



Northwestern  
Michigan  
College

# Board of Trustees

[www.nmc.edu/trustees](http://www.nmc.edu/trustees)

*We deliver lifelong learning opportunities to transform lives and enrich our communities.*

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

## Meeting Agenda

Monday, September 26, 2022  
at Hagerty Center, Room C  
715 E. Front Street

5:30 p.m. Regular Meeting

### I. GENERAL BUSINESS

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

### II. STRATEGIC FOCUS

- E. Future Focused Education—*Jason Slade, Vice President of Strategic Initiatives, and Stephen Siciliano, Vice President of Educational Services*

### III. REPORTS AND PRESENTATIONS

- F. Program Focus: Great Lakes Water Studies Institute (GLWSI)—*Hans Van Sumeren, Director, GLWSI*
- G. Faculty Report: Equity Grading in Anatomy and Physiology—*Dr. Nick Roster, Instructor and Assessment Coordinator*
- H. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- I. FY 2024 Five-Year Capital Outlay Plan Overview—*Kierczynski, Vice President of Finance and Administration*

### IV. PUBLIC INPUT

Each person wishing to address the Board during public comment must be present and shall provide their name, address, city, phone, and issue to be addressed on a form provided prior to the meeting. The topic addressed should be related to business within the jurisdiction of the Board. Forms will be collected and given to the Board Chair prior to the call for order. Comments will be limited to three minutes in length per speaker.



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September 26, 2022 Meeting Agenda  
Page 2

### V. UPDATES

- J. President's Update—*President Nick Nissley*
- K. Board Chair Update—*Rachel Johnson, Chair*

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

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

Recommend that the following items be approved:

- L. Minutes of the August 22, 2022, regular meeting
- M. Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- N. PRMC Report—*Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications*
- O. Foundation Report—*Jennifer Hricik, Interim Associate Vice President for Resource Development and Executive Director of Foundation*
- P. Board Policy Committee—*Chris Bott, Committee Chair*
- Q. Fellows Nominating Committee—*Ken Warner, Committee Chair*
- R. Presidential Performance and Compensation Committee—*Rachel Johnson, Committee Chair*

### VII. ACTION ITEMS

- S. **Local Strategic Value Resolution** (Pursuant to Policy A-106.00 Finance)  
Recommend adoption of presented Local Strategic Value Resolution certifying that Northwestern Michigan College meets the best practice standards required by the appropriations law for fiscal year 2023.
- T. **Board Policies** (Pursuant to Policy A-106.00 Other)  
Recommend adoption of the following Board policies on a first-reading basis:
  - Policy B-100.00 Board of Trustees Delegation to the President
  - Policy B-101.00 President's Role and Job Description
  - Amended Policy C-104.00 Institutional Effectiveness Criteria
- U. **NMC Foundation By-laws** (Pursuant to NMC Foundation By-laws)  
Recommend approval of amended NMC Foundation Bylaws as presented.

### VIII. REVIEW OF FOLLOW-UP REQUESTS

Confirm requests made by the Board that require administrative follow-up for information to be provided to the Board at a later date.



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September 26, 2022 Meeting Agenda  
Page 3

### IX. ADJOURNMENT

#### **Upcoming Board Meeting Dates:**

*All board meetings are open to the public.*

October 24, 2022—Timothy J. Nelson Innovation Center, Room 106/107  
November 21, 2022—NMC Hagerty Center, Great Lakes Campus, Room C  
December 12, 2022—NMC Hagerty Center, Great Lakes Campus, Room C (2<sup>nd</sup> Monday)  
January 23, 2023—NMC Hagerty Center, Great Lakes Campus, Room C  
February 27, 2023—NMC Hagerty Center, Great Lakes Campus, Room C  
March 20, 2023 (3<sup>rd</sup> Monday)—NMC Hagerty Center, Great Lakes Campus, Room C  
April 24, 2023—NMC Hagerty Center, Great Lakes Campus, Room C  
May 22, 2023—NMC Hagerty Center, Great Lakes Campus, Room C  
June 26, 2023—NMC Hagerty Center, Great Lakes Campus, Room C

# NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

**To:** Dr. Nick Nissley, President  
**From:** Jason Slade, Vice President of Strategic Initiatives  
**Date:** September 19, 2022  
**Subject:** Strategic Initiatives Update: *September 26, 2022 Board of Trustees Meeting*  
 Topic: *Strategy 1 - Future-Focused Education*

## **Strategy 1: Future-Focused Education**

Enhance offerings through flexible academic pathways, innovative instructional delivery models, and relevant, hands-on educational experiences to empower global learners for the future.

*(Champion: Stephen Siciliano)*

### *Summary:*

This strategy is currently on track with 5 of the 5 objectives currently classified as “green” due to their progress through the action steps. Metrics have been added to the document along with a baseline and targets.




### *Highlights and Successes:*

- 65 online courses are scheduled for mandatory review beginning in Fall. 5 peer reviewers currently trained and adding 5 more this fall
- 2 accelerated pathways created in Water Studies (WSI) and economics (ECO) allowing multiple courses to be completed in one semester in these areas
- Experiential Learning Institute (ELI) has begun the process of designating classes and experiences to meet the experiential learning designation. The professional development theme for the August Professional Development (PD) day was focused on ELI and the October PD day will also have an ELI related session.

### *Challenges and Opportunities:*

- Discontinued competency-based education (CBE) model around Aviation due to Higher Learning Commission requirement of 51% of program offered in CBE format. Will investigate other opportunities in future phases if applicable.
- Online course offerings are lagging projected target.
- Experiential learning (EL) tracking and rollout offers a challenge given the goal of every credential seeking student having an EL experience.



Strategy 1 - Future Focused Education				
<b>Objective 1:</b> Increase the annual number of students who receive prior learning credit from 236 to 270, using flexible academic pathways, by December 2024.				
Status of Action Steps	Baseline	Current (as of F22)	Target	Notes
Complete - 1 action On Schedule - 2 actions Discontinued - 1 action	Students receiving credit for prior learning = 236	Current = 127 (fall only), data is in progress as full academic year needed	Students receiving credit for prior learning = 277 by 12/31/2024	Registrar and ORPE continue to identify opportunities in credit for prior learning.  Discontinued - Aviation CBE was not a viable option due to the HLC requirement of 51% offered in CBE. Will look at other opportunities if applicable.
<b>Objective 2:</b> Increase the proportion of online courses in fall and spring semesters from 28% to 35% by September 2024.				
Status of Action Steps	Baseline (Fall 2021)	Current	Target	Notes
Complete - 1 action On Schedule - 3 actions	Proportion of online courses = 28%	= 27% 	Proportion of online courses = 35% by 9/15/2024	Inventory is underway and is identifying multiple sections that do not have an online option. Using ORPE data on demand and advising input to drive additional options.
<b>Objective 3:</b> Increase student success and completion rates in online courses from 87% to 90% and hybrid courses from 92% to 95% by developing additional teaching strategies by December of 2024.				
Status of Action Steps	Baseline	Current	Target	Notes
Complete - 1 action On Schedule - 2 actions	NMC Completer Success Rates: Online = 87% Hybrid = 92%	NMC Completer Success Rates: Online = 87% Hybrid = 91% (F2021 - Su2022) 	Student success rates in online = 92% hybrid = 95% by 12/31/2024	65 courses are scheduled for review beginning in Fall. 5 peer reviewers currently trained. Adding 5.
<b>Objective 4:</b> Create six shortened course pathways (two courses in one semester) in multiple academic disciplines by May 2024.				
Status of Action Steps	Baseline	Current	Target	Notes
On Schedule - 5 actions	Shortened pathways = not tracked	2 pathways (WSI, ECO) 	Shortened pathways = 6 by 5/15/2024	2 accelerated pathways created - WSI, ECO. Investigating MTH. Next round planned for F23

<b>Objective 5:</b> Every credential-seeking student will engage in at least one ELO at NMC by September 2024				
<b>Status of Action Steps</b>	<b>Baseline</b>	<b>Current</b>	<b>Target</b>	<b>Notes</b>
On Schedule - 6 actions	Experiential Learning Opportunities = not tracked	Incomplete	~ 2,700 students by 9/15/2024	34 courses now designated as EL immersive for Fall 23. ELI was the topic of August PD for all faculty to advance objective. Additional follow-up activities including more PD and online workshops including Oct PD day.

<b>Key</b>	
<b>Green</b>	> 75% of scheduled actions supporting objective are on task
<b>Yellow</b>	> 50% of scheduled actions supporting objective are on task
<b>Red</b>	< 50% of scheduled actions supporting objective are on task

*PDCA (Plan Do Check Adjust):* No current feedback to champions from stakeholders/others.

*Next Month:* Strategy 2: Student Engagement & Success



# Great Lakes Water Studies Institute

## PROGRAM UPDATE

### Northwestern Michigan College Board of Trustee Meeting

September 26, 2022



# GREAT LAKES WATER STUDIES INSTITUTE

#### ACADEMIC PROGRAMS

BSMT Marine Technology  
AAS Marine Technology  
AAS Water Quality & Env. Technology  
ASA Freshwater Studies

#### PROFESSIONAL DEVELOPMENT and TRAINING

Marine Center  


#### RESEARCH, GRANTS and TECHNICAL SERVICES

Local, regional, national,  
international collaborations

#### INTERNATIONAL PROGRAMS

Multiple academic and grant  
related activities

# Great Lakes Water Studies Institute

## Strategy 5 - Objective 2



- Complete comprehensive program review
- Become a leading center for marine and geospatial programs
- Net positive revenue by June 30, 2025
- Establish the GLWSI as a center of innovation and technology



# Great Lakes Water Studies Institute

## Strategic Focus - Academic Programs

- Marine Technology (Bachelors and Associates)
  - Develop and implement national marketing and recruiting plan
  - Admit > 16 new students every year
  - Maintain leadership in international professional societies
  - Continue to utilize accelerated courses and implement micro-credentials

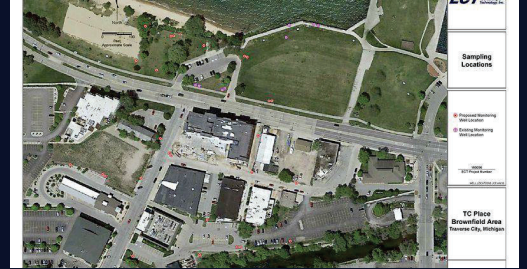




# Great Lakes Water Studies Institute

Strategic Focus - Academic Programs

- Water Quality & Environmental Technology AAS (new)
  - Workforce-focused, multiple learner markets, high demand, local and regional
  - Philanthropic support by the Huckle Family Foundation
  - Strong support by industry, government, and academia
  - Fall 2023 start

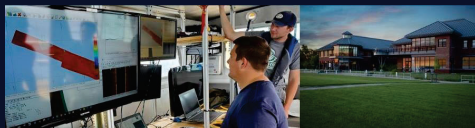


Northwestern Michigan College

# Great Lakes Water Studies Institute

Strategic Focus – Professional Development

- Marine Center
  - Technical training
  - CEU's
  - Micro-credentials
  - Conferences, Events, Webinars



The Marine Center  
Northwestern Michigan College

**Courses**

# Great Lakes Water Studies Institute

Strategic Focus – Technical Training



KONGSBERG

Marine infrastructure & inspection partnership

- Marketing
- Instructors
- Equipment



Leica International School of Surveying

- Content delivery
- Marketing
- Equipment
- Instructors



Technical webinar series

- Content delivery
- Marketing
- Lakebed sponsorship



Fugro Academy partnership

- Joint marketing
- Access to courses
- Internships



Survey Prof. Develop Course Series

- Joint marketing
- Joint program delivery



Program support

- Foundation grant
- Facility access for training

# Great Lakes Water Studies Institute

Strategic Focus – Technical Training



World class instruction for the application of marine technologies needed for ports, dams, waterways, locks, and marine transportation infrastructure.



### Marine Bridge & Infrastructure Inspection Certification:

A Marine Bridge & Infrastructure Inspection certificate will be issued upon the completion of the three course series.

Marine Bridge & Infrastructure Inspection Certification Courses	Duration	Delivery / Location
Fundamentals of SONAR systems & acoustics	16 hours	Online
Inspection technologies & application	8 hours	Online
Underwater Bridge & Infrastructure inspection	4 days	Traverse City, MI



# Great Lakes Water Studies Institute

Strategic Focus – Convening Partners

## Conferences

- Lakebed 2030
- OCEANS 2025: First IEEE/MTS conference in the Great Lakes or freshwater body in the world - Chicago 2025
- Regional professional chapter meetings (THSOA / MTS)

## Webinars

- International participation
- Average registration 200 plus



## LAKEBED 2030

September 28-30, 2022  
Traverse City, Michigan

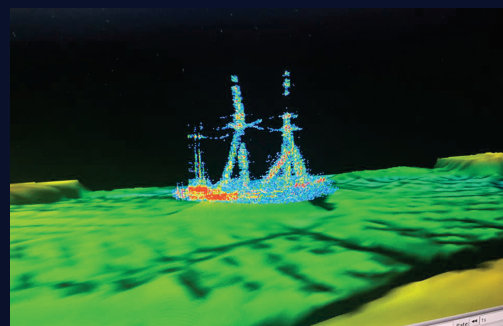


# Great Lakes Water Studies Institute

Strategic Focus – Research, Grants and Technical Services



- DOI – National Parks Service
- NOAA Thunder Bay National Marine Sanctuary
- Great Lakes Observing System
- Michigan Technological University
- Marine Technology Society
- National Science Foundation





# Great Lakes Water Studies Institute

Strategic Focus – International Programs

- Yellow River Conservancy Technical Institute Kaifeng, CN
  - ~200 YRCTI graduates of NMC with Marine Technology focus since 2018
  - Guaranteed enrollment of 40 students
  - Renegotiated contract for 2024-2026 – increased revenue
  - Virtual and face-to-face format



# Great Lakes Water Studies Institute

Strategic Focus – International Programs



## Program Vision:

A platform that accelerates innovative technologies and business incubation with a focus on the Great Lakes and freshwater ecosystems.

