



Northwestern
Michigan
College

Board of Trustees

www.nmc.edu/trustees

Northwestern Michigan College provides lifelong learning opportunities to our communities.

1701 East Front Street
Traverse City, MI 49686
(231) 995-1010
trustees@nmc.edu

Meeting Agenda

Monday, November 22, 2021
at Hagerty Center, Room C, 715 East Front St

5:30 p.m. Regular Meeting

I. GENERAL BUSINESS

- A. Call to Order
- B. Oath of Office for Trustee Andrew K. Robitshek
- C. Roll Call
- D. Pledge of Allegiance
- E. Review of Agenda and Approval of Additions, Deletions, or Rearrangements

II. SPECIAL REPORTS AND PRESENTATIONS

- F. Faculty Report—Celebrating Neurodiversity—*Nancy Gray, Communications Instructor*
- G. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- H. Sensitive Information Report—*Troy Kierczynski, Vice President of Finance and Administration*
- I. Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- J. Presidential Performance & Compensation—*Rachel Johnson, Committee Chair*
- K. Policy Committee—*Doug Bishop, Committee Chair*

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

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

IV. PUBLIC INPUT

Request forms for public input are available at the meeting location. Any individual of the public may speak for up to (3) minutes. The Board will not receive public input from individuals unless they are present at the meeting. The topic addressed should be related to business within the jurisdiction of the Board. The Board will take public remarks into consideration, but will not comment at the time of input.



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V. UPDATES

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

VI. DISCUSSION ITEMS

- Q. Strategic Planning—*Vicki Cook, Special Assistant to the President, and Stephen Siciliano, Vice President for Educational Services*

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:

- R. Minutes of the October 25, 2021 regular and closed meetings
- S. Minutes of the November 15, 2021 special meeting

VIII. ACTION ITEMS

T. **Board Policies** (Pursuant to Policy A-106.00 Other)

Recommend adoption of the following Board Policies on a first-reading basis:

- Amended Policy C-100.00 Mission
- Amended Policy C-101.00 Vision
- Amended Policy C-102.00 Values
- Amended Policy A-104.00 Board of Trustees Video Recording of Meetings
- Amended Policy D-504.05 Dennis Museum Center Collections Management Policy

U. **NMC Resource Guidelines** (Pursuant to Policy A-106.00 Finance)

Recommend approval of NMC Resource Guidelines for 2022-2023 as presented.

V. **Native American Grant Application** (Pursuant to Submission Requirements)

Recommend authorization for administration to submit application for the 2% grant from the Grand Traverse Band of Ottawa and Chippewa Indians video gaming revenue as presented.

W. **Presidential Contract** (Pursuant to Policy A-106.00 Human Resources)

Recommend approval of amendments to the president's contract as presented.

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.



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X. ADJOURNMENT

Upcoming Board Meeting Dates:

All board meetings are open to the public.

December 20, 2021
January 24, 2022
February 28, 2022
March 21, 2022
April 25, 2022
May 23, 2022
June 27, 2022

Celebrating Neurodiversity

Nancy Gray



Autistic People are not puzzles to be solved. Neurodiversity was coined to celebrate the differences.



How can we welcome neurodivergent students?

Let's talk equity vs. equality!

Equity vs. Equality



Same Treatment



Equitable Treatment



The systemic barrier has been removed.
This is Equality.



Ableism: discrimination in favor of able people

Barriers:

1. Neurotypical society fails to accommodate a variety of needs
 - a. sensory,
 - b. movement,
 - c. executive function,
 - d. language,
 - e. social interaction.

2. Many societal norms are based on assumptions:
 - a. the expectation that everyone can network in a loud, fluorescent lit-ballroom at the beginning of a conference,
 - b. comfortably make eye contact during conversation,
 - c. keep their body completely still.

Quick Survey

1. Raise your hand if you love having all the overhead lights on when you're studying, reading or other "desk" work?
2. Raise your hand if every room in your house is painted white?
3. Raise your hand if you like to wear headphones when you clean your house, take walks or other solo activities?

What can we do to support neurodivergent students?

Understand Neurodivergent Behavior

1. May seem not to listen: actually processing all the stimulation
2. May seem condescending: actually overly passionate
3. May seem too honest: can't tell a white lie
4. May laugh at the wrong time: actually feeling lots of emotions
5. May make sounds and move around: the body needs to release
6. May seem argumentative: strong sense of right and wrong

Universal Design for Learning at a Glance

- **Universal Design for Learning (UDL) gives all students an equal opportunity to succeed.**
- **This approach to teaching and learning offers flexibility in the ways students access material and show what they know.**
- **The goal of UDL is to use a variety of teaching methods to remove any barriers to learning. It's about building in flexibility that can be adjusted for every person's strengths and needs. That's why UDL benefits ALL learners.**

Informal Class Survey

What's the rule?

- Explain the rules of engagement

What can I expect?

- Give me advance notice
- Establish routines
- Provide roles for group work

What do you want me to do now?

- Break things down/scaffold assignments
- Give me alternatives

Establish Clear Routines

- Specific seating arrangements which suit the student's needs e.g. at the front of the room, near a door or quiet space, next to supportive peers.
- Use of supports to introduce known changes in routine such as advanced warning.
- Provide a daily/weekly timetable with the use of visuals or colour coding.
- Establish what to do if they are feeling overwhelmed or anxious.

Alternative Assessment

- Assistance with management of workload and due dates.

- Use of checklists to assist with planning assessment tasks.

- Breaking down tasks and presenting the task in stages.

- Providing templates which explain the structure of the task and the content to be included in each of its sections.

- Immediate, specific and constructive ongoing feedback.

- Providing multiple ways for students to demonstrate knowledge.

- A range of assessment methods e.g. role play, oral presentation, verbal responses.

- Use of laptops in tests and exams.

- Extra time for reading and completion of tests and exams.

- Allowing the opportunity for set breaks/ student to walk around during tests and exams.

Curriculum Modifications

Time

- extra time to complete tasks,
- prearrange frequent breaks,
- provide work ahead of time,
- negotiated due dates.

Level of support

- use pictures,
- provide key terms
- break down tasks
- allow thinking time to process questions,
- adjust the pace of presentation,
- provide templates

Participation

- provide the opportunity to work individually or with a partner,
- create opportunities for peer tutoring,
- when group work is required - teacher to guide/place student in a suitable group rather than student to self assign.

Final point

Let's turn the light on
in the room

We can all [do one thing right now](#),
and then we can add one more
thing and then another.





**Northwestern
Michigan
College**

MEMO
Enrollment Services

To: Dr. Nick Nissley, President
 From: Todd Neibauer, VP for Student Services & Technologies
 Date: November 16, 2021
 Subject: Enrollment Report – November 2021

Spring 2022

Orientations for the spring semester started on 11/15/2021. At this time last year, we had already offered two orientation sessions so our number of admits registered is impacted by that as well as the lower number of admits this year.

Thus far, there is a decrease in the number of applications in the 21+ but an increase in those 20 and under compared to the same time last year. Though registration for continuing students has been open three fewer weeks than last year, we are currently approaching the same rate of return and are 28 students short of last year.

Current Statistics

(Source: November 16, 2021 -Digital Dashboard – Same Date Comparison, SP2019-2022)

	2019	2020	2021	2022
Applicants	1,069	1,063	1,136	1,004
Admits	774	778	835	729
Admits Registered	338	392	403	267
Prior Admits Registered	16	4	-	6
Retained Students	1,879	1,879	1,500	1,472
Return Students	122	80	95	74
Average Contact Hours	11.50	11.35	11.19	11.49
Total Headcount	2,355	2,355	1,998	1,819
Total Contact Hours	27,073	26,725	22,361	20,899
Tuition	5,115,504	5,092,294	4,368,836	4,248,437



Northwestern
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MEMO

Administrative Services

To: Dr. Nick Nissley, President

From: Troy Kierczynski, VP of Finance and Administration

Date: November 10, 2021

Subject: Annual Update - Sensitive Information Policy

Annual Update

The Fair and Accurate Credit Transactions Act of 2003, requires colleges to provide an annual update of incidents related to identity theft protection to their Board of Trustees. During the past twelve months, there were no incidents of this type to report. The college continues to review procedures, provide employee training and conduct audits to protect any sensitive information stored on our systems.

Background/Scope

The Fair and Accurate Credit Transactions Act of 2003, an amendment to the Fair Credit Reporting Act, requires colleges to create rules regarding identity theft protection. This amendment, effective November 1, 2008, required educational institutions to implement an identity theft program and policy. NMC, with the assistance of the attorneys, adopted a Sensitive Information Policy [D-504.04] in May 2009.

This policy defines sensitive information, describes the physical security of data when it is printed on paper; describes the electronic security of data when stored and distributed; and places the College in compliance with state and federal law regarding identity theft protection. The policy enables the College to protect existing customers, reduce risk from identity fraud, and minimize potential damage to the College from fraudulent new accounts. The procedures involved in implementing the policy help the College identify risks that signify potentially fraudulent activity, detect risks when they occur, respond to risks to determine if fraudulent activity has occurred, and update the policy and procedures as required.

The college continues to apply the best practices and principles contained within the Sensitive Information Policy.



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MEMO

Administrative Services

To: Dr. Nick Nissley, President

From: Troy Kierczynski, Vice President of Finance and Administration

Date: November 16, 2021

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

The attached reports summarize the financial results for the General Fund as of October 31, 2021. The fourth month represents 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 \$3,174,350. Revenue increased by 3% when comparing October 2021 to October 2020. The increase is primarily due to receipt of the state's 201e one-time Operational Support payment. Operating expenses through October 2021 were comparable to the same period last year.

Revenue (letters refer to the attached General Fund summary)

- A. Tuition and fees decreased \$175,785 (-2%) compared to October 2020 largely due to the College eliminating its flexible learning online course fee. For Fall 2021, the budget was set at 33,823 contact hours for a total budgeted revenue of \$6,523,277. Actual fall contact hours are 34,696 with actual fall revenue of \$6,702,478. Fall revenue is over budget by \$179,201.
- 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 offset payments. State appropriations payments are paid over 11 months (Oct to Aug).
- D. Federal Sources consist primarily of direct payments from MARAD restricted for academy operations and fuel.
- E. Actual year-to-date investment income recorded for fiscal year 2021 reflects interest income only. Interest income is comparable to prior year due to a lingering low interest rate environment.
- 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.
- 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 2022, Period 04*

Funds	Accounts	2021-2022 Adjusted Budget	YTD Activity	% of Annual Budget	
TOTAL GENERAL FUND					
50	Revenues				
	Tuition and Fees	19,916,110	7,839,103	39.36%	A
	Property Taxes	12,030,623	5,327,400	44.28%	B
	Other Local	<u>0</u>	<u>0</u>	*	
	Local Sources	31,946,733	13,166,503	41.21%	
	State Sources	10,730,000	1,517,925	14.15%	C
	Federal Sources	1,075,000	0	0.00%	F
	Private Sources	868,897	110,185	12.68%	E
	Investment Income	172,000	54,601	31.74%	F
	Other Sources	<u>392,600</u>	<u>142,818</u>	36.38%	
	Total Revenues	45,185,230	14,992,032	33.18%	
60	Labor				
	Salaries & Wages	22,282,506	6,225,099	27.94%	G
	Benefits	<u>9,332,244</u>	<u>2,713,849</u>	29.08%	G
	Total Labor	31,614,750	8,938,948	28.27%	
70	Expenses				
	Purchased Services	2,311,193	749,189	32.42%	H
	Supplies & Materials	3,318,742	644,705	19.43%	H
	Internal Services	99,220	-25	-0.02%	H
	Other Expenses	1,670,689	420,184	25.15%	H
	Institutional Expenses	1,737,924	350,273	20.15%	H
	Maintenance & Renovation	1,828,864	457,105	24.99%	H
	Prof Develop, Travel & Events	362,070	85,850	23.71%	H
	Capital Outlay	<u>177,852</u>	<u>6,760</u>	3.80%	I
	Total Expenses	11,506,554	2,714,041	23.59%	
	Total Expenditures	43,121,304	11,652,989	27.02%	
80	Transfers				
	Transfers	2,063,926	164,693	7.98%	
	Total Transfers	<u>2,063,926</u>	<u>164,693</u>	7.98%	
	Total Expenditures and Transfers	45,185,230	11,817,682	26.15%	
	Net Revenues over (under) Expenditures	0	3,174,350		



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

INTERIM
This statement does not
reflect year-end results.

	YTD 10/31/2021	YTD 10/31/2020	\$ Diff	% Diff	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 7,839,103	\$ 8,014,888	\$ (175,785)	-2%	Consistent with prior year; decrease primarily due to elimination of online fees in FY22
Property Taxes	5,327,400	5,085,628	241,772	5%	Timing of property tax payments received from townships and overall increases in taxable values
Total Local Sources	13,166,503	13,100,516	65,987	1%	
State Sources	1,517,925	1,095,560	422,365	39%	Primarily due to State's 201e One-Time Operational Support payment received in October
State PPT Reimbursement	-	-	-	0%	Consistent with prior year
Federal Sources	-	9,677	(9,677)	-100%	Timing of MARAD payments
Private Sources	110,185	122,014	(11,829)	-10%	Timing of Foundation gifts
Investment Income	54,601	57,194	(2,593)	-5%	Lower interest/dividends recognized in FY22 than in FY21
Other Sources	142,818	123,065	19,753	16%	Primarily due to higher write off reversals for students in FY22
Total Revenue	14,992,032	14,508,026	484,006	3%	
Expenses					
Salaries and Wages	6,225,099	6,389,881	(164,782)	-3%	Due to open, unfilled positions
Benefits	2,713,849	2,686,895	26,954	1%	Consistent with prior year
Purchased Services	749,189	520,003	229,186	44%	Primarily due to food services for GLMA cruises (higher cruise activity in summer/fall 2021 than summer 2020) and timing of Sodexo invoices
Supplies & Materials	644,705	669,085	(24,380)	-4%	Primarily driven by lower general supplies and printing expenses; partially offset by higher software license purchases
Internal Services	(25)	(4,453)	4,428	-99%	Timing of internal events/charges in FY22 including NMC Fellows Dinner and Student Life events offset by semi-annual fitness fee transfer
Other Expenses	420,184	361,933	58,251	16%	Primarily related to higher recruiting/promotional expenses in FY22
Institutional Expenses	350,273	321,599	28,674	9%	Primarily due to the timing of invoices/payments and slight increases in insurance expenses
Maintenance & Renovation	457,105	481,984	(24,879)	-5%	Primarily due to lower facility maintenance expenses in FY22
Professional Development	85,850	57,628	28,222	49%	Increase in professional development expenses as professional development has been added back into the budget in FY22
Capital Outlay	6,760	8,791	(2,031)	-23%	Timing of COAT purchases
Total Expenses	11,652,989	11,493,346	159,643	1%	
Transfers	164,693	46,588	118,105	254%	Aviation flight hours transfer (offset in FY21 by transfer of admin expenses from general fund to CARES Act [CRF] fund)
Total Expenses & Transfers	11,817,682	11,539,934	277,748	2%	
Net Revenue Over (Under) Expenses	\$ 3,174,350	\$ 2,968,092	\$ 206,258	7%	



**Northwestern Michigan College
Comparison - Month Over Month
General Fund
Oct 2021 vs. Sep 2021**

INTERIM
This statement does not
reflect year-end results.

	YTD 10/31/2021	YTD 9/30/2021	Oct 21 Activity	Sep 21 Activity	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 7,839,103	\$ 5,515,881	\$ 2,323,222	\$ 2,308,170	Primarily due to higher academic and related fees received in October as registration opened; partially offset by lower fall tuition in October (September had 4.5 weeks of fall tuition allocated; October had only 4 weeks of fall tuition allocated)
Property Taxes	5,327,400	3,982,361	1,345,039	2,656,366	Timing of tax collections received
Total Local Sources	13,166,503	9,498,242	3,668,261	4,964,536	
State Sources	1,517,925	1,376	1,516,549	1,376	One time additional State appropriation payment received in October plus monthly payments for State appropriations began in October
State PPT Reimbursement	-	-	-	-	- Consistent with prior month
Federal Sources	-	-	-	-	- Consistent with prior month
Private Sources	110,185	110,185	-	110,185	Quarterly Foundation invoicing recognized in September
Investment Income	54,601	40,877	13,724	(1,644)	Primarily impacted by corrections made to accrued interest recognition made in September
Other Sources	142,818	92,557	50,261	34,520	Primarily driven by quarterly administrative fees for NJTP recognized in October
Total Revenue	14,992,032	9,743,237	5,248,795	5,108,973	
Expenses					
Salaries and Wages	6,225,099	4,423,221	1,801,878	1,769,341	Increased hours for adjuncts, supplementals, and students in Oct as Fall semester commenced
Benefits	2,713,849	1,945,734	768,115	755,952	Increased hours for adjuncts, supplementals, and students in Oct as Fall semester commenced
Purchased Services	749,189	519,479	229,710	160,187	Primarily due to timing of audit invoices received and paid in October
Supplies & Materials	644,705	443,129	201,576	165,948	Primarily due to higher classroom supply expenses in October and timing of postage expenses; partially offset by timing of aviation fuel expenses
Internal Services	(25)	(11,709)	11,684	(11,928)	Primarily due to internal transfer that occurred in September from halls auxiliary fund to general fund for fitness fee revenue and timing of internal events that occurred in October
Other Expenses	420,184	281,761	138,423	116,487	Primarily due to GLMA tug lease expense
Institutional Expenses	350,273	247,486	102,787	114,736	Energy rebates received in October
Maintenance & Renovation	457,105	369,196	87,909	163,720	Primarily due to lower equipment and facilities maintenance expenses in October
Professional Development	85,850	65,163	20,687	24,179	Primarily driven by timing of professional development expenses
Capital Outlay	6,760	6,760	-	6,760	
Total Expenses	11,652,989	8,290,220	3,362,769	3,265,382	
Transfers	164,693	164,693	-	164,693	Aviation flight hours transfer
Total Expenses & Transfers	11,817,682	8,454,913	3,362,769	3,430,075	
Net Revenue Over (Under) Expenses	\$ 3,174,350	\$ 1,288,324	\$ 1,886,026	\$ 1,678,898	



Northwestern
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MEMO
Administrative Services

To: Troy Kierczynski, VP Finance and Administration
From: Lindsey Lipke, Controller
Date: October 13, 2021
Subject: Realized and Unrealized Investment Gains & Losses for the Quarter Ended September 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, 2020	June 30, 2021	September 30, 2021
Realized gains (losses)	\$ 3,600	\$ -	\$ -
Unrealized gains (losses)	43,746	(525,507)	(42,832)
Dividends and interest	420,687	148,546	40,877
Investment income, net	468,033	(376,961)	(1,955)

The College had no realized gains in fiscal years 2021 and 2022 (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 year 2020 reflects a period of declining interest rates based on rate cuts by the Federal Reserve. The unrealized losses in fiscal year 2021 and 2022 (year to date) represent a slight rebound in bond market rates after bottoming out in June 2020.

