



Northwestern
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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, August 23, 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. SPECIAL REPORTS AND PRESENTATIONS

- E. Program Focus—Extended Educational Services—*Laura Matchett, Director*
- F. Faculty Report—Non-Traditional Assessment: Centering Students in Grading—*Kristen Salathiel, Communications Instructor, and Colin Riker, Student*
- 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. Strategic Planning Report—*Vicki Cook, Special Assistant to the President*

III. EXECUTIVE REPORTS (Provided to the Board in their materials packet, which can be accessed on the nmc.edu Board of Trustees website.)

- J. Foundation Report—*Rebecca Teahen, Associate Vice President for Resource Development and Executive Director of Foundation*
- K. PRMC Report—*Diana Fairbanks, Executive Director of Public Relations, Marketing, and Communications*
- L. Executive Committee Report—*Chris Bott, Committee Chair*
- M. Legislative Issues Report—*President Nick Nissley*

IV. PUBLIC INPUT

V. UPDATES

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



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VI. DISCUSSION ITEMS

VII. 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:

- P. Minutes of the July 26, 2021 regular meeting

VIII. ACTION ITEMS

Q. General Fund Transfer (Pursuant to Policy A-106.00 Finance)

Recommend authorization for administration to transfer \$2,500,000 out of the general fund, with \$200,000 transferring to the Strategic Fund, \$100,000 to Funds for Transformation, and an additional \$2,200,000 to the Plant Fund for deferred maintenance and new construction.

IX. 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.

X. ADJOURNMENT

Upcoming Board Meeting Dates:

All board meetings are open to the public.

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

Posted Friday, August 20, 2021, 12:00 p.m.

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 *

Kristen Salathiel and Colin Riker

Your Title *

Kristen: Instructor--Communications Academic Area and Director of the Center for Instructional Excellence;
Colin--NMC Student

Presentation Title *

Non-Traditional Assessment: Centering Students in Grading

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

I will be speaking to what I have done with non-traditional grading over the past year and share what I see as the benefits. Colin will speak to non-traditional grading from a student perspective.

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. *

Colin Riker was born and raised in Traverse City where he now attends Northwestern Michigan College. He is studying engineering with a focus on electrical and computer engineering. He has also taken an interest in understanding the systems and tools we used to teach and assess learning. Last spring he furthered that interest by pursuing research here at NMC as an honors project in ENG 111 to understand the student perspective on non-traditional grading.

Kristen Salathiel has worked as an adjunct and regular faculty member at NMC for 19 years. Most recently she has taught ENG 99/108, our developmental English class; ENG 111 and ENG 111/11, our first semester composition course; and EDU 100, our college success class. She is also beginning her seventh year as the Director of the Center for Instructional Excellence. Before coming to NMC, Kristen taught high school for ten years in Los Angeles, Detroit and Chicago. She has a BA in English from the University of Michigan, an MA in Education from the University of Michigan, and an MA in Humanities from Central Michigan University.

This form was created inside of Northwestern Michigan College.

Google Forms



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MEMO
Enrollment Services

To: Dr. Nick Nissley, President
 From: Todd Neibauer, VP for Student Services & Technologies
 Date: August 13, 2021
 Subject: Enrollment Update – Fall Semester 2021

Fall 2021

We continue to offer rolling, online orientation sessions for new students. Currently enrollment is up 2.6% over the same date last year. There are currently 206 more students over the age of 25 than last year, an increase of 30%. Average contact hours are currently down -2.2% reflecting a greater number of older, part-time students.

Statistics

(Resources: August 13, 2021 -Digital Dashboard – Same Date Comparison, FA2018-2021)

	2018	2019	2020	2021
New Students Registered	1,436	1,398	1,088	1,234
Prior Admits Registered	27	26	24	43
Retained from Spring	1,734	1,689	1,559	1,459
Re-Admitted Students	243	203	158	232
Average Contact Hours	11.22	11.18	11.26	11.01
Total Headcount	3,440	3,315	2,829	2,967
Total Contact Hours	38,586	37,047	31,844	32,667
Tuition	7,159,504	6,978,989	6,087,420	6,283,592

Fall 2021 Housing

We currently have 247 applicants for fall which would represent a 67% occupancy rate. This is 12% more than last month's report.



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MEMO
Administrative Services

To: Dr. Nick Nissley, President

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

Date: August 13, 2021

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

The attached reports summarize the financial results for the General Fund as of July 31, 2021. The first month represents 8.33% of the year.

Month End Results

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

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

The general fund ended the month with revenue over expenses of \$664,576. Revenue decreased by 9% when comparing July 2021 to July 2020. The decrease is primarily due to Covid 19 related reductions in tuition and timing of property taxes. Expenses increased by 5% when comparing July 2021 to July 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 1% decrease from those of July 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 6,730 with actual summer revenue of \$1,507,972. Summer revenue is over budget by \$660,586.
- B. Property Taxes: Tax revenue is recorded as payments are received. The overall increase for the fiscal year is expected to be 3% over the previous fiscal year.
- C. State Sources include budget appropriations, personal property tax payments and MPSERS retirement payments. State appropriations payments began in October.
- D. Federal Sources, which consist primarily of the MARAD grants and MARAD fuel payment. These funds are to be used directly for the Maritime program.
- E. Actual year-to-date investment income recorded for fiscal year 2021 reflects interest income only. Interest income is lower due to declining interest rates.
- F. Both Private Sources and Other Sources are timing and event dependent.