**Virtual Webinar Series**

**Mapping the Great Lakes:**  
*Building the Case for Collaboration and Policy through Data.*

Virtual webinar series focused on building a comprehensive detailed bathymetric map of the Great Lakes. The events will engage the audience with presentations and discussions from leading scientists and researchers on the technologies and issues impacting the Great Lakes ecosystems. Event dates and presentation topics are listed below:

Webinar Focus	Date	Time
Mapping/Technology	May 20, 2021	12:30-2:00 PM
Coastline	June 17, 2021	12:30-2:00 PM
Habitat/Fisheries	July 15, 2021	12:30-2:00 PM
Archaeology/Geology	September 15, 2021	12:30-2:00 PM
Lakebed 2030 Conference	September 29-30, October 1, 2021	1:00 -5:00 PM
Collaboration	November 18, 2021	12:30-2:00 PM

*Registration is required. The webinars are being offered at no cost to the participants.*

**CONSULATE GENERAL OF THE UNITED STATES**  
Toronto, Canada

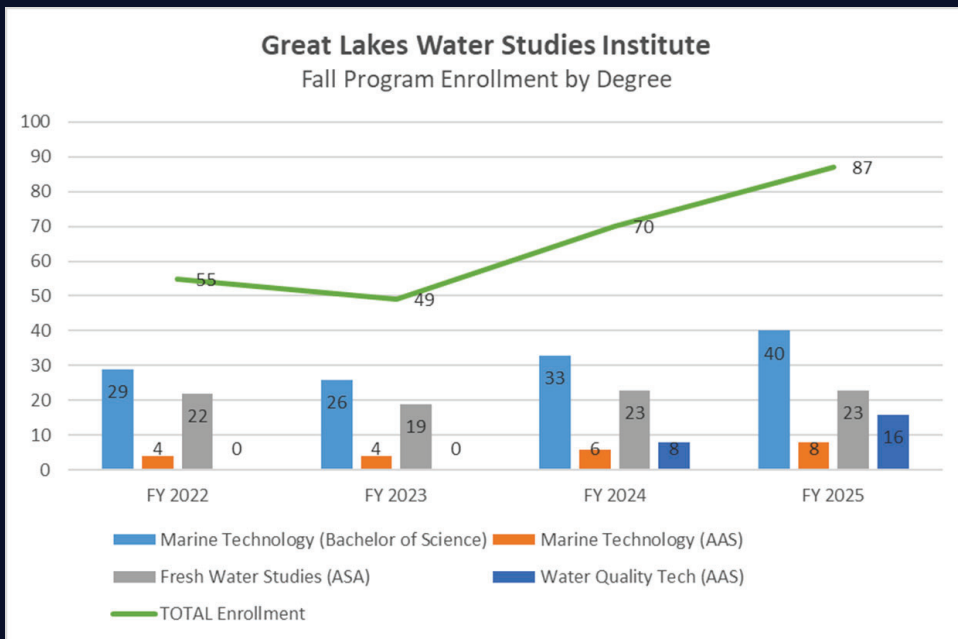


# Great Lakes Water Studies Institute

## Academic Program enrollment (per year)

Positive growth projections

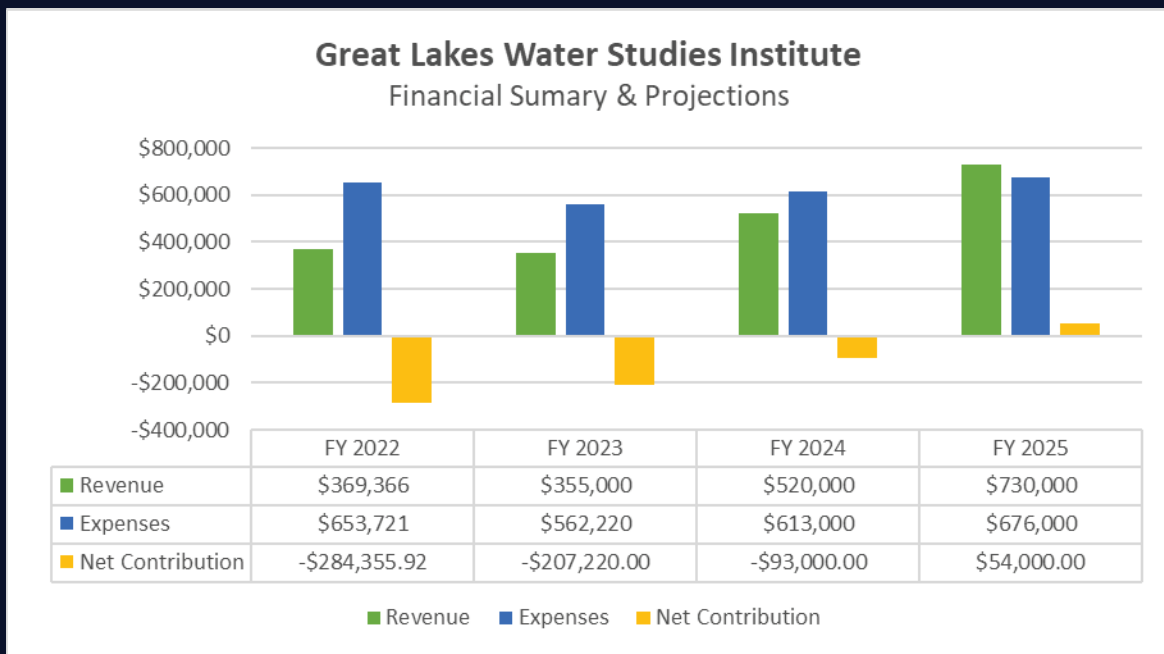
Program	FY 2022	FY 2023	FY 2024	FY 2025
Marine Technology (Bachelor of Science)	29	26	33	40
Marine Technology (AAS)	4	4	6	8
Fresh Water Studies (ASA)	22	19	23	23
Water Quality Tech (AAS)	0	0	8	16
<b>TOTAL Enrollment</b>	<b>55</b>	<b>49</b>	<b>70</b>	<b>87</b>



# Great Lakes Water Studies Institute

## Financials

Net positive revenue by 2025



# Questions?



## GREAT LAKES WATER STUDIES INSTITUTE

### ACADEMIC PROGRAMS

BSMT Marine Technology  
AAS Marine Technology  
AAS Water Quality & Env. Technology  
ASA Freshwater Studies

### PROFESSIONAL DEVELOPMENT and TRAINING

Marine Center



### RESEARCH, GRANTS and TECHNICAL SERVICES

Local, regional, national,  
international collaborations

### INTERNATIONAL PROGRAMS

Multiple academic and grant  
related activities



Lynne Moritz &lt;lmoritz@nmc.edu&gt;

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## Board Presentation

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**Nick Roster** <nroster@nmc.edu>  
To: Lynne Moritz <lmoritz@nmc.edu>

Mon, Sep 12, 2022 at 8:42 AM

Hello Lynn,

I will be presenting to the board on September 26. Here is the information I believe you need:

Dr. Nick Roster, Instructor and Assessment Coordinator

My Experiences in Equity Grading

I will briefly explain to the board what equity grading is, and why it is important. I will also tell the board my experience with equity grading in my Anatomy & Physiology classes.

I am beginning my 18th year teaching at NMC. I have served NMC as Curriculum Committee Chair, Department Chair, and currently as the Assessment Coordinator, in addition to my teaching duties. In the community I have been Scoutmaster for Troop 34, currently serving as an Assistant Scoutmaster. I am also running for TCAPS Board of Education.

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You can fill your head with a million facts and still be entirely uneducated.

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**Dr Nicholas O Roster** (he/him)  
Biology Instructor/Assessment Coordinator  
Northwestern Michigan College  
[1701 E Front St](#)  
[Traverse City, MI 49686](#)

231-995-1278

Students: [Click Here](#) to make an appointment with me.

# Equity Grading at NMC: My Experiences in Anatomy & Physiology

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Nicholas Roster, Ph.D.

## (Very) Brief History of Grading

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Grading was “norm-referenced” as it was thought intelligence was normally distributed. A-F established in the early 1900’s.

Grading invented as a sorting mechanism for an industrialized society.

Not much has changed in grading, while our classrooms look very different.

# Equity Grading Based on 3 Pillars

## 1 | Accurate

Our grading must use calculations that are mathematically sound, easy to understand, and correctly describe a student's level of *academic performance*.

Ut enim ad minim veniam, quis nostrud exercitation

## 2 | Bias-Resistant

Grades based on valid evidence of student's content knowledge, not on evidence that is likely to be corrupted by a teacher's implicit bias or reflect a student's environment.

## 3 | Motivational

Support a growth mindset, giving opportunities for redemption.

Transparent & understandable.

Distinguishes and connects the means (behavior) and the ends (grade)

## Mathematically Accurate

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1. Avoid zeros
2. Minimum grading - no killer zeroes
3. 0-4 scale

5 assignments: 85%, 85%, 0%, 85%, 85% = averages to a 68% (1.0)

# Bias-Resistant

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Grades based on:

1. required content, not extra credit
2. Student work, not the timing
3. No participation or effort
4. Summative, not formative

# Motivational

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1. Standards-based grades
2. Minimum grading
3. Create a community of feedback
4. Student trackers
5. Self-regulation

# How did it go?

I think it went well last year.  
Making tweaks this year to clarify.  
Also gathering some data this year:  
Attitudes  
Self-Efficacy  
Sense of Belonging





**Northwestern  
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*Enrollment Services  
MEMO*

To: Dr. Nick Nissley, President  
 From: Todd Neibauer, VP for Student Services & Technologies  
 Date: September 18, 2022  
 Subject: Enrollment Report - Fall Semester 2022

### **Fall 2022**

At fall count day, contact hours were down 5.7% versus last year. This was primarily due to having 244 fewer new students as those numbers were buoyed by the Michigan Reconnect program last year. We did retain 127 more students from the spring semester than a year ago, seeing an increase in the rate of returning students of 2.6 percentage points.

As indicated in the Four Year Community College Enrollment table included within, Michigan community colleges, on average, have experienced over an 18% decline in enrollment since the fall 2019 semester with NMC down 16.1%. This is due primarily to the challenges of demographics, increased competition among higher education institutions and the effects of the pandemic on our communities. These challenges are what lead us to develop many of the strategies and objectives within our new strategic plan.

The objectives within strategy 2, in particular, are focused on trying to meet these challenges:

1. Increase the persistence of first semester students – Research shows that the first semester is the most likely time for students to stop out. By creating a greater sense of belonging and a greater exposure to support services, we expect to lessen the number of students stopping out after their first semester.
2. Increased marketing efforts to
  - a. Increase the percentage of local graduates attending NMC
  - b. Increase overall enrollment of adult students aged 21+
3. Increase three-year completion rates – This objective, coupled with those from strategy one, will create an environment where students are most likely to stay enrolled and complete their program.
4. Increase overall course success rates – Increased course success not only contributes to students maintaining enrollment, it also bolsters overall completion rates and lowers the overall cost of college by preventing the necessity of retakes.

Though this provides a brief outline of strategy two, the objectives within each of the strategies of the college's plan do not operate in solitude. Work in each of the strategies is important for the success of the overall plan because they are interwoven and mutually supportive of each other. The Strategic Plan update for October will focus on the objectives within strategy two and they can be examined in greater detail at that time.



## Fall Semester Statistics

	Fall 2019	Fall 2020	Fall 2021	Fall 2022
<b>Applicants</b>	3,871	3,566	3,526	3,237
<b>Admits</b>	2,694	2,552	2,590	2,349
<b>Admits Registered</b>	1,543	1,405	1,528	1,284
<b>Prior Admits Registered</b>	26	25	38	19
<b>Retained Students</b>	1,795	1,665	1,494	1,621
<b>Return Students</b>	218	183	239	183
<b>Average Contact Hours</b>	10.77	10.73	10.71	10.75
<b>Total Headcount</b>	3,581	3,278	3,298	3,100
<b>Total Contact Hours</b>	38,571	35,167	35,329	33,320
<b>Tuition</b>	7,227,356	6,601,822	6,712,509	6,736,361

(Resources: Digital Dashboard – Same Date Comparison FA2019-2022)

## Comprehensive Enrollment Reports

[Academic Enrollment Report](#) ... Summary for the past six years

### Registration

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

### Admission and Recruiting Information

- [Applicant Demographics](#) ... New applicants showing residency, financial need, age range, ethnicity, gender, and student type
- [Admission Application Sources](#)
- [Prospect Demographics](#) ... by gender, age range, and county
- [Prospect Statistics](#) ... by program of study
- [Prospect Statistics](#) by High School
- [Source Analysis](#) by program of study (Click on Recruiting Source Analysis by Program of Study @ the bottom of the page and use filter)

## Four Year Community College Enrollments - Credit Hours

Compiled from current and archived reports at [mccssa.org](http://mccssa.org)

