



Northwestern
Michigan
College

Board of Trustees

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, January 24, 2022

at Timothy J. Nelson Innovation Center, Room 106/107

5:30 p.m. Regular Meeting

I. GENERAL BUSINESS

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

II. SPECIAL REPORTS AND PRESENTATIONS

- E. Revealing Institutional Strengths and Challenges (RISC) Survey—*Joy Goodchild, Executive Director, Office of Research, Planning, and Effectiveness*
- F. Faculty Report—Experiential Learning in EGR 101—*Jay Smith, Instructor-Science & Math - Engineering, Jerry Dobek, Instructor-Science & Math, Science Department Head*
- G. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- H. Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- I. Grant Process—*Troy Kierczynski, Vice President of Finance and Administration, and Jason Slade, Vice President of Strategic Initiatives*
- J. Strategic Plan—*Jason Slade, Vice President of Strategic Initiatives*

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

- K. PRMC Report—*Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications*
- L. Foundation Report—*Rebecca Teahen, Associate Vice President for Resource Development and Executive Director of Foundation*

IV. PUBLIC INPUT

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



Northwestern
Michigan
College

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

Board of Trustees

<http://www.nmc.edu/trustees/>

January 24, 2022 Meeting Agenda
Page 2

V. UPDATES

- M. President's Update—*President Nick Nissley*
- N. Board Chair Update—*Rachel Johnson, Chair*

VI. DISCUSSION ITEMS

- O. Board Committee Appointments 2022

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

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

Recommend that the following items be approved:

- P. Minutes of the December 20, 2021 regular meeting
- Q. Minutes of the January 19, 2022 special study session

VIII. ACTION ITEMS

- R. **Board Policy** (Pursuant to Policy A-106.00 Other)
Recommend adoption of the "Inclusion" statement to be included in Policy C-102.00 Values on a second-reading basis.
- S. **NMC NEXT Strategic Plan** (Pursuant to Policy A-106.00 Other)
Recommend approval of the 2022-2025 strategies as presented.

IX. REVIEW OF FOLLOW-UP REQUESTS

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

X. ADJOURNMENT

Upcoming Board Meeting Dates:

All board meetings are open to the public.

February 28, 2022
March 21, 2022
April 25, 2022
May 23, 2022
June 27, 2022

Revealing Institutional Strengths and Challenges (RISC)

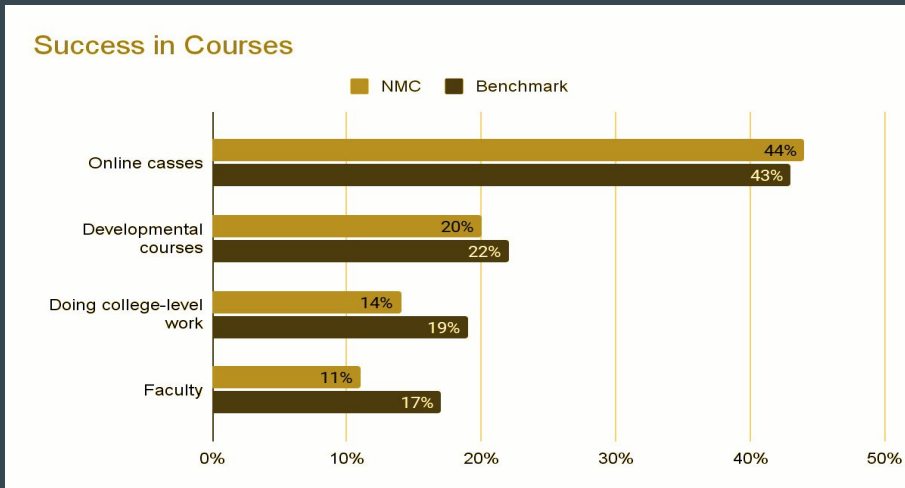


NMC Spring 2021

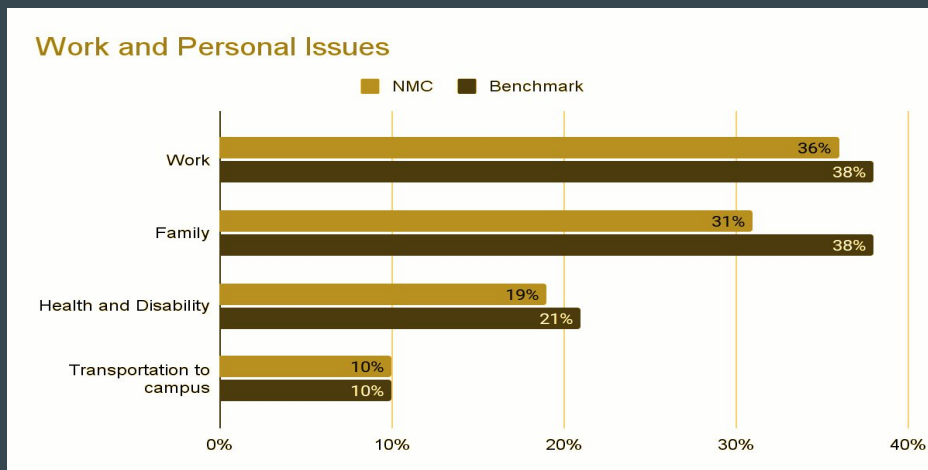
Major Challenges to Student Success

- Success in courses
- Work and personal
- Finances and financial aid
- Academic support services
- Campus environment

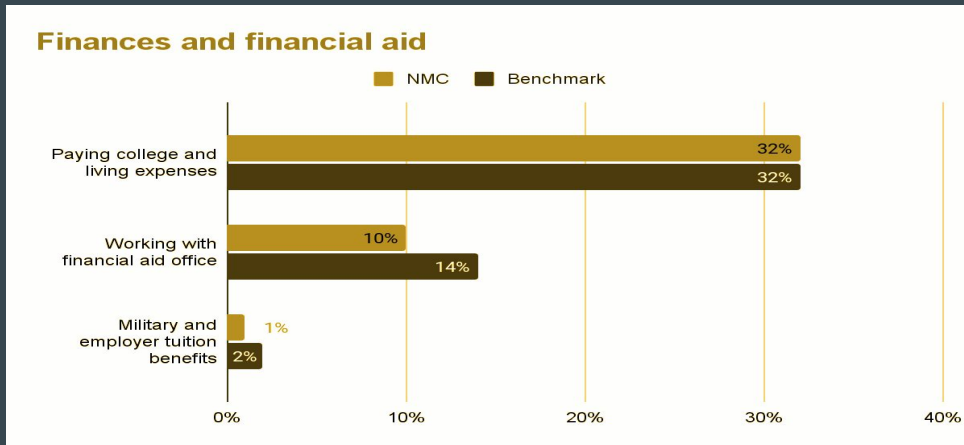
Challenge: Success in Courses (55%)



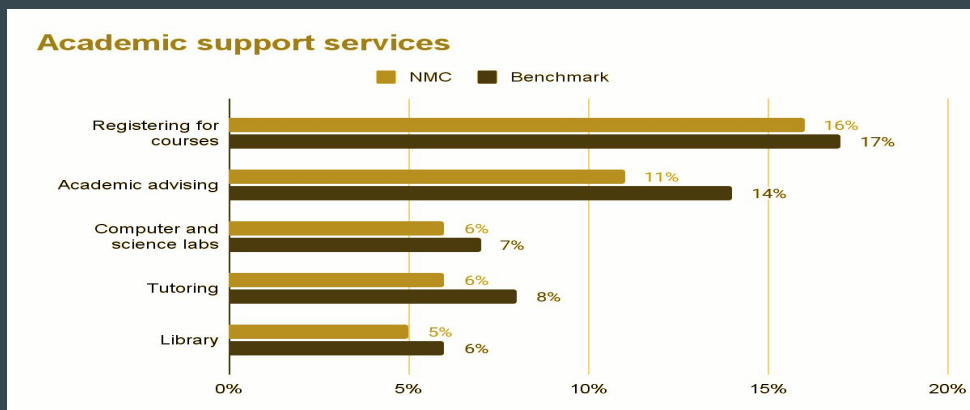
Challenge: Work and Personal Issues (55%)



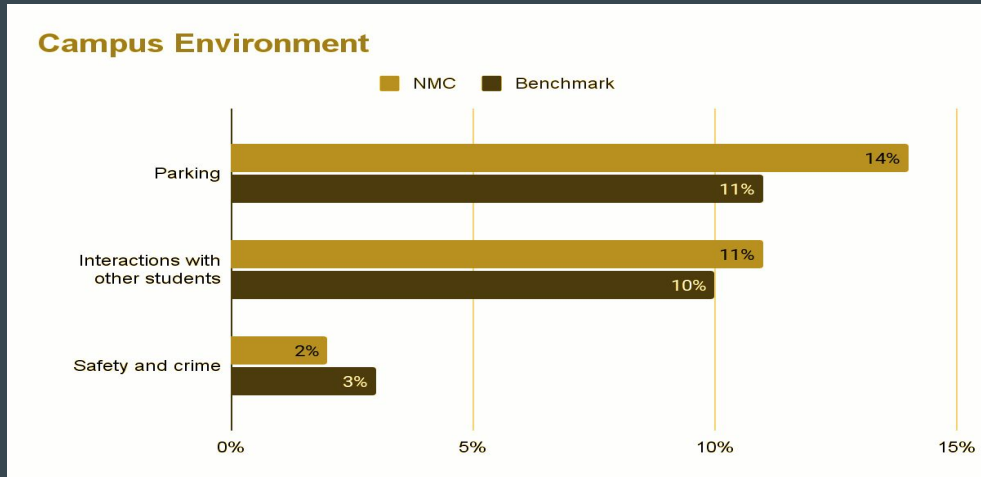
Challenge: Finances and Financial Aid (35%)



Challenge: Academic Support Services (28%)



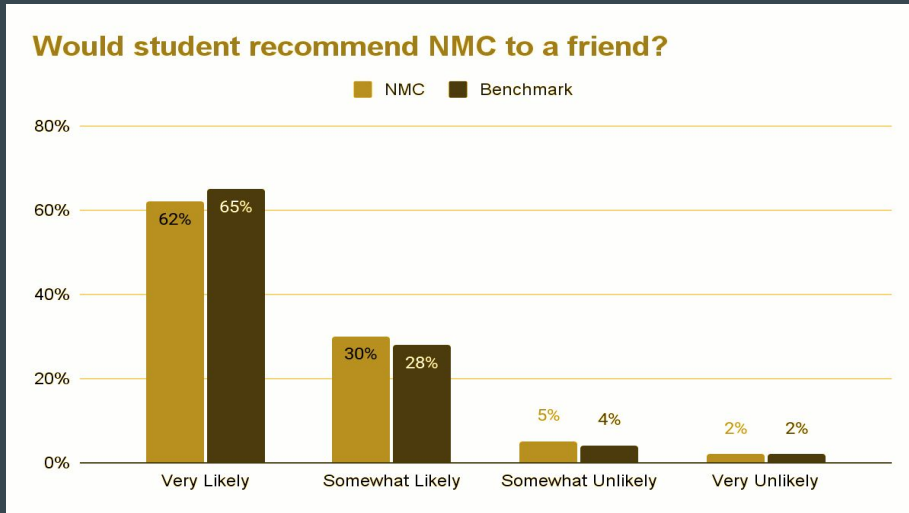
Challenge: Campus Environment (24%)



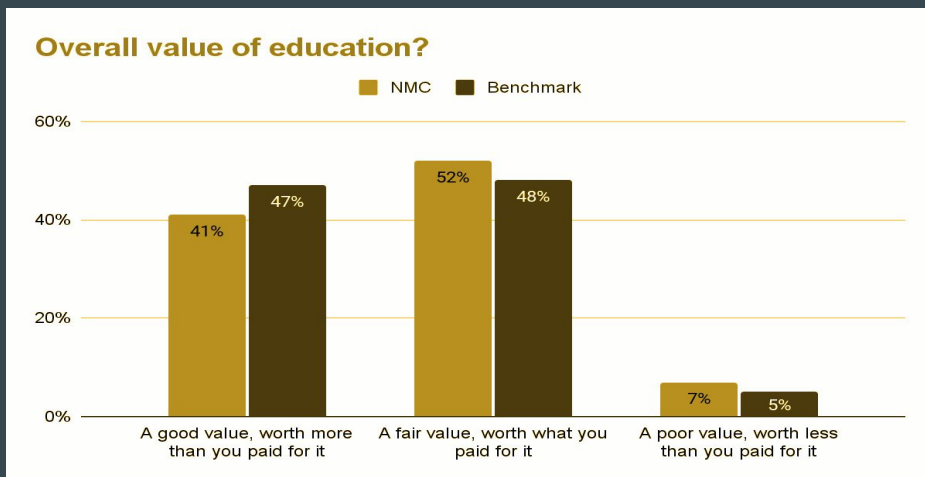
Is NMC Helping Students Reach Goals?