Expenses

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

Northwestern Michigan College
Unaudited



Summary Report for General Fund Accounts

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

Fiscal Year 2022, Period 01

Funds	Accounts	2021-2022 Adjusted Budget	YTD Activity	% of Annual Budget	
TOTAL GENERAL FUND					
50	Revenues				
	Tuition and Fees	19,916,110	2,281,172	11.45%	A
	Property Taxes	12,030,623	258,189	2.15%	B
	Other Local	0	0	*	
	Local Sources	31,946,733	2,539,361	7.95%	
	State Sources	10,730,000	0	0.00%	C
	Federal Sources	1,075,000	0	0.00%	D
	Private Sources	868,897	0	0.00%	F
	Investment Income	172,000	13,961	8.12%	E
	Other Sources	<u>392,600</u>	<u>24,703</u>	6.29%	F
	Total Revenues	45,185,230	2,578,025	5.71%	
60	Labor				
	Salaries & Wages	22,282,506	1,003,774	4.50%	G
	Benefits	<u>9,332,244</u>	<u>545,524</u>	5.85%	G
	Total Labor	31,614,750	1,549,298	4.90%	
70	Expenses				
	Purchased Services	2,311,193	98,034	4.24%	H
	Supplies & Materials	3,318,742	109,780	3.31%	H
	Internal Services	99,220	-440	-0.44%	H
	Other Expenses	1,670,689	58,077	3.48%	H
	Institutional Expenses	1,737,924	26,014	1.50%	H
	Maintenance & Renovation	1,828,864	62,894	3.44%	H
	Prof Develop, Travel & Events	362,070	9,791	2.70%	H
	Capital Outlay	<u>177,852</u>	0	0.00%	I
	Total Expenses	11,506,554	364,150	3.16%	
	Total Expenditures	43,121,304	1,913,449	4.44%	
80	Transfers				
	Transfers	2,063,926	0	0.00%	
	Total Transfers	<u>2,063,926</u>	<u>0</u>	0.00%	
	Total Expenditures and Transfers	45,185,230	1,913,449	4.23%	
	Net Revenues over (under) Expenditures	0	664,576		



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

INTERIM
This statement does not
reflect year-end results.

	YTD 7/31/2021	YTD 7/31/2020	\$ Diff	% Diff	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 2,281,172	\$ 2,309,912	\$ (28,740)	-1%	Consistent with prior year
Property Taxes	258,189	465,345	(207,156)	-45%	Timing of property tax payments received
Total Local Sources	2,539,361	2,775,257	(235,896)	-8%	
State Sources	-	-	-	100%	Consistent with prior year
State PPT Reimbursement	-	-	-	0%	Consistent with prior year
Federal Sources	-	-	-	0%	Consistent with prior year
Private Sources	-	-	-	0%	Consistent with prior year
Investment Income	13,961	27,070	(13,109)	-48%	Lower interest received in July 2021 than in July 2020
Other Sources	24,703	26,197	(1,494)	-6%	Primarily due to timing of NJTP administrative fees received
Total Revenue	2,578,025	2,828,524	(250,499)	-9%	
Expenses					
Salaries and Wages	1,003,775	974,875	28,900	3%	Consistent with prior year; primarily due to the return of supplemental staff where needed
Benefits	545,524	533,773	11,751	2%	Consistent with prior year
Voluntary Separation Plan	-	-	-	0%	Consistent with prior year
Purchased Services	98,034	75,746	22,288	29%	Primarily due to increase in EES instructor activity and multiple other small purchased services
Supplies & Materials	109,780	59,149	50,631	86%	Primarily due to timing of fuel purchases and rollover of postage expenses from prior fiscal year
Internal Services	(440)	-	(440)	-100%	Timing of internal charges
Other Expenses	58,077	71,315	(13,238)	-19%	Primarily due to timing of GLMA tug rental payments
Institutional Expenses	26,014	31,079	(5,065)	-16%	Timing of energy efficiency rebate received
Maintenance & Renovation	62,894	68,901	(6,007)	-9%	Primarily due to timing of software renewals and maintenance items
Professional Development	9,791	7,293	2,498	34%	Timing of membership renewals
Capital Outlay	-	-	-	100%	
Total Expenses	1,913,449	1,822,131	91,318	5%	
Transfers	-	-	-	0%	
Total Expenses & Transfers	1,913,449	1,822,131	91,318	5%	
Net Revenue Over (Under) Expenses	\$ 664,576	\$ 1,006,393	\$ (341,817)	-34%	



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MEMO
Administrative Services

To: Dr. Nick Nissley, President

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

Date: August 13, 2021

Subject: Monthly Strategic Planning Update
Attachments: Timeline, Process Map, Scan team topics

The Strategic Planning process is progressing as designed by CampusWorks. The month of July was primarily focused on the Scan teams research. The research topics were reviewed and approved by the Strategic Planning Steering Committee. The Scan teams met on July 14 for orientation. These nine groups are conducting research on their topic. The key findings will be presented to the SPSC and Work Team on August 17. This research will help inform the strategies and objectives.