Community College	Fall 2019	Fall 2020	Fall 2021	Fall 2022	1YR	4YR
Alpena	14,744	13,709	12,677	12,221	-3.60%	-19.90%
Bay	16,052	16,717	16,776	16,020	-4.50%	-0.20%
Delta	71,156	62,896	60,610	61,113	.80%	-16.60%
Glen Oaks	10,681	8,869	9,342	9,520	1.90%	-12.4%
Gogebic	9,968	8,805	8,968	8,364	-6.70%	-17.90%
Grand Rapids	113,160	103,521	107,164	93,266	-12.80%	-18.40%
Henry Ford	111,671	107,757	103,806	100,270	-3.40%	-11.00%
Jackson	46,965	40,415	38,675	39,571	2.30%	-19.10%
Kalamazoo Valley	60,946	57,239	57,993	48,321	-16.70%	-21.80%
Kirtland	14,948	11,003	11,730	11,178	-4.70%	-32.10%
Lake Michigan	26,245	22,662	26,856	22,780	-14.50%	-12.30%
Lansing	109,313	87,177	95,382	86,798	-9.00%	-23.60%
Macomb	176,062	148,429	143,286	134,762	-5.90%	-28.80%
Mid Michigan	32,707	28,172	27,349	28,237	3.20%	-16.30%
Monroe County	21,583	19,240	20,581	20,068	-2.50%	-8.70%
Montcalm	12,072	11,101	11,781	11,634	-1.20%	-3.70%
Mott	60,690	52,602	54,308	53,263	-1.90%	-13.7%
Muskegon	35,463	30,839	32,460	29,423	-9.40%	-18.60%
North Central Michigan	16,249	14,985	13,688	13,370	-2.30%	-21.20%
Northwestern Michigan	33,947	30,612	30,787	28,980	-5.90%	-16.10%
Oakland	127,847	127,378	115,903	111,978	-3.40%	-13.70%
Schoolcraft	86,759	72,977	74,872	67,680	-9.60%	-25.50%
Southwestern Michigan	21,684	18,079	17,611	18,531	5.20%	-17.40%
St. Clair County	34,582	31,226	30,601	29,257	-4.40%	-17.40%
Washtenaw	96,926	93,594	89,252	89,175	-0.10%	-8.70%
West Shore	9,407	9,693	8,142	8,441	3.70%	-11.90%
<b>Total</b>	<b>1,350,244</b>	<b>1,210,457</b>	<b>1,200,019</b>	<b>1,133,606</b>	<b>-5.50%</b>	<b>-18.10%</b>

Not Reporting: Kellogg, Wayne

## Housing

Building	FA 2019	FA 2020	FA 2021	FA 2022	FA 2022 Occupancy Rate*
North Hall	130	108	115	123	94%
East Hall	207	100	154	186	78%
<b>Totals</b>	<b>337</b>	<b>208</b>	<b>269</b>	<b>309</b>	<b>84%</b>

\*North Hall capacity = 131, East Hall capacity = 238

Occupancy calculations for this year are based on each building's actual capacities. However, some rooms are still reserved for quarantine space.

### Summer Housing Revenue

<b>Building</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>
<b>East Hall</b>	\$132,671	\$49,280	\$3,080	\$56,578
<b>North Hall</b>	\$227,421	\$64,890	\$235,507	\$298,125
<b>Total</b>	\$360,092	\$114,170	\$238,587	\$354,703

Summer revenue is derived from students and interns from NMC and other colleges as well as several groups that arrange long term stays in the summer. We rarely accept short term rentals due to the cost and unavailability of personnel to clean rooms on a regular basis.



**Northwestern  
Michigan  
College**

## **MEMO**

*Administrative Services*

**To:** Dr. Nick Nissley, President

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

**Date:** September 12, 2023

**Subject:** **FY 2024 Five Year Capital Outlay Plan**

This document provides an overview of the annual Five Year Capital Outlay Plan. The FY2024 Five Year Capital Outlay Plan will be submitted to the NMC Board of Trustees at their October 24, 2022 meeting. The Plan will include the information indicated below:

### **Overview (Executive Summary)**

#### **Section I – Mission Statement**

#### **Section II – Instructional Programming**

- Appendix A Programs of Study (NMC Catalog)
- Appendix B Initiatives Impacting Facilities Usage
- Appendix C Socioeconomic Benefits

#### **Section III – Staffing and Enrollment**

- Appendix D Current Enrollment Report Fall 2022
- Appendix E Five Year Enrollment Patterns by Program
- Appendix F Faculty/Staff Headcount History
- Appendix G Class Size & Projected Class Size Needs - Course Efficiency Report

#### **Section IV – Facility Assessment**

- Appendix H Summary description of each facility (net to gross ratios)
- Appendix I Building and/or Classroom Utilization Rates
- Appendix J Functionality of Existing Structures (Space Allocation)
- Appendix K Replacement Value - Appraisal of Buildings
- Appendix L Map of Parking and Roads
- Appendix M Energy Audit Report
- Appendix N Land Inventory

#### **Section V – Implementation Plan**

- Appendix O FCAP Schedule



Northwestern  
Michigan  
College

**MEMO**  
*Office of the President*

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**To:** NMC Board of Trustees  
**From:** Nick Nissley, President  
**Subject:** September Mid-Month Update  
**Date:** Wednesday, September 14, 2022

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Dear Board of Trustees,

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

- Start of Fall Semester: ‘Move-In’ and ‘Welcome Back’. The Student Life Office, along with Residence Life, and the Student Success Center, planned and managed more than twenty events during the final week of August, to welcome our students to the 2022-2023 academic year. This included engaging with hundreds of students through a variety of events, including dorm move-in, kayaking on West Bay, climbing the Sleeping Bear dunes, meeting instructors, connecting with coaches, ‘Tacos and Trivia’, and ‘Pancakes with the President’ (where the President’s Council served a pancake breakfast to 100’s of students the morning after ‘move-in’). The Hawk Owl Cafe also served two free meals for our students, staff and parents during East Hall move-in and Pine Palooza. We estimate that over 500 students attended these events, with more than 350 attending Pine Palooza. The positive energy has been palpable on campus, with students and employees welcoming the ‘post-pandemic’ social interaction and the return to a vibrant on-campus college experience. Also, at August Conference faculty and staff united to write almost 3,000 ‘welcome to NMC’ postcards to our students, to help them feel welcome and create a sense of belonging.
- Aviation Growth Plan. On Monday, September 19, we have organized a meeting with a legislative delegation, including Representatives Damoose, Roth, and O’Malley, as well as Senators McBroom and Schmidt (with our lobbyist, Melissa McKinley, from Kelley Cawthorne). The intent for this meeting is to make our push for any action on a supplemental that might occur before the end of the year. Politically speaking, everything is really up in the air with the elections, but we need to be doing everything possible to make sure we’re on the top of the list. The meeting will include Kevin Klein (CEO of Cherry Capital Airport), and will afford us the opportunity to highlight the issues that the industry is facing, which are in turn affecting the region, state, and country. The heart of our message: *NMC’s Aviation Growth Plan isn’t a silver bullet solution, but it does ensure*

*that Michigan is doing all we can to help with this industry challenge. In fact, this is a \$7 million workforce development investment that will begin paying returns with trained pilots entering the workforce immediately.*

- **Fall Supplemental Spending Bill.** Influential legislators spoke last week about the likelihood of a fall supplemental spending bill. Senator Horn, who is the Chair of the LEO/MEDC Appropriations Subcommittee, indicated a desire to spend the remaining revenue on workforce/economic development priorities, while Representative Albert, who chairs the House Appropriations Committee, stated that he does not support moving forward with any spending bill at this time because of a chance of economic downturn. We continue to be optimistic that in an election year, legislators will be more likely to support a supplemental bill.
- **Foundation Strategic Planning Process.** The NMC Foundation is continuing to advance its strategic planning process, with tremendous community engagement. More than 600 individuals, across all stakeholder groups, responded to the CampusWorks survey, helping to inform the crafting of the mission and vision statements. Next, the community engaged in a “Trends in Higher Education Fundraising Workshop” allowing folks to better understand the ‘future of fundraising’. Recently, the work shifted to crafting of strategy statements – seeking to identify the 3-7 key strategic priorities that the Foundation will prioritize and focus on. Today (September 14) is the “Donor Experience Workshop”. This workshop is similar to the “Student Experience Workshop”, during NMC’s strategic planning process, where we gathered together and defined the ideal student experience. This, however, will focus on our donors. Committee Co-Chairs Jayne Mohr and Bill Marsh, along with Foundation Interim Executive Director Jennifer Hricik are to be complimented for their leadership – shaping a passionately engaged team with a possibilitarian perspective – crafting the future of the Foundation.
- **MCCA Leadership Academy.** NMC’s Lynne Moritz and Marcus Bennett have been selected as participants in this year’s MCCA Leadership Academy. They began their participation this past week, attending the first session of the year-long experience, at Lansing Community College.
- **Air Mobility Corridor in Traverse City.** The State of Michigan is conducting a feasibility study on the future needs of Unmanned Aerial Systems (drones), and more specifically Beyond Visual Line of Sight Operations. Under the current FAA regulations the operator must keep the aircraft in sight at all times. While a lot can be done under this rule it is really holding back the true potential of this industry. The FAA is currently working on the rules and regulations to allow for Beyond Visual Line of Sight (BVLOS) operations and once this is in place it will really take the handcuffs off the industry. For example, things like long range power line and pipeline inspections will become common, along with large area surveying and agriculture monitoring. And, of course, package delivery (not just Amazon, but also needed medical supplies). MDOT is trying to be proactive and identify what infrastructure is needed to support this industry. Things such as drone airports, navigation corridors, radar systems, and other software/network capabilities are being looked at. The study has identified 3 main areas where MDOT would like to first focus on developing this capability before engaging the rest of the State. Essentially, they

are developing test areas where they plan to build the infrastructure to support BVLOS operations. Two of the areas are in the Detroit area - one has a corridor to Canada. The other will be here in the Traverse City area. NMC's UAS program played a large role in them selecting the Traverse City area for their 3rd zone. Under the leadership of Tony Sauerbrey (NMC's UAS Program Manager), we have expressed our willingness to help wherever we can, volunteering our expertise and capabilities. We will keep you informed as the plan develops.

- [Legal Challenge to Community College Offering of 4-Year Degrees](#). See below, from Gongwer's Michigan Report (August 22).

## Rep. Johnson To AG: Can Community Colleges Offer 4-Year Degrees?

With increasing opportunities available at community colleges for Michigan residents, [Rep. Steve Johnson](#) is asking the Attorney General's Office to weigh in on what degrees such institutions can legally offer.

Last week, Mr. Johnson (R-Wayland) sent a letter to [Attorney General Dana Nessel](#) asking for an opinion on whether MCL 389.121 (d), which allows community colleges to offer certain baccalaureate degrees, is constitutional.

"The Legislature is having an important and robust discussion on whether to expand the types of degrees that community colleges may offer, such as a four-year nursing degree," Mr. Johnson said in a statement. "These discussions are fruitless if it is unconstitutional for community colleges to offer such degrees. My initial reading and understanding of the law seems to prohibit community colleges from this, and I think it is important that the Attorney General's office weighs in."

The potential conflict arises because the Michigan Constitution requires all baccalaureate degree-granting institutions — with the exceptions of the University of Michigan, Michigan State University and Wayne State University— to have a board appointed by the Governor with the advice and consent of the Senate, according to Const 1963 art. 8 § 5 and art. 8 § 6. At the same time, the constitution requires that community colleges have a locally elected board, according to Const 1963 art. 8 § 7.

"Although it isn't the primary point of these provisions, they explicitly separate baccalaureate-granting institutions and community college into two entirely different categories of institutions of higher education," Mr. Johnson wrote in his letter.

He goes on to state that the MCL 389.12 (d) seems to conflict with the constitution because it appears to give a locally elected community college boards of trustees the power to grant baccalaureate degrees, which is something the constitution reserves for boards installed by the Governor and the Senate.

"I am not an attorney, but I struggle to see how MCL 389.12 9 (d) can be reconciled with the above constitutional provisions," Mr. Johnson wrote. "Allowing community colleges to provide baccalaureate degrees is a topic of controversy within the Legislature — with powerful points for and against...Until the primary, antecedent question of constitutionality is settled, there's no point in debating the policy. It wastes taxpayer resources and is bad governance to boot."

The attorney general's office has received the request from Mr. Johnson and it is under review, spokesperson Amber McCann said.

While noteworthy that Rep. Johnson is seeking the Attorney General’s opinion on this matter, this is not the first time this question has been posed, nor the first time legal opinions have been sought. This includes the MCCA seeking the counsel of multiple attorneys and constitutional experts to examine the claims. The following is a summary of their findings:

- The constitutional section creating community college districts was not intended to limit the degrees that community colleges offer. Rather, Article 8 Section 7 was included for the purpose of insuring the establishment and funding for such institutions by the legislature;
- Enactment of legislation that would allow a community to confer a baccalaureate degree would not create a conflict between the constitutional provisions applying to universities and community colleges. Any community college offering a baccalaureate degree will still be bound by Article 8 Section 7 and will not become a state university;
- Michigan’s constitution does not prohibit any institution of higher education, whether a community college or university, from granting baccalaureate, masters, doctorate, or associate degrees – nor does it specifically grant such authority.

Ultimately, this question will need to be litigated and resolved by the courts, something that opponents to community colleges conferring baccalaureate degrees have not pursued in the last 8 years since NMC became the first community college to offer a baccalaureate degree in 2014.

- Points of Pride:
  - Traverse City Business News "40 Under 40". Traverse City Business News announced their "40 Under 40" honorees, which included 14 NMC alums: Max Anderson, Jess Ashmore, Katy Bertodatto, Jessica Brutzman, Nate Crane, Tyler Glaze, Raul Gomez, Matt Hodges, Courtney Lorenz, Abigail McKiernan, Tiffany McQueer, Sally Smarsty, Gina Thornbury, and Jonathan Timm. Check out the front-page image – the awardees posed on campus, in front of NMC’s Timothy J. Nelson Innovation Center! See: <https://www.tcbusinessnews.com/2022-40under40-forty-of-the-regions-best-and-brig-htest/?fbclid=IwAR2RXNVy0aT3iDPs3CBcIhdBv5WavgM1SUqcQ7WC6l-8lhuhL2nAF8KKDLg>.
  - Traverse Connect’s “New Blue Economy” Webpage. Traverse Connect's new webpage highlighting the "new blue economy" is up. The page highlight’s NMC’s leadership role, especially our Great Lakes Water Studies Institute. See: <https://traverseconnect.com/northern-michigans-blue-economy/>
- Key Entries from the President’s Calendar:
  - Earlier this month, I met with NMC's 2022 Outstanding Alumni Award Winner, Bob Sutherland, and made an informal presentation of his award as Northwestern Michigan College's 2022 Outstanding Alumnus. One nominator wrote, “one of the best examples I know of a company with multiple bottom lines that gives back to the community on many levels. It's a model for many to follow, but few can match.”