Purpose of taking courses	NMC	How well does education at NMC	Difference (%)
49%	Prepare for a four-year degree	46%	-3%
43%	Increase job and career opportunities	38%	-5%
9%	Self-improvement	52%	43%
Purpose of taking courses	Benchmark	How well does education at your college	Difference (%)
50%	Prepare for a four-year degree	46%	-4%
42%	Increase job and career opportunities	45%	3%
8%	Self-improvement	46%	38%

Recommendation



Value



Overall Benchmarking Results

- NMC students report fewer challenges with support services, work and personal issues, course success, and finances
- NMC students report more challenges with the campus environment, specifically parking
- NMC students taking courses for self-improvement perceive educational experience more positively
- NMC students taking courses for increasing job/career opportunities report being less likely to experience these opportunities
- NMC students are just as likely to recommend NMC to others
- NMC students perceive overall educational value at NMC similarly to students at other community colleges

NMC BOT Faculty Presentation Form

This form will be shared with the BOT before the meeting so they know what you will be presenting and a little bit about you. Thank you for sharing your time and expertise with the BOT so they continue to be informed about the high quality educators and programs we have here at NMC.

Name *

Jay Smith

Your Title *

Instructor - Science & Math - Engineering

Presentation Title *

Experiential Learning in EGR101

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

This presentation will provide an overview of our Fall 2021 experiential learning project in EGR101 - Introduction to Engineering. This project focused on creating a design for a scaled model of the solar system for installation on NMC's main campus.

Who are you? Please upload or type a bio here. If you do not have one, just tell The BOT a bit about yourself. This info will be given to them before the meeting. *

Education

PhD, Mechanical Engineering

University of Michigan, 2006

MSE, Mechanical Engineering

University of Michigan, 2002

BS, Mechanical Engineering

Western Michigan University, 2000

Experience

Full time faculty at NMC since 2018 (adjunct since 2014)

Over 15 years professional experience, including automotive R&D, academic research, product development, forensic engineering, and fire investigation

Other fun facts

Avid car enthusiast and certified mechanic

Professional boat builder and restorer

Schooner Madeline crew member and former crew member for US Brig Niagara

"Dad" to 3 neurotic, but awesome labrador retrievers

This form was created inside of Northwestern Michigan College.

Google Forms

NMC BOT Faculty Presentation Form

This form will be shared with the BOT before the meeting so they know what you will be presenting and a little bit about you. Thank you for sharing your time and expertise with the BOT so they continue to be informed about the high quality educators and programs we have here at NMC.

Name *

Jerry Dobek

Your Title *

Faculty - Sciences Department Head

Presentation Title *

Experiential Learning in EGR 101

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

Jay Smith will make the presentation; a PwrPnt. A scale of the Solar System on NMC's Main Campus.

Who are you? Please upload or type a bio here. If you do not have one, just tell The BOT a bit about yourself. This info will be given to them before the meeting. *

I will email you my Vitae

This form was created inside of Northwestern Michigan College.

Vita for Jerry Dobek

Gerald Orin Dobek, D.Sc., FRAS
Born 22 December 1957 in Detroit, Michigan.

Education:

Novi High School (4 year honor student - National Honor Society)
A.S. Mathematics & A.A. General Liberal Studies; Northwestern Michigan College (Phi Theta Kappa)
B.S. Mathematics w/Distinction; Trinity College & University
B.S. Mathematics; Ferris State University
M.Sc. (Hons) Astronomy & Astrophysics w/Distinction; University of Western Sydney
DoA Astronomy; James Cook University
Ph.D. / D.Sc. Astronomy & Astrophysics; James Cook University

Continuing Education:

University of Toronto
University of Arizona

Memberships:

Fellow of the Royal Astronomical Society (FRAS)
American Astronomical Society (AAS)
American Association for the Advancement of Science (AAAS)
Astronomical Society of the Pacific (ASP)
American Association of Variable Stars (AAVSO)
Royal Astronomical Society of Canada (RASC)
International Dark Sky Association (IDA) – Founding Member
Grand Traverse Astronomical Society (GTAS) (current President)
National Aeronautics and Space Administration/ Jet Propulsion Laboratory (NASA/JPL)
Phi Theta Kappa Society (Lifetime Member)
Illuminating Engineer Society (IES)
Society of Automotive Engineers (SAE)
Grand Traverse County Planning Commission, retired after 15 years (past chairman)

Awards:

Four-Year Honor Student (National Honour Society); Novi High School
Art Moenkhaus Scholarship; NMC
Finalist Adult Student of the Year; NMC (1998)
Friends of the Observatory; NMC/GTAS (1994)
National Dean's List (1992-93)
Who's Who Among American Teachers (2000, 2004 & 2005)
Imogene Wise Award for Adjunct Faculty; NMC (2002)
NASA/JPL Distinguished Service (2002, 2003 & 2005)
University Medal Finalist; UWS 1st in University; (2003)
Manchester Who's Who Among Executives and Professionals
Frank Purvis Stewardship Award-Grand Traverse County (2008)
Imogene Wise Faculty Excellence Award; NMC (2015)
Athena Excellence Award; NMC (2015)
Appreciation Award; NASA, Total Solar Eclipse Research (2017)
Outstanding Persons In Education (2019)

Dr. Jerry Dobek is a professional astrophysicist and faculty instructor at Northwestern Michigan College (NMC). He is the current Sciences Department Head and Director of the Joseph H. Rogers Observatory at NMC. He has taught astronomy and mathematics for NMC as an adjunct from 1987 until 2002 when he became a full time faculty instructor. His interests in astronomy and space science began in the early 1960's. Jerry holds memberships with the RAS, AAS, AAAS, ASP, AAVSO, RASC, IDA, GTAS, IES, SAE and is a lifetime member of Phi Theta Kappa. His research interests are in variable stars and dark material, which he conducts from his own observatory north of Traverse City, Michigan. Jerry is also the site coordinator / site director for Project ASTRO and Project Family ASTRO for the Michigan and Upper Wisconsin sites, and serves as the regional Solar System Ambassador for NASA / JPL. Jerry is a founding member of and the regional representative for the International Dark-Sky Association and has been instrumental in writing lighting ordinances for townships and counties in Michigan as well as several other states. Jerry designed and assisted in the installation of the fiber optics in the ceiling of the Traverse City State Theater: a true depiction of the night sky over that location for 11 August at 11:00 pm EST. The 'fiber-optical stars' are adjusted to match the visual brightness. His personal interests are astrophotography and writing / playing music on his 6 & 12 string guitars. Jerry's photos of comets Hyakutake and Hale Bopp are part of NASA's archive images of comets.

Most recently (in 2011), Jerry has republished Edward Emerson Barnard's famous atlas: "A Photographic Atlas of Selected Regions of the Milky Way" through Cambridge University Press. Only 700 copies of the original atlas were produced in 1927. This republication contains additions of updated co-ordinates for Barnard's objects as well as a mosaic of the 50 original plates. This republished Atlas is currently number seven on the 'best seller's list' for all astronomy books at Cambridge University Press.

Jerry is currently working with universities in Michigan on Articulation Agreements, mainly in Engineering and Science, to allow for an efficacious transition of a student's education credits from community college to university.

Jerry is also a five-time runner-up in the Publisher's Clearinghouse Sweepstakes Grand Prize drawing, and is currently one of only 1.7 billion finalists in the 28 February 2022 drawing. His "world-famous" grilled potatoes have been enjoyed in four different countries on three continents.

Experiential Learning in EGR 101

Faculty presentation to the NMC Board of Trustees

James (Jay) Smith, PhD, PE

Introduction



Education

- PhD, Mechanical Engineering
 - University of Michigan, 2006
- MSE, Mechanical Engineering
 - University of Michigan, 2002
- BS, Mechanical Engineering
 - Western Michigan University, 2000

Experience

- Full time faculty at NMC since 2018 (adjunct since 2014)
- Over 15 years professional experience, including automotive R&D, academic research, product development, forensic engineering, and fire investigation

Other fun facts

- Avid car enthusiast and certified mechanic
- Professional boat builder and restorer
- Schooner Madeline crew member and former crew member for US Brig Niagara
- “Dad” to 3 neurotic, but awesome labrador retrievers

The Class

EGR 101 - Introduction to Engineering (1cr)

Summary of Objectives

- Basic problem solving skills
- Introduce what engineering is as a profession
- Career exploration and education planning

Our Students

- Typically first-year college and high school ($\frac{2}{3}$ vs $\frac{1}{3}$, approximately)
- Most are planning on pursuing a bachelor's degree in engineering
- Most are unsure of what engineers actually do

Traditional Course Elements

- Lecture presentation of topics such as the engineering design process, engineering ethics, & career paths
- Individual exercises to identify career and life goals, ideal jobs, & how to “get there”
- Group problem-solving and team building activities
 - How much water is in the test tank
 - Engineering case study



Photo credit: record-eagle.com

EL History in EGR 101

Since Fall 2020, our class has been based around an EL project that improves an aspect of NMC's campus

Fall 2020

- Redesign of the Academic & Career Advising Center
- Provided many student-driven suggestions to improve access and user experience

Spring 2021

- Design of the Experiential Learning Institute space in the West Hall Innovation center
- Provided a flexible set of design and layout options to maximize the effectiveness of the ELI's physical space

Track record

- Despite the simultaneous transition to live-stream format, our classes have maintained student interest and built a sense of community in each class
- Feedback from students typically identifies that the workload is substantial for 1-credit class but also very rewarding

The Fall 2021 Project

Purpose: How can we create opportunities for positive interactions between the community and NMC's campuses?

- Jerry Dobek proposed a project involving a scale model of the solar system to be installed on main campus as an amenity that would bring people from our community to campus
 - The project he had in mind was based off the “Voyage” model currently on display on the National Mall in Washington DC
- While similar to the model currently existing on the TART trail, our model is different in a few important ways:
 - Our model is designed to be accessible to people of all mobility levels, including young families and those who are mobility-limited
 - Our model strives to achieve a greater level of accuracy both in the placement of the “planets” as well as the displayed size of each object
- **Partners:** Carl Shangraw (surveying), Rick Mathis (welding), Meg Young (sign design), Michael Chrypinski (facilities), Leanne Baumelier (disabilities/accessibility), Jerry Dobek (astrophysics), Troy Kierczynski (planning), Kristy McDonald & Brandon Everest (ELI)

Project Structure & Elements

19

Structure

- The class functioned as a cross-functional engineering group, with each team having an area of expertise and specific deliverables
- Researchers
 - Tasked with defining the astronomical parameters of the project
- Surveyors
 - Tasked with determining the best positioning method & attainable accuracy
- Designers
 - Tasked with signage design and content consistent with ADA and NMC standards
- Manufacturers
 - Tasked with designing and defining the manufacturing method for each waypoint
- Installers
 - Tasked with defining all installation-related considerations

Team Building & Relationship Development

- Weekly team meetings (recorded using Zoom)

Project Planning & Management

- Gantt charts & critical path identification

Research & Data Collection

- Expert interviews, site visits, independent research

Prototyping

- Presentation of prototypes to class and stakeholders, with opportunities for feedback

Design Refinement

- Improvement on initial designs based on feedback

Technical Communication

- Effective presentation skills

Important findings & conclusions:

