



Northwestern
Michigan
College

Board of Trustees

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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, July 26, 2021

West Hall Innovation Center, Room 106/107

5:30 p.m. Regular Meeting

I. GENERAL BUSINESS

- A. Call to Order
- B. Roll Call
- C. Pledge of Allegiance
- D. Review of Agenda and Approval of Additions, Deletions, or Rearrangements

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—*Dennos Museum Center Accreditation—Craig Hadley, Executive Director and Chief Curator, Dennos Museum Center*
- F. Faculty Report—*Experiential Humanities Portfolio—Jim Bensley, Director, International Services and Service Learning; Interim Director, International Affairs Forum; Humanities Instructor*
- 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. MCCA Summer Conference Report—*Attending Trustees*
- N. Legislative Issues Report—*President Nick Nissley*

III. PUBLIC INPUT

IV. UPDATES

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



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V. DISCUSSION ITEMS

Q. West Hall Innovation Center Naming Opportunity

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 June 28, 2021 regular meeting

VII. ACTION ITEMS

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

Recommend authorization for administration to create blanket purchase orders for each vendor identified on presented spreadsheet, with the exception of Laser Printer Tech for the total of the estimated FY22 costs.

T. **Purchase Orders Continued** (Pursuant to Policy A-106.00 Finance)

Recommend authorization for administration to create a blanket purchase order for Laser Printer Tech for the estimated cost of \$35,000 for FY22.

U. **Lease of Tow Vessel** (Pursuant to Policy A-106.00 Finance)

Recommend authorization for administration to lease the tow vessel William C. Selvick for the summers of 2022, 2023, and 2024, with the terms presented in the proposal, not to exceed \$40,000 annually.

V. **Dennos Mission, Statement of Purpose, and Strategic Plan** (Pursuant to Museum Accreditation Requirements)

Recommend approval of Dennos Museum Center mission statement, statement of permanence, and strategic plan to be provided for application to the American Alliance of Museums.

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.

August 23, 2021
September 27, 2021
October 25, 2021
November 22, 2021

Posted Friday, July 23, 2021, 12:00 p.m.



UPDATES FROM THE DENNOS MUSEUM CENTER

NMC BOARD OF TRUSTEES
JULY 26, 2021 | 5:30PM

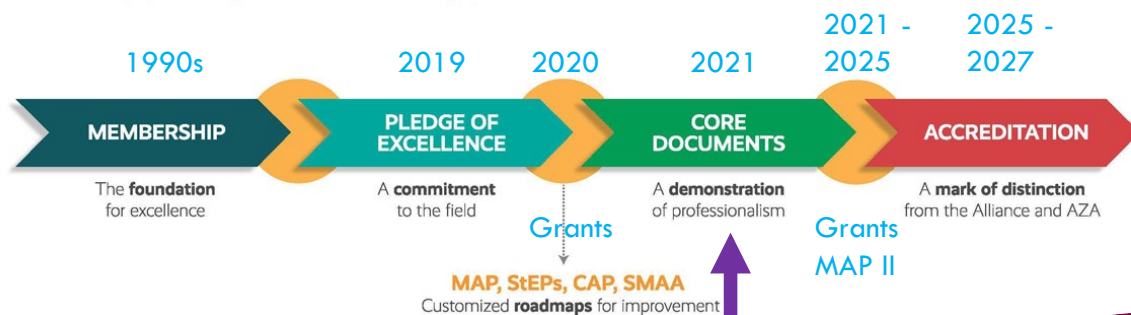
Craig Hadley
Executive Director & Chief Curator
Dennos Museum Center
Treasurer
Association of Academic Museums & Galleries



Accreditation: How Do We Get There?

The Continuum of Excellence

Supporting and celebrating your museum's commitment to standards





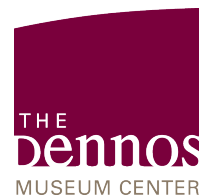
Core Documents Verification

Core Documents Verification is a document review and recognition program that revolves around the evaluation of [five core documents](#) against a set of required elements.

Submit for review
by EOY 2021

It is not a consultation service, nor a program to teach institutions how to craft their core documents. Instead, completion of the program provides public confirmation that the institution has an educational mission and policies and plans in place that reflect professional practices of museums, as articulated in the [Core Standards](#) and used in the [Accreditation Program](#).

- 2021 • [Mission Statement](#)
- 2020 • [Institutional Code of Ethics](#)
- 2021 • [Strategic Institutional Plan](#)
- 2020 • [Disaster Preparedness/Emergency Response Plan](#)
- 2020 • [Collections Management Policy](#)
- 2021 • [Statement of Permanence](#)



2021 CORE DOCUMENTS

Mission

Focuses all day-to-day activity, exhibits, and programs.

Strategic Plan

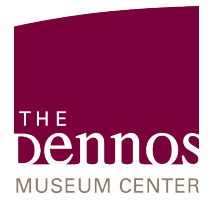
Connects to NMC strategic plan and provides detailed stepping stones for fulfilling the mission and vision.

Statement of Permanence

Institutional commitment to the museum and its success.



THANK YOU!



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 *

Jim Bensley

Your Title *

Director, International Services and Service Learning; Interim Director, International Affairs Forum;
Humanities Instructor

Presentation Title *

Experiential Humanities Portfolio

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

I created an interactive assignment for students during the height of Covid that got them out of the house and away from their screens. The assignment description, Powerpoint, and sample reflections have been forwarded.

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. *

JIM BENSLEY - Biography

Jim Bensley serves as the director of International Services and Service Learning Services at Northwestern Michigan College (NMC) in Traverse City, Michigan. He is responsible for internationalization of the curriculum, development of study abroad opportunities, student focused international events, and academic service learning. Jim was recently appointed interim director of the International Affairs Forum, dedicated to advancing the understanding of the world and its critical issues through education and public dialogue. Jim has worked at NMC for over three decades, first in marketing and later as the director of Admissions. During his time in admissions, NMC realized its largest enrollment in history. While there, he also served as PDSO and as the international student advisor. He helped create the office of Outreach Services in the fall of 2012 and lead the work to create a Global Endorsement at NMC. Through his office, the college has developed international partnerships, designed academic programs, and sent over 450 students to 20 different countries including: Brazil, South Africa, Russia, Cuba and Indonesia. Jim currently holds a seat on the Community College for International Development (CCID) Senior International Officer Executive Board, and is a member of the Midwest institute for International/Intercultural education (MIIE) Board of Directors. Jim's past has involved living, attending school, and working in the UK, Germany and Greece. He has visited over 30 countries and planned and led over 25 excursions for groups of college and high school students to destinations around the US and abroad (Peru, Costa Rica, Cuba, Greece, Morocco, India, Brazil). Until recently, he served locally on the executive board for the International Affairs Forum (WACA), where he helped create a study abroad scholarship for first generation college students. Jim also teaches part-time in the humanities discipline where he offers a course in World Cultures which he integrated with the Soliya Connect Program (virtual exchange) in 2016. He holds a bachelor's degree in education and a masters in Interdisciplinary Technology.

This form was created inside of Northwestern Michigan College.

Google Forms

HUMANITIES PORTFOLIO

DUE NOVEMBER 19

50 POINTS

One of the most important aspects of humanities study is the fact that the past often intersects with the present. The humanities are both a solitary and social pursuit. The creative arts allow us to gaze through our window of commonality, but can also showcase the differences that divide us. However, it is those differences that also allow and encourage us to learn, experience, and understand what was and what can be.

Dr. Jannetta Benton, in the Handbook for the Humanities, says that when studying the humanities one must “try to look at the art created by unfamiliar cultures, distant in time and location, with an open mind and appreciate, or at least evaluate, each according to its own aesthetic and purpose – rather than according to 21st century ideas.” Yet, there’s is also much to learn when considering the tenants of art , architecture, history, literature, music, drama, philosophy and dance created long ago yet borrowed and uniquely molded for display in our present day world.

Since so much of your semester this fall will be delivered in front of a screen, I feel it is important to get out of the house and get moving! The Humanities Portfolio assignment asks you to leave the screen and discover (and sometimes create) the past in the present. You will have until **Nov 19**. to upload your photos/videos/examples with descriptions in the format provided (most will be photos or videos). Please complete your portfolio in Google Docs. You will need to finish at least 25 items to receive 50 points. If you do at least 30, you will receive 10 extra credit points! As always, like so many of those engaged in the humanities before you, remember to think creatively!

When you have finished, type a one page paper answering the following questions (include it in your portfolio), and be prepared to share your insight during a class discussion on November 24:

1. Which item or activity caused you to learn more than you expected about the item or the era in which it was created?
2. Which item or activity was the most enjoyable to find or do? Why?
3. If you were teaching the humanities, which of these items or activities would you want to spend additional time researching or discussing? Why?

Baroque

- ART:
1. An example of Tenebrism
 2. A realist sculpture (think Bernini)
 3. Recreate a Vermeer, Rembrandt, or Poussin painting from objects around the house
- MUSIC:
4. listen to Vivaldi’s **Four Seasons** (Summer or Fall) and take a photo of yourself in a place that exemplifies the music for you personally
- PHILOSOPHY:
5. Find an example of three of Bacon’s Four Idols (Tribe, Cave, Marketplace, and Theater) that keep us from progressing in scientific investigation (you may list these – no photo needed)

Neoclassical

- ART: 6. An example of neoclassical architecture
- MUSIC: 7. Download a musical piece by Mozart and a current selection of hip hop music sampling something by Mozart. Write 5-7 sentences on which you like better, the original or the modern.
- LIT: 8. An example of a current book that could have been written by Voltaire (consider his style). Go to a library or a bookstore and take a selfie with the book, unless you have one at home.

The Enlightenment and Victorian

- ART: 9. An example of Victorian architecture
10. An example of artwork in the theme of Courbet
- HIST: 11. Something that still exists in your community from the time of the Civil War (1861-1865)
- LIT: 12. A paragraph from Thoreau or Emerson and a photo taken by you that relates to it
13. The cover of a novel in the Bildungsroman style (it can be a current book)

Impressionism

- LIT: 14. An example of a current social agency that Charles Dickens may have wished would have been around in 1850 London
- PHIL: 15. A photographic example of Darwinian evolution using models you create (think broadly)
- ART: 16. An Impressionist "style" painting somewhere in TC
- ARCH: 17. A building that has characteristics of one Louis Sullivan would have designed. Explain the components in 2 or 3 bullet points

1920 and 1930s

- ART 18. Design a surrealist work of your own. Make a frame out of paper and arrange objects in a dreamlike vision, or draw/paint your own in the style of a famous surrealist
- HIST: 19. A photography of something created during the 1930s WPA program
- HIST: 20. Mix up a drink popular in a speakeasy from the 1920s (shoot a video)
- PHOTO: 21. Recreate a B&W photo similar to one by Lange, Lee, or Evens
- MUS: 22. Listen to a jazz standard (Miles Davis, Count Bassey, etc.), get a bucket and something that sounds like a symbol, focus on the drum beat and shoot a 20 second video of you playing along with the song as best you can.

LIT: 23. Go somewhere other than your house, sit and people watch for a bit and hand write at least two paragraphs in the style of Joyce (Ulysses) or Wolff – think “stream of consciousness” writing

WW II and the Cold War

HIST: 24. A photo of a local business that was around during WW II. *Bonus: submit a photo of how it looked during the 1940s or 1950s*

25. An advertisement from a 1950s magazine that exemplifies what Betty Freidan was talking about in her book, *The Feminine Mystique* (Hint: visit an antique store).

ART: 26. An example of propaganda art

27. An abstract sculpture

LIT/FILM: 28. Make a 1950’s space alien out of dough, clay, or parts of things around the house

29. If you were making a Sci-Fi film in TC take a photo of a place outside your house or near a “strange object” where you would film an important scene.

30. Something outside of your home that is an iconographic element of the “Western” genre

DANCE: 31. Video yourself or friends recreating a Martha Graham dance routine - the video should be a least 30 seconds in length

Post Modernism and Rock and Roll

MUSIC: 32. Lip sync and do a 1-2 min Tix Tok to a 1980s hit played on MTV, **OR** recreate an album cover from the 1970s, **OR** take a photo of a classic rock concert poster (they do exist in TC)

33. A photo of you and a 45 rpm record

ARCH: 34. An area structure done in the style of Frank Lloyd Wright

PHIL: 35. An example of a book highlighting “New Age” philosophy

HUM 102 Fall 2020

Various answers to reflection questions 1-3 (Humanities Portfolio)

1.

- The research on what social agency Charles Dickens would've wanted currently caused me to learn more than I thought I would. I didn't initially realize that Dickens was such a humanitarian. It really struck me how he wanted to care so much for these women. Which correlated directly with the New Hope Shelter, this shelter actually has three different types. They have family, womens, and men's shelters. Therefore, that one gave me the most information out of all of the ones I did. – *R*
- I thought I had Mozart figured out, but I was wrong. The time it took to find a good enough song I liked with Mozart's music sampled in it wasn't what I expected. The music I found along the way was very exciting as I typically listen to metal but I occasionally feel like listening to rap or hip hop so it was a breath of fresh air for me. The composition of Mozart's music still, to this day, is capable of bearing the emotions that were depicted in its conception. The music flowed very well with rap which is something that I did not expect. – *R*
- Throughout the creation of this Humanities portfolio I was forced to look deeper into the history of my town and how it changed throughout time. The thing that I believe caused me to learn more than I expected was finding buildings that were around in my town during World War II and the Cold War. To find this, I had to scour the internet and many local history webpages to find what I was looking for. During this process, I learned an unbelievable amount of information about who built these buildings, how they built them, and what their original use was. I thought this was cool because I live in a very small town so I pass these buildings every day and it was interesting to learn that many of the same buildings are still standing but have just been remodeled and are used for different things now. – *H*

- The creation of an original surrealist work was the activity that demanded the most time, research, and investment. It was difficult to think of something that was surreal and difficult to understand, but also not a complete mess lacking any kind of subject. I was aware of a few different works that deal in surrealism, including the animated series *Neon Genesis Evangelion*, which I used as inspiration for the activity. The activity made me realize that surrealism isn't necessarily easy just because the piece doesn't have to make sense. In fact, the lack of a requirement of understanding made the activity *harder* to do than something that can be explained. All I could think of is something that makes sense in some way, but that wasn't what I needed to do. - A

2.

- Another activity that I liked was surrealist art and stream of consciousness writing. I liked surrealist art because I got to be creative with what I can draw, although it's not too good it was nice to just sit down and draw whatever I felt like would fit in the drawing. I liked the stream of consciousness writing because it really let me just write down what I was thinking at that moment, I didn't have to care about grammar or have to plan out what I was writing. I just wrote out what was on my mind and it felt relaxing to write out my thoughts. I feel like that activity will make me want to write down my thoughts more often so I can reflect back on them when I'm older and have a different perspective on life – R
- Finding propaganda art from the 50's was enjoyable, and makes me curious as to what life was really like in the 50's for women. Even though color, fonts, and photos can change in propaganda, the types of ways that it grabs your attention has continued to stay relevant over time. – K

- I would have to say that the activity I found most enjoyable was looking through various antique shops in TC. As I scoured the vast expanses of Wilsons Antiques, a place one can easily get lost in, I saw things that struck my attention. One being the full sized plane they have on the second floor of the building. Or the creepy horror movie display of antique wedding gowns and old mannequins that they have in the attic/top floor of the place. The workers inside were more than willing to help me out with what I was looking for and made my experience both one of learning and fun. - Z

3.