Bob/Cherry Republic and NMC have a new partnership, working together with the Holland (Michigan) area ISD's culinary program. This past summer, Cherry Republic hired 10 of the ISD's recent graduates to work in their operations, gaining practical work experience. Then, this fall, five of the ten students are continuing their education as students at NMC's Great Lakes Culinary Institute. And, in time, these students will graduate with workforce-ready skills, ready for full-time employment with Cherry Republic (and other area culinary industry-related employers).

- Regarding the passing of Ross Childs, we have extended an offer to Ross's daughter, Susan Childs Moffitt, to help coordinate a 'celebration of life' service at the Hagerty Center, similar to what was held at NMC for her mother, Helen Childs. We will ensure the NMC community is aware of when the event will occur, as we are all saddened by the loss and look to honor Ross for his contributions to NMC and the Grand Traverse region.
  
- Upcoming Dates of Note:
  - September 26, 2022—Regular Board Meeting, Hagerty Center
  - October 11, 2022—NMC October Conference (employee professional development)
  - October 26-29, 2022—ACCT Leadership Congress, New York City



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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, September 19, 2022  
**Re:** State/Federal Legislative Update

### State

#### **Legislative Session Schedule**

The legislature has only scheduled a handful of session days between now and the election in November, with the House and Senate only expected to meet twice on the same day. However legislative committees have scheduled both in person and virtual committee meetings and we would expect that there will be some movement of a few policy bills and a supplemental appropriations bill before November. However given the limited bandwidth, we do not expect that our priorities will be included in any funding bill passed this month.

#### **Capital Outlay**

As you know, we are currently pursuing three capital funding requests: \$7 million for the Student Aviation Center and Fleet Upgrade, \$2.7 million for the Central Campus Geothermal Project and \$2.5 million for the Osterlin Student Learning Support Services Renovation Project. We continue to move these proposals forward with members of the legislature. This included a meeting on 9/19 at the Aviation Hangar with Rep. Jack O'Malley, Rep. John Damoose and Sen. Wayne Schmidt to discuss the importance and need for this renovation and fleet upgrade project. We also understand that Senator Ken Horn is planning to convene a meeting of the Joint Capital Outlay Committee and report out a capital outlay bill ([SB 78](#)) which would include planning authorization for the Osterlin project. Total state spending for the list of higher education capital outlay projects in the bill expected to be reported will be about \$450 million.

#### **Community College Skilled Training Equipment Fund**

As you may recall, earlier this year the Michigan Community College Association proposed the creation of a \$250 million Community College Skills Training Equipment Fund (CCSTEF) modeled on the Community College Skilled Trades Equipment Program (CCSTEP) that was funded with \$50 million during the Snyder Administration.

We have recently learned that Senator Ken Horn plans to include funding for the CCSTEF program in SB 78, the capital outlay bill that Senator Horn plans to move out of the Joint Capital Outlay Committee this month. According to Senator Horn, the new program would be open to all colleges and universities and institutions would need to prove the need for spending priorities to attract students and faculty. Funds could be spent on equipment upgrades or infrastructure needs such as student or faculty housing. Senator Horn's goals are to "get people back into the system" to fuel growth in the state's workforce.

#### **Michigan Reconnect**

It is expected that this month the House Appropriations Committee will report out substituted versions of the Michigan Reconnect fix bills ([HB 6129](#) and [HB 6130](#)). While the new versions are improved over their previous

iterations, the MCCA still has some concerns regarding reporting requirements and will be gathering additional feedback from colleges before taking a position.

### **Performance Funding Formula**

As you may recall, the FY23 State Budget that was passed in June included boilerplate language that required a workgroup to meet consisting of members from the House, Senate, Executive Branch and the Michigan Community College Association to evaluate the performance formula and equitable community college funding measures and produce recommendations by December 15, 2022. Most recently, the State Budget Office formally seated the members of the Community College Funding Formula Task Force, including Brandy and Presidents Cerny, MacMaster, and Walker-Griffiea. Before the first meeting, the MCCA has said that they will reach out to each college to get feedback on the current funding formula and gather ideas about potential changes.

### **Federal**

#### **CADETS Act**

As you may recall, earlier this year, the Senate passed S. 2299 the CADETS Act, which would change the eligibility age for State Maritime Academy (SMA) cadets to participate in the federal Student Incentive Program (SIP), that provides funds to SMA cadets in return for a commitment to serve as a Navy Reserve Strategic Sealift Officer (SSO). Currently the SIP age requirements prohibit cadets over 25 from participating in the program. The SSO age requirements allow participation up to age 31. Senator Peters was the bill sponsor in the Senate and while there is no companion legislation in the House, Congressman Bergman is circulating a letter to congressional leadership asking that they bring the Senate passed legislation to the House floor.

### **Grant Opportunities**

#### **Research Grant Opportunity for Rural Colleges**

The Ascendium Education Group announced a new grant opportunity available to rural colleges and researchers to build evidence to increase rural learner success. Awards will be up to \$500,000. LOIs are due on October 7 and there is an informational webinar on September 19 at 3 ET/ 2 CT. More [details on the Ascendium website](#).

### **Election Overview**

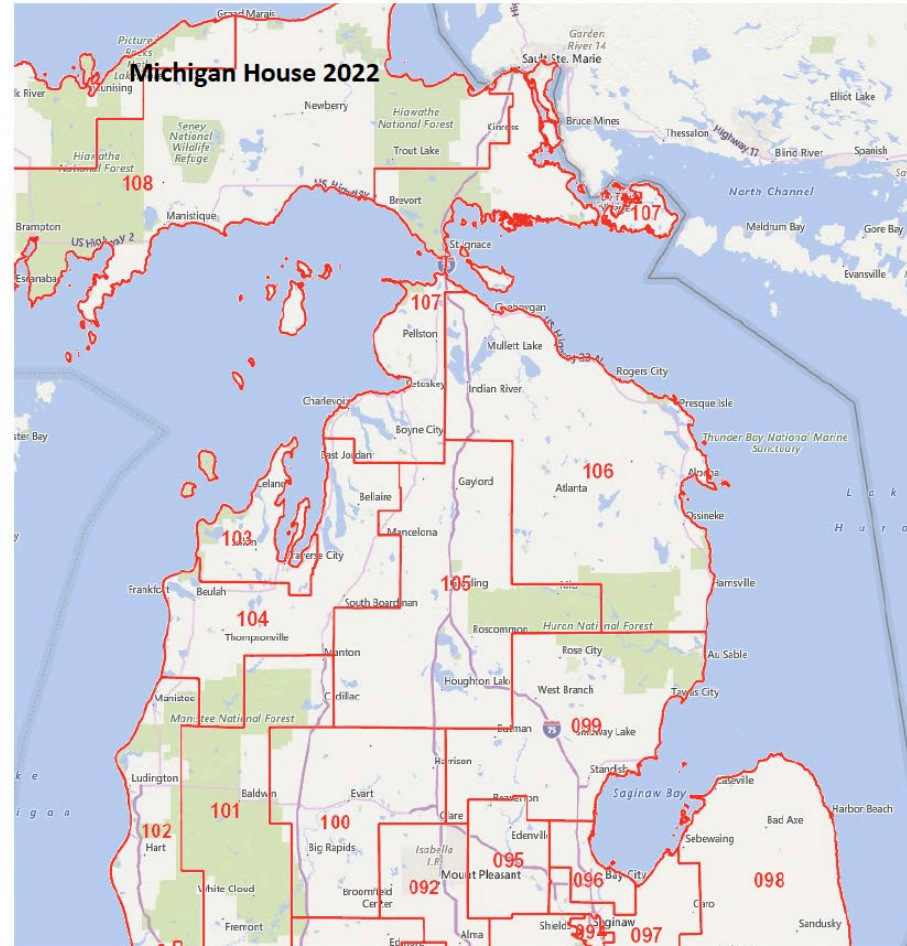
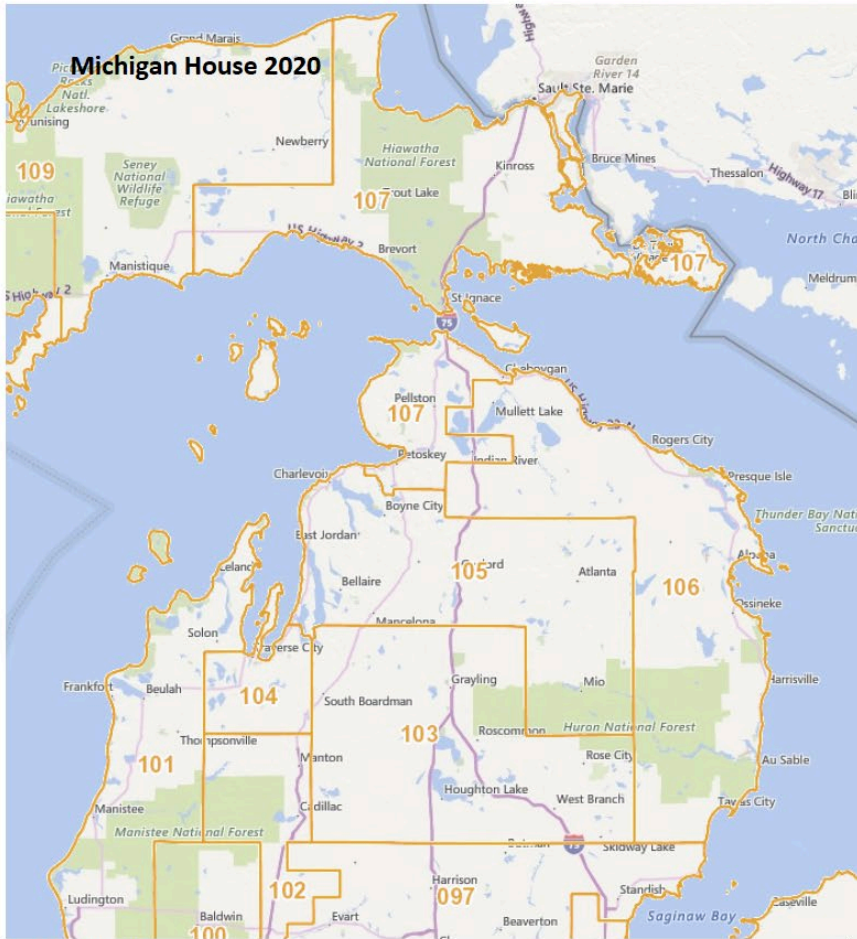
#### **Michigan 2022 Election**

With new legislative and congressional districts, I thought that it might be helpful to provide a comparison between the old and new districts along with the candidates and district base voting data. (see maps and candidates below)