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 & September activities include:

- August 17: Scan team presentations with SPSC and Work Team
- August 23: Input on values with all employees (NMC Fall Opening Conference)
- August 24: Scan to Plan workshop #1 with SPSC and Work team
- September 8: Vision/Values Workshop with SPSC
- September 15: Advancing Strategies workshop with SPSC and Work Team
- September 22: Approve Draft Strategies with SPSC

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>

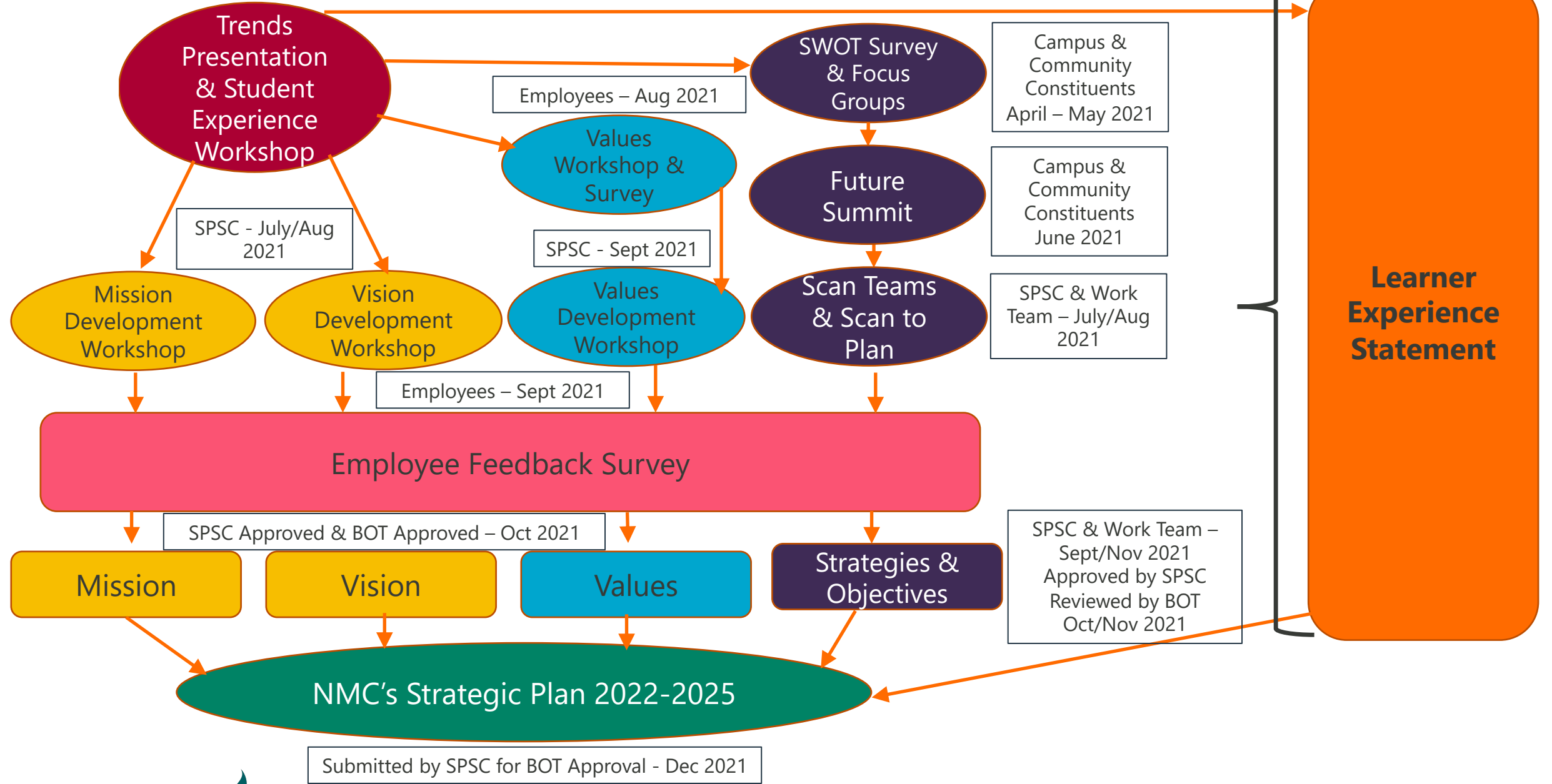
Northwestern Michigan College
Strategic Planning Process

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>	SPSC, work team, other college management
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>	BOT
Nov. 5 11:00-2:00	<i>Objective workshop #2</i>	<i>Draft objectives for each of the strategies</i>	SPSC, work team, other college management
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>	BOT
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>	BOT

