



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, February 28, 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. REPORTS AND PRESENTATIONS

- E. Strategic Initiatives—*Jason Slade, Vice President of Strategic Initiatives*
- F. Phi Theta Kappa—*Kari Kahler, Alpha Rho Pi Chapter Advisor, and PTK Officers*
- G. Faculty Report—*Oh the Places You'll Go (On Zoom)—Scott Powell and Sarah Montgomery-Richards*
- H. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- I. Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- J. Audit Committee—*Kennard Weaver, Committee Chair*

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

- 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/>

February 28, 2022 Meeting Agenda
Page 2

V. UPDATES

- M. President's Update—*President Nick Nissley*
- N. Board Chair Update—*Rachel Johnson, Chair*
- O. Presidential Performance and Compensation—*Rachel Johnson, Committee Chair*

VI. DISCUSSION ITEMS

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

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

Recommend that the following items be approved:

- P. Minutes of the January 24, 2022 regular meeting

VIII. ACTION ITEMS

- Q. **Manufacturing Apprenticeship Certificate** (Pursuant to Policy A-106.00 Educational Services)
Recommend approval of Manufacturing Apprenticeship Certificate, effective Fall 2022.
- R. **Presidential Performance Review Process Consultant** (Pursuant to Policy A-106.00 Human Resources)
Recommend Board authorization for administration to enter into a contract with the Association of Community College Trustees (ACCT) for presidential review process consultant services not to exceed the amount of \$7,500.
- S. **Closed Session**
Recommend that the Board convene in closed session as permitted by Section 8(h) of the Open Meetings Act, MCL 15.268(h), to consider one privileged legal memo prepared by the college's outside counsel, Miller Canfield, PLC, which are materials exempt from discussion or disclosure under state or federal statute as written attorney-client communications in connection with Section 13(1)(g) of Michigan's Freedom of Information Act, MCL 15.243(1)(g) (*Requires two-thirds majority roll call vote of members elected or appointed and serving.*)
- T. **Reconvene Regular Meeting**
Recommend the closed session adjourn and the open session of the regular meeting be reconvened. (*Roll Call Vote*)



Northwestern
Michigan
College

Board of Trustees

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

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

February 28, 2022 Meeting Agenda
Page 3

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.

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

NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

To: Dr. Nick Nissley, President
From: Jason Slade, Vice President of Strategic Initiatives
Date: February 15, 2022
Subject: Strategic Initiatives Update – February 28, 2022 Board of Trustees Meeting

This document highlights the plan for NMC Board of Trustee updates over the course of the implementation phase of the strategic plan. Each month will focus on one of the five strategies and include an update on current status, successes, and opportunities. The five strategies are:

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.

Board of Trustees Monthly Update

Below is a sample update that the Board of Trustees will receive.

Strategy - Current Month’s Strategy

Summary: A brief summary of the activities associated with this strategy. This strategy is currently on-track with 3 of the 5 objectives currently classified as “green.” One objective is “red” and resources are being allocated as documented below.

Highlights and Success:

- Highlighting successes and milestones achieved

Challenges:

- Provide insight into some challenges facing the objective or associated action plan. Include potential solutions.

Objectives	Status	Action Timing:	Notes:
Objective 1: XXX YYY ZZZ	6 of 8 actions on task	2 Actions complete 12/1/2022 5 Actions complete 6/30/23	
Objective 2: XXX YYY ZZZ	4 of 5 actions on task		
Objective 3: XXX YYY ZZZ	3 of 5 actions on task		Minor delays in action plans. Monitoring.
Objective 4: XXX YYY ZZZ	3 of 6 actions on task		Resources allocated
Objective 5: XXX YYY ZZZ	5 of 6 action on task		

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

Timing: Information on timing, milestones, and deliverables

PDCA (Plan Do Check Adjust): Feedback to champions from stakeholders and others will be highlighted and provided to the appropriate team for discussion.

Next Month: Initial Review – Strategy 1: Future-Focused Education

NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

Strategic Plan Implementation - February 28, 2022

Board of Trustees Meeting Update

NMC | NORTHWESTERN MICHIGAN COLLEGE

© Northwestern Michigan College

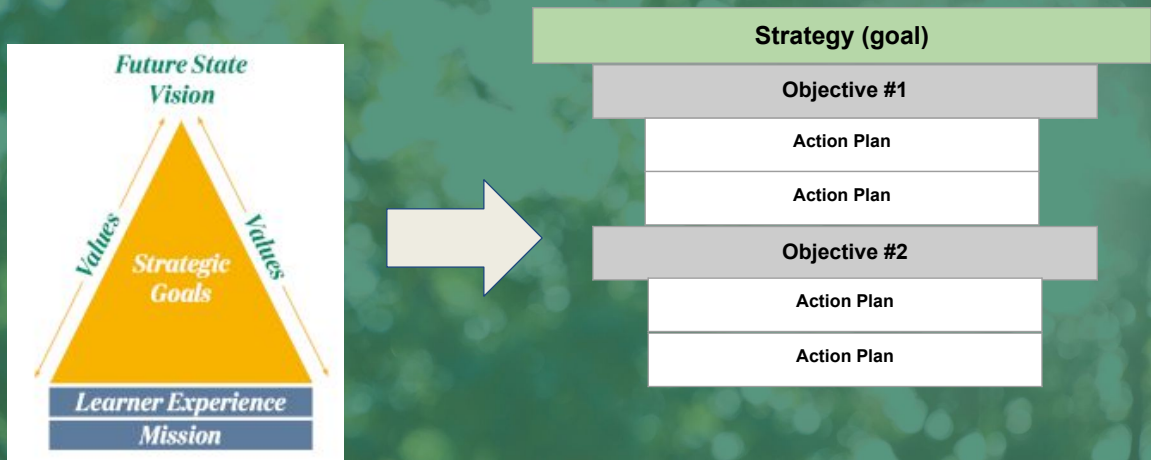
Objectives

1. Showcase implementation process & methodology
2. Highlight monthly reporting structure
3. Receive feedback and input on monthly board update format
4. Calendar of future updates

NMC | NORTHWESTERN MICHIGAN COLLEGE

© Northwestern Michigan College

Methodology



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.
 - Champion: Stephen Siciliano

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.
 - Champion: Todd Neibauer

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.
 - Champions: Lisa Thomas & Craig Hadley (planning)
Marcus Bennett (execution)

Strategies (cont'd)

Strategy 4: Community Partnerships and Engagement

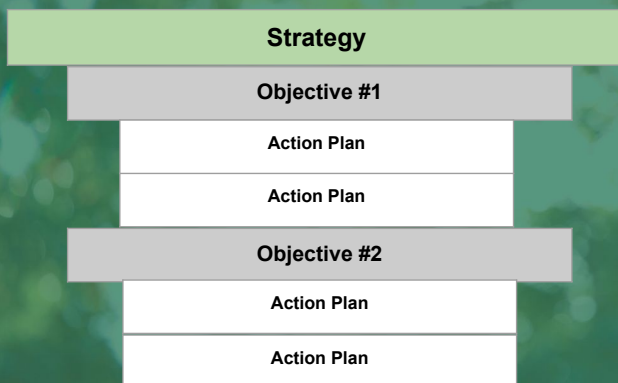
- Enhance collaborations that advance community engagement, economic and workforce development, and innovative opportunities for lifelong learning.
 - Champion: Jason Slade

Strategy 5: Institutional Distinction and Sustainability

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

NMC NEXT
OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

Overview



Strategy - High-level plan to achieve goals

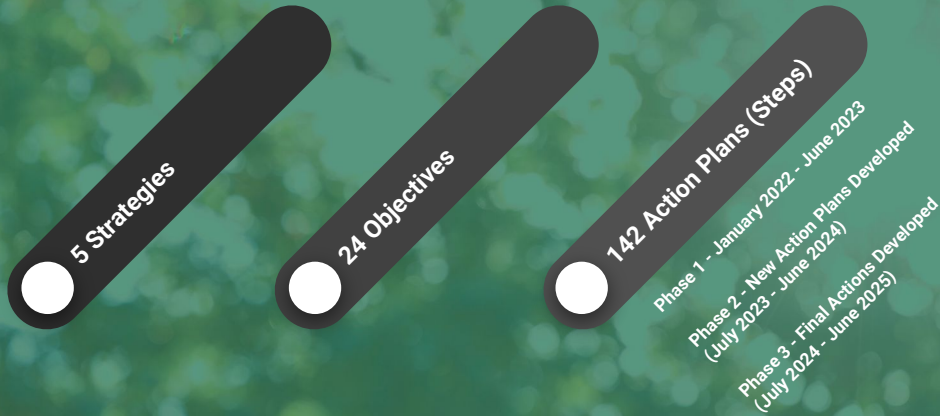
Objectives - A specific result NMC aims to achieve within a time frame and with available resources (SMART*)

* Specific, Measurable, Achievable, Relevant, Time-bound

Action Plans - A series of steps to be performed to ensure success

NMC NEXT
OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

It Takes a College!