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

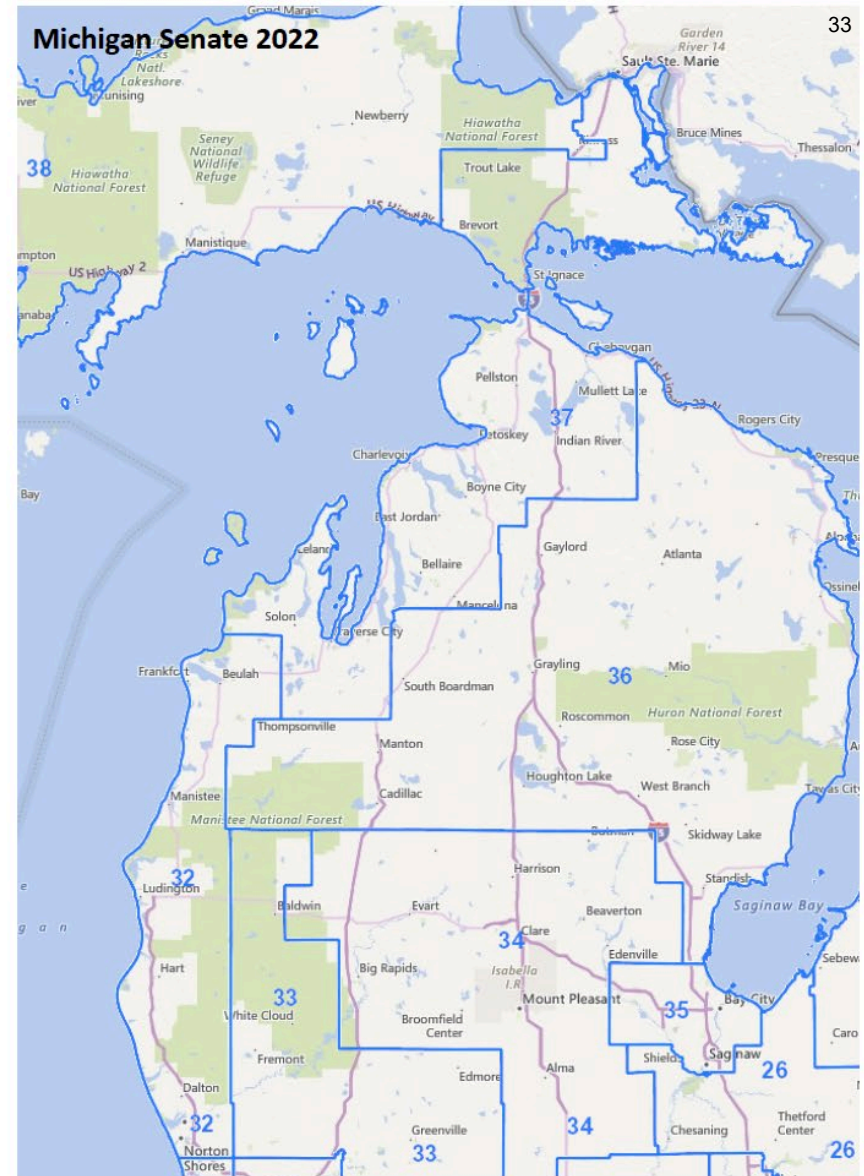
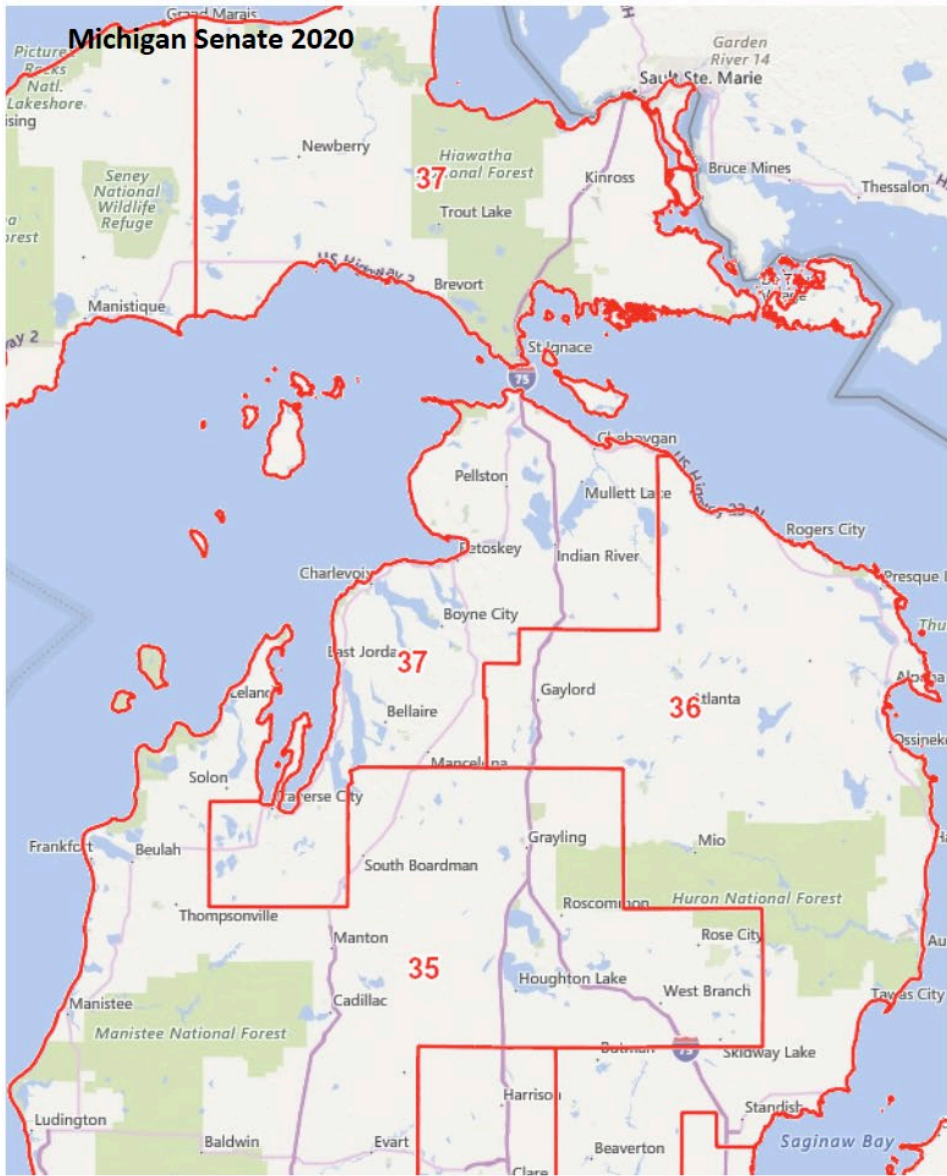
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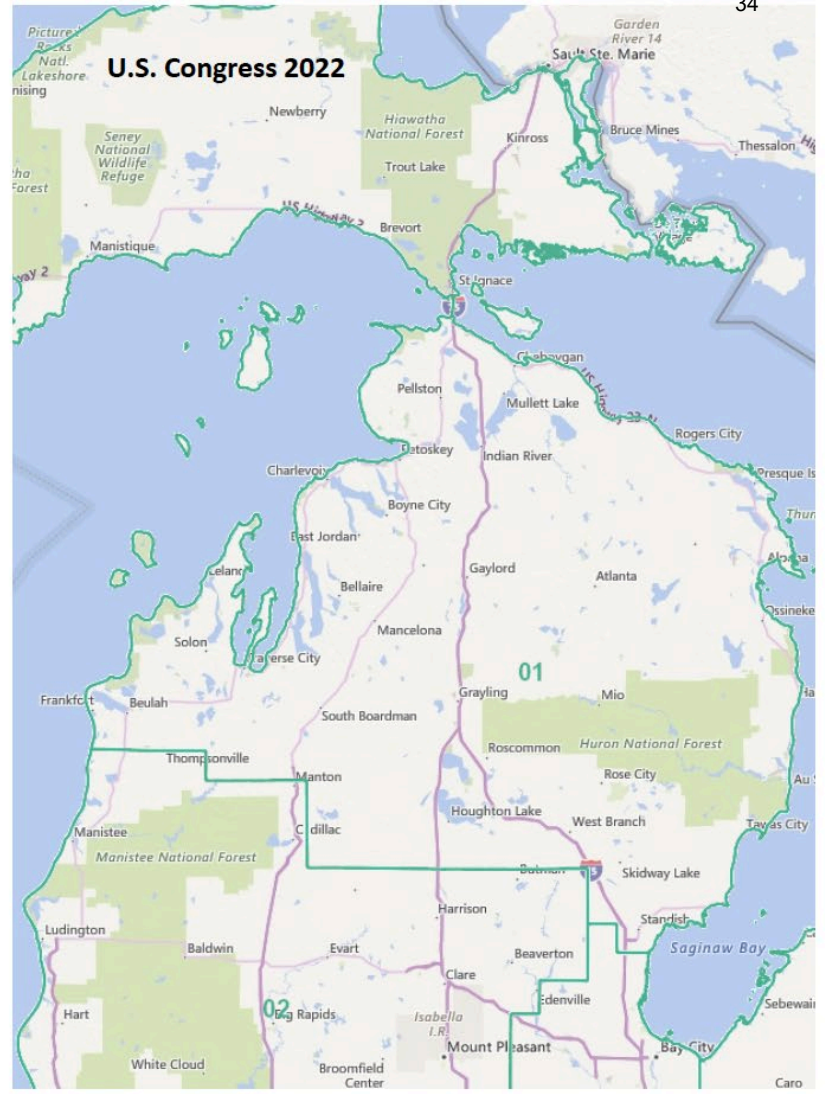
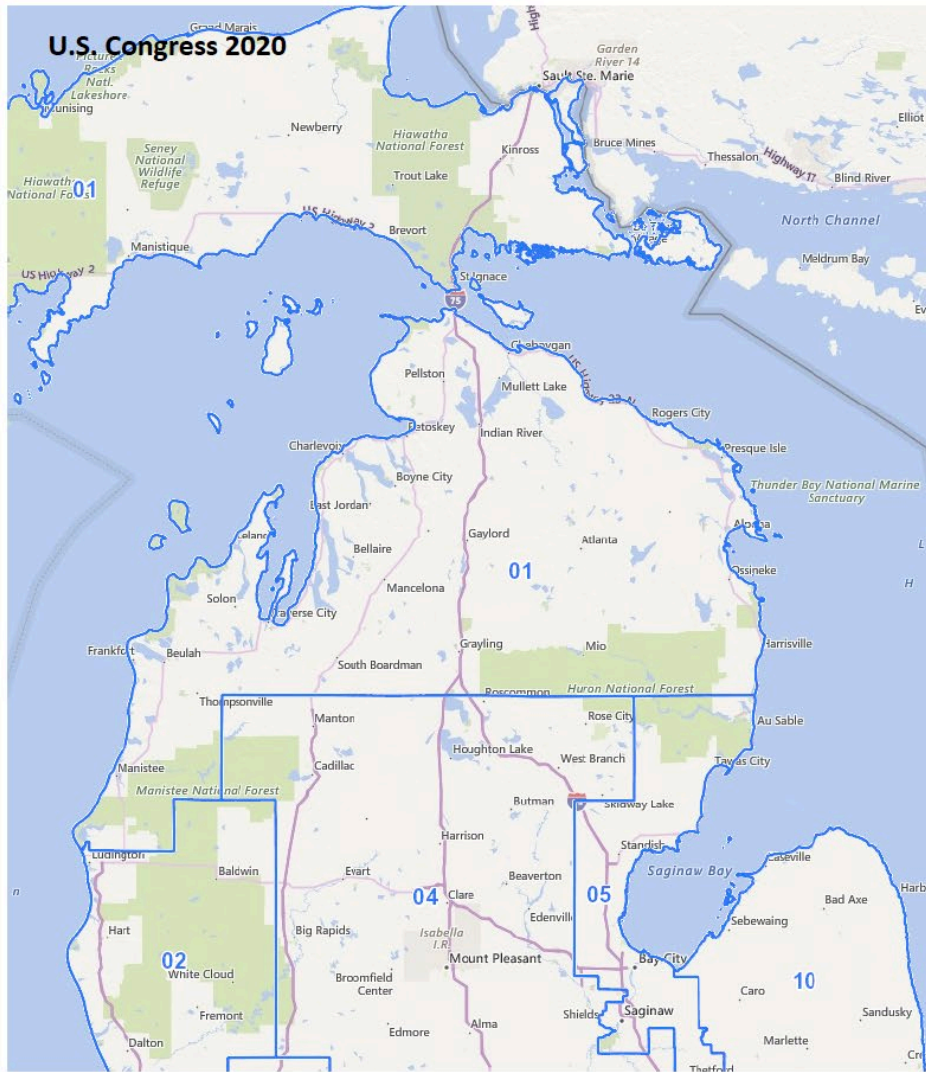
- 101: O'Malley
- 102: Hoitenga
- 103: Rendon
- 104: Roth
- 105: Borton
- 106: Allor
- 107: Damoose

- 101: Amanda Siggins (D-Cadillac)(36.4%) vs. Joseph Fox (R-Fremont)(63.6%)
- 102: Brian Hosticka (D-Blue Lake Township)(43.8%) vs. Curt VanderWall (R-Ludington)(56.2%)
- 103: Betsy Coffia (D-Traverse City)(48.2%) vs. Jack O'Malley (R-Lake Ann)(51.8%)
- 104: Cathy Albro (D-Middleville)(38.8%) vs. John Roth (R-Green Lake Township)(61.2%)
- 105: Adam Wojdan (D-Frederick)(36%) vs. Ken Borton (R-Gaylord)(64%)
- 106: Marie Fielder (D-Alpena)(38.9%) vs. Cam Cavitt (R-Cheboygan)(61.1%)
- 107: Jodi Decker (D-Sault Ste Marie)(42.2%) vs. Neil Friske (R-Charlevoix)(57.8%)





<p>35: VanderWall          36: Stamas          37: Schmidt</p>	<p>32: Terry Sabo (D-Muskegon)(50.2%) vs. <i>Jon Bumstead (R-North Muskegon)(49.8%)</i>          36: Joel Sheltrown (D-Gladwin)(37.9%) vs. <i>Michelle Hoitenga (R-Manton)(62.1%)</i>          37: Barb Conley (D-Northport)(43.2%) vs. <i>John Damoose (R-Harbor Springs)(56.8%)</i></p>
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1: Bergman  
 2: Huizenga  
 3: Moolenaar

1: Dr. Bob Lorinser (D-Marquette)(42.5%) vs. Jack Bergman (R-Watersmeet)(57.5%)  
 2: Jerry Hilliard (D-Mt. Pleasant)(39.5%) vs. John Moolenaar (R-Midland)(60.5%)



**NORTHWESTERN MICHIGAN COLLEGE**  
**BOARD OF TRUSTEES**  
**MINUTES**  
**Monday, August 22, 2022**  
**Timothy J. Nelson Innovation Center, Room 106/107**

**CALL TO ORDER**—Chair Rachel A. Johnson called the regular meeting to order at 5:30 p.m.

**ROLL CALL**

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

**Trustees absent:** Andrew K. Robitshek

**Also present:** President Nick Nissley, Lynne Moritz, Jerry Achenbach, Troy Kierczynski, Mark Liebling, Kyle Morrison, Chris Hanna, Todd Neibauer, Jennifer Hricik, Tony Jenkins, Les Eckert, Stephen Siciliano, Glenn Wolff, Mike Chrypinski, Marcus Bennett, Andrea Gerring, Jason Slade

**REVIEW OF AGENDA**—The agenda was accepted as presented.

**Strategic Initiatives Update**—Jason Slade, Vice President of Strategic Initiatives, summarized the progress of the strategic plan to date and next steps for the upcoming academic year. In response to a question, Slade described the work being done to develop definitions for the third strategy of diversity, equity, and inclusion.

**REPORTS AND PRESENTATIONS**

**Program Focus: Reimagining Great Lakes Culinary Institute (GLCI)**—Stephen Siciliano, Vice President of Educational Services and Troy Kierczynski, Vice President of Finance and Administration, presented on the reimagining of GLCI. Based on over a year of work and widespread community and industry feedback, it has been determined that there needed to be both significant curricular updating and financial restructuring of the Institute for its long-term viability. In addition to new courses, existing courses were revamped from a fifteen-week semester to eight-week sessions that better fit student schedules. To address the financial stability of the program, Kierczynski explained the collaboration with the faculty association to alter course contact loads for culinary faculty. A culinary arts certificate with maritime emphasis, scheduled to begin in Fall 2023 pending approval by the Board later in the agenda, offers prospects for enrollment growth in a field that has no collegiate competition and links the distinctive strengths of our Great Lakes Maritime Academy with GLCI. There was discussion pertaining to the reallocation of Taste of Success fundraising efforts and the curricular updates.