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



Submitted by SPSC for BOT Approval - Dec 2021



NMC Scan Team Topics

1) Expanding Educational Access through Flexible Instructional Delivery

- Researching trends, models, and best practices related to:
 - robust online and hybrid programs
 - weekend and evening offerings
 - innovative use of technology for teaching/learning/assessing
 - flexible parts-of-term
 - relevant wrap-around services
 - teaching and learning strategies relevant for flexible instruction

2) Meeting the Needs of Today's Adult Learner through Alternative Credentialing Options

- Researching trends, models, and best practices related to:
 - stackable credentials and certificates
 - accelerated programs
 - non-credit to credit articulation
 - prior learning assessments
 - growth of 4-year or advanced degree options that allow students to fulfill their educational goals without being away from their families, jobs, or communities
 - teaching and learning strategies relevant for alternative credential programs

3) Reinforcing Relevance to Employers through Investment in Workforce Development

- Researching trends, models, and best practices related to:
 - ensuring that programs, degrees, credentials align with employer needs so that students are prepared to participate in the skilled workforce and growing economy
 - investing in signature programs to further develop college-employer partnering to better serve student and community needs
 - building partnerships with business/industry partners and secondary career tech programs to create a talent pipeline that prepare students for post-graduation success
 - helping students develop the hard and soft skills desired by today's employers
 - understanding implications of future labor market demand for curricular and co-curricular offerings

4) Fostering an Environment of Diversity, Equity, and Inclusion

- Researching trends, models, and best practices related to:
 - creating a welcoming and inclusive living, learning, and working environment where all students and employees thrive and feel a sense of belonging
 - fostering equitable outcomes for all students through a culturally responsive

- environment in and out of the classroom
- equipping students and employees with the resources and supports to engage respectfully and effectively in an increasingly diverse environment
- leading, staffing, and resourcing successful DEI initiatives

5) Exploring Innovative Enrollment Growth Strategies for Today's Community College

- Researching trends, models, and best practices related to:
 - investing in new and signature programs of study (certificates, 2-year, 4-year) based on emerging labor market trends, student demand, and program costs
 - fostering growth strategies to achieve desired goals for new and continuing student enrollments
 - building relationships with “right fit” students, communicating the value proposition of the educational experience
 - utilizing predictive analytics and CRM technologies to strategically segment, engage, and enroll key populations of students
 - optimizing efficient processes to effectively move prospective students through the enrollment funnel

6) Engaging Students in Experiential Learning Experiences Preparing Them for 21st Century Careers

- Researching trends, models, and best practices related to:
 - cultivation of community and business partnerships where students engage in hands-on learning while earning
 - hands-on, applied learning experiences that integrate the curriculum and co-curriculum
 - paid and unpaid workforce and internship experiences, mentoring programs, global and civic activities, undergraduate research, and leadership skill development that help students develop essential professional competencies and confidence
 - career readiness competencies that equip students with the hard and soft skills needed in today's work environment
 - badges, transcripts, and certificates that document and demonstrate learning

7) Enhancing Student Success through Comprehensive Support Services

- Researching trends, models, and best practices related to:
 - personalizing student experiences (coaching, advising, mentoring) that promote success for all students (e.g., traditional/adult, online/in-person, etc.)
 - involving students in meaningful out-of-class activities that support their holistic development and sense of belonging
 - providing responsive and easily accessible wrap around services that support students' health and well-being and address their basic needs (e.g., scholarships/financial assistance, affordable housing, childcare, etc.)

- leveraging CRM, degree planning, and other technologies to engage students, keep them on track for timely completion, and help them effectively navigate academic, financial, and administrative processes
- investing in facilities to support student success (e.g., for one stop shop student services, student/community programming, etc.)

8) Building Engaging Community Partnerships

- Researching trends, models, and best practices related to:
 - building upon community partnerships – including alumni, employers, educational institutions, organizations, and governments – to raise institutional awareness, meet student needs, and improve the quality of life of the community
 - connecting with alumni so they experience a stronger sense of pride and engagement
 - creating a comprehensive marketing and branding strategy to cultivate awareness of the institution, its offerings, and its value

9) Leveraging the College's Flagship Programs

- Understanding how to most effectively optimize the distinctive impact of the College's flagship programs through:
 - exploring opportunities to further leverage the College's flagship programs - e.g., Maritime, Marine Technology, Freshwater Studies, the Great Lakes Water Studies Institute, the Marine Center, and the UAS + ROV programming
 - researching program effectiveness data, economic impact data, and enrollment data to understand how to most effectively support the success and impact of the College's flagship programs
 - identifying opportunities to build upon the unique competitive advantage provided by the flagship programs, especially given the link between NMC's location and the blue economy
 - seeking ways to grow the impact of the flagship programs and leverage "like-programming"



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: August 13, 2021

Subj: Foundation Update

Fund Raising – a “check” on FY22 goals

- This is the first report on progress toward FY22 goals. We are currently tracking slightly ahead of last year, so off to a good start!