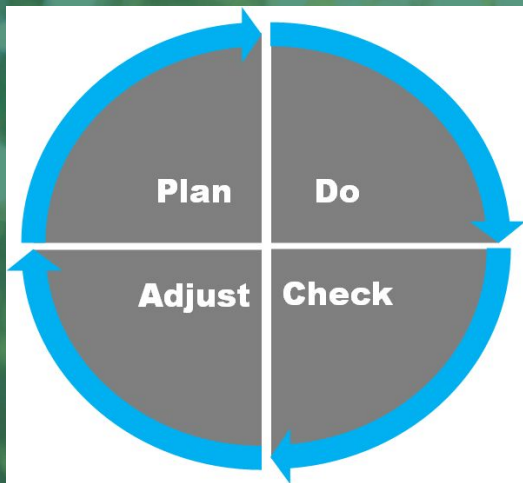


NMC NEXT
OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

Keeping Track . . .

NMC 2022-2025 STRATEGIC PLAN ACTION PLAN								
<p>Strategy 5: Institutional Distinction and Sustainability: Leverage distinctive programs that strengthen institutional sustainability and expand global connections for our learners and communities.</p> <p>Strategy 5 Champion: Troy Kierczynski</p> <p>Objective 1: Aviation will execute its multi-phase expansion plan in an effort to increase enrollment by 25% and annual net revenues by 33% from June 30, 2021 to June 30, 2024.</p> <p>Objective 1 Lead: Alex Bloye</p>								
Action #	Action Step	Target Outcome(s)	Lead(s)	Resources Needed (Financial, Technology, People, Space)	Potential Barriers (and Possible Solutions)	Target Start Date	Target Completion Date	Actual Completion Date
1	Phase A of Aviation Strategic Plan	Maintain current enrollment levels and optimize the current fleet	Alex Bloye, Mike O'Keefe, Ed Borstel	1 additional FTE Maintenance Technician. 1 additional FTE Assistant Chief Flight Instructor.	Global pilot and aviation technician shortage.	In process	7/1/2021	
2	Phase B of Aviation Strategic Plan	Optimize fleet and increase enrollment by 10% annually (14 students)	Alex Bloye, Mike O'Keefe, Ed Borstel	2 Additional Flight instructors. 2 Additional primary training aircraft. Renovate 5000 sq. ft. of Aviation Hangar offices.	Global pilot and aviation technician shortage. High competitive demand for training aircraft. Capital funding for facilities.	5/1/2022	8/31/2022	
3	Phase C of Aviation Strategic Plan	Optimize fleet and increase enrollment by 25% annually (28 students)	Alex Bloye, Mike O'Keefe, Ed Borstel, Heather Robinson	1 additional FTE Recruiting and Advising assistant. Reclassification for Aviation Student Advisor. 2 Additional Flight Instructors (4 total with Phase B). 2 Additional primary training aircraft (4 total with Phase B). 3000 to 5000 sq. ft. additional hangar space.	Global pilot and aviation technician shortage. High competitive demand for training aircraft. Capital funding for facilities.	5/1/2023	8/31/2023	
<p>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 net revenue by June 30, 2025.</p> <p>Objective 2 Lead: Ed Bailey / Hans VanSumeren</p>								
Action #	Action Step	Target Outcome(s)	Lead(s)	Resources Needed (Financial, Technology, People, Space)	Potential Barriers (and Possible Solutions)	Target Start Date	Target Completion Date	Actual Completion Date
	Complete a "Program Review" and three-year strategic plan for the GLWSI, that defines and details the direction of each	Define specific programs and specific areas of focus of the college that encompasses the Great Lakes Water Studies Institute (GLWSI) i.e. Marine Center, Freshwater Studies, Marine Technology, YRCTI, research/grants, etc.	Ed Bailey Hans VanSumeren	The results of the program review will define the specific resources required to meet this objectives. At a minimum it will require marketing, recruitment to meet the goals defined in the program review	Staff capacity limitations that are overcome by short term professional trainer support	In process	2/11/2022	
		Set financial targets for each program area as defined under the	Ed Bailey		Current dashboard metrics do not reflect			

How Will This Work?



Phase 1: from now until June 2023

- Execute current action plans
- Monitor progress / prioritize
- Champion & Objective Lead check-ins
- Champion check-ins

Phase 2: July 2023 - June 2024

- Begin prep in Nov 2022
- Align with A3 and budget process

Phase 3: July 2024 - July 2025

- Begin prep in Nov 2023
- Align with A3 and budget process

Takeaways:

- It's okay to have "red"! We want to push ourselves!
- Adjust based on trends and additional data

NMC NEXT
OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

Updates for the Public



STRATEGIC PLAN >

A MESSAGE FROM NMC PRESIDENT NICK NISSLEY

Northwestern Michigan College is reimagining learning by executing its most comprehensive strategic plan in decades, NMC Next. The plan brings renewed energy and focus to fulfillment of an updated college mission to "deliver lifelong learning opportunities to transform lives and enrich our communities" between now and 2025.

A year in development, it was a comprehensive, transparent and inclusive process, engaging students, employees, community members, business partners, education partners and donors around opportunities, needs and challenges in learning. This broad stakeholder engagement was crucial to developing a plan that is truly NMC's, one which will position the college for future success in a time of rapid transformation.

Data-driven and focused on measurable results, NMC Next is also designed as a living document. Just as the needs of our learners and community change, the plan can and will be updated and adjusted along the way. Thanks to 70 years of history, we know NMC has both the agility and ability to do so. NMC Next provides the guidance to help us get there.

This vital work will be led by a new Vice President for Strategic Initiatives, Jason Slade. Regular communication and transparency will continue to characterize NMC Next, via the progress trackers in each Strategic Goal statement below.



NMC NEXT
OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

STRATEGIC PLAN SECTIONS

OUR PLEDGE
MISSION, VISION AND VALUES
STRATEGIC GOALS, OBJECTIVES AND PROGRESS TRACKERS
FUTURE STATE



VIEW / DOWNLOAD THE BROCHURE

- Overview of strategies
- Key information
- Progress tracker

How to use? Direct community members here:

<https://www.nmc.edu/strategic-plan/index.html>

NMC NEXT
OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

Updates for Employees

Menus

Employees' Site Menu

- SP Home
- SP Committee Notes & Files

Public Site Menu

- Strategic Planning **☞** — Public site landing page for the Strategic Planning process
 - Process overview
 - Key dates & events
 - Committee membership
- Strategic Plan **☞** — Public site landing page for the Strategic Plan itself
 - Learner Experience Statement
 - New Mission, Vision & Values statements
 - Strategic Goals, Objectives and Progress Trackers

Search

In development...

Strategic Planning

The documents here can be used to monitor NMC's progress on the 2022–2025 Strategic Plan and its goals and objectives, and to communicate that progress to the public.

[Progress Tracker](#) (Google)

This document is used to update the [public progress tracker](#) located [here](#) ☞. Changes made to the document are automatically reflected in the public progress tracker.

[Static Action Plan](#) (Google) **(updated monthly)**

View a monthly snapshot of the full plan, with action steps, target outcomes, start and completion dates and other information.

[Implementation Calendar](#) (Google)

This is a month-by-month list of actions/events and project leads.

[Process Flow](#) (Google)

These guides outline the process for personnel and non-personnel requests related to the Strategic Plan.

Personnel Request Process

Non-Personnel Request Process

This page last manually edited on Tue, Jan 25, 2022, at 11:22:11. Some data is auto-updated w/o editing, e.g., emp. dir. data.
[Edit this page](#) ☞ (You must have editing rights.)

- Implementation Calendar
- Action Plan / Objective Dashboard
- Process flows

<https://employees.nmc.edu/gov/strategic-planning/>

Site Map | Employees Directory | For general technical support, contact the Help Desk. | For employee or student website support, contact the Intranet Coordinator. | Tel: 800-745-6566 | Website Accessibility

NMC NEXT
OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

Updates for the Board of Trustees

- Board memos will be synthesized from Action Plan updates and Champion check-ins
- Sample formatting

Board of Trustees Monthly Update Sample

Below is an example update that the Board will receive.

Strategy - Current Month's Strategy

Summary: A brief summary of the activities associated with this strategy. This sample strategy is currently on-track with 3 of the 5 objectives currently classified as "green". One objective is "red" and resources are being allocated to it as documented below.

Highlights and Success:

- Highlighting successes and milestones met

Challenges:

- Provide insight into some challenges facing the objective or associated action plan. Includes potential solutions.

Summary of activities
Success and opportunities

NMC NEXT
OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

Updates for the Board of Trustees (cont'd)

Objective updates

Additional information

Feedback loop
(Plan > Do > Check > Adjust)

Looking forward

Objectives	Status	Action Timing:	Notes:
Objective 1: XXX YYY ZZZ	6 of 8 actions on task	2 Actions complete 12/1/2022 5 Actions complete 6/30/23	
Objective 2: XXX YYY ZZZ	4 of 5 actions on task		
Objective 3: XXX YYY ZZZ	3 of 5 actions on task		Minor delays in action plans. Monitoring
Objective 4: XXX YYY ZZZ	1 of 6 actions on task		Resources allocated
Objective 5: XXX YYY ZZZ	5 of 6 action on task		

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

Timing: Information on timing, milestones, and deliverables

PDCA: Feedback to champions from stakeholders and others will be highlighted and provided to the appropriate team for discussion.