**Faculty Report: Art History and Diversity, Equity, and Inclusion**—Andrea Gerring, Art History Instructor, presented on how art history fulfills key objectives within the diversity, equity, and inclusion (DEI) strategic direction. From the history of art, students learn to see carefully, feel and react, have an open mind, and understand the intentions of the artist in the context of the times in which they lived. Within the presentation Gerring cited artists and exhibits featured at the Dennon Museum Center.

**DISCUSSION**

**Campus Facilities and Utilization Strategic Analysis**—In light of recent work conducted by a team consisting of college administration and members of the Board’s Building and Site Committee regarding a senior living project, the Board discussed the objectives of a broader campus utilization study and master plan. In summary, Chair Rachel Johnson highlighted the Board’s expectations that administration develops a detailed process with a timeline for the study and identification of priority areas that the Board would decide upon at a later date. The discussion also referenced a recent update from the Building and Site Committee, which determined the committee take a step back from the senior living proposal for the Eastern Avenue property specifically, to look at the broader strategic goals of campus facilities.

**PUBLIC INPUT**—There was no public input offered.

**UPDATES**

**President’s Update**—President Nick Nissley began his update noting the start of fall semester and recent campus events. Nissley thanked the Human Resources department for coordinating an orientation and tour of all campuses for new employees last week.

Amongst other legislative updates, Nissley also provided an update on the NMC Foundation’s strategic planning process. Trustees Laura Oblinger and Kennard Weaver are serving on the steering committee. Nissley shared his excitement for the process that has begun with two recent workshops—one on mission, vision, and values for the Foundation and another regarding trends in higher education fundraising. The Foundation is also creating a governance manual, through work of their Board Development Committee, which Trustee Kennard Weaver will also serve on to ensure collaboration regarding governance of the two boards and Board of Trustees representation as the Foundation Board Development Committee seeks legal counsel to advise on governance documents.

**MCCA Summer Conference Takeaways**—Those trustees that attended the recent Michigan Community College Association’s Summer Conference shared their takeaways from the 3-day event. The Board applauded the MCCA President Brandy Johnson and Governor Whitmer’s investment in higher education.

**Presidential Performance and Compensation Committee**—Rachel Johnson, Committee Chair, stated the committee met twice in August and has been working with a consultant from the Association of Community College Trustees (ACCT) on an updated presidential evaluation process. Johnson summarized the process and timeline leading up to the presidential evaluation which will occur at the October meeting of the Board.

**Board Chair Update**—Chair Rachel Johnson emphasized trustees are invited to participate in upcoming NMC Foundation strategic planning workshops. Continuing from President Nissley’s update, Johnson elaborated on the Foundation Board Development Committee’s review of the MOU between the Foundation and College and Foundation by-laws. seeking legal counsel to review those documents. Thirdly, Johnson encouraged trustees to advocate the importance of the funding request for the aviation hangar expansion to legislators. Finally, Johnson gave kudos to the culinary institute for going through the challenging reimagining process.



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

- Minutes of the July 25, 2022 regular meeting and closed session
- Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- PRMC Report—*Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications*
- Foundation Report—*Jennifer Hricik, Interim Associate Vice President for Resource Development and Executive Director of Foundation*

**ACTION ITEMS**

**GLCI Culinary Arts with Maritime Emphasis Level 1 Certificate**—On a motion by Kennard Weaver, seconded by Doug Bishop, the Board unanimously approved the GLCI Culinary Arts w/ Maritime Emphasis Level 1 Certificate, effective Fall 2023.

**Roof Restoration/Replacement of Old Roof Sections of the Timothy J. Nelson Innovation Center**—Doug Bishop made a motion, seconded by Laura Oblinger, authorizing administration to enter into a contract with Excel Roofing for \$283,210 to complete roof restoration and replacement on a portion of the Timothy J. Nelson Innovation Center. Mike Chrypinski, Director of Facilities, explained the roof sections covering the kitchen areas are part of the previously existing West Hall structure, are over twenty years old, and are experiencing issues because of age and the renovation of the building. The motion passed unanimously.

**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.

- Residence halls occupancy to be included in fall enrollment report

**ADJOURNMENT**—The meeting adjourned at 7:20 p.m.

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

SIGNED \_\_\_\_\_  
Rachel A. Johnson, Chair

ATTESTED \_\_\_\_\_  
Laura J. Oblinger, Vice Chair



**MEMO**  
*Administrative Services*

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**To:** Dr. Nick Nissley, President

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

**Date:** September 19, 2022

**Subject:** Summary Report for the General Fund as of August 31, 2022

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The attached reports summarize the financial results for the General Fund as of August 31, 2022. The second month represents 17% of the year.

The general fund ended the month with revenue over expenses of \$228,541. Revenue increased by 15% when comparing August 2022 to August 2021. Expenses increased by 1% when comparing August 2022 to August 2021 primarily due to increased volume and pricing of fuel for Aviation and higher EES instructor expenses, offset by reduced labor costs due to open positions.

**Revenue (letters refer to the attached General Fund summary)**

- A. Tuition and fees increased 9% from August 2021. For Summer 2022, the budget was set at 5,589 for a total budgeted revenue of \$1,115,620. Actual summer billing hours are at 5,504 with actual summer revenue of \$1,167,267. Summer revenue is over budget by \$51,647. For Fall 2022, the budget was set at 34,758 for a total budgeted revenue of \$6,999,079. Actual fall billing hours are at 33,320 with actual fall revenue of \$6,641,912. Fall revenue is under budget by \$357,167.
- B. Property Taxes: Tax revenue is recorded as payments are received. The overall increase for the fiscal year is expected to be 6% over the previous fiscal year.
- C. State Sources include budget appropriations, personal property tax payments and MPSERS retirement payments. State appropriations payments will begin in October.
- D. Federal Sources, which consist primarily of the MARAD grants and MARAD fuel payment. These funds are to be used directly for the Maritime program.
- E. Actual year-to-date investment income recorded for fiscal year 2023 reflects interest income only. Interest income is expected to surpass fiscal year 2022 due to rising interest rates.
- F. Both Private Sources and Other Sources are timing and event dependent.

**Expenses**

- G. Salaries and benefits are under budget partially due to open positions.
- H. Overall expenses are under budget at this time due to lower supplies and other expenses.
- I. Capital Outlay reflects expenditures budgeted through the allocation of COAT dollars.

Northwestern Michigan College  
Unaudited



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

*Summary Report for General Fund Accounts  
Fiscal Year 2023, Period 02*

Funds	Accounts	2022-2023 Adjusted Budget	YTD Activity	% of Annual Budget	
<b>TOTAL GENERAL FUND</b>					
<b>50</b>	<b>Revenues</b>				
	Tuition and Fees	22,001,840	3,489,931	15.86%	A
	Property Taxes	12,769,825	1,680,931	13.16%	B
	Other Local	<u>0</u>	<u>0</u>	*	
	Local Sources	34,771,665	5,170,862	14.87%	
	State Sources	10,745,000	0	0.00%	C
	Federal Sources	0	0	*	D
	Private Sources	979,765	0	0.00%	F
	Investment Income	196,000	34,778	17.74%	E
	Other Sources	<u>426,100</u>	<u>102,716</u>	24.11%	F
	<b>Total Revenues</b>	<b>47,118,530</b>	<b>5,308,356</b>	<b>11.27%</b>	
<b>60</b>	<b>Labor</b>				
	Salaries & Wages	23,916,066	2,598,775	10.87%	G
	Benefits	<u>10,025,563</u>	<u>1,154,597</u>	11.52%	G
	<b>Total Labor</b>	<b>33,941,629</b>	<b>3,753,372</b>	<b>11.06%</b>	
<b>70</b>	<b>Expenses</b>				
	Purchased Services	2,753,059	452,051	16.42%	H
	Supplies & Materials	3,041,584	327,799	10.78%	H
	Internal Services	103,065	8,588	8.33%	H
	Other Expenses	1,628,696	133,763	8.21%	H
	Institutional Expenses	1,738,804	147,692	8.49%	H
	Maintenance & Renovation	1,762,581	209,662	11.90%	H
	Prof Develop, Travel & Events	594,112	38,805	6.53%	H
	Capital Outlay	<u>170,000</u>	<u>8,083</u>	4.75%	I
	<b>Total Expenses</b>	<b>11,791,901</b>	<b>1,326,442</b>	<b>11.25%</b>	
	<b>Total Expenditures</b>	<b>45,733,530</b>	<b>5,079,814</b>	<b>11.11%</b>	
<b>80</b>	<b>Transfers</b>				
	Transfers	-1,385,000	0	0.00%	
	<b>Total Transfers</b>	<b><u>-1,385,000</u></b>	<b><u>0</u></b>	<b>0.00%</b>	
	<b>Total Expenditures and Transfers</b>	<b>44,348,530</b>	<b>5,079,814</b>	<b>11.45%</b>	
	<b>Net Revenues over (under) Expenditures</b>	<b>2,770,000</b>	<b>228,541</b>		



**Northwestern Michigan College  
Comparison - Fiscal Year to Date  
General Fund  
Aug 2022 vs. Aug 2021**

**INTERIM**  
This statement does not  
reflect year-end results.

	YTD 8/31/2022	YTD 8/31/2021	\$ Diff	% Diff	Comments
<b>Revenue</b>					
Local Sources:					
Tuition & Fees	\$ 3,489,931	\$ 3,207,711	\$ 282,220	9%	Primarily due to higher fall tuition and aviation flight revenue in FY23; partially offset by lower summer tuition in FY23
Property Taxes	1,680,931	1,325,995	354,936	27%	Timing of property tax payments received from townships
<b>Total Local Sources</b>	<b>5,170,862</b>	<b>4,533,706</b>	<b>637,156</b>	<b>14%</b>	
State Sources	-	-	-	0%	Consistent with prior year
State PPT Reimbursement	-	-	-	0%	Consistent with prior year
Federal Sources	-	-	-	0%	Consistent with prior year
Private Sources	-	-	-	0%	Consistent with prior year
Investment Income	34,778	42,521	(7,743)	-18%	Lower interest/dividends recognized in FY23 than in FY22
Other Sources	102,716	58,037	44,679	77%	Primarily due to higher Marine Center revenue and prior year write off reversals in FY23; partially offset by lower revenue from the EES GRASP program in FY23
<b>Total Revenue</b>	<b>5,308,356</b>	<b>4,634,264</b>	<b>674,092</b>	<b>15%</b>	
<b>Expenses</b>					
Salaries and Wages	2,598,775	2,653,880	(55,105)	-2%	Consistent with prior year
Benefits	1,154,597	1,189,782	(35,185)	-3%	Consistent with prior year
Purchased Services	452,051	359,292	92,759	26%	Primarily due to higher GLMA cruise fees in FY23 and higher EES instructor expenses as activity picks up in FY23
Supplies & Materials	327,799	277,181	50,618	18%	Primarily driven by the timing of aviation fuel purchases, postage expenses, and higher software purchase expenses in FY23
Internal Services	8,588	219	8,369	3822%	Timing of internal events/charges (including opening conference and HR new employee orientation)
Other Expenses	133,763	165,274	(31,511)	-19%	Primarily due to lower financial fees (during summer FY22 we were transitioning to a new bank and had a short period of overlap in which we were being assessed fees by both institutions)
Institutional Expenses	147,692	132,750	14,942	11%	Primarily due to the timing of insurance invoices/payments; partially offset by timing of electric invoices/payments
Maintenance & Renovation	209,662	205,476	4,186	2%	Consistent with prior year
Professional Development	38,805	40,984	(2,179)	-5%	Timing of professional development fees and reimbursements
Capital Outlay	8,083	-	8,083	8083%	Timing of COAT purchases
<b>Total Expenses</b>	<b>5,079,814</b>	<b>5,024,838</b>	<b>54,976</b>	<b>1%</b>	
<b>Transfers</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0%</b>	Consistent with prior year
<b>Total Expenses &amp; Transfers</b>	<b>5,079,814</b>	<b>5,024,838</b>	<b>54,976</b>	<b>1%</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 228,541</b>	<b>\$ (390,574)</b>	<b>\$ 619,115</b>	<b>-159%</b>	