- The model should be placed along a largely linear path, with the Sun near the Denmos Museum, Uranus near HSB, and Pluto near Beckett (scale: 1:10,000,000,000)
- Trilateration is the preferred geographic location method (accuracy up to 1mm) and NMC's Surveying group is willing to help
- A sign design has been developed that fits well with existing signage and has a scannable QR code with a link to audio recordings of the sign content
 - Signplicity is recommended vendor (est ~\$300 per sign)
- A practical signpost design has been developed to be constructed of aluminum. NMC's Welding group is willing to assist in the fabrication of the posts if Engineering assists with material preparation
- Sign posts should be mounted on concrete pads (similar to lighting posts) for maximum serviceability. Miss-Dig and NMC IT are to be consulted and permits will need to be obtained from the city/county prior to construction.
- Total projected cost is approximately \$6000, which excludes permits and installation labor

Results

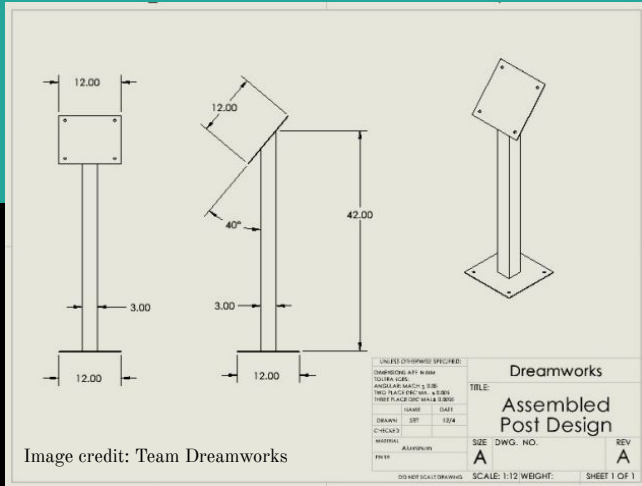




Image credit: Team Dreamworks



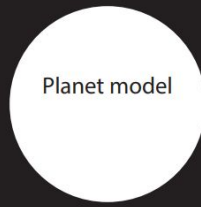
Image credit: Purple Monkeyz




Earth Scholars Hall

21


- This is the planet that we live on!
- The center radius of the planet is around 3,958.8 miles.
- The planet weighs around 5.972×10^{24} kilograms.
- The surface of the planet is about 75% water.



Planet model



In NMC's sloar system model, the Earth is only about 0.12756 cm. Or about half of a paperclip.

Image credit: Team BWCEE

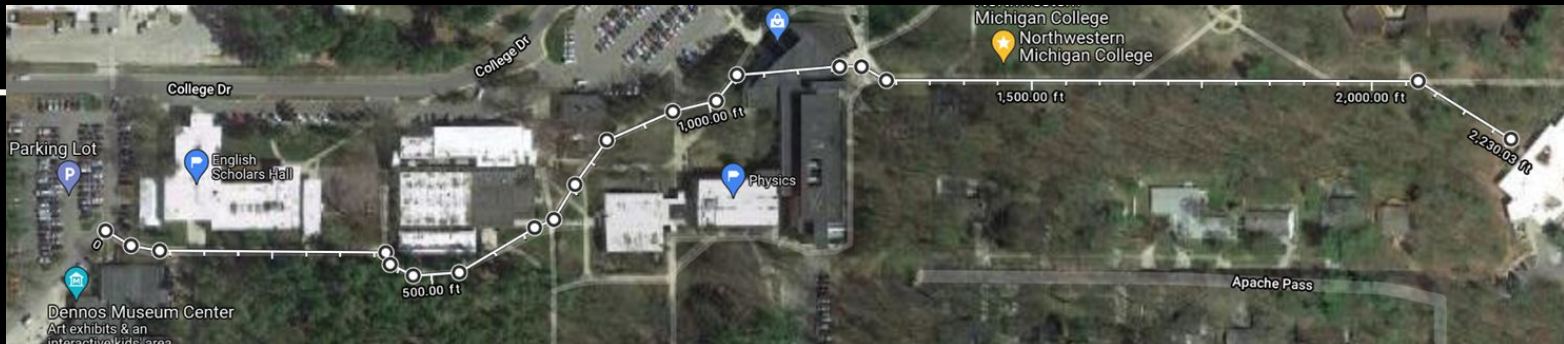


Image credit: Engineerds

Questions?

Thank you for your time and the opportunity to present our project!

jsmith@nmc.edu



**Northwestern
Michigan
College**

**MEMO
Enrollment Services**

To: Dr. Nick Nissley, President
 From: Todd Neibauer, VP for Student Services and Technologies
 Date: January 18, 2022
 Subject: Enrollment Update – Spring 2022

Spring 2022

Overall contact hour enrollment is currently up 9.9% including an increase of 3.7 percentage points in the rate of registration among continuing students at 66.1%.

While there is still a lower number of new students than during this time last year, the rate of admits registered is trending higher than last year by 6.3 percentage points at 67.8%.

(Source: Digital Dashboard Same Date Comparison SP2019-2022)

	2019	2020	2021	2022
Applicants	1,554	1,600	1,730	1,428
Admits	1,208	1,260	1,360	1,166
Admits Registered	789	823	836	790
Prior Admits Registered	26	7	5	8
Retained Students	2,504	2,415	2,045	2,179
Return Students	191	131	157	147
Average Contact Hours	10.53	10.56	10.07	10.77
Total Headcount	3,510	3,376	3,043	3,124
Total Contact Hours	36,970	35,640	30,634	33,658
Tuition	6,791,577	6,709,842	5,739,752	6,814,114

The report date for spring semester is January 25 meaning final reports will be included in the February Enrollment Report.



Northwestern
Michigan
College

MEMO
Administrative Services

To: Dr. Nick Nissley, President

From: Troy Kierczynski, Vice President of Finance and Administration

Date: January 17, 2022

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

The attached reports summarize the financial results for the General Fund as of December 31, 2021. The sixth month represents 50% of the year.

Month End Results

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

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

The general fund ended the month with revenue over expenses of \$1,912,902. Revenue increased by 3% when comparing December 2021 to December 2020. The increase is primarily due to increased tuition and fees revenue due to increases in enrollment and tuition rates, along with the receipt of the state's 201e one-time Operational Support payment this year. Operating expenses increased by 6% compared to December 2020 (noting a 21% decline in December 2020 compared to December 2019). The increase through December 31 is due largely to wage increases, filling open positions, and increased food service costs related to additional GLMA cruises.

Revenue (letters refer to the attached General Fund summary)

- A. Tuition and fees are improved from December 2020. For Fall 2021, the budget was set at 33,823 contact hours for a total budgeted revenue of \$6,523,277. Actual fall contact hours are 34,519 with actual fall revenue of \$6,660,872. Fall revenue was over budget by \$137,595. For Spring 2022, the budget was set at 30,305 contact hours for a total budgeted revenue of \$5,877,611. Actual spring contact hours are projected at 32,401 with actual revenue of \$6,284,579. Spring revenue is trending over budget by \$406,968.
- B. Property Taxes: Tax revenue is recorded as payments are received. The overall increase for the fiscal year is expected to be 3% over the previous fiscal year.
- C. State Sources include budget appropriations, personal property tax payments and MPSERS retirement offset payments. State appropriations payments are paid over 11 months (Oct to Aug).
- D. Federal Sources are generally restricted and are no longer accounted for in the General Fund.
- E. Actual year-to-date investment income recorded for fiscal year 2021 reflects interest income only. Interest income is comparable to prior year due to a lingering low interest rate environment.
- F. Both Private Sources and Other Sources are timing and event dependent.

Expenses

- G. Salaries and benefits are on track with the FY22 budget.
- H. Overall expenses are under budget at this time.
- I. Capital Outlay reflects expenditures budgeted through the allocation of COAT dollars.

Northwestern Michigan College

Unaudited



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

Summary Report for General Fund Accounts Fiscal Year 2022, Period 06

Funds	Accounts	2021-2022 Adjusted Budget	YTD Activity	% of Annual Budget	
TOTAL GENERAL FUND					
50	Revenues				
	Tuition and Fees	19,916,110	11,536,555	57.93%	A
	Property Taxes	12,030,623	5,720,772	47.55%	B
	Other Local	<u>0</u>	<u>0</u>	*	
	Local Sources	31,946,733	17,257,327	54.02%	
	State Sources	10,730,000	3,791,343	35.33%	C
	Federal Sources	1,075,000	500	0.05%	D
	Private Sources	868,897	110,185	12.68%	F
	Investment Income	172,000	81,174	47.19%	E
	Other Sources	<u>392,600</u>	<u>212,410</u>	54.10%	F
	Total Revenues	45,185,230	21,452,939	47.48%	
60	Labor				
	Salaries & Wages	22,282,506	10,581,090	47.49%	G
	Benefits	<u>9,332,244</u>	<u>4,454,833</u>	47.74%	G
	Total Labor	31,614,750	15,035,923	47.56%	
70	Expenses				
	Purchased Services	2,311,193	1,044,384	45.19%	H
	Supplies & Materials	3,318,742	1,007,565	30.36%	H
	Internal Services	99,220	4,491	4.53%	H
	Other Expenses	1,670,689	625,082	37.41%	H
	Institutional Expenses	1,737,924	619,198	35.63%	H
	Maintenance & Renovation	1,828,864	739,148	40.42%	H
	Prof Develop, Travel & Events	362,070	149,201	41.21%	H
	Capital Outlay	<u>177,852</u>	<u>64,783</u>	36.43%	I
	Total Expenses	11,506,554	4,253,852	36.97%	
	Total Expenditures	43,121,304	19,289,775	44.73%	
80	Transfers				
	Transfers	2,063,926	250,262	12.13%	
	Total Transfers	<u>2,063,926</u>	<u>250,262</u>	12.13%	
	Total Expenditures and Transfers	45,185,230	19,540,037	43.24%	
	Net Revenues over (under) Expenditures	0	1,912,902		



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

INTERIM
This statement does not
reflect year-end results.

	YTD 12/31/21	YTD 12/31/20	\$ Diff	% Diff	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 11,536,555	\$ 11,061,695	\$ 474,860	4%	Primarily due to increases in tuition from enrollment (partially offset by elimination of online fees), GLMA cruise fees (cruises offered through the fall in FY22), and increases in EES offerings and registrations compared to FY21
Property Taxes	5,720,772	5,626,218	94,554	2%	Timing of property tax payments received from townships and overall increases in taxable values
Total Local Sources	17,257,327	16,687,913	569,414	3%	
State Sources	3,713,104	3,434,558	278,546	8%	Primarily due to State's 201e One-Time Operational Support payment received in October 2021
State PPT Reimbursement	78,239	87,747	(9,508)	-11%	State funding formula resulted in slightly lower PPT reimbursement for FY22
Federal Sources	500	206,977	(206,477)	-100%	Primarily due to the change in recognition of GLMA federal grant activity with the federal grant funds instead of the general fund (changes made in late FY21 and will remain in place going forward)
Private Sources	110,185	122,014	(11,829)	-10%	Timing of Foundation gifts
Investment Income	81,174	58,183	22,991	40%	Higher interest/dividends recognized in FY22 than in FY21
Other Sources	212,410	163,479	48,931	30%	Primarily due to higher Lobdell sales, higher write off reversals for students, and EES revenue from their summer bridge program (GRASP) in FY22
Total Revenue	21,452,939	20,760,871	692,068	3%	
Expenses					
Salaries and Wages	10,581,090	10,181,827	399,263	4%	In line with budget and prior year
Benefits	4,454,833	4,337,492	117,341	3%	In line with budget and prior year
Purchased Services	1,044,384	819,782	224,602	27%	Primarily due to food services for GLMA cruises (higher cruise activity in summer/fall 2021 than summer 2020)
Supplies & Materials	1,007,565	996,147	11,418	1%	Consistent with prior year
Internal Services	4,491	(5,864)	10,355	-177%	Timing of internal events/charges in FY22 including NMC Fellows Dinner and Student Life events offset by semi-annual fitness fee transfer
Other Expenses	625,082	533,906	91,176	17%	Primarily related to timing of GLMA tug rental expenses and higher recruiting/promotional expenses in FY22
Institutional Expenses	619,198	600,792	18,406	3%	Consistent with prior year
Maintenance & Renovation	739,148	713,884	25,264	4%	Primarily due to increased software maintenance expenses
Professional Development	149,201	93,734	55,467	59%	Increase in professional development expenses as professional development has been added back into the budget in FY22
Capital Outlay	64,783	8,791	55,992	637%	Timing of COAT purchases
Total Expenses	19,289,775	18,280,491	1,009,284	6%	
Transfers	250,262	45,722	204,540	447%	Aviation flight hours transfer (offset in FY21 by transfer of admin expenses from general fund to CARES Act [CRF] fund)
Total Expenses & Transfers	19,540,037	18,326,213	1,213,824	7%	
Net Revenue Over (Under) Expenses	\$ 1,912,902	\$ 2,434,658	\$ (521,756)	-21%	



**Northwestern Michigan College
Comparison - Month Over Month
General Fund
Dec 2021 vs. Nov 2021**

INTERIM
This statement does not
reflect year-end results.