In March 2020, the Fed enacted emergency rate cuts, slashing the federal funds rate 150 basis points (to near zero) in response to the economic impact of the Coronavirus pandemic. The Fed 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
September 30, 2021**

Financial Institution	CUSIP	Security Issuer	Abbr.	Security Type	Maturity	Coupon or Interest Rate	Interest Frequency	Cost	NMC Notes
Huntington Bank	3136G4N33	Federal National Mortgage Association	FNMA	U.S. Agency Bond	8/27/2025	0.500%	Semi-Annual	\$ 5,000,000	callable on 11/27/21
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 11/27/21
Huntington Bank	12623KWM5	CNPC Finance HK Ltd	CNPC	Corporate Bond	11/4/2021	0.170%	Maturity	\$ 3,999,188	matures 11/4/21
Total Investments Held								\$ 22,899,188	

Northwestern Michigan College
Board of Trustees
Presidential Performance and Compensation Committee
Monday, November 8, 2021
Gray Conference Room 202
2200 Dendrinos, Traverse City, MI 49686

Committee Chair Rachel Johnson called the meeting to order at 4:13 p.m.

Members Present: Rachel Johnson, Chris Bott, Ken Warner

Others Present: Nick Nissley, Lynne Moritz, Mark Liebling

2022 Goal Setting and Review Process

Committee Chair Rachel Johnson discussed the objectives of the presidential goal setting and review process. Johnson emphasized the need to ensure that the evaluation process is providing adequate direction and input.

Johnson recommended that the committee secure the services of an outside consultant to perform the following:

- Create a review process that is comprehensive in its assessment of operational performance and leadership attributes.
- Facilitate a confidential 360 assessment that can be used alongside any requisite executive coaching.
- Coordinate a fair and impartial review process that accurately tabulates both quantitative and qualitative performance data.
- Facilitate a constructive dialogue on how to close any gaps between expectations and performance and define a baseline for future assessment.

The committee agreed to that recommendation and Associate Vice President of Human Resources Mark Liebling will move forward with issuing the request for proposals.

Review and Discussion of President's Contract

Committee Chair Rachel Johnson shared that she and President Nissley have reached a verbal agreement on his contract renewal, which currently expires on December 31, 2021. Johnson will provide a memo to the full Board to highlight the items changing in the contract.

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

Northwestern Michigan College
 Board of Trustees
Policy Committee Minutes
 November 15, 2021
 Hagerty Center, Room C
 715 E. Front Street, Traverse City, MI 49686

Committee Chair Doug Bishop called the meeting to order at 1:04 p.m.

Members Present: Doug Bishop, Laura Oblinger, Ken Warner

Others Present: Vicki Cook, Craig Hadley, Lynne Moritz, Stephen Siciliano

Chair Bishop adjusted the order of the agenda, to discuss the Video Recording and Dennon Museum Center policies first.

Policy A-104.00 Board of Trustees Video Recording of Meetings

Committee Chair Doug Bishop reviewed the changes to the policy, which defines that regular monthly meetings shall be broadcast live in real time but does not include two-way communication with virtual viewers. A motion was made by Laura Oblinger, seconded by Ken Warner, to accept the revisions as presented and recommend an amended board policy A-104.00 Board of Trustees Video Recording of Meetings for adoption by the full Board at their regular November meeting. All committee members were in favor of this recommendation.

Policy D-504.05 Dennon Museum Center Collections Management Policy

The Dennon Museum Center is applying for accreditation from the American Alliance of Museums (AAM). AAM requested that the deaccession funds language in the Collections Management Policy match language in the Code of Ethics policy language. The Policy Committee reviewed the requested change. Ken Warner made a motion, seconded by Laura Oblinger, to recommend the amended policy to the full Board at their November meeting. All committee members support this recommendation.

Policy C-100.00 Mission

As the draft Mission, Vision, and Values statements were previously discussed by the full Board of Trustees at their September meeting, and refined statements were also included in their October meeting materials, there was brief discussion regarding the policy amendment process and strategic planning engagement process to date.

Laura Oblinger made a motion, seconded by Ken Warner to accept the revisions as presented and recommend an amended board policy C-100.00 Mission for adoption by the full Board at the November regular meeting. All committee members were in favor of this recommendation.

Policy C-101.00 Vision

Laura Oblinger made a motion to approve revised language for the vision, and Ken Warner seconded the motion. There was discussion regarding the phrase “global community,” to which Vice President of Educational Services Stephen Siciliano, also Co-Chair of Strategic Planning,

described how the college serves its local community but also aspires to prepare our learners for a global community. A question also arose as to whether the college aspires “to serve” or “to be part of” a global community. The committee unanimously agreed to recommend the amended policy language as presented to the full Board for the policy’s first reading at the November regular Board meeting.

Policy C-102.00 Values

Committee members first provided their individual input on the recommended revised values statements. Oblinger and Warner initially had no requested additional revisions. Committee Chair Doug Bishop suggested the following changes:

1. Reorder the list of statements so the “Learning” statement is first.
2. Edit the “Collaboration” statement to read as follows: “Collaboration: We **embrace co-creative solutions** and celebrate the joy of working together, empowering each other and nurturing community partnerships for the benefit of our learners.”

Edit the “Inclusion” statement to provide greater definition, as follows: “Inclusion: We foster belonging and build organizational capacity that celebrates **diversity and promotes equity diverse individual backgrounds and thoughts, and promotes equal opportunity for success.**”

Laura Oblinger made a motion to accept Bishop’s edits of moving the learning statement to the beginning and suggested edit to the “Collaboration” statement, but keeping the “Inclusion” statement as written and presented by the Strategic Planning Steering Committee, and to recommend the amended policy to the full Board at their November regular meeting. Ken Warner seconded the motion. Oblinger and Warner voted in favor of the motion, Bishop opposed and requested his language be included in the committee minutes.

Review of Board Policy Review Schedule

The committee discussed the policy review schedule and indicated another meeting should be scheduled in early December to review the remaining policies up for review in 2021.

Public Input—There was no public comment offered.

The meeting was adjourned at 1:43 p.m.

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



MEMO
*Public Relations, Marketing,
 and Communications*

To: Nick Nissley, President

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

Date: 11-15-21

Subject: October 2021 Monthly Report

October was a strong month across media categories especially in paid and earned media. Positive news stories like the new VP of Strategic Initiatives and President Nissley's evaluation, complimented the excitement around the vaccine raffle winners. Efforts to increase efficiency in paid campaigns and improve content quality in shared media is also taking hold and showing positive results. The following is an overview of the work of Public Relations, Marketing and Communication for October 2021.

Paid Media

- Google
 - Search
 - Display
 - Remarketing

The October spend was reduced as planned to align with the admissions cycle and will increase ahead of the spring push in December and January. Our efforts to increase performance in our digital campaigns is showing increases in conversions and click through rates, while also becoming more efficient with a lower cost per click. We will continue work to refine keywords and update landing pages.

Outcomes:

- Conversions

Campaigns	October '21	MOM
NMC Branded- search (local)	238	+94
NMC General- display (traditional learners MI)	204	+57
NMC General- display (adult learners MI)	161	+54
NMC General- display (adult learners local)	166	+22

NMC General- display (traditional learners local)	148	-6 ↓
NMC General- remarketing (adult learner MI)	151	-50 ↓

- Paid social
 - One FB/IG campaign (10/1-10/31)
 - 534 clicks to landing page
 - Web traffic (10/1-10/31)
 - [Traditional learner landing page](#) (affordable degrees) for paid campaigns
 - 8,682 visits/pageviews
 - 3% of all site traffic
 - It's driven:
 - 451 visits to the apply page
 - 202 visits to the NMC homepage
 - [Adult learners landing page](#)
 - 8,108 visits/pageviews
 - It's driven:
 - 412 to the apply page
 - 70 visits to the homepage
 - 64 visits to the contact admissions page
 - 25 visits to the Learning Options page

Earned Media

Monthly recap of media coverage and sentiment

NMC was featured in 80 media mentions with an estimated publicity value of \$18,500 based on the Cision media monitoring system.

Media coverage stories that resulted in the most attention include:

- [Schools celebrate Indigenous Peoples Day with focus on education](#) Record-Eagle
 - [The Kresge Foundation, October 8](#)
 - [Fox News, October 10](#)
- [Waiting to reunite: Traverse City man hopes to reunite with his Afghan parents](#) Record-Eagle, October 23
- [NMC Hires new vice president from within its ranks](#), Record-Eagle, October 16
- [Opening On NMC Board After Estes Resigns](#) The Ticker, October 20
- [NMC president gets good marks in 2nd evaluation](#) Record-Eagle, October 29

Media sentiment ranking for October (based on a Cision algorithm that ranks pre-assigned tone of keywords) shows 96.3% positive or neutral coverage. This is a decrease MOM (September, 97.5%) and YOY (2020, 96.7%). The result categorized as negative was related to Michael Estes' resignation.

Owned Media

Monthly published owned media

During October, PRMC published two NMC Now e-newsletter to 873 supporters and community members. The average open rate was 45%.

The feature article from 10-13-20 on the [student winners of the vaccine raffle](#) was the most popular link clicked.

Other popular links include:

- [TCPD Appoints New LGBTQ Liaison](#) The Ticker, October 11
- [Back to College at 60? New Michigan Scholarship Says Yes!](#) MyNorth, October 12
- [NMC Tabs Its New VP For Strategic Initiatives](#) The Ticker, October 15
- [New course culminates in Startup Week](#), NMCNow 10-27-21

Content is being produced for the January 2022 Nexus.

Shared Media

Monthly progress report on NMC's Main social media channels

Efforts to increase the quality of social media content is paying off with increases in reactions and comments, which boosts engagement rates, even while the paid content was reduced in October. Highest performing posts include Nursing student Bailey Hubbard and her son, new VPSI Jason Slade, Indiginious Peoples' Day, vaccine raffle winners and aerial aviation pictures.

Platform	Followers	Impressions	Engagement	Gender	Age	Region
Facebook	11,898 Up 1% YOY Up 0.1% MOM	34% Up YOY Down 50% MOM 	125% Up YOY Up 28% MOM 	Fans 68% F 31% M Reach 61%F 38%M	#1 25-34 (26.6%) #2 35-44 (20%) #3 45-54 (20%)	GT Region & Grand Rapids
Instagram	2,771 Up 10% YOY) Up 1% MOM	5% Down YOY Down 30% MOM	45% Down YOY Down 5% MOM	61% F 39% M	#1 18-24 (29%) #2 25-34 (30%) #3 35-44 (18%)	GT Region & Grand Rapids



MEMO: Resource Development

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

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

Date: November 12, 2021

Subj: Foundation Update

Fund Raising – a “check” on FY22 goals

- The foundation continues its active fundraising efforts to support NMC students, programs, and the Fund for NMC. We continue to ask you and our community to make gifts of all sizes to help students because every gift makes a difference for a student in need and to advance critical NMC programs.
- To date, donors have given:

\$675,350	Total received (including Annual Fund, pledges, and <i>documented planned gift intentions</i>) raised toward goal
<u>+ \$71,792</u>	Gross event revenue
\$747,142	Total raised through new gifts, commitments, & events (Goal: \$3,550,000)
+ \$400,000	from a previously documented planned gift

Foundation Initiatives

- Year end direct mail and email campaigns are underway.
- Giving Tuesday is Tuesday **Nov 30, 2021**. The Foundation will have an active communications and fundraising campaign around this date. Please consider your year end giving plans and share with others!
- The Foundation is eager to learn more about the NMC strategic plan, and begin a complementary planning process to determine how to best support the college priorities and our students in the future.

Northwestern Michigan College
Board of Trustees
Executive Committee Minutes
Monday, November 8, 2021
Gray Conference Room 202
University Center
2200 Dendrinos, Traverse City, MI 49686

Committee Chair Chris Bott called the meeting to order at 3:34 p.m.

Members Present: Chris Bott, Rachel Johnson, Kennard Weaver

Others Present: Nick Nissley, Lynne Moritz

President's Update

President Nick Nissley provided updates on the following topics:

- Sexual Abuse and Sexual Harassment at US Merchant Marine Academy
- US Occupational Safety and Health Administration filed its Emergency Temporary Standard (ETS) on COVID-19 Vaccination and Testing
- State Representatives Roth and Damoose are introducing community college BSN legislation on Wednesday, November 10.
- Eastern Avenue property encroachments
- Strategic Planning

Upcoming Board of Trustees Meeting Agenda

The draft agenda for the upcoming regular meeting Monday, November 22, 2021, was reviewed with no questions or concerns at the time.

Other Discussion

There was follow-up discussion regarding scheduling of a Board Retreat in 2022, which was previously discussed the October meeting of the full Board.

Public Comment—There was no public comment offered.

The meeting was adjourned at 4:12 p.m.

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



MEMO
Office of the President

To: NMC Board of Trustees
From: Nick Nissley, President
Subject: Mid-Month Update
Date: Friday, November 12, 2021

Dear Board of Trustees,

During my evaluation you shared feedback that you would appreciate being better informed about college updates. In the spirit of PDCA, I will begin sharing an emailed mid-month update with you (in addition to the in-person update at the monthly BOT meeting). This will be sent to you two Fridays prior to the next scheduled Board meeting, or ‘half way between Board meetings’. I will use a bulleted format and focus on the ‘top 5’ to offer an executive-level reporting (i.e., afford you enough to feel adequately updated, but not so much to make you feel inundated). Please offer any feedback – e.g., how it’s working for you, and/or how it can be improved. My intention is to ensure that you are receiving adequate communication.

Since our October Board meeting, the following are key updates:

- BSN Legislation. Representative Roth and Representative Damoose formally introduced the BSN bills on Wednesday, November 10. A press conference was held in the Speakers Library in the State Capitol to announce these bills to the press. I was one of the speakers, along with: Dr. David Finley, President, North Central Michigan College; Gabe Schnieder, representing Munson Hospital; and, Dr. Donald Ritzenhein, Provost, Macomb Community College. Of course a complex political process must now play out, but I am optimistic that we are ‘off to a strong start’. You can view the press conference here: https://www.youtube.com/watch?v=6ewgXV_X_B8&ab_channel=MichiganHouseRepublicans
- COVID-19 Testing Requirement at NMC. Last Thursday, the US Occupational Safety and Health Administration filed its Emergency Temporary Standard (ETS) on COVID-19 Vaccination and Testing with the Federal Register. The standard requires that by January 4, 2022, workers either be vaccinated or face testing at least weekly and wear face

coverings in the workplace. While the Fifth Circuit Court of Appeals issued a temporary stay (with a decision forthcoming), NMC is continuing to move forward with our planning to ensure compliance. We are choosing weekly testing versus mandatory vaccination. While this will obviously be a challenge to administer, our college staff charged with administering it also recognize that the desired outcome supports our goal of ensuring campus safety and minimizing disruption to learning.

- Strategic Planning. This week, the Steering Committee reviewed the survey and constituent feedback data regarding mission, vision, values, and strategies (from more than 350 respondents). While there was significant engagement (e.g., responses/feedback), it was overwhelmingly supportive of the work done. In fact, 199/201 respondents agreed that the strategies will support us accomplishing our mission and vision. And, similarly, between 91%-97% of respondents registered their support of the values. This feedback validates the work of the Steering Committee and should allow the Board to have a high degree of confidence that the college's stakeholders are supportive of the mission, vision, values, and strategies that we've articulated. Additionally, we have developed draft objectives (to be followed by action plan development). As well, we held our first implementation workshop, mindful that while we are nearing the end of plan development, we must now begin planning for implementation.
- Sexual Abuse and Sexual Harassment at US Merchant Marine Academy. This past month allegations of sexual assault (during her Sea Year experience) were made by a female cadet at the United States Merchant Marine Academy (USMMA). This led to Congress calling for cancellation of the USMMA Sea Year. See: https://gcaptain.com/wp-content/uploads/2021/10/FILE_8525.pdf. Indeed, the U.S. Department of Transportation announced last week that it has decided to pause the next cycle of the U.S. Merchant Marine Academy's Sea Year program. See: <https://www.maritime-executive.com/article/usmma-suspends-sea-year-again-following-sexual-assault-allegations>. The USMMA has indicated that they plan to immediately complete the mandated action planning and anticipate being able to return to offering the summer Sea Year. GLMA is monitoring this, and will coordinate our response with the six state maritime academies (when deciding our summer plans). Likely, the USMMA plans will in some way shape the six state academies' (including GLMA's) safety planning for our summer sea projects. That said, GLMA has proactively initiated the conversation about sexual abuse and sexual harassment in the maritime industry, having the issue on this past month's Board of Visitors' agenda. Indeed, this is a challenging, complex issue which will require collaboration and action from many stakeholders (e.g., the academies, students/cadets, faculty/instructors, shipping companies, government, etc.). You can rest assured that GLMA is 'leading the way' and has cadet safety as its highest priority. This past week at the Annual Mariners Memorial Service, Department of Transportation Secretary Buttegeig shared just how important this topic is, focusing his comments on this issue. See: <https://dotmediacenter.onehub.com/d/xbc4d/>.