\$ 67,533	Total received (including Annual Fund, pledges, and <i>documented planned gift intentions</i>) raised toward goal
+ \$36,400	Gross event revenue
\$103,933	Total of gifts + events (Goal: \$3,550,000)

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

Foundation Initiatives

- A formal campaign assessment is underway, and a full report to the community will be produced this fall. A report will be shared with the Foundation Board (and guests) during our August meeting.
- The 40th and final NMC Scholarship Open was, by all accounts, a great success. Final numbers are still being tallied. Special thanks to Amanda Gower who provided all the management and coordination for this event, to the committee for their leadership and support, and to all golfers and sponsors who made it possible to provide over \$2 million in scholarships to NMC honors students.

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.

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



Northwestern
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MEMO

*Public Relations, Marketing,
and Communications*

To: Nick Nissley, President

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

Date: 8-13-21

Subject: July 2021 Monthly Report

Strong organic shared and earned media coverage are the top highlights for July as NMC continues to receive interest in areas like reimagining GLCI, The Dennon Museum Center and strong support of lawmakers. Paid media had a planned realignment with Admissions pushes which resulted in reduced spending and performance for July. There has also been significant communication and engagement in NMC's strategic planning process and COVID-19. The following is an overview of the work of PRMC for July 2021.

Paid Media

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

After last year's adjustment to the paid media strategy to respond to COVID-19 marketing needs, we are shifting back to re-align with traditional marketing pushes coordinated with Admissions efforts. As a result of that shift, we decreased the July paid media budget and saw an expected decrease in conversions. Budgets will increase in August and September in sync with Admissions. Meanwhile we are using this time to update Google Adwords bidding strategies to achieve higher conversion rates, reduce our target cost per acquisition and design new landing pages.

Outcomes:

- Display

	July'21	MOM	June '21	YOY	July '20
clicks	28,571	3% ↓	63,380	25% ↓	48,529
impressions	2,801,965	9% ↓	5,055,701	5% ↓	4,512,977

- Paid social for enrollment
 - One FB/IG campaign (7/1-7/31)
 - 599 clicks to landing page
 - Web traffic (7/1-7/31)
 - [Affordable degrees landing page](#) for paid campaigns
 - 10,296 visits/pageviews
 - 5% of all site traffic
 - It's driven:
 - 380 NMC homepage
 - 101 visits to apply page
 - [Adult learners landing page](#)
 - 4,214 visits/pageviews
 - 2% of all site traffic
 - It's driven:
 - 44 NMC homepage
 - 36 visits to the apply page
 - 26 visits to the admissions page
 - 201 visits to the maritime admissions page

Earned Media

Monthly recap of media coverage and sentiment

NMC was featured in 96 media mentions with an estimated publicity value of \$33,000 based on the Cision media monitoring system. Media stories that had high attention include:

- [Amid Restaurant Industry Upheaval, NMC Looks To Reimagine Culinary Institute, Lobdell's](#) The Ticker, July 2
- [To Zoom or not to Zoom: Activists, trustees debate public meeting format](#) Record-Eagle, July 7
- [Dennos Museum Center's Quest For Accreditation](#) The Ticker, July 27
- [NMC Great Lakes Maritime Academy Honors U.S Senator Levin](#) 9&10 News, July 30

Media sentiment ranking for July (based on a Cision algorithm that ranks pre-assigned tone of keywords) shows 97.9% positive or neutral coverage. This is a slight increase MOM (June, 97.3%) and YOY (2020, 97.6%). The results categorized as negative were related to the student loan debt in general, but not a direct negative reflection of the college.

Owned Media

Monthly published owned media

During July, there were no owned media publications published. Work continues strategic planning communications, COVID-19 communications and on the PRMC redesign including partnering with HR on finalizing job descriptions for the new Marketing Director, Creative Director and Marketing Assistant.

Shared Media

Monthly progress report on NMC's Main social media channels

We saw strong growth in organic content on social media while other metrics reflect the impact from a planned decrease in paid content. Highest performing organic posts this month include GLCI alumni at Fried and Archies as well as the Scholarship Open.

Platform	Followers	Impressions	Engagement	Gender	Age	Region
Facebook	11,844 Up 1% YOY	56%* Down YOY	36% Down* YOY	Fans 68% F 31% M Reach 49%F 50%M	#1 25-34 (26.9%)	GT Region & Grand Rapids
	Up 0.1% MOM	46% Down* MOM	35% Down* MOM		#2 35-44 (19.8%) #3 45-54 (19.8%)	
Instagram	2,657 up 11% YOY)	64% Down* YOY	44% Down* YOY	62% F 36% M	#1 18-24 (29%)	GT Region & Grand Rapids
	0.2% Up MOM	62% Up MOM	20% Up MOM 		#2 25-34 (29.6%) #3 35-44 (18.2%)	

* Expected results from planned decrease in paid social media content to better align paid efforts to Admissions pushes in August and September.

Northwestern Michigan College
BOARD OF TRUSTEES
Executive Committee Minutes
Thursday, August 12, 2021
University Center
Gray Conference Room 202
2200 Dendrin Drive
Traverse City, MI 49686

Committee Chair Chris Bott called the meeting to order at 9:01 a.m.