**Northwestern Michigan College  
Comparison - Month Over Month  
General Fund  
Aug 2022 vs. July 2022**

**INTERIM**  
This statement does not  
reflect year-end results.

	YTD 8/31/2022	YTD 7/31/2022	Aug 22 Activity	July 22 Activity	Comments
<b>Revenue</b>					
Local Sources:					
Tuition & Fees	\$ 3,489,931	\$ 2,146,713	\$ 1,343,218	\$ 2,146,713	July higher for fall general fees and course fees. Also July had 4 weeks of summer tuition; August had 1 week of summer & 0.5 weeks of fall tuition
Property Taxes	1,680,931	67,847	1,613,084	67,847	Timing of tax collections received
<b>Total Local Sources</b>	<b>5,170,862</b>	<b>2,214,560</b>	<b>2,956,302</b>	<b>2,214,560</b>	
State Sources	-	-	-	-	- Consistent with prior month
State PPT Reimbursement	-	-	-	-	- Consistent with prior month
Federal Sources	-	-	-	-	- Consistent with prior month
Private Sources	-	-	-	-	- Consistent with prior month
Investment Income	34,778	12,134	22,644	12,134	Higher interest activity from investments in August
Other Sources	102,716	27,875	74,841	27,875	Primarily driven by timing of NJTP Administrative fees received in August and sponsorship revenue received for Marine Center's 2030 Lakebed Conference events
<b>Total Revenue</b>	<b>5,308,356</b>	<b>2,254,569</b>	<b>3,053,787</b>	<b>2,254,569</b>	
<b>Expenses</b>					
Salaries and Wages	2,598,775	975,115	1,623,660	975,115	Faculty and adjuncts began in August and impact from timing of wage allocations crossing fiscal years in July
Benefits	1,154,597	528,042	626,555	528,042	Faculty and adjuncts began in August and slight impact from timing of wage allocations crossing fiscal years in July
Purchased Services	452,051	141,423	310,628	141,423	Primarily due to timing of food services for the GLMA cruises and EES instructor payments
Supplies & Materials	327,799	161,349	166,450	161,349	Primarily due to timing of aviation fuel purchases, new printer/scanner equipment purchases, and higher classroom fee related expenses in August
Internal Services	8,588	902	7,686	902	Timing of internal events/charges (including opening conference and HR new employee orientation)
Other Expenses	133,763	41,083	92,680	41,083	Primarily driven by timing of permit/licensing expenses (aviation) and non-professional development expenses in August along with higher recruiting/promotional expenses incurred in August
Institutional Expenses	147,692	32,141	115,551	32,141	Timing of electricity and heating fuel payments in August (impacted by fiscal year end processes)
Maintenance & Renovation	209,662	91,259	118,403	91,259	Primarily due to timing of software and equipment maintenance expenses in August
Professional Development	38,805	6,378	32,427	6,378	Primarily driven by timing of professional development expenses
Capital Outlay	8,083	-	8,083	-	
<b>Total Expenses</b>	<b>5,079,814</b>	<b>1,977,692</b>	<b>3,102,122</b>	<b>1,977,692</b>	
<b>Transfers</b>	-	-	-	-	- Consistent with prior month
<b>Total Expenses &amp; Transfers</b>	<b>5,079,814</b>	<b>1,977,692</b>	<b>3,102,122</b>	<b>1,977,692</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 228,541</b>	<b>\$ 276,877</b>	<b>\$ (48,336)</b>	<b>\$ 276,877</b>	



Northwestern  
Michigan  
College

## **MEMO**

*Public Relations, Marketing,  
and Communications*

**To:** Nick Nissley, President

**From:** Diana Fairbanks, Associate VP of PR, Marketing and Communications

**Date:** 9-12-22

**Subject:** August 2022 Monthly Report

August is an exciting month as activity increases with the start of the fall semester. The PRMC work to support the strategic plan continues with onboarding of our new digital marketing vendor, strategy and creative development. These new campaigns are launching in September to support the admissions push. Paid digital media was paused while we switched vendors, but we continued with traditional channels. We had 100% positive or neutral earned media sentiment driven by increased efforts to build engagement and awareness. August saw an increase in social media engagement with the start of the new semester. Highest engaged social posts include Dean's List, new culinary maritime certificate, Pine Palooza, senior living development, Boardman Lake trail mural and Welcome Week giveaway. The following is an overview of the work of Public Relations, Marketing and Communication for August 2022.

### ***Paid Media*** -

- Digital campaigns paused during vendor transition

### ***Earned Media*** ↑

- Media mentions 94
- Positive/neutral sentiment 100%
- Publicity value \$43k

### ***Owned Media*** ↑

- NMC Now: 899 followers, 50% open rate
- Content development on January Nexus

### ***Shared Media*** ↑

- Facebook followers +1.1%
- Facebook engagement +185%
- Instagram followers +2%
- Instagram engagement +20%



**MEMO: Resource Development**

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

**From:** Jennifer Hricik  
Interim Assoc. Vice President, Resource Development  
and Executive Director, NMC Foundation

**Date:** September 19, 2022

**Subj:** Foundation Update

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**Fund Raising – Report on FY23 goals**

- The number of gifts received to date this fiscal year 704
- FY23 total dollars raised through the NMC Foundation
  - \$447,895 Total received (including Annual Fund, pledges, and *documented planned gift intentions*) raised toward goal
  - + \$10,781 Gross event revenue
  - \$458,676 Total raised through new gifts, commitments, & events**  
(Goal: \$1,200,000)
  - + \$0 from previously documented planned gifts

Of the F23 funds raised, donors are impacting the following areas of the college:

- Unrestricted gifts to the Fund for NMC - \$94,021
- Scholarships at NMC - \$151,195
- Programs and capital projects at NMC - \$213,460

**Foundation Initiatives**

- The strategic planning process for the foundation board is underway (slated for completion December 2022), updates to governance policies and review of the Memorandum of Understanding between the foundation and the college will happen in the coming months. These processes will inform each other and set the stage for the next visionary goals of the foundation.
- Largest annual direct mail and email campaigns were completed in August with record responses.

Northwestern Michigan College  
 Board of Trustees  
**Policy Committee Minutes**  
 September 19, 2022  
 President's Office Conference Room  
 Tanis Building  
 1701 E. Front Street, Traverse City, MI 49686

Committee Chair Chris Bott called the meeting to order at 1:00 p.m.

Members Present: Chris Bott, Doug Bishop, Andy Robitshek

Others Present: Nick Nissley, Lynne Moritz

**NMC Foundation By-laws Revision**

There was discussion of the process for revising NMC Foundation by-laws and it was determined that since revisions to the bylaws require Board of Trustees approval based upon the bylaws themselves, they do not necessarily follow the process of Board of Trustees' policies as specified in policy A-106.03 Policy Amendment and Additions (which require a first and second reading). Therefore, the committee recommends for approval of "the current chair of any standing committee" to Article VI, Section 1A of the NMCF Bylaws.

The committee specified that as the Foundation's Board Development Committee is conducting further review of the bylaws, MOU, and governance documents, they would like any of the amendments to the bylaws proposed as a result of that process to come to the Board of Trustees all together. It was also noted that Article VI, Section 1A should explicitly state that the college president and a trustee also serve on the Foundation Board Executive Committee. The President's Office will ensure that feedback is conveyed to the Foundation Board Development Committee.

**Policy B-100.00 Board of Trustees Delegation to the President**

No changes were suggested for this policy; the committee recommends it be presented to the full Board on a first-reading basis at their meeting on Monday, September 26, 2022.

**Policy B-101.00 President's Role and Job Description**

No changes were suggested for this policy; the committee recommends it be presented to the full Board on a first-reading basis at their meeting on Monday, September 26, 2022.

**Policy C-104.00 Institutional Effectiveness Criteria**

It was recommended that the future, prospective tense of "shall" be used throughout this policy. No additional content changes were recommended; the committee recommends it be presented to the full Board on a first-reading basis at their meeting on Monday, September 26, 2022.



**Review of Board Policy Review Schedule**

The committee plans to meet again in October to review the remaining policies up for review in 2022, which include B-102.00 Monitoring Presidential Performance, B103.00 Communication and Counsel to the Board, D-100.00 Learning Outcomes, and D-200.00 Enrichment.

**Public Input**—There was no public comment offered.

The meeting was adjourned at 1:26 p.m.

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

Northwestern Michigan College  
Board of Trustees  
**Fellows Nominating Committee Minutes**  
September 21, 2022  
President's Office Conference Room  
Tanis Building  
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Ken Warner called the meeting to order at 12:03 p.m.

Members Present: Ken Warner, Laura Oblinger

Members via phone: Andy Robitshek

Others Present: Nick Nissley, Lynne Moritz

**Fellows Nominating Process**

The committee reviewed the nomination process that has been utilized the past several years and discussed the criteria and parameters for nominees. Posthumous honorees and current Foundation Board officers were discussed in terms of whether they should be allowed for nominations and selection. The committee emphasized they like honoring two nominees but ultimately determined to leave the criteria and parameters as currently stated in the “call for nominations” so as not to deter any nominations at this point in the process.

As the committee encourages nominations, the President's Office will send the “call for nominations” in mid-October with a deadline of December 1, 2022. The committee will meet after that deadline to review nominations, select honoree(s) for full Board of Trustees' approval at their December 12 meeting, and discuss the Fellows celebration process.

**Other Discussion**

There was discussion regarding the Fellows celebrations of October 2021 and June 2022, with the committee noting the video montage segment should return for future celebrations.

**Public Input**—There was no public comment offered.

The meeting was adjourned at 12:46 p.m.

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

Northwestern Michigan College  
Board of Trustees  
**Presidential Performance and Committee Minutes**  
August 22, 2022  
Timothy J. Nelson Innovation Center, Room 104/105  
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Laura Oblinger called the meeting to order at 5:00 p.m.

Members Present: Rachel Johnson, Doug Bishop, Laura Oblinger

Others Present: Nick Nissley, Lynne Moritz

**Determine recipients of presidential evaluation stakeholder survey**

The committee reviewed the draft list of constituents to receive the 2022 presidential evaluation stakeholder survey. While the evaluation consultant recommended keeping the survey to only twenty participants, the committee decided to keep all 38 recipients on the list in an effort to ensure there is widespread input from the various stakeholder groups. It was noted that this year's process is historically new, as it is the first time the Board has formally sought stakeholder input as a part of their evaluation of the president.

**Public Input**—There was no public comment offered.

The meeting was adjourned at 5:07 p.m.

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



Northwestern  
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## **MEMO**

*Office of Research, Planning and Effectiveness*

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To: Dr. Nick Nissley, President

From: Joy Goodchild, Executive Director of Research, Planning, & Effectiveness

Subject: NMC Local Strategic Value Resolution

Date: August 18, 2022

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In accordance with the requirement in Section 230 of PA 144 of 2022, the education omnibus appropriations act for fiscal year 2023, NMC must satisfy four of the five best practices in three different categories related to local strategic value. In order to receive our portion of the performance funding appropriation, we must demonstrate compliance by means of a Board of Trustees resolution certifying that we have met these requirements. In the attached resolution, NMC has provided specifics as to how we meet each best practice measure.

We request that the NMC Board of Trustees review and approve our Local Strategic Value resolution. NMC not only meets, but also exceeds the best practice standards required by the appropriations law, as the following table demonstrates.

**NORTHWESTERN MICHIGAN COLLEGE  
LOCAL STRATEGIC VALUE RESOLUTION**

A regular meeting of the Board of Trustees of Northwestern Michigan College was held at the Hagerty Center of Northwestern Michigan College, on the 26th of September 2022, at 5:30 o'clock in the evening.

The meeting was called to order by Rachel A. Johnson, Chair.

Present: Rachel A. Johnson, Laura J. Oblinger, Andrew K. Robitshek, Kenneth E. Warner,  
Douglas S. Bishop, Chris M. Bott, Kennard R. Weaver

Absent:

The following preamble and resolution were offered by \_\_\_\_\_ and seconded by \_\_\_\_\_:

**WHEREAS:**

Michigan Public Act 144 of 2022, approved by Governor Whitmer on July 14, 2022. The law requires the Northwestern Michigan College Board of Trustees to pass a resolution certifying that the college meets at least four out of five of the best practice standards under each of the three categories. Among the components of the appropriations for all Michigan community colleges is performance funding based on "local strategic value," which is defined in terms of three categories as shown below. Each category covers five standards of local strategic value, called "best practices."

**THEREFORE, BE IT RESOLVED THAT:**

Northwestern Michigan College not only meets, but also exceeds the best practice standards required by the appropriations law for fiscal year 2023, as the following table demonstrates.

## Community Colleges Local Strategic Value Template

Please use this table as a method to **briefly** detail what your community college is doing to meet the best practices in each category. Each category is worth one-third of the total amount available for your institution. Your institution must meet 4 out of 5 best practices in a category to receive funding associated with that category.

Best Practices by Category	Examples of Adherence
<b>Category A: Economic Development and Business or Industry Partnerships (must meet 4 of 5)</b>	
(i) The community college has active partnerships with local employers including hospitals and health care providers.	NMC partners with Munson Medical Center in nursing degree education (clinical site for ADN and PN student rotations), accredited surgical technology degree education (financial support and clinical site for AAS student labs), biomedical technologist associate's degree, professional development for staff (LEAN medical office), community education specifically related to wellness and nutrition programs (joint listing in Extended Education Catalog), consultation regarding specialized needs for technical training such as CNA's, phlebotomists, and medical coders. Through NMC University Center, supporting GVSU's Masters in Physician Assistant degree program.
(ii) The community college provides customized on-site training for area companies, employees, or both.	NMC provides various levels of noncredit, workforce, professional development and on-site customized training for area employers. Training is delivered by the professional development arm of NMC's Extended Education and Marine Center, as well as, the Michigan Manufacturing Training Center (MMTC) Northern Michigan Office. Over \$8.5 million dollars of specialized training through the Michigan New Jobs Training Program leading to the development of 1046 projected jobs paying 175% above minimum wage. Microcredentials are being implemented to better meet industry's needs.
(iii) The community college supports entrepreneurship through a small business assistance	NMC facilitates meeting and consulting resources targeted at small business support. In September 2017, NMC and Networks Northwest entered into an

Best Practices by Category	Examples of Adherence
center or other training or consulting activities targeted toward small businesses.	agreement supporting the implementation of the Workforce Innovation and Opportunity Act (WIOA). In 2021, NMC partnered with the Northwest Michigan Small Business Development Center to create the Business Development Certificate, a cost effective and efficient set of classes geared towards startups and entrepreneurs. In 2022, NMC participated and sponsored Northern Michigan Start-up Week activities focused on innovation and entrepreneurship. NMC's start-up course resulted in five competitive pitches during the college portion of the week.
(iv) The community college supports technological advancement through industry partnerships, incubation activities, or operation of a Michigan technical education center or other advanced technology center.	NMC Aero-Park campus emphasizes automotive technology, engineering technologies, manufacturing, renewable energy, construction technology, PLC certificate training, robotics and unmanned systems, and associate and bachelor's level marine technology remotely operated vehicles and acoustical sonar training. In 2017, the Great Lakes Water Studies Institute became the only academic institution, world-wide, offering international credentialing from the Association of Diving Contractors International (ADCI). Industry specific advanced professional development leverages NMC's state-of-the-art technical resources, including advanced simulation training for welding, unmanned aerial systems, IT. In 2021, NMC received a Michigan Economic Development Corporation grant to develop an advanced manufacturing / Industry 4.0 lab in conjunction with industry partners including the Grand Traverse Manufacturing Council and Traverse Connect. The lab went online in May 2022 supporting Industry 4.0 training including collaborative robotics.
(v) The community college has active partnerships with local or regional workforce and economic development agencies.	NMC has a long-standing collaboration with the NW Michigan Council of Governments, is a member of the MMTC, and similar agencies. NMC is also a founding member of the Traverse Area Chamber of Commerce, Chamber EDC, and regional, state, and