- I would like to spend additional time talking and researching about architecture. I find it really interesting all the different types of styles there are, and I appreciate both the older architecture techniques as well as the more modern architecture. I am specifically interested in Frank Lloyd Wright. I did research and found that there was a house built in his style in Northport, but I was unable to go and take a picture. I also would like to go more into detail on architecture that is more abstract and doesn't fit the model of a "normal" building. – M
- The activity I would like to research more is the WWII Business. Specifically the TC State Hospital. I want to learn more about it because My great grandfather was a patient at the hospital. I have always loved learning about my family history, and when I found out about that, and saw that I could get a tour of the grounds, I had to do it! It really is an amazing experience. This project was very enjoyable, and It helped me learn and retain more information about humanities than just having a class. – S
- The bildungsroman novel is the one that I would want to do more on. Personally, I tend to enjoy coming of age stories and I think it is an eye opening insight to many things. Such as human rights issues, much like the novel I chose to take a photo of. Not only that, but it can be simple topics too, like teenage life. It is extremely enjoyable to read these types of books and I would want my students to get an experience with the

humanities that is enjoyable. In the end, I want everyone to be more educated but have a good time while doing it. Overall, I learned a lot from this experience and may even dive more into the humanities myself! - R

- If I was teaching the humanities I would focus on teaching my students more about surrealist artists and how to create something really exotic, to make their surrealist drawings for this project very realistic. I found the surrealist artists' work very interesting in this class and enjoyed learning about this era. I have now spent time out of class researching surrealist artists and what led them to make these chaotic but fascinating drawings. I would also spend more time researching how to find artifacts from the Civil War that still exist in the community today. It helped me to get in touch with my ancestors and I feel like you can learn a lot about your family tree this way. -O
- Overall, I can definitely say I learned a lot more than I expected doing this activity. -D

“I think, at a child's birth, if a mother could ask a fairy godmother to endow it with the most useful gift, that gift would be curiosity.”

– **Eleanor Roosevelt**



**Northwestern
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MEMO
Enrollment Services

To: Dr. Nick Nissley, President
 From: Todd Neibauer, VP for Student Services & Technologies
 Date: July 20, 2021
 Subject: Enrollment Services Update – Fall Semester 2021

Fall 2021

We continue to offer rolling, online orientation sessions for new students. Currently enrollment is up 1.6% over the same date last year. While the number of continuing students has declined, the rate of return for them has risen over last year. We continue to reach out to both new and continuing students as orientation is ongoing throughout the summer.

Statistics

(Resources: July 20, 2021 -Digital Dashboard – Same Date Comparison, FA2018-2021)

	2018	2019	2020	2021
New Students Registered	1,128	1,144	832	977
Prior Admits Registered	34	33	20	47
Retained from Spring	1,736	1,699	1,510	1,377
Re-Admitted Students	230	193	148	222
Average Contact Hours	11.14	11.15	11.35	11.04
Total Headcount	3,128	3,068	2,510	2,622
Total Contact Hours	34,847	34,195	28,478	28,935
Tuition	6,536,611	6,510,158	5,486,699	5,637,569

Fall 2021 Housing

The college is returning to double occupancy in East Hall, though, some students will still be allowed to request a single room at a higher rate. We currently have 203 applicants for fall which would represent a 55% occupancy rate.



Northwestern
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MEMO

Administrative Services

To: Dr. Nick Nissley, President

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

Date: July 19, 2021

Subject: Summary Report for the General Fund as of June 30, 2021

The attached reports summarize the financial results for the General Fund as of June 30, 2021. *Although FY21 is now complete, the Business Office still has year-end adjustments related to accruals for salaries, benefits, accounts payable invoices and internal charges to complete. Therefore, we do expect the June 30, 2021 year-to-date numbers to change.*

The general fund ended the month with revenue over expenses of \$5,981,354. Revenue decreased by 6% when comparing June 2021 to June 2020. The decrease is primarily due to Covid 19 related reductions in tuition and timing of property taxes. Expenses decreased by 15% when comparing June 2021 to June 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 7% decrease from those of June 2020. For Summer 2021, the budget was set at 4,920 for a total budgeted revenue of \$847,386. Actual summer billing hours are at 6,734 with actual summer revenue of \$1,516,027. Summer revenue is over budget by \$668,641.
- 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



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

Summary Report for General Fund Accounts Fiscal Year 2021, Period 12

Funds	Accounts	2020-2021 Adjusted Budget	YTD Activity	% of Annual Budget	
TOTAL GENERAL FUND					
50	Revenues				
	Tuition and Fees	20,271,034	19,770,152	97.53%	A
	Property Taxes	11,485,363	11,569,141	100.73%	B
	Other Local	<u>0</u>	<u>0</u>	*	
	Local Sources	31,756,397	31,339,293	98.69%	
	State Sources	8,543,730	10,383,771	121.54%	C
	Federal Sources	524,000	206,977	39.50%	D
	Private Sources	1,268,000	673,554	53.12%	F
	Investment Income	274,000	148,546	54.21%	E
	Other Sources	<u>353,250</u>	<u>313,067</u>	88.62%	F
	Total Revenues	42,719,377	43,065,208	100.81%	
60	Labor				
	Salaries & Wages	21,182,285	21,493,613	101.47%	G
	Benefits	<u>9,072,070</u>	<u>9,226,846</u>	101.71%	G
	Total Labor	30,254,355	30,720,459	101.54%	
70	Expenses				
	Purchased Services	2,391,755	1,843,453	77.08%	H
	Supplies & Materials	3,288,261	2,380,819	72.40%	H
	Internal Services	104,020	-8,337	-8.02%	H
	Other Expenses	1,705,773	1,092,426	64.04%	H
	Institutional Expenses	1,726,924	1,399,108	81.02%	H
	Maintenance & Renovation	1,778,289	1,390,967	78.22%	H
	Prof Develop, Travel & Events	180,000	213,149	118.42%	H
	Capital Outlay	<u>50,000</u>	<u>56,368</u>	112.74%	I
	Total Expenses	11,225,022	8,367,953	74.55%	
	Total Expenditures	41,479,377	39,088,413	94.24%	
80	Transfers				
	Transfers	1,240,000	-2,004,559	-161.66%	
	Total Transfers	<u>1,240,000</u>	<u>-2,004,559</u>	-161.66%	
	Total Expenditures and Transfers	42,719,377	37,083,854	86.81%	
	Net Revenues over (under) Expenditures	0	5,981,354		



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

INTERIM
This statement does not
reflect year-end results.

	YTD 6/30/2021	YTD 6/30/2020	\$ Diff	% Diff	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 19,770,152	\$ 21,236,985	\$ (1,466,833)	-7%	Decrease is due primarily to expected lower enrollments, associated fees, and lower EES revenue (all partially impacted by COVID-19); slightly offset due to higher flight fees in FY21 (due to FY20 closures)
Property Taxes	11,569,141	11,163,320	405,821	4%	Impacted by increase in property values
Total Local Sources	31,339,293	32,400,305	(1,061,012)	-3%	
State Sources	10,200,344	10,318,175	(117,831)	-1%	Consistent with prior year
State PPT Reimbursement	183,427	156,014	27,413	18%	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%	FY21 (and forward) recognition of GLMA federal grant activity with federal grant funds instead of general fund
Private Sources	673,554	585,167	88,387	15%	Extra Foundation support for the College received in FY21 due to COVID impacts
Investment Income	148,546	463,138	(314,592)	-68%	Lower interest rates received in FY21 due to low interest rate environment
Other Sources	313,067	419,659	(106,592)	-25%	Primarily due to lower Lobdell sales and lower room/equipment rentals in FY21
Total Revenue	43,065,208	45,663,953	(2,598,745)	-6%	
Expenses					
Salaries and Wages	21,493,613	21,396,682	96,931	0%	Consistent with prior year
Benefits	9,226,846	9,198,286	28,560	0%	Consistent with prior year
Purchased Services	1,843,453	1,986,740	(143,287)	-7%	Primarily due to miscellaneous savings in purchased services for EES and legal fees in FY21
Supplies & Materials	2,380,819	2,362,791	18,028	1%	Consistent with prior year
Internal Services	(8,337)	92,448	(100,785)	-109%	Driven by lack of internal events on campus due to COVID
Other Expenses	1,092,426	1,390,683	(298,257)	-21%	Primarily related to lower recruiting/promotional expenses in FY21 along with decreases in other areas including non-professional development travel expenses and Native American tuition waivers
Institutional Expenses	1,399,108	1,460,939	(61,831)	-4%	Primarily due to the timing of invoices/payments in FY21; lower snow removal service expenses in FY21
Maintenance & Renovation	1,390,967	1,377,567	13,400	1%	Consistent with prior year
Professional Development	213,149	555,061	(341,912)	-62%	Due to reduction of professional development expenses due to cancellation of work-related travel during COVID
Capital Outlay	56,368	344,263	(287,895)	-84%	Decrease is due to reduction in budget for FY21
Total Expenses	39,088,413	40,165,460	(1,077,048)	-3%	
Transfers	(2,004,559)	297,938	(2,302,497)	-773%	Aviation flight hours transfers \$358,680 less transfer of admin and wage expenses to CARES Act (CRF) fund (\$131,642), transfer of aviation lost revenue to CARES Act (CRF) fund (\$1,217), transfer of lost revenue to CARES Act (HEERF) fund (\$2,205,277), and wage reclassifications for IAF Director (\$25,103)
Total Expenses & Transfers	37,083,854	40,463,398	(3,379,545)	-8%	
Net Revenue Over (Under) Expenses	\$ 5,981,354	\$ 5,200,555	\$ 780,800	15%	



**Northwestern Michigan College
Comparison - Month Over Month
General Fund
June 2021 vs. May 2021**

INTERIM
This statement does not
reflect year-end results.

	YTD 6/30/2021	YTD 5/31/2021	June 21 Activity	May 21 Activity	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 19,770,152	\$ 18,974,470	\$ 795,682	\$ 628,691	Primarily impacted by higher tuition allocation in June (summer allocations based on days classes occur in each month)
Property Taxes	11,569,141	11,569,141	-	427,765	Timing of delinquent property tax collections received in May
Total Local Sources	31,339,293	30,543,611	795,682	1,056,456	
State Sources					
State PPT Reimbursement	10,200,344	8,984,175	1,216,169	1,045,059	Consistent with prior month
Federal Sources	183,427	183,427	-	95,680	LCSA payment received in May
Private Sources	206,977	206,977	-	-	Consistent with prior month
Investment Income	673,554	673,554	-	-	Consistent with prior month
Other Sources	148,546	119,989	28,557	2,158	Higher dividends received in June
	313,067	293,801	19,266	41,943	Bank of America annual rebate received in May
Total Revenue	43,065,208	41,005,534	2,059,674	2,241,296	
Expenses					
Salaries and Wages	21,493,613	18,773,247	2,720,366	1,741,221	Accrual of FY21 pay at the end of June as part of year end processes
Benefits	9,226,846	8,386,182	840,664	748,533	Accrual of FY21 pay at the end of June as part of year end processes
Purchased Services	1,843,453	1,672,524	170,929	156,197	Primarily driven by slightly higher advertising expenses in June and timing of purchased services invoicing
Supplies & Materials	2,380,819	2,346,815	34,004	574,562	Primarily driven by the timing of maritime fuel purchases
Internal Services	(8,337)	(11,319)	2,982	2,666	Consistent with prior month
Other Expenses	1,092,426	984,406	108,020	92,299	Primarily driven by TCAPS summer tax collection payment
Institutional Expenses	1,399,108	1,280,622	118,486	114,851	Consistent with prior month
Maintenance & Renovation	1,390,967	1,273,754	117,213	77,245	Primarily due to the timing of software service invoicing received
Professional Development	213,149	196,419	16,730	13,662	Low activity in professional development primarily related to memberships and webinars
Capital Outlay	56,368	56,368	-	12,245	No capital expenses in June
Total Expenses	39,088,412	34,959,018	4,129,394	3,533,481	
Transfers	(2,004,559)	128,922	(2,133,481)	-	Aviation flight hours transfers \$358,680 less transfer of admin and wage expenses to CARES Act (CRF) fund (\$131,642), transfer of aviation lost revenue to CARES Act (CRF) fund (\$1,217), transfer of lost revenue to CARES Act (HEERF) fund (\$2,205,277), and wage reclassifications for IAF Director (\$25,103)
Total Expenses & Transfers	37,083,853	35,087,940	1,995,913	3,533,481	
Net Revenue Over (Under) Expenses	\$ 5,981,355	\$ 5,917,594	\$ 63,761	\$ (1,292,185)	

Northwestern Michigan College
Statement of Net Position
General Fund
June 30, 2021



	As of June 30,	
	2021	2020
Assets		
Current assets		
Cash and cash equivalents	\$ 7,497,522	\$ 10,071,725 A
Accounts receivable, net	5,049,018	6,367,824
Prepaid expenses and other current assets	1,519,879	474,455 B
Total current assets	14,066,419	16,914,004
Noncurrent assets		
Long-term investments	22,886,363	16,816,221 A
Due to other funds	(12,703,961)	(12,295,719)
Total noncurrent assets	10,182,402	4,520,502
Total assets	\$ 24,248,821	\$ 21,434,506
Liabilities		
Current liabilities		
Accounts payable	\$ 21,016	\$ 163,008
Accrued payroll	1,817,733	2,065,006
Unearned revenue	2,211,713	3,880,516
Total current liabilities	4,050,462	6,108,530
Noncurrent liabilities		
Voluntary separation plan	\$ 114,400	\$ 197,748
Total noncurrent liabilities	114,400	197,748
Total liabilities	\$ 4,164,862	\$ 6,306,278
Net position		
Net position, beginning of year	\$ 9,534,359	\$ 6,814,377
Change in net position	10,549,600	8,313,851
Total net position	20,083,959	15,128,228
Total liabilities and net position	\$ 24,248,821	\$ 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 Michigan College
Income Statement Projections - General Fund
For the Year Ended June 30, 2021
As of 7/19/21

INTERIM
This statement does not reflect
year-end results.