Members Present: Chair of the Board Chris Bott, Trustee Kennard Weaver

Members Absent: Vice Chair Rachel Johnson

Others Present: President Nick Nissley, Executive Director of the President's Office and Board Operations Lynne Moritz, Office Manager Lisa Sheppley

President's Update

President Nick Nissley provided an update on recent student events, including an NMC night at the Pit Spitters baseball game, College for Kids, and Commitment Scholarship Orientation.

Nissley reviewed COVID-19 protocol developments and cited the resources consulted for decision making regarding the indoor mask requirement which began again August 11, 2021. The Centers for Disease Control and Prevention (CDC) has placed Grand Traverse County in the "substantial transmission" category for COVID-19 and recommended indoor mask use for both unvaccinated and vaccinated individuals. As well, listening to employee and student concerns about returning to fall semester without precautions as the delta variant is driving an increase in cases and hospitalizations across the country and in GTC was also considered. NMC's insurance carrier recommended adopting masking on campus and legal counsel stated the college is not at legal risk by adopting the masking requirement. No enrollment changes have been identified at this time due to the masking requirement, but will be closely monitored going forward. Nissley also stated there have been no major conflicts regarding enforcement of mask requirements.

Upcoming Board of Trustees Meeting Agenda

The committee reviewed the upcoming agenda for the regular meeting scheduled for August 23, 2021, and no edits or additions were made.

Public Comment—There was no public comment offered.

The meeting was adjourned at 9:38 a.m.

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



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MEMO

To: Northwestern Michigan College Board of Trustees
Cc: Dr. Nick Nissley, Ed.D.
From: Gabe Schneider, Founder/Principal, Northern Strategies 360
Date: Friday, August 13, 2021
Re: **State/Federal Legislative Update**

State

Overall things have been quiet in Lansing with the Legislature on their summer in-district work period. While there are a few session days scheduled for both the House and Senate in August and early September, the Legislature will not return to a regular session schedule until after Labor Day.

Budget

With only a handful of session days on the legislative calendar left this month, the Governor's office and legislative leaders are not on track to wrap up budget negotiations prior to Labor Day. The current plan is to work on finishing a Fiscal Year (FY) 2022 spending plan for the General Fund portion of the budget after September 6, prior to the October 1 start of the next fiscal year.

You may recall that lawmakers have already broken their own state law requiring a budget for the coming fiscal year be presented to the Governor by July 1. Additionally, since summer recess began, legislative leaders and the State Budget Office have not had any substantial sit-down negotiations. However, lawmakers did pass a record-setting School Aid Budget before adjourning prior to July 4.

After passing a standard FY '22 budget, the plan is to work on spending the roughly \$5 billion in federal COVID money through a series of supplemental spending bills.

The good news continues to be higher-than-expected state revenue numbers due to higher-than-expected sales and income tax collections. This week's report from the House Fiscal Agency has General Fund revenue for July up \$139.7 million above May projections and \$1.2 billion for the year. School Aid Fund revenue is up \$57.6 million for July and \$413.6 million for the year.

Key Points

We continue to ask legislators to prioritize funding to support Michigan community college students.

1. Maintain at least a 2% increase for community college budgets
2. Support fully funding Michigan Reconnect and Frontliners programs
3. Do not support changes to the community college distribution formula

While largely a moot point given that we have already approved our FY22 budget, we continue to be concerned about the proposal from the Governor and Senate to include tuition restraint language that would impose a 4.2% cap on annual tuition increases.

Federal

Infrastructure

On August 10th, the U.S. Senate passed a [bipartisan infrastructure measure](#) by a vote of 69-30. The bill contains a total of \$1.2 trillion in federal funding, including \$550 billion in new spending. Notably, the bill would provide \$65 billion to expand high-speed broadband services, including:

- \$42.45 billion for broadband deployment grants to states
- \$14.2 billion to create a sustainable Affordable Connectivity Benefit that builds on the [Emergency Broadband Benefit \(EBB\) Program](#)
- \$2.75 billion for Digital Equity Act implementation
- \$2 billion to improve broadband services in rural areas

For a detailed summary of the bipartisan infrastructure bill, click [here](#). The measure will now be sent to the House for consideration.

Budget Resolution

On August 11th, the U.S. Senate passed a \$3.5 trillion [budget resolution](#) by a party-line vote of 50-49. The budget resolution contains reconciliation instructions for various committees and is the first step towards enacting budget reconciliation legislation. Notably, the instructions allow the Senate HELP Committee to spend \$726 billion and the House Education and Labor Committee to spend \$779.5 billion to advance President Biden's and Congressional Democrats' economic recovery priorities. House Majority Leader Steny Hoyer (D-MD) has told colleagues that the House will return from recess the week of August 23rd to consider the budget resolution.

Key Points

Tuition-Free Community College

- Eliminating community college tuition and fees through federal-state partnership grants would remove barriers to postsecondary education and boost our nation's economy.
- Call on Members of Congress to increase access to higher education by supporting tuition-free community college for all students.