	YTD 12/31/2021	YTD 11/30/2021	Dec 21 Activity	Nov 21 Activity	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 11,536,555	\$ 9,983,906	\$ 1,552,649	\$ 2,144,803	4 weeks of tuition recognized in November and only 3 weeks of tuition recognized in December
Property Taxes	5,720,772	5,377,200	343,572	49,800	Timing of tax collections received
Total Local Sources	17,257,327	15,361,106	1,896,221	2,194,603	
State Sources	3,713,104	2,648,897	1,064,207	1,130,972	Higher MPERS offset payments received in November
State PPT Reimbursement	78,239	78,239	-	78,239	State PPT payment received in November
Federal Sources	500	-	500	-	Federal grant received for Marine Center in December
Private Sources	110,185	110,185	-	-	Consistent with prior month
Investment Income	81,174	67,473	13,701	12,872	Consistent with prior month
Other Sources	212,410	183,869	28,541	41,051	Primarily due to decreased Lobdell's sales in December as semester ended
Total Revenue	21,452,939	18,449,769	3,003,170	3,457,737	
Expenses					
Salaries and Wages	10,581,090	8,000,584	2,580,506	1,775,485	December had an extra pay period (3 pays instead of 2)
Benefits	4,454,833	3,472,604	982,229	758,755	December had an extra pay period (3 pays instead of 2)
Purchased Services	1,044,384	856,008	188,376	106,819	Primarily due to timing of GLMA consortium fees
Supplies & Materials	1,007,565	821,922	185,643	177,217	Consistent with prior month
Internal Services	4,491	3,226	1,265	3,251	Primarily due to timing of internal events including the Foundation Board breakfast and NMC Board meetings
Other Expenses	625,082	531,309	93,773	111,125	Primarily due to lower recruiting/promotional expenses and lower financial fees in December
Institutional Expenses	619,198	495,350	123,848	145,077	Primarily due to snow removal deposit made in November
Maintenance & Renovation	739,148	619,710	119,438	162,605	Primarily due to timing of software maintenance renewal expenses in November
Professional Development	149,201	115,814	33,387	29,964	Consistent with prior month
Capital Outlay	64,783	15,221	49,562	8,461	Tennant Sale & Service \$5,070 (floor scrubber - facilities), Kendall Electric \$380 (engineering tech equipment), Unmanned Vehicle Technologies \$35,292 (drone equipment - engineering tech), Triangle Engineering \$8,820 (hydraulic bender - welding)
Total Expenses	19,289,775	14,931,748	4,358,027	3,278,759	
Transfers	250,262	164,693	85,569		- Aviation flight hours transfer
Total Expenses & Transfers	19,540,037	15,096,441	4,443,596	3,278,759	
Net Revenue Over (Under) Expenses	\$ 1,912,902	\$ 3,353,328	\$ (1,440,426)	\$ 178,978	



Northwestern Michigan College
Income Statement Projections - General Fund
For the Year Ended June 30, 2022
As of 1/14/22

INTERIM
This statement does not
reflect year-end results.

	FY21 Actual	FY 22 Budget	YTD 1/14/2022	FY 22 Projected	Difference vs. Budget	Comments
Revenue						
Local Sources:						
Tuition & Fees	\$ 19,730,147	\$ 19,916,110	\$ 11,769,278	\$ 21,462,143	1,546,033	Enrollment increasing in FY22; summer and fall 2021 recognized tuition above budgeted amounts. Additionally, revenue in areas including EES and aviation are increasing in FY22 as compared to FY21
Property Taxes	11,569,141	12,030,623	6,812,439	12,030,623	-	In line with budget
Total Local Sources	31,299,288	31,946,733	18,581,717	33,492,766	1,546,033	
State Sources	12,494,296	10,570,000	3,486,095	10,706,900	136,900	Below budget; State appropriations were not decided at the state level until Fall 2021 (after the budget for this fiscal year was developed)
State Property Tax Reimbursement	183,427	160,000	78,239	156,477	(3,523)	In line with budget
Federal Sources	8,500	1,075,000	500	500	(1,074,500)	GLMA direct funding is now recognized in restricted funds instead of the general fund; budget does not account for this
Private Sources	1,006,602	868,897	110,185	868,897	0	In line with budget
Dividend and Interest Income	183,806	172,000	81,174	162,348	(9,652)	Near zero federal funds rate is minimizing returns; hoping to begin seeing changes in spring 2022
Unrealized Gain (Loss) on Investments	(525,507)	-	-	-	-	
Other Sources	323,305	392,600	218,862	428,432	35,832	Increase in extra sales including Lodbell's sales in FY22
Total Revenue	44,973,717	45,185,230	22,556,772	45,816,320	631,090	
Expenses						
Salaries and Wages	21,060,380	22,282,506	11,340,954	22,284,426	1,920	In line with budget
Benefits	11,234,226	9,332,244	5,073,445	9,568,288	236,044	In line with budget
Purchased Services	2,049,405	2,311,193	1,168,553	2,465,346	154,153	In line with budget
Supplies & Materials	2,264,808	3,318,742	1,087,222	3,159,400	(159,342)	Slower consumption of supplies due to continued remote work and instruction
Internal Services	10,642	99,220	4,813	99,220	-	In line with budget
Other Expenses	1,131,852	1,670,689	639,721	1,470,118	(200,571)	Continued savings in non-PD events and travel
Institutional Expenses	1,388,583	1,737,924	704,271	1,534,691	(203,233)	Budgeted for increases in utilities but expenses are currently trending below budget
Maintenance & Renovation	1,588,584	1,828,864	751,346	1,708,082	(120,782)	Maintenance of software and equipment trending below budget
Professional Development	226,041	362,070	155,849	307,552	(54,518)	Continued savings in PD events and travel
Capital Outlay	56,368	177,852	111,323	177,852	-	
Total Expenses	41,010,889	43,121,304	21,037,497	42,774,975	(346,329)	
Transfers Out (In)						
Plant Fund - General Maintenance	2,700,000	1,233,926	-	1,233,926	-	Budgeted transfer for maintenance of capital
Plant Fund - Technology Maintenance	500,000	500,000	-	500,000	-	Budgeted transfer for maintenance of technology
Plant Fund - Facility Fee for Maintenance	-	40,000	-	40,000	-	Budgeted transfer for facility fee for maintenance
Plant Fund - Aviation Capital Fund	358,680	340,000	250,262	340,000	-	Budgeted transfer for Aviation equipment fund; based on revenue, calculated using tach hours
Plant Fund - EES Transfer for Elevate	24,550	-	-	24,550	24,550	Transfer for EES purchase of Elevate software (year 5 of 5)
Bd Designated - Strategic Projects	450,000	250,000	-	250,000	-	Budgeted transfer for strategic projects
Bd Designated - Funds for Transformation	150,000	50,000	-	50,000	-	Budgeted transfer for funds for transformation
Restricted Fund - CARES Act Funding	(2,597,885)	-	(58,900)	-	-	Transfer CARES Act funding items to restricted fund
Restricted Fund - GLMA Direct Support	-	(350,000)	-	(600,000)	-	Transfer MARAD restricted funds to the general fund to support academy operations
Restricted Fund - GLMA Heritage Act	936,841	-	-	-	-	One-Time transfer of Heritage Act fund balance to restricted fund
Program Specific	(3,342)	-	-	-	-	
Total Transfers	2,518,844	2,063,926	191,362	1,838,476	(225,450)	
Total Expenses & Transfers	43,529,733	45,185,230	21,228,860	44,613,451	(571,779)	
Net Revenue Over (Under) Expenses	\$ 1,443,984	\$ -	\$ 1,327,912	\$ 1,202,869	\$ 1,202,869	

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



	As of December 31,	
	2022	2021
Assets		
Current assets		
Cash and cash equivalents	\$ 10,366,600	\$ 3,803,063 ^A
Accounts receivable, net	10,113,226	8,880,058
Prepaid expenses and other current assets	1,095,525	935,562
Total current assets	21,575,351	13,618,683
Noncurrent assets		
Long-term investments	22,860,246	20,230,827 ^A
Due to other funds	(21,004,540)	(12,546,678)
Total noncurrent assets	1,855,706	7,684,149
Total assets	\$ 23,431,057	\$ 21,302,832
Liabilities		
Current liabilities		
Accounts payable	\$ 91,414	\$ 23,688
Accrued payroll	2,107,623	1,820,628
Unearned revenue	8,256,951	7,291,668
Total current liabilities	10,455,988	9,135,984
Noncurrent liabilities		
Voluntary separation plan	\$ 114,400	\$ 197,748
Total noncurrent liabilities	114,400	197,748
Total liabilities	\$ 10,570,388	\$ 9,333,732
Net position		
Net position, beginning of year	\$ 10,978,421	\$ 9,534,442
Change in net position	1,882,248	2,434,658
Total net position	12,860,669	11,969,100
Total liabilities and net position	\$ 23,431,057	\$ 21,302,832

Notes:

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



Northwestern
Michigan
College

MEMO
Administrative Services

To: Troy Kierczynski, VP Finance and Administration
From: Lindsey Lipke, Controller
Date: January 13, 2021
Subject: Realized and Unrealized Investment Gains & Losses for the Quarter Ended December 31, 2021

Northwestern Michigan College (“the College”) manages its investments in effort to maximize returns while carefully assessing portfolio security, interest rate risk, and cash flow needs. The College’s investment options are limited to those allowable under Michigan’s *Community College Act of 1966*, as amended, including but not limited to bonds, treasury bills, treasury notes, certificates of deposit, savings accounts, commercial paper, and mutual funds, trusts, or investment pools composed entirely of instruments that are eligible collateral.

The College invests primarily in bonds, commercial paper, and certificates of deposit. In its long-term strategy, the College typically holds investments to maturity rather than seeking short-term gains at the expense of future returns. Market conditions ultimately drive the College’s investment holdings, income and overall performance.

The College reports investments on its statement of net position at fair value. Dividends, interest, and gains (realized and unrealized) are reflected in aggregate as **net investment income** in the College’s statement of revenue, expenses, and changes in net position. The College recognized the following investment income (general fund only):

Investment Income - General Fund Only

For the periods ending:

	June 30, 2020	June 30, 2021	December 31, 2021
Realized gains (losses)	\$ 3,600	\$ -	\$ -
Unrealized gains (losses)	43,746	(525,507)	(213,295)
Dividends and interest	420,687	148,546	81,174
Investment income, net	468,033	(376,961)	(132,121)

The College had no realized gains in fiscal years 2021 and 2022 (year to date). The realized gain in fiscal year 2020 is the result of an issuer calling a bond in September 2019.

The unrealized gains in fiscal year 2020 reflects a period of declining interest rates based on rate cuts by the Federal Reserve. The unrealized losses in fiscal year 2021 and 2022 (year to date) represent a slight rebound in bond market rates after bottoming out in June 2020.

In March 2020, the Fed enacted emergency rate cuts, slashing the federal funds rate 150 basis points (to near zero) in response to the economic impact of the Coronavirus pandemic. In response to inflation concerns, the Fed is indicating the possibility of rate increases beginning in March 2022 (earlier than their initially anticipated rate increases in 2023), which could result in a more positive impact on future returns.