- Eastern Avenue Encroachments. This last month, the final unresolved encroachment issue was resolved. The homeowner responded to our letter and removed the subject encroachment. This was confirmed by NMC's Director Campus Services. NMC will conduct a twice annual 'border patrol' to ensure encroachments do not return. At this time there remain two license agreements, which will expire October 1, 2022. A letter will be mailed in April, to remind the license holders that they have six months to comply.
- Key Entries From the President's Calendar. The following meetings occurred (obviously, not all of my meetings, but ones that might be of interest):
 - External/Businesses: Fustini's (Liz Lancashire, GM); Shoreline Fruit (Marc Langs, CFO); Warren Call (CEO, Traverse Connect); Nick Ceglarek (Superintendent, North Ed); Front Street Irregulars; Dinner with Hope College President Matthew Scogin; MCCA Presidents Meeting
 - Internal (Faculty, Students, etc.): NMC Foundation Board Chair (Fran Gingras); Phi Theta Kappa Induction Ceremony (key note speaker); NMC Chamber Singers/Grand Traverse Chorale Concert (performed poem reading); NMC Art Faculty Exhibition; GLMA Board of Visitors



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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: Monday, November 15, 2021
Re: **State/Federal Legislative Update**

State

Community College BSN Legislation

On Wednesday, November 10, Representatives Damoose and Roth introduced [House Bills 5556 & 5557](#), which would authorize community colleges to offer and confer baccalaureate of science in nursing degrees. The bills were referred to the House Education Committee and the sponsors are working to schedule a hearing date, hopefully in December when the Legislature returns from their recess. The bills were co-sponsored by a bi-partisan group of 20 legislators including the following Northern Michigan caucus members: Roth, Allor, Borton, O'Malley and Damoose.

The bills were introduced at a press conference that featured several speakers including Nick, myself (Representing Munson Healthcare), Dr. Finley (NCMC) and Dr. Ritzenhein (Macomb Community College). You can find a link to the press conference video as well as additional advocacy resources on our BSN advocacy page www.nmc.edu/bsn

Ask

We are asking that the House Education Committee hold a hearing on the legislation before the end of the year.

- Currently, 5 of the 13 House Education Committee members are co-sponsors of the legislation
- We also have the verbal support of the Committee Chair, Rep. Pamela Hornberger

Supplemental Appropriations

With the passage of the federal infrastructure bill, the Michigan Legislature has begun internal discussions about how federal American Rescue Plan act (ARPA) funding should be spent. As you will recall, the state has approximately \$10 billion in ARPA funding and increased general fund dollars available. To-date, proposals have been made by the House, Senate and Governor but none of these has progressed passed the general proposal phase. More deliberative discussions have begun in the House Appropriations Committee, but no additional details have been made public at this point.

Ask

We ask that as the Legislature looks to allocate additional supplemental funding, they consider three transformational projects on our campuses that, if funded, would create lasting impacts on our learners and our community.

- Integrated Student Services Hub (\$2.8 million requested)
- Central Campus Geothermal Project (\$12 million requested)
- Aviation Program Hanger Improvements (\$1.5 million requested)

We are also supporting the Michigan Community College Association's request for \$250 million to establish the one-time Community College Equipment Fund. The fund would provide funding or community colleges to acquire the latest technology or equipment needed for workforce training and development

Federal

Bipartisan Infrastructure Framework (BIF)

On Monday, November 15th, 2021, President Biden signed into law the bipartisan Infrastructure Investment and Jobs Act (IIJA), also known as Bipartisan Infrastructure Bill or BIF.

While there are no specific infrastructure programs for community colleges, the bill does include \$65 billion for broadband deployment, including through USDA rural broadband programs. Of this, Michigan is set to receive a minimum of \$100 million to help provide high-speed internet coverage across the state, including access to at least 398,000 Michiganders who currently lack it. Additionally, nearly 2.5 million (25% of all residents) people are expected to be eligible for the Affordability Connectivity Benefit to help low-income families afford internet access.

Federal Grant Availability

The Department of Education has recently made available grant opportunities under the Fund for the Improvement of Postsecondary Education (FIPSE). All of the programs listed below are open for application starting Friday November 5, 2021 with application deadlines in late November and early December.

Competitions include:

- [Basic Needs Grants](#) – open to Community Colleges that are Minority-Serving Institutions, HBCUs, or Tribally Controlled Colleges and Universities – the Basic Needs for Postsecondary Students Program provides grants to eligible institutions of higher education (IHEs) to support programs that address the basic needs of students and to report on practices that improve outcomes for students. *Deadline to apply is December 6, 2021.*
- [Rural Postsecondary Economic Development Program](#) – open to Public and private nonprofit IHEs, with enrollment of at least 30 percent of students who attended high schools located in rural areas - the purpose of this program is to improve rates of postsecondary enrollment, persistence, and completion among rural students through development of high-quality career pathways aligned to high-skill, high-wage, and in-demand industry sectors and occupations in the region. *Deadline to apply is December 6, 2021.*
- [Modeling and Simulation programs](#) – open to Public or private nonprofit IHEs - this program is designed to promote the study of modeling and simulation at institutions of higher education by promoting the enhancement or development of modeling and simulation degree and certificate programs. *Deadline to apply is December 6, 2021.*



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: November 14, 2021

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

The Strategic Planning process is progressing as agreed upon by the Board of Trustees and the Strategic Planning Steering Committee (SPSC). This past month CampusWorks was able to facilitate focus group sessions and conduct an on-line survey of the mission, vision, values and strategic directions. There were over 300 people that either responded to the survey or participated in a focus group.

The data from the focus groups and the survey was sent to the SPSC committee to be considered as they finalized the mission, vision, values statements and strategic directions. Ninety-nine percent of the survey respondents either to a great extent or somewhat supported the statements and felt they were in alignment with the strategies. The SPSC committee at its November 11, 2021 meeting unanimously approved the statements with no changes and submitted them to the Board of Trustees Policy Committee.

The Strategic Directions and the descriptions were also unanimously approved by the SPSC. There was one change made to the Community Partnership and Engagement statement changing the word expand to enhance. These Strategic Directions establish the ends for the college and thus will require Board approval as all ends policies do. Objectives set the course, or means, to reach the established directions. Objectives are a means to the end statements, or strategies, and will be the responsibility of the administration to lead and implement with our faculty and staff.

The SPSC committee reviewed with the Strategy Champions each of the objectives for their Strategy Direction. Final approval from the SPSC of the Strategic Plan including objectives is scheduled at the SPSC December 8 meeting.

The objectives to accomplish the approved Strategic Directions will take additional resources. The College has begun discussions on the best way to align the needed resources with final objectives. This should be a collaborative effort with President's Council, Planning and Budget Council and subject matter leads in prioritizing and determining the final allocation of both capital and human resource needs.

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 November and December activities include:

- November 19 Action Planning Workshop #1
- December 3 Action Planning Workshop #2
- December 8 SPSC to finalize and approve Strategic Plan
- December 22 Draft Strategic Plan submitted to Board of Trustee

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 17	<i>Values workshop</i>	<i>Statements to define values</i>	SPSC
Sept 22 9:00-11:00	<i>Approve statement to be sent to BOT for inclusion in survey to constituents</i>	<i>Mission, vision, values to finalize</i>	SPSC
Sept 27	<i>BOT presentation: Mission/Vision/Values statement survey</i>	<i>Provide input on statements</i>	<i>BOT</i>

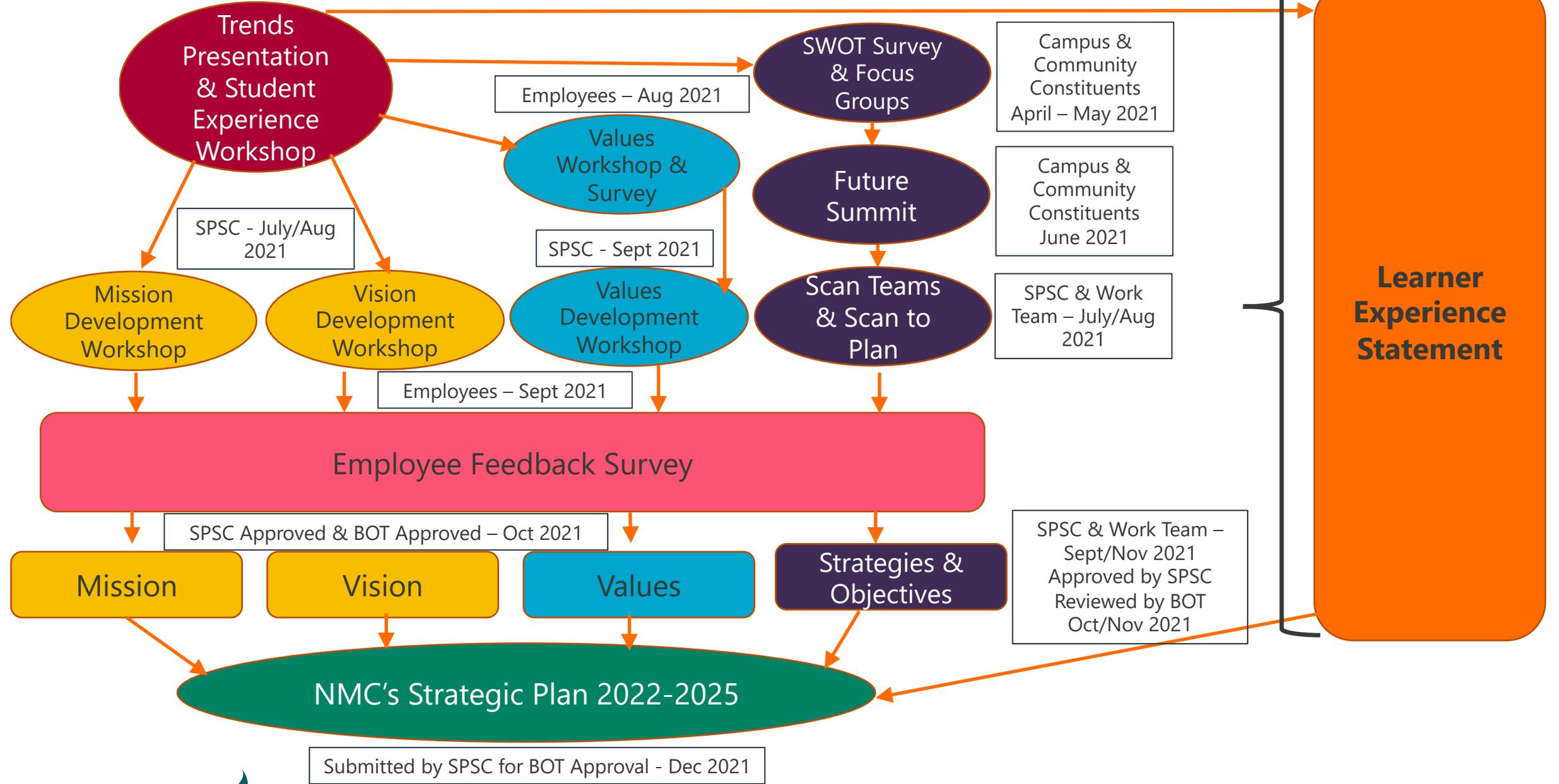
Northwestern Michigan College
Strategic Planning Process

Month	Activity	Purpose	Participants
October 8 1:00-3:00	Finalize Excellence value statement Revise Mission & Vision statement Finalize Strategic Directions statements	Finalize for survey	SPSC
October 22 11:00-2:00	Objective workshop #1	Draft objectives for each of the strategies	SPSC, work team, other college management
October 27 9:30-11:30	Implementation workshop	Design implementation process	SPSC
October 25	BOT Mission/Vision/Values & Strategy statements	Input before survey & focus groups	BOT
Week of Oct 25	Survey and focus groups	Feedback on mission, vision, values and strategies	BOT, Employees, Students & Community
Nov 1	Finalize Mission, Vision, Values and strategies	Finalize based on feedback of survey & focus groups	SPSC
Nov. 5 11:00-2:00	Objective workshop #2	Draft objectives for each of the strategies	SPSC, work team, other college management
Nov 9 3-5	Implementation workshop	Draft implementation of strategic plan	SPSC
Nov 11 10:00-12:0	Approve objectives	Approve objectives and assign leads	SPSC
November	Submit to BOT policy council finalized statements – to submit for first reading	Review for BOT first reading	BOT Policy committee
Nov 19 12:00-3:00	Action Planning workshop #1	Draft implementation plan and assign leads	Strategy Owners; leads; management team
Nov 22	Submit objectives to BOT	Inform BOT	BOT
Dec 3 12:00-3:00	Action planning workshop #2	Draft implementation plan and assign leads	Strategy Owners; leads; management team
Dec 8 1:00-4:00	Finalize strategic plan	Recommend final plan for BOT approval	SPSC
Dec 20	Strategic Plan submitted to BOT	BOT to set time for approval after review	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



**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, October 25, 2021
Hagerty Center, Room C**

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: None

Also present: President Nick Nissley, Linda Berlin, Patti Burgess, Marguerite Cotto, Casey Cowell, Dana Cowell, Kevin D’Alessandro, Brandon Everest, Diana Fairbanks, Troy Kierczynski, Mark Liebling, Lindsey Lipke, Kristy McDonald, Kyle Morrison, Lynne Moritz, Todd Neibauer, Jeff Pohler, Andy Robitshek, Jason Slade, Ty Schmidt, Stephen Siciliano, Rebecca Teahen, Katie Thornton, Tracy Welch

REVIEW OF AGENDA—A motion was made by Doug Bishop, seconded by Chris Bott, to amend discussion item S. January 2022 Board Retreat to be a discussion of “Board Retreats” in general.

SPECIAL REPORTS AND PRESENTATIONS

Audit Presentation—Katie Thornton and Jeff Pohler of Plante Moran, PLLC, provided a summary of the financial audit for Northwestern Michigan College for the fiscal year ended June 30, 2021. Thornton thanked NMC staff for their help and cooperation in completing the audit through a variety of virtual and in person meetings this year. A clean unmodified opinion was issued, which is the highest level of assurance.

Program Focus—Kevin D’Alessandro presented on the Commitment Scholarship Program, as he coordinate the program and serves as an adjunct history instructor. The Commitment Scholarship program has been in existence at NMC since 1993. D’Alessandro explained the program covers the costs associated with tuition and fees at NMC for high school students who have demonstrated academic promise and potential, and have been recommended by their guidance counselor. D’Alessandro also reviewed the process by which high school students progress through the program and events engaging both students and parents.

Faculty Report— Brandon Everest and Kristy McDonald presented on their work over the past 18 months, as the Experiential Learning Institute (ELI) has focused on teacher development during this time period. The ELI Fellowship program has graduated 11 faculty—6 in 2020 and 5 in 2021. Everest and McDonald also provided examples of experiences in their courses.

Enrollment Report—Todd Neibauer, Vice President for Student Services and Technology, provided the enrollment report noting the spring enrollment cycle is the shortest and it is still early in that cycle as registration recently opened on October 20, 2021.

Scholarship and Financial Aid Report—Linda Berlin, Director of Financial Aid, reviewed the annual report and highlighted Students Financial Services have found better ways to serve students during the pandemic.

Financial Report—Troy Kierczynski, Vice President of Finance and Administration, reviewed the financial report for the period ending September 30, 2021.

PRMC Report—Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications, highlighted from her report that adult learner inquiries increased from August to September. Data also indicates that adult learners are reviewing course delivery methods primarily upon visiting the website, which suggests the importance of various course formats. Fairbanks also provided an update on the Funds for Transformation investment in the PRMC area and status of reorganization of the department.

Audit Committee Report—Committee Chair Kennard Weaver added to the presentation offered earlier in the agenda, stating the audit committee will issue a request for proposals for auditing firms next spring. Weaver also noted the audit reports are the best source of information regarding the college and he has made an intentional effort to remove undefined acronyms from audit reports.

Building and Site Committee Report—Committee Chair Rachel Johnson shared the committee reviewed signage for the Timothy J. Nelson Innovation Center and asked staff to begin the bid process.

ACCT Leadership Congress Report—Trustees Doug Bishop and Rachel Johnson provided highlights from the sessions they attended at this year's conference.

Strategic Planning Report—Vicki Cook, Special Assistant to the President, and Stephen Siciliano, Vice President for Educational Services, highlighted the updates to the mission, vision, values statements, and strategy statements as they provided their monthly update on the strategic planning process.

EXECUTIVE REPORTS—The following written reports were provided in the packet of materials: Foundation Report.

PUBLIC INPUT—There was no public input offered.

UPDATES

President's Update—President Nick Nissley thanked employees for their support of mask compliance and respectful behavior, therefore low numbers of COVID-19 exposures on campus. Nissley welcomed the inaugural Vice President of Strategic Initiatives Jason Slade and recognized recent achievements of Water Studies and the Great Lakes Maritime Academy, before providing a legislative update. Lastly, Nissley reviewed recent college events, such as October Conference and Indigenous Peoples Day.