Next Month: Initial Review – Strategy 1: Future-Focused Education

NMC NEXT
OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

Timing (Future BOT meetings)

March - Strategy 1: Future-Focused Education

April - Strategy 2: Student Engagement and Success

May - Strategy 3: Diversity, Equity, and Inclusion

June - Strategy 4: Community Partnerships and Engagement

July - Strategy 5: Institutional Distinction and Sustainability

August - Recap / "Mid-Year" Check-in (not the midpoint of Phase 1)

Feedback / Discussion

Any questions?

Thank you for your time.

Presentation to the Board of Trustees

Northwestern Michigan College

February 28, 2022

Phi Theta Kappa Honor Society Alpha Rho Pi Chapter



About PTK

- Phi Theta Kappa is the official International Honor Society for two year colleges
- Society Foundation: Scholarship, Leadership, Service, and Fellowship
- 3.5 GPA and 12 or more credits create eligibility
- Our Chapter "Alpha Rho Pi" has 178 Students
- Activities include two large annual projects
 - Honors in Action (HiA) - utilize the Honors Program Guide (biennial topic)
 - College Project - meet with the college president to discuss college community need

The overarching goal is to grow and empower leaders

Honors in Action

Honors Study Topic: To the Seventh Generation - Inheritance and Legacy

Honors Theme: Expressions of Truth

In what way do expressions of truth create lasting legacies?

Project: Arts & Activism

- 5 Museum Visits - 7 Exhibitions
- Jim Crow Museum of Racist Memorabilia at Ferris St.
- Hosted Kick-off Event for Embrace the Dream w/ Art Project
- Hosting "Curiosities" Series in Collaboration with the Library



College Project

Creating Generational Belongingness
"You Belong Project"

- Welcome Week involvement & leadership
- Implemented the Rotaract student group
- Created the Blair Elementary School Mentoring Project & Leadership Academy



Regional Awards

REGIONAL AWARDS

- Most Distinguished Chapter 2021, 2017, 2012, 2011, 2007–2009, and 2002–2005 and 2nd Runner Up in 2014
- Distinguished Officer Team 2020, 2014, 2013, 2012, and 2011
- College Project Hallmark Winner 2011
- College Project First Runner Up 2017
- College Project Second Runner Up 2021
- College Project Third Runner Up 2012
- Honors in Action Hallmark Winner 2021, 2019, 2017 and 2010
- Honors in Action First Runner Up 2011
- Honors in Action Third Runner Up 2014

REGIONAL HALLMARK AWARDS

(Since Rebranded To Honors in Action & College Project)

- Fellowship Hallmark Award 2003, 2004, 2006 and 2009
- Scholarship Hallmark Award 2002, 2003, 2004, 2005, 2007 and 2009
- Leadership Hallmark Award 2002, 2003, 2004, 2005, 2007 and 2008

International Awards

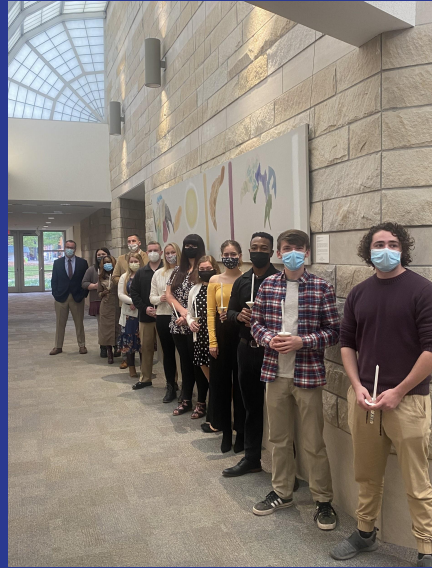
INTERNATIONAL AWARDS

- Distinguished Chapter 2021(Ranked 8th in the world!), 2017 and 2012
- Distinguished Honors in Action Project 2021(Top 3!), 2019, 2017 and 2012
- Distinguished Officer Team 2014, 2012



The Experience

Involvement in Phi Theta Kappa has been transformative in the lives of students.



QUESTIONS

Thank you for your time.

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 *

Sarah Montgomery Richards & Scott Powell

Your Title *

(Sarah) Instructor -Philosophy & Communications (Scott) Capt/Faculty - Maritime Academy

Presentation Title *

Oh the Places You'll Go (On Zoom)

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

We will be presenting on some of the projects and activities we've been able to engage in with our students thanks to new technologies, including Zoom

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. *

Here is a link to some information on Scott: <https://blogs.nmc.edu/?p=55419> I can ask him for a more complete bio and forward it. Here is a link to bio for Sarah:

https://docs.google.com/presentation/d/1o1HKMHPzGDROIVJDdupUKSP0zV3XoKUcoDkZk9_kpoQ/edit?usp=sharing

This form was created inside of Northwestern Michigan College.

Google Forms



Sarah Montgomery-Richards
Philosophy & Communications
Instructor



**Northwestern
Michigan
College**



Capt. Scott Powell
Great Lakes Maritime
Academy instructor

Oh The Places You'll Go (on ZOOM)

NMC | NORTHWESTERN MICHIGAN COLLEGE

© Northwestern Michigan College

Online Learning is in Demand:

- According to research conducted by the National Center for Education Statistics (NCES) and National Center for Education Statistics (NCES), "...online college enrollment has increased every year since 2002"¹
- Additionally, "...[e]asier access to affordable degree programs allows students from all walks of life to embrace higher education".²



Image Credit: DevianArt Pinterest

1. "The Future of Higher Education: Looking Ahead." Maryville Online. Maryville University, April 27, 2021. <https://online.maryville.edu/blog/future-higher-education/>.
2. Ibid.

NMC | NORTHWESTERN MICHIGAN COLLEGE

© 2018 Northwestern Michigan College

Online Learning Has Expanded What We Can Offer Students:

- Increased instructor familiarity with our Learning Management System (LMS) Moodle, has presented opportunities to be less reliant on physical paper: tests and quizzes can be taken online, and papers as well as other assignments can be submitted electronically.
- Developing skills related to tools such as Zoom, Padlet, FlipGrid, YellowDig, Remind, Polleverywhere, Panopto, Ensemble, Slack, WordPress, WeVideo, Adobe Spark, Survey Monkey, Pear Deck, Educreations, Perusall, GrackleDocs, Grammarly, Equatio, and Read&Write not only equips us for today, but prepares us to meet the demands of the future.

Captain Scott Powell: The pandemic has allowed for faculty to use the best practices from the different learning formats.

Lecture Courses



Online Courses



Hybrid Courses



Livestream Courses



Captain Scott Powell: Zoom-Kit upgrades to GL 222. Thank you Educational Technology Department!



NMC | NORTHWESTERN MICHIGAN COLLEGE

© 2018 Northwestern Michigan College

Captain Scott Powell: Students can attend a F2F class from home



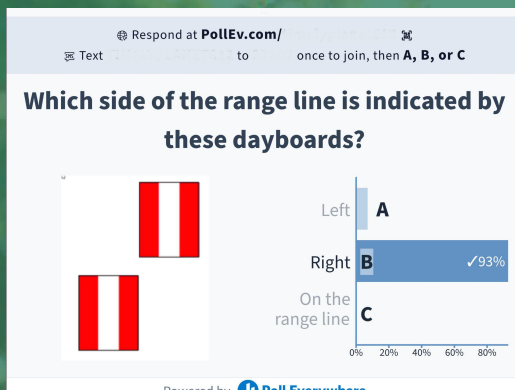
NMC | NORTHWESTERN MICHIGAN COLLEGE

© 2018 Northwestern Michigan College

Student comment:

“I attended MDK 324 (Celestial Navigation) via Zoom because I had COVID and stayed home. The way Captain Powell has things set up made me feel that there was no discernible difference in quality of instruction when attending via Zoom versus attending in person. There was a camera hanging from the ceiling so that I could see him as he taught. More importantly, I was able to see the same slides that the rest of the class was seeing, at the same time they were seeing them. Also, Captain Powell was wearing a microphone, which allowed me to hear him perfectly. At no time did I have any trouble hearing him or following along.”

Captain Scott Powell: How to keep students engaged? Polling whether F2F or online allows for real-time assessment of understanding.



Captain Scott Powell: Real-time feedback to redirect F2F and virtual instruction

Respond at [PollEv.com/](#)

What is your muddiest point from multiple contact plotting?

Powered by [Poll Everywhere](#)

Captain Scott Powell: Homework is now submitted through Moodle

NMC MOODLE

My Home Library Online Learning Orientation College Syllabus Online Tutoring Student Services Help My courses

MDK324 Navigation III

Dashboard > My courses > Spring 2022 Courses > Maritime (2022) > MDK324 [2734.2202] > 7 February - 13 February > Basics of Time Part 2 HW

Course dashboard

Basics of Time Part 2 HW

Due: Tuesday, 8 February 2022, 11:59 PM

MAKE AS DONE

Submit your homework in PDF format here. Please name your file as "W48T2FirstInitialFullLastName" Make sure to include all work.

