities have intensified due to changes in economic circumstances (i.e. job loss, changes in childcare). These economic changes are causing students to reconsider or delay college education. As a temporary measure of relief for students and institutions, the Federal government included Higher Education Emergency Relief Funding (“HEERF”) in each of the three major stimulus bills:

1. Coronavirus Aid, Relief, and Economic Security Act (“CARES”) enacted March 27, 2020
2. Coronavirus Response & Relief Supplemental Appropriations Act (“CRRSAA”) enacted December 27, 2020
3. American Rescue Plan Act (“ARP”) enacted March 11, 2021.

The Department of Education allocated HEERF to institutions through formulas based largely on each institution’s percentage of Pell awards to the whole, as reported in IPEDS data. Each round of HEERF funding contains a student portion and institutional portion, with different spending requirements:

- The **student portion** must be used for direct emergency grants to students;
- The **institutional portion** may be used to cover costs with a clear nexus to COVID-19; examples include purchases of PPE, public health and safety costs, new software and technology costs, related payroll costs, and to defray lost revenues driven by the pandemic. Institutional funds may also be used to provide direct refunds or additional emergency grants to students.

In general, student and institutional funds must be spent within a year of the award date. As of the date of this memo, ARP funds have not been officially awarded to NMC; however, the American Council on Education (ACE) has provided funding estimates as noted in the sections below.

Federal Relief Impact to Students

NMC will receive a total of **\$5.7 million** in HEERF student funding, including an expected \$3.6 million from the ARP. As of March 31, 2021, the College has provided \$2.1 million in direct emergency grants to approximately 1,900 students. Financial Aid targets students with Pell as indicator of need, while also fulfilling application-based requests. In addition, the College used \$671,000 of its institutional funds to provide direct refunds to students for housing, meal plans, and non-credit tuition forfeited at the onset of the pandemic.

Federal Relief Impact to NMC

NMC will receive a total of **\$8.0 million** in HEERF institutional funding, including an expected \$3.6 million from the ARP. As of March 31, 2021, the College has spent \$1.1 million and has identified a variety of uses for remaining funds. Remaining funds will primarily defray lost revenues from the Hagerty Center, Housing, Bookstore, Hawk Owl Café, Dennon Museum, Extended Education, Aviation, and other programs significantly impacted by COVID restrictions. In addition, the College is using funds to perform upgrades to its wifi, firewall, video technologies, and HVAC systems across campus. Ongoing purchases of PPE, safety equipment, and signage will be funded through HEERF.

In addition to HEERF, the College separately received **\$1.1 million** through the *Coronavirus Relief Fund* under CARES. These funds were “passed-through” the State of Michigan as ‘replacement’ for the State’s retroactive \$1.1 million cut in funding in fiscal year 2020. Unlike our unrestricted state funding, these funds were restricted for costs with a nexus to COVID-19, but excluded lost revenues. These funds have been fully spent by Fall 2020, and are included in the attached graphs.

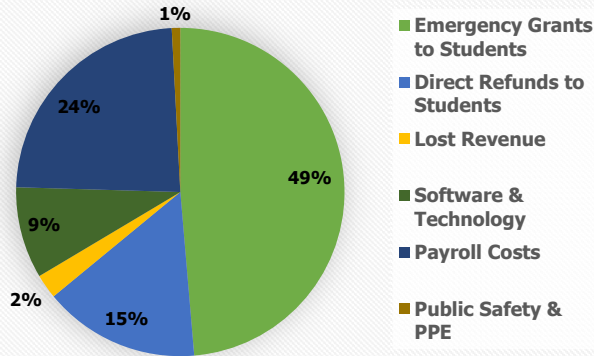
Summary and Conclusion

The attached graphs summarize the College’s relief spending categorically as of March 31, 2021 and outline planned usage of remaining Federal funds. Administration continues to prioritize spending opportunities that provide long-term impact to NMC and its students, such as investments in capital and technology. As noted in the final graph, the Federal funds will support Auxiliary Fund losses (Hagerty Center, Housing, Bookstore, etc.) and Plant Fund investments (HVAC, technology) in addition to providing General Fund support.

Northwestern Michigan College Federal Relief Funding Summary As of March 31, 2021

Expenditures to Date

\$4,367,733



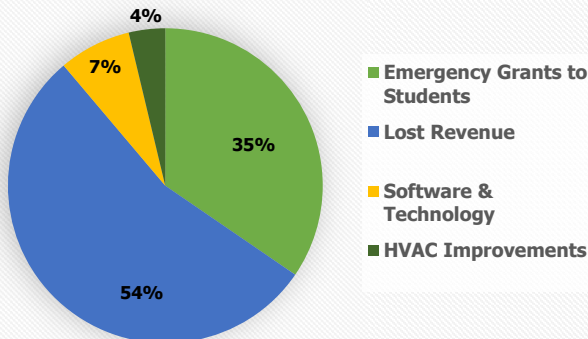
Expenditures to Date

Emergency Grants to Students	\$ 2,121,208
Direct Refunds to Students	\$ 670,819
Lost Revenue	\$ 105,217
Software & Technology Upgrades	\$ 393,541
Payroll Costs	\$ 1,033,544
Public Safety & PPE	\$ 36,404
Other Administrative Costs	\$ 7,000

TOTAL SPENT **\$ 4,367,733**

Remaining Expenditures

\$10,421,064

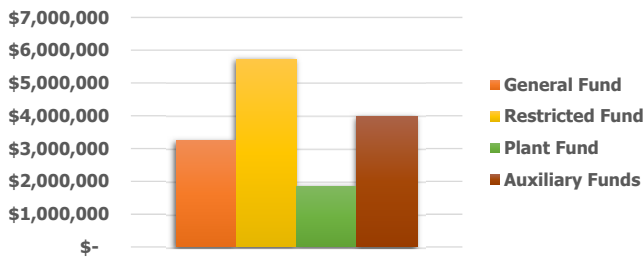


Remaining Expenditures (Projected)

Emergency Grants to Students	\$ 3,601,508
Lost Revenue	\$ 5,654,556
Software & Technology Upgrades	\$ 775,000
HVAC Upgrades	\$ 390,000

TOTAL REMAINING **\$ 10,421,064**

Fund Impact



Fund Impact (Projected)

General Fund	\$ 3,237,731
Restricted Fund (student grants)	\$ 5,722,716
Plant Fund	\$ 1,858,541
Auxiliary Fund	\$ 3,969,809

TOTAL FUNDING **\$ 14,788,797**



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: April 19, 2021

Subj: Foundation Update

Fund Raising – a “check” on FY21 goals

- FY21 overall dollars raised as part of the Be What’s Possible Campaign:
 - \$ 8,175,209 Total received (including Annual Fund, pledges, and *documented planned gift intentions*) raised toward goal
 - + \$245,843 Gross event revenue
 - \$8,421,052 Total of gifts + events (Goal: \$4,250,000)**

Breaking News

- On April 21, the NMC Foundation announced that Diana and Richard Milock have given an additional \$3 million commitment as the lead donors to Be What’s Possible, the Campaign for NMC. This is the college’s greatest gift ever from a living donor.
- The campaign continues through June 30, 2021.