Board Chair Update—Chair Chris Bott discussed the BSN legislation and the process for current Board vacancy.

DISCUSSION ITEMS

Board Retreats—Executive Director of the President's Office and Board Operations Lynne Moritz provided a summary of best practices for retreats as presented at the recent ACCT Leadership

Congress to gather input as to whether the Board believes it beneficial to schedule such a meeting in early 2022. There was overall support for moving forward with selecting a date and researching potential locations.

CONSENT ITEMS—On a motion by Kennard Weaver, seconded by Ken Warner, the minutes of the September 27, 2021 meeting were approved by a unanimous vote without discussion.

ACTION ITEMS

Acceptance of NMC Audit—On a motion by Doug Bishop, seconded by Kennard Weaver, the Board accepted the financial audit of Northwestern Michigan College for the fiscal year ended June 30, 2021, as presented. The motion passed with a unanimous vote.

FY23 Five Year Capital Outlay Plan—On a motion by Laura Oblinger, seconded by Ken Warner, the Board approved the FY 2023 Five-Year Capital Outlay Plan for submission to the Michigan Office of the State Budget as presented. The motion passed with a unanimous vote.

Copier/Printer Replacement—On a motion by Laura Oblinger, seconded by Rachel Johnson, the Board authorized administration to enter into a contract with Applied Imaging for the replacement of 11 copier/printer systems at a cost of \$73,543. The motion passed with a unanimous vote.

Closed Session—Rachel Johnson made a motion, seconded by Laura Oblinger that the Board adjourn the open session and consider in closed session (pursuant to Subsection 8(a) of the Open Meetings Act, MCL 15.268) the annual performance evaluation of the president, per his request for a closed session. The motion passed with the following roll call vote: Yes—Rachel Johnson, Laura Oblinger, No—none; and the Board went into closed session at 7:40 p.m.

Reconvene Regular Meeting—Laura Oblinger made a motion, seconded by Kennard Weaver, to adjourn the closed session and reconvene the open session. 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 open session reconvened at 8:41 p.m.

Rachel Johnson, Chair of the Presidential Performance and Compensation Committee, stated the Board has rated President Nissley as very effective in initiating the strategic planning process, leading the college through a pandemic, and strengthening connections with the community and college stakeholders. Based on this evaluation, the board instructs the PPC to negotiate an extension of his 2-year contract. The Board would like an expanded list of expectations, goals and a revised review process. The PPC will bring back recommendations accordingly.

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 8:43 p.m.

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

SIGNED _____
Chris M. Bott, Chair

ATTESTED _____
Kenneth E. Warner, Secretary

**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
SPECIAL MEETING MINUTES
Monday, November 15, 2021
at NMC Hagerty, Room C
715 E. Front Street**

CALL TO ORDER—Chair Chris M. Bott called the regular meeting to order at 2:00 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: None

Also present: Jackie Anderson, Patti Burgess, Vicki Cook, Vince Cornellier, Brian Craig, Diana Fairbanks, Alicia Ford, Madison Ford, David Grams, Todd Hall, Pamela Horne, Mattias Johnson, Troy Kierczynski, Lynne Moritz, Bill Myers, Andy Robitshek, Ty Schmidt, Stephen Siciliano, Robbie Teahen, Thomas Webb

REVIEW OF AGENDA—The agenda was accepted as presented.

DISCUSSION/ACTION

Review of Trustee Selection Process--Board Chair Chris Bott reviewed the selection process to be used and thanked all candidates for their interest in the Board of Trustees. The eleven trustee candidates were assigned numbers prior to the meeting that determined the order of presentations. Bott explained that it was a public meeting open to all, but to be fair to all candidates, it would be considerate for candidates to leave the room while other candidates were presenting. All candidates left the room and returned, in turn, to make their presentation.

Candidate Presentations and Clarifying Questions--All candidates had previously provided written answers to a standard set of questions, which were provided to the Board prior to the meeting. All nine candidates, listed below in presentation order of the drawing, gave brief presentations to the Board as to why they should be selected and addressed any clarifying questions.

1. Brian Craig
2. Todd Hall
3. Madison Ford
4. Mattias Johnson
5. Ty Schmidt
6. Jackie Anderson
7. Vince Cornellier
8. Pamela Horne
9. Andy Robitshek
10. David Grams
11. Thomas Webb

After candidate presentations, there was a 10 minute break.

PUBLIC INPUT—There was public input offered by Bill Myers.

DISCUSSION/ACTION

Discussion and Verbal Poll for Top Three Candidates

Each trustee shared their top three candidates verbally. Selections were recorded into a polling grid by Lynne Moritz. All six trustees listed Andy Robitshek amongst their top candidates. Pamela Horne and Madison Ford were the next highest selected, having each been selected by three trustees.

Board Appointment--Laura Oblinger made a motion, seconded by Rachel Johnson, that Andy Robitshek be appointed to fill the vacancy on the Northwestern Michigan College Board of Trustees per the Michigan Community College Act. The motion passed with the following roll call vote: Yes--Rachel Johnson, Laura Oblinger, Ken Warner, Doug Bishop, Kennard Weaver, Chris Bott ; No--none. The motion passed unanimously.

ADJOURNMENT—The meeting adjourned at 3:33 p.m.

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

SIGNED _____
Chris M. Bott, Chair

ATTESTED _____
Kenneth E. Warner, Secretary



Northwestern Michigan College

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Board Policy C-100.00

Ends Policy

Mission

Northwestern Michigan College provides lifelong learning opportunities to our communities.

Suggested language: We deliver lifelong learning opportunities to transform lives and enrich our communities.

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

Initially adopted by the Northwestern Michigan College Board of Trustees November 23, 1998

Replaces C-101.00, adopted February 24, 1992

Revised March 26, 2007

Reviewed without change November 22, 2010

Reviewed without change December 21, 2015



Northwestern Michigan College

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Board Policy C-101.00

Ends Policy

Vision

NMC will be the resource of choice for higher education, lifelong learning and cultural experiences. NMC will be an essential contributor to quality of life and a vibrant economy. We will demonstrate collaborative and inventive approaches to education and training for liberal studies, careers, interests and emerging learner markets.

Suggested Language: We aspire to be a global community where all learners unlock their full potential.

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

Initially adopted by the Northwestern Michigan College Board of Trustees November 23, 1998

Replaces C-100.00, adopted May 24, 1993

Revised March 26, 2007

Reviewed without changes November 22, 2010

Reviewed without changes October 23, 2017

Revised November 15, 2021



Northwestern Michigan College

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Board Policy C-102.00

Ends Policy

Values

Our individual and collective efforts create the legacy of NMC. In order to achieve our mission, we are individually committed and responsible to live these values:

- ~~Learning is at the center of all we strive to achieve. It is the foundation upon which an enlightened citizenry and a dynamic community are built and is a lifelong process in which we are all engaged.~~
- ~~We will continuously improve the learning experience and its global relevance to those we serve through **innovation, agility and thoughtful risk-taking.**~~
- ~~Our actions are governed by the highest degree of **ethics, integrity and personal responsibility**, exhibited through **transparency, openness and trust.**~~
- ~~We each will practice **responsible stewardship** for the human, physical, financial and environmental resources entrusted to our care.~~
- ~~Each of us will strive to **exceed expectations** for quality and service in all that we do.~~
- ~~We **value all people** and will invest in their personal and professional growth and development.~~
- ~~We will **exhibit foresight** by monitoring the changing world around us and taking actions today that prepare us to meet future needs of our communities.~~
- ~~We will **seek others** who share our vision and values, and **collaborate** with them on behalf of our communities.~~
- Learning: We are life-long learners; learning is foundational to a thriving community and is at the center of all we do.
- **Integrity:** We act with the highest degree of ethics, personal responsibility, fairness, and openness ensuring that we match our actions with our words.
- **Collaboration:** We embrace co-creative solutions and celebrate the joy of working together, empowering each other and nurturing community partnerships for the benefit of our learners.
- **Respect:** We demonstrate mutual regard and appreciation for one another to assure a culture of trust.

- **Inclusion:** We foster belonging and build organizational capacity that celebrates diversity and promotes equity.
- **Innovation:** We are agile, imaginative, and forward-thinking, taking risks to meet future needs of the college and our communities.
- ~~**Learning:** We are life-long learners; learning is foundational to a thriving community and is at the center of all we do.~~
- **Stewardship:** We practice stewardship by investing responsibly in the human, physical, financial, and environmental resources entrusted to our care.
- **Excellence:** We commit to the highest standards of quality and service, and to exceeding the expectations of our learners and communities through continuous improvement.

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

Adopted by the Northwestern Michigan College Board of Trustees November 23, 1998

Replaces C-102.00, adopted August 28, 1995

Revised March 26, 2007

Revised November 22, 2010

Reviewed without changes December 21, 2015

Board Policy A-104.00

Board of Trustees Process

Board of Trustees Video Recording of Meetings

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

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

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

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

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

Reviewed without revision July 22, 2019



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Staff Policy D-504.05

Institutional Effectiveness Criterion: Operations

Denos Museum Center Collections Management

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DENNOS MUSEUM CENTER COLLECTION STATEMENT

I. Mission Statement

The Dennos Museum Center (DMC) builds community, sparks conversation, and inspires change for audiences of all ages through its exhibitions, programs, and the collection and preservation of art. – Approved by the NMC Board of Trustees July 26, 2021.

II. Governance

As a unit of Northwestern Michigan College (NMC), the DMC has as its official governing authority the Northwestern Michigan College Board of Trustees. The Executive Director reports to the Vice President of Finance who serves on behalf of the Northwestern Michigan College Board of Trustees and the President of Northwestern Michigan College to oversee the affairs of the DMC. In turn, the Executive Director works closely with DMC staff and seeks counsel from members of advisory bodies to develop and refine the mission, vision, and goals and to ensure their implementation.

All those who work for or on behalf of the DMC understand and support its mission and public trust responsibilities. The DMC and its physical, human, and financial resources are developed, maintained, protected, and interpreted in support of this mission. The development and preservation of the collection and its use to support the educational goals of teaching and research are fundamental responsibilities of the DMC.

The DMC has written policies that govern its operations. These policies, approved by the Board of Trustees, support the mission, vision, and goals of the DMC as defined in its long• range plan. Members of the governing authority, staff, advisory bodies, and volunteers of the DMC must be united in their commitment to the institution's purposes and responsibilities as reflected therein.

III. Scope of Collections

The Dennos Museum Center houses a collection of nearly 3,000 works of art. Approximately 1,600 objects are prints, sculptures, and other artworks made by the Inuit people of the Canadian Arctic, Greenland, and Alaska. The remainder of the collection includes a diverse array of painting, sculpture, prints, and photography. Significant holdings include contemporary works by Michigan artists, 19th and 20th century American and European graphic art, 18th and 19th century Japanese prints, and 20th century Great Lakes Indian and Canadian Indian art.

IV. Collections Statement

The purpose of the DMC's collection is to provide a rich and diverse resource of works of art and objects of cultural significance, both contemporary and historical, which foster discussions, exhibitions, teaching, and research across disciplines. Special attention is given to works of artistic and/or historical significance, cultural diversity, and relevance to the critical issues of our time. The DMC collects works that enrich and enhance the educational mission of NMC and are utilized for exhibition, teaching, or research.

V. Collection Categories

This document is intended to outline the four types of collections that are managed and maintained by the DMC staff at Northwestern Michigan College:

Permanent Collection

Fully accessioned, documented, and cataloged objects of artistic, cultural or historical significance, and objects of high quality that are representative of the diversity inherent in the mission of the DMC. These collections are used for research, exhibitions, and loans and are given the highest level of care and protection. The services of a professional conservator would be required to treat works in this category.

- Original prints, drawings, paintings, sculpture, photographs, and other works of historical/art historical significance

Outdoor Sculpture Collection

Fully accessioned, documented, and cataloged outdoor sculptures of artistic, cultural or historical significance, these collections are installed outdoors year-round and require ongoing maintenance and upkeep to preserve the integrity and intent of the work. Maintenance and upkeep plans are defined in the DMC's Long Range Conservation Plan and/or Strategic Plan.

- Outdoor sculptures located on DMC grounds and throughout NMC's campuses

Decor Collection

Accessioned objects that may be partially or fully cataloged and used for display/decor on campus. Conservation/restoration is on a case-by-case basis. Works will have numbers assigned for tracking purposes, but may not necessarily be fully cataloged into the database.

- Furniture or other articles historically owned/exhibited by the college (the DMC maintains records, but is not responsible for up-to-date inventory)
- Works purchased specifically for display on campus or as decor

Non-accessioned Education Collection

Teaching objects that are used for interpretation, participatory exhibitions, educational programs, and hands-on learning. These objects do not receive a catalog number and are not accessioned into the collection-as a result, they can be removed if damaged or deemed no longer relevant for teaching use. These objects are given all reasonable care but may be treated/repared by DMC staff if deemed appropriate.

- Ex: Reproductions, tourist art, sculptures, textiles, etc. with little or no provenance
- Hands-on materials from the Inuit teaching collection

COLLECTIONS COMMITTEE

Purpose of the committee:

- Approve works for inclusion in the Dennis Museum Center permanent art collection
- Approve deaccessions from the collection

Rationale for committee formation:

- Common practice at all collecting institutions
- Removes curatorial bias from the decision-making process
- Creates a mechanism for avoiding gifts that may produce undesirable consequences in the long term (ex: restricted gifts, works in poor condition, oversize works with no appropriate storage, etc.)

Committee approval process:

1. Registrar completes accession/deaccession proposal form
2. Registrar circulates paperwork among committee members via e-mail, along with the director's recommendation
3. Majority of members approve or deny request via e-mail

Curatorial limitations:

The Executive Director may purchase artwork/objects for the permanent art collection without committee approval if the total purchase price is under \$5,000. Purchases for the collection in excess of \$5,000 must be approved by the collections committee in advance.

Committee appointments:

7 members, voting

2-3 year staggered appointments made by DMC Executive Director

- Museum Director (co-chair)
- Museum Registrar (co-chair)
- Art Faculty
- NMC Staff or Faculty
- NMC Library/Archives Staff
- External Museum/Gallery Partner
- External Museum/Gallery Partner

*The committee shall convene at least once every calendar year in-person to discuss the state of the Dennis Museum Center collection.

**Anticipated workload for all committee members is 5-8 hours per academic year, plus 1-2 hours during the summer months (via e-mail).

ACQUISITIONS

I. Acquisition

Acquisition is the process of acquiring an object(s) or collection for the collections of the DMC. Object(s) or collections are typically acquired through donation, purchase, transfer from or exchange with another institution, or bequest. Acquisition, except as approved in writing by the Executive Director, does not imply accessioning, but is a necessary prerequisite for accessioning. Acquired objects or collections are recommended for accessioning by the Executive Director.

Certain state, federal, and international statutes and laws are in existence that may affect the acquisition of certain objects. In all cases, the DMC acts in accordance with those statutes and laws. Additionally, the DMC bases its acquisition and accession policy statements and procedures on the highest ethical standards as set out in its own Code of Ethics. This Code is based on national and international Codes of Ethics for museums and ensures that the DMC operates in all respects to the highest professional standards.

The following policy statements support an attitude of responsible collections management. They provide guidance for acquisition for authorized DMC personnel. Adherence to these statements promotes responsible collecting and ensures the appropriate housing, preservation, and conservation accountability inherent in the acceptance of objects or collections. Reference to these restrictions fosters a spirit of understanding and cooperation with prospective donors by serving as a defined justification for acceptance or rejection of donations, purchases, transfers, or bequests.