Submission status

Submission status	No attempt
Grading status	Not graded
Time remaining	14 hours 23 mins
Last modified	-

Submission comments

Comments (0)

ADD SUBMISSION

Sarah Montgomery-Richards:

Using Zoom to Connect Religion, Culture, and Food

- Goal:
 - Offer more interactive, experiential virtual experiences that connect religion and culture.
 - These opportunities would be optional, and extra credit, with various participation options.



Tibetan Momos Made By PHIL 122 Student

Sarah Montgomery-Richards:

- Objectives:
 - Given the student's knowledge of particular religious traditions, and their consideration of cultural practices through their coursework, the learner will be able to connect food and eating practices with their study.
 - Through the Zoom environment, learners will interact with one another by asking and answering questions about food, religion, and culture.
 - Learners will recognize the role that food plays in various religious and cultural settings.



Tibetan Fried Noodles (Thukpa Ngopa) Made By PHIL 122 Student

Sarah Montgomery-Richards:

- In Practice:
 - Students were provided with the recipes well in advance, and it was made clear that this was optional.
 - Students could earn up to 25 extra credit points for participating in the live event and cooking. They could earn 10 extra credit points for tuning in and just participating in the conversation. Students who couldn't participate on the day of the event could watch the recording, cook on their own, and submit pictures of their food for extra credit.

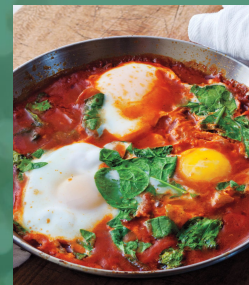


Potato Latkes Made By PHIL
121 Student

Sarah Montgomery-Richards:

- In Practice:
 - Finances aren't a barrier! If a student wants to participate and can't afford the ingredients, I make arrangements to get them what they need. I've also created "spice packets" for pickup when there are difficult to find ingredients.

- [Indian Cooking - Sattvic Clip](#)
- [Jewish Cooking Night - Hanukkah Clip](#)



Conclusion/Takeaways

Online learning tools like Zoom help us to address NMC's identified strategic planning goals in several ways:

- Future Focused Education
 - Innovative instruction opportunities, including experiential options
- Diversity, Equity, and Inclusion
 - Like in person courses, online learning offers opportunities to include Universal Design for Learning (UDL) and Culturally Responsive Pedagogy to ensure equitable and inclusive learning environments.³

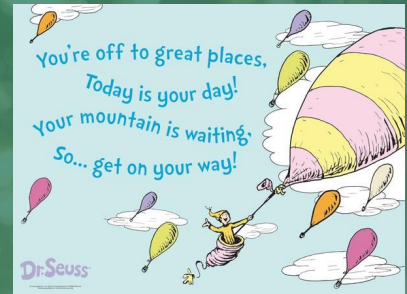


Image Credit: Dr. Seuss Random House Books for Young Readers (January 22, 1990)

3. Darby, Flower. Rep. *Ways to Be More Inclusive in a Virtual Classroom*. Chronicle of Higher Education, April 2021. https://connect.chronicle.com/rs/931-EKA-218/images/NextGenTeachingLearning_Microsoft_articlecollection%20v5.pdf?mk1_tok=OTMxLUVLQSDyMTgAAAF9LdZpcMlTlJzTr_8dkPV3L_sZD_E0WUxGGyStLaPfg62sX_hSy-n89QWxEB0mwr_G3BFoODPSMq5N7ey8U6ubkYHG1gA9ZXr1xCJjtwOIQ3w. From the report: *The Next Generation of Teaching and Learning*

NMC | NORTHWESTERN MICHIGAN COLLEGE

© Northwestern Michigan College



Northwestern
Michigan
College

Thank you
Questions?

NMC | NORTHWESTERN MICHIGAN COLLEGE

© Northwestern Michigan College



**Northwestern
Michigan
College**

**MEMO
Enrollment Services**

To: Dr. Nick Nissley, President
 From: Todd Neibauer, VP for Student Services and Technologies
 Date: February 1, 2022
 Subject: Spring 2022 Enrollment Report

Spring 2022

Overall contact hour enrollment for spring 2022 ended up 10.9% on the college's count date, January 24. Included below are the final numbers and comparisons for spring semester, links to the complete set of count date reports, and the enrollment results for other community colleges in the state.

Some items of note:

- The percentage of retained students from fall rose from 61.7% last year to 65.5%. This percentage averaged 66.8% in the two years prior to the pandemic.
- Yellow River – Each spring we have Yellow River Conservancy Technical Institute students who receive instruction from NMC instructors. This was the first year that these students are actually reflected in our count day numbers. Those students accounted for 4.5% of contact hours. Without these students our contact hour increase would have been about 6%. Unfortunately, we will not have another cohort with Yellow River in the spring of 2023.
- Average contact hours increased from 9.91 to 10.65. This number had averaged 10.4 in the two years prior to the pandemic.

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

	2019	2020	2021	2022
Applicants	1,561	1,613	1,746	1,445
Admits	1,215	1,282	1,371	1,173
Admits Registered	785	828	811	780
Prior Admits Registered	24	7	5	8
Retained Students	2,491	2,392	2,024	2,159
Return Students	188	125	153	141
Average Contact Hours	10.39	10.41	9.91	10.65
Total Headcount	3,488	3,352	2,993	3,088
Total Contact Hours	36,245	34,882	29,670	32,899
Tuition	6,676,007	6,586,019	5,584,846	6,687,457

Additional count day reports for spring 2022

Following are the reports included:

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

Registration

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

Admission and Recruiting Information

- [Applicant Demographics](#) ... New applicants showing residency, financial need, age range, ethnicity, gender, and student type
- [Admission Application Sources](#)
- [Prospect Demographics](#) ... by gender, age range, and county
- [Prospect Statistics](#) ... by program of study
- [Prospect Statistics](#) by High School
- [Source Analysis](#)

MCCSA– Michigan Community College Enrollment

Community College	% change in credit hours	% change in head count	Total head count
Alpena	-3.2	-0.6	1,201
Bay	-5	0	1,778
Delta	-0.3	3.2	6,674
Glen Oaks	-0.6	-1.1	1,174
Gogebic	2.7	3.3	812
Grand Rapids	-0.3	1.1	11,442
Henry Ford	0.7	4.2	6,325
Jackson	0.3	1.3	4,239
Kalamazoo Valley	-2.8	-1.6	6,292
Kellogg	1.3	2.7	3,325
Kirtland	-6.5	-1.8	1,272
Lake Michigan	13.9	13.1	2,884
Lansing	-3.8	-2.5	9,613
Macomb	-9	-5.5	15,295
Mid Michigan	0.3	1.2	3,162
Monroe County	17	14	1,255
Montcalm	0.5	5.7	1,491
Mott	5.8	1.4	6,044
Muskegon	2.1	1.1	3,546
North Central Michigan	-12.4	-2.8	1,583
Northwestern Michigan	9.8	3.2	3,121
Oakland	-2.8	-4.9	13,554
Schoolcraft College	-4.7	-2.6	7,811
Southwestern Michigan	-8	-6.9	1,549
St. Clair County	-4.4	-5.4	3,065
Washtenaw	-3.8	-3.8	10,370
West Shore	-5.3	-5.6	992



Northwestern
Michigan
College

MEMO
Administrative Services

To: Dr. Nick Nissley, President

From: Troy Kierczynski, Vice President of Finance and Administration

Date: February 22, 2022

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

The attached reports summarize the financial results for the General Fund as of January 31, 2022. The seventh month represents 58% 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 \$4,979,295. Revenue increased by 9% when comparing January 2022 to January 2021. Expenses increased 6% in comparison to January 2021.

Revenue (letters refer to the attached General Fund summary)

- A. Tuition and fees improved from January 2021. 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 30,763 with actual revenue of \$5,941,818. Spring revenue is trending over budget by \$64,207.
- 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 2022 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

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

Unaudited



Summary Report for General Fund Accounts Fiscal Year 2022, Period 07

Funds	Accounts	2021-2022 Adjusted Budget	YTD Activity	% of Annual Budget	
TOTAL GENERAL FUND					
50	Revenues				
	Tuition and Fees	19,916,110	13,650,761	68.54%	A
	Property Taxes	12,030,623	8,778,459	72.97%	B
	Other Local	<u>0</u>	<u>0</u>	*	
	Local Sources	31,946,733	22,429,220	70.21%	
	State Sources	10,730,000	5,005,390	46.65%	C
	Federal Sources	1,075,000	500	0.05%	D
	Private Sources	868,897	340,954	39.24%	F
	Investment Income	172,000	96,142	55.90%	E
	Other Sources	<u>392,600</u>	<u>241,674</u>	61.56%	F
	Total Revenues	45,185,230	28,113,880	62.22%	
60	Labor				
	Salaries & Wages	22,282,506	12,217,756	54.83%	G
	Benefits	<u>9,332,244</u>	<u>5,450,662</u>	58.41%	G
	Total Labor	31,614,750	17,668,418	55.89%	
70	Expenses				
	Purchased Services	2,311,193	1,262,897	54.64%	H
	Supplies & Materials	3,318,742	1,234,695	37.20%	H
	Internal Services	99,220	-5,010	-5.05%	H
	Other Expenses	1,670,689	709,975	42.50%	H
	Institutional Expenses	1,737,924	820,209	47.19%	H
	Maintenance & Renovation	1,828,864	865,797	47.34%	H
	Prof Develop, Travel & Events	362,070	204,315	56.43%	H
	Capital Outlay	<u>177,852</u>	<u>123,027</u>	69.17%	I
	Total Expenses	11,506,554	5,215,905	45.33%	
	Total Expenditures	43,121,304	22,884,323	53.07%	
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	23,134,585	51.20%	
	Net Revenues over (under) Expenditures	0	4,979,295		



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

INTERIM
This statement does not
reflect year-end results.