Northwestern Michigan College
Investments Held
December 31, 2021

Financial Institution	CUSIP	Security Issuer	Abbr.	Security Type	Maturity	Coupon or Interest Rate	Interest Frequency	Cost	NMC Notes
Huntington Bank	3136G4N33	Federal National Mortgage Association	FNMA	U.S. Agency Bond	8/27/2025	0.500%	Semi-Annual	\$ 5,000,000	callable on 2/27/22
Huntington Bank	3136G45G4	Federal National Mortgage Association	FNMA	U.S. Agency Bond	10/27/2028	0.750%	Semi-Annual	\$ 5,000,000	callable on 1/27/22
Huntington Bank	3135GA3L3	Federal National Mortgage Association	FNMA	U.S. Agency Bond	11/23/2029	1.070%	Semi-Annual	\$ 5,000,000	callable on 11/23/22
Huntington Bank	3134GWNX0	Federal Home Loan Mortgage Corporation	FHLM	U.S. Agency Bond	8/27/2030	1.100%	Semi-Annual	\$ 3,900,000	callable on 2/27/22
Huntington Bank	03846WAE1	Arabella Fin Ltd Coml Paper	CNPC	Corporate Bond	1/14/2022	0.250%	Maturity	\$ 4,400,000	matures 1/14/22
Total Investments Held								\$ 23,300,000	



**Northwestern
Michigan
College**

To: Dr. Nick Nissley, President
From: Troy Kierczynski, Vice President of Finance & Administration
Jason Slade, Vice President of Strategic Initiatives
Date: January 17, 2022
Subject: NMC's Grant Process

Purpose

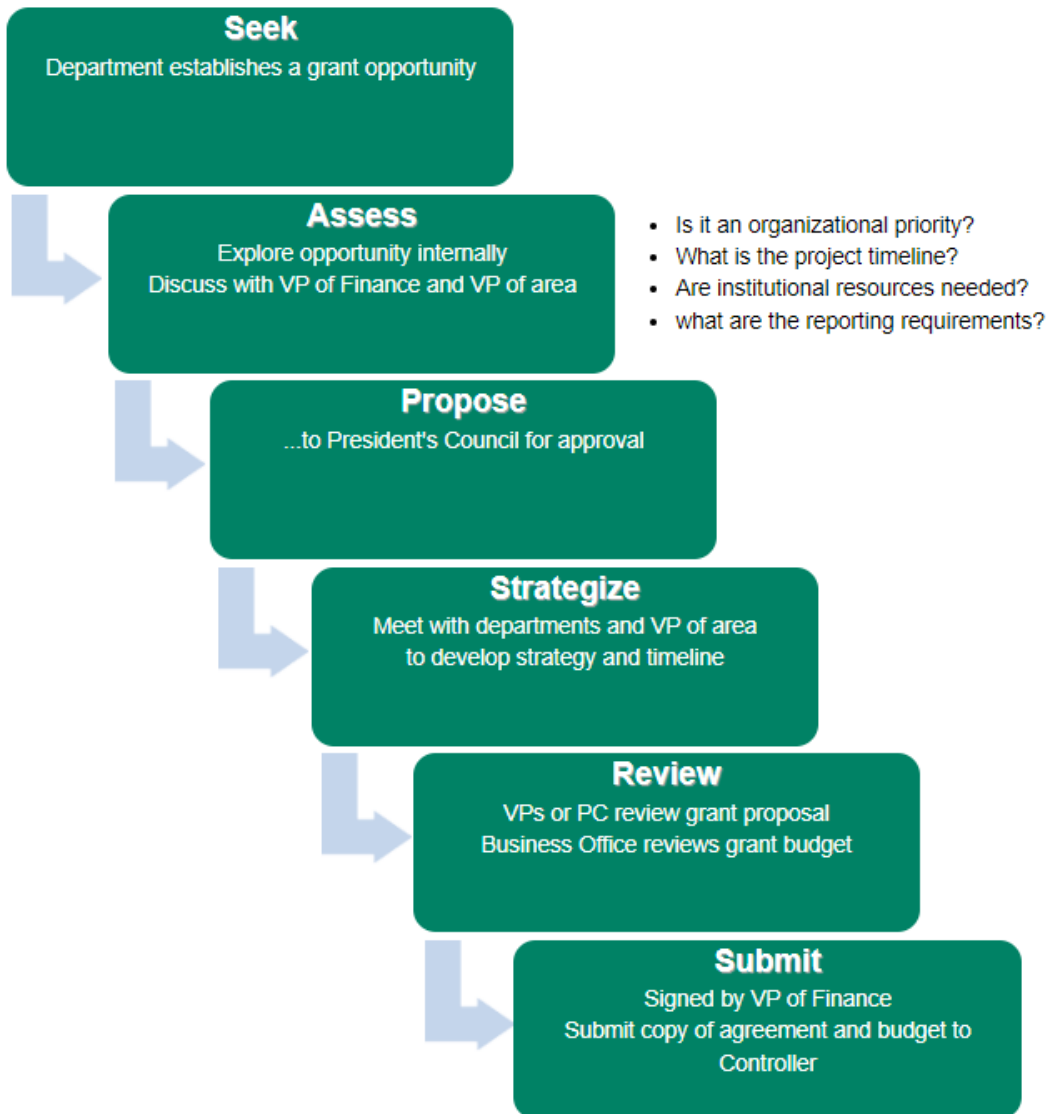
The purpose of this memo is to provide information about the College's processes for seeking, developing, and managing external grant funding.

Overview of the Grant Development Process

Northwestern Michigan College's leaders are tasked with seeking and exploring grant opportunities that benefit the College and our students. If a potential grant aligns strategically with the College's goals and appears operationally and financially viable, the program area leader would seek conceptual approval from their area VP, who would take the opportunity to President's Council for approval by leadership. If approved, a designated grant manager would prepare the application and develop a grant budget. The grant manager would oversee grant activities, budgeting, and any reporting requirements in coordination with the Business Office. The completed grant application is finally reviewed by the area VP, Business Office and VP of Finance & Administration, then submitted to the funding agency.

The below process chart adds some context to this process. This chart is shared as a resource for all employees on the College's intranet (MyNMC).

Grant Development Process



Public vs. Private Grants

The College receives a wide variety of public and private funding. Public grants from federal, state, and local agencies often require a competitive application and review process. However, in terms of dollars, the vast majority of NMC's federal grant funding is noncompetitive and appropriated through federal legislation such as student financial aid (Pell, Federal Work Study, Direct Loans, etc), maritime direct funding, and our recent allocations of Higher Education Emergency Relief Fund (HEERF) through the CARES Act, CRRSAA, and ARPA. The College's annual schedule of expenditures of federal awards (SEFA) is available on its transparency page in the audits section.

Private grants from other non-profits, corporations, or individual donors are typically collaborative efforts among Northwestern Michigan College Foundation, college faculty and staff, and other businesses or community organizations. Private funding passes through the Foundation to the College to support scholarships, specific programs or activities, or capital needs. Private grants are often discovered through specific community connections, partnerships or workforce development opportunities, a process explored in more detail below. Through its wide net of community college, workforce, and other industry and governmental relationships, College leadership stays aware of potential grant opportunities and pursues grants which align with our values and strategic initiatives, and where the benefits exceed the costs or administrative burden. The College must have the resources or partners in place to carry out the desired activities.

Community Partnerships and Workforce Development Grants

While there are a number of program or content specific grant opportunities, many require a regional or community-based approach. This is especially true for grants tied to economic or workforce development opportunities. NMC proactively collaborates with various community organizations, secondary and post-secondary institutions, professional organizations, and economic development partners such as Networks Northwest / Northwest Michigan Works!. While a collaborative network is often a grant requirement, success may also be higher due to increased scope and scale.

These grant opportunities are brought to the attention of NMC through a number of different mechanisms including regional councils, state and national professional organizational meetings, targeted outreach, workforce development groups and previous partnerships. The chart below provides a snapshot of recent workforce development grant activities and includes examples of partners, funding requests, summary statements and serves as a snapshot of ongoing grant efforts.

Grant	Funding Agency	Funding Request	Grant Summary	Partners	Status
Great Lakes Observing System (GLOS) – Smart Great Lakes Mini Grant Program	NSF	\$148,824.00 No match required	The grant proposes to employ “smart” buoy technology to fill gaps in wind and wave observations on Lake Superior and northern Lake Michigan.	Michigan Tech (MTU)	APPROVED
Industry 4.0 Regional Programming Grant	MEDC	\$175,000 In kind match	Increase industry I4.0 awareness and preparedness throughout Michigan via support of regional programming and activities. Equipment for the PS151 lab around Industry 4.0	Networks Northwest, Traverse Connect, Grand Traverse Area Manf Council, MMTC	APPROVED
MiLEAP Grant	Department of Labor and Economic Opportunity (LEO)	\$1.1MM Award to Networks Northwest	MiLEAP assists job seekers transition from education and training programs to high-skill, high-wage employment and career pathways, resulting in industry-recognized credential attainment and reduced educational debt	NCMC, West shore, Baker, Networks Northwest / MI Works	APPROVED
FAA Aviation Workforce Development - UAS (Drones)	FAA	\$90,000 No match required	UAS program received a grant for \$90,000 for the education of high school teachers to bring drone technology into their classroom and the outreach and recruiting of students. T	None	APPROVED
Good Job Challenge Grant	EDA	TBD	EDA’s American Rescue Plan Good Jobs Challenge aims to get Americans back to work. Grant brings together employers who have hiring needs with other key entities to train workers.	NMMC, West Shore Baker, Networks Northwest	Grant in development. Due mid-Feb 2022 No NMC match required



**Northwestern
Michigan
College**

To: Dr. Nick Nissley, President

From: Stephen Siciliano, Vice President of Educational Services
Jason Slade, Vice President of Strategic Initiatives

Date: January 19, 2022

Subject: Strategic Plan – January 24, 2022 Board of Trustees Meeting

Recommendation: For the meeting on January 24, 2022, the Steering Committee recommends the Board of Trustees adopt the Inclusion statement of the Values Policy on a second-reading basis, in addition to approving the 2022-2025 strategies as presented.

Policy C-102.00 Values

Background: The December 20, 2021 NMC Board of Trustees Meeting resulted in the second reading and adoption of the Mission, Vision and Values, with the exception of the Inclusion statement.

Strategies

Background: After months of development and feedback from all stakeholder groups, including a thorough Board of Trustees Study Session on January 19, 2022, during which the Objectives were also reviewed, the NMC community looks forward to the next phase of the strategic planning process, which includes Board approval of the strategies and a shifting focus now on implementation.

As part of the Strategic Plan, a set of five strategies were developed. These strategies serve as goals for the strategic plan implementation.

Thank you to the more than 1,000 participants in NMC's strategic plan, including community residents, alumni, students, faculty and staff, board members and donors.



NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

As Approved by
Strategic Planning Steering Committee
And Submitted to NMC Board of Trustees

STEERING COMMITTEE MEMBERS

Anderson, Michael — Faculty
Bailey, Ed — Staff
Balbach, Lisa — Faculty
Bott, Chris — Board of Trustees
Cook, Vicki — President's Council
Cotto, Marguerite — President's Council
Evans, Joy — Staff
Everest, Brandon — Faculty
Fairbanks, Diana — President's Council
Gorton, Holly — President's Council
Gustafson, Terri — Staff
Hadley, Craig — Staff
Jenkins, Tony — Faculty
Johnson, Rachel — Board of Trustees
Kierczynski, Troy — Staff
Liebling, Mark — President's Council
Lively, Janet — Faculty
Marsh, Amber — Student
Marsh Jr., Bill — NMC Foundation
Metiva, Allison — Alumni
Moritz, Lynne — Administrative Support
Neibauer, Todd — President's Council
Nissley, Nick — President's Council
Siciliano, Stephen — President's Council
Teahen, Rebecca — President's Council
Thomas, Lisa — Staff
Wangler, Sarah — Faculty

NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

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

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

Values:

Learning: We are life-long learners; learning is foundational to a thriving community and is at the center of all we do.

Integrity: We act with the highest degree of ethics, personal responsibility, fairness, and openness ensuring that we match our actions with our words.

Collaboration: We embrace co-creative solutions and celebrate the joy of working together, empowering each other and nurturing community partnerships for the benefit of our learners.

Respect: We demonstrate mutual regard and appreciation for one another to assure a culture of trust.

Inclusion: We foster belonging and build organizational capacity that celebrates diversity and promotes equity.

Innovation: We are agile, imaginative, and forward-thinking, taking risks to meet future needs of the college and our communities.