The following policy statements are also guided by:

- The UNESCO Convention on the Means of Prohibiting and Preserving the Illicit Import, Export and Transfer of Ownership of Cultural Property of 1970 (accepted by the US in 1983)
- The Association of Art Museum Directors (AAMD), "Report of the AAMD Task Force on the Spoliation of Art during the Nazi/World War II Era (1933-1945)," 1998
- The American Alliance of Museums (AAM), "Code of Ethics for Museums," 2000
- The American Alliance of Museums (AAM), "Guidelines Concerning the Unlawful Appropriation of Objects During the Nazi Era," 2001
- The Association of Art Museum Directors (AAMD), "Report of the AAMD Task Force on the Acquisition of Archaeological Materials and Ancient Art," 2004

1. At the most fundamental level, the DMC categorically endorses the concept that responsibility for the physical safety of the object begins with acquisition.
2. All potential acquisitions must be evaluated in terms of the goals, purpose, mission, and scope of the DMC, and the educational aims of the museum, and must fall within financial and physical limitations of the institution.
3. All potential acquisitions must be evaluated by the following criteria:
 - a. Documentation as to origin, previous ownership, use, and provenance.
 - b. Ability of the DMC to properly maintain and house the objects and associated documentation.
 - c. Relevance of acquisition to the mission statement and scope of collections of the DMC, and its ability to enhance collections.
 - d. Legal and ethical standards governing possession and use of objects. The DMC will

- not knowingly accept any object or collection acquired by either illegal or unethical means.
- e. Willingness of the donor (owner) to transfer complete ownership (provide clear title) to the DMC without restrictions, limitations, or conditions. Transfer of legal title is through a signed deed of gift between the DMC and owner that identifies the owner, the DMC, and all objects for which ownership is transferred.
 - f. Intellectual Property (IP) consideration.
4. The DMC will acquire no object(s) or collection, by any means, for which a valid title cannot be obtained. It is critical that clear title is established, to the best knowledge of all parties, prior to acquisition.
 5. Collections care begins with acquisition. It is the responsibility of the DMC Registrar and the Executive Director as appropriate to ensure that preventive conservation and collections management best practices are followed.
 6. Restrictive or conditional donations will be considered only under extraordinary circumstances and when the long-term advantage to the DMC is unequivocal. Any consideration of such donations must be accompanied by a legal document that conveys any restrictions or conditions. Fine arts object(s) executed after January 1, 1978 that are subject to the Copyright Act of 1976 (17 U.S.C. §§ 101-702) are considered for acquisition only after a thorough review of copyright restrictions.
 7. For the purpose of acquisition, the Executive Director is relied upon for a judgment of value and provenance, and their determination is final.
 8. The DMC or its staff cannot ethically or legally appraise objects for private citizens prior to donation or at any time thereafter, retain an appraiser for a private citizen, or refer an appraiser to a private citizen, and, therefore, shall not be involved in appraisal activities. This restriction does not apply to in-house assessments of value of objects owned by the DMC for such collection objectives as insurance purposes, traveling exhibitions, loans, or for activities within the professional community that involve establishing the relative monetary value of certain kinds of objects. These activities are viewed as professional assessments and not commercial appraisals. Donors requiring appraisals for income tax purposes must obtain these at their own expense from a certified appraiser of their choice prior to donation.
 9. Collections of objects acquired through purchase are the property of the DMC, are accessioned, and all bills of sale and appropriate records are kept by the DMC.
 10. Acquisitions of the DMC are the property of the DMC. The DMC is not legally bound to acquire or consider for accession objects that are acquired by NMC on behalf of the DMC without prior agreement.
 11. The DMC does not acquire object(s) or collections of questionable origin (legal or ethical), nor does the DMC exhibit or otherwise allow the utilization of such object(s) or collections.
 12. The acquisition of cultural property of foreign countries is to be guided by the policies

of the 1970 UNESCO Convention, the "Guidelines Concerning the Unlawful Appropriation of Objects During the Nazi Era, 2001," and the "Report of the AAMD Task Force on the Acquisition of Archaeological Materials and Ancient Art," 2004.

13. Certain works of art deemed inappropriate for accession into the permanent collection may be accepted as gifts for study purposes, as incidental decoration for public or office spaces, or as non-accessioned unrestricted gifts that may be sold. These works are not formally accessioned, but the Registrar tracks their status as non-accessioned acquisitions.
14. The DMC does not acquire personal memorabilia, nor does the DMC accept like material from NMC, unless the material has general relevance to the mission and scope of the DMC.
15. Objects bequeathed to the DMC must be approved for acquisition prior to the DMC being designated as beneficiary. All objects bequeathed to the DMC are subject to the Acquisition and Accession policy defined in this document. The DMC shall observe appropriate confidentiality with respect to objects acquired through bequest. The DMC is not legally bound to acquire objects that are bequeathed to it, unless by prior agreement.
16. Donors of acquisitions must be made to understand that only the Executive Director of the DMC is authorized to make agreements for the temporary or permanent exhibit of object(s). To this end, it is assumed that all acquisitions, regardless of right of ownership, will be reviewed by the Executive Director of the DMC to determine appropriateness to collection needs and possible utilization potential prior to any commitment or agreement by NMC. Acquisitions are reviewed in accordance with the loan qualifications and conditions as outlined in the Loans section of this Policy and as defined in the Loan Procedures segment of the Collections Management Procedures document. Donors also must understand that while the fiduciary responsibility for the donated object(s) rests with NMC, the management of such object(s) is under the control of the Executive Director of the DMC.
17. The Executive Director and the Registrar appointed by NMC shall serve as members of the Collections Committee. The Executive Director has final authority regarding acquisitions.
18. All items acquired for the permanent collections of the DMC will be accessioned in a timely manner.
19. The DMC maintains a computerized record-keeping system of all objects acquired or received by any approved means into its care.
20. Recordkeeping begins with acquisition and is the responsibility of the DMC Registrar and Executive Director as appropriate. Records include: acquisitions, accessions, catalogs, inventory, loan, insurance, condition report, treatment forms, field forms, photographs (film, digital images, video recordings), and business records. Records are comprised of both paper documents and digital files. All computerized records are updated and a digital copy stored at an off-site location by the Registrar. Paper records are housed in appropriate cabinetry, file, or refrigerated unit (as required).
21. Donor information and credit is maintained as part of the acquisition file, the accession file, and on the catalog record. It is not used as part of labeling while the object(s) is on exhibit without the prior signed consent of the donor.

22. Because the DMC is a non-profit educational entity of NMC, a potential donor must be informed of the restrictions under which gifts may be given. Acquisitions by the DMC, once accessioned, are subject to the Deaccessioning section of the Collections Management Policy, and except as specifically stated, no object(s) is sold, traded, returned to donor, or otherwise removed from the care and protection of the DMC.
23. Certain state, national, and international statutes and laws currently in existence may require that acquired and accessioned objects are deaccessioned from the collections of the DMC and repatriated, as per the specific statute or law. The DMC abides by such statutes and laws currently in existence and those that may be brought to apply in the future. Prospective donors of material likely to be affected by such legislation are informed of this likelihood during initial donation discussions.
24. Per AAM best practices, object(s) deaccessioned from the DMC permanent art collection will not be returned to the donor or heirs.

II. Antiquities and Ancient Art

The DMC is committed to the ethical and responsible acquisition of works of art. The DMC's goal is to preserve, display, and interpret our shared cultural heritage in the interests of the public.

1. The item to be acquired must have free and clear title. The DMC will require sellers, donors, and their representatives to provide all available information and documentation, as well as appropriate warranties regarding the origins and provenance of a work of art offered for acquisition.
2. The acquisition of cultural property of foreign countries is to be guided by the policies of the 1970 UNESCO Convention and the Report of the AAMD Task Force on the Acquisition of Archaeological Materials and Ancient Art, 2004. The DMC will not accept or purchase an item known to have been "stolen from a museum, or a religious, or secular public monument or similar institution" (Article 7b of the Convention) or known to have been part of an official archaeological excavation and removed in contravention of the laws of the country of origin.
3. The DMC will comply with all applicable local, state, and federal laws, most notably those governing ownership, title, import, and other issues critical to acquisitions. The law relevant to the acquisition of archaeological materials and ancient art has become increasingly complex and continues to evolve. Since the status of a work of art under foreign law may bear on its legal status under U.S. law, it is important to be familiar with relevant U.S. and foreign laws before making an acquisition.
4. The DMC will only acquire objects that have been rigorously researched. Such research will include, but will not necessarily be limited to, determining:
 - a. The ownership history of the object;
 - b. The countries in which the object has been located and when;
 - c. The exhibition history of the object, if any;
 - d. The publication history of the object, if any;
 - e. Whether any claims of ownership of the object have been made;
 - f. Whether the object appears in relevant databases of stolen works; and
 - g. The circumstances under which the object is being offered to the DMC; and documentation that shows that the object was exported from its country of origin before 1970.
5. The DMC will make a concerted effort to obtain accurate written documentation with respect to the history of the object, including import and export documents from all parties involved in the transaction. The DMC should always obtain the requisite import documentation when the object is being imported into the United States in connection with its acquisition by the DMC.
6. Should any of the research cited above demonstrate that the object is known to have been "stolen from a museum, or a religious, or secular public monument or similar institution" (Article 7b of the Convention), or from an individual or family collection, or "known to have been part of an official archaeological excavation" or other repositories either within or without the United States "and removed in contravention of the laws of the country of origin," the DMC will not acquire the object.

7. However, even after rigorous research, it may not be possible to obtain sufficient information on the recent history of a proposed acquisition or to determine securely whether the acquisition would comply with applicable law and the aforementioned Ethics and Guidelines. In such cases, the DMC must use its professional judgment in determining whether to proceed with an acquisition, in accordance with the Principles outlined above, recognizing that the work of art or object, the culture it represents, scholarship, and the public may be served best through the acquisition of the work of art by the DMC, which is dedicated to the conservation, exhibition, study, and interpretation of works of art. Such antiquities should be recommended for acquisition for the following reasons:
 - a. The object is in danger of destruction or deterioration.
 - b. The acquisition would make the object publicly accessible, providing a singular and material contribution to knowledge, as well as facilitating the reconstruction of its provenance, thereby allowing possible claimants to come forward.
 - c. The object has been outside its probable country or countries of origin for a sufficiently long time (at least 10 years) and its acquisition would not provide a direct, material incentive to looting or illegal excavation.
8. Sellers, donors, and their representatives must provide all available information and documentation, as well as appropriate warranties regarding the origins and provenance of an object offered for acquisition.
9. Once an acquisition has been accessioned, the DMC shall publish promptly, in print or electronic form, an image (or representative images in the case of large groups of objects) and relevant provenance information, which will thus be readily available to an international audience.
10. If the DMC gains information that establishes another party's claim to an object acquired, even though this claim may not be enforceable under U.S. law, the DMC shall seek an equitable resolution with the other party. Possible options that shall be considered include: transfer or sale of the object to the claimant; payment to the claimant; loan or exchange of the object; or retention of the object.
11. Competing claims of ownership that may be asserted in connection with objects in the DMC's custody shall be handled openly, seriously, responsively, and with respect for the dignity of all parties involved. Where unethical collecting practices are alleged, verification of the facts is necessary before a judgment or condemnation is appropriate.

III. Nazi-era Provenance (1937 - late 1940s)

The ethics and guidelines outlined above are equally applicable to objects with Nazi-era provenance. However, the principles guiding the acquisition of objects falling into this category are here treated separately in order to ensure that the DMC shall take all reasonable steps to resolve the Nazi-era provenance status of objects before acquiring them into its collection whether by gift, bequest, purchase, or exchange.

1. Standard research on objects being considered should include a request that the sellers, donors, or estate executors offering an object provide as much provenance information as they have available, with particular regard to the Nazi era.
2. Where the Nazi-era provenance of a proposed acquisition is incomplete or uncertain, the DMC shall consider what additional research would be prudent or necessary to resolve the Nazi-era provenance status of the object before acquiring it. Such research shall involve consulting appropriate sources of information, including available records and outside databases that track information concerning unlawfully appropriated objects.
3. In the absence of evidence of unlawful appropriation without subsequent restitution, the DMC may proceed with the acquisition. Currently available object and provenance information about any covered object shall be made public as soon as practicable after the acquisition.
4. If credible evidence of unlawful appropriation without subsequent restitution is discovered, the DMC shall notify the donor, estate executor, or seller of the nature of the evidence and shall not proceed with acquisition of the object until taking further action to resolve these issues. Depending on the circumstances of the particular case, prudent or necessary actions may include consulting with qualified legal counsel and notifying other interested parties of the DMC's findings.
5. It is acknowledged by the AAM that under certain circumstances acquisition of objects with uncertain provenance may reveal further information about the object and may facilitate the possible resolution of its status. In such circumstances, the DMC may choose to proceed with the acquisition after determining that it would be lawful, appropriate, and prudent and provided that currently available object and provenance information is made public as soon as practicable after the acquisition.
6. The DMC shall document its research into the Nazi-era provenance of acquisitions.
7. Consistent with current practices in the museum field, the DMC shall publish, display, or otherwise make accessible recent gifts, bequests, and purchases, thereby making all acquisitions available for further research, examination, and public review and accountability.
8. The DMC shall address claims of ownership asserted in connection with objects in its custody openly, seriously, responsively, and with respect for the dignities of all parties involved. Each claim shall be considered on its own merits.

9. The DMC shall review promptly and thoroughly a claim that an object in its collection was unlawfully appropriated during the Nazi era without subsequent restitution.
10. In addition to conducting its own research, the DMC should request evidence of ownership from the claimant in order to assist in determining the provenance of the objects.
11. If the DMC determines that an object in its collection was unlawfully appropriated during the Nazi era without subsequent restitution, the DMC shall seek to resolve the matter with the claimant in an equitable, appropriate, and mutually agreeable manner.
12. When appropriate and reasonably practical, the DMC shall seek methods other than litigation (such as mediation) to resolve claims that an object was unlawfully appropriated during the Nazi era without subsequent restitution.

ACCESSIONS

Accessioning is the procedure that is initiated by the transfer of clear title, and that officially incorporates objects into the permanent collections of the DMC. Title is considered to be transferred when the DMC receives a deed of gift signed by the donor, or when a bill of sale is acknowledged as paid in full in the case of purchased objects, or when a document is signed by all interested parties in the case of transferred objects.

Objects are not incorporated into the DMC's collections until they are accessioned. Upon accessioning, the DMC assumes the obligation for the proper care and management of the object(s). Accessioning provides an inventory of objects owned by the DMC, and is a function of the DMC Registrar.

1. All items acquired for the permanent collection of the DMC will be accessioned in a timely manner.
2. Complete records of the accessioned holdings of the DMC are maintained by the Registrar. Once an object or collection is reviewed by the Collections Committee, approved by the Executive Director, and a signed deed of gift or receipt, in the case of purchased objects, is received, then the object(s) or collection is accessioned by the Registrar into the collection. Accession numbers document DMC ownership or stewardship and are an inventory control device for the Registrar.
3. The accession number system utilized by the DMC is alpha-numeric and includes the calendar year of acceptance, followed by a number indicating the order of acceptance. The calendar year is written in full, and the number of order of acceptance is separated by a period from the year (e.g., 2000 .1). Each accession, whether it consists of a single object or collection of objects, is assigned one unique accession number.
4. Accessioning is the responsibility of the Registrar, and only the Registrar has the authority to assign accession numbers. It is the responsibility of the Executive Director to provide all acquisition and identification documentation to the Registrar.
5. The Collections Committee has final authority regarding accessions.
6. Undocumented objects found in the collections are those that have no accession number and no record of the object being accessioned or why they are in the DMC. Ownership of undocumented object(s) **cannot** be assumed and they **cannot** be disposed of or accessioned. These objects are abandoned property and the Michigan law (LOST PROPERTY Act 273 of 1987) for abandoned property and old loans must be followed in order to gain clear title. Once clear title is established, the object(s) undergo the following acquisition review :
 - a. A signed deed of gift for those objects donated to the DMC; proof of ownership for those objects received by the DMC (e.g., a police report documenting transfer of ownership to the DMC); or a letter from the trading/exchanging Institution transferring title of the object(s) to the DMC is required.

- b. A complete record of all correspondence and transactions involving the accession includes:
 - i. Name and address of the seller or trading/exchanging institution.
 - ii. Copy of the permit for field-generated collections from foreign countries.
 - iii. Import and export papers for object(s) or collections from foreign countries.
 - iv. Bill of sale and bill of lading.
 - v. Any gift restrictions.
 - vi. Copyright considerations.
 - vii. Artist's rights considerations.
 - viii. Provenance information.
 - ix. History of object(s).
 - x. Dates or ages of object(s).

7. Black and white or color photographic images, digital images, or video recordings with the assigned accession number visible either in the photograph(s) are required for designated objects. This requirement is to include all type specimens, all works of art, all ethnographic material, and other objects selected by the Executive Director in consultation with the Registrar.

DEACCESSIONS

Deaccessioning, when carried out in an appropriate manner, is an integral part of museum professional practice. This view is endorsed by the DMC in its Code of Ethics and is based upon ethical codes of national and international museum professional organizations. As the museum profession has developed, so have scholarly mechanisms for building on the experience of the past. Deaccessioning is a useful tool for defining and refining the scope and quality of collections that have grown over the years. The existence of a deaccession policy should not, however, be taken to imply that collections are a resource for the purpose of raising revenue to cover operating costs.

Such action quickly undermines the concepts of fiduciary responsibility and public trust. The deaccessioning of an object by sale can only occur in particular circumstances, and the revenue raised from such sales is restricted in use.

The DMC recognizes the special responsibility associated with the receiving and maintenance of objects of cultural, and historical significance in the public trust. An institution cannot remain static and serve the cultural and educational needs of its various communities.

Periodic reevaluations and thoughtful selection are necessary for the growth and proper care of collections. The practice of deaccessioning under well-defined guidelines provides these opportunities. Deaccessioning permanently removes an object from the collections through donation, transfer, exchange, sale, repatriation, loss from collections, deterioration beyond repair, and loss through natural disasters, and allows the transfer of unrestricted title to the receiving agency.

Objects under consideration for exchange from another institution are subject to the Collections Committee review process. An object must have been accessioned into the DMC's holdings for at least three years before it can be considered for deaccessioning, unless otherwise regulated by state and federal law.

1. A number of reasons create the need for careful removal of properly reviewed objects from the DMC collections. The deaccessioning of any object, for whatever reason, is of primary importance to the DMC. The only material considered for deaccession is that to which the DMC has clear title.
2. No object is deaccessioned and disposed of by transfer, exchange, sale, or destruction, or in any way removed from the DMC records without careful review, evaluation by DMC staff, and documentation of clear title.
3. The Collections Committee also functions as the Deaccessions Committee. Initial recommendations in writing come from the appropriate DMC staff member.
4. As a courtesy, reasonable efforts will be made to contact donors or their heirs, and living artists prior to the deaccessioning of objects from the DMC's collections.