	FY20 Actual	FY 21 Budget	YTD 7/19/2021	FY 21 Projected	Difference vs. Budget	Comments
Revenue						
Local Sources:						
Tuition & Fees	\$ 21,364,804	\$ 20,271,034	\$ 19,258,152	\$ 20,068,205	(202,829)	Covid-19 restrictions substantially impacted the College's non-credit tuition and workshop revenue.
Property Taxes	11,163,672	11,485,363	11,569,141	11,569,141	83,778	Extended Education (EES) and Marine Center projected revenue shortfalls were offset by higher than anticipated Fall and Summer contact hours
Total Local Sources	32,528,476	31,756,397	30,827,294	31,637,346	(119,051)	Tax abatements (TIFs, Brownfields, etc.) lower than expected resulting in more revenue
State Sources	9,169,059	8,341,730	9,659,673	9,687,086	1,345,356	State appropriations flat compared to a planned 15% decrease
State Property Tax Reimbursement	199,023	202,000	183,427	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	1,098,296	(169,704)	Many funding requests from Foundation are billed at the end of the fiscal year
Dividend and Interest Income	424,287	274,000	148,546	148,546	(125,454)	Near zero federal funds rate is minimizing returns
Unrealized Gain (Loss) on Investments	43,746	-	-	(525,507)	(525,507)	Unrealized loss expected due to interest rate fluctuations
Other Sources	417,066	353,250	321,202	321,202	(32,048)	In line with budget
Total Revenue	45,030,162	42,719,377	42,020,672	43,532,960	813,583	
Expenses						
Salaries and Wages	21,715,385	21,182,285	21,224,005	21,492,318	310,033	Expected FY20 GLMA summer cruise wages shifted to FY21 due to Covid-related cruise delays
Benefits	8,774,325	9,072,070	9,609,633	9,471,706	399,636	Health expenses are trending over budget
Purchased Services	2,049,534	2,391,755	1,851,234	2,115,623	(276,132)	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	2,386,970	2,560,275	(727,986)	No int'l trips (250k budget), less consumption of supplies due to remote work and instruction
Internal Services	92,561	104,020	(9,985)	(11,328)	(115,348)	Savings from lack of in-person internal events due to Covid
Other Expenses	1,534,239	1,705,773	1,095,556	1,406,832	(298,941)	Savings in non-PD events and travel due to Covid restrictions
Institutional Expenses	1,519,695	1,726,924	1,438,164	1,572,408	(154,516)	Savings in electricity and heat due are expected due to shutdown
Maintenance & Renovation	1,609,299	1,778,289	1,397,952	1,493,452	(284,837)	Comparable to budget
Professional Development	555,708	180,000	213,149	221,257	41,257	Reduced conferences and events due to Covid restrictions
Capital Outlay	347,272	50,000	56,368	50,000	-	
Total Expenses	40,628,493	41,479,377	39,263,046	40,372,542	(1,106,835)	
Transfers Out (In)						
Plant Fund - General Maintenance	1,519,740	500,000	-	2,500,000	2,000,000	Transfer for maintenance of capital
Plant Fund - Technology Maintenance	500,000	500,000	-	750,000	250,000	Transfer for maintenance of technology
Plant Fund - Facility Fee for Maintenance	40,000	-	-	-	-	
Plant Fund - Aviation Capital Fund	300,912	340,000	358,680	358,680	18,680	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	-	500,000	250,000	Transfer for strategic projects
Bd Designated - Funds for Transformation	50,000	50,000	-	150,000	100,000	Transfer for funds for transformation
Restricted Fund - CARES / CRRSAA / ARP	(1,246,119)	-	(2,363,239)	(2,363,239)	(2,363,239)	
Restricted Fund - GLMA Heritage Act	-	-	-	943,091	943,091	Transfer Heritage Act fund balance to restricted fund
Restricted Fund - GLMA MARAD Funding Program Specific	(7,479)	100,000	-	-	-	Transfer MARAD portion of GLMA funding to restricted fund
Budgeted Use of General Fund Reserves	-	(500,000)	-	-	-	MARAD direct payments are reserved for the GLMA program
Total Transfers	1,681,605	1,240,000	(2,004,559)	3,363,082	2,123,082	
Total Expenses & Transfers	42,310,098	42,719,377	37,258,487	43,735,625	1,016,248	
Net Revenue Over (Under) Expenses	\$ 2,720,065	\$ -	\$ 4,762,185	\$ 322,842	\$ (202,665)	



Northwestern
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MEMO
Administrative Services

To: Troy Kierczynski, VP Finance and Administration
From: Lindsey Lipke, Controller
Date: July 19, 2021
Subject: Realized and Unrealized Investment Gains & Losses for the Quarter Ended June 30, 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	June 30, 2021
Realized gains (losses)	\$ -	\$ 3,600	\$ -
Unrealized gains (losses)	406,758	43,746	(525,507)
Dividends and interest	384,491	420,687	148,546
Investment income, net	791,249	468,033	(376,961)

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 June 30, 2021 represents a slight rebound in bond market rates after bottoming out in June 2020. All asset classes are currently at four month lows.

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 continues to project that rates will remain near zero until first quarter 2023, which will have a negative impact on future returns.

Northwestern Michigan College
Investments Held
June 30, 2021

Financial Institution	CUSIP	Security Issuer	Abbr.	Security Type	Maturity	Coupon or Interest Rate	Interest Frequency	Cost	NMC Notes
Huntington Bank	60934N104	Federated Investors	GOIXX	Money Market Fund	n/a	0.360%	Monthly	\$ 783,102	0.36% yield in calendar year 2020
Huntington Bank	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
Huntington Bank	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
Huntington Bank	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
Huntington Bank	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								\$ 19,683,102	



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: July 19, 2021

Subj: Foundation Update

Fund Raising – a “wrap!” on FY21 goals

- FY21 overall dollars raised set a new record for the NMC Foundation, thanks to the tremendous support of our donors through the Be What’s Possible Campaign!

\$ 10,439,135 Total received (including Annual Fund, pledges, and *documented planned gift intentions*) raised toward goal

+ \$392,493 Gross event revenue

\$10,831,628 Total of gifts + events (Goal: \$4,250,000)

These dollars raised will support student scholarships and NMC programs today, and for the future. Thank you, donors!

Foundation Initiatives

- The Be What’s Possible campaign has officially concluded with more than \$40 million raised, exceeding its initial goal of \$35 million to raise support for programs, scholarships, facilities and the fund for NMC. This campaign has raised unprecedented support for the college and has set a new bar for our fundraising programs.
- A formal campaign assessment is underway, and a full report to the community will be produced this fall.
- Planning is underway for the 40th Scholarship Open - let’s make it our best yet as we celebrate its finale August 5 at the Grand Traverse Resort & Spa. Visit nmc.edu/golf to sponsor or register.

For your calendars:

- The Foundation Finance & Audit Committee will meet in person in University Center Room 204 on August 18 at 7:30am.
- The Foundation Board will meet in person in the West Hall Innovation Center on August 25 at 7:30am.
- Scholarship Open August 5, 2021 at the Grand Traverse Resort and Spa

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



Northwestern
Michigan
College

MEMO

*Public Relations, Marketing,
and Communications*

To: Nick Nissley, President

From: Diana Fairbanks, Associate Vice President of PR, Marketing and Communications

Date: 7-19-21

Subject: June 2021 Monthly Report

Strong earned media coverage is the top highlight for June as NMC continues to share positive stories like the budget and tuition, recognition of long serving employees like Steve Drake and Marguerite Cotto and well regarded institutions like WNMC. There has also been significant communication and engagement in NMC's strategic planning process with events like the Future Summit. The following is an overview of the work of PRMC for June 2021.

Paid Media

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

Work continues to improve the campaign bidding strategy in Google adwords with a focus on increasing conversions from remarketing and display campaigns for adult and traditional learners. New campaign landing pages and a new spotify campaign aimed at gamers are also showing positive results.

Outcomes:

- Display

	June '21	MOM	May '21	YOY
clicks	61,289	3% ↓	63,380	25% ↑
impressions	5,055,701	9% ↑	4,643,130	5% ↑

- Paid social for enrollment
 - One FB/IG campaign (6/1-6/30)
 - 2,574 clicks to landing page
 - Web traffic (6/1-6/30)

- [Traditional learner landing page](#) for paid campaigns
 - 32,024 visits/pageviews
 - 14% of all site traffic
 - It's driven:
 - 204 schedule a visit page
 - 200 NMC homepage
 - 154 Degrees & Certificates page
 - 111 apply for financial aid
- [Adult learners landing page](#)
 - 17,822 visits/pageviews
 - 7% of all site traffic
 - It's driven:
 - 87 NMC homepage
 - 32 visits to the financial aid page
 - 26 visits to the main programs page
 - 25 visits to the admissions page

Earned Media

Monthly recap of media coverage and sentiment

NMC was featured in 110 media mentions with an estimated publicity value of \$31,800 based on the Cision media monitoring system. Media stories that had high attention include:

- [NMC's Hagerty Center Helps Get More Than 22000 Residents Vaccinated](#) 9&10 News, June 10
- [At 79, With 50 Years On The Job, Steve Drake Is Just Getting Started](#) The Ticker, June 13
- ["Completely Ignoring" Conventional Wisdom, WNMC Flourishes](#) The Ticker, June 2
- [Northwestern Michigan College Adjusting Tuition For Next School Year](#) 9&10 News, June 29
 - [UpNorthLive, June 29](#)
 - [Record-Eagle, June 30](#)

Media sentiment ranking for June (based on a Cision algorithm that ranks pre-assigned tone of keywords) shows 97.3% positive or neutral coverage. This is a slight decrease MOM (May, 98.4%) and YOY (2020, 97.7%). The results categorized as negative were related to the vaccination clinic and traffic, but not a negative reflection of the college.

Owned Media

Monthly published owned media













During June, PRMC published one NMC Now e-newsletter to 853 supporters and community members. The average open rate was 37.9%. The feature article from 6-2-21 on [math instructor Steve Drake's 50 years of teaching](#) was the most popular story. Other popular links include:

- [NMC innovator getting ready to retire after 40 years](#) Record-Eagle, June 2
- [NMC Next: Future Summit](#)

Shared Media

Monthly progress report on NMC's Main social media channels

We had a mixed month in social media performance with MOM and YOY growth in followers, but some declines in engagement and impressions because of fewer posts due to a staffing shortage and fewer on campus activities. We expect this decline to be temporary. YOY metrics continue to be unusual due to the pandemic. Highest performing organic posts this month include police academy alum, GLCI alum Nittolo's Pizza, Cafe Lobdells, art student Kaden May and West Hall design award.

Platform	Followers	Impressions	Engagement	Gender	Age	Region
Facebook	11,830 Up 1% YOY  Up 0.1% MOM 	44% Down YOY  11.5% Down MOM 	70% Down YOY  45% Down MOM 	Fans 68% F 31% M Reach 49%F 50%M	#1 25-34 (26.9%) #2 35-44 (19.8%) #3 45-54 (19.8%)	GT Region & Grand Rapids
Instagram	2,651 up 12% YOY)  0.3% Up  MOM	31% Up YOY  152% Up MOM 	55% Down YOY  6.4% Up MOM 	62% F 36% M	#1 18-24 (29.3%) #2 25-34 (29.5%) #3 35-44 (18.4%)	GT Region & Grand Rapids



Northwestern
Michigan
College

MEMO
Administrative Services

To: Dr. Nick Nissley, President

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

Date: July 19, 2021

Subject: Monthly Strategic Planning Update
Attachments: Timeline and Process Map

The Strategic Planning process is progressing as designed by CampusWorks. The month of June included the pivotal Future Summit event. The event was attended by 120 employees, students, Board of Trustees and other community partners. The event featured EdTalks with guest speakers with knowledge and experiences in the selected topic. Participants broke out into work groups to draft impact statements in the topic area. The impact statements will be used by the Scan Teams and Steering Committee as they conduct research and begin to draft key strategies.

The Strategic Planning Steering Committee (SPSC) met on July 7. The SPSC reviewed the timeline with the key activities that will impact the committee. They approved an updated charge to clarify roles and responsibilities. The SPSC approved the nine scan team topics that will be researched during the month of July and early August.

The Scan teams met on July 14 for orientation. These nine groups will conduct research on their select topics with presentations to the SPSC and Work Team on August 17.

Public Relations continues to provide monthly updates to employees and students. Community members and NMC stakeholders can access the Strategic Planning website to stay informed. The website is nmc.edu/strategic-planning

Upcoming August activities include:

- August 10: Mission/Vision workshop with SPSC
- August 17: Scan team presentations with SPSC and Work Team
- August 23: Input on values with all employees (NMC August Conference)
- August 24: Scan to Plan workshop #1 with SPCS and Work team

Northwestern Michigan College
Strategic Planning Process

Month	Activity	Purpose	Participants
April	<i>Trend in Higher Education workshop</i>	<i>Inform campus community</i>	<i>BOT; Work team; Strategic Planning committee (SPSC);employees</i>
	<i>Student Experience workshop</i>	<i>Guiding principles when drafting implementation plans</i>	<i>Students; employees; SPSC and Work Team</i>
	<i>SWOT survey</i>	<i>Inform planning process</i>	<i>BOT; SPSC, Work team; employees</i>
	<i>Internal focus groups</i>	<i>Inform plan</i>	<i>Specific groups</i>
May	<i>External Focus groups</i>	<i>Inform plan</i>	<i>Specific groups</i>
	<i>SWOT analysis</i>	<i>Inform plan</i>	<i>SPSC/Work team</i>
	<i>Data review workshop (internal data)</i>	<i>Inform plan</i>	<i>SPSC/Work team</i>
	<i>Future summit topics</i>	<i>Inform plan</i>	<i>SPSC/Work team</i>
	<i>Mission workshop</i>	<i>Input into statement</i>	<i>BOT</i>
June	<i>Mission/Vision/Values</i>	<i>Inform SPC</i>	<i>BOT</i>
	<i>Future Summit;</i>	<i>Inform plan themes for objectives</i>	<i>BOT;SPSC;employees;Work team</i>
July 7 3:00-4:00	<i>Meet to review timeline and roles and responsibilities</i>	<i>Update on process and future meetings</i>	SCPSC
July 14 2:00-4:00	<i>Future Summit impact statements and scan team assignments</i>	<i>Inform plan and scenario building</i>	<i>SPSC, work team</i>
	<i>Scan team research</i>	<i>Inform objectives</i>	<i>SPSC, work team, other experts</i>
August 10 2:00-5:00	<i>Mission/Vision Workshop</i>	<i>Recommend Mission statements to BOT</i>	<i>SPSC committee</i>
August 17 3:00-5:00	<i>Scan teams to present findings</i>	<i>Inform plan</i>	<i>SPSC/Work Team</i>
August 23	<i>Opening Conference values workshop</i>	<i>Input into values statements</i>	<i>All Employees</i>
August 24 9:00-12:00	<i>Scan to plan workshop #1 Strategy workshop</i>	<i>Start to draft Strategies for plan</i>	<i>SPSC/Work team</i>
August 30	<i>Value survey</i>	<i>Inform SPSC on value statements</i>	<i>All employees</i>
Sept. 8 2:00-5:00	<i>Vision & Values workshop</i>	<i>Finalize Vision & values statement to send to BOT for employee survey</i>	SPSC
Sept. 15 2:00-5:00	<i>Advancing strategies workshop #2</i>	<i>Finalize strategies</i>	<i>SPSC and work team</i>
Sept 22 9:00-11:00	<i>Approve survey to go to all employees</i>	<i>Input into strategies</i>	SPSC
Sept 27	<i>BOT presentation: Mission/Vision/Values statement survey</i>	<i>Review before employee survey</i>	<i>BOT</i>
Sept 28	<i>Survey on statements</i>	<i>Input from stakeholders</i>	<i>Employees</i>