	YTD <u>1/31/2022</u>	YTD <u>1/31/2021</u>	<u>\$ Diff</u>	<u>% Diff</u>	<u>Comments</u>
Revenue					
Local Sources:					
Tuition & Fees	\$ 13,650,761	\$ 13,314,584	\$ 336,177	3%	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), increases in flight fees, and increases in EES offerings and registrations compared to FY21
Property Taxes	8,778,459	7,125,272	1,653,187	23%	Timing of property tax payments received from townships and overall increases in taxable values
Total Local Sources	22,429,220	20,439,856	1,989,364	10%	
State Sources	4,927,151	4,528,235	398,916	9%	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	340,954	347,664	(6,710)	-2%	Timing of Foundation gifts
Investment Income	96,142	58,363	37,779	65%	Higher interest/dividends recognized in FY22 than in FY21
Other Sources	241,674	185,186	56,488	31%	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	28,113,880	25,854,028	2,259,852	9%	
Expenses					
Salaries and Wages	12,217,756	11,773,954	443,802	4%	In line with budget and prior year
Benefits	5,450,662	5,363,383	87,279	2%	In line with budget and prior year
Purchased Services	1,262,897	979,985	282,912	29%	Primarily due to food services for GLMA cruises (higher cruise activity in summer/fall 2021 than summer 2020)
Supplies & Materials	1,234,695	1,240,885	(6,190)	0%	Consistent with prior year
Internal Services	(5,010)	(11,772)	6,762	-57%	Timing of internal events/charges in FY22 including NMC Fellows Dinner and Student Life events offset by semi-annual fitness fee transfer
Other Expenses	709,975	636,515	73,460	12%	Primarily related to timing of GLMA tug rental expenses and higher recruiting/promotional expenses in FY22
Institutional Expenses	820,209	766,276	53,933	7%	Primarily due to the timing of invoices for utilities
Maintenance & Renovation	865,797	857,573	8,224	1%	Consistent with prior year
Professional Development	204,315	120,333	83,982	70%	Increase in professional development expenses as professional development has been added back into the budget in FY22
Capital Outlay	123,027	24,123	98,904	410%	Timing of COAT purchases
Total Expenses	22,884,323	21,751,255	1,133,068	5%	
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	23,134,585	21,796,977	1,337,608	6%	
Net Revenue Over (Under) Expenses	\$ 4,979,295	\$ 4,057,051	\$ 922,244	23%	



**Northwestern Michigan College
Comparison - Month Over Month
General Fund
Jan 2022 vs. Dec 2021**

INTERIM
This statement does not
reflect year-end results.

	YTD <u>1/31/2022</u>	YTD <u>12/31/2021</u>	Jan 22 <u>Activity</u>	Dec 21 <u>Activity</u>	<u>Comments</u>
Revenue					
Local Sources:					
Tuition & Fees	\$ 13,650,761	\$ 11,536,555	\$ 2,114,206	\$ 1,552,649	Primarily due to the allocation of spring fees in January (allocations for semester fees are recorded at the beginning of spring/fall semesters)
Property Taxes	8,778,459	5,720,772	3,057,687	343,572	Timing of tax collections received
Total Local Sources	22,429,220	17,257,327	5,171,893	1,896,221	
State Sources					
State PPT Reimbursement	4,927,151	3,713,104	1,214,047	1,064,207	Correction to amount of monthly accruals (miscalculation discovered and corrected in January)
Federal Sources	78,239	78,239	-	-	- Consistent with prior month
Private Sources	500	500	-	500	Federal grant received for Marine Center in December
Investment Income	340,954	110,185	230,769	-	- Timing of Foundation gifts
Other Sources	96,142	81,174	14,968	13,701	Consistent with prior month
Total Revenue	28,113,880	21,452,939	6,660,941	3,003,170	
Expenses					
Salaries and Wages	12,217,756	10,581,090	1,636,666	2,580,506	December had an extra pay period (3 pays instead of 2)
Benefits	5,450,662	4,454,833	995,829	982,229	Consistent with prior month (benefits do not come out of first 2 pays in the month only)
Purchased Services	1,262,897	1,044,384	218,513	188,376	Primarily due to timing of legal fee payments
Supplies & Materials	1,234,695	1,007,565	227,130	185,643	Primarily due to increased printing fees and student related fees (including GLMA fire training and nursing assessment fees) in January
Internal Services	(5,010)	4,491	(9,501)	1,265	Due to the timing of the spring semester fitness fees transfer
Other Expenses	709,975	625,082	84,893	93,773	Primarily due to lower recruiting/promotional expenses and lower native tuition waiver in January
Institutional Expenses	820,209	619,198	201,011	123,848	Due to timing of utilities invoices and higher snow removal expenses in January
Maintenance & Renovation	865,797	739,148	126,649	119,438	Primarily due to timing of software maintenance renewal expenses in January
Professional Development	204,315	149,201	55,114	33,387	Primarily due to timing of membership dues
Capital Outlay	123,027	64,783	58,244	49,562	Kendall Electric \$7,431 (engineering tech equipment), H.H. Barnum Company \$252 (engineering tech equipment), Unmanned Vehicle Technologies \$19,849 (drone equipment - engineering tech), Airgas Great Lakes \$22,914 (hydraulic bender - welding), Kreuger Pottery \$7,798 (pottery equipment)
Total Expenses	22,884,323	19,289,775	3,594,548	4,358,027	
Transfers	250,262	250,262	-	85,569	Aviation flight hours transfer
Total Expenses & Transfers	23,134,585	19,540,037	3,594,548	4,443,596	
Net Revenue Over (Under) Expenses	\$ 4,979,295	\$ 1,912,902	\$ 3,066,393	\$ (1,440,426)	



Northwestern Michigan College
Income Statement Projections - General Fund
For the Year Ended June 30, 2022
As of 2/17/22

INTERIM
This statement does not
reflect year-end results.

	FY21 Actual	FY 22 Budget	YTD 2/17/2022	FY 22 Projected	Difference vs. Budget	Comments
Revenue						
Local Sources:						
Tuition & Fees	\$ 19,730,147	\$ 19,916,110	\$ 13,799,612	\$ 21,154,757	1,238,647	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	8,962,463	12,030,623	-	In line with budget
Total Local Sources	31,299,288	31,946,733	22,762,075	33,185,380	1,238,647	
State Sources	12,494,296	10,570,000	4,700,142	10,706,900	136,900	In line with budget
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; FY22 budget does not account for this
Private Sources	1,006,602	868,897	340,954	868,897	0	In line with budget
Dividend and Interest Income	183,806	172,000	96,142	168,249	(3,751)	Near zero federal funds rate is minimizing returns; multiple rate hikes expected starting March 2022
Unrealized Gain (Loss) on Investments	(525,507)	-	-	-	-	
Other Sources	323,305	392,600	254,048	436,721	44,121	Increase in extra sales including Lodbell's sales in FY22
Total Revenue	44,973,717	45,185,230	28,232,100	45,523,124	337,894	
Expenses						
Salaries and Wages	21,060,380	22,282,506	13,104,687	22,463,814	181,308	In line with budget
Benefits	11,234,226	9,332,244	5,833,139	9,381,582	49,338	In line with budget
Purchased Services	2,049,405	2,311,193	1,329,408	2,304,346	(6,847)	In line with budget
Supplies & Materials	2,264,808	3,318,742	1,314,525	2,929,333	(389,409)	Slower consumption of supplies due to continued remote work and instruction
Internal Services	10,642	99,220	(2,800)	(16,262)	(115,482)	Lower internal event activity as a lot of events remain remote
Other Expenses	1,131,852	1,670,689	741,267	1,449,509	(221,180)	Continued savings in non-PD events and travel
Institutional Expenses	1,388,583	1,737,924	949,184	1,549,566	(188,358)	Budgeted for increases in utilities but expenses are currently trending below budget
Maintenance & Renovation	1,588,584	1,828,864	923,136	1,690,131	(138,733)	Maintenance of software and equipment trending below budget
Professional Development	226,041	362,070	225,496	377,422	15,352	Increase in professional development expenses
Capital Outlay	56,368	177,852	123,027	177,852	-	
Total Expenses	41,010,889	43,121,304	24,541,070	42,307,292	(814,012)	
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 Program Specific	936,841	-	-	-	-	One-Time transfer of Heritage Act fund balance to restricted fund
	(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	24,732,432	44,145,768	(1,039,462)	
Net Revenue Over (Under) Expenses	\$ 1,443,984	\$ -	\$ 3,499,668	\$ 1,377,356	\$ 1,377,356	