Foundation Initiatives

- Foundation staff continue work on FY22 plans to maximize support for scholarships, programs, and the fund for NMC as well as effective engagement of NMC alumni and friends, through the successful conclusion of “Be What’s Possible,” and into the future.
- The Taste of Success (to-go this year!) exceeded all expectations! From outstanding culinary delights to generous sponsor support and 297 to-go packages sold to friends of NMC and Great Lakes Culinary Institute. A success indeed! Special thanks to lead sponsors: Diana and Richard Milock, Don and Marylou Coe, the Cahn-Batali Family, Gordon Food Service, and Great Lakes Wine and Spirits as well as Marie-Chantal Dalese, committee chair, and all volunteer committee members.
- Planning is underway for the 40th Annual Scholarship Open to be held August 5 at the Grand Traverse Resort & Spa.

For your calendars:

- The Foundation Finance & Audit Committee will meet virtually April 21 at 7:30am.
- The Foundation Board will meet virtually April 28 at 7:30am.





Northwestern
Michigan
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MEMO

*Public Relations, Marketing,
and Communications*

To: Nick Nissley, President

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

Date: 4-16-21

Subject: March 2021 Monthly Report

March is traditionally a slower month with a spring break pause in activities on campus, but 2020 and 2021 have both been usual due to the COVID-19 pandemic. That impacted public relations, marketing and communications metrics. In addition to COVID-19 communication and the strategic planning communication, PRMC has completed an eight month assessment of how to better meet the college's urgent enrollment needs. Special thanks for the guidance and support of President Nissley, the reimaging PRMC committee and our expert consultant. We will present an overview to the Board of Trustees and request an investment to strengthen the work of PRMC in NMC's strategic enrollment management and brand equity efforts. The following is an overview of the work of PRMC for March 2021.

Paid Media

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

March saw an increase digital campaign performance without an increase in budget MOM due to refining of adwords and display campaigns. Our next budget increase will occur in May to compliment increased admissions recruiting efforts. We also launched new creative to support the Michigan Reconnect enrollment opportunity. Traffic through the adult learner campaign continues to be strong because of that. YOY metrics reflect last year's pause in advertising at the start of the COVID-19 pandemic.

Outcomes:

- Display

	March '21	MOM	February '21	YOY	March '20
clicks	87,684	36% ↑	64,277	1,121% ↑	7,179

imprs.	6,062,735	42% ↑	4,257,833	320% ↑	1,444,706
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- Paid social for enrollment (others for Taste of Success and BWP campaign)
 - One FB/IG campaign (3/1-3/31)
 - 2,859 clicks to landing page
 - Web traffic (3/1-3/31)
 - [Traditional learner landing page](#) for paid campaigns
 - 34,740 visits/pageviews
 - 11% of all site traffic
 - It's driven:
 - 296 schedule a visit page
 - 278 NMC homepage
 - 175 apply for financial aid
 - 159 Degrees & Certificates page
 - [Adult learners landing page](#)
 - 33,710 visits/pageviews
 - It's driven:
 - 99 NMC homepage
 - 49 visits to the main programs page
 - 29 visits to the admissions page
 - 22 visits to the financial aid page

Earned Media

Monthly recap of media coverage and sentiment

NMC was featured in 53 media mentions with an estimated publicity value of \$7,800 based on the Cision media monitoring system.

Media stories that had high attention include:

- Denos Museum becomes Smithsonian affiliate [Ticker](#) March 9, [Record-Eagle](#) March 12, [MLive.com](#) March 18
- [Getting reconnected: State scholarship program on track to bolster NMC enrollment](#) Record-Eagle, March 21
- [Tuition increase on the horizon for NMC](#) Record-Eagle, March 24
- [Northern Michigan Colleges, Universities Seeing Applications Rise](#) 9&10 News, March 25

Media sentiment ranking for March (based on a Cision algorithm that ranks pre-assigned tone of keywords) shows 96.2% positive or neutral coverage. This is an increase MOM (February, 95.7%) and YOY (2020, 94.5%). The results categorized as negative include coverage of racism and privilege in the classroom featuring retired NMC instructor Diane Emling.

Owned Media

Monthly published owned media

During March, PRMC published two NMC Now e-newsletters to 853 supporters and community members. The average open rate was 39.9%.

The feature article from 3-17-21 [Success Story: Nursing students volunteer at vaccine clinic](#) was the most popular link clicked.

Other popular links include:

- [NMC grad's COVID-19 research team wins supercomputing prize](#)
- [Dr. Nick Nissley Interview](#)
The Christal Frost Podcast, Feb. 24
- [Celebrating Centennarian Students](#)

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

Shared Media

Monthly progress report on NMC's Main social media channels

Monthly social media performance on FB benefited from an increase in paid campaigns, while IG saw a related decline. YOY performance was skewed due to highly engaging FB posts in 2020 related to COVID-19 communication and a corresponding pause on IG. We are exploring ways to better engage users via other social media platforms including expanding on snapchat and investigating TikTok where younger audiences spend more of their time.

Highest performing organic posts this month include President Nissley visiting dental students, NMC Now nursing students, Marcus Bennet award and the COVID-19 anniversary.

Platform	Followers	Impressions	Engagement	Gender	Age	Region
Facebook	11,790 Up 2% YOY Up 0.2% MOM	236.8% Up YOY 25.4% up MOM	49.1% Down YOY 60.9% up MOM	Fans 68% F 31% M Reach 48%F 51%M	#1 25-34 (26.6%) #2 35-44 (20%) #3 45-54 (19.6%)	GT Region & Grand Rapids
Instagram	2,614 up 16.47% YOY) 1% up MOM	33.5% Down YOY 33.8% down MOM	51.1% up YOY 0.7% up MOM 	62% F 37% M	#1 18-24 (30%) #2 25-34 (29.8%) #3 35-44 (18%)	GT Region & Grand Rapids

Redesigning PRMC to support enrollment growth at NMC

BOT Summary Spring 2021

Since 2011 NMC has seen a 54% decline in contact hours from students 21 and older. In 2020 NMC saw a 17% decline in younger students. These declines are due to a variety of external factors including the economy and pandemic. There are additional factors that are exacerbating these trends and limiting the college's ability to respond effectively to them. Nearly a decade ago NMC started to fall from its enrollment peak, around the same time, the digital transformation of communication began rapidly accelerating with an increasing reliance on the internet and social media. So just as declining enrollment is making it more important to connect with prospective students, a fractured digital communications landscape is making it harder to do. A billboard or an ad in the Sunday paper are no longer enough to effectively support enrollment efforts at NMC.

As highlighted in the Strategic Enrollment Management Plan, the college is focusing on four major areas: new student recruitment, program offerings, student retention and success and advocacy. Essential to this plan's success is adequate marketing support that reflects the significant changes of the digital age. To meet the marketing requirements of the strategic enrollment management plan, the college partnered with a marketing consultant with expertise in both community colleges and the private sector to develop a 3 phase plan to re-design public relations, marketing and communications at NMC. This plan includes:

1. Assessment, audit, marketing governance and structure recommendation
2. Short-term, quick-win marketing strategy development
3. Strategic plan based integrated marketing plan and brand assessment/development

Phase I began in summer 2020 and is nearing completion with final reports presented to President Nissley and President's Council in February 2021. The assessment showed public relations, marketing and communications efforts at the college are significantly under-resourced which has led to insufficient enrollment marketing, inefficiencies and inconsistencies across departments, as well as a fractured brand presence. To address these issues, NMC is preparing to invest additional staffing resources in the areas of enrollment marketing and integrated branding. The following areas will be addressed in this phase:

- digital marketing strategy development
- lead generation and CRM integration
- web strategy and development
- college wide branding

This investment of approximately \$320,000 will support the growth goals identified in the Strategic Enrollment Management Plan, mentioned above, for example:

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



Northwestern
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Reimagining PRMC at NMC

Supporting Strategic Enrollment Growth & Strengthening Brand Equity

NMC | NORTHWESTERN MICHIGAN COLLEGE

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Public Relations, Marketing & Communications is changing... a lot.

1951-2000

- In person
- Posters
- Print (newspaper, magazine, trade publications, etc.)
- Radio
- TV
- Billboard

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And then... the digital revolution!

Today

- Website (desktop, laptops, smartphones, tablets)
- Facebook, Twitter, Instagram, Snapchat, TikTok (paid and organic)
- Google, SEO, SEM, Programmatic, Geotargeting
- Streaming (Pandora, Spotify, Hulu, etc.)
- QR codes
- Digital monitors
- Adobe Illustrator, Canva
- And, and, and....

Changing Landscape

- Increased competition
- Increased public accountability.
- Change in politics at both the state and federal level.
- Decline in public perception of higher education.
- Demand for stronger connections between local economy/jobs and education.
- The rise of fake news.

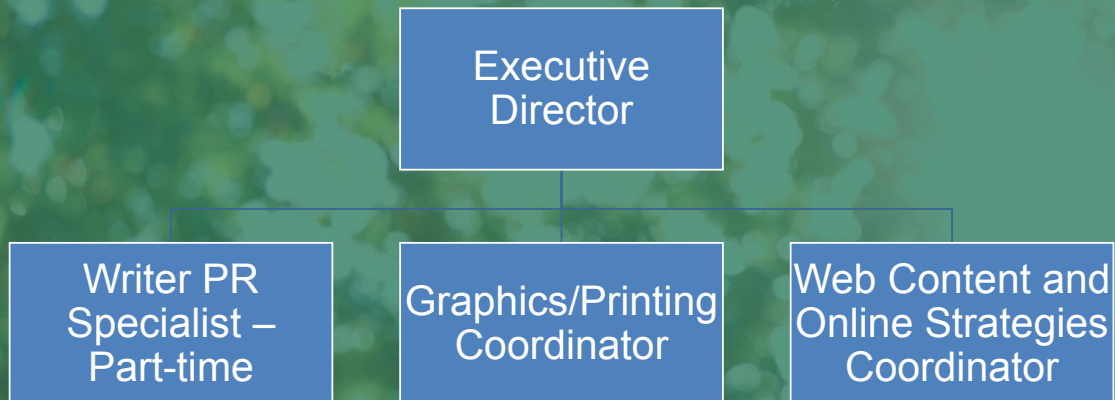
Higher Education Marketing Trends

- Admissions Focused Websites
- Attention to Analytics/Data
- Search Engine Relevance
- High-Touch Consumer Experience
- Integrated Branding – more centralized or controlled decentralized
- Enrollment Marketing
- Integrated Advertising Mix

Reimagining PRMC Objectives

- Phase I: Conduct marketing department audit and develop structure recommendation. (2020-2021)
- Phase II: Develop short-term, quick win marketing strategies. (2021)
- Phase III: Create a recommended marketing plan, advertising strategy & branding initiative aligned with the college's strategic plan. (2022)

Possible Reorganization - Current State



Executive Summary – Phase I

- The demand for PRMC services far exceeds the supply.
- The current expertise is not aligned with higher ed marketing trends and organizational needs.
- A lack of marketing governance and an integrated branding strategy results in inconsistent branding, messaging and rogue marketing.
- The role and definition of marketing is unclear.
- Strong presidential and leadership support presents a real opportunity for the project's execution and success. Strategic planning process underway.

College Marketing Needs

- Graphic Design Support-17 departments doing their own design.
- Social Media-19 departments managing their own social media.
- Marketing/Advertising-11 departments managing their own. More than \$363,985 being spent outside the marketing budget.

PRMC Marketing Competencies

Competency	Leadership	Consultant	Diana	Capability
Public Relations	Lead	Lead	Lead	High
Crisis Communications	Lead	Lead	Lead	High
Enrollment Marketing	2- Partner, 2-Support	Partner (heavy on lead generation)	Partner	Low
Advocacy/Government Relations	3 – Support; 2 - Lead	Support	Support	High (strong consultant)
Advancement/Foundation	5 - Support	Support	Support	Low
Branding	Lead	Lead	Lead	Low
Community Relations/Events	3 – Support; 2- Leads	Support	Support	Low (this is a time intensive area)
Web Services	Lead	Lead	Lead	Medium
Advertising	Lead	Lead	Lead	Low

Marketing Competencies

Competency	Leadership	Consultant	Diana	Capability
Internal Communications	2 - Lead; 1 - Consulting; 2 - No comment	Coordinate/Support (excludes technical/faculty communication)	Coordinate/Support	Medium
President's Office	5 - Lead	Lead	Lead	High
Social Media	5 - Lead	Lead	Lead	Medium/Low
Creative Services	5- Lead	Lead	Lead	Medium/Low

Gaps

- Marketing planning, strategy and research
- Enrollment marketing
- Advertising – particularly digital advertising
- Digital design
- Inadequate graphic design resources
- Social media
- Minimal web development and strategy
- Limited photography/ videography support
- Limited digital and web capabilities
- Part-time writer
- Tactical vs. strategic

Ideal State

- Exec. Dir.- IMC strategy, media relations, presidential communications, crisis communications
- Marketing Manager- marketing plans for college-wide and department-level campaigns, oversees advertising agency
- Art/Creative Director- NMC visual design and branding components
- Graphic Designer- design for recruitment and external communication
- Web Services Manager- day-to-day web operations
- Writer/PR Specialist- NMC success stories
- Marketing Assistant- manage budgets and production

Expertise Needed

- Digital Marketing Manager- digital enrollment marketing campaigns and social media strategy.
- Public Relations Manager- assists with crisis communications, public relations and media relations.
- Social Media Specialist- leadership for all college social media platforms with a special attention to student engagement.
- Photographer/Videographer- images and video for all NMC communication platforms.
- Digital Marketing Agency- digital enrollment marketing plans, web strategy and development support, digital design support.
- Advertising Agency- all non-digital advertising needs.

Top Priorities

- Marketing Manager
- Creative Director
- Marketing Assistant
- Full-time PR Specialist/Writer
- Digital Advertising Agency
- Outsourced photographer/videographer
- Web Development/Strategy Consultant (could be digital agency)
- Digital Marketing Manager

Possible Reorganization- Future State



Future Scenario- Capabilities

- Marketing plans for top strategic programs and secondary programs. Marketing guidance and support for other areas
- Increased leads with SEM and campaigns
- Execution of web strategy and development initiatives
- Initial integration of campaigns with CRM
- Social media planning
- Graphic design support for all college initiatives
- College-wide branding initiative
- Establishment of college-wide creative graphic expression

Future Scenario - ROI

Marketing Position Cost	New Enrollments in targeted programs and other recruitment efforts (Culinary, Digital Arts(Audio Tech/VisCom), IT Infrastructure and Developer, Law Enforcement, Engineering Tech, Surveying, Marine Technology, General Transfer).	Revenue (10 credit hours x \$197.50 cost per credit hour)	ROI
Marketing Manager - \$50,000 base + \$21,750 benefits = \$71,750 Full-time Writer = \$25,000 Creative Director - \$50,000 base + \$21,750 benefits = \$71,750 Marketing Assistant - \$32,000 base + \$13,920 = \$45,920	150 new students from marketing efforts, 50 from branding efforts and 50 support for Workforce/lifelong learning.	\$493,750	89%
Web Consultant - \$35,000 – \$50,000	Increase web leads by 100% number x 19% application conversion x 25% enroll conversion = students. 1,000 more leads = 47 students	\$142,200	184%

Thank you! Questions?



Northwestern
Michigan
College

MEMO

To: Dr. Nick Nissley, President

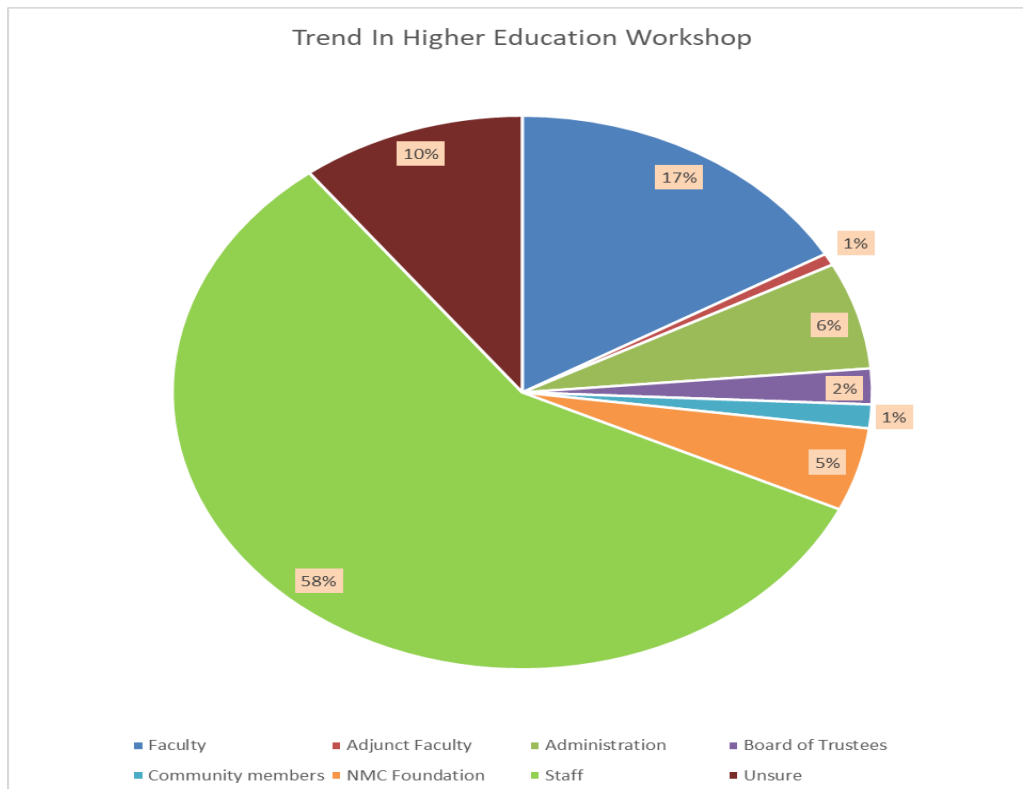
From: Stephen Siciliano, Vice President for Educational Services
Vicki Cook, Special Assistant to the President

Date: April 21, 2021

Subject: Monthly Strategic Planning update

This memo is intended to provide a monthly update of the activities related to Strategic Planning that we have undertaken with our external partner CampusWorks.

The two major events in March and April for employees were the kick-off event and the Trends in Higher Education workshop. These events were available to all employees, Board of Trustees and Foundation members. The detail of participation at the Trends workshop has been provided by CampusWorks.



Recent activities include:

- Student Experience workshop participants included students and employees on Friday, April 16
- SWOT survey sent out to employees, superintendents of k-12, advisory group members, NMC Board of Trustees and NMC Foundation Board

Upcoming activities include:

- Focus groups with students and employees will occur in April and early May
- Focus groups with community groups and community at large will be scheduled in May
- Board of Trustees Mission Workshop on May 11

Northwestern Michigan College
 BOARD OF TRUSTEES
Executive Committee Minutes
 Thursday, April 8, 2021
 Traverse City, MI 49686
 Virtual Zoom Webinar ID: 958 8705 4698

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 the City of Traverse City, Grand Traverse County, Michigan; **Kennard Weaver**, remotely from Peninsula Township, Grand Traverse County, Michigan

Members Absent: Rachel Johnson

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

Public Comment—There was no public comment offered.

President's Update

President Nick Nissley shared that MCCA members have discussed desire to ask for legislature to allow a hybrid model of virtual attendance in the Open Meeting Act (OMA) on a permanent basis to allow some level of participation remotely. MCCA feels there is not legislative support, however, to get it passed. The committee discussed potential of requiring an in-person quorum and then allow remote participation with voting rights in addition to the quorum presence. There was also discussion about a plan developed by NMC staff to be able to hold a hybrid model Board meeting if required to do so by the OMA before state and local regulations allow greater numbers of meeting attendees. Committee members emphasized the importance to keep staff, students and public safe as long as required and possible until vaccinations are accessible to all those groups. A recent call that President Nissley participated in with the Michigan Governor noted great progress on Grand Traverse County vaccination percentages.

Nissley also shared that the Board would be updated at their April regular meeting on the Public Relations, Marketing and Communications (PRMC) consultant work. The phase I plan recommends a redesign of PRMC to provide the resources to support enrollment growth and other strategic initiatives of the college. The Board will be asked to approve utilization of the Board designated Fund for Transformation to invest in the first year of the redesign plan that will add three FTE positions and some contracted services. Committee members expressed their support for this initiative to increase promotion and branding management.

President Nissley also provided a FY22 budget update to the Committee. He noted that the college was eliminating the online fees currently charged to students, so even with a 3% tuition increase, there would be a net savings to most students. He also shared that a \$200,000 deficit still needed to be addressed in the FY22 budget planning process. There was some discussion on the distribution of the various federal funding received for the COVID-19 pandemic expenses incurred by the college. Interim Vice President Troy Kierczynski will provide that information to the full Board at their April meeting.

There was discussion about the modified Walk-Through Commencement being planned and the desired role of trustees. Dependent upon gathering size limits, Chair Chris Bott, and any other trustee(s) wanting to participate will likely stand socially distanced and masked on the Milliken Auditorium stage as graduates individually walk through to receive their diploma cover.

Upcoming Board of Trustees Meeting Agenda

Committee members were provided a draft agenda for the upcoming April 26, 2021, regular Board meeting. There were no questions pertaining to the agenda.

Other Discussion—None

The meeting was adjourned at 1:46 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

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

MEMO

To: Northwestern Michigan College Board of Trustees
Cc: Dr. Nick Nissley, Ed.D.
From: Gabe Schneider, Founder/Principal, Northern Strategies 360
Date: Friday, April 16, 2021
Re: **State/Federal Legislative Update**

State

FY22 State Budget Process

Following a return from legislative spring break, the Michigan Legislature continues to deliberate on the FY22 state budget including the Community College and Michigan Department of Labor and Economic Opportunity budgets. It is expected that the Appropriations Subcommittees will begin to report out their versions of the budgets the week of April 19. This should put the legislature on track to complete work on the budget and send it to the Governor by early to mid June.

Actions

We continue to advocate for our budget priorities with our regional legislative leaders and members of the relevant appropriations subcommittees.

Representative Bradley Slagh Visit

On Friday, April 9, we hosted State Representative Bradley Slagh (R-Zeeland). Representative Slagh is a member of the House Appropriations Subcommittee on Higher Education and Community Colleges and is the Vice Chair of the Joint Capital Outlay Committee.

During our visit, which included myself, Nick and Troy, we showcased the use of state capital outlay dollars in the completion of the West Hall Innovation Center. We also showcased the need for funding for the Osterlin student support renovation project and discussed how best to position this project for state approval should a capital outlay bill move this session. We also discussed how the legislature might target one time dollars to investments in community college infrastructure and technology upgrades, including geothermal systems

Finally, we discussed some of our other legislative priorities including the community college BSN legislation. Rep. Slagh expressed his support for this legislation and said that he would look forward to helping to advance this bill in the House.

Federal

American Rescue Plan

With the passage of the American Rescue Plan (ARP), we continue to monitor funding availability and opportunities. Some of the funding contained in this bill will be directed to community colleges using an established formula. Additional dollars may be available in the form of grants for specific programs. We will continue to monitor these grant programs as funding becomes available.



Northwestern
Michigan
College

MEMO

To: Dr. Nick Nissley, President
From: Vicki Cook, Special Assistant to the President
 Holly Gorton, Chief of Staff to the President
 Lynne Moritz, Administrative Coordinator
Date: April 6, 2021
Subject: Board Meeting Format

The Traverse City State of Emergency order has been extended until July 31, 2021, and there is still a 50% capacity limitation of the venue where a public meeting is being held. Until staff and trustees are vaccinated, capacity numbers are increased, and while laws allow, it is recommended to maintain the current remote meeting format because of the challenges to manage public access, and for the health and safety of everyone.

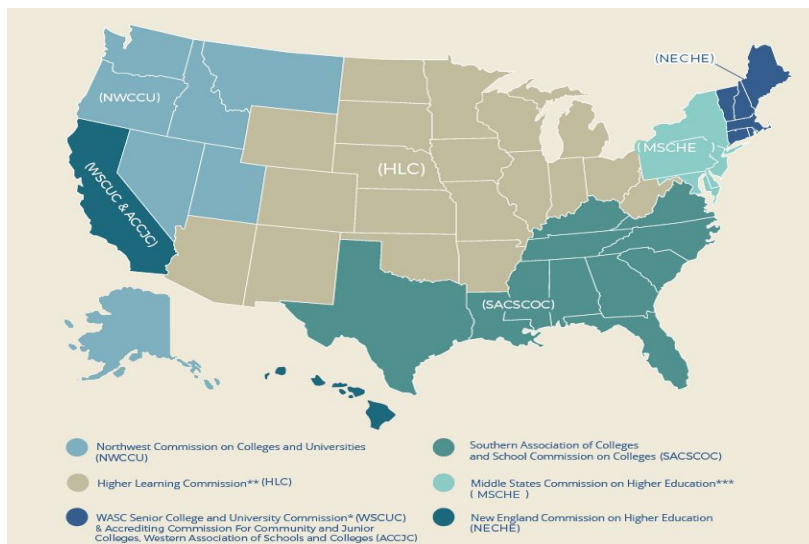
When local conditions improve and individuals have had the opportunity to get vaccinated, staff have developed the following plan for a hybrid approach, if required before a total in-person Board meeting can be held.