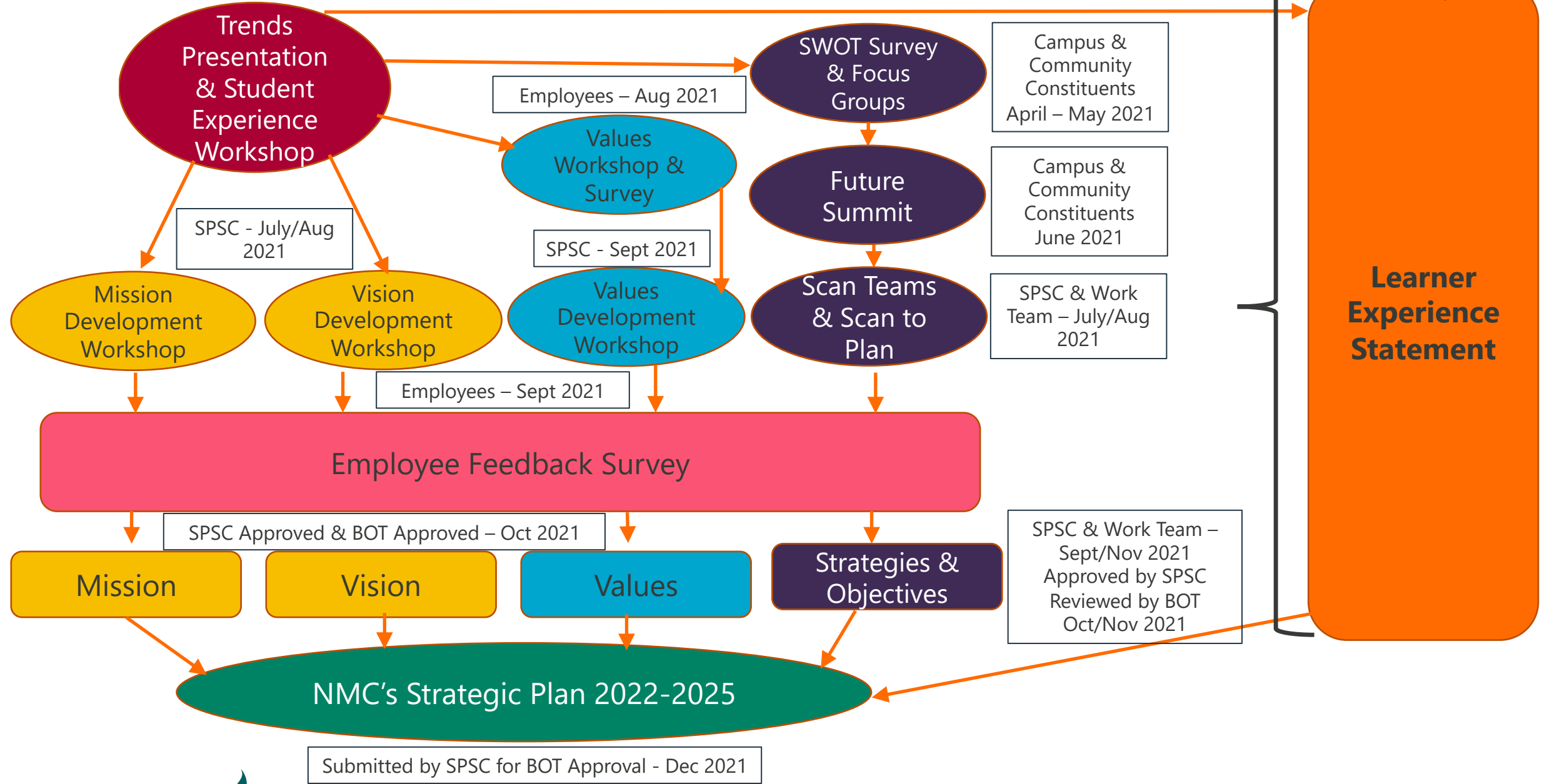
Northwestern Michigan College
Strategic Planning Process

Month	Activity	Purpose	Participants
October 4	<i>Focus Groups: conducted by CampusWorks week of Oct 4</i>	<i>Feedback on Strategies</i>	<i>Stakeholder: employees, students, community members</i>
October 8 1:00-3:00	<i>Finalize Mission/Vision/Values</i>	<i>Finalize based on employee survey</i>	SPSC
October 22 11:00-2:00	<i>Objective workshop #1</i>	<i>Draft objectives for each of the strategies</i>	<i>SPSC, work team, other college management</i>
October 27 9:30-11:30	<i>Implementation workshop</i>	<i>Design implementation process</i>	SPSC
October 25	<i>BOT approve Mission/Vision/Values</i>	<i>Approve final statements after Policy Committee review</i>	<i>BOT</i>
Nov. 5 11:00-2:00	<i>Objective workshop #2</i>	<i>Draft objectives for each of the strategies</i>	<i>SPSC, work team, other college management</i>
Nov 12 10:00-12:0	<i>Approve objectives</i>	<i>Approve objectives and assign leads</i>	SPSC
Nov 19 12:00-3:00	<i>Action Planning workshop #1</i>	<i>Draft implementation plan and assign leads</i>	<i>Strategy Owners; leads; management team</i>
Nov 22	<i>Submit objectives to BOT</i>	<i>Inform BOT</i>	<i>BOT</i>
Dec 3 12:00-3:00	<i>Action planning workshop #2</i>	<i>Draft implementation plan and assign leads</i>	<i>Strategy Owners; leads; management team</i>
Dec 8 1:00-4:00	<i>Finalize strategic plan</i>	<i>Recommend final plan for BOT approval</i>	SPSC
Dec 20	<i>Strategic Plan approval</i>	<i>Approve final plan</i>	<i>BOT</i>

Note: The timeline is not inclusive of all activities but is intended to provide major milestones in the process.

Faculty, Staff, Students – April 2021

Approved by SPSC - May 2021



Northwestern Michigan College
 BOARD OF TRUSTEES
Executive Committee Minutes
 Thursday, July 15, 2021
 University Center
 Gray Conference Room 202
 2200 Dendrinos Drive
 Traverse City, MI 49686

Committee Chair Chris Bott called the meeting to order at 4:02 p.m.

Members Present: Chris Bott, Kennard Weaver, Rachel Johnson

Members Absent: None

Others Present: President Nick Nissley, Lynne Moritz

President's Update

President Nick Nissley noted the recently completed segment of the Traverse Area Recreation Trails (TART) Boardman Lake Loop, which connects Fourteenth Street to the University Center Campus, which is providing alternative commuting options for employees.

Nissley provided several updates to the committee; topics included recent conversations with state legislators pertaining to community college Bachelor of Science in Nursing degrees and a status report on the search to fill the Vice President of Innovation and Strategy position. At their regular May meeting, the Board authorized for administration to engage an executive search firm for the position; since then, Spelman Johnson has been selected as the firm and is crafting the position description.

The Diversity, Equity, and Inclusion (DEI) Team, which formed in 2020, recently produced their draft assessment report. Nissley praised the team for bringing good data forward and spending significant time listening to students, employees, and the community.

Upcoming Board of Trustees Meeting Agenda

There was discussion regarding the agenda for the regular board meeting scheduled for July 26, 2021. Potentially alternating verbal and written reports, or differentiating between “special” and “managers” reports, on future agendas was discussed as a possible means to maintain board meeting efficiency and focus on particular reports and presentations.

Public Comment—There was no public comment offered.

The meeting was adjourned at 4:46 p.m.

Recorded by Lynne Moritz, Executive Director of the President's Office and Board Operations.



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: Monday, July 12, 2021
Re: **State/Federal Legislative Update**

State

FY22 State Budget Process

State budget negotiations continue with the Legislature only completion action on the FY22 K-12 budget prior to their self-imposed July 1 deadline. This means that work on the FY22 community college has been delayed until mid-August when both chambers return to Lansing after a summer in-district work period. Remember that the two chambers remain opposed in their plans for funding community colleges and universities with the House continuing to propose a significant overhaul of the community college funding formula.

Ask

- Maintain at least a 2% increase for community college budgets
- Support fully funding Michigan Reconnect and Frontliners programs
- Support capital project funding for projects like NMC's integrated student services hub

BSN Legislation

We continue to hear from the some in the legislature that they are interested in advancing legislation to allow community colleges to confer nursing baccalaureate degrees. As you will recall, the Senate Regulatory Reform Committee passed a community college BSN bill last session, but it did not advance further. So far, no legislation has been introduced this session. The MCCA strategy is to wait until after the state budget process is complete before re-engaging on the community college BSN issue.

Ask

- *We strongly support legislative efforts to give locally elected community college boards the authority to make decisions about offering a bachelor's of science in nursing degree.*

Capital Outlay Funding

As you will recall, capital outlay projects were not accepted to be included in an Executive budget recommendation. However, based on feedback from the Joint Capital Outlay Committee and the positive budget position that the state is in, we sent a letter to the Joint Capital Outlay Committee and our Northern Michigan Legislative caucus asking that they consider funding for the Osterlin Integrated Student Services Hub. We have also discussed the possibility of the legislature using federal American Rescue Plan (ARP) funding to fund capital projects at community colleges.

Ask

- *Consider taking up a traditional capital outlay bill or including community college capital outlay projects in a budget supplemental bill using federal ARP funding.*

Federal

Federal FY22 Budget

Congress continues to work on the FY22 Labor, Health and Human Services (LHHS) Budget, which includes funding for agencies and programs with the Department of Education (ED) and the Department of Labor (DOL) with the House LHHS Appropriations Subcommittee passing their version of the FY22 budget on 7/12/21.

Overall, the House Subcommittee passed bill provides \$253.8 billion in funding for FY 2022—a 28 percent increase above FY 2021.

Notable funding provisions include:

- \$6,895 for the Pell Grant maximum award (\$400 above FY 2021)
- \$1.03 billion for the Federal Supplemental Educational Opportunity Grant (FSEOG) program (\$148 million above FY 2021)
- \$100 million for Strengthening Community College Training Grants (SCCTG) (\$55 million above FY 2021)
- \$168 million for the Fund for the Improvement of Postsecondary Education (FIPSE) (\$127 million above FY 2021)
- \$95 million for the Child Care Access Means Parents in School (CCAMPIS) program (\$40 million above FY 2021)
- \$738.7 million for Adult Education State Grants (\$50 million above FY 2021)
- \$1.38 billion for Career and Technical Education (CTE) State Grants (\$50 million above FY 2021)

This bill is next scheduled to be considered by the full House Appropriations Committee on July 15th.

Ask

We support the funding increases included in the House Subcommittee passed bill and would ask that Congress include these in their finalized budget bill

**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, June 28, 2021
West Hall Innovation Center, Room 106/107**

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

ROLL CALL

Trustees present: Douglas S. Bishop, Chris M. Bott, Rachel A. Johnson, Laura J. Oblinger, Kenneth E. Warner, Kennard R. Weaver

Trustees absent: Michael Estes

Also present: President Nick Nissley, Holly Gorton, Lynne Moritz, Kyle Morrison, Timothy Nelson, Vicki Cook, Marguerite Cotto, Stephen Siciliano, Patti Burgess, Todd Neibauer, Mark Libeling, Mike Chrypinski, Troy Kierczynski, Tony Jenkins, Rebecca Teahen, Alex Bloye

REVIEW OF AGENDA—The agenda was accepted as presented.

BUDGET HEARING

The regular meeting was closed and the budget hearing opened at 5:32 p.m. on a motion by Rachel Johnson, seconded by Kennard, with the following roll call vote: Yes—Rachel Johnson, Laura Oblinger, Ken Warner, Doug Bishop, Kennard Weaver, Chris Bott; No—None.

FY22 Budget Review—Troy Kierczynski, Interim Vice President of Finance and Administration, reviewed the proposed budget for FY22 that included the proposed property tax millage rate of 2.09 mills for operating purposes. Kierczynski noted no changes were made to the budget since the budget presentation at the May 24, 2021, Board meeting.

Public Comment—There was no public input offered pertaining to the budget hearing.

Budget Hearing Adjournment—A motion was made by Laura Oblinger, seconded by Ken Warner, that the budget hearing be closed and the regular meeting reconvened. The motion passed with the following roll call vote: Yes—Kennard Weaver, Ken Warner, Doug Bishop, Laura Oblinger, Rachel Johnson, Chris Bott; No—None; and the regular meeting was reconvened at 5:36 p.m.

REPORTS

Faculty Report—There was no report due to the scheduled presenter being unavailable.

Enrollment Report—Todd Neibauer, Vice President for Student Services and Technology, provided the enrollment report. He shared that summer semester count day concluded with an increase of 9% in contact hours, and that current fall enrollment was showing a 3% increase over this time last year; however, contact hours are down, which reflect enrollment through Reconnect and Futures for Frontliners programs.

Financial Report—Troy Kierczynski, Interim Vice President of Finance and Administration, reviewed the financial report for the period ending May 31, 2021. He noted that tuition and fee revenues were down 9%, as compared to a 15% decrease that was budgeted.

Foundation Report—Rebecca Teahen, Associate Vice President for Resource Development and Executive Director of Foundation, provided a verbal update to the report included in the materials. A number of gifts were received as the closure of the campaign nears on June 30. Teahen announced the upcoming 40th Scholarship Open will be the final golf outing fund raising event.

PRMC Report—Diana Fairbanks, Executive Director of Public Relations, Marketing, and Communications, provided a written report included in the materials packet.

Strategic Planning Report—Stephen Siciliano, Vice President for Educational Services, provided an update on the strategic planning process. He thanked those who participated in the Future Summit on June 23 and explained how impact statements created during the summit will inform the upcoming scan team work. Scan teams will consist of 8-10 members to conduct research necessary for crafting the strategies and objectives.

Executive Committee Report—Committee Chair Chris Bott referred to the minutes of the most recent Board Executive Committee included in the provided Board meeting materials.

Legislative Issues Report—President Nick Nissley highlighted two items: the FY22 state budget process and capital outlay project funding. Current advocacy efforts included asking state legislators to maintain at least a 2% increase for community college budgets, support fully funding Michigan Reconnect and Frontliners programs, and to support capital project funding for projects like NMC's integrated student services hub.

PUBLIC INPUT—There was public input offered by Timothy J. Nelson.

UPDATES

President's Update—President Nick Nissley shared updates on COVID-19, strategic planning, and the Great Lakes Culinary Institute (GLCI). Nissley thanked employees for their work to plan and support the first in-person regular board meeting since March 2020, and noted courses and programs returning to face-to-face activity such as College for Kids and Café Lobdell's. Pop-up vaccination clinics and other efforts are being planned to encourage student vaccination rates. Regarding strategic planning, Nissley noted great feedback has been received from process participants. Lastly, Nissley provided an update on GLCI as Director Les Eckert has led a reimagining process resulting in a three-year plan which seeks to increase enrollment, decrease costs, and reduce the program's deficit. GLCI Director Les Eckert and Associate Vice President for Resource Development and Executive Director of Foundation Rebecca Teahen will co-lead a subsequent team to reimagine Lobdell's.