Stewardship: We practice stewardship by investing responsibly in the human, physical, financial, and environmental resources entrusted to our care.

Excellence: We commit to the highest standards of quality and service, and to exceeding the expectations of our learners and communities through continuous improvement.

NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

Strategies:

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.

Strategy 2: Student Engagement and Success

- Develop and deliver comprehensive support services, robust engagement opportunities, and a vibrant collegiate experience to foster learner success, goal completion, and employability.

Strategy 3: Diversity, Equity, and Inclusion

- Cultivate an inclusive environment that fosters a sense of belonging and delivers equitable opportunities so all are able to thrive and succeed.

Strategy 4: Community Partnerships and Engagement

- Enhance collaborations that advance community engagement, economic and workforce development, and innovative opportunities for lifelong learning.

Strategy 5: Institutional Distinction and Sustainability

- Leverage distinctive programs that strengthen institutional sustainability and expand global connections for our learners and communities.

NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

Strategies and Objectives

<p>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.</p>
<p>Objective 1: Increase the number of students who receive prior learning credit from 236 to 270, using flexible academic pathways by December 2024.</p>
<p>Objective 2: Increase the proportion of online courses in fall and spring semesters from 28% to 35% by September 2024.</p>
<p>Objective 3: 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.</p>
<p>Objective 4: Create six shortened course pathways (two courses in one semester) in multiple academic disciplines by May 2024.</p>
<p>Objective 5: Every credential-seeking student will engage in at least one experiential learning opportunity (ELO) at NMC by September 2024.</p>
<p>Strategy 2: Student Engagement and Success: Develop and deliver comprehensive support services, robust engagement opportunities, and a vibrant collegiate experience to foster learner success, goal completion, and employability.</p>
<p>Objective 1: Increase student sense of belonging through participation in extra and co-curricular activities for first semester students to increase 1st semester persistence from 77.7% in Fall 2019 to 82% by fall 2025.</p>
<p>Objective 2A: Implement new enrollment marketing plans to increase the percentage of area high school graduates attending NMC by 3 percentage points (from 41% to 44%) by fall 2024.</p>
<p>Objective 2B: Implement new enrollment marketing plans to increase enrollment in age categories 21+ from 1510 to 1660 (10%) by spring 2024.</p>
<p>Objective 2C: Reduce barriers to enrollment for underrepresented student populations to increase the rate of application to enrollment for these populations from 28% to 35% by fall 2025.</p>
<p>Objective 3: Enhance student completion supports to increase the three year comprehensive success rate from 38.9% to 40.4% by spring 2025</p>
<p>Objective 4: Increase percentage of students using success coach services to increase College-level Course Enrollee Success Rate (2.0 and above) from 79.8% in Fall 2020 to 83% by fall 2025</p>

NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

Strategy 3: Diversity, Equity, and Inclusion: Cultivate an inclusive environment that fosters a sense of belonging and delivers equitable opportunities so all students and employees are able to thrive and succeed.

Objective 1: Create a college Diversity, Equity, and Inclusion statement of definition and purpose, receive President’s Council approval and present it to the Board of Trustees by August 2022.

Objective 2: Implement staffing and resourcing for diversity, equity, inclusion and belonging efforts with creation of at least a .5 FTE position by end of 2022 FY.

Objective 3: Provide onboarding training and regular training opportunities on diversity, equity, and inclusion for all NMC employees by August 15, 2023.

Objective 4: Address the barriers to entry and success of vulnerable student populations to improve application to enrollment statistics from 28% to 35% for BIPOC students and improve 12-month retention of all vulnerable populations by 3% by fall 2025.

Objective 5: Review and revise NMC systems, policies, and procedures for inclusive and equitable language and processes across college systems by Dec. 2025.

Strategy 4: Community Partnerships and Engagement: Enhance collaborations that advance community engagement, economic and workforce development, and innovative opportunities for lifelong learning.

Objective 1: Leverage and enhance existing partnerships, and identify new key partnerships, in order to increase NMC’s overall job performance in responding to the “community’s learning needs” by 2.5% (3.87 to 3.97) in Grand Traverse County by 2024 using the Community Attitude and Awareness Survey (CAAS).

Objective 2: The community believes providing skilled trades instruction is the highest priority for NMC (8.86 CAAS, 2018), but rates NMC’s performance in this area lower (8.21 CAAS, 2018.) NMC will increase performance rating by 8% by Spring 2024.

Objective 3: Providing personal enrichment has become more important for the community with scores increasing from 7.11 to 7.80 over the last three CAAS surveys. NMC will align lifelong learning opportunities to the community’s needs resulting in a less than 17% cancellation rate and be net revenue positive June 30, 2025.

Objective 4: NMC will increase access to four-year college programs by improving the "Providing access to other college programs" performance metric by 2.5% (from 8.29 to 8.50) in Grand Traverse County by 2024 as measured by the Community Attitude and Awareness Survey (CAAS).

NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

Strategy 5: Institutional Distinction and Sustainability: Leverage distinctive programs that strengthen institutional sustainability and expand global connections for our learners and communities.

Objective 1: Aviation will execute its multi-phase expansion plan in effort to increase enrollment by 25% and annual net revenues by 33% from June 30, 2021 to June 30, 2024.

Objective 2: The Great Lakes Water Studies Institute (GLWSI) will leverage its assets and geographical position on the Great Lakes to become a leading center for marine and geospatial programs, providing academic pathways, training & professional development, and other innovative technical services which generate positive net revenue by June 30, 2025.

Objective 3: The Great Lakes Culinary Institute will execute its "Reimagining" plan, which is to modernize curriculum, increase enrollment, and maximize utilization of the current Lobdell's space to achieve a net deficit no greater than \$150,000 by June 30, 2023.

Objective 4A: The Dennon Museum Center will execute the key financial stewardship initiatives from the DMC Strategic Plan 2020-2025 by June 30, 2025.

Objective 4B: The International Affairs Forum will execute the IAF Business Plan for Strategic Growth to create a sustainable business operation by June 30, 2024.

Objective 4C: WNMC will execute the action steps defined in the Refocusing WNMC: A 5-Year Plan to increase engagement/listenership and sustain WNMC's operations by June 30, 2025.

Objective 5: The GLMA and GLCI will leverage existing expertise and resources to develop and offer a maritime culinary certificate by Fall 2023, which will expand opportunities for students in this niche, high demand area.



**Northwestern
Michigan
College**

To: Dr. Nick Nissley, President
From: Jason Slade, Vice President of Strategic Initiatives
Date: January 19, 2022
Subject: Proposed Board of Trustees Strategic Plan Update Schedule & Structure

This document is intended to provide an overview and recommendation for the monthly update on the Strategic Plan to the NMC Board of Trustees.

Recommendation

Each month, the Board of Trustees (BOT) would receive an update on the progress of the Strategic Plan. This high level overview would focus on a single strategy each month and provide the current status, opportunities and challenges for each objective under that strategy. The memo to the board would be produced by Jason Slade. During the BOT meeting, Jason Slade and the strategy champion would present following the implementation layout shown below.

Calendar of Events (tentative):

- January 24, 2022 – Board of Trustees will approve the inclusion statement (values) and the five Strategy Statements
- February 28, 2022 – Overview of the update process, description of what makes up a strategy (objectives & action plans), identification of the strategy champions, and a sample timing.
- March 21, 2022 – Initial Review – Strategy 1: Future-Focused Education
- April 25, 2022 – Initial Review – Strategy 2: Student Engagement and Success
- May 23, 2022 – Initial Review – Strategy 3: Diversity, Equity, and Inclusion
- June 27, 2022 – Initial Review – Strategy 4: Community Partnerships and Engagement
- July 2022 – Initial Review – Strategy 5: Institutional Distinction and Sustainability
- August 2022 – Summary / mid-year update
- September 2022 – Update – Strategy 1: Future-Focused Education

Presentation Format During BOT Meeting

During the BOT meeting, the strategy champion and Jason Slade will update the Board on the progress of that month's strategy. The Board presentation will be formatted as follows:

- Summary of the Strategies (if necessary) – J. Slade
- Review hierarchy
 - Strategy
 - Objective
 - action summaries
 - Objective
 - action summaries
- Introduction of the strategy and supporting objectives – J.Slade
- Highlights / Successes – Strategy Champion
- Objectives: current progress (dashboard) – Strategy Champion
- Challenges / Opportunities – Strategy Champion
- Questions – BOT - J.Slade & Strategy Champion
 - High level discussion

Feedback from the BOT will be cascaded to each Champion and Objective Lead after the meeting. This will allow for a continuous feedback cycle and process.

Goal Setting:

The Strategic Plan and associated strategies are part of the A3 process of the college. Every program, service area and department creates an annual A3 for goal setting. The goals are cross referenced back to the strategic plan allowing for each area to see how they impact or support the strategic plan, adjust priorities and identify financial needs.

The current set of actions represent the first 18 months of the process (January 2022 – June 2023). The strategic plan actions will be adjusted and updated for phase 2 (July 2023 – June 2024) and phase 3 (July 2024 – June 2025). This will allow for continued evaluation of the actions and objectives, as well as input from various stakeholders.



Northwestern
Michigan
College

MEMO

*Public Relations, Marketing,
and Communications*

To: Nick Nissley, President

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

Date: 1-17-22

Subject: December 2021 Monthly Report

December saw overall growth in all areas of paid, earned, owned and shared media. This includes wide coverage of the college's BSN efforts with an editorial in U.S. News and World Report and the Associated Press coverage of our FAA grant across its nationwide news network. We are also finalizing the communications efforts to launch the strategic plan pending board approval in January. The following is an overview of the work of Public Relations, Marketing and Communication for December 2021.


Paid Media








- Google
 - Search
 - Display
 - Remarketing
- Ticker
- TCBN
- Northern Express
- Spotify
- Programmatic digital display

The December spend saw a planned increase in paid traditional and social advertising to align with the admissions cycle. Our efforts to have consistent investment in our digital campaigns is showing increases in conversions and click through rates, while also becoming more efficient with a lower cost per click. We will continue work to refine keywords and update landing pages. Efforts to increase efficiency in paid campaigns and improve content quality in shared media is also taking hold and showing positive results.

Outcomes:

- Conversions

Campaigns	December '21	MOM
NMC Branded- search (local)	544	+367 

NMC General- display (traditional learner MI)	334	+167 
NMC Branded- search (MI)	244	+125 
NMC General- display (adult learner MI)	231	-10 
NMC General- remarketing (adult learner MI)	142	-35 
NMC General- remarketing (traditional learner MI)	126	+20 
NMC General- display (adult learner local)	85	+8 
NMC General- display (traditional learner local)	23	-78 

- Paid socials
 - 482 clicks to the enrollment landing pages
- Ticker
 - 5 headliner ads; 442 clicks
- Web traffic (12/1-12/31)
 - [The Affordable Degrees landing page](#) for paid search and display campaigns
 - 7,437 visits/pageviews
 - 5% of all site traffic
 - It's driven:
 - 397 visits to the apply page
 - 46 visits to the NMC homepage
 - 22 visits to the Economic Impact Study page
 - [Adult learners landing page](#)
 - 6,342 visits/pageviews
 - It's driven:
 - 398 to the apply page
 - 41 visits to the homepage
 - 39 visits to the contact admissions page
 - 12 visits to the Learning Options page

Earned Media

Monthly recap of media coverage and sentiment

NMC was featured in 106 media mentions with an estimated publicity value of \$37,000 based on the Cision media monitoring system. Media coverage stories that resulted in the most attention include:

- [Best Online Colleges & Universities in Michigan for 2022](#) EDsmart
- [Editorial: Community colleges are part of the nursing shortage solution](#) Record-Eagle, December 5
- [NMC receives FAA grant to help train drone operators](#) UpNorthLive, [The Ticker](#), [DroneDJ](#), [Autoevolution](#), [9&10 News](#), December 8-10

Media sentiment ranking for December (based on a Cision algorithm that ranks pre-assigned tone of keywords) shows 99.1% positive or neutral coverage. This flat MOM (November, 99.2%) and increase YOY (2021, 98.6%). The result categorized as negative was a true crime show about a decades case involving a former student, but was not negative about NMC.