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

<u>Required Reserves</u>	<u>Target Measure</u>	<u>Target Minimum</u>	<u>Target Maximum</u>	<u>Actual Reserve Balance</u>	<u>Result</u>
A. General Operating Reserve	3-6 months of budgeted annual operating expenses	\$ 10,780,326	\$ 21,560,652	\$ 12,188,308	Within Target
B. Fund for Transformation	2-5% of budgeted annual operating expenses	\$ 862,426	\$ 2,156,065	\$ 1,704,584	Within Target
C. Plant Fund	2-5% of appraised replacement value of real property	\$ 4,550,412	\$ 11,376,030	\$ 5,398,088	Within Target
Required Reserves		\$ 16,193,164	\$ 35,092,747	\$ 19,290,980	
<u>Add: Other reserves established by management</u>					
Auxiliary Reserves				9,567,395	
Wellness				364,114	
Strategic Projects				1,256,884	
Restricted for GLMA Vessels				512,401	
Restricted for HEERF lost revenue / GAAP revenue recognition difference				(3,432,816)	
Total Reserves before GASB 68 / 75				\$ 27,558,958	a
Add: GASB 75 - OPEB deficit				(12,745,423)	
Add: GASB 68 - Pension deficit				(50,978,697)	
Total Reserves (Deficit)				\$ (36,165,162)	a

a Also found in Note 9 to the College's FY21 audited financial statements.

<https://www.nmc.edu/departments/finance-administration/audits/files/audit-nmc-2021.pdf>

Northwestern Michigan College
Board of Trustees
Audit Committee Minutes
February 4, 2022
President's Office Conference Room
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Kennard Weaver called the meeting to order at 11:01 a.m.

Members Present: Kenneard Weaver, Ken Warner, Andy Robitshek

Others Present: Lynne Moritz, Troy Kierczynski, Lindsey Lipke

Review of Committee Charge

Kennard referenced the committee charge and Policy A-106.00 Items for Specific Board Approval lists Selection of auditing firm; acceptance of annual audit

Audit Firm Rotation

There was discussion regarding the frequency and benefit of rotating audit firms. The college has worked with Plante Moran since 2017.

Review of Request for Proposals

Committee Chair Kennard Weaver recommended removing "CPA firms with a full service" on (page 11 of the document) and adding the scope of work be defined as three fiscal years (page 17). Warner motioned to approve the request for proposals with Weaver's recommended edits. Robitshek seconded the motion. It was also noted the timeline in section 6 of the document will need to be updated before releasing the request for proposals. The amended Request for Proposals will be sent to the auditing firms whose names were supplied by Trustees Oblinger and Weaver, in addition to the two proposed by Troy Kierczynski.

Public Input—There was no public comment offered.

The meeting was adjourned at 11:36 a.m.

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



Northwestern
Michigan
College

MEMO

*Public Relations, Marketing,
and Communications*

To: Nick Nissley, President

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

Date: 2-18-22

Subject: January 2022 Monthly Report

January saw positive growth across all areas with notable growth in earned media and paid digital media. This is in part due to increased proactive public relations capacity thanks to the BOT support of the expanding the PRMC team. We are now working on developing plans to lead, support or advise the marketing and communications efforts highlighted in NMC Next, the college's new strategic plan. The following is an overview of the work of Public Relations, Marketing and Communication for January 2022.

Paid Media

- Google
 - Search
 - Display
 - Remarketing
- Ticker

The January 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	January '22	MOM
NMC Branded- search (local)	667	+111
NMC General- display (traditional learner MI)	332	-2
NMC Branded- search (MI)	311	+57

NMC General- display (adult learner MI)	231	=
NMC General- remarketing (adult learner MI)	160	+18 ↑
NMC General- remarketing (traditional learner MI)	153	+27 ↑
NMC General- display (adult learner local)	149	+64 ↑
NMC General- display (traditional learner local)	101	+50 ↑

- Paid socials
 - 584 clicks to the enrollment landing pages
- Ticker
 - 4 headliner ads; 563 clicks to adult learner landing page
- Web traffic (1/1-1/31)
 - [The Affordable Degrees landing page](#) for paid search and display campaigns
 - 8,082 visits/pageviews
 - 3% of all site traffic
 - It's driven:
 - 496 visits to the apply page
 - 92 visits to the NMC homepage
 - 41 visits to the 2021-22 tuition announcement
 - 32 visits to the Economic Impact Study page
 - [Adult learners landing page](#)
 - 6,162 visits/pageviews
 - It's driven:
 - 487 to the apply page
 - 52 visits to the homepage
 - 40 visits to the contact admissions page
 - 13 visits to the Learning Options page

Earned Media

Monthly recap of media coverage and sentiment

NMC was featured in 137 media mentions with an estimated publicity value of \$55,200 based on the Cision media monitoring system. Media coverage stories that resulted in the most attention include:

- [Traverse City man dies in accident on freighter along Lake Michigan shoreline](#) Detroit Free Press, January 22, [9&10 News](#), [UpNorthLive](#)
- [Board approves 'NMC Next' strategic plan](#) Record-Eagle, January 25, [9&10 News](#)
- [In celebration: Honoring MLK, Jr. with music, books and art](#), Record-Eagle, January 14

Media sentiment ranking for January (based on a Cision algorithm that ranks pre-assigned tone of keywords) shows 99.2% positive or neutral coverage. This flat MOM (December, 99.2%) and

increase YOY (2021, 91.6%). The result categorized as negative was a letter to the editor on Trustee Bishop's comments about DEI in the strategic plan.

Owned Media

Monthly published owned media

During January, PRMC published two NMC Now e-newsletter to 884 supporters. The average open rate was 49.7%. The feature article announcing [Marcus Bennett's new DEI role](#) from 1-12-22 was the most popular link clicked.

Other popular links include:

- [Opinion: Increased nursing program options will help communities, address shortages](#) Record-Eagle, January 11
- [NMC Announces First DEI Hire](#) The Ticker, January 11
- [Rachel Johnson Named NMC's Board Chair For 2022](#) The Ticker, January 20
- [Success story: Five strategic areas to guide college's priorities](#) January 26

The Spring 2022 issue of Nexus was delivered to 47,000 NMC supporters throughout the region, the country and the world. Planning is underway for the Summer 2022 issue of Nexus.

Shared Media

Monthly progress report on NMC's Main social media channels

Overall positive results in shared media. There were a few YOY dips due to a new approach to sharing the Dean's List which didn't perform as well as anticipated. 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 alumna at Disney, GLCI alumna, Aviation aerial shots, dean's list and DEI special assistant announcement

Platform	Followers	Impressions	Engagement	Gender	Age	Region
Facebook	11,963 up 1% YOY up .2% MOM	32% down YOY up 30% MOM	15% down YOY up 67% 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	2,838 up 9% YOY) up 1% MOM	48% up YOY up 40% MOM	36% down YOY down 10% 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: February 21, 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 (2,032) is ahead of last year (1,987).
- To date, donors have given:

\$2,801,199	Total received (including Annual Fund, pledges, and <i>documented planned gift intentions</i>) raised toward goal
<u>+ \$94,647</u>	Gross event revenue
\$2,895,8458	Total raised through new gifts, commitments, & events (Goal: \$3,550,000)
+ \$529,845	from previously documented planned gifts

Foundation Initiatives

- The Foundation board is pursuing a planning process to determine how best to support the college priorities and our students in the future and looks forward to keeping the Board of Trustees informed and engaged in this process.
- A Taste of Success culinary fundraising event will take place in a to-go format again this year. Please sign up to purchase a to-go box and/or sponsor this great event at nmc.edu/tasteofsuccess



Northwestern
Michigan
College

MEMO
Office of the President

To: NMC Board of Trustees
From: Nick Nissley, President
Subject: Mid-Month Update
Date: Friday, February 11, 2022

Dear Board of Trustees,

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

- **State Budget Update.** On February 9, the Governor’s executive budget recommendation to the joint legislative appropriations committee was released. It included a number of very exciting items for community colleges/NMC (but, remember, this is the ‘starting place’ for negotiating a final state budget):
 - A 5% ongoing operations increase (\$16.2M), appropriated through the existing performance funding formula (approximately \$440,000 for NMC).
 - An additional 5% one-time operations increase (\$16.2M), also distributed through the existing formula (approximately \$440,000 for NMC).
 - A new, one-time line of \$58.5M funding to support infrastructure, technology, equipment, or maintenance (ITEM) needs at universities and colleges, distributed based on FYES (approximately \$1.2M for NMC).
 - No tuition restraint language recommended for community colleges.
 - Full funding for Michigan Reconnect (\$55M).

- **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. The ‘poison pill bills’ have received a hearing in the House Tax Policy Committee; however, a vote on the bills is not anticipated. The past month has been filled with conversations initiated by the four-year universities and lawmakers

seeking to find ‘third way’ possibilities (e.g., ‘partnering’) to halt the forward momentum on the BSN legislation.