Board Chair Update—Chair Chris Bott thanked Holly Gorton for her service to the board and college upon her retirement on June 30, 2021. Vice Chair Rachel Johnson reviewed the Resolution

of Appreciation, which Holly received concurrent with the annual employee recognition event in April. The Board of Trustees recognized Gorton's service and awarded staff emeritus status through that resolution.

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

- Minutes of the May 24, 2021, regular and closed meetings
- Minutes of the June 9, 2021, special meeting

ACTION ITEMS

Certification of Taxes—On a motion by Doug Bishop, seconded by Rachel Johnson, the Board adopted the resolution to authorize the millage rate of 2.09 mills be levied for operation purposes for the FY22. The motion passed with a unanimous note.

Adoption of Budgets—On a motion by Rachel Johnson, seconded by Ken Warner, the Board adopted budget resolutions and budgets based on the following tuition and fee rates for the FY22 as presented. The motion passed with a unanimous note.

General Tuition – 3% change

Category	Current Rate Per Contact Hour	Proposed Rate	Change	Annual Impact*
In-District	\$ 109.00	\$ 112.00	\$3.00	\$72.00
Out of District	\$ 227.00	\$ 234.00	\$7.00	\$168.00
Out of State	\$ 296.00	\$ 305.00	\$9.00	\$216.00
International	\$ 334.00	\$ 344.00	\$10.00	\$240.00

*Based on 24 contact hours in an academic year; excludes the impact of eliminating the flexible learning online (F.L.O.) fee, a \$20 per online contact hour fee. Eliminating the online fee will result in net savings for many students, depending on their online course load.

Tier I – 3% change

Automotive, Audio Technology, Construction Technology, Dental Assistant, Nursing, Surgical Technology, and Surveying

Category	Current Rate Per Contact Hour	Proposed Rate	Change	Annual Impact*
In-District	\$131.00	\$135.00	\$4.00	\$96.00
Out of District	\$261.00	\$269.00	\$8.00	\$192.00
Out of State	\$338.00	\$348.00	\$10.00	\$240.00
International	\$381.00	\$393.00	\$12.00	\$288.00

Tier II – no change

Culinary

Category	Current Rate Per Contact Hour	Proposed Rate	Change	Annual Impact*
In-District	\$156.00	\$156.00	\$0.00	\$0.00

Out of District	\$300.00	\$300.00	\$0.00	\$0.00
Out of State	\$400.00	\$400.00	\$0.00	\$0.00
International	\$452.00	\$452.00	\$0.00	\$0.00

Tier III – 3% change
Maritime and 300+ Level Courses

Category	Current Rate Per Contact Hour	Proposed Rate	Change	Annual Impact*
In-District	\$445.00	\$458.00	\$13.00	\$312.00
Out of District	\$445.00	\$458.00	\$13.00	\$312.00
Out of State	\$445.00	\$458.00	\$13.00	\$312.00
International	\$488.00	\$503.00	\$15.00	\$312.00

Resolution of Appreciation for Comprehensive Campaign—On a motion Kennard Weaver, seconded by Laura Oblinger, the Board adopted a resolution of appreciation to the NMC Foundation which has succeeded its goal for the Be What’s Possible Campaign for NMC. The motion passed with a unanimous note.

New Jobs Training Agreements—On a motion by Doug Bishop, seconded by Kennard Weaver, the Board authorized administration to enter into training agreements under the Michigan New Job Training Program (MNJTP) for the following companies:

1. Britten, Inc. (amendment to existing agreement)
2. Cherry Republic (amendments to existing agreement)
3. RJG, Inc. (amendment to existing agreement)
4. Shoreline Power Services (amendment to existing agreement)
5. Strata Design (amendment to existing agreement)
6. Functional Dimensions LLC, dba Superior Physical Therapy (new agreement)

Liquor License Addition—On a motion by Rachel Johnson, seconded by Doug Bishop, the Board authorized administration to name Nick Nissley, President, and Dean Haselton, Beverage Manager, GLC Purchasing Coordinator, as authorized contacts related to the Northwestern Michigan College Liquor License. The motion passed with a unanimous note.

Parking Lot Repair—Rachel Johnson made a motion, seconded by Kennard Weaver, to authorize administration to enter into a contract with Quality Seal Coating for repair, sealing and striping of nine (9) parking lots, in the amount of \$65,000, plus a 15% contingency equal to \$9,750. The motion passed with a unanimous note.

Tanis Building Stucco Repair—On a motion by Doug Bishop, seconded by Rachel Johnson, the Board authorized administration to enter into a contract with Kent Company for Tanis Building EIFS (Stucco) Repair and Recoat in the amount of \$39,300, plus 15% contingency, for total authorization of \$45,195. The motion passed with a unanimous note.

Foundation Board Appointment—On a motion by Laura Oblinger, seconded by Kennard Weaver, the Board approved the appointment of Chris Lamb to the NMC Foundation Board for a term of

three fiscal years, commencing July 1, 2021, and ending June 30, 2024. The motion passed with a unanimous note.

Aircraft Engine Purchase—On a motion by Doug Bishop, seconded by Kennard Weaver, the Board authorized administration to purchase two replacement Lycoming engines for the multi-engine Piper Aztec N404CH aircraft (a/c) from Air Power, Inc. for the total purchase price of \$79,958. The motion passed with a unanimous note.

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 6:28 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
Administrative Services

To: Dr. Nick Nissley, President

From: Troy Kierczynski, Interim Vice President Finance and Administration

Date: July 19, 2021

Subject: Request for Blanket Purchase Orders for FY22

Board Authorization Requested

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

Background / Scope of Work

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

- Amounts requested for blanket POs for FY21
- Amounts spent against the approved blanket POs year to date as of June 21, 2021
- Estimated blanket PO amounts for FY22

Source of Funds

These types of expenditures are primarily operational in nature (i.e., utilities, insurance, supplies, maintenance agreements, fuel purchases, etc.). They have been included in the fiscal 2022 budget in various line items such as Purchased Services, Institutional Expenses, and Supplies and Materials. Most of these expenses are paid in one payment and exceed \$35,000, which is the level requiring Board approval. This procedure does not preclude nor override the bid process as outlined in our policies.

FY22 Blanket Purchase Orders		6/14/2021						
<u>CURRENT VENDOR</u>	<u>SERVICE</u>	<u>FY21 YTD</u>	<u>FY21 BLANKET PO</u>	<u>FY22 BLANKET PO</u>				
Multi Service/Arrow Energy/AV Fuel/Epic	Aviation Fuel	\$109,000	\$325,000	\$300,000				
AT&T	Telephone Service	\$59,000	\$50,000	\$60,000				
Blarney Castle	Onsite Vehicle Fuel	\$20,000	\$50,000	\$65,000				
Blackbaud	Fundraiser Data Base	\$49,000	\$65,000	\$65,000				
Bonek Insurance	Maritime & Liquor License Insurance	\$53,000	\$55,000	\$55,000				
CDW-G	Software & Mircrosoft Licensing	\$42,000	\$80,000	\$80,000				
Central Michigan Paper/Nichols	Paper Goods/Janitorial Supplies	\$50,000	\$60,000	\$60,000				
Cessna Aircraft Co.	Aircraft Supplies	\$32,000	\$40,000	\$40,000				
Charter	Cable- Internet	\$98,000	\$70,000	\$100,000				
Crystal Flash/Vesco Oil	Ship Fuel	\$202,000	\$250,000	\$250,000				
Dell Computers	Computer Purchases	\$150,000	\$125,000	\$150,000				
DK Security	Security Services	\$320,000	\$275,000	\$350,000	estimate?:	increased pay rate	increase per contract	
DTE	Natural Gas Transportation	\$135,000	\$125,000	\$150,000				
Ebsco	Library Subscription Services	\$17,000	\$55,000	\$55,000				
Ellucian	Software Licensing and Services	\$220,000	\$350,000	\$300,000				
EPS	Alarm Monitoring	\$36,000	\$60,000	\$60,000				
Gordon Food	Culinary Food	\$9,000	\$40,000	\$40,000				
GT County/Traverse City	Water	\$52,000	\$70,000	\$70,000				
GT County/Traverse City	Sewer	\$57,000	\$75,000	\$75,000				
Kaplan	Nursing Testing	\$0	\$45,000	\$45,000				
Steve Hogan	Food Service for Ship	\$264,000	\$235,000	\$275,000				
Applied Imaging	Copiers Maintenance	\$24,000	\$40,000	\$40,000				
Laser Printer Tech	Printers, Toner, Repair	\$10,000	\$50,000	\$35,000				
MCCRMA	Comprehensive Insurance	\$109,000	\$250,000	\$250,000				
Michigan State University	Contractual Services	\$50,000	\$65,000	\$65,000				
Munson Medical Center	Joint Appts, cerner education,CPR costs & supplies	\$2,000	\$35,000	\$35,000				
Northern Strategies	Advocacy Communications	\$44,000	\$50,000	\$50,000				
Compass Minerals, Detroit Salt/ CMP	Road Salt/Ice Melter	\$42,000	\$55,000	\$40,000				
Oracle	Data Base Software Support	\$55,000	\$100,000	\$100,000				
Sequent Energy	Natural Gas	\$136,000	\$200,000	\$200,000				
SET-SEG	Workers Compensation	\$95,000	\$115,000	\$100,000				
Superior Foods	Culinary Food	\$25,000	\$60,000	\$60,000				
TC/Consumers	Electric Power	\$672,000	\$800,000	\$800,000	revised			
TouchNet	Software	\$85,000	\$80,000	\$85,000				
US Postal Service	Postage	\$146,000	\$105,000	\$150,000				
TOTALS:		\$3,469,000	\$4,505,000	\$4,655,000				



Northwestern
Michigan
College

MEMO
Great Lakes
Maritime Academy

To: Dr. Siciliano, Vice President for Educational Services
From: Jerry Achenbach
Date: 12 July 2021
Subject: Permission to annually lease a tow vessel for GLMA for 2022-24

1. Purpose:

- a. This memo is to request Board approval to lease the tow vessel *William C. Selvick* for use by the Great Lakes Maritime Academy (GLMA) for the summers of 2022, 2023, and 2024. The annual period of time the vessel will be leased for will be from (no earlier than) the last week of April through (no later than) the last week of September. The total amount we are requesting approval to spend (annually) is \$40,000. The *William C. Selvick* is currently being leased by the Academy at a cost of \$250 per day. The estimated annual lease cost is \$35,500. An additional \$4,500 is requested as a contingency in the event we maintain the use of the vessel for a longer period of time than estimated (due to weather or other unforeseen issues).

2. Background:

- a. At the March 22, 2021 Board of Trustees meeting, permission was granted to GLMA to lease the tow vessel *William C. Selvick* for use during the summer of 2021. The vessel has been leased and cadets are using it to earn sea time and their *mate of towing* endorsement. The Academy is working with the U.S. Coast Guard to gain approval for engine cadets to earn their designated duty engineer (DDE) endorsement. A DDE endorsement will allow GLMA engine graduates to sail on a tow vessel immediately after graduation.
- b. The Selvick Towing company is for sale. They are currently negotiating with a buyer. However, they are willing to extend the lease we signed for a three-year period of time in order to provide the Academy with a platform for cadets to earn sea time and their mate of towing endorsements. They are willing to extend the lease with the current terms for a three-year period of time.

- c. As noted in our March 2021 memo, The Academy will be able to cover all costs of the lease and operation of the *William C. Selvick*. The source of the funds will be the direct payments the Academy receives from the U.S. Maritime Administration. The Academy will receive \$1M in direct payments in (federal) FY 2021. We anticipate we will receive a similar amount annually for the next several years.

3. Recommendation:

- a. Recommend authorization for administration to lease the tow vessel *William C. Selvick* for the summers of 2022, 2023, and 2024, with the terms presented in the proposal, not to exceed \$40,000 annually.
- b. The Academy enters into a three-year lease with the terms originally agreed to, plus the following term: The Academy has the ability to break the lease if a tow vessel is donated to the Academy or transferred to the Academy from a federal agency.
- c. For reasons that include age, and availability of spare parts we do not recommend purchasing the tow vessel *William C. Selvick*. If at the end of summer 2023 it does not appear we will have a suitable tow vessel donated, or transferred from another federal agency the Academy will begin to explore options for purchasing a tow vessel.

**MEMO**

To: NMC Board of Trustees; President Nick Nissley
From: Craig Hadley, Executive Director and Chief Curator
Date: July 26, 2021
Re: Approval of DMC Mission/Vision, Strategic Plan, and Statement of Permanence

Overview

Since fall of 2019, the Dennos Museum Center has pursued a path that will eventually lead to first-time accreditation from the American Alliance of Museums. “As the museum field’s mark of distinction since 1971, accreditation offers high profile, peer-based validation of your museum’s operations and impact. Accreditation increases your museum’s credibility and value to funders, policy makers, insurers, community and peers. Accreditation is a powerful tool to leverage change and helps facilitate loans between institutions.”¹

Dennos Museum Center Accreditation Timeline

The following table provides an overview of the process outlined by DMC staff to competitively position the museum for accreditation. Given the rigorous nature of the review process, fewer than 4% of the nation’s 33,000 museums are accredited by the American Alliance of Museums.²

Pre-2019:	AAM Membership
Fall 2019:	Pledge of Excellence
Spring 2020:	Board approval: collections management policy and code of ethics
Summer 2020:	Museum Assessment Program Peer Review #1 ³
Spring 2021:	Smithsonian Affiliate status awarded to DMC ⁴
Summer 2021:	Board approval: mission, statement of permanence, strategic plan
Fall 2021:	Core Documents Verification
2023:	Museum Assessment Program Peer Review #2
2025-26:	Application for Accreditation
	2-Day Site Review
	AAM Commission Review
	Accreditation Award / Table / Denial

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

¹ <https://www.aam-us.org/programs/accreditation-excellence-programs/accreditation/>

² <https://www.aam-us.org/2020/07/13/alliance-announces-latest-accreditation-awards-8-museums-receive-this-high-honor/>

³ https://www.record-eagle.com/news/arts_and_entertainment/museum-matters-dennos-museum-center-to-participate-in-national-assessment/article_8bdcc9be-58a2-11ea-94c6-97e072647760.html

⁴ <https://www.traverseticker.com/news/dennos-museum-center-becomes-smithsonian-affiliate/>

As outlined in the table above, the current request to the Board of Trustees requires review and approval of the Denno Museum Center’s mission statement, statement of permanence, and strategic plan. Once these three documents have been approved, the Denno Museum Center is eligible to submit the following required documents for “Core Documents Verification” to the American Alliance of Museums.⁵ Review and approval of these documents is a prerequisite to application for accreditation.

Core Documents Verification⁶

“Core Documents Verification is a document review and recognition program that revolves around the evaluation of [five core documents](#) against a set of required elements.

It is not a consultation service, nor a program to teach institutions how to craft their core documents. Instead, completion of the program provides public confirmation that the institution has an educational mission and policies and plans in place that reflect professional practices of museums, as articulated in the [Core Standards](#) and used in the [Accreditation Program](#).”

The following documents are attached for approval by the NMC board of trustees. All documents have been vetted by DMC committees as well as members of the NMC President’s Council:

Statements of Support / Statement of Permanence from Parent Organizations⁷

A museum that operates within a parent organization relies on that parent organization for some or all of its human, physical, and/or financial resources. Levels and kinds of support from the parent will vary from organization to organization, and may vary from year to year.