5. The decision to deaccession is made based on, but not limited to, the following guidelines. These guidelines assume that all objects currently are accessioned and that the DMC has clear and unrestricted title:
 - a. Objects lacking provenance or that are not significant or useful for research, exhibit, or educational purposes in and of themselves.
 - b. Objects that have been determined not to be authentic.
 - c. Objects that have limited or no value to the DMC because of redundancy in the collection.
 - d. Human skeletal remains and objects of sacred or ritual significance that are requested for return under the terms and conditions of any state, federal (NAGPRA), or international laws and statutes. As per current federal laws and statutes, the requesting group must provide evidence of the validity of their claim. All claims must be made in accordance with national and international statutes and laws and the DMC will respond accordingly.
 - e. Objects that do not relate to the stated mission of the DMC. Objects that do not fit the stated scope of collections.
 - f. Objects that have decayed or decomposed beyond reasonable use and repair or that by their condition constitute a hazard to other objects in the collection.
 - g. Objects reported as missing or stolen.
 - h. Objects that have been stolen and for which an insurance claim has been paid to the DMC.
 - i. Objects used in education programs.
 - j. Objects that were accessioned erroneously into the collections.

6. The preferred method of disposal is transfer or exchange of objects to or with appropriate public museums, after which the order of preference is appropriate public educational agencies and institutions, private museums, and private educational agencies and institutions. Every effort is made to retain objects of regional or local importance in the public sphere. In the event of transfer to or exchange with either public or private institutions, the DMC requires evidence that proper care will be provided for the objects.

7. If transfer is not feasible, objects may be sold through standard state procedures. Under no circumstances will ethnographic objects be sold.

8. In instances of sale, no member of the NMC Board of Trustees, NMC staff, DMC staff, faculty, students, volunteers, or members of DMC committees, will be eligible to purchase deaccessioned items. Under no circumstances will this restriction be waived.

9. Any funds realized from deaccessioned objects may only be used to acquire additional artworks for the collection. Funds may not be expended for any other purposes, including but not limited to: staffing, construction, capital equipment, and other non-acquisition expenses. Money acquired from the sale of the object(s) is used solely to obtain objects for the collection of the DMC. None of the revenue generated will be used to fund operating costs or salaries.

~~10-9.~~ Funding for newly acquired and accessioned objects are attributed to the original donor(s).

~~11-10.~~ If a suitable recipient for a proposed deaccession and disposal through transfer, exchange, or sale cannot be found, the DMC must keep and maintain the objects until such time as a suitable recipient is found.

~~12-11.~~ Objects that have decomposed must be destroyed in an appropriate manner.

CATALOGING

"Cataloging" is to identify and describe in detail through methodical classification each object and provide it a unique identifying number. Cataloging is part of documentary control of the collections, placing the object into proper context and determining information important and unique to that one object. The catalog provides a centralized place for all known documentation of an object for effective management.

The DMC maintains a unified cataloging system, with cross-reference between accession and catalog numbers. That system is electronic, with collection records backed -up on a periodic basis. Terminology is standardized and codes are not used. The catalog records both intrinsic and associational information in a standard format. The standardized categories basic to all collecting divisions are supplemented by additional categories that customize the catalog to each division.

1. All accessioned collection objects are cataloged in a timely manner.
2. Complete records of the cataloged holdings of the DMC are maintained in the Registration division. Catalog numbers document classification and scholarship and are an inventory control device for the DMC Registrar.
3. The catalog number system utilized by the DMC is alphanumeric and includes the calendar year of acceptance, followed by a number indicating the order of acceptance. The calendar year is written in full, and the number of order of acceptance is separated by a period from the year (e.g., 2000.1). Each accession, whether it consists of a single object or collection of objects, is assigned one unique accession number. The catalog number is written in full on the object.
4. Cataloging is the responsibility of the DMC Registrar, and only the DMC Registrar has the authority to assign catalog numbers within the appropriate collecting division.
5. Objects may not be loaned until they are accessioned and cataloged.
6. Non-accessioned objects (i.e., hands-on "disposable" teaching collection and exhibition props) shall be clearly identified with permanent markings as "not accessioned" so as to differentiate these objects from permanent collection and campus art objects. These objects need not be cataloged in the electronic database or paper record system.

INVENTORY

Inventory provides accountability, updates collection records and documentation, provides the opportunity to check the condition of each object/specimen, and aids in maintaining the security of each collection. Inventory is the physical verification of the presence, location, and condition of the objects for which the DMC has assumed responsibility. By conducting inventories, the DMC better fulfills its legal and ethical responsibilities.

1. The DMC practices four types of inventory (accessions, comprehensive, spot-check, and relocation):
 - a. Each **accession** must have an accounting of the incoming objects and documentation to provide a baseline. Accessions inventory is the responsibility of the DMC Registrar.
 - b. A **comprehensive** inventory is conducted once every 5 years accounting for all objects.
 - c. A **spot-check** inventory is conducted on a regular basis as needed for a specific group of objects, cabinet, or shelf. Spot-check inventory is the responsibility of the DMC Registrar.
 - d. A **relocation** inventory is conducted any time an object or collection is moved. Relocation inventory is the responsibility of the DMC Registrar.

LOANS

Borrowing and lending objects are inherent practices in a museum and require specific procedures to ensure appropriate object management. Loans do not involve transfer of title but are the temporary reassignment of objects from the DMC (outgoing) to another institution or to the DMC (incoming). All loans are for a defined period of time and for the stated purposes of exhibition, research, education, or inspection. Third party or permanent loans and commercial use of loaned materials is prohibited.

1. Loans are by authority of the Executive Director and effected through the DMC Registrar. Loans are initiated by the Executive Director and transmitted in writing for processing to the DMC Registrar. A written loan contract must accompany every loan with specifications on rights and responsibilities of each party. The loan contract must stipulate the conditions of the loan to insure adequate storage, environmental protection, and safety precautions during transit, handling, and use. Loan contracts are kept on file in the Office of the Registrar with a copy in the Executive Director's files. It is the responsibility of the DMC Registrar to notify the Executive Director of the return and completion of a loan. The DMC Registrar establishes the procedures for packing and transportation of all loans.
2. All loan activities (outgoing or incoming) that require a financial or physical commitment by the DMC of other than a minimal nature, or obligates the DMC to other than normal investment in the care, maintenance, or protection of an object, must be approved by the Executive Director.
3. The loan number system utilized by the DMC is alpha-numeric and includes the letter L (for loan), followed by the calendar year of the loan, followed by a number indicating the order of loan. The calendar year is written in full, and the number of order of acceptance is separated by a period from the year (e.g., L2000.1). Each loan, whether it consists of a single object or collection of objects, is assigned one unique loan number. Loan numbers apply to both outgoing and incoming loans.
4. The purposes for which the DMC may release an object to another institution as an outgoing loan are as follows:
 - a. For exhibition as part of a temporary installation or loan exhibition.
 - b. For research, destructive analysis, or related educational purposes for stated institutional purposes.
 - c. For conservation, identification, or examination.
5. The purposes for which the DMC may accept an object as an incoming loan are as follows:
 - a. For exhibition as part of a temporary installation or loan exhibition.
 - b. For research or related educational purposes for stated DMC purposes.
 - c. For inspection and study with regard to possible donation or purchase.

I. Outgoing Loans

DMC collections are maintained for the benefit of the public and objects are loaned to reach a wider audience and facilitate research. While on loan, objects must be afforded the same level of care and protection as provided by the DMC. Because of these considerations, loans are made only to other similar institutions, non-profit agencies, and educational organizations.

1. Objects considered for loan are the property of the DMC and accessioned into the DMC's records. Unaccessioned or uncataloged DMC collections will not be loaned. The Executive Director may further restrict the kinds of objects or materials eligible for loans based on nature, rarity, monetary value, research priority, and/or management considerations of the objects.
2. The DMC maintains proprietary rights over the object(s) loaned.
3. To ensure objects requested for loan receive proper care and security, the requesting institution must present verification of their environmental, storage, exhibition, and security conditions and procedures for the handling and transit of objects by way of a standardized AAM General Facilities Report. Objects must be packed and transported in the safest possible way in accordance with the nature and condition of the objects.
4. The loan period is typically six months with options to renew. No objects shall be on exhibition loan for longer than one year. Traveling exhibits may warrant a contract for a longer loan period. Returned loan objects undergo inventory and evaluation before being loaned again.
5. Only the DMC Registrar can assign a loan number. The DMC Registrar is responsible for completing a condition report prior to outgoing shipment of a loan and after its return to the DMC. The DMC Registrar is responsible for providing appropriate information to the borrowing institution relating to a loan. Insurance claims for damaged or lost objects are the responsibility of the Executive Director. Objects on loan cannot be altered, cleaned, or repaired unless permission to do so is authorized in writing by the Executive Director on the loan agreement.
6. All objects sent out on loan are insured wall-to-wall. Normally, insurance coverage is provided by the borrowing institution. Current and reasonable insurance valuations are the responsibility of the Executive Director. All other insurance matters are the responsibility of the DMC Registrar. Under most circumstance, insurance is all risk, wall-to-wall coverage. A certificate of insurance is required from the borrowing institution prior to transportation of the loaned objects.
7. The DMC Registrar is notified when cancellation of or changes in insurance coverage occur. The loan then may be subject to cancellation. Failure to maintain adequate insurance coverage in no way releases the borrowing institution from liability for loss or damage regardless of whether or not the DMC monitored the borrowing institution's insurance.

8. Insurance is a component of a broader risk-management program of the DMC and NMC that supports overall preservation efforts of the DMC.
9. If the borrowing institution is unable to provide insurance, a request for an exception must be made in writing by the DMC Registrar to the Executive Director.
10. Objects on loan must be returned promptly when the loan period expires. The DMC reserves the right to cancel or deny renewal of any loan.
11. Loans that will radically alter or destroy an object (destructive analysis loans) may be permitted only with the written approval of the Executive Director.
12. Except for condition reports, all photography, reproduction, or replication of borrowed objects must be with prior written approval by the Executive Director with notification to the DMC Registrar. Lighting conditions, environmental and/or applied chemical alterations, and other conditions of reproduction and replication must be specified by the DMC Registrar on the loan agreement. Photographs, reproductions, and replicas may only be used for research, exhibition, and educational purposes.
13. The DMC must be credited in all publications and exhibitions associated with the loan object, including photographs and reproductions, and must receive two (2) copies of any publication. The object(s) should be identified by its catalog or accession number.

II. Incoming Loans

1. The DMC may receive loans from institutions or individuals. If the lending institution or individual does not provide a loan agreement, the DMC will use its incoming loan agreement to document the incoming loan. The DMC exercises the same care with objects on loan as it does with its own objects.
2. No object will be accepted on loan that has been acquired by illegal and unethical means. Loan objects can be received only from the legal owner or authorized agent.
3. Objects will not be received on loan from DMC staff members, the NMC administration, the NMC Board of Trustees, or their immediate families.
4. All incoming loans must be insured. It is the responsibility of the DMC Registrar to make appropriate arrangements for insurance of the loan objects. All incoming loans that are insured must include the provision that the amount payable by the insurance company is the only recoupment available to the lender in the event of loss or damage. If insurance is waived, a written agreement by the lender to waive insurance and release the DMC from any liability associated with the loan must be on file prior to receipt of the loan.
5. It is the responsibility of the lender to set insurance valuations. The type of valuation must be stated on the loan agreement (fair-market, replacement, conservation, material, or special consideration).
6. The DMC does not provide evaluations or appraisals for a loan object(s).
7. Loans of personal property from individuals for warehousing in the DMC will not be considered.
8. The DMC Registrar may require the lending party to certify that the loan object(s) can withstand ordinary strains of packing, transportation, and handling. The Registrar may request that the lending party send a written condition report prior to the transportation of the object(s). It is the responsibility of the DMC Registrar to monitor the condition of the loan object(s).
9. Upon receipt of the loan by the DMC Registrar, the object(s) must be inventoried, inspected, photographed, and written notations made of the findings.
10. Any inconsistency in the loan inventory or any change in the condition of the loan object(s), must be reported immediately to the DMC Registrar. The DMC Registrar must notify the lending party and, when appropriate, notify the insurance company and prepare a full condition report. It is the responsibility of the Executive Director to handle claim negotiations.
11. The DMC Registrar is responsible for the prompt return of the loan object(s). The object(s) must be inventoried, inspected, photographed (where appropriate), and written notations made of the findings.

12. The DMC reserves the right to cancel a loan or remove the loan object(s) from exhibit at any time. All loans are for a set period of time that cannot exceed two years.
13. Packing and shipping arrangements of a loan object(s) are the responsibility of the DMC Registrar.
14. The DMC Registrar may notify a lender of the DMC's intent to terminate a loan for an object(s) for which a written loan agreement exists that was made for an indefinite term or for a term in excess of seven years.
15. Property on loan to the DMC for fifteen years or more, and for which no written loan agreement exists, and to which no person has made claim according to the records of the DMC, is considered abandoned and subsequently owned by the DMC. This policy is subject to all laws concerning Michigan abandoned property.
16. Loans are returned to the lending party identified on the loan agreement at the stated address unless an authorized agent of the lender has given notice of change of ownership or location.

III. Campus Loan Program

The DMC's Campus Loan Program is provided as an outreach service to departments and individuals on campus at Northwestern Michigan College. The works available for the Campus Loan Program will be drawn from designated objects in the collection. They will include works by current faculty, faculty alumni, current students, and student alumni, as well as works that the DMC is not likely to display in the DMC exhibition spaces.

Authorization of Loans

Campus loans are subject to the approval of the Executive Director and will be determined on a case-by-case basis.

Interested campus units will submit a letter of request. The DMC Registrar will perform a site visit and risk assessment of the display location. The results of the visit will be shared and discussed with the Executive Director, and selection of appropriate objects will be determined. The DMC Registrar will share the list of works deemed appropriate to borrowing agency. Once the borrower has selected works that they are interested in borrowing the Executive Director will consider approving the selection. If the selection is approved a loan agreement will be drawn up and installation will be arranged with the borrower. Loans are available for areas with both reasonable security and access by the public such as reception areas or administrative offices. They will not be considered for students or residential use, private offices, dining halls, kitchens, corridors, or bathrooms.

The DMC will not charge a loan fee to the borrower.

Loan Conditions

The DMC Registrar will make installation or de-installation arrangements at a time convenient to both parties.

Objects must be installed and de-installed by DMC staff. All objects must be securely installed and display methods determined by the DMC must be adhered to. No foreign materials (i.e., pins, nails, etc.) are to be used to fasten an object for display purposes.

Objects may not be removed from display or relocated without the permission of the Executive Director, unless the movement is in an emergency in which the object may be damaged if immediate action is not taken. This includes relocation of an object to a different location within the borrowing area and return of the loan.

Loan objects are to remain in the condition in which they are received by the borrower. Objects may not be unframed, removed from mats, mounts or bases, cleaned, repaired, retouched, or altered in any way whatsoever. DMC numbers or tags may not be removed.

Loan objects shall be protected at all times against theft, fire, exposure to water, excessive humidity, excessively dry conditions, and food or liquids, as well as from direct or reflected sunlight, strong artificial light, fluorescent light, or proximity to heat sources. Objects may not be sited near heating ducts, pipes, space heaters, or humidifiers.

Should loss, damage, or deterioration be noted while on the borrower's premises, the DMC shall be informed immediately. If possible, damaged objects should remain in situ until DMC staff can visit the site and determine the best method of removal.

If renovation or any other facility work is to take place at the site where the loan object is installed, all artwork in the area must be returned to the DMC for the duration.

Insurance

Each object will be insured under the DMC's fine art policy for the current fair market value determined by the DMC. The value of loaned objects is confidential and may not be released by the borrower to any other party without the DMC's express permission.

Loan Period

Objects shall remain in the custody of the borrower for the term stated on the loan agreement. Upon completion of an inventory and condition report, campus loans may be renewed provided the condition of the work warrants its continued display.

The DMC reserves the right to recall any object for its own purpose upon reasonable notice to the borrower. The replacement of recalled object(s) is at the discretion of the Executive Director.

Borrowers may not loan objects to other offices or individuals. If a loan object is no longer desired, the DMC Registrar must be contacted to arrange for its return.

The DMC Registrar should complete an inventory and condition report for each object periodically.

Photography

The object(s) may not be photographed or reproduced in any way. The DMC may not be the holder of all rights associated with the object(s), such as copyright, and additional clearances from outside organizations may be required prior to reproducing the object(s); therefore, all rights and reproduction requests for loaned objects should be referred to the Executive Director.

COLLECTIONS CARE

The purpose of collections care is to preserve well-maintained and well-documented individual objects and collections as a whole. The goal of collections care is to limit deterioration of the collections.

1. The DMC cares for its collections through a variety of preventive conservation and risk management strategies. These are applied on a variety of levels, from the DMC's environment as a whole, to collections areas, and to individual collections housing and packaging units. The following strategies are used to provide proper care of collections:
 - a. Regulated and monitored temperature, relative humidity, and atmospheric pollutants.
 - b. Low and filtered light levels.
 - c. Integrated pest management.
 - d. Archival housing units that provide a buffer between collections and the environment.
 - e. Archival packaging materials that provide a buffer between collections and the environment.
 - f. Preventive conservation.
 - g. Routine preventive maintenance.
 - h. Safe handling and moving of collections and an integrated record-keeping system.
 - i. Insurance.
2. Incoming objects must be evaluated for cleanliness during the accessioning process. They are cleaned only if they can withstand the process and use of solvents. Dirty objects that cannot withstand the cleaning process must be encapsulated before they are placed in collections areas.
3. All packaging and housing materials used to containerize objects must be chemically stable and free from acids or additives.
4. All housing units must be chemically stable and be of sufficient strength to support the weight of the objects that they house. They must be able to accommodate a variety of materials and sizes of objects.
5. Collections records must be made in a timely manner, housed in a secure location, provide for easy retrieval of information, and be preserved by proper handling and storage. A duplicate copy of information must be made on a regularly scheduled basis and be stored in a secure off-site location.