- Attempt to Accrete the College’s Librarian Positions Into the Faculty Association. The Michigan Education Association (MEA), on behalf of the College Faculty Association, filed a Certification of Representative (RC) Petition in an attempt to accrete librarian positions into the Faculty Association’s bargaining unit. A hearing with the Michigan Employment Relations Commission (MERC) has been scheduled for February 15, 2022. We are continuing to work with legal counsel (Scott Eldridge, Miller Canfield) to prepare for the hearing. The College’s position for the hearing is to object to accrete librarian positions into the Faculty Association’s bargaining unit.
- NMC Celebration of Martin Luther King Day and Black History Month. NMC observed its first campus-wide commemorative event, “Embrace the Dream,” from January 17 through February 14, 2022. NMC faculty, staff and students were invited to participate in these learning activities and volunteer opportunities. See: <https://www.nmc.edu/embrace-the-dream/>. Feedback has been very positive, and engagement has been very high.
- Key Entries from the President’s Calendar.
 - Met separately with Traverse City Mayor Richard Lewis and Grand Traverse County Commissioner (and alumna) Betsy Coffia.
 - Stewarded and cultivated key donors with Foundation, in Florida.
 - Met with Traverse City SCORE leadership, to further develop college relationship with region’s business leaders.
 - Participated in virtual MOU signing with La Salle University (Columbia), formalizing our international/collaboration work on the “Bridging Waterways Across the Americas”. See: <https://www.nmc.edu/news/2021/06/fws-colombia-grant.html>.
- Strategic Plan. Presented NMC’s strategic plan to: Kiwanis, Rotary, and Networks Northwest.
- Foundation. Foundation has begun its planning process, to align Foundation fundraising focus with college needs articulated in the College’s strategic planning process. Consultant selection underway.
- Points of Pride:
 - NMC’s Bachelor of Science in Marine Technology program was recently recognized as the fourth most-focused ocean engineering program in the nation, according to CollegeFactual.com (only behind the Naval Academy, Florida

Institute of Technology, and the University of Rhode Island). NMC is the only community college and the only non-coastal school to make the online ranking of the nation's top ocean engineering programs.

- o NMC's Automotive students returned from Michigan Tech's Blizzard Baja Invitational with a third place trophy! The Michigan Tech Blizzard Baja is a competition where students design, build, and race a single-seat off-road vehicle to compete in this national competition which attracts more than 20 universities. This year, NMC's 3rd place finish was even more impressive given that we were the only community college competing.
- Upcoming Dates of Note:
 - o February 28, 2022–Regular Board Meeting, Timothy J. Nelson Innovation Center
 - o March 21, 2022–Regular Board Meeting, NMC Hagerty Center
 - o April 8, 2022–Scholarship Luncheon (Details Forthcoming)
 - o April 25, 2022–Regular Board Meeting, NMC Hagerty Center
 - o April 29, 2022–Taste of Success (Details Forthcoming)
 - o May 7, 2022–Commencement (Details Forthcoming)



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: Tuesday, February 22, 2022
Re: State/Federal Legislative Update

State

FY23 State Budget

On Wednesday, February 9, Governor Whitmer's FY23 state budget recommendation was presented to the state legislature. Overall, the budget recommendation was very favorable for community colleges. Specifically, the recommendation included:

- 5% ongoing operations increase (\$16.2M), appropriated through the existing performance funding formula
- An additional 5% one-time operations increase (\$16.2M), also distributed through the existing formula
- A new, one-time line of funding to support infrastructure, technology, equipment, or maintenance (ITEM) needs at universities and colleges, distributed based on FYES (\$58.5)
- No tuition restraint language recommended for community colleges
- Full funding for Michigan Reconnect (\$55M)

You can find additional information on the budget [here](#)

Status

The first hearing of the Senate Appropriations Subcommittee on Universities and Community Colleges is scheduled for Thursday, February 24. Following hearings in both the House and Senate, the legislature will begin to develop their own budget framework. While there is optimism that a budget can be crafted before July, conventional wisdom would place a final budget agreement not being reached until closer to the start of the fiscal year on October 1st.

Actions

We will be reaching out to legislators to communicate our support for the Governor's budget recommendation.

FY23 Capital Outlay

Concurrent with her FY23 state budget recommendation, Governor Whitmer also released the State Budget Office [FY23 Capital Outlay Project Request Review and Evaluations](#).

NMC's Student Learning Support Services Renovation Project was ranked 6th out of the 18 projects that were evaluated.

Status

While it is not expected that a Capital Outlay bill will move concurrent with the FY23 budget, we continue to ask the legislature to fund not only the Student Learning Support Services Renovation Project but also the central campus geothermal project and the student aviation center upgrade project.

Actions

With Kelley-Cawthorne having been retained to assist NMC with capital outlay funding, Northern Strategies 360 is coordinating with Melissa McKinley on our capital outlay requests. This includes seeking supplemental appropriations funding for these three projects and will also include coordinating on-campus and in-Lansing meetings with key legislators.

Community College BSN Legislation

After having been introduced by Reps Roth and Damoose, the community college nursing baccalaureate legislation (HB [5556](#) and HB [5557](#)) passed out of committee in December and is currently waiting for action by the full House. We continue to believe that the legislation maintains strong support however we have not received any indication as to when the legislation would come up for a vote in the full House. Decisions about what bills come up for a vote are made by the leaders of the House including Majority Floor Leader Ben Frederick (R-85th District- Owosso).

As you also know, 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.

Actions

We continue to work with the bill sponsors to move HB 5556 and 5557 to a full House vote.

Michigan New Jobs Training Program (MNJTP) Cap Legislation

On Thursday, February 17, the full House of Representatives held its second reading on [HB 5527](#) (Griffin). HB 5527 would double the cap on contracts under the Michigan New Jobs Training Program (MNJTP) from \$50 million to \$100 million. Second reading is typically the time that amendments would be offered on the House floor; the bill will likely come back for a vote by the full House of Representatives this coming week.

Actions

We submitted our support for this legislation in committee and will continue to communicate this support to our state delegation.

Federal

CADETS Act

As you may know, Senator Peters along with Senators Todd Young (R-IN), Tammy Baldwin (D-WI), Ted Cruz (R-TX), Mike Braun (R-IN) and Ed Markey (D-MA), sponsored legislation that would expand the age eligibility for the Student Incentive Payment Program through the Maritime Administration.

The Changing Age-Determined Eligibility to Student Incentive Payments (CADETS) Act would expand the Student Incentive Payment Program eligibility age for financial assistance to cadets who attended one of the six State Maritime Academies and commit to a post-graduation service obligation to include any qualified student who will meet the age requirements for enlistment in the U.S. Navy Reserve at their time of graduation. In return for their commitment to serve, cadets can receive up to \$32,000 in this incentive payment funding over four years to offset the cost of tuition, uniforms, books, and living costs.

Status

Senator Peters is attempting to pass the legislation with unanimous consent in the Senate and may be successful in the next few weeks to do so. If this occurs, we will then turn our attention to the House and work with Congressman Bergman’s office to pass the legislation through that body.

Northwestern Michigan College
Board of Trustees
Presidential Performance & Compensation Committee Minutes
February 22, 2022
Gray Conference Room 202
University Center, 2200 Dendrinos, Traverse City, MI 49686

Committee Chair Rachel Johnson called the meeting to order at 8:11 a.m.

Members Present: Rachel Johnson, Laura Oblinger, Doug Bishop (via Zoom)

Others Present: President Nick Nissley, Lynne Moritz

Review of Committee Purpose and Responsibilities

Chair Rachel Johnson reviewed a draft of the committee charge, which includes information on the purpose and responsibilities, meetings, and membership of the committee. President Nick Nissley recommended “develop and” be added to the “review assessment tool” item on the responsibilities list, to match the wording in the committee purpose statement.

Review of Proposals for Presidential Performance

Johnson reviewed the 2021 discussions of the committee and development of the request for proposals before noting one proposal was received from the Association of Community College Trustees (ACCT). There was discussion regarding the lack of local proposals received, to which it was noted that several local vendors were included in the RFP and many were encouraged to submit a proposal. However, they communicated they were unable to take on an additional project at this time.

The ACCT proposal includes development of an interview protocol and customized presidential evaluation instrument, individual interviews with each board member, data collection, and preparation of a comprehensive review report to be presented to the full Board. The PPCC will oversee the process, starting with a kickoff meeting with ACCT to discuss the evaluation instrument, options for a global, or 360, evaluation, timeline, and best practices for balancing confidentiality and transparency. The proposal also includes an optional one-day facilitated in-person retreat that the committee will consider at a later date.

There was consensus of the committee to recommend to the full Board to enter into contract with Association of Community College Trustees for consultation services regarding presidential performance review process.

Public Input—There was no public comment offered.

The meeting was adjourned at 8:40 a.m.

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

NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, January 24, 2022
Timothy J. Nelson Innovation Center, Room 106/107

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

ROLL CALL

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

Trustees absent: None

Also present: President Nick Nissley, Jerry Dobek, Diana Fairbanks, Joy Goodchild, Tony Jenkins, Troy Kierczynski, Mark Liebling, Lindsey Lipke, Lynne Moritz, Kyle Morrison, Todd Neibauer, Stephen Siciliano, Jason Slade, Jay Smith, Nancy Schulte

REVIEW OF AGENDA—The agenda was accepted as presented.