Best Practices by Category	Examples of Adherence
	national organizations supporting workforce and economic development in the region. NMC is a regional host for MI Lean Manufacturing Summit. In addition, NMC and MIWork! / Networks Northwest has collaborated on grant opportunities including the successful hiring of a navigator to assist and fund students and job seekers in 2021 under the MiLEAP initiative.
<b>Category B: Educational Partnerships (must meet 4 of 5)</b>	
(i) The community college has active partnerships with regional high schools, intermediate school districts, and career-tech centers to provide instruction through dual enrollment, concurrent enrollment, direct credit, middle college, or academy programs.	NMC actively engages local educational entities to provide early college programming. Additionally, NMC has a strong dual enrollment program for high school students and direct credit opportunities. NMC has expanded articulation agreements for programs such as pilot training (Cheboygan ISD, Crosswinds Academy) and Computer Information Technology (Elk Rapids Schools, Traverse City St. Francis High School).
(ii) The community college hosts, sponsors, or participates in enrichment programs for area K-12 students, such as college days, summer or after-school programming, or science Olympiad.	NMC's Extended Educational Services (EES) provides the <i>College for Kids</i> catalog, featuring week-long courses, filling over 1200 College for Kids seats during the summer. Working with Traverse City Area Public Schools, Northwest Education Services, private and charter schools, NMC supports multiple activities that introduce K-12 students to higher education opportunities such as national robotics and unmanned aerial systems (UAS) competitions. The CIT program hosts the IT Olympics annually for regional career and technical education centers and local high school IT programs.
(iii) The community college provides, supports, or participates in programming to promote successful transitions to college for traditional age students, including grant programs such as talent search, upward bound, or other activities to promote college readiness in area high schools and community centers.	NMC partners with area high schools by discussing alignment of their curriculum with our coursework. Additionally, we have created pathways for placement utilizing a student's high school GPA. Students may take a writing inventory or complete math placement testing to improve their course placement. Our Commitment Scholarship program provides access and support for first generation



Best Practices by Category	Examples of Adherence
	learners in our five county area for ninth grade students selected by the high schools.
(iv) The community college provides, supports, or participates in programming to promote successful transitions to college for new or reentering adult students, such as adult basic education, GED preparation and testing, or recruiting, advising, or orientation activities specific to adults.	Through collaboration with Michigan Works!, NMC offers activities specifically designed for new and returning adult learners. Examples of expanded services are the testing prep and certified testing services through the NMC Student Success center and the Pro-metric testing center located at the Parson-Stulen building, Aero-Park Campus.
(v) The community college has active partnerships with regional 4-year colleges and universities to promote successful transfer, such as articulation, 2+2, or reverse transfer agreements or operation of a university center.	At NMC's University Center, which just celebrated its 25th anniversary in 2021, the community has access to education opportunities beyond the Associate level in undergraduate and graduate level degree programs offered by five university partners. Over 40 bachelor's completion, master's, and professional post-associate certificates are available at the Cass Rd. Campus. Through the University Center, specific 3+1 programs have been developed by partner institutions in response to regional needs such as in Aviation and Nursing (Davenport University) and Clinical Social Work (Ferris State University), in addition to extensive articulation agreements across the disciplines.
<b>Category C: Community Services (must meet 4 of 5)</b>	
(i) The community college provides continuing education programming for leisure, wellness, personal enrichment, or professional development.	Broad range of courses offered through the NMC Extended Education Services (EES) catalog. This is distributed three times per year to about 50,000 households, plus to 30,000 households for summer College for Kids programming. The catalog features special sections on wellness, leisure, personal enrichment, workforce & professional development, and more. Each term/catalog offers 200-300+ individual classes and 8+ certificate opportunities.
(ii) The community college operates or sponsors opportunities for community members to engage in activities that promote leisure, wellness, cultural or personal enrichment such as community sports teams, theater or musical ensembles, or artist guilds.	Arts and Cultural enrichment programs are a specialty in the NMC Extended Education Services (EES) catalog including but not limited to: community choirs and bands, broad menu of physical

Best Practices by Category	Examples of Adherence
	fitness and exercise clubs and certificate programs such as Northern Naturalist, Global, and Business Development.
(iii) The community college operates public facilities to promote cultural, educational, or personal enrichment for community members, such as libraries, computer labs, performing arts centers, museums, art galleries, or television or radio stations.	Community has access to WNMC 90.7 FM, NMC's public radio station; monthly community observation nights for the Rogers Astronomical Observatory provided in person and virtually; senior discounts at the Denmos Museum Center, Extended Education's virtual Coffee Chats series.
(iv) The community college operates public facilities to promote leisure or wellness activities for community members, including gymnasiums, athletic fields, tennis courts, fitness centers, hiking or biking trails, or natural areas.	Community open times for basketball and other team sports hosted through the Rajkovich Physical Education Building. EES catalog provides a number of short-format courses under the "Naturalist Certificate," with emphasis in outdoor and recreation pursuits. EES registers community members for the fitness center in North Hall when it is open to the public (it has been closed to the public since March 2020).
(v) The community college promotes, sponsors, or hosts community service activities for students, staff, or community members.	NMC offers many opportunities for community service through student service learning programs (e.g., Commitment Scholars program, Late Night of Procrastination at the library), community outreach projects (e.g., Big Brothers Big Sisters Big Little Hero Race organized by students in a business course in which \$5,000 in funds are raised annually for "littles" to take College for Kids classes, Food for Thought, a community-wide food drive to support families in need at Thanksgiving) and Student Government Association sponsored activities, to name a few.



**Northwestern Michigan College**

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## Board Policy B-100.00

### Board-President Relationship

# Delegation to the President

All board authority delegated to staff is delegated to the president, so that all authority and accountability of staff—as far as the board is concerned—is considered to be the authority and accountability of the president.

1. The board will direct the president to achieve certain results through the establishment of Ends policies. The board may limit the latitude the president may exercise in practices, methods, and conduct in achievement of the ends through establishment of Parameters policies.
2. As long as the president uses any reasonable interpretation of the board's Ends and Parameters policies, the president is authorized to establish all staff policies and procedures.
3. The board may change its Ends and Parameters policies, thereby shifting the boundary between board and president domains. By so doing, the board changes the latitude choices given to the president. But so long as any particular delegation is in place, the board and its members will respect and support the president's decisions. This does not prevent the board from obtaining information in the delegated areas except where laws of confidentiality prohibit disclosure.
4. Only decisions of the board acting as a body are binding upon the president.
  - a. Decisions or instructions of individual board members, officers, or committees are not binding on the president except in rare instances when the board has specifically authorized such exercise of authority.
  - b. Individual board members may request information or assistance from the president. Requests that require (in the president's judgment) a material amount of staff time or funds or are disruptive may be referred to the board for determination.

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 October 23, 1995

Reviewed without revision January 23, 2006

Revised May 22, 2017



**Northwestern Michigan College**

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## Board Policy B-101.00

### Board-President Relationship

# President's Role and Job Description

1. The president is accountable to the board acting as a body. The board will instruct the president through written policies, delegating implementation to the president.
2. As the board's official link to the operating organization, the president's job performance will be considered to be synonymous with organizational performance as a whole, as reflected in an annual evaluation conducted by the Board.
3. Consequently, the president's job contributions can be stated as performance in only two areas:
  - a. Organizational accomplishment of the provisions of board policies on Ends
  - b. Organization operation within the boundaries of prudence and ethics established in board policies on Parameters
4. Notwithstanding the above, the president serves at the pleasure of the board and contractual understandings will apply.

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 October 23, 1995

Revised January 23, 2006

Reviewed with no changes May 22, 2017



## Northwestern Michigan College

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### Board Policy C-104.00

#### Ends Policy

## Institutional Effectiveness Criteria

It ~~shall be~~ the policy of Northwestern Michigan College to establish ends policies which state the overall institutional goals toward which the activities of administration, faculty, and staff are to be directed. The ends policies of Northwestern Michigan College are as follows.

#### 1. Learning

##### a. Scholarship

NMC ~~shall~~ promotes the acquisition of knowledge, skills, and attitudes that all students need to function effectively in a changing world through outstanding academic programs recognized for their regional and national level competencies. NMC is committed to helping students acquire the ability to communicate effectively, to think critically, and to be aware of diversity in our world. The scholarship criterion measures the effectiveness of how well NMC prepares students for success in the workplace related to their chosen field and the extent to which NMC provides credible transfer and articulation programs for those students who choose to continue their education at other colleges and universities. Furthermore, in support of our open access philosophy, NMC encourages the academic success of under-prepared college students in their pursuit of basic educational skills and abilities.

##### b. Enrichment

NMC ~~shall~~ provides lifelong learning opportunities to regional residents by offering quality educational opportunities for all ages. Programs are designed to be flexible, convenient, and responsive to the needs of the community. Moreover, NMC is committed to enriching and broadening the knowledge base and cultural life of the community. It does so by offering a wide range of programs and curricula that emphasize continuing education, skill enhancement, professional development, and cultural and personal enrichment. The enrichment criteria measures how effectively NMC performs in responding to the community's learning needs in those areas.

##### c. Workforce

NMC ~~shall be~~ is a significant contributor to regional economic development. The College supports economic development by providing programs responsive to key economic drivers and in support of business and partnership needs. NMC is committed to working collaboratively with community agencies, assessing the economic climate, and providing excellent and reputable training and services. The workforce criterion assesses how well NMC serves in this capacity.

#### 2. Organization

##### a. Partnership

NMC ~~shall~~ develops and maintains collaborative relationships with the communities it serves to create a learning-centered College that meets the needs of its students and stakeholders. To this

end, NMC shall effectively communicate with its communities. It shall successfully raise resources to support strategic initiatives. NMC shall develop meaningful relationships with partners in seeking out potential areas for improvement. The partnership criteria assesses the extent to which NMC effectively builds relationships with educational institutions, businesses, service organizations, external agencies, alumni and the general community to fulfill its mission.

b. Operations

NMC shall conduct College operations in a manner reflecting the highest standards of business and professional ethics, legal compliance, and accountability to the public trust. College leaders guide the institution in establishing and accomplishing institutional directions and action plans and in seeking opportunities to build and sustain an effective learning environment. NMC promotes a goals and outcomes related culture by collecting and using data to responsibly manage its operations and to continuously improve.

c. Champion

NMC shall be committed to supporting (championing) students in a learning-centered environment. NMC shall seek to understand student and stakeholder needs and expectations through a variety of methods. NMC shall provide quality academic and support services with the goal of meeting students' needs in an environment of continuous improvement. The champion criterion shall evaluate how well NMC understands its students' and stakeholders' needs as well as how well it supports those needs.

d. Culture

NMC shall foster a work environment that reflects the College's values and leads to an effective work culture. NMC shall be committed to the development of the talents and continuous learning of all its faculty, staff, and administrators. NMC manages its employees through effective personnel processes.

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 26, 2007

Revised December 21, 2015



## **MEMO: NMC Foundation**

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

**From:** Jennifer Hricik  
Interim Assoc. Vice President, Resource Development  
and Executive Director, NMC Foundation

**Date:** September 26, 2022

**Subj:** Proposed NMCF Bylaw Change to Article VI, Section 1A

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### **Overview**

At the August 24, 2022 NMC Foundation Board meeting, foundation board members voted to approve a bylaw change to include the current chair of all standing committees to the Executive Committee. Currently there are three standing committees of the board: Executive Committee, Finance & Audit Committee and the Board Development Committee and prior to this motion the Board Development Committee was the only one without representation on the Executive Committee.

### **Approved NMCF Board Motion**

That the Foundation Board approve the proposed bylaw revision to Article VI, Section 1A as presented. This change would adjust the composition of the Executive Committee to include the chair of any standing committee.

### **CURRENT**

#### **ARTICLE VI: COMMITTEES**

**Section 1. Standing Committees.** The Foundation Board shall annually appoint members to each of the standing committees as follows:

- (A) Executive Committee: The officers of the NMC Foundation, Immediate Past Chair, and at least one Group One Director shall constitute the Executive Committee of the NMC Foundation. During the intervals between meetings of the Foundation Board, the Executive Committee shall have, and may exercise on behalf of the Foundation Board, all of the authority of the Foundation Board in respect to the management of the NMC Foundation. The Executive Committee shall report its acts to the Foundation Board at its regular meetings for ratification. The Executive Committee shall also assist the Executive Director of NMC Foundation in the preparation and review of policies and procedures for the NMC Foundation, and shall make recommendations for enactment of same to the Foundation Board.

### **PROPOSED CHANGE**

#### **ARTICLE VI: COMMITTEES**

**Section 1. Standing Committees.** The Foundation Board shall annually appoint members to each of the standing committees as follows:

- (A) Executive Committee: The officers of the NMC Foundation, Immediate Past Chair, **the current chair of any standing committee**, and at least one Group One Director shall constitute the Executive Committee of the NMC Foundation. During the intervals between meetings of the Foundation Board, the Executive Committee shall have, and may exercise on behalf of the Foundation Board, all of the authority of the Foundation Board in respect to the management of the NMC Foundation. The Executive Committee shall report its acts to the Foundation Board at its regular meetings for ratification. The Executive Committee shall also assist the Executive Director of NMC Foundation in the preparation and review of policies and procedures for the NMC Foundation, and shall make recommendations for enactment of same to the Foundation Board.