Owned Media

Monthly published owned media

During December, PRMC published one NMC Now e-newsletter to 877 supporters. The average open rate was 48.6%. The feature article from 12-8-21 [Success story: Legislation advances to let community colleges award BSNs](#) was the most popular link clicked.

Other popular links include:

- [Munson, NMC cheer 4-year nursing degree bill](#) Record-Eagle, December 2
- [Great Lakes Culinary Institute cooks up offerings for fewer, busier students](#) Record-Eagle, December 9
- [A Sneak Peek At NMC's New Strategic Plan](#) The Ticker, December 20
- [NMC board honors two retirees, names two Fellows](#) Record-Eagle, December 22

The Spring 2022 issue of Nexus was finalized and sent to the printer for its January distribution to 47,000 NMC supporters throughout the region, the country and the world.

Shared Media

Monthly progress report on NMC's Main social media channels

Overall growth in shared media in part due to the impact of increased paid social content and increased quality organic content. There were a few YOY dips due to a particularly strong December 2020 "best of" content. We also continue to align shared content with areas identified in the Strategic Enrollment Management Plan and are seeing growth in interest and reactions. Highest performing posts include, GLCI class, exam dogs, ugly sweater contest, aviation student checkride and nursing students.

Platform	Followers	Impressions	Engagement	Gender	Age	Region
Facebook	11,935 up 1% YOY up .2% MOM	22% down YOY up 123% MOM	30% down YOY up 4% MOM	Fans 68% F 31% M Reach 61%F 38%M	#1 25-34 (27%) #2 35-44 (20%) #3 45-54 (20%)	GT Region & Grand Rapids
Instagram	2,813 up 9% YOY) up .4% MOM	59% up YOY up 210% MOM	26% down YOY Up 11% MOM	61% F 39% M	#1 18-24 (30%) #2 25-34 (29%) #3 35-44 (18%)	GT Region & Grand Rapids



MEMO: Resource Development

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

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

Date: January 13, 2022

Subj: Foundation Update

Fund Raising – a “check” on FY22 goals

- The foundation continues its active fundraising efforts to support NMC students, programs, and the Fund for NMC. We continue to ask you and our community to make gifts of all sizes to help students because every gift makes a difference for a student in need and to advance critical NMC programs.
- Thanks to generous donors committed to supporting the college and our students, the number of gifts received to date this year (2,309) is ahead of last year (2,011).
- To date, donors have given:

\$2,485,501	Total received (including Annual Fund, pledges, and <i>documented planned gift intentions</i>) raised toward goal
<u>+ \$82,777</u>	Gross event revenue
\$2,568,278	Total raised through new gifts, commitments, & events (Goal: \$3,550,000)
+ \$400,000	from a previously documented planned gift

Foundation Initiatives

- Year end direct mail and email campaigns were very successful.
- Five new endowed scholarship funds have been established in the last few months.
- An employee recently made the largest gift from an NMC employee in the college's history. This employee included a generous gift in their estate plans that, when realized, will support a scholarship fund so that more people can attend NMC in the future.
- The Foundation board is pursuing a planning process to determine how best to support the college priorities and our students in the future.



MEMO
Office of the President

To: NMC Board of Trustees
From: Nick Nissley, President
Subject: Mid-Month Update
Date: Thursday, January 13, 2022

Dear Board of Trustees,

As a reminder, in November I began sharing an emailed mid-month update with you (in addition to the in-person update at the monthly BOT meeting), designed to offer you more frequent/regular updates in an executive-level reporting format. Since our December Board meeting, the following are key updates:

- BSN Legislation. As you recall, after successfully passing the House Education Committee, the bills are now on the House floor. We are continuing our advocacy, having met with Senator Schmidt and Representative Roth over the holidays, to continue to encourage their support.
- COVID-19 Testing Requirement at NMC. Recall, under the OSHA Emergency Temporary Standard (ETS) on COVID-19 Vaccination and Testing, employers may choose to require vaccination or allow covered employees who are unvaccinated to wear a mask and provide proof of a negative COVID-19 test on a weekly basis. The Michigan Department of Labor and Economic Opportunity (LEO) confirmed that it has not yet adopted the OSHA ETS. Because it was not adopted before January 10, the federal OSHA's initial compliance deadline for the ETS, this means that Michigan employers have more time to comply. Because LEO has not yet adopted the federal standard, no compliance deadlines are currently in place for Michigan employers who would otherwise be covered by the ETS. LEO's announcement said that OSHA has given Michigan a January 24 deadline to adopt a state standard. The U.S. Supreme Court heard oral arguments on January 7, regarding whether the OSHA ETS should be stayed pending full review of the merits. We are awaiting the SCOTUS decision.

- January Opening Conference. Over 250 faculty and staff took part in the College's January Opening Conference. More than two dozen new employees were introduced, an update on the strategic plan was provided, and Marcus Bennett, Ed.D. was introduced as Special Assistant to the President for Diversity, Equity and Inclusion, starting July 1 (See: <https://www.nmc.edu/news/2022/01/bennett-dei-appointment.html>). In addition, Dr. Paolo Gaudiano gave a highly engaging presentation on diversity, equity, inclusion and belonging.
- NMC Celebration of Martin Luther King Day and Black History Month. NMC will observe its first campus-wide commemorative event, "[Embrace the Dream](#)," from January 17 through February 14, 2022. NMC faculty, staff and students are invited to participate in these learning activities and volunteer opportunities.
- Key Entries from the President's Calendar. Met with Melissa Frugé, the new Regional Manager for Senator Stabenow's northern Michigan office.
- Performance Metrics. A bit of very good news regarding enrollment. Our spring 2022 total contact hours, as of today, are 9% above our spring 2021 numbers. Given the .6% increase in fall enrollment numbers, and if this increase holds, this could be the first time in ten years that the College has had back-to-back semesters of enrollment growth.
- Foundation. Foundation has begun planning process, to align Foundation fundraising focus with college needs articulated in the College's strategic planning process. Consultant selection underway, with process anticipated to be completed by end of this fiscal year. Additionally, an employee recently made the largest gift from an NMC employee in the college's history.
- Upcoming Dates of Note:
 - January 19—Board of Trustees Study Session, Hagerty Center
 - January 24—Regular Board Meeting, Timothy J. Nelson Innovation Center
 - January 28—NMC Virtual Town Hall for Spring 2022, via Zoom



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

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

MEMO

To: Northwestern Michigan College Board of Trustees
Cc: Dr. Nick Nissley, Ed.D.
From: Gabe Schneider, Founder/Principal, Northern Strategies 360
Date: Thursday, January 13, 2022
Re: State/Federal Legislative Update

State

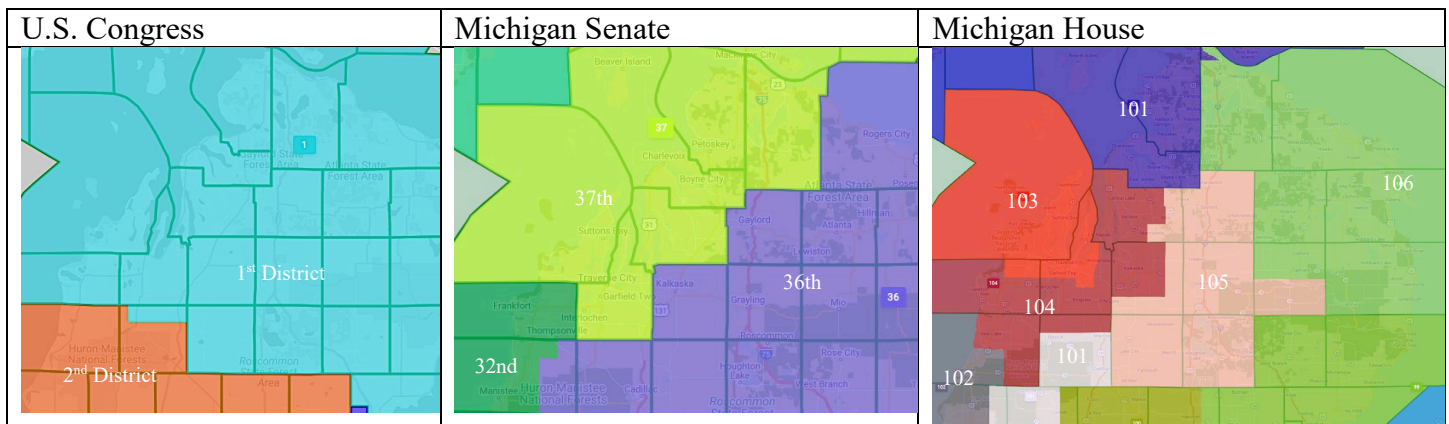
Calendar

The legislature returned for the second year of the 2021/22 legislative session on Wednesday, January 12, 2022, and will be in session for the majority of the time between now and spring break at the end of March. Bills that were introduced in calendar year 2021 remain viable for calendar year 2022.

Independent Citizens Redistricting Commission

As you know, late last year, the Independent Citizens Redistricting Commission (ICRC) voted to approve final State House, State Senate and Congressional district lines/maps. While it is likely that there will be court challenges to these maps, for the time being they remain approved, and candidates are evaluating the new district boundaries and announcing runs for the districts as approved by the ICRC.

Here are the approved maps for Northern Michigan



2022 Election

In advance of the 2022 mid-term elections, here are the key filing deadlines and key dates

- April 19- Nominating petitions due
- July 26- Community College Trustee filing deadline
- August 2- State Primary Election
- November 8- State General Election

Community College BSN Legislation

As you will recall, the community college BSN legislation (HB [5556](#) and HB [5557](#)) passed out of the House Education Committee on 12/7/21 and is now pending on the House floor. We continue to work with bill sponsors to advance this legislation in the House and build support for it in the Senate.

The university supported “poison pill” legislation (HB [5361](#) and HB [5362](#)) has been introduced and referred to the House Tax Policy Committee, but there has not been any additional movement of this legislation at this point.

Michigan New Jobs Training Program (MNJTP) Cap Legislation

A second hearing on the MNJTP cap legislation ([HB 5527](#)) will take place on Thursday, January 20 and we will be submitting a card in support of this bill that would double the cap on contracts under the program from \$50 million to \$100 million.

Supplemental Appropriations

We continue to press the importance of funding a statewide Community College Equipment Fund as well funding capital outlay projects or infrastructure projects such as our integrated student services hub, central campus geothermal project, or aviation program hanger improvements. This included working with Senator Schmidt’s office on including these requests in one of the upcoming supplemental spending bills.

Federal

Campus Visit from Senator Stabenow’s New Regional Manager

On Friday, January 7, Nick and I hosted Melissa Fruge, the new Regional Manager for U.S. Senator Debbie Stabenow. Melissa has been with the Senator’s office since 2019 and recently was named to the Regional Manager position. She is working to become acquainted with the community colleges in Northern Michigan and we were able to host her at the West Hall Innovation Center for an overview of NMC and walking tour of the building.

**NMC Board of Trustees
2022 Committee Appointments**

Audit Committee

Kennard Weaver, Chair
Ken Warner
Andy Robitshek

Building & Site

Laura Oblinger, Chair
Ken Warner
Kennard Weaver

Fellows Nominating

Ken Warner, Chair
Laura Oblinger
Andy Robitshek

Foundation Board

Chris Bott, Ex. Comm Member
Rachel Johnson
Doug Bishop

MCCA

Chris Bott, Chair
Kennard Weaver, Alternate

Policy

Chris Bott, Chair
Doug Bishop
Andy Robitshek

Executive Committee

Rachel Johnson, Chair
Kennard Weaver
Laura Oblinger

PPC

Rachel Johnson, Chair
Doug Bishop
Laura Oblinger

**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, December 20, 2021
Timothy J. Nelson Innovation Center, Room 106/107**

CALL TO ORDER—Chair Chris M. Bott called the regular meeting to order at 5:30 p.m. Bott noted two trustees attending remotely. Due to medical condition (quarantine) Trustee Doug Bishop can vote via remote participation, while Trustee Ken Warner can participate in discussion but not count toward a quorum or for voting purposes.