I. Preventive Conservation

Preventive conservation philosophy underlies the collections management practices at the DMC. Through the practice of preventive conservation, the DMC prevents and limits deterioration of collections due to environmental, human, and inherent factors. Concerns for the preservation of individual objects are at the heart of any decision relating to their use.

1. Crucial to the success of preventive conservation is the provision of a stable DMC environment. The DMC's internal environment is monitored and controlled throughout the buildings, with additional monitoring in collections housing and exhibition areas. Temperature, relative humidity, and light are monitored and regulated on an ongoing basis.
2. All materials used for packaging and housing the DMC's collections are stable and non• reactive, as are materials used for constructing exhibit mounts and supports. Use of any exhibit construction material that is not stable requires a stable barrier material to be placed between it and collections objects.

II. Safe Handling

Safe handling and movement of collections objects is practiced at all times in the DMC. All DMC objects are treated with equal care, regardless of their monetary value. Safe handling minimizes risk to objects and supports preservation standards at the DMC.

1. In general, safe handling involves the preparation of appropriate space to receive the objects prior to a move, preparation of the route along which the object will be moved, and use of appropriate moving equipment with an appropriate number of DMC personnel safely to carry out the move.
2. All objects are evaluated individually before they are handled, packaged, and shipped in order to determine if they are sufficiently stable to withstand each activity. Handling, packaging, and shipping methods are chosen based on the individual requirements and sensitivities of the objects.
3. The shipping method chosen to transport objects must provide the best protection from reasonably anticipated risks and the shortest en route time.
4. The packaging materials chosen must provide adequate and appropriate protection from all reasonably anticipated risks associated with a particular shipping method.
5. Cushioning material chosen is based on the individual needs and sensitivities of objects; materials that provide superior cushioning properties may not necessarily be archival in nature but materials that have direct contact with the surface of the object must be archival.

III. Conservation

Even under the best-managed conditions, deterioration or damage will inevitably occur to collection objects. In such circumstances, conservation may be necessary.

Conservation is a continuing responsibility and is focused on the object. It is an intervention measure designed to return a deteriorated or damaged object to stability through reversible and minimally intrusive methods. The DMC endorses the conservation philosophy of minimal chemical and physical trauma to the object, use of sympathetic materials, the principle of reversibility, the compatibility of materials, and the keeping of complete and accurate records of the conservation process.

Conservation work with an outside conservator is conducted under a well-defined, comprehensive agreement between the DMC and the conservator. The DMC monitors the conservation process whether conducted in-house or on loan to an outside conservator to ensure the correct use and safety of the object, and to note in the records the returned stabilized materials. Monitoring can take place via email, phone, or other means of digital or in-person communication.

RECORD KEEPING

Documentation of the collections is an essential element in the sound management of the DMC's collections. This control allows for the easy retrieval of information, location of the object, and the object itself. It provides the foundation for knowing what is in the DMC's holdings and tracking collections activities.

Documentation is maintained in digital and paper formats that are housed by the Registrar. Backup copies are made on a regularly scheduled basis and maintained off-site. Legal activities (transfer status, accessions, deaccessions, loans, insurance) concerning the collections are the responsibility of the DMC Registrar. Retrieval is through the use of the accession number, catalog number, or loan number as appropriate. Inventory is conducted using one of these numbers as appropriate. Accession and loan numbers are by year; catalog number is by a sequential count.

The DMC produces and maintains written documentation for the following collections management activities.

- a. Transfer of title.
- b. Accessioning.
- c. Deaccessioning and method of disposal.
- d. Cataloging.
- e. Loans (incoming, outgoing, and in-house).
- f. Destructive loans.
- g. Insurance.
- h. Condition reports.
- i. Inventory (accessions, spot-check, relocation, comprehensive).
- j. Conservation treatment.
- k. Monitoring records for environmental control.
- l. Integrated pest management.
- m. Still or moving images where appropriate.

INTEGRATED PEST MANAGEMENT

The damage caused by pest infestation and the actions that must be taken to eradicate the infestation within the DMC can be lessened or mitigated through integrated pest management. Integrated pest management provides an ecosystem level approach to the management of pests that is based on cooperation and participation of all staff within the DMC to eliminate or minimize the causative agents of a pest infestation, namely food, moisture, and availability of pest habitat.

1. Through the combination of education, vigilant housekeeping, environmental monitoring, habitat modification, inspection, identification of infesting species, and application of specific treatment methods, integrated pest management is an effective tool in preventing the intrusion of pests into collection and exhibit areas. By preventing access to pests, the need for chemicals harmful to collections, staff, and visitors is eliminated.
2. Integrated pest management is carried out first by determining the extent of biological activity through monitoring, inspection, and identification. If the occurrence of pests within the DMC is detected, appropriate steps are taken to eradicate the pest in a non• or least-toxic manner. Treatment methods are followed by appropriate evaluation techniques.
3. The following integrated pest management strategies are practiced:
 - a. Exclusion of pests from the DMC.
 - b. On-going monitoring and detection.
 - c. Habitat modification.
 - d. Identification and isolation of infesting species when discovered and isolation and encapsulation of infested objects.
 - e. Treatment and suppression of species through non-toxic or least-toxic measures.
 - f. Evaluation of the effectiveness of the integrated pest management program.
 - g. Continued education of staff regarding integrated pest management.
4. Integrated pest management strategies should encourage on-going maintenance and housekeeping activities that include restriction of food and plants and regular cleaning of collection housing rooms and other areas. The collections rooms should be cleaned thoroughly at least once every six months and all collection rooms and other areas checked once a month for any signs of pest activity.

COLLECTIONS ACCESS

The DMC carefully controls access to collection areas. Control of access to the public, researchers, and DMC employees limits the opportunities for unauthorized use, damage, loss, theft, and/or destruction of collections. It also aids in the control of human traffic in collections housing areas.

1. Keys are only issued to DMC staff. Keys are not issued to volunteers or visitors.
2. Security measures must be in place for access and reducing harm to the collections. Controlled access includes signing in and out, issuance of keys, identification badges, keypads, and security cameras. Reducing harm includes housekeeping, an integrated pest management system, HVAC system, emergency preparedness, preventive conservation and collections management best practices, recordkeeping, and insurance.
3. Collections available for research are those that have been accessioned and cataloged. Access for research purposes is controlled by a research design.
4. In general, researchers, donors, students, indigenous groups, or others seeking access to collections must first present a request to the Registrar who evaluates the risk.
5. Collections research is conducted in the presence of museum staff. The person making the request has access only to the objects or collection requested. A relocation inventory is required when materials are moved into the secure room and when moved back into the housing room at the completion of the request.
6. Access to collections areas by museum staff, security personnel, and custodial staff is controlled by background checks at the time of hiring.
7. New staff receive training regarding the requirements and responsibilities of their position with regards to collections access. This training is supplemented on an annual basis.
8. Access is granted on authorization of the Registrar or the Executive Director. Access to collections is ultimately at the discretion of the Executive Director.

COLLECTIONS SECURITY

The purpose of security is to protect collections against a variety of risks. The goal of security is to limit damage or loss of collections.

1. The safety and security of the personnel and collections housed in the buildings and on the grounds of the DMC must be maintained. The DMC provides security for its collections through the following risk management strategies that are used to provide proper security for collections:
 - a. Systems and devices for deterring and detecting intruders.
 - b. Insurance.
 - c. Emergency preparedness (DPLAN)
2. Granting of access (authorization to enter a restricted area) and key issuance (control method for authorized access) is the sole prerogative and authority of the Executive Director.
3. Access to areas other than public spaces is restricted to the DMC staff, students, and volunteers. Only paid NMC staff may be issued keys to DMC facilities. Unpaid staff and non-DMC personnel may be allowed access under specific conditions and with supervision by paid DMC staff. All keys (mechanical or electronic) to DMC spaces may not be duplicated.
4. The access and key needs of each staff, association, or faculty member, student, research associate, or volunteer will be assessed by the Executive Director prior to access being granted or keys issued. Normally, access or key permits will be only for those areas to which the person is assigned during regular working hours, and will not include after-hours access. After-hours security access may be granted only by the Executive Director, and only in exceptional circumstances.
5. The Executive Director may request access or key permits for persons under their supervision, and they are responsible for any access granted or keys issued at their request. The Executive Director is responsible for any actions of the person(s) granted access or keys.
6. Key requests, issuance, turn-in, and safe storage are the delegated responsibility of the Executive Director.
7. Transferring or loaning of keys is prohibited. Persons who transfer or loan keys are responsible for the actions of the borrower and may forfeit all subsequent access or key permits, be charged for re-keying costs, face immediate termination of access or key permits, and, in the case of students and former students, have transcripts withheld or be denied future registration applications.
8. Volunteers and non-employed students shall not be issued keys.
9. The Executive Director may direct security personnel to allow access to a DMC area when the Executive Director or DMC Registrar is not available.

10. All unattended doors of ingress/egress/passage to the collections areas will remain locked and be key-accessed only. Doors may not be blocked open or left unlocked.
11. All keys must be returned to the Executive Director's office at the conclusion of the access period, termination of employment, completion of course work, or upon the order of the Executive Director.
12. Loss or theft of keys is to be reported immediately to the Executive Director.
13. The making or issuing of copies of keys to any portion of the DMC is solely by authority of the Executive Director.

EMERGENCY PREPAREDNESS

Emergency preparedness for the DMC focuses on reduction of risk and the mitigation of catastrophic events that have the potential to endanger people and collections. Emergency preparedness aims to anticipate and avoid emergencies, to regain control when an emergency occurs, and to recover control as quickly as possible should it be lost. The DMC abides by the emergency preparedness plan of NMC in the event of a disaster.

1. Disasters are prevented as far as possible through the practice of emergency preparedness measures such as inspections of entire facility and systems and preventive maintenance of the facilities, systems, and equipment.
2. Emergency preparedness measures are based on risk analysis of locally occurring hazards.
3. The written emergency preparedness plan (DPLAN) is tested and evaluated annually during the summer months.
4. The plan addresses measures to be taken before, during, and after an emergency.
5. The DMC Registrar maintains emergency supplies and inventories them annually during the summer months.

PERSONAL COLLECTING

The professional reputation of the DMC is a valuable asset and is reflected by the professional and ethical activities of its staff and volunteers. DMC personnel should avoid the appearance of unethical, unprofessional, and potentially compromising practices that may cause the DMC to lose credibility. In issues that are legally defined, the DMC expects the employee to abide by the law, and in those cases where the legal limitations are unclear, professional and ethical behavior serve as a guide.

1. The collecting of objects is not in itself unethical, but accumulating a collection in an area associated with the employee's gallery-related duties raise ethical concerns. Every member of the DMC staff is entitled to a level of personal independence consistent with professional and staff duties and responsibilities. However, as a person with a role of public trust, no member of the gallery profession, gallery volunteer, or trustee can be wholly separated from the institution of hire or other official affiliations.
2. Therefore, such persons must be concerned not only with personally motivated conduct and interests, but also with the way such actions might be construed by others. All personal collecting transactions, particularly when dealing with objects similar to those collected by the DMC, require extreme discretion. The staff, volunteers, and board of the DMC should not compete or appear to compete with the DMC for the acquisition of any object.
3. An employee acquiring an object that falls within the scope of the DMC's collections should inform the Executive Director. If the DMC considers the object of interest or value to the collections, it should be offered to the institution at the purchase price plus any reasonable incidental expenses. This policy excludes objects that are readily available on the open market.
4. It is the responsibility of each DMC employee, volunteer, and board member to exercise reasonable care to avoid conflicts of interest in activities relating to their positions at the DMC.

RESEARCH

Scholarly activity and research is vital to the DMC's educational and public service mission. The purpose is to outline, delineate, and reinforce NMC policy with regard to the conduct of research and scholarly activity by members of the DMC staff and faculty. This statement also endorses research as an activity appropriate to the use of DMC collections and an integral part of the DMC's Collection Management Policy

1. In recognition of the importance of professional research activities, the DMC's administration normally does not intervene in the research or scholarly activities of a faculty and staff member except to render assistance. Situations may arise where it is necessary for the DMC administration to recommend suspension, modification, or termination of scholarly activity or research for adequate cause. Adequate cause for such action includes but is not limited to the following:
 - a. Demonstrated evidence of professional incompetence, supported by documentation.
 - b. Continuing or repeated substantial neglect of professional responsibilities.
 - c. Professionally unacceptable activity in the conduct of scholarly work (e.g. plagiarism, research fraud).
 - d. Endangerment of collections objects beyond professionally acceptable limits.
 - e. Creating a health or safety hazard for DMC faculty, staff, students, visitors, or volunteers.

2. The objects in the DMC's collections and their documentation, as well as their image and all additional documentation developed subsequently to their acquisition, are the property or stewardship of the DMC. Furthermore, any and all materials or items developed, written, designed, drawn, painted, or digitally produced or reformatted by the staff while executing their responsibilities as employees of the DMC also are considered to be the property of the DMC. These property rights shall continue after the employee ends their employment at the DMC.

3. To ensure academic freedom and professional research and scholarly opportunities, the DMC faculty and staff have the right to respond to actions that impede or prevent such activities.

EXHIBITIONS

An exhibition is the process of presenting one or more objects with accompanying interpretive and educational materials for the purpose of informing, inspiring, and providing dialogue for a defined audience. This kind of presentation is an appropriate use of the DMC collections and is an integral part of its mission.

1. The DMC's primary responsibility for exhibitions is the use of the collections for disseminating new information. The DMC is obligated to ensure that information in exhibitions is honest, objective, and accurate.
2. The DMC selects exhibits based on merit and scholarship.
3. Exhibitions should adhere to the concepts of public service and education while subscribing to standard practices in the museum field. The DMC does not authorize certain kinds of exhibitions. The following represents the kinds of exhibitions that are considered unacceptable:
 - a. Exhibitions that publicize or promote commercial products or services.
 - b. Exhibitions that willfully, with malice aforethought, impugn the reputation of any person.
 - c. Exhibitions that do not support the notion of human dignity.
 - d. Exhibitions that threaten the health and safety of the staff or visitors.
 - e. Exhibitions that are intended to promote and/or enhance a particular religious belief, attitude; or dogma.
 - f. Exhibitions that intentionally or unintentionally promote an attitude of prejudice against any person or persons.
 - g. Exhibitions that perpetuate myths or stereotypes viewed as negative or demeaning to a people, race, gender, religion, or ethnic group.
 - h. Exhibitions that compromise the artist's or scholar's rights.

REPRODUCTION AND COPYRIGHT

Use of images of DMC objects for research, exhibit, publication, programming, and publicity purposes is a common practice and, when used appropriately, such images serve to share DMC collections more widely.

1. The Executive Director has final authority if an image, in any format, may be made public, or whether to give permission for an image to be used or made public by a third party. Such decisions must be made with due concern for appropriateness of use, security of information, quality of reproduction, and any applicable copyright considerations. Images should not be used in any situation that is without value or merit or which compromises the integrity of the DMC.
2. The DMC Registrar maintains negative, transparency and/or digital files for the photographic documentation of works in the collection.
3. All requests to reproduce images from the DMC's collection must be made by completing an Image Request Form, and are subject to the terms and conditions outlined in the Terms and Conditions for Reproduction form.

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

Adopted by the Northwestern Michigan College Board of Trustees January 27, 2020



Northwestern
Michigan
College

MEMO

Administrative Services

To: Dr. Nick Nissley, President

From: Stephen Siciliano, Planning and Budget Council Chair
Troy Kierczynski, VP of Finance and Administration

Date: November 15, 2021

Subject: NMC Resource Guidelines 2022-2023

Recommendation

Northwestern Michigan College's Planning and Budget Council has reviewed the 2022-2023 Resources Guidelines and recommends approval of the guidelines as presented in the attached.

Key Changes

- Under item **3 – Salaries and Benefits Equity**, language was added describing the frequency of benchmarking wages for non-union staff: *“The Human Resources office will benchmark non-union employee salaries and wages at least once every three years.”*
- Under item **8 – Financial Reserves**, the five reserve categories listed below were consolidated into one **General Operating Reserve** with a simplified target range of three to six months of operating expenses:
 - Working Capital Reserve
 - Reserve Funds for Any Future Reduction in State Contributions for MPSERS
 - Reserve for Unexpected Medical and Non-Medical Costs
 - Reserve for Unexpected Fluctuation in Energy Costs
 - Reserve for Any Future Reduction in State Appropriation Revenue

Each of the above reserves existed for the common purpose of supporting the College's General Fund operations as contingency, or during a period of volatility or economic uncertainty. We believe consolidating them under this common purpose achieves clarity and transparency for general fund reserves. The target range was formed based on guidance from the Government Finance Officers Association (GFOA), the National Association of College and University Business Officers (NACUBO), and observation of other College reserve policies.

- The updated Budget Resource Guidelines establish target ranges for its Fund for Transformation and Plant Fund reserves.

[end of memo]

NMC BOARD OF TRUSTEES
2022-2023 RESOURCE GUIDELINES

1 – Strategic and Financial Planning

The budget is a financial plan for the priorities of the institution. The budget proposed to the Board of Trustees for adoption should reflect the Strategic Plan and the area operational plans.

2 – Tuition and Fees

Tuition and fees should be considered within the context of the most reasonable estimates of State, local, and private support, and projected expenses to support the College’s plans, and projected enrollment and unique program characteristics. Tuition should balance the goal of affordable access to learning opportunities with the goal of high quality service levels for NMC offerings. Regular tuition increases should be considered as a means to sustain this portion of the revenue mix, while minimizing the year-to-year increases. Fees should be reviewed regularly and increases considered when the cost elements to which they contribute increase. Our in-district students will pay less than out-of district students because the College receives local tax support from Grand Traverse County residents. For some programs, the College uses differential tuition and fees in excess of the general rates.