The Accreditation Commission requires museums operating within a parent organization to submit evidence (issued/approved by the parent organization’s governing body) documenting:

- the importance of the museum, and the collections in its care, to the parent organization
- the parent organization’s commitment to use its resources to support the museum and its mission, and to protect the museum’s tangible and intangible assets held in the public trust
- the nature of the parent organization’s support and relationship with the museum

This evidence⁸ must articulate that the parent:

- values the museum as an intellectual and educational resource
- sees the museum and its collections as essential components of what it does
- is committed to the museum’s continued success in fulfilling its mission and meeting its public trust responsibilities, especially with regard to the collection (if one exists)
- is committed to following AAM and museum field standards, particularly with regard to the museum’s collections, the use of deaccessioning proceeds, and collecting and gift-acceptance policies

⁵ Note: The remaining two “core documents” (code of ethics and collections management policy) were previously approved in 2020 by the NMC board of trustees

⁶ <https://www.aam-us.org/programs/accreditation-excellence-programs/core-documents-verification/>

⁷ <https://www.aam-us.org/wp-content/uploads/2017/09/statements-of-support-ac-policy.pdf>

⁸ Resolutions: The Commission considers it a best practice, and strongly prefers, for the evidence to be approved by the corpus of the ultimate governing authority, not by an individual representing this governing body, or to whom authority for oversight of the museum has been delegated. The evidence must be a document(s) approved by the parent organization, not just by the museum.

Mission Statement

Museums are expected to have a formally stated and approved mission that states what the museum does, for whom, and why. A museum's mission statement is the primary benchmark against which to evaluate the museum's performance. It defines the museum's unique identity and purpose, and provides a distinct focus for the institution. A mission statement articulates the museum's understanding of its role and responsibility to the public and its collections, and reflects the environment in which it exists.

Required Elements:

- Asserts the museum's public service role
- States why the museum exists and who benefits as a result of its efforts
- Bears date approved by the governing authority

Strategic Institutional Plan

Strategic planning produces a mutually agreed-upon vision of where a museum is going and what it wants to achieve. It ensures this vision meets the needs of its audiences and community and requires that a museum identify how it will obtain the resources to fulfill this vision. A museum should use a comprehensive planning process that engages all relevant stakeholders (governing authority, staff, volunteers, members, community groups, etc.) to set goals and establish strategies by which it will achieve them; to ensure that the museum acquires, develops and allocates its human, financial, and physical resources in a way that advances its mission and sustains its financial viability; to gather appropriate information to guide its actions, including input from stakeholders and data from benchmarking; and to establish measures by which the museum will assess its achievements.

While each museum's planning documents may look slightly different, this planning process should result in a strategic institutional plan that is multi-year, aligned with the museum's mission, and contains measurable goals and methods by which the museum can evaluate success. A strong strategic institutional plan includes prioritized action steps, establishes timelines, and assigns responsibilities for implementing the plan. It also assesses and addresses resources needed to see the plan to fruition. It is often supplemented by an implementation or an operating plan that puts the decisions made in the institutional plan into practice. Implementation plans address day-to-day operations or one specific operational area, such as collections, business, development or education.

Museums operated by a parent organization for which museum management is not the primary purpose (e.g., a university, or government agency) are expected to have a museum/site-specific planning process and plan, both of which should be linked to the parent organization's planning. The parent organization's planning process and documents should also reflect support for the museum's mission and ensure that museum/site-specific goals can be achieved.



Resolution: Dennos Museum Center at Northwestern Michigan College

Since 1991, the Dennos Museum Center at Northwestern Michigan College has been an integral campus and community resource, providing educational, cultural, and lifelong learning opportunities for visitors of all ages.

NOW, THEREFORE, BE IT RESOLVED, that the Board of Trustees of Northwestern Michigan College does hereby:

1. Recognize that the Dennos Museum Center is an important division and integral part of Northwestern Michigan College, with daily operational responsibilities and authority delegated to the Executive Director;
2. Recognize the importance and contributions of the Dennos Museum Center to Northwestern Michigan College and its mission as an educational and community resource, and applaud its many successes in its educational endeavors, exhibitions, community outreach, and the continued care and enhancement of its collection;
3. Express the commitment of Northwestern Michigan College and its resources to provide capital as well as operating support for the Dennos Museum Center to ensure its continued success and the attainment of its mission and vision;
4. Recognize the permanent art collection as essential to the Dennos Museum Center's operations and educational mission, and not as a disposable operational asset that is available to Northwestern Michigan College and/or the Dennos Museum Center; and
5. Express a commitment to exercise its fiduciary obligation to protect the assets of the Dennos Museum Center, both tangible and intangible, and to fully support the aforementioned program in its compliance with the standards set forth by the American Alliance of Museums and the Association of Academic Museums & Galleries including policies relating to collecting, gift acceptance, deaccession, and the use of deaccession proceeds.

Prepared January 4, 2021 by Craig Hadley, Executive Director, Dennos Museum Center

Approved by the Northwestern Michigan College Board of Trustees on _____.

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

Phone 231.995.1055

Fax 231.995.1597

Dennos Museum Center
Mission and Vision Statements
Revised 4/20/2021

Mission Statement (revised 2021)

Pending 2021 board approval

The Dennos Museum Center builds community, sparks conversation, and inspires change for audiences of all ages through its exhibitions, programs, and the collection and preservation of art.¹

Vision Statement (revised 2021)

Does not require board approval

We will build one of the finest community college museum programs in the nation, providing access to high quality teaching and learning opportunities for our campus and community audiences.²

¹Existing mission (unapproved since 2000)

The Dennos Museum Center seeks to engage, entertain and enlighten its audiences through the collection of art, and the presentation of exhibitions and programs in the visual arts, sciences and performing arts.

² Existing vision (unapproved since 2000)

We will be respected by our peers and appreciated by a growing audience.

DMC Strategic Plan 2020 - 2025



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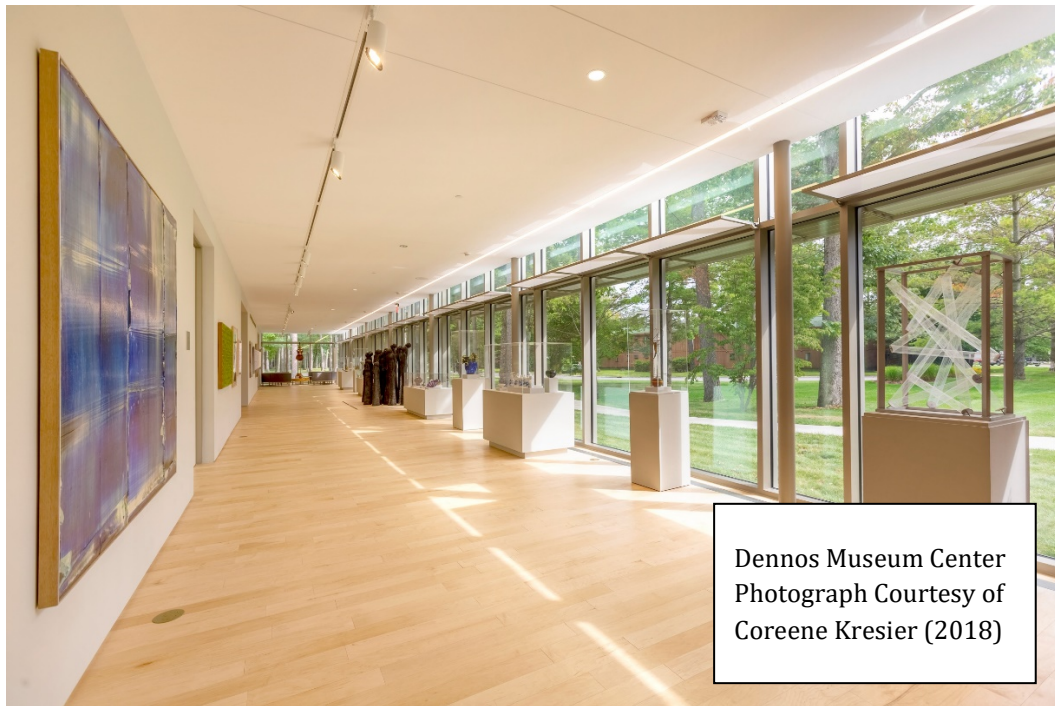
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EXECUTIVE SUMMARY

2019: Leadership Transition

Following over 30 years of leadership and growth under founding director Eugene Jenneman (1989-2019), the Dennon Museum Center hired its first new director in the museum's history. Craig Hadley began his new role as executive director in fall 2019. Hadley spent the previous 8 years at DePauw University, where he led the program through first-time accreditation from the American Alliance of Museums (AAM) and co-created a museum studies minor curriculum for undergraduates.

Looking Back: Expansion and *The New Dennon Campaign*

The Dennon Museum Center serves many audiences through many different points of engagement. Its previous mission (2000-2021) reflects the multipurpose nature of the DMC to deliver performances, films, concerts, lectures, temporary exhibitions, and semi-permanent displays to a variety of campus and community audiences.¹

As an embedded community college museum program, the DMC reaches over 62,000 visitors and learners of all ages through a wide variety of programs, exhibitions, and concerts. Approximately 2,000 NMC students and faculty utilize the museum each academic year, while the remaining 60,000 visitors are comprised largely of residents, adult and K-12 learners, and tourists during the summer months.

Under Eugene Jenneman's leadership, the museum underwent a two-year 15,000 square foot facility expansion and was dedicated in January 2018. Thanks to leadership gifts from the Millock and Smith families along with 16 other donors who together gave nearly \$4 million, the expansion added 10,000 square feet of new semi-permanent exhibition space for the nearly 3,000 works in the permanent art collection, along with additional space for the museum's core holdings of Canadian Inuit artwork. The remaining 5,000 square feet included expanded mechanical rooms, a new classroom space for NMC audio technology courses, and expanded storage and access for Milliken auditorium.

Looking Back: The 2000 Strategic Plan

The last strategic plan for the museum dates to 2000 and encompassed three main goals defined by a Task Force of community stakeholders and museum staff. Those goals included:

Goal One: Regional Ownership²

Strengthen the region's sense of ownership in the Dennon; developing an understanding of its vision, mission, and strategic plan; assuring that the region is involved in its programming, committed to its excellence, and invested in its long-term wellbeing.

¹ 2000 Mission Statement: The Dennon Museum Center seeks to engage, entertain, and enlighten its audiences through the collection of art and the presentation of exhibitions and programs in the visual arts, sciences and performing arts.

² 2000 Vision Statement: We will be respected by our peers and appreciated by a growing audience.

Goal Two: Financial Position

Strengthen the Dennon Museum Center’s financial position, assuring its ability to continue to provide excellence in the arts, culture, and sciences in the region through a variety of initiatives to bring the Museum’s fund-raising efforts to the highest standards of the profession.

Goal Three: Collaboration

Strengthen collaboration between the Museum Center and its various audiences and constituencies, including NMC students and faculty, K-12 schools and the wide array of arts communities in the Grand Traverse region.

The previous plan created goals that are, in many respects, still relevant for the museum in 2019-2020. Several strategic initiatives were created to guide progress towards each of the three primary goals; however, the 2000 plan lacked timetables, assignment of staffing resources, budgets, and metrics for success.

Looking Forward: 2020-2025 Strategic Plan

The Dennon Museum Center seeks to create its first NMC board-approved strategic plan.³ The museum recognizes that a solid strategic plan includes realistic strategic objectives, alignment with campus and community resources, and is driven by a revised mission and a compelling vision statement. A new strategic plan will also provide detailed initiatives (i.e. subgoals) that define *tangible* progress towards each goal, with metrics that track success: timeline, staff assignment(s), status, funding requirements, and methods of evaluation.

Nine strategic goals were initially identified during the fall of 2019 through a series of staff SWOT exercises, a priority matrix, and group discussion. In light of COVID-19 pandemic, staff revisited goals throughout 2020 and reprioritized based on operational needs and modified timelines that account for reduced on-site staff time and new virtual programs.

The executive director and DMC staff, with feedback from the exhibitions advisory committee and collections committee, defined the following strategic priorities:

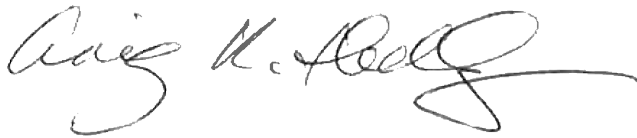
1. Review, revise, and communicate DMC mission and vision for 2020 and beyond.
2. Strengthen care, stewardship, and access to the permanent art collection.
3. Ensure proper staff alignment with mission and support professional development opportunities.
4. Work toward first-time accreditation from the American Alliance of Museums.
5. Strengthen financial stewardship and optimize operations.
6. Create and implement facility improvement plans.
7. Build and enhance campus partnerships.
8. Build and enhance regional and community partnerships.

³ Additionally, the DMC will seek “core documents” approval from the American Alliance of Museums as part of the 2020-2025 strategic planning process.

AAM accreditation, while competitive and rigorous⁴, translates directly into tangible benefits for the many different constituents that we serve. Students, for example, will now have the opportunity to intern with an accredited museum program without leaving Traverse City—a benefit that extends beyond the classroom and into future internships and museum careers. Accreditation also builds confidence and trust in our patrons and donors who entrust us with their collections for future generations.

We look forward to the immense opportunities that strategic planning will provide for the Denos Museum Center and its many audiences and supporters.

Sincerely,

A handwritten signature in black ink, appearing to read "Craig R. Hadley". The signature is fluid and cursive, with a long horizontal flourish extending to the right.

Craig R. Hadley
Executive Director and Chief Curator

⁴ 2018 AAM Accreditation statistics: 1,070 of 33,000 museums nationwide are accredited by the AAM. Of the 1,070 that are accredited, only 16% (171) are college/university museums.

WHO WE ARE

MISSION

The Denno Museum Center builds community, sparks conversation, and inspires change for audiences of all ages through its exhibitions, programs, and the collection and preservation of art.

Mission and vision statements revised spring 2021 and approved summer 2021 by NMC Board of Trustees.

VISION

We will build one of the finest community college museum programs in the nation, providing access to high quality teaching and learning opportunities for our campus and community audiences.



Left: Docent-led tours are at the heart of many of the Denno Museum Center's core programs for members, K-12 children, and NMC students and faculty.

INTRODUCTION



This plan represents the first *comprehensive* strategic plan for the Dennos Museum Center at Northwestern Michigan College.

This current plan was created in 2019-2020 by Craig Hadley, Executive Director. Dennos Museum Center staff provided feedback and input throughout the draft process by leveraging data from old strategic plans, the Museum Assessment Program, and a SWOT analysis.