SPECIAL REPORTS AND PRESENTATIONS

Revealing Institutional Strengths and Challenges (RISC) Survey—Joy Goodchild, Executive Director of the Office of Research, Planning, and Effectiveness, reviewed the survey conducted in the spring of 2021, as well highlights from the results. Goodchild noted this was the first external benchmark and that a similar survey may be conducted in the future for comparison.

Faculty Report—Experiential Learning in EGR101—Jay Smith’s Introduction to Engineering 1-credit course provides basic skills to be a successful engineer and introduces students to the profession. In addition to presenting the engineering design process, engineering ethics, & career paths, the course includes group problem-solving and team activities. Since Fall 2020, the class is based around an experiential learning project that improves an aspect of NMC’s campus. For Fall 2021, the class designed 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 next EGR 101 class project is designing an outdoor classroom space. The Board expressed interest in whether or how the project will be completed.

Enrollment Report—Todd Neibauer, Vice President for Student Services and Technology, provided the enrollment report. The report date for spring semester is January 25, meaning final reports will be included in the February Enrollment Report.

Financial Report—Troy Kierczynski, Vice President of Finance and Administration, reviewed the financial report for the period ending December 31, 2021, and noted the quarterly investment gains and losses report is included in the materials. An early look at projections for FY22 is optimistic, largely based on higher than projected spring enrollment.

Grant Process—Troy Kierczynski provided an overview of how grant opportunities are discovered by the college and assessed through cost/benefit analysis. Jason Slade, Vice President of Strategic Initiatives, spoke to the success of regional and community-based approaches, specifically for workforce and economic development grants. 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.

Strategic Plan—Jason Slade, Vice President of Strategic Initiatives, thanked all stakeholders, including the Board of Trustees, for their engagement in the process. Slade reviewed the recommendations for Board approval later in the agenda.

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 provided an update on COVID-19 campus exposure numbers, including update on vaccine mandate. Nissley also noted recent developments in the community college BSN legislation.

Board Chair Update—Chair Rachel Johnson acknowledged Chris Bott's three-year tenure as chair of the NMC Board of Trustees, citing the numerous projects and changes in that timeframe. Johnson thanked strategic planning participants, particularly the 27-member steering committee. Lastly, Johnson noted a trustee mentorship program for trustees with less than two-years into their term. The mentorship program will pair trustees to serve as peer-to-peer mentors.

DISCUSSION ITEMS

Committee Appointments—Chair Rachel Johnson shared committee appointments for 2022.

CONSENT ITEMS—On a motion by Doug Bishop, seconded by Kennard Weaver, the minutes of the December 20, 2021, regular meeting and January 19, 2022, study session were approved by a unanimous vote as a group without discussion.

ACTION ITEMS

Board Policy—Ken Warner made a motion, seconded by Doug Bishop, to adopt the "Inclusion" statement to be included in Policy C-102.00 Values on a second-reading basis. The motion passed unanimously.

NMC Next Strategic Plan—On a motion by Doug Bishop, seconded by Laura Oblinger, the Board unanimously approved the 2022-2025 strategies as presented. The board expressed excitement and pride for the plan.

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

ADJOURNMENT—The meeting adjourned at 6:50 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

MEMO

To: Dr. Nick Nissley, President

From: Jason Slade, Vice President of Strategic Initiatives
Amy Burns-Bailey, Experiential Learning Program Coordinator

Date: 2/09/2022

Subject: Action - Approval of the Manufacturing Apprenticeship Certificate (Level II)

Background

The Technical Division has been collaborating with the Department of Labor, Michigan Works!, Networks Northwest and industry partners to increase the use of apprenticeships to train the next generation of skilled labor. The apprenticeship model consists of technical instruction coupled with on-the-job training. NMC is a recognized intermediary and provider of related technical instruction (RTI) and courses are selected using a set of job-related competencies with input from the employer. Each apprenticeship model is unique based on the industry being served and specifications of the employer. Currently, upon completion, the apprentice earns a US Department of Labor – Office of Apprenticeship certificate but not a credential from NMC. This certificate would solve this issue and recognize the apprentice's completed coursework at NMC.

New Certificate:

The level II Manufacturing Apprenticeship Certificate is designed to provide an NMC credential upon completion of a registered apprenticeship and related technical course work. The certificate would reside in the existing [Manufacturing Technology Program](#) which currently contains the AAS Manufacturing Technology degree. The 30 credits from the Level II certificate would directly apply towards the specialty courses needed in the AAS in Manufacturing degree.

Implementation:

- Curriculum committee approved the certificate during their September 2021 meeting.
- Fall 2022 Catalog

Facilities / Staffing:

No additional facilities or staffing is required to support this certification as this certificate is a subset of the existing AAS degree.

Request: We are asking the Board of Trustees to approve this new certificate.

Appendix: Additional Information about the Certificate

Catalog Description:

Apprenticeships combine work, on-the-job training and classroom instruction to prepare workers for high-skilled careers. As a recognized related technical instruction (RTI) provider, NMC supports the educational courses and training components of a registered apprenticeship. This certificate is designed to credential a student in a US Department of Labor Registered Apprenticeship. The courses required are developed in partnership with the employer to meet the training needs and associated national standards of the occupation. Students will need to meet with the Experiential Learning Program Coordinator to determine eligibility and complete additional apprenticeship registration requirements.

Requirements:

Manufacturing Apprentice Certificate (Level II)

1. Student is a DOL registered apprentice
2. Complete the Occupational Specialty courses as listed for the apprenticeship
3. Certificate is earned upon completion of any combination of the Occupational Specialty Requirements to equal 30 credits (same language as AAS – Manufacturing Technology Degree)

Sample Model Schedule (varies by course offerings, work schedule, etc.)

Fall 1:

Occupational Specialty Course, 3 – 4 credits
Occupational Specialty Course, 3 – 4 credits
 Semester Total: 6 – 8 credits

Spring 1:

Occupational Specialty Course, 3 – 4 credits
Occupational Specialty Course, 3 – 4 credits
 Semester Total: 6 – 8 credits

Fall 2:

Occupational Specialty Course, 3 – 4 credits
Occupational Specialty Course, 3 – 4 credits
 Semester Total: 6 – 8 credits

Spring 2:

Occupational Specialty Course, 3 – 4 credits
Occupational Specialty Course, 3 – 4 credits
 Semester Total: 6 – 8 credits

Fall 3:

Occupational Specialty Course, 3 – 4 credits
Occupational Specialty Course, 3 – 4 credits
 Semester Total: 6 – 8 credits

[List of Occupational Specialty Courses](#) (screenshot below)*

**Additional courses may be added based on input from the employer*

OCCUPATIONAL SPECIALTY REQUIREMENTS

Course	Title	Credits
DD 101	Print Reading and Sketching	3
DD 110	Basic Metallurgy	3
DD 160	Tolerancing and GD&T	3
DD 170	CADD/Computer Modeling	4
MFG 104	Fluid Power	3
MFG 111	Math for Manufacturing	3
MFG 113	Machining I	3
MFG 114	Machining II	3
MFG 203	Manuf/Engineering Processes	3
MFG 217	CNC Operations - Lathe	4
MFG 219	CNC Mill Operations	4
MFG 290	Manufacturing Tech Internship	3
ELE 101	Introduction to Electrical	3
ELE 105	Beg Residential Electrical	3
EET 102	Intro to Engineering Tech	2
EET 103	Electrical Studies I	3
EET 161	Fundamentals of Light & Lasers	4
EET 204	Electrical Studies II	3
EET 221	Industrial Controls	3
EET 232	Programmable Logic Controllers	3
EET 233	PLC Applications I	3
EET 234	PLC Applications II	3
WPT 111	Welding Theory I	3
WPT 112	Welding Lab I	4
WPT 113	Welding Theory II	3
WPT 114	Welding Lab II	4
WPT 161	Welding Qualification Prep	3
WPT 211	Welding Fabrication I	3
WPT 212	Welding Fabrication II	3
WPT 213	Weld Quality Testing	3
WPT 260	Intro to Welding Automation	3
Total Credits		98



Northwestern
Michigan
College

MEMO

To: Board of Trustees
From: Rachel Johnson, Chair, Presidential Performance & Compensation Committee
Date: February 22, 2022
Subject: **Presidential Performance Review Process Consultant**

This document is intended to provide an overview and contract recommendation for consulting services for the presidential performance review process.

Recommendation

Recommend Board authorization for administration to enter into a contract with the Association of Community College Trustees (ACCT) for presidential review process consultant services not to exceed the amount of \$7,500.

Background-Scope of Work

On December 15, 2021, Northwestern Michigan College, at the request of the Presidential Performance & Compensation Committee (PPCC), posted a request for proposals to secure services of an outside consultant to perform the following:

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

The Association of Community College Trustees (ACCT) was the sole proposal submission.

Proposal Analysis

While the PPCC noted that there were not multiple proposals to compare, the committee is confident in ACCT's resources and reputation. In particular, they have extensive experience with executive review services for community colleges in Michigan and around the country. The committee confirmed that the details of their proposal will meet the needs of the committee and full Board of Trustees, per the original scope of the RFP.