3 – Salaries and Benefits Equity

Northwestern Michigan College is committed to attracting and retaining a quality workforce. Equity in salary and benefits is part of the NMC culture and should be expressed within a total compensation package. As part of that package, salary and benefits for faculty and staff will be based on the appropriate peer group or determined in the relevant collective bargaining agreement. The Human Resources office will benchmark non-union employee salaries and wages at least once every three years.

4 – Professional Development

Maintaining and improving the knowledge and skills of the faculty and staff is an investment in the future. Funds should be appropriated annually in the budget for that purpose. Approximately 2.25% of general fund salaries and wages should be appropriated annually in the budget for that purpose.

5 – Faculty and Staff Composition

The College should balance the full-time and part-time composition of employees to assure continuity and commitment while maintaining flexibility to implement strategic directions and complete its strategic initiatives in a timely and effective manner. To enhance smooth transition of personnel, the College has established a contingency for implementing succession decisions.

6 – Technology, Capital Equipment, Maintenance and Renovation

Providing a quality education requires investment in classroom equipment, facilities, and infrastructure. The annual budget should provide for regular maintenance, replacement/upgrade, growth and contingency funding.

7 – Debt Service

Debt Service obligations must be included in the budgeting process at 100% of the current costs.

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8 – Financial Reserves

The annual operating budget should include an appropriate allocation for financial reserves. The Vice President of Finance and Administration and Planning and Budget Council shall monitor reserves at least annually. The College identifies the following specific reserves in accordance with Staff Policy D-504.01 Financial Reserves:

A – General Operating Reserve

A fiscally sound institution should maintain adequate operating reserves to meet current obligations, to offset contingencies, and to support unusual cash flows related to the following:

- unexpected declines in enrollment
- unknown state funding commitment or retroactive cuts
- unexpected increases in required contributions to the Michigan Public School Employee Retirement System (MPSERS)
- fluctuations in medical or energy costs, or
- other unusual or extraordinary economic conditions.

Northwestern Michigan College shall maintain a General Operating Reserve equal to three to six months of operating expenses as calculated using the annual General Fund budget. The College will target four-and-a-half months of annual operating expenditures for this reserve.

B – Fund for Transformation

The Fund for Transformation shall be used to fund strategic growth initiatives, emerging opportunities, or other transformational projects. A fund balance equal to two to five percent of annual operating expenses shall be maintained.

C – Plant Fund

Two to five percent of the appraised replacement value (new) of the College’s physical assets, including all campus buildings, fixtures, and equipment, should be invested or maintained in a fund for major maintenance, renovation, or replacement of those assets. Plant fund reserves above two percent will be designated for future buildings.

The College’s auxiliary enterprises may also accumulate net asset reserves. Reserves generated by its residence halls, apartments, bookstore, events center, museum, and cafeteria are designated for reinvestment, capital, and contingency planning for those auxiliary functions. Only the Board of Trustees may authorize, designate, or transfer auxiliary net assets for another purpose.

Additionally, administration may establish additional reserves as required to comply with generally accepted accounting principles or other external restrictions.

November 2021

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¶

A – Working Capital Reserves¶
A fiscally sound organization should have adequate reserves for emergencies and unanticipated cash flow needs. Northwestern Michigan College funds should maintain a Working Capital Reserve of 10 - 15% of annual budgeted expenditures not included in reserves B through G. ¶

¶

B – Reserve Funds For Any Future Reduction in State Contributions for MPSERS Retirement Plans¶
This is a reserve for any future reduction in State contributions related to the unfunded liability payment for MPSERS plans. The amount to maintain is 30% of the annual State contribution to MPSERS retirement plans.¶

¶

C – Reserve For Unexpected Medical and Non-Medical Costs ¶
This is a reserve for dramatic fluctuations in medical, and non-medical costs (e.g. term life insurance, long term disability, and worker’s compensation) that are significantly beyond prudent predictions. The College should maintain funds equal to the difference between the calculated maximum aggregate claims and expected claims plus three (3) months of non-medical costs.¶

¶

D – Fund for Transformation¶
The Fund for Transformation was established for the purpose of responding to emerging opportunities and changes. A fund balance equal to approximately 2% of General Fund budgeted expenses should be maintained.¶

¶

E – Physical Plant Major Maintenance and Future Buildings¶
Two percent of the appraised replacement value-new of the College’s physical assets, including buildings, building equipment, and built-in fixtures, should be invested or maintained in a fund for major maintenance, renovation, or replacement of those assets. This should be calculated as the total of major plant maintenance expenditures, operating budget maintenance expenditures on physical plant, and the Plant Fund balance. Reserves above 2% will be designated for future buildings.¶

¶

F – Reserve For Unexpected Fluctuation In Energy Costs¶
This is a reserve for dramatic fluctuations in energy costs that are significantly beyond prudent predictions. The reserve is equal to 10% of the College’s annual budget for the total energy bill.¶

¶

G – Reserve For Any Future Reduction in State Appropriation Revenue¶
This is a reserve for any future reduction in State appropriation revenue. The amount to maintain is 25% of annual State Appropriation.¶

Deleted: September 2020

**Northwestern Michigan College
Financial Reserves
As of June 30, 2021**

Under Revised Structure

Required Reserves	Target Measure	Target Minimum	Target Maximum	Actual Reserve 6/30/21	Result
A. General Operating Reserve	3-6 months of budgeted annual operating expenses	\$ 10,780,326	\$ 21,560,652	\$ 12,188,308	Within Target Range
B. Fund for Transformation	2-5% of budgeted annual operating expenses	\$ 862,426	\$ 2,156,065	\$ 1,704,584	Within Target Range
C. Plant Fund	2-5% of appraised replacement value of real property	\$ 4,550,412	\$ 11,376,030	\$ 5,398,088	Within Target Range
Required Reserves		\$ 16,193,164	\$ 35,092,747	\$ 19,290,980	

Under Prior Structure

Required Reserves	Target Measure	Target Minimum	Target Maximum	Actual Reserve 6/30/21	Result
A. Working Capital Reserves	10-15% of budgeted annual expenses excluding reserves B-G	\$ 4,147,990	\$ 6,221,985	\$ 8,047,651	Over target range
B. Reserve for MPSERS Retirement	30% of the annual State contribution to MPERS plans	\$ 589,284	n/a	\$ 832,800	Target Met
C. Reserve for Unexpected Medical/Non-Medical Costs	Difference between calculated maximum aggregate claims and expected claims plus three months of non-medical costs	\$ 445,461	n/a	\$ 647,082	Target Met
D. Fund for Transformation	2% of General Fund budgeted expenses	\$ 890,445	n/a	\$ 1,704,584	Target Met
E. Physical Plant Major Maintenance	2% of appraised replacement value-new of the College's physical assets	\$ 4,550,412	n/a	\$ 4,550,412	Target Met
Plant Fund New Construction	Amounts in E over 2%	\$ -	n/a	\$ 847,676	Target Met
F. Reserve for Unexpected Energy Costs	10% of the College's annual budget for the total energy bill	\$ 121,250	n/a	\$ 200,000	Target Met
G. Reserve for State Aid	25% of annual State appropriation	\$ 2,460,775	n/a	\$ 2,460,775	Target Met
Required Reserves		\$ 13,205,617	\$ 6,221,985	\$ 19,290,980	



**Northwestern
Michigan
College**

***MEMO
Student Services &
Technologies***

To: Dr. Nick Nissley, President
From: Todd Neibauer, VP for Student Services & Technologies
Date: November 12, 2021
Subject: Two Percent Grant Proposal

This is a request for Board of Trustees support of the biannual 2% Grant application.

This grant proposal outlines additional support for Native American students as part of our initiatives to improve student persistence and completion. The Student Success Center academic success coaches lead this effort. This grant proposal would further fund the specific efforts of the Native American Success Coach in development and implementation of additional support services focused on improving the retention and graduation rates of our Native American student population.

Thank you for your consideration.

Local Leveraging: \$ 32,975 Percent: 48 %
 (Match)
 Total Budget: \$ 69,861 Percent: 100 %

5. Target Population: 100 Children 350 Adults 50 Elders
500 Total GTB Member Community 30 Others

(Indicate the number of GTB members)

6. Counties Impacted: X Antrim X Benzie X Charlevoix
X Grand Traverse X Leelanau X Manistee

7. Brief Description (purpose of funding); include statement of need:

In order to continue providing academic, social, and community support services to the Native student population and community, both in person and virtually, we recognize the need for the continuation of Native American student support services through NMC. Our goal is to continue to improve retention and course completion rates for Native American students at NMC during this difficult time. We plan to continue to support Native American students with focused support programs, tribal communication and involvement, higher education recruitment activities for Native American high school students, transfer preparation.

NEED: The disruption caused by the Covid-19 outbreak has altered course delivery methods, funding for our office, and student learning opportunities at the college. To date, most of our Native students have expressed the desire to continue, uninterrupted, with their academic pursuits. We believe our graduates’ ambition and success is directly related to our program efforts. Many students still need help navigating the evolving changes to the instructional process to be successful learners and our services are crucial to assisting students. The new social distancing norm has created numerous challenges for students again this spring and fall, and as it continues, we will need to create more on-line opportunities for academic and social engagement, and guide and encourage Native American students now more than ever to participate. To maintain the momentum in recruitment, retention, and graduation for Native students, we need to maintain the support programs currently in place and reestablish the Graduation Celebration Pow Wow as well as the Campus Immersion program, while improving virtual accessibility and implementing more focused social and academic programming assistance. Currently, NMC’s Native American student population is still among the highest for community colleges and universities within the State of Michigan.

NMC’s student demographics show that the Native American student population is made up primarily of Grand Traverse Band members. Although many tribal students are still the first in their families to attend college, we are now beginning to see second and third-generation Native students at NMC because of our recruitment efforts focused within the native community.

NMC is vested in the success of the Native students and the communities we serve. We hope to continue to provide services which enhance and expand the educational experiences and opportunities for Native American students and community members in addition to building stronger working relationships with Tribal Education programs, youth services, and other tribal government programs to support the community. We believe the need for these partnerships is critical to improving and maintaining retention rates, course completion, program implementation and overall success of currently enrolled Native students in addition to those who will choose to attend Northwestern Michigan College in the future.

8. This question only pertains to Indian Education Programs of Public-School Systems. If you are not an Indian Education Program of a Public-School system, skip to question 9.

(a) **Program formula: (1) \$5,000, up to \$10,000 per school district + (\$1,000, up to \$1,500 x # of GTB member students) = allocation. The increase to the formula will be determined by the previous timely 2% report received, and the data provided within the report on the success of the school's Indian Education Program as a result of the 2% allocation.**

Please note: 1) In completing this section, only provide the student numbers of currently enrolled GTB members; do not include the general Native American data of your school system; and 2) there will be a cap of \$100,000, up to \$125,000 per school, based on the school's GTB membership count and data provided within the 2% report received from the previous year.

(b) Recommendation from Parent Committee: _____ YES _____ NO

Please have the Parent Committee sign the attached Certification Form.

(c) Describe parent involvement in project: _____

(d) Does the school receive Title VII Indian Education Funds? _____ YES _____ NO

If yes, how much: _____

9. What are the start and completion dates of the proposed project?

10. Start: **01/31/2022** Completion: **08/31/2022**

11. Has applicant received prior awards through the Tribe's 2% funding allocation? (** Indicates "End Date"*)

_____ YES NO. If yes, please list the start and end dates and amount:

07/27/2021 - 08/31/2022* and amounts: 9,093.16

01/31/2021 - 08/31/2021 and amounts: 24,886.00

01/31/2020 - 08/31/2020 and amounts: 25,600.00

11. Is the proposed project new _____ or a continuation project ?

If this is a continuation project, please explain why there is a need to continue funding:

Funding will allow continued support for Native American college and K-12 students and community members, through the implementation of programs that feature elements to increase cultural awareness and promote student interaction. The focus will be to create an academic environment that results in success for tribal community members. Keeping our community members informed and focused on educational opportunities is the key to both our community and individual tribal citizen's success.

12. If the previous project has been completed, did you submit your 2% report? YES _____ NO.

The 2% report must be submitted one year from the date you received your 2% award. If your report has not been submitted, your current application will not be considered! 2% Reports are mandatory for future grant

considerations. Mail your 2% report to: Attn: 2% Reports; GTB, 2605 N.W. Bay Shore Drive, Peshawbestown, MI 49682.

13. Impact of Gaming on local program: (e.g., increase in student population, resulting from increase in Tribal employment or increase in emergency services to Casino patrons).

Native American families are staying in the area as a result of better jobs, education, lower cost of living and community ties. We foresee an increase in native people at NMC to meet the needs of the trends in education, the job market and social programs in region. We can assist Native students seeking career changes or career growth within tribal employment as well as non-tribal business. This is in response to more employment made available due to economic growth and development through Tribal governance and Tribal employment in the overall community growth.

14. How will the success of the project be assessed (evaluation plan)? Course retention and completion, graduation rates, transfer rates, overall GPA, enrollment of recent Native American high school graduates and enrollment of returning Native American students.

15. If new staff is required, will preference be given to Native American applicants?

YES NO

16. Budget: Please attach a one-page itemization of the planned budget. Include explanation for each category of the budget.

IMPORTANT!! BEFORE YOU MAIL YOUR 2% APPLICATION, PLEASE REMEMBER TO:

- 1) Execute authorized signature on first page, question #2.
- 2) Attach 1-page budget
- 3) Attach Parent Committee Certification Form if application is from an Indian Education/Title VII Program.
- 4) Submit by appropriate deadline:
 - **If for June cycle, postmarked by May 31st.**
 - **If for December cycle, postmarked by November 30th.**

Mail completed 2% applications to:

Attention: 2% Program

Grand Traverse Band of Ottawa and Chippewa Indians

2605 N.W. Bay Shore Drive, Peshawbestown, MI 49682

If you have any questions, please call 231-534-7601

Northwestern Michigan College-Grand Traverse Band Tribal Council, 2% Allocation, Budget Justification**Native American Student Organization-Operating Budget**

This would assist Native American Student Organization (NASO) in providing presentations and workshops focusing on community cultural enrichment and awareness for the Native American student population, community members and guests. Students will design and implement programs with support staff to better inform others about native issues, arts, community and cultural aspects of our local Native American population. NASO will provide student to student interaction, building upon our program goals for greater academic success and retention, using socially engaging activities based on cultural identity. The Native American Student Organization will give native students a voice within the student community here on campus and an environment to discuss issues and situations in a relaxed peer to peer setting, while enhancing their leadership experience during the continuation of planning and facilitation of activities developed by NASO.

NASO students/community activities (2 x\$500 ea.) \$1,000

Spring "Graduation Celebration Pow Wow" 2022 \$5,000

\$6,000

Native American Student- Campus Immersion 2022

A three-day Campus Immersion Program: This opportunity will provide campus exposure for up to 20 Native American students approaching their transition from high school to college. With your support, students will experience educational opportunities at NMC. This program will feature the college application and enrollment process, requirements for specific programs, student success & student life, NASO student mixers with student peers & staff. Students will explore programs tied to a chosen major, focused on transfer requirements and opportunities in Business, Nursing, STEM, Visual Communication, Culinary, etc. Students will receive enrollment information, transfer scenarios, in addition to scholarship, Michigan Indian Tuition Waiver and student loan information.

(\$350 per student, 3 days x 20 students)

\$7,000

Native American Success Coach

The Native American Success Coach will assist Native American students by working with them from admissions to the completion of their educational goal with activities related to recruitment, success, persistence and retention. Specifically, the coach will be responsible for student contacts, advocacy, academic and social support activities and services, Native American student outreach, summer college campus immersion, individual and group tracking, monitoring and recruitment, grant writing and reporting.

(Part Time @ \$23.00 an hour x 25 hours a week x 31 weeks) \$17,825

(Fringe, Based on 34%) \$ 6,061

\$23,886

Northwestern Michigan College (IN-KIND Contributions): Office space and building use, mailing, office equipment and supplies, administrative support for Native American Student Success Coach and program.

Notes:

Space Costs & Building Use \$9,400

NMC In-Kind \$32,975

Administration and Staff \$23,575

NMC In-Kind \$33,975

GTB 2% Request \$36,886

Program Cycle: 1-31-2022/ 8-31-2022

Total Program Budget: \$69,861.00

To: Board of Trustees

From: Rachel Johnson, PPC Chair

Date: 11/17/21

Re: Employment Contract between President Nissley and Northwestern Michigan College

Following President Nissley's annual performance review, The Presidential Performance and Compensation Committee reviewed his contract which is set to expire on December 31, 2021. Several benchmarks were used in that analysis, including both Michigan-specific data and CUPA data. Based on this review and President Nissley's overall performance, we recommend to the full Board of Trustees a new contract for President Nissley that includes the following:

- Term: January 1, 2022 – December 31, 2024
- Compensation: Salary shall be set at an annual rate of \$204,000 effective January 1, 2022 and increased by the percentage rate used to adjust the salary scale for staff and executives of the college for calendar years 2023 and 2024.
- Deferred Compensation: The College agrees to contribute four percent (4%) of the President's annual salary to an annuity selected by the President.
- Office Holder Allowance: The College shall provide the President a \$12,000 per fiscal year office holder allowance.
- Performance Reviews: Strike 6.2 requiring semi-annual review. Update 6.1. (Annual Review) to include this verbiage: Additional interviews for the same purpose may be requested by the President or a majority of the Board at any time.
- The rest of the contract terms are consistent with the prior contract.

We look forward to discussing these contractual items with the full Board of Trustees and securing President Nissley's commitment to continue his leadership at NMC.