ROLL CALL

Trustees present: Laura J. Oblinger, Andrew K. Robitshek, Kenneth E. Warner, Kennard R. Weaver, Chris M. Bott; Kenneth E. Warner, remotely from Bainbridge Island, Washington; Douglas S. Bishop, remotely due to medical condition from Peninsula Township, Grand Traverse County, due to medical quarantine

Trustees absent: Rachel A. Johnson

Trustees participating remotely:

Also present: President Nick Nissley, Lynne Moritz, Marguerite Cotto, Diana Fairbanks, Craig Hadley, Troy Kierczynski, Mark Liebling, Lindsey Lipke, Kyle Morrison, Todd Neibauer, Rebecca Teahen, Jason Slade, Alexandra Smith, Glenn Wolff, Lisa Thomas, Patti Burgess, Nancy Schulte, Denny Nguyen, Chris Hanna, Jerry Dobek, Judy Chu, Brett Sinclair

REVIEW OF AGENDA—Board Chair Chris Bott amended Action Item Q, separating Policy C-102.00 Values to be recommended on a first-reading basis with the Inclusion value wording as recommended by the Strategic Planning Steering Committee.

SPECIAL REPORTS AND PRESENTATIONS

Program Focus—Diversity, Equity, and Inclusion Committee—Craig Hadley, Executive Director and Chief Curator, Dennon Museum Center, and Lisa Thomas, Dean of Students, provided an overview of the DEI Committee’s work since it first was organized in 2020. Thomas highlighted analysis from the student benchmark data. Hadley presented a summary of findings related to NMC employees. President Nissley thanked Hadley and Thomas for the inordinate amount of time and energy they have put into leading the DEI Committee. Nissley also commended the committee’s work for being grounded in data.

Faculty Report—Dennon Museum Center NMC Faculty Show—Alex Smith and Glenn Wolff, both instructors in the Humanities area, showcased artwork created by NMC Art Department Faculty that is currently on display at the museum. The exhibition of artwork by the NMC Art Department faculty is the first on this campus in over five years and presents a diverse range of traditional and contemporary media by faculty artists who work in dual capacity to educate, while also finding the time and ability to personally express through their chosen medium.

Enrollment Report—Todd Neibauer, Vice President for Student Services and Technology, provided updates on spring semester 2022 enrollment since the written report was generated for the Board packet. There was a question related to the declining demographics of high school graduates in Michigan and across the United States.

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

Fellows Nominating Committee—Committee Chair Kennard Weaver noted the recommended honorees for the 2022 Fellows of NMC are illustrative of the broad support of the college.

EXECUTIVE REPORTS--The following written reports were provided in the packet of materials: PRMC, Foundation Report, Executive Committee.

PUBLIC INPUT—There was no public input offered.

UPDATES

President’s Update—President Nick Nissley [6:07] shared updates regarding COVID-19 cases on campus and state legislative issues.

Board Chair Update—Chair Chris Bott wished everyone happy holidays and time to recharge and relax. Bott also noted upcoming meetings and work in the new year.

DISCUSSION ITEMS

Strategic Planning Report—Stephen Siciliano, Vice President for Educational Services and Vicki Cook, Special Assistant to the President reviewed the request made by the Board at the November 22 meeting for the SPSC to consider adding definitions for “diversity” and “equity” to the “Inclusion” value in Policy C-102.00 Values. The Committee reviewed the statement and unanimously agreed that the current statement was appropriate and we recommended that the Board accept the statement as first submitted. The DEI Team will take the two working definitions as a starting point to consider this work. Cook reviewed the report included in the Board materials, highlighting Strategy 3: Diversity, Equity, and Inclusion. Each objective has a lead assigned to it, action plans for implementation, which will be reviewed in depth at a Study Session on January 19, 2022. Vice President of Student Services and Technologies addressed questions as to how “vulnerable” students and “barriers” are defined. As trustees indicated questions pertaining to the objectives, Board Chair Chris Bott requested questions be sent to Lynne Moritz in advance of the January Study Session to allow time for Strategy Champions and Objective Leads to prepare and provide thorough responses at the Study Session.

All unanimous votes recorded below refer to those trustees physically present and those attending remotely due to medical condition. Trustee Ken Warner participated remotely due to travel, and therefore did not count toward the quorum nor did he have the authority to vote on consent or action items.

CONSENT ITEMS—On a motion by Kennard Weaver, seconded by Laura Oblinger, the minutes of the regular meeting held on November 22, 2021, were approved by a unanimous vote as a group without discussion.

ACTION ITEMS

Board Policies

Q.1. On a motion by Kennard Weaver, seconded by Doug Bishop, the Board unanimously adopted the following Board Policies on a second-reading basis:

- Policy C-100.00 Mission
- Policy C-101.00 Vision
- Policy C-102.00 Values, with exception of “Inclusion” Value
- Policy A-104.00 Board of Trustees Video Recording of Meetings
- Policy D-504.05 Denno Museum Center Collections Management Policy

Q.2. Laura Oblinger motioned to approve the “Inclusion” value of Policy C-102.00 Values on a first-reading basis. Chris Bott seconded the motion and it passed with a majority vote, with Doug Bishop opposed. Bott explained the “Inclusion” value will go to second-reading in January 2022.

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

1. Britten Inc (amendment to existing agreement)
2. Elmer’s Crane & Dozer (amendment to existing agreement)
3. Century Inc. (amendment to existing agreement)
4. Strata Design (amendment to existing agreement)
5. Iron Fish (new agreement)

Resolutions of Appreciation—On a motion by Kennard Weaver, seconded by Laura Oblinger, the Board unanimously adopted resolutions of appreciation for Vicki Cook and Marguerite Cotto in recognition of their significant contributions to Northwestern Michigan College. Chair Chris Bott read the formal resolution for Cook, followed by Oblinger reading for Cotto’s resolution.

Appointment of Fellows—Kennard Weaver made a motion, seconded by Laura Oblinger, the Board appointed K. Ross Childs and Ann Rogers as Fellows of Northwestern Michigan College with all honors and privileges pertaining thereto. The motion passed with a unanimous vote.

Great Lakes Culinary Institute Certificates—On a motion by Laura Oblinger, seconded by Kennard Weaver, the Board approved Culinary Arts Level I certificate and Pastry Level 2 certificate, both effective Fall 2022. The motion passed with a unanimous vote.

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

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

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

SIGNED _____
Chris M. Bott, Chair

ATTESTED _____
Kenneth E. Warner, Secretary

**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
SPECIAL STUDY SESSION MINUTES
Wednesday, January 19, 2022
NMC Hagerty Center, Room C**

CALL TO ORDER—Chair Chris M. Bott called the regular meeting to order at 12:00 p.m.

ROLL CALL

Trustees present: Rachel A. Johnson, Laura J. Oblinger, Andrew K. Robitshek, Kenneth E. Warner, Kennard R. Weaver, Chris M. Bott; Douglas S. Bishop attending remotely from Bonita Springs, Lee County, FL

Also present: President Nick Nissley, Lynne Moritz, Diana Fairbanks, Joy Goodchild, Troy Kierczynski, Mark Liebling, Todd Neibauer, Stephen Siciliano, Rebecca Teahen, Jason Slade, Craig Hadley, Marcus Bennett

REVIEW OF AGENDA—The agenda was accepted as presented.

ANNUAL MEETING BUSINESS

Reading of Notice and Proof of Service—The notice of the annual meeting was read with proof of service on January 12, 2022, attested to by Lynne Moritz, Executive Director of the President's Office and Board Operations.

Report of Secretary—Secretary Ken Warner reported the 2021 Northwestern Michigan College Board of Trustees Annual Meeting minutes were approved on February 22, 2021, and are available online at the [2021 Trustee Meeting Materials and Minutes website](#) along with all other regular meeting minutes.

Report of Treasurer—Treasurer Laura Oblinger reported the annual financial audit for Northwestern Michigan College for the fiscal year ending June 30, 2021, was accepted by the NMC Board of Trustees on October 25, 2021, and is available online at the NMC Audit Reports website (<https://www.nmc.edu/departments/finance-administration/audits/files/audit-nmc-foundation-2021.pdf>).

Verification of Residential Address and Conflict of Interest Disclosure Statement—Trustees were asked to provide their current address where they registered to vote as a renewed verification for the calendar year 2022. Trustees were also provided with Conflict of Interest Disclosure statements for 2022 and asked to return the completed and signed statements to Lynne Moritz in the President's office by February 1, 2022.

Election of Officers—Nomination and election of Board officers were conducted nominations for each office of Chairperson, Vice Chairperson, Secretary, and Treasurer. Kennard Weaver nominated the following slate of officers for 2022: Rachel Johnson for Chairperson; Laura Oblinger for Vice Chairperson; Ken Warner for Treasurer; and Andy Robitshek for Secretary. The slate of officers was unanimously approved by roll call vote taken of those trustees present in-person and eligible to vote.

The remainder of the meeting was continued to be chaired by Rachel A. Johnson. Johnson recognized the enormous amount of change that has taken place since Bott began as chair in 2019, including a presidential transition, pandemic, and strategic planning process. Regular Board Meeting Dates through June 2023 were reviewed and trustees were asked to report any concerns to Lynne Moritz before the dates are posted publicly on January 28, 2022.

DISCUSSION ITEMS

NMC NEXT Strategic Plan 2022-2025

Johnson reviewed the format of the afternoon session and stated the purpose is for trustees to feel informed and engaged in the strategic plan and excited about the future of the college. President Nissley provided a summary of the process to date and thanked trustees for the questions they submitted prior to the meeting, which provided an opportunity for college executive staff to review the plan’s objectives for clarity.

There was discussion regarding the Board’s engagement throughout the process and the goal of today’s session in advance of the plan coming to the Board for action at their regular meeting on Monday, January 24, 2022. It was requested to seek Board input on the objectives prior to this far along in the planning process when strategic planning is undertaken in the future.

Vice President of Strategic Initiatives Jason Slade introduced the format of the discussion, which provided for each strategy champion to give a brief overview of their objectives and address any additional questions of the Board. Trustees were asked to provide questions in advance of the session; those questions and responses were included in the packet of materials. It was noted the five strategies are not in a particular order of priority. Strategies were discussed in the following order by their designated champion:

- Future-Focused Education—Stephen Siciliano, Vice President of Educational Services
- Student Engagement and Success— Todd Neibauer, VP of Student Services & Technologies
- Diversity, Equity, and Inclusion—Craig Hadley, Executive Director, Dennon Museum Center
- Community Partnerships and Engagement—Jason Slade, VP of Strategic Initiatives
- Institutional Distinction and Sustainability—Troy Kierczynski, VP of Finance & Administration

After each strategy was discussed individually, there was discussion about the strategies as a whole. The Board expressed enthusiasm for the plan, as well as encouraged college employees to be bold and take risks as the implementation of the plan begins and the objectives are continuously reviewed and adjusted. There was also discussion pertaining to the reporting cycle of strategy and objective updates to the Board, for which a review cycle proposed by VP of Strategic Initiatives Jason Slade will be included in the materials for the next regular meeting.

PUBLIC INPUT—There was no public input offered.

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

ADJOURNMENT—The meeting adjourned at 3:23 p.m.

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

SIGNED _____
Rachel A. Johnson, Chair

ATTESTED _____
Andrew K. Robitshek, Secretary



Northwestern Michigan College

231.995.1000 | Traverse City, MI | www.nmc.edu

Board Policy C-102.00

Ends Policy

Values

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

Learning: We are life-long learners; learning is foundational to a thriving community and is at the center of all we do.

Integrity: We act with the highest degree of ethics, personal responsibility, fairness, and openness ensuring that we match our actions with our words.

Collaboration: We embrace co-creative solutions and celebrate the joy of working together, empowering each other and nurturing community partnerships for the benefit of our learners.

Respect: We demonstrate mutual regard and appreciation for one another to assure a culture of trust.

Inclusion: We foster belonging and build organizational capacity that celebrates diversity and promotes equity.

Innovation: We are agile, imaginative, and forward-thinking, taking risks to meet future needs of the college and our communities.

Stewardship: We practice stewardship by investing responsibly in the human, physical, financial, and environmental resources entrusted to our care.

Excellence: We commit to the highest standards of quality and service, and to exceeding the expectations of our learners and communities through continuous improvement.

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

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

Replaces C-102.00, adopted August 28, 1995

Revised March 26, 2007

Revised November 22, 2010

Reviewed without changes December 21, 2015