Museum staff participation included:

- Jason Dake, Curator
- Megan Heator, Operations
- Kim Hanninen, Registrar/Preparator
- Chelsie Niemi, Audience Engagement
- Nicole Zeiler, Museum Store Manager

Campus committees—comprised of faculty, staff, student, and community representation—also offered feedback and comment on this document throughout the process:

- Collections Committee
- Exhibition Advisory Committee
- NMC President's Council (PC)

Several of the strategic goals in this document include ongoing tasks from the previous strategic plan, along with recommendations from several external assessors:

- 2020 Organizational MAP Final Report
- 2010 General Conservation Assessment Program Final Report






The 2025-2030 strategic plan seeks to prepare the Dennos Museum Center for the AAM accreditation process by 2027. Ideally, the CAP program should be repeated in the mid-2020s along with MAP reports that are older than 10 years.

Why Seek Accreditation?

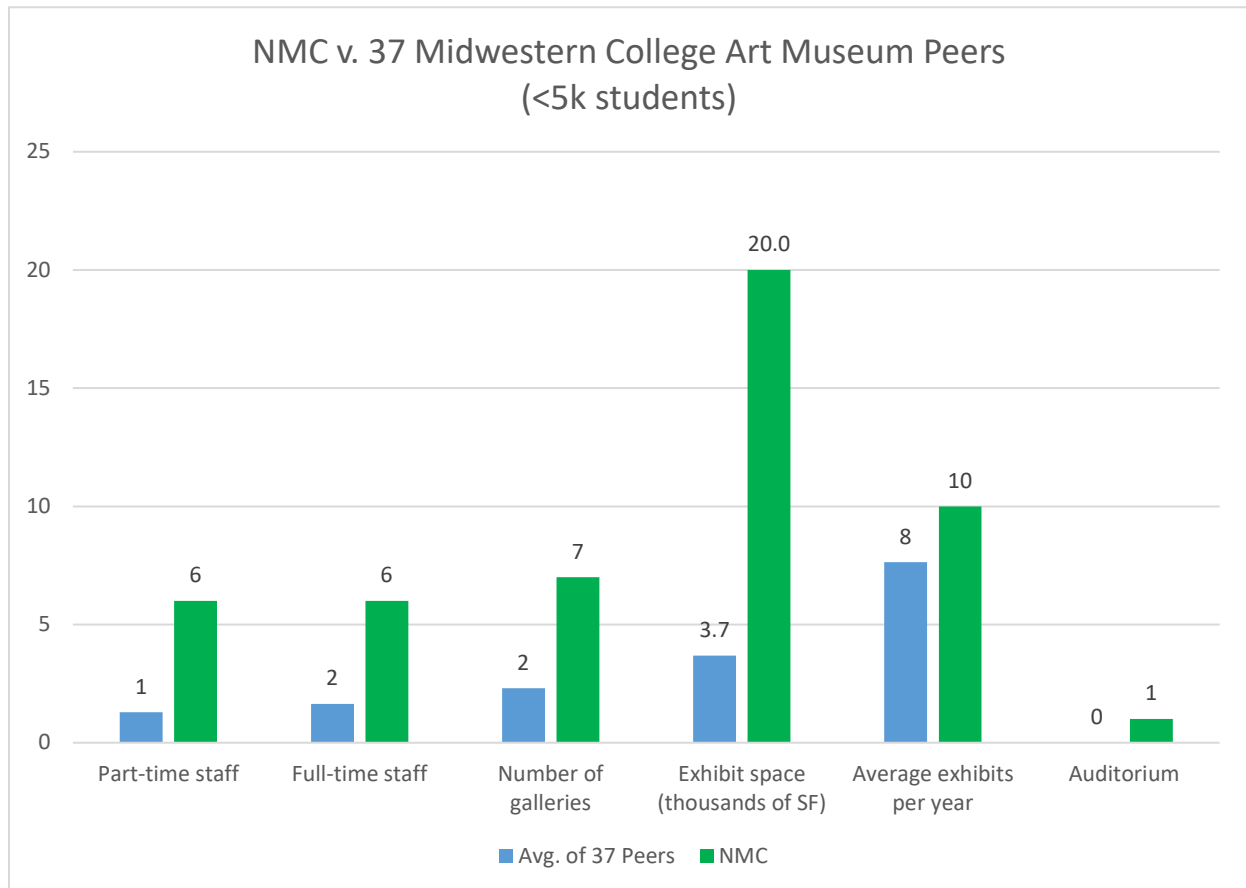
- Build supporter trust
- Secure incoming loans and exhibits
- Enhanced funding opportunities
- Continuous process improvement
- Best practices, best processes
- Leaders in our field

Who is Accredited?

Of the nation's
33,000 museums
 nationwide, only **5%**
 are accredited:

-  41% are art museums/centers
-  18% are in the Midwest
-  21% have approx. 6 FTE
-  16% operate within a college
-  30% have a budget of \$1-2.9M

PEER MUSEUM SURVEY (2019)



**ASSESSMENT SUMMARY:
General Conservation Assessment
Executive Summary (spring 2010)**

Survey report completed by:

Barbara Heller
Director and Conservator
Detroit Institute of Arts



Michael and Barbara Dennis Museum Center (AKA the Dennis Museum Center or Dennis) was awarded a 2009 Conservation Assessment Program (CAP) grant by Heritage Preservation, to help identify conservation needs and priorities in order to perform activities to ensure the safekeeping of the collections. The goals for the General Conservation Assessment are to review policies and procedures, practices, condition of the collections on view and in storage, environmental conditions, emergency preparedness, safety and security. The assessment covers general institutional information, staffing, building and facilities, climate control and environment, collections and collection policies, exhibitions, storage and emergency preparedness.

The assessment is a wonderful tool considered by the museum field to be the first step in formulating a long-range conservation plan or strategy. It is a process for evaluating the environment and the maintenance of the collections and is intended to assist an institution in identifying conservation priorities and developing a long-range conservation plan. The survey was carried out over a three day period between May 23 - 26, 2010 with the assistance of Executive Director Eugene Jenneman, Assistant to the Director Judy Albers, Curator of Education and Interpretation Diana Bolander, Museum Collections Registrar/Preparator Kim Hänninen, Museum Store Manager Terry Tarnow, Northwestern Michigan College Mechanical system staff General Manager Paul Perry and Campus Services Dan Murphy (Sodexo staff members), Sodexo Custodial and Grounds Manager Linda Glaesmer and Custodian (environmental, housekeeping and security) Craig Shattuck. Assignment of high, medium and low prioritized recommendations as well as initial long-, medium-, and short-term goals for collections care were discussed and developed in collaboration with the executive director.

The Dennis Museum Center's articulated goals for the General Assessment and Survey of Campus Sculpture are to 1) identify any needed improvements in the museum's environmental condition, 2) recommend appropriate storage improvements for existing collection and for future growth, 3) aid in identifying and prioritizing conservation needs for the museum's collections, 4) provide an overall assessment of needs, make recommendations for care, and help prioritize treatments, if any are needed for the museum/college outdoor sculpture collection, 5) review museum policies, procedures and record keeping and recommend changes as appropriate, 6) assist in developing Emergency Preparedness plans for the Dennis Museum Center, 7) develop a long-range preservation plan for collections, and 8) produce a final report

to be used as a tool to obtain future funding for collections care and provide Northwestern Michigan College Administration with documentation needed to justify expenditures in supporting the care of collections. The General Conservation Assessment will also be used to develop near-term goals in addition to long-range plans and also be integrated into the Dennis' strategic plan. Ultimately the goal of the assessment will be to use the recommendations to support grant requests to funders, such as the IMLS and other sources, for the purpose of implementing the recommended actions for which monetary resources are needed.

In addition, the Dennis recognized that the Assessment would assist in the planning for the upgrade of the environmental conditions in storage and display, improve staff knowledge of collection preservation, increase staff awareness of collections care, and serve as a beginning for the development of a long-range conservation plan for collections. They also want to increase the college's institutional commitment to collections—its importance and uniqueness to the campus and the community at large.

The museum has hosted numerous temporary exhibitions and been actively involved with the college and the region. Being that the collection is mostly contemporary art, it has not required much conservation treatment. Due to foresight of the director and the success of the operations and innovative programming, the collection has grown exponentially over the past nineteen years so that the current building no longer has adequate gallery or storage space to house the collection. The museum is seeking ways to mitigate the environmental conditions that have become more evident over the past few years. The mechanical system is at the end of its service life and requires major improvements in order to achieve stable relative humidity and temperature. The staff is aware that they need to work closely with the college since the museum's climate control system is integrated into the campus-wide mechanical system. The repair and upgrade of the mechanical system is necessary for the long term preservation of the building and the collection.

The Museum staff is professional, knowledgeable, with appropriate background and training. The staff is very dedicated and committed to the success of the museum center. Although there are many recommendations and observations to improve the facilities, environment, collections care, management and storage, the majority are refinements to what is already being done. Staff is aware of collection and storage needs. The integration of past practices and with standards and guidelines of current practice should be undertaken. This will include but is not limited to updating policies, guidelines for the care and handling of art in storage and on display, collections management and exhibition practices. Environmental issues will need to be prioritized according to budget capacity. Ideally a new system should be incorporated into the future museum expansion and renovation plans. The highest conservation and preservation priorities are light mitigation in day lit lobby and galleries, the upgrade of storage cabinetry to increase storage capacity to accommodate current and future collections, and the replacement of prints and textiles on display in campus offices with framed replicas.

Within the next decade, the executive director, who has guided the Dennis Museum Center since its inception in 1988, plans to retire. As the museum plans for the future and with the support of the Conservation Assessment, the director would like to leave long-range conservation and strategic plans as part of his legacy. The planning process will include the

participation of the executive director, curatorial, registration, and other staff. It is recommended that the results of this survey be reviewed by appropriate staff members and integrated into a written plan for decreasing hazards both to collections and staff. Once the goals are agreed upon, museum staff should work with appropriate college staff and contract conservators to develop specific environmental and treatment priorities. The long-range conservation/preservation plan should be incorporated into the institution's overall strategic plan and be included in future fundraising activities. A framework for the conservation plan is included with this report. The findings from the Conservation Assessment should ultimately be incorporated into the Denno Museum Center's long-range institutional plan.

In collaboration with the museum director, the Assessor ranked recommendations as high, medium, or low, within each category and broadly characterized some short, medium and long-term goals in the following summary. When the Museum staff develops their long conservation range plan, it is understood that some goals and timelines in the long-term solutions action plan might be modified. The completed long-range plan will be approved by the Director, VP for Institutional Advancement and Governing Boards. The plan will be adopted by the museum and carried out by museum staff, led by the Executive Director, University Development office, Physical Plant Manager, Registration, and other museum staff and volunteers.

I would like to extend my appreciation to the staff of the museum and the college for their time and interest in the continuing success of the Denno Museum Center, and for their cooperation, invaluable input and participation in the subsequent discussions.

Barbara Heller
Director and Conservator
Detroit Institute of Arts
May 23 - 26, 2010

**ASSESSMENT SUMMARY:
AAM “Organizational” Assessment
Museum Assessment Program (MAP)
Executive Summary (fall 2020)**

Survey report completed by:

Linda Steigleder
former CEO
Hancock Shaker Village
Pittsfield, MA



The Denmos Museum Center (DMC), part of Northwestern Michigan College (NMC) in Traverse City, took on this Organizational Review to help management set priorities, strengthen operations, and achieve long-term health and impact. The process has involved self-analysis, a peer consultation, goal setting, and this written report. In my Peer Review role, I found the Denmos to be a multi-faceted, strong institution; yet, with added support, improved collections stewardship, and the attainment of accreditation, this institution will be *truly great!*

The accreditation process is rigorous, and the institution’s five core documents must be first reviewed and verified by AAM as a prerequisite to applying for accreditation consideration. Only 19 Michigan museums are accredited. When the Denmos gets there, it will be in elite company. Accreditation yields best practices and credibility. Recently the Denmos was considered for a gift of a major collection of artwork; instead the donors chose an accredited institution—*the decision turned on that one criteria.*

One big change for the DMC is its new executive director (ED). Craig Hadley has been in place for one year, having joined the staff in September 2019. Craig has exceptional wisdom and insight; his well-honed professionalism stems from his previous leadership experience as well as from a regard for core museum standards and benchmarking in the field.

Another impact has been the College’s “Be What’s Possible” capital campaign with a \$35 million goal and \$31 million raised, the proceeds of which are for capital improvements, facilities, learning spaces, scholarships, innovations and collaborations. The campaign secured funds for the DMC’s physical expansion; that construction is completed. Major gifts supported those expenses. A goal not yet realized in the campaign is to enlarge the Denmos’ Operating Endowment and the NMC Foundation is pursuing this; clearly the community considers endowment a priority.

The museum’s operations are funded roughly 1/3 by its parent organization support and grants and charitable gifts, 1/3 by earned income, and 1/3 by endowment draw down. Current endowment totals \$8.3 million. A larger endowment will mean improved sustainability and amplified capacity for creative exhibitions, instruction, programs, and partnerships.

The DMC has a capable leadership team comprised of six individuals. The overall museum operation is impressive and successful due to them. This staff team possesses a wealth of the skills needed for planning and expediting improvements and change. However, they need input and help from their superiors and colleagues and also help with resources. The team keeps abreast of best practices in all operational areas, e.g. strategic planning, governance, financial management, fundraising, exhibitions, collections, disaster planning, security, risk management, branding, marketing, and public engagement. They seek to evolve the institution from a long stint of leadership by the founding-director into an audience- focused, transparent, sustainable, and lively cultural center. They envision the DMC becoming more essential to the learning and enrichment lives of its constituents.

An additional change: there is a new Northwestern Michigan College President, effective in January 2020. No sooner did Nick Nissley arrive on campus than the world-wide Covid-19 pandemic hit and altered higher education. Craig Hadley wants to ensure that his aspirations are in sync with the President's agenda, yet the President has been partly co-opted by the health crisis. Actually, though, the museum's CEO reports to the Vice President of Administration and Finance and works closely with the CEO of the Northwestern Michigan College Foundation. I witnessed strong alliances between them; these individuals share a common trust, understanding, and desire to advance the DMC.

The Denos facility has nearly doubled in square-footage since 2018 and yet no additional staff has been added; there is no staff curator, Inuit art specialist, weekend manager, or auditorium presenting manager. The College provides vital support and expertise; e.g. with budgeting, fundraising, facilities upkeep, human resources, insurance coverage, security and protection, technology, and academic department connections. Now is an ideal time to brain-storm and consider other experts within the College family who could be tapped and bring their skills to bear at the DMC, in its bid to become a better equipped facility with accreditation-worthy practices.

Covid-19 and the call for physical-distancing among individuals means that traditional museum programming (indoors, in groups) is not possible at present or indefinitely. This new reality is affecting income (admissions, program fees, rentals, and shop sales). Nationwide museums are adopting new approaches to public engagement, e.g. offering activities outdoors and providing online talks, virtual tours, hands-on website activities, social media postings of stories and artwork images with links, and on-line fundraising appeals. The DMC may need to pivot this way, too.