- Trustees attend in person (7).
- President Nick Nissley, Holly Gorton (or Lynne Moritz), Kyle Morrison, plus a second Educational Technologies staff, attend in person (4).
- Executive staff and presenters will attend via Zoom.
- Public may attend in person or by Zoom.
- Utilize West Hall Innovation Center Room 106/107, which has a social distancing capacity of 35, and a 50% capacity of 38.
- Mandatory social distancing and masking protocols for all in-person attendees.
- If in-person capacity is exceeded, and/or social distancing or masking protocols are not followed, the meeting will immediately adjourn.
- When the Hagerty Center becomes available, post mass vaccine site (currently in use through June), meetings would occur there, which is the preferred location for Educational Technologies staff.
- Educational Technologies staff will test the set up prior to the first hybrid meeting, specifically testing table top microphones to improve sound quality while attendees wear masks.

HLC: Open-Pathway Overview

Board of Trustee Meeting
April 2021

Regional Accrediting Organizations





230 South LaSalle Street, Suite 7-500
Chicago, IL 60604-1411
312.263.0456 | 800.637.7440
Fax: 312.263.7462 | hlcommission.org

August 2, 2019

Mr. Timothy Nelson
President
Northwestern Michigan College
1701 E. Front St.
Traverse City, MI 49686-3061

Dear President Nelson:

This letter serves as formal notification and official record of action taken concerning Northwestern Michigan College by the Institutional Actions Council of the Higher Learning Commission at its meeting on July 29, 2019. The date of this action constitutes the effective date of the institution's new status with HLC.

Action. IAC continued the accreditation of Northwestern Michigan College with the next Reaffirmation of Accreditation in 2028-29.

In two weeks, this action will be added to the *Institutional Status and Requirements (ISR) Report*, a resource for Accreditation Liaison Officers to review and manage information regarding the institution's accreditation relationship. Accreditation Liaison Officers may request the ISR Report on HLC's website at <https://www.hlcommission.org/isr-request>.

Within the next 30 days, HLC will also publish information about this action on its website at <https://www.hlcommission.org/Student-Resources/recent-actions.html>.

If you have any questions about these documents after viewing them, please contact the institution's staff liaison Linnea Stenson. Your cooperation in this matter is appreciated.

Sincerely,

A handwritten signature in black ink that reads "Barbara Gellman-Danley".

Barbara Gellman-Danley
President

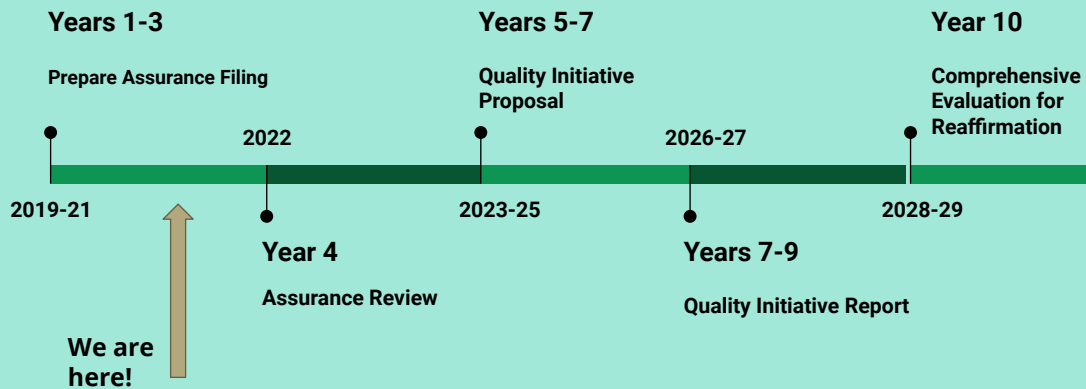
CC: ALO

Open Pathway: A 10 - Year Cycle

Institutions are regularly reviewed

- Institutional Updates
- Substantive change requests (e.g., changing the mission, adding new programs, adding additional locations)
- Interim monitoring

Open Pathway Timeline



Updates from Comprehensive Evaluation (2019)

- Significant updates from the last review
 - New Leadership
 - Strategic Planning Process
- Updates based upon peer review team's recommendations
 - Co-curricular Assessment
- Continued evidence that NMC meets **Criteria for Accreditation**

Assurance Review includes.....

- Demonstration that NMC meets Criteria for Accreditation through an Assurance Argument including five (5) criteria:
 - Criterion 1. Mission
 - **Criterion 2. Integrity: Ethical and Responsible Conduct**
 - Criterion 3. Teaching and Learning: Quality, Resources, and Support
 - Criterion 4. Teaching and Learning: Evaluation and Improvement
 - Criterion 5. Institutional Effectiveness, Resources and Planning

Role of the Board of Trustees

Criterion 2. Integrity: Ethical and Responsible Conduct

- 2.A. *The institution establishes and follows policies and processes to ensure fair and ethical behavior on the part of its **governing board**, administration, faculty and staff.*
- 2.C. *The **governing board** of the institution is autonomous to make decisions in the best interest of the institution in compliance with board policies and to ensure the institution's integrity. The governing board....*
 - *is trained and knowledgeable*
 - *deliberations reflect priorities to preserve and enhance the institution*
 - *reviews reasonable and relevant interests of internal and external constituencies*
 - *preserves its independence from undue influence on the part of donors, elected officials, ownership interests, or external parties*
 - *delegates day-to-day management of the institution to the institution's administration and expects the faculty to oversee academic matters*

Questions?

**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, March 22, 2021
Virtual Zoom Webinar ID: 968 6596 9730
Traverse City, MI**

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

ROLL CALL

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

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

Trustees absent: Michael Estes

Also present: President Nick Nissley, Jerry Achenbach, Patti Burgess, Amanda Clark, Vicki Cook, Marguerite Cotto, Diana Fairbanks, Cary Godwin, Joy Goodchild, Holly Gorton, Troy Kierczynski, Paul Kolak, Hannah Krohn, Mark Liebling, Laura Matchett, Lynne Moritz, Kyle Morrison, Todd Neibauer, Stephen Siciliano, Elizabeth Sonnabend, Alex Swainston, Rebecca Teahen, Lisa Thomas

REVIEW OF AGENDA—The agenda was accepted as presented.

REPORTS

Special Presentation—Jerry Achenbach, GLMA Superintendent, introduced James Semerad, CDR, USN (Ret.), from the Reserve Organization of America to present the Outstanding Family Support Contributor Award to Dr. Marcus Bennett, NMC’s Associate Dean of Campus & Residence Life for his outstanding support for safe operation of the Great Lakes Maritime Academy’s training ship cruises. Bennett was nominated for the award, presented by the Reserve Organization of America, Michigan Department, by GLMA Superintendent Jerry Achenbach. In summer 2020, Bennett facilitated a system of quarantines in NMC residence halls that ensured 42 maritime cadets were able to safely board and sail on the training ship *State of Michigan* or a commercial vessel despite the COVID-19 pandemic. Of the six state maritime academies in the U.S., GLMA was one of only two that was able to sail in 2020, which afforded cadets the opportunity to earn required sea time and remain on track to graduate. The award noted Bennett’s efforts that helped cadets and family members “endure extreme conditions of a pandemic” and graduate on schedule. Dr. Marcus Bennett graciously accepted the award and was congratulated by the Board.

Student Government Association—SGA Members presented their annual report to the Board, including the roles and activities of SGA and accomplishments in the academic year 2019-2020.

Faculty Report—Publishing a Student Newspaper Through a Pandemic—Jacob Wheeler, White Pine Press Advisor and adjunct instructor in journalism, presented on how the White Pine Press (WPP) staff adapted in March 2020 and shifted their production of the newspaper to work remotely during the 2020-21 school year. Despite the hurdles, the WPP produces 5 editions each semester, and distributes 1,000 copies around campus and at locations throughout greater Traverse City. Key stories covered include how COVID-19 has changed campus life; the 2020 presidential election, and its aftermath; nursing students at Munson's COVID ward; COVID and the arts, and NMC Futures for Frontliners.

Enrollment Report—Todd Neibauer, Vice President for Student Services and Technology, congratulated the Student Government Association for being adaptable to provide activities for students in spite of the COVID pandemic. Reviewing the monthly Enrollment Report, Neibauer highlighted the summer enrollment increase over last month due to the Future for Frontliners program. Noting statewide declines in high school enrollment and graduation, Neibauer then reviewed a summary of the Strategic Enrollment Plan, featuring the following:

- New student recruitment goals
- Increased number of online sections of courses to maintain the current 30% due to COVID, because students desire to continue online course formats
- Student coaching and success—adult students targeted

Neibauer noted the importance of investment in PRMC for marketing and advocacy to increase enrollment and support of the strategic plan. He also addressed questions of the Board on both the enrollment and strategic enrollment plan reports. In response to questions from the last board meeting, Neibauer attempted to survey other community colleges for comparative data, but has had difficulty receiving that data from others.

Jackson College was very similar to NMC in terms of COVID impact on enrollment and number of virtual courses. Neibauer also shared the importance for NMC to market specialty programs, e.g., GLMA, Experiential Learning.

Financial Report—Troy Kierczynski, Interim Vice President of Finance and Administration, reviewed the financial report for the period ending February 28, 2021.

Foundation Report—Rebecca Teahen, Associate Vice President for Resource Development and Executive Director of Foundation, provided a Foundation update and noted upcoming events such as the Taste of Success “to go” coming up April 16 and Scholarship Open planned for August 5.

PRMC Report—Diana Fairbanks, Executive Director of Public Relations, Marketing, and Communications, provided her monthly report and announced she will report on the reimagining work of PRMC at the April Board meeting.

Strategic Planning Report—Stephen Siciliano, Vice President of Educational Services, reported on the strategic planning process and timeline being developed with the consulting firm of

CampusWorks. Siciliano noted several upcoming sessions and events, and emphasized the plan provides for a wide variety of community, student and employee engagement.

Executive Committee Report—Committee Chair Chris Bott reported the monthly Board Executive Committee discussed Board meeting formats at their March 11 meeting, and reviewed agenda topics for the current full Board meeting.

Traverse Connect Diversity, Equity, & Inclusion Summit Report—Trustee Kennard Weaver reported on his, and Rachel Johnson’s, attendance at the recent Diversity, Equity, and Inclusion (DEI) Summit hosted by Traverse Connect. Trustees noted they were interested in learning more about NMC’s internal DEI Team.

Legislative Issues Report—President Nick Nissley highlighted state budget issues, including that while a 2% increase in NMC state appropriations was anticipated, it was a one-time increase not added to the base. NMC’s budget priorities also include supplemental funding to address impacts of COVID-19, which would provide NMC an additional \$375,000.

PUBLIC INPUT—There was no public input offered.

UPDATES

President’s Update—President Nick Nissley provided an update on COVID-19 cases and thanked campus for managing the numbers so well by following safety protocols. He shared that NMC nursing students had been helping at the Hagerty Center vaccination site and Lt. Governor Garlin Gilchrist was very impressed with the site during a recent visit. Nissley noted a walk-through commencement was being planned for Saturday, May 1. Lastly, Nissley discussed the FY22 budget, which was included as a discussion item later in the agenda.

Board Chair Update—Chair Chris Bott reminded trustees of the upcoming Board Strategic Planning Kickoff meeting on April 6 and asked trustees to be flexible for potential board participation in the May 1 walk-through commencement.

DISCUSSION ITEMS

Board Meeting Format—Chair Chris Bott asked for Board discussion regarding meeting format in relation to current state and local orders. College staff will prepare a plan for potential future hybrid or in-person Board meetings for the April meeting.

FY22 Budget Process—Interim Vice President of Finance and Administration Troy Kierczynski provided an initial overview of the FY22 budget work occurring.

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

- Minutes of the February 22, 2021, regular meeting

ACTION ITEMS

EES Registration Software—On a motion by Doug Bishop, seconded by Kennard Weaver, the Board authorized administration to enter into a five-year contract with Augusoft Lumens for registration software for Extended Educational Services for a total of \$162,064 over five years, to be funded by the Information Technology Budget. The motion passed with a unanimous vote.

Banking RFP—On a motion by Laura Oblinger, seconded by Doug Bishop, the Board authorized administration to enter into a contract with Huntington Bank for banking, investment, and merchant services under a three-year contract, including an optional two-year extension if the College is satisfied with fees and service. The motion passed with a unanimous vote.

Firewall Replacement—On a motion by Kennard Weaver, seconded by Doug Bishop, the Board authorized administration to enter into a contract with Frontier Computers for the replacement of the Firewall system at a cost of \$529,136. CRRSAA funds will be utilized for a portion of this purchase, in the amount of \$177,653; the remaining \$351,483 will be funded by the Technology Plant Fund. The motion passed with a unanimous vote.

Lease of GLMA Tow Vessel—On a motion by Kennard Weaver, seconded by Rachel Johnson, the Board authorized administration to lease a tow vessel from approximately April 24, 2021, to September 12, 2021, as presented in proposal, for an amount not to exceed \$40,000, the lease and cost of operations will be funded by the GLMA Operating Budget through FY2021 U.S. Maritime Administration funding. 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 7:50 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
SPECIAL MEETING MINUTES
Monday, April 6, 2021
Virtual Zoom Webinar ID: 930 1368 2628
Traverse City, MI**

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

ROLL CALL

In compliance with PA 254 and City of Traverse City state of emergency declaration 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: **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 City of Bainbridge Island, Kitsap County, Washington; **Kennard R. Weaver**, attending remotely from Peninsula Township, Grand Traverse County, Michigan; **Doug Bishop** (joined at 5:59 p.m.) attending remotely from City of Bonita Springs, Lee County, Florida

Trustees absent: Michael Estes

Also present: President Nick Nissley, Vicki Cook, Marguerite Cotto, Diana Fairbanks, Joy Goodchild, Holly Gorton, Troy Kierczynski, Mark Liebling, Lynne Moritz, Todd Neibauer, Stephen Siciliano, Rebecca Teahen, Dr. Chrissy Coley, Dr. Kevin David

REVIEW OF AGENDA—The agenda was accepted as presented.

DISCUSSION ITEMS

Strategic Planning—Dr. Chrissy Coley and Dr. Kevin David with CampusWorks conducted introductions of themselves and NMC trustees and reviewed their strategic planning approach, providing an overview of the strategic planning framework for a performance-driven strategic plan. They then laid out the NMC strategic planning engagement process, outlining their method with gathering feedback from multiple constituencies, and the process timeline.

The Board asked that data be provided on engagement session participation numbers and group categories to indicate the level and perspectives of input received. It was noted that a data review workshop will be included in the process, as well as an implementation workshop with President’s Council. Dr. Coley and Dr. David also assured the Board they would help build the infrastructure for the implementation plan.

The Board role in plan development was also reviewed, along with roles of faculty, staff and students. The consultants emphasized the importance for the college to manage the transitions by making hard decisions of letting go of some things, making changes and new beginnings. They concluded with a review of upcoming key events and next steps.

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.

ADJOURNMENT—The meeting adjourned at 7:02 p.m.

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

SIGNED _____
Chris M. Bott, Chair

ATTESTED _____
Kenneth E. Warner, Secretary



Northwestern
Michigan
College

MEMO
Office of the President

To: Board of Trustees
From: Nick Nissley, Ed.D., President
Date: April 21, 2021
Subject: Fund for Transformation Investment

Board Authorization Requested

Recommend authorization for administration to utilize the Board designated Fund for Transformation for investment of up to \$320,0000 in the restructuring and staffing of the Public Relations, Marketing and Communications area to support the strategic enrollment management plan and other college initiatives.

Background

NMC is preparing to invest additional resources in the areas of enrollment marketing and integrated branding. The phase I plan recommends a redesign of PRMC to provide the resources to support enrollment growth and other strategic initiatives of the college. For further details, please refer to the PRMC report provided previously in the Board materials packet.



To: President Nick Nissley

From: Craig Hadley, Executive Director, Denmos Museum Center

Re: 2021 MCACA Grant Application Authorization

Date: April 26, 2021

Dear President Nissley,

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

Per MCACA grant application requirements, we formally request authorization from the NMC Board of Trustees at the regular April 2021 meeting as follows:

The Denmos Museum Center at Northwestern Michigan College is authorized to submit an application for grant funding in the amount of \$30,000 for program support from the Michigan Council for Arts and Cultural Affairs in the current round of grant applications due June 1, 2021.

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

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

Sincerely,

A handwritten signature in black ink, appearing to read "Craig Hadley".

Craig Hadley

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

Phone 231.995.1055

Fax 231.995.1597

To: Dr. Nick Nissley, President
From: Todd Neibauer, VP for Student Services & Technologies
Date: April 19, 2021
Subject: Housing and Board Rates for FY 2022



Board Authorization

Board authorization is requested for Housing and Board Rates for FY22. Recommendations: No changes in current rates for room and board.

Proposed Residence Hall Room Rates

Following are the recommended housing rates for FY22:

Room Rates – East Hall Academic Year	FY20 Rates	FY21 Rates	FY22 Rates	% Change
Double Room Rate	\$5,350	\$5,350	\$5,350	0%
Single Room Rate*	\$5,800	\$5,800	\$5,800	0%

*limited availability

Room Rates – North Hall Academic Year	FY 20 Rates	FY 21 Rates	FY 22 Rates	% Change
Double Room Rate*	\$5,600	\$5,600	\$5,600	0%
Single Room Rate	\$6,400	\$6,400	\$6,400	0%

*limited availability

The rates in the current on-campus residence options are consistent with the market and with NMC's long-range housing financial business model and will provide the funds to meet operational costs. These rates have also been compared to other institutions that provide similar housing options within the state.

Proposed Apartment Rates

Following are the recommended Apartment rates for FY22:

Apartment Rates – Monthly	FY20 Rates	FY21 Rates	FY22 Rates	% Change
2 Bedroom (semester lease)	\$825	\$825	\$825	0%
1 Bedroom (semester lease)	\$700	\$700	\$700	0%

Background – Meal Plans

The NMC residence hall housing contract stipulates that all residence East hall students must choose a meal plan. Meal plan balances can be transferred from fall to spring, however, any balances left at the end of the spring semester are not refunded. In addition, there are no meal plan refunds after the start of classes.

Proposed Residence Hall Meal Plan

Following are the recommended Board rates for FY22:

Meal Plan Rates – Academic Year	FY20 Rates	FY21 Rates	FY22 Rates	% Change
Meal Plan - Option 1	\$3,400	\$3,400	\$3,400	0%
Meal Plan - Option 2	\$2,800	\$2,800	\$2,800	0%
Meal Plan - Option 3	\$2,400	\$2,400	\$2,400	0%



Lynne Moritz <lmoritz@nmc.edu>

Question re: Funding Formula

1 message

Lynne Moritz <lmoritz@nmc.edu>

Fri, Apr 23, 2021 at 4:15 PM

To: Board of Trustees <boardoftrustees@nmc.edu>

Bcc: Douglas Bishop <dougbishop@bfcfirm.com>

Trustees:

Below is the response to a question posed by trustee Kennard Weaver pertaining to the House Appropriations Subcommittee on Community Colleges and Universities recent recommendation for a new funding formula that moves toward a per student funding formula for community colleges.

What effect would the Per Student funding being considered by the legislature have on funding for NMC?

Under the new fiscal year equates students (FYES) formula, the rural smaller colleges suffer the most. For NMC, a 100% FYES formula equates to an alarming \$3 million annual decrease in operations funding by FY24.

Please do not reply to this informational email.

Lynne Moritz

Administrative Coordinator

President's Office

Tanis Building

(231) 995-1900



Northwestern Michigan College



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