Community College Infrastructure

- Community colleges are currently facing a backlog of infrastructure projects and deferred maintenance needs that have the potential to impact the quality of education and training.
- Ask Members of Congress to support a minimum investment of \$50 billion for community college facilities.

Community College Workforce Development Program

- Community colleges offer thousands of programs attuned to the needs of business and industry, ranging from short-term courses to applied baccalaureate degrees. These programs are limited only by funding availability.
- Advocate for Members of Congress to invest a minimum of \$10 billion in a community college workforce development program.

Student Success Grants

- Wraparound services and other innovative completion and retention strategies can foster community college student success and help close equity gaps.
- Call on Members of Congress to invest in student success grants for colleges that serve high numbers of low-income students, particularly community colleges.

To advocate for the inclusion of community college specific funding in future reconciliation legislation, click [here](#).

**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, July 26, 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, Michael Estes, Chris M. Bott, Rachel A. Johnson, Laura J. Oblinger, Kenneth E. Warner, Kennard R. Weaver

Trustees absent: None

Also present: President Nick Nissley, Lynne Moritz, Jerry Achenbach, Bonnie Alfonso, Jim Bensley, Patti Burgess, Marguerite Cotto, Diana Fairbanks, Craig Hadley, Troy Kierczynski, Mark Liebling, Lindsey Lipke, Kyle Morrison, Todd Neibauer, Rebecca Teahen

REVIEW OF AGENDA—The agenda was accepted as presented.

REPORTS

Program Focus—Craig Hadley, Executive Director and Chief Curator of the Dennon Museum Center provided an update on the museum’s path toward accreditation. The accreditation process requires core documents verification to occur prior to application. Hadley reviewed the numerous benefits of accreditation, which include a better likelihood of receiving grants, loans and exhibitions; stronger credentials for internships; and conferring a degree of trust and professionalism in the field. Museum accreditation also assists with the college’s accreditation process. Hadley described internship and work-study opportunities, which have been paid and unpaid, and span a range of academic studies, including business and visual communications students.

Faculty Report—Jim Bensley, Director of International Services and Service Learning, presented on an interactive assignment for Introduction to Humanities students during the fall of 2020 at the height of COVID-19 restrictions. Bensley provided examples of portfolio assignments, which asked students to find examples of course terms, such as tenebrism and Victorian architecture, in their community. Some student examples came from class visits to the Dennon Museum Center, which required splitting the class in half and visiting over two days to comply with capacity restrictions due to the pandemic. Bensley emphasized the assignment got students physically moving and inspired their curiosity.

Enrollment Report—Todd Neibauer, Vice President for Student Services and Technology, provided the enrollment report and noted enrollment and housing comparisons to this time last year.

Financial Report—Troy Kierczynski, Interim Vice President of Finance and Administration, reviewed the financial report for the period ending June 30, 2021. Kierczynski noted FY21 ended on a positive note with summer revenue over budget by \$668,641.

Foundation Report—Rebecca Teahen, Associate Vice President for Resource Development and Executive Director of Foundation, reported FY21 concluded with raising almost \$11 million. While the Be What’s Possible campaign exceeded its goal by \$5 million, that also included the highest amount raised for unrestricted funds and the largest mailing at the end of the campaign, resulting in the most gifts from new alumni donors who had never given before. Campaign assessment is underway and a final report will be delivered at the next Foundation Board meeting on August 25, 2021.

PRMC Report—Diana Fairbanks, Executive Director of Public Relations, Marketing, and Communications, provided the June report and, in response to a question, discussed the college’s presence on current social media platforms.

Strategic Planning Report—President Nick Nissley provided the report for the month of July, in the absence of Stephen Siciliano and Vicki Cook. The Strategic Planning Steering Committee approved nine scan team topics on July 7. The nine scan teams are currently conducting research, which will inform the development of strategies and objectives. Scan team research will be presented to the Strategic Planning Steering Committee on August 17. Nissley reviewed several upcoming strategic planning events.

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.

MCCA Summer Conference Report—The 2021 annual conference of the Michigan Community College Association (MCCA) was held virtually over three half days. Chair Chris Bott reviewed his key takeaways from the conference speakers; commended Diana Fairbanks for her role moderating a panelist discussion regarding diversity, equity, and inclusion; and recognized Trustee Doug Bishop for his fifteen years of service. Chris Bott was also recognized at the conference for his 5 years of service as a trustee. Bott will serve as the Chair of the MCCA Executive Committee for 2021-2022.

Legislative Issues Report—President Nick Nissley highlighted three items from the written report included in the Board materials. Regarding the state budget process, while the House and Senate have opposing proposals for funding community colleges and universities, a 2% increase for community college budgets is expected. Nissley stated community college nursing baccalaureate degree conversations do continue. The MCCA strategy is to wait until after the state budget process is complete before re-engaging on the community college BSN issue. Lastly, NMC sent a letter to the Joint Capital Outlay Committee and northern Michigan legislators asking that they consider funding for the Osterlin Integrated Student Services Hub.

PUBLIC INPUT—There was no public input offered.

UPDATES

President's Update—President Nick Nissley shared updates on COVID-19 and reviewed highlights regarding his recent and upcoming meetings. On July 19, the college moved to stage 4 of the reopening plan, which Nissley stated means the college is essentially back to being fully operational. Nissley shared the planned incentives to increase vaccination rates amongst students ages 20-29. Nissley also recognized the work done by all employees and students, and especially highlighted Vicki Cook, Diana Fairbanks, Mark Liebling, and Todd Neibauer, who have persisted during the pandemic.

Nissley noted he recently met with Michigan State University President Samuel Stanley, State Representative John Roth, and Chairman of the Grand Traverse Band of Ottawa and Chippewa Indians David Arroyo respectively. International Affairs Forum is undergoing its own strategic planning process which will likely aim to expand in hybrid format. On his upcoming schedule, Nissley is planning to meet with NMC's top 10 business partners in the community.

Board Chair Update—Chair Chris Bott discussed ideas to increase meeting efficiency and to allow for meeting time to be focused on special presentations. There was also discussion regarding livestream or hybrid format for future meetings. Policy A-104.00 Board of Trustees Video Recording of Meetings will be reviewed by the Board Policy Committee.

DISCUSSION

West Hall Innovation Center Naming Opportunity—Chair Chris Bott reviewed the development of West Hall, citing contributions from immediate past NMC President Timothy J. Nelson. Specifically, Bott highlighted Nelson's success in securing Capital Outlay funding for the renovation project. Bott sought input from all trustees on re-naming the facility after Nelson; each trustee expressed their support and noted Nelson's accomplishments most memorable to them.

On a motion by Chris Bott, seconded by Doug Bishop, the Board approved renaming and rededicating the West Hall Innovation Center as the Timothy J. Nelson Innovation Center, pursuant to policy A-106.00 (Facilities). The motion passed with a unanimous vote.

CONSENT ITEMS—On a motion by Rachel Johnson, seconded by Laura Oblinger, the minutes of the June 28, 2021, regular meeting were approved by a unanimous vote without discussion.

ACTION ITEMS

Blanket Purchase Orders

On a motion by Ken Warner, seconded by Rachel Johnson, the Board authorized 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. The motion passed with a unanimous vote.

Purchase Orders Continued

On a motion by Laura Oblinger, seconded by Doug Bishop, the Board authorized administration to create a blanket purchase order for Laser Printer Tech for the estimated cost of \$35,000 for FY22.

The motion passed with a majority vote, with Chris Bott abstaining due to conflict of interest.

Lease of Tow Vessel

On a motion by Kennard Weaver, seconded by Ken Warner, the Board authorized 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. Jerry Achenbach, Superintendent of the Great Lakes Maritime Academy, provided an update on the *State of Michigan*, which faced mechanical issues shortly after departing in May, before explaining the purpose of leasing tow vessels. Leasing vessels provides additional berths for GLMA cadets, with more flexibility, control and opportunities to give cadets sea time and credentials of value. The motion passed with a unanimous vote.

Dennos Strategic Plan

On a motion by Kennard Weaver, seconded by Doug Bishop, the Board approved the Dennos Museum Center mission statement, statement of permanence, and strategic plan. The motion passed with a unanimous vote.

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

ADJOURNMENT—The meeting adjourned at 7:11 p.m.

Recorded by Lynne Moritz, Executive Director of the President’s Office 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 of Finance and Administration
Date: August 13, 2021
Subject: General Fund Transfers – FY21

This document provides an overview and recommendation for FY21 General Fund transfers to the Strategic Fund, Funds for Transformation, and Plant Fund.

Background / Scope of Work

The Business Office remains in process of closing out the College's fiscal year 2021, for which we anticipate an approximately \$3 million General Fund surplus due to a variety of factors: State funding remaining intact (decrease expected), federal grant support under Higher Education Emergency Relief Fund (HEERF), Fall and Summer enrollment was better than expected, and lower consumption of supplies and materials during the pandemic. For the FY21 budget, we also reduced budgeted transfers to offset expected declines in enrollment.

The below recommends transfers out of the General Fund (GF) to reserves for purposes of saving for strategic and emerging initiatives, new construction and capital, deferred maintenance, and technology needs.

Recommendation

Recommend authorization for administration to transfer \$2,500,000 out of the general fund, with \$200,000 transferring to the Strategic Fund, \$100,000 to Funds for Transformation, and an additional \$2,200,000 to the Plant Fund. We will retain the remaining \$500,000 of surplus in the General Fund for future working capital.

Transfer from GF to:	Fund Purpose	FY 21 Budgeted	FY 21 Additional (Recommendation)	Total FY21 Transfer
Strategic Fund	Critical strategic initiatives & projects	\$ 250,000	\$ 200,000	\$450,000
Funds for Transformation	Emerging opportunities and changes	\$ 50,000	\$ 100,000	\$150,000
Plant Fund	Capital, technology, deferred maintenance, and new construction	\$ 500,000	\$ 2,200,000	\$2,700,000