



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, March 21, 2022

at NMC Hagerty Center, Room C, 715 E. Front Street

5:30 p.m. Regular Meeting

I. GENERAL BUSINESS

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

II. STRATEGIC FOCUS

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

III. REPORTS AND PRESENTATIONS

- F. Great Lakes Maritime Academy—*Jerry Achenbach, Superintendent, GLMA*
- G. Faculty Report—Quantitative Literacy (MTH 100)—*Becca Richardson and Brie Mills, Math Instructors*
- H. Audit Committee Report—*Kennard Weaver, Chair*
- I. Building and Site Committee Report—*Laura Oblinger, Chair*

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

- J. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- K. Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- L. PRMC Report—*Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications*
- M. Foundation Report—*Rebecca Teahen, Associate Vice President for Resource Development and Executive Director of Foundation*

V. PUBLIC INPUT

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



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VI. UPDATES

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

VII. DISCUSSION ITEMS

- P. FY23 Budget Process—*Troy Kierczynski, Vice President of Finance and Administration*

VIII. 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:

- Q. Minutes of the February 28, 2022 regular and closed meetings

IX. ACTION ITEMS

- R. **Financial Audit Services** (Pursuant to Policy A-106.00 Finance)
Recommend that administration be authorized to enter into a contract with Plante Moran as Northwestern Michigan College's auditing firm for the upcoming three-year period, for a three-year total amount of \$240,450, based on satisfactory completion of each fiscal year audit.
- S. **Human Resource Talent Management Software** (Pursuant to Policy A-106.00 Finance)
Recommend authorization for administration to enter into a contract with NeoEd for HR Talent Management software for a three-year total amount of \$143,000.
- T. **Replacement Visual Communications Computers** (Pursuant to Policy A-106.00 Finance)
Recommendation authorization for administration to purchase replacement computers for the Visual Communications (VCA) computer lab and faculty at a cost of \$53,200 from CDW.
- U. **Information Technology Audit** (Pursuant to Policy A-106.00 Finance)
Recommend authorization for administration to enter into a contract with CBI Secure for an Information Technology Audit of NMC's systems at a cost of \$39,600.
- V. **Sabbatical Requests** (Pursuant to Policy A-105.00 Consent Agenda Items and D-753.02 Sabbatical Leave – Executive, Administrative, and Professional Staff Procedure)
Recommend approval of the sabbatical applications for Jerry Dobek, Nancy Gray, and Mark Liebling.



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X. 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.

XI. ADJOURNMENT

Upcoming Board Meeting Dates:

All board meetings are open to the public.

April 25, 2022
May 23, 2022
June 27, 2022
July 25, 2022
August 22, 2022
September 26, 2022
October 24, 2022
November 21, 2022
December 12, 2022

NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

To: Dr. Nick Nissley, President
From: Jason Slade, Vice President of Strategic Initiatives
Date: March 14, 2022
Subject: Strategic Initiatives Update: *March 21, 2022 Board of Trustees Meeting*
 Topic: *Strategy 1 - Future-Focused Education*

The focus for this month's NMC Board of Trustees Meeting is Strategy #1 - Future Focused Education.

Background: Our strategic planning research pointed to the need for future-focused education. For instance, our adult student focus group feedback indicated the need for “expanding flexible instructional delivery and alternative credentialing options, and enhancing faculty use of new and emerging technologies.” This strategy directly meets these identified needs.

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

Benefits: Upon completion of this strategy, NMC will be able to provide expedited academic pathways for our learners through the acknowledgement of credit for prior learning and shortened (accelerated) course sequencing. Course options will include face-to-face, hybrid, and online learning which allow the student to customize a schedule that meets their learning style as well as their availability. Each student's education will be enhanced through meaningful experiential learning opportunities, adding value and unique student experiences.

Summary:

This activity is focused on five pillars that make up the objectives. These include:

- Increase credit for prior learning
- Increase the proportion of online learning courses (while still retaining other formats)
- Increase student success and completion rates for online and hybrid courses
- Create shortened / accelerated course pathways
- Provide experiential learning opportunities for all credential-seeking students

This strategy is currently on track with 4 of the 5 objectives currently classified as “green.” One objective is “yellow” but this is most likely due to the report timing and “freeze” of action plans.

Highlights and Success:

- Project management training has kicked off from the Professional Development Institute led by NMC Human Resources (HR).
 - Nine objective leads/champions have signed up for the two modules being led by Ed Bailey.
- Work has begun in all five objectives for this strategy with **100%** of scheduled tasks started and on track.
- Jerry Dobek, Sciences and Astronomy Department Head, has applied for a faculty sabbatical for Fall 2022 to develop online versions of the astronomy courses. This will directly benefit the online course proportion of Objective 2.
- This month's faculty focus highlights the experiential learning cycle in MTH 100.

Challenges:

- Objective 3 (increase student success in online/hybrid courses) will require 6 additional peer-to-peer faculty reviewers. Discussions with HR, Educational Technology, and Educational Services Instructional Management Team (ESIMT) have begun.
- System tracking for Experiential Learning Opportunities (ELO) (Objective 5) may require more investigation as the team works to identify ways to record student participation. System ideas include student ID scans at events with a tie-in to NMC's MySuccess (student support tool).

Objectives	Status	Action Timing:	Notes:
Objective 1: Increase the annual number of students who receive prior learning credit from 236 to 270, using flexible academic pathways, by December 2024.	2 of 2 <u>scheduled</u> actions have started & are on schedule 2 additional actions are <u>not</u> scheduled to begin until 6/30/22	Scheduled action items are on task and should be completed by 6/30/22. Their completion will trigger the start of the remaining two actions.	Focus has been on the investigation of credit for prior learning and competency-based education.
Objective 2: Increase the proportion of online courses in fall and spring semesters from 28% to 35% by September 2024.	2 of 2 <u>scheduled</u> actions have started & are on schedule 2 additional actions are <u>not</u> scheduled to begin until 4/1/22	Scheduled action items are on task and should be completed by 6/30/22 and 6/30/23 respectively.	Inventory is underway and is identifying multiple sections that do not have an online option. Retention policy under review for online students.
Objective 3: Increase student success and completion rates in online courses from 87% to 90% and hybrid courses from 92% to 95% by	1 of 1 <u>scheduled</u> actions have started & are on schedule	Scheduled action item is on task and should be completed by 12/15/22.	Working to increase the number of online peer-to-peer course reviewers. Course reviews are

developing additional teaching strategies by December of 2024.	2 additional actions are <u>not</u> scheduled to begin until 5/1/22 & 9/1/22		mandatory prior to delivering in an online learning format.
Objective 4: Create six shortened course pathways (two courses in one semester) in multiple academic disciplines by May 2024.	5 of 5 <u>scheduled</u> actions have started & are on schedule	3 actions should be completed 1/15/23. Remaining tasks should be completed by 9/15/22 & 10/1/22.	Academic pathways including on/off ramps for students are currently under review. Cross-discipline team includes financial aid, registrar, and lead faculty/program chairs reviewing pathways.
Objective 5: Every credential-seeking student will engage in at least one ELO at NMC by September 2024.	4 of 4 <u>scheduled</u> actions have started & are on schedule	Actions have completion dates staggered from 5/31/22 to 12/15/23.	Work has focused on identifying systems to capture student participation in ELOs.

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

Timing: This phase of the Strategy 1 objectives are scheduled to be completed by 6/30/23.

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

Next Month: Initial Review – Strategy 2: Student Engagement & Success



Every Mariner Builds a Respectful Climate (EMBARC)

Jerry Achenbach, Superintendent

Every Mariner Builds a Respectful Climate (EMBARC)

In 2016 the U.S Merchant Marine Academy (USMMA) *stood down* from sending their midshipmen to commercial vessels for a period of approximately one year.

In 2021 several cadets brought to our attention that they believed cadets were experiencing harassment while on board commercial vessel, but were reluctant to report it.

In 2021 the Midshipmen X blogpost was released. This post was authored by a female USMMA midshipman. It described her rape which occurred while serving onboard a commercial vessel as a cadet.

Every Mariner Builds a Respectful Climate (EMBARC)

In the fall of 2021 the USMMA *paused* sending their Midshipmen to commercial vessels, and the U.S Maritime Administration (MARAD) developed the EMBARC plan. Commercial operators must comply with this plan prior to the USMMA sending midshipmen to their vessels.

The challenge for GLMA is that EMBARC is designed for large companies that are in compliance with the Safety of Life at Sea (SOLAS) treaty.

Finding a way forward that would ensure GLMA cadets maintain the ability to sail onboard commercial vessels, and reduce the chance a cadet would experience harassment was an agenda item at our fall 2021 Board of Visitors meeting.

This resulted in an EMBARC plan between GLMA and the Great Lakes vessel operators. This plan has been vetted by NMC Student-Life, and industry unanimously agreed to comply with this plan.

Every Mariner Builds a Respectful Climate (EMBARC)

GLMA will only send cadets to commercial vessels that:

Agree to the EMBARC plan developed by GLMA and the Great Lakes industry.

Has been approved by MARAD to carry USMMA Midshipmen (either in compliance with the MARAD developed EMBARC, or is a federally-owned vessel).

If a vessel operator opts to work directly with a different state maritime academy and they develop an EMBARC agreement, we will only send cadets to these vessels after that plan has been vetted by NMC Student-Life. This would be smaller companies in specific trades, such as inland waterways, offshore oil industry.

Every Mariner Builds a Respectful Climate (EMBARC)

9

Primary differences between our plan and the one developed by MARAD:

As many responsibilities as possible have been moved from the company and taken on by GLMA (e.g. a company rep will not contact cadets within a week of boarding a vessel, GLMA will).

The Designated Person AShore responsibilities have been moved from the company to GLMA.

Only cadets who will sail on an ocean vessel will be issued a satellite phone.

NMC/ GLMA is Title IX compliant.

Specific, mandatory training requirements.

Questions?

gachenbach@nmc.edu

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 *

Rebecca Richardson and Brie Mills

Your Title *

Math Instructor

Presentation Title *

Math Literacy (MTH 019)

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

We will be presenting our new Math course, Math Literacy (MTH 019).

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 want to take some time and tell you a little bit about myself. I am Rebecca (Becca) Richardson.

I have been teaching at NMC since 2013. I started part-time and have been full-time since 2018. A fun fact about myself is that I started my college career (I call it a career because I was a student for a very long time) right here at NMC (2002). My math journey began with Pre-Algebra (MTH 08) (2005). I was terrified to take math because I was convinced that I was bad at math. So I waited... and I waited. I waited so long that the Advisers told me that if I wanted to get a degree of any kind I would need to take math. So, finally I mustered up the courage to sign up for that class. And my math journey began. From MTH 08 I moved on to Beginning Algebra (MTH 23) and then Intermediate Algebra (MTH 111).

Once I was in MTH 111, I decided that maybe I actually liked math. I still had no direction in life. I had no idea what I wanted to do for the rest of my life. I just knew, I did not want to wait tables anymore.

I found my direction in MTH 111. One day while I was helping some classmates with the homework they asked, what I was going to school for. I said, I did not know. Those classmates told me, I should become a teacher, because I was very good at explaining things. I thought long and hard about that comment, and decided that was the path I was going to take. I decided not only would I become a teacher but I would become a math teacher (which required a lot of math LOL).

So, I took every math class NMC has to offer. The NMC Math Department even made up an award for me. They called it Math Longevity (I am pretty sure it is made up). From NMC, I transferred to Ferris (through the University Center) where I earned my Bachelor's degree in Secondary Education: Math major and Chemistry minor (2012).

I had a long term sub position at West Senior High, then I was hired at NMC. Once I was hired at NMC. I decided this is where I want to work for the rest of my life. In order to become a full-time math instructor at NMC I needed a master's degree. So I applied to grad school.

I now hold a Master's degree in the Art of Teaching Mathematics from the University of Idaho (2015).

After reading this you might think I am a math whiz, but I am NOT. Every class was hard. I always felt like I was working ten times harder than ALL of my classmates. I was always jealous of my peers who seemed to sleep on their books and learn through reverse osmosis (you will learn what that means in chemistry).

So, don't be afraid to ask me ANY questions. Asking questions is the BEST way to learn. I am looking forward to this semester with you.

My obligations this semester:

I am teaching 4 courses (14 credits)

Math Literacy (MTH 019)

Mathematical Explorations (MTH 120)

Mathematical Explorations CoRequisite (MTH 020)

Calculus I Online (MTH 141)

I serve on many committees:

Scan team (reimagining the college vision)

Leadership Group

Planning and Budget Council

Faculty Council
Developmental Education Committee
Online Teaching and Course Review Cohort
Family obligations
Husband (Matthew but everyone calls him Dickie)
Daughter (Alivia 14 years old)

Hi! I am Briana (Brie) Mills.

I have been teaching at NMC since 2018 when I was first hired. Prior to teaching at NMC, I taught full time at Black Hawk College in Illinois. Prior to that, I taught as an adjunct at Portland Community College in Oregon in addition to being a Graduate Associate while finishing a master's of science in teaching mathematics at Portland State University.

My path of learning was always geared toward math, though it took a while to find my exact path. When I entered college, I was planning to go into medicine. In my first year, I was required for a class to complete my "4 year plan" for all the college classes I would take (color coded with sticky notes as to what requirement each would meet). I discovered quickly that I was not interested in many of the courses I would need to take for the pre-med path and kept wanting to fit in other interesting math classes. With this in mind, I switched my path to mathematics, not quite sure of what I would do with it. I toyed with the idea of security and picked up a computer science minor along the way. I was also a trial for a new program developed at CMU for a 5 year master's degree where some courses from your bachelors and master's degree double counted your senior year. With this path, I completed a project my senior year of college focused on education. I found it fascinating and starting looking more toward teaching. The following year, I was a graduate associate with my own class and the teaching "bug" bit me. My path became clear and I knew I wanted to teach at the college level. I earned my bachelor's degree from Central Michigan University in 2007 and an M.A. in math in 2008.

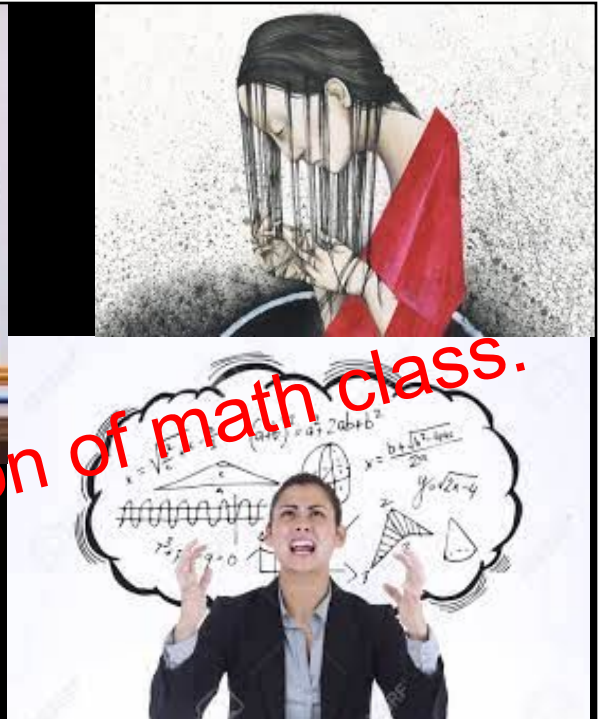
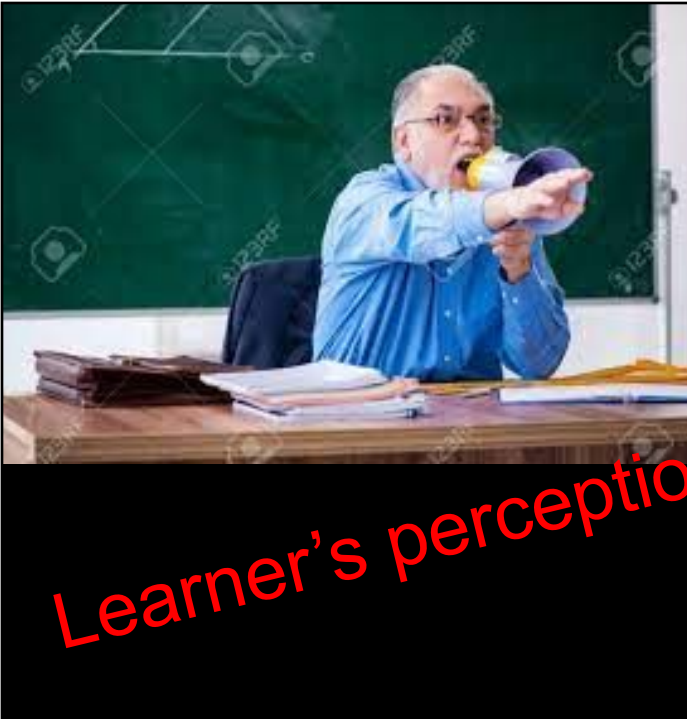
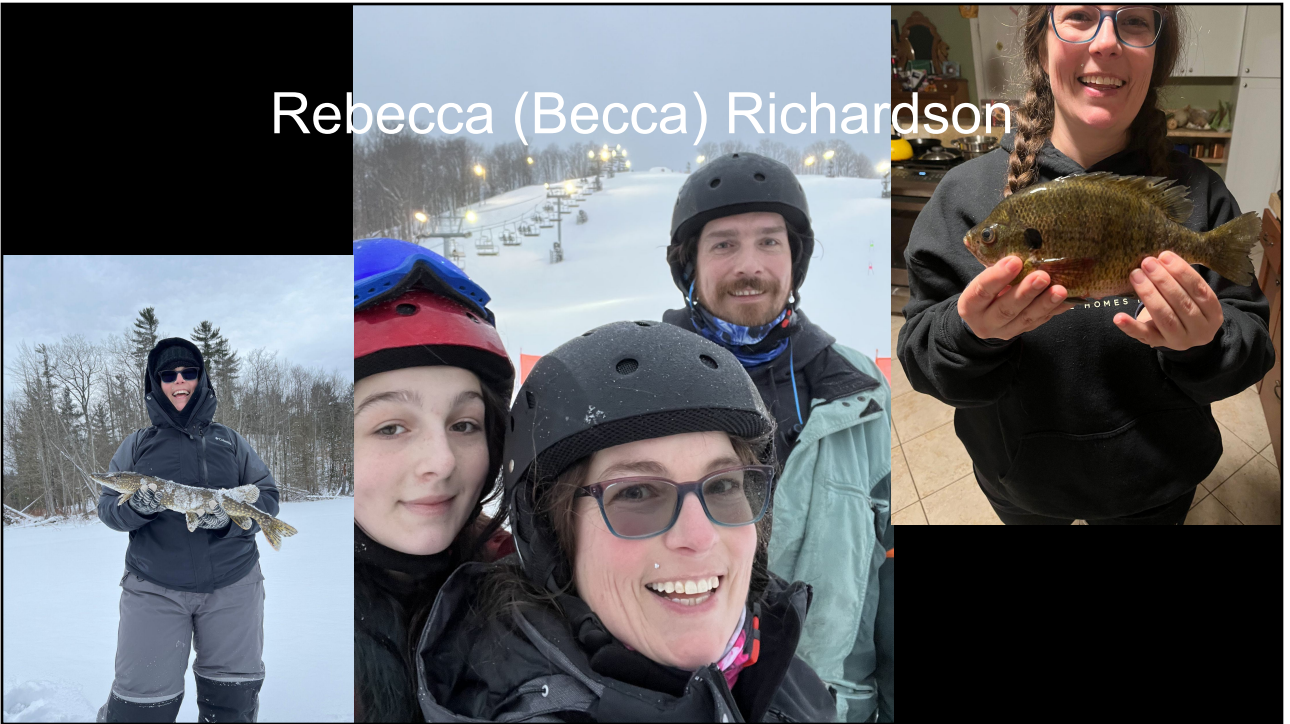
After graduating from CMU, I wanted more education background, so I moved to Oregon (for a chance to get out of the Midwest where I knew I'd still get to come back easily) and got a second master's degree with an education focus and a lot more experience teaching. While this second master's degree would not be required (and some colleges don't even accept it as a degree to teach courses), I found what I learned during that degree the absolute best knowledge for teaching and wouldn't change that experience for anything.

Now that I'm finally home at NMC, I have enjoyed what my hometown has to offer (including the grandparents to my children in the area). My life long goal is to work to help everyone realize that they can do math (even if they don't like it) as everyone already does a lot more math than they realize in their everyday life.

This form was created inside of Northwestern Michigan College.

Google Forms

Rebecca (Becca) Richardson

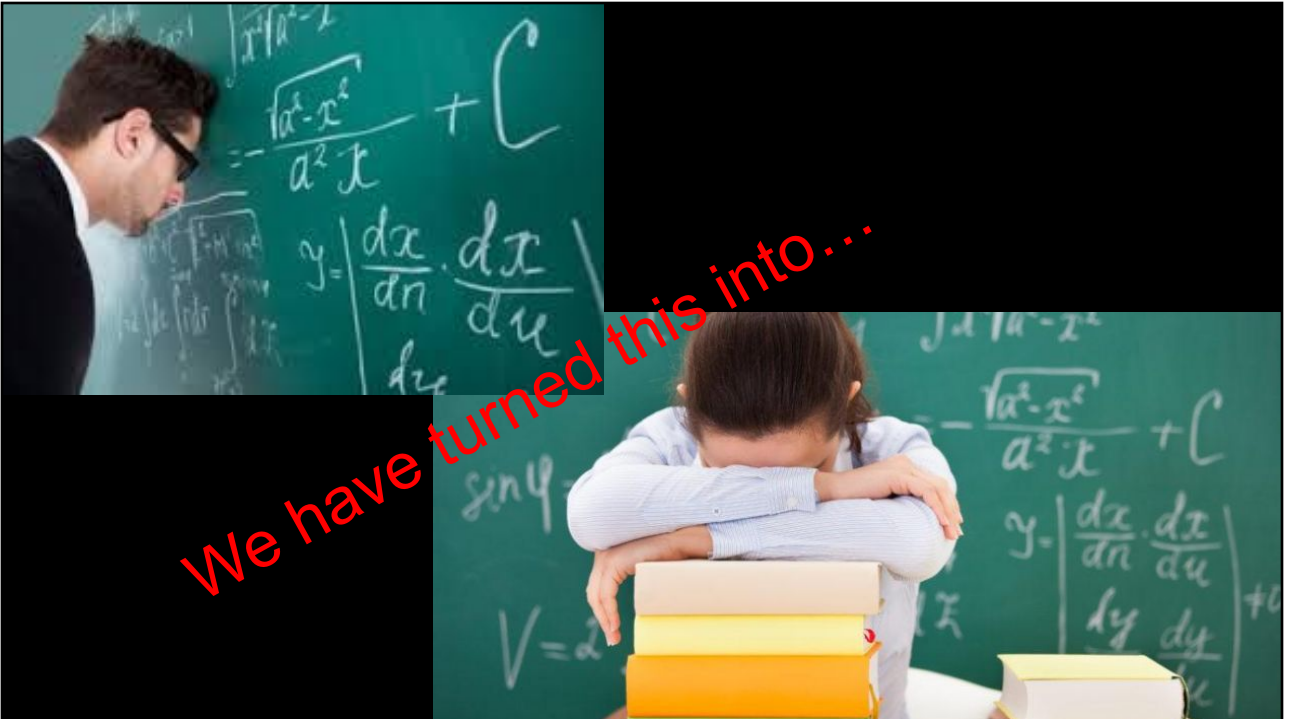


Learner's perception of math class.

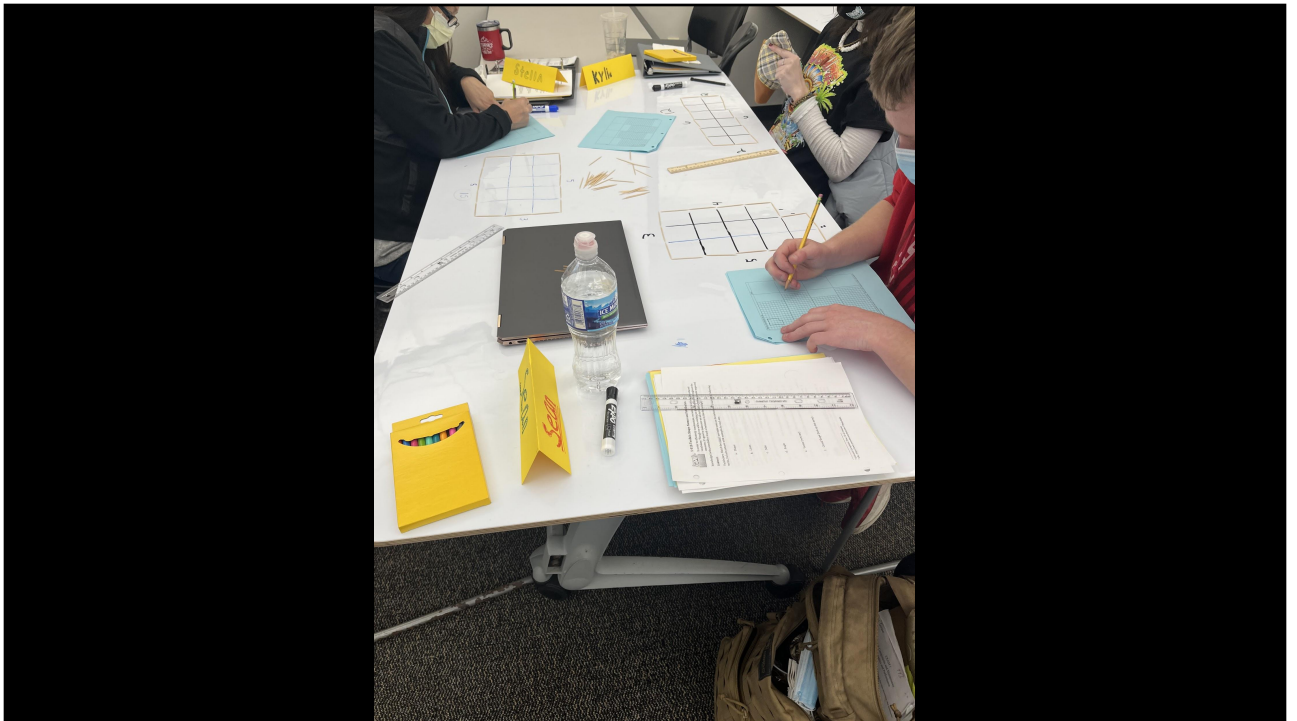
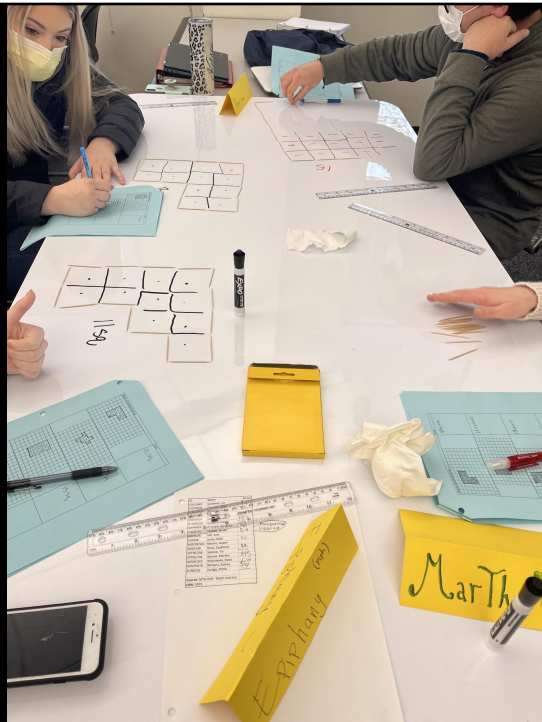
Through Mindset

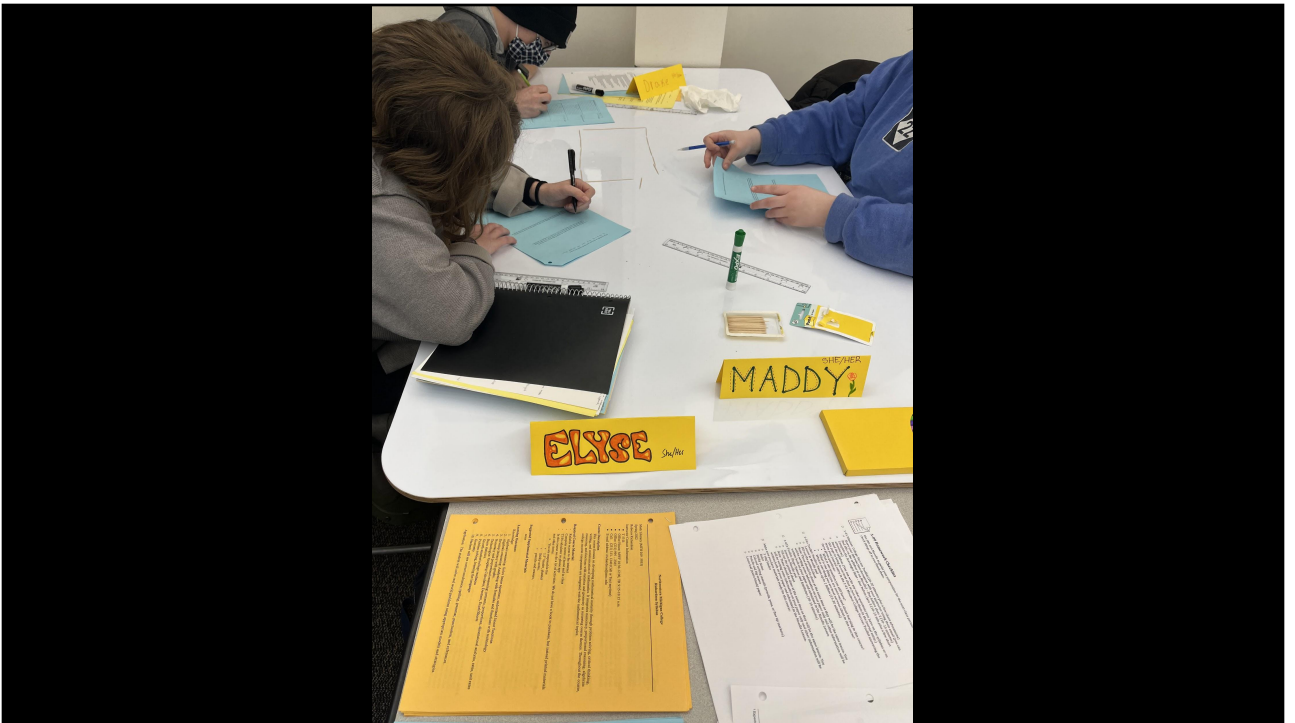


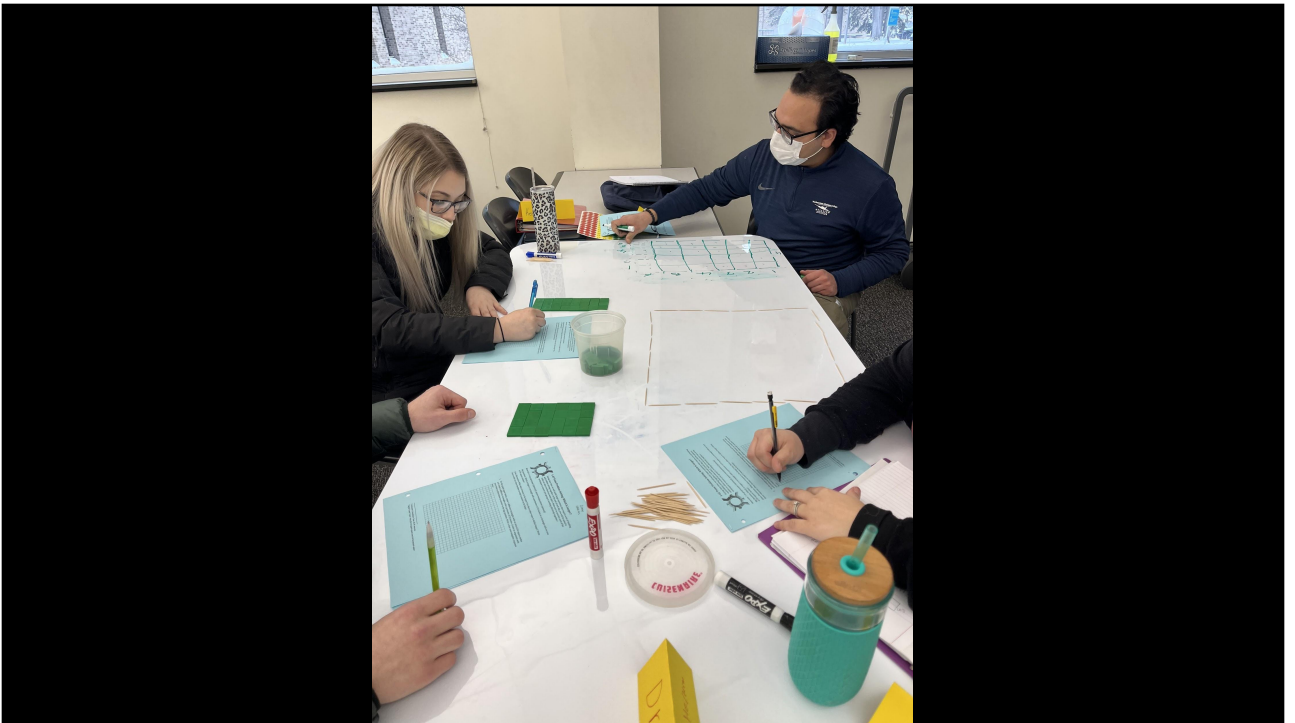