In general Museum Assessment Programs advance the standards that the field as a whole has agreed are things that all good museums should do. An Organizational Assessment assists museums define key areas of operations or functions that need to be improved and places a significant emphasis on:

- Thinking, acting, and planning strategically
- Organizational alignment, capacity, and culture
- Leadership and organizational structure
- Risk management

A summary of the Dennis' challenges and my recommendations:

- Realign the museum with its parent organization.
- Fine tune the DMC mission.
- Create a new multi-year strategic plan.
- Provide NMC Board members with an annual DMC orientation.
- Fit programs and services to mission, audience, budget, and staffing.
- Resolve shared-space management.
- Upgrade artwork stewardship, inventory the permanent collection.
- Develop mid-level as well as major donors.
- Use this report to leverage federal, state and private monies, review staff positions and make sure newer positions are classified and remunerated correctly.
- Find meaningful work for volunteers in spite of Covid-19 as they are your life-line to the surrounding community.
- Apply for verification of your five core documents.
- Apply for museum accreditation.

Top funding opportunities:

- Operational endowment.⁵
 - Collections care fund (include outdoor sculpture).
 - Internship endowment.
 - Multi-year accreditation support.
 - Collections storage furniture \$100,000.
 - LED auditorium lighting \$100,000+.
 - Security camera updates \$10,000+.
-

⁵ As of spring 2021, the Milock family has committed an additional \$1.5 million to operational endowment as a planned gift.

ORGANIZATIONAL HISTORY

Origins of the Dennon Museum⁶

Eugene “Gene” Jenneman was hired as the museum’s executive director in August 1988—a good three years before the Dennon Museum Center (DMC) opened on July 6, 1991. Under Gene’s direction, the museum added storage space, education space, a receiving area and a multipurpose room. Gene also looked at the new 350-seat performance hall.

[...] The building’s design excited Gene. It allowed synergy between the visual and performing arts, especially since audiences en route to the auditorium could walk through the art displays. What was most wonderful was Bob [Holdeman]’s design allowed the art to dominate, not the building itself.

The collective vision of Barbara Dennon and Gene Jenneman led to the Discovery Gallery. The museum added an interactive video space by Ed Tannenbaum and *The Sound Wall* by Ed Weiss, allowing families to explore both art and science. As Barb Dennon dreamed, children would be welcomed in this art museum and get a chance to be introduced to the visual arts in a palatable way.

Meanwhile, Gene needed help to sort through all the collections. He turned to the Arts Council, where he found Jackie Shinnars and Terry Tarnow. Jackie started at the museum before the building was built, researching and organizing the collections for two years in the basement of the library. She researched the Inuit art and wrote labels for the walls. Terry worked developing plans and ordering for the museum store.

Susie Janis was also focused on the individual galleries. Her job with the Foundation was to find sponsors for each one. Soon she had an excellent line-up: the Macfarlane Gallery from Barbara MacFarlane, the Schmuckal Gallery, the Zimmerman Sculpture Court and the Dutmer Classroom Theater. Some of the names came later, such as the Rutkowski Discovery Room.

The museum itself was nameless as late as 1990. Mike Dennon was firmly against having the family name emblazoned on it. He preferred to give gifts anonymously, something many Greeks did. It took two years before he changed his mind. The summer before the museum opened, a Greek cousin visited and told him "You need to put your name on this. You need to let people know that a Greek did this."

What to call the rest of it? Some liked "Dennon Art Museum," but the addition of the William G. and Helen Milliken Auditorium made it clear the building would be more than an art gallery. Board member and campaign chair Bob Goff insisted the name should be the

⁶ Excerpted from: Shumaker, Heather. *A Colorful Cast: The Rise of Visual Arts in Traverse City* (2014), NMC Press.

pp. 34-37.

Dennos Museum Center. This summed up the full range of offerings: art galleries, student classrooms, community room, and performance auditorium.

The Dennos Museum Center grew to 40,000 square feet, nearly twice its initial size. The enlarged auditorium cost \$1 million, making the total cost \$5.1 million, double the original \$2.1 million expected cost.

As the opening drew near, the museum staff and volunteers flew into high gear. Susie and others held fundraising lunches in the sculpture court. People flocked to the new space even though it was simply a shell of a building with unfinished walls and no art. Jackie and Terry helped uncrate and inventory the art as it came. Gene set the lights on a lift. At the last minute, everyone was frantically washing the windows [...] Still, at last, the Grand Opening was here. The ceremony was held on the morning of July 6, 1991.

Looking Back: Collecting⁷

The Dennos Museum Center's collection houses one of the largest Inuit art collections in the United States. As it exists today, the collection and gallery spaces owe much to a dedicated group of collectors and supporters.

The Inuit art collection was established in the 1960s by Bernie Rink, then director of the Osterlin Library at Northwestern Michigan College. Beginning with a small group of carvings and prints gifted by Chicago businessman Wilbur C. Munnecke, Mr. Rink grew the collection to around 500 works through donations and annual purchases from the NMC Inuit (Eskimo) art sale and its proceeds. With the opening of the Dennos Museum Center in 1991, the collection was moved to its new home. In 1995, Philip Power donated over 200 works from his father Eugene's collection. The Power Family Inuit Gallery was named in recognition of this gift and Eugene Power's involvement in bringing Inuit art to the United States. The Dudley and Barbara Smith Wing for Inuit Art was built in 2017 and represents the Smith family's longtime support of Inuit art and patronage of the Dennos Museum Center.

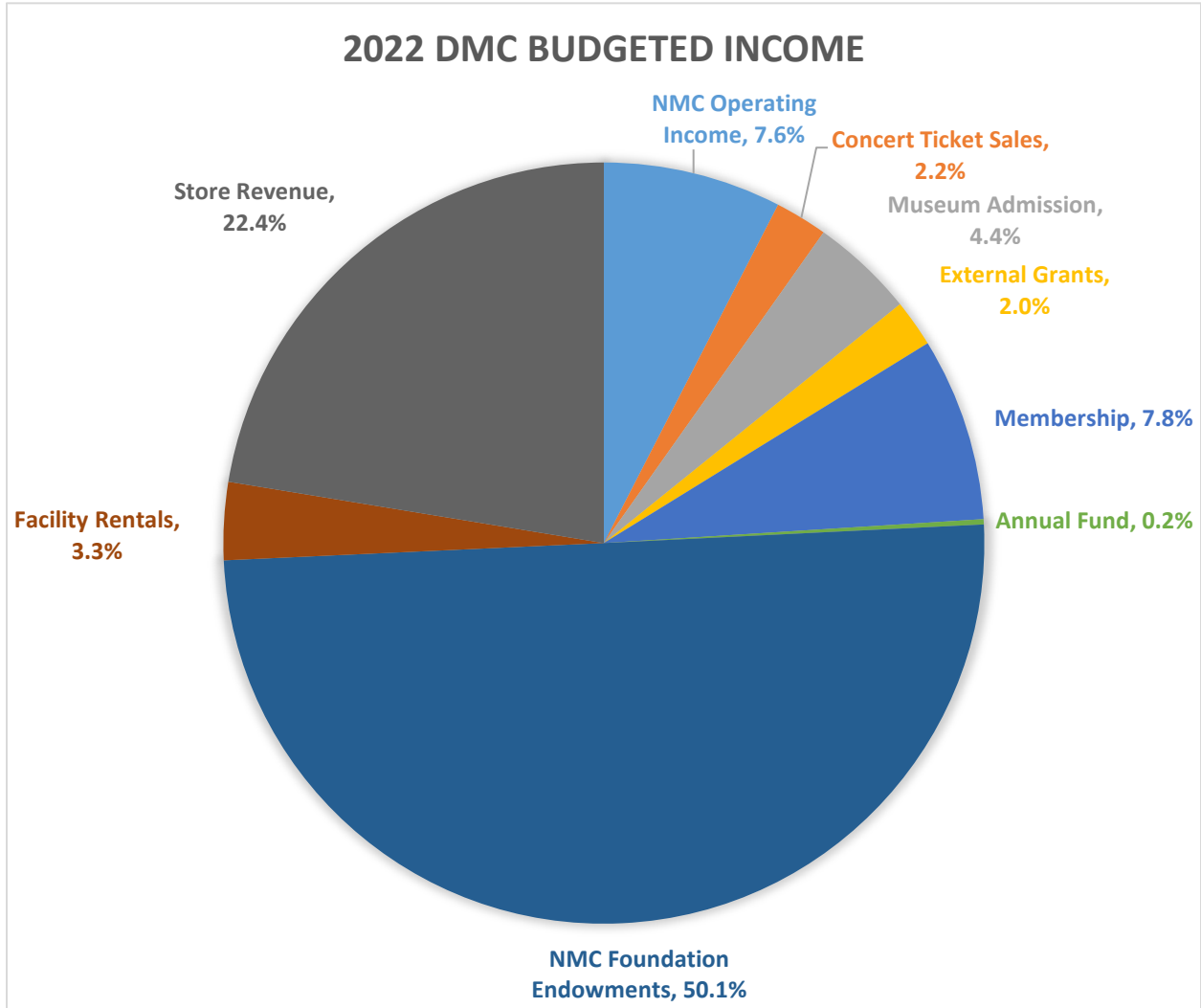
Today, thanks to many collectors and supporters, the Inuit art collection includes works from master artists like Kenojuak Ashevak, Pitseolak Ashoona, Kananginak Pootoogook, Pudlo Pudlat, Judas Ullulaq, and Jessie Oonark. Celebrated 21st century artists include Shuvanai Ashoona, Annie Pootoogook, Ningeokuluk Teevee, and the Ruben brothers: David Ruben Piqtoukun and Abraham Anghik Ruben. With shared traditions and continually innovative approaches, these artists express the culture and experiences of the Inuit people—past, present, and future.

Throughout Eugene Jenneman's tenure as executive director of the DMC, the collections grew beyond mid-20th century Inuit art to encompass local, regional, and national and international artists. Examples include gifts from the Andy Warhol Foundation, a growing collection of American mid-20th century works on paper, and contemporary ceramics and glass by Chinese and Japanese artists. An outdoor sculpture collection was also created, which spans museum and NMC campus grounds, with approximately 13 works by notable Michigan-based artists. Additional indoor sculptures and installations have grown in recent years, primarily from local

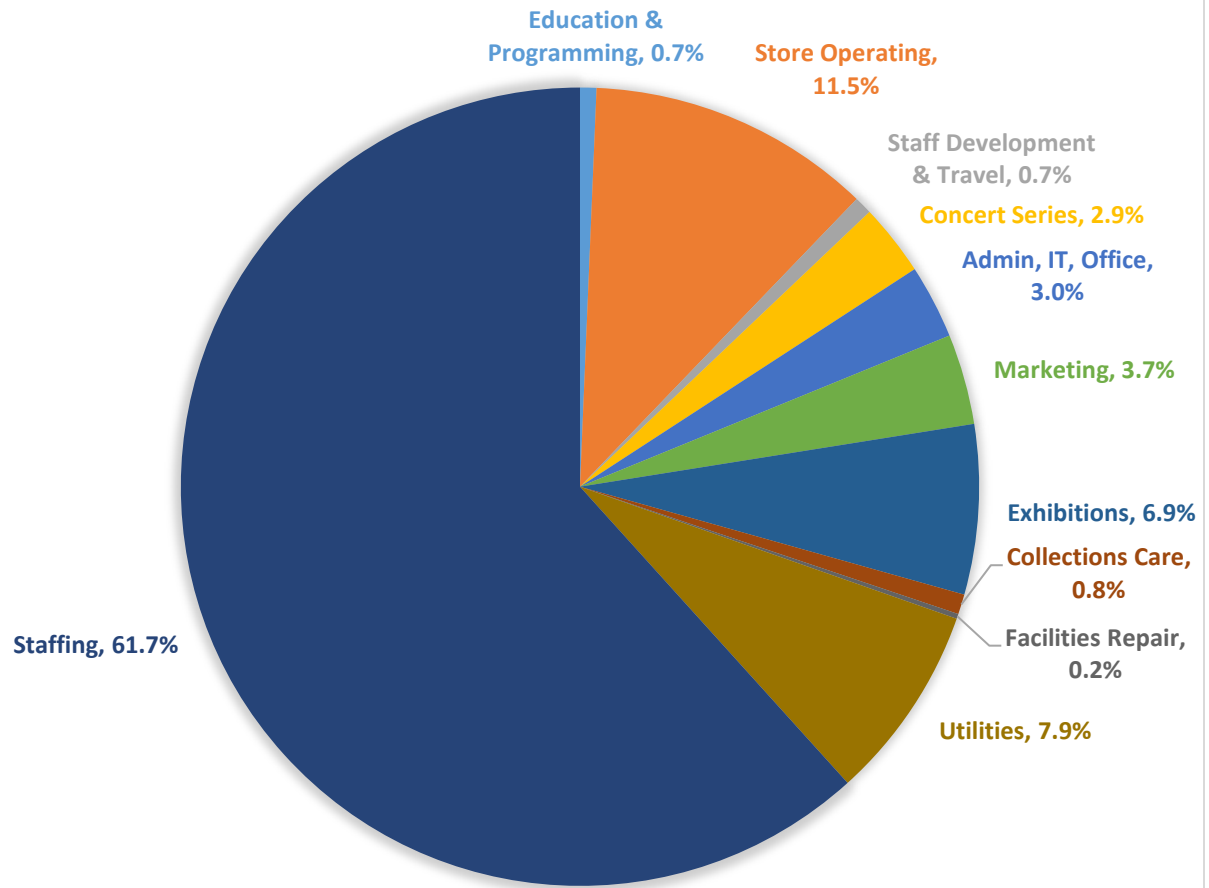
⁷ See Collections Plan (rev. 11/6/2019) for more details.

and regional artists.

FINANCIAL OVERVIEW: FY 2022



2022 DMC BUDGETED EXPENSES



STRATEGIC GOALS & OBJECTIVES

The plan outlines core objectives for the 2020-2025 plan. Each core objective has a number of supporting objectives that support the core objective. They are arranged in descending priority. Detailed work tables outlining supporting objectives and metrics for success can be found in the appendices.

Core Objectives 2020-2025

1. Review, revise, and communicate DMC mission and vision for 2020 and beyond
2. Strengthen care, stewardship, and access to the permanent art collection
3. Ensure proper staff alignment with mission and support professional development opportunities
4. Work toward first-time accreditation from the American Alliance of Museums
5. Strengthen financial stewardship and optimize operations
6. Create and implement facility improvement plans
7. Build and enhance campus partnerships
8. Build and enhance regional and community partnerships

2000-2019 Strategic Goals⁸

- ❖ Goal One: Regional Ownership
- ❖ Goal Two: Financial Position
- ❖ Goal Three: Collaboration

⁸ Provided for reference and comparison to 2020-2025 objectives.

EVALUATION & COMMITTEE ASSIGNMENTS

Evaluation

DMC staff will review the plan two times per year (spring and fall) and will make adjustments to the work plan as needed. An annual report to the museum's vice president, submitted by the director, also summarizes plan progress and adjustments.

Committee Assignments

Collections Committee

Co-chair: Director

Co-chair: Registrar

Exhibition Advisory Committee

Co-chair: Director

Co-chair: Curator of Education



Milliken Auditorium: Denmos Concert Series
Golden Dragon Acrobats (2018)

LEARN



LISTEN



EXPLORE



CREATE




THE
dennos
MUSEUM CENTER
AT NORTHWESTERN MICHIGAN COLLEGE
1701 East Front Street
Traverse City, MI 49686
dennosmuseum.org
231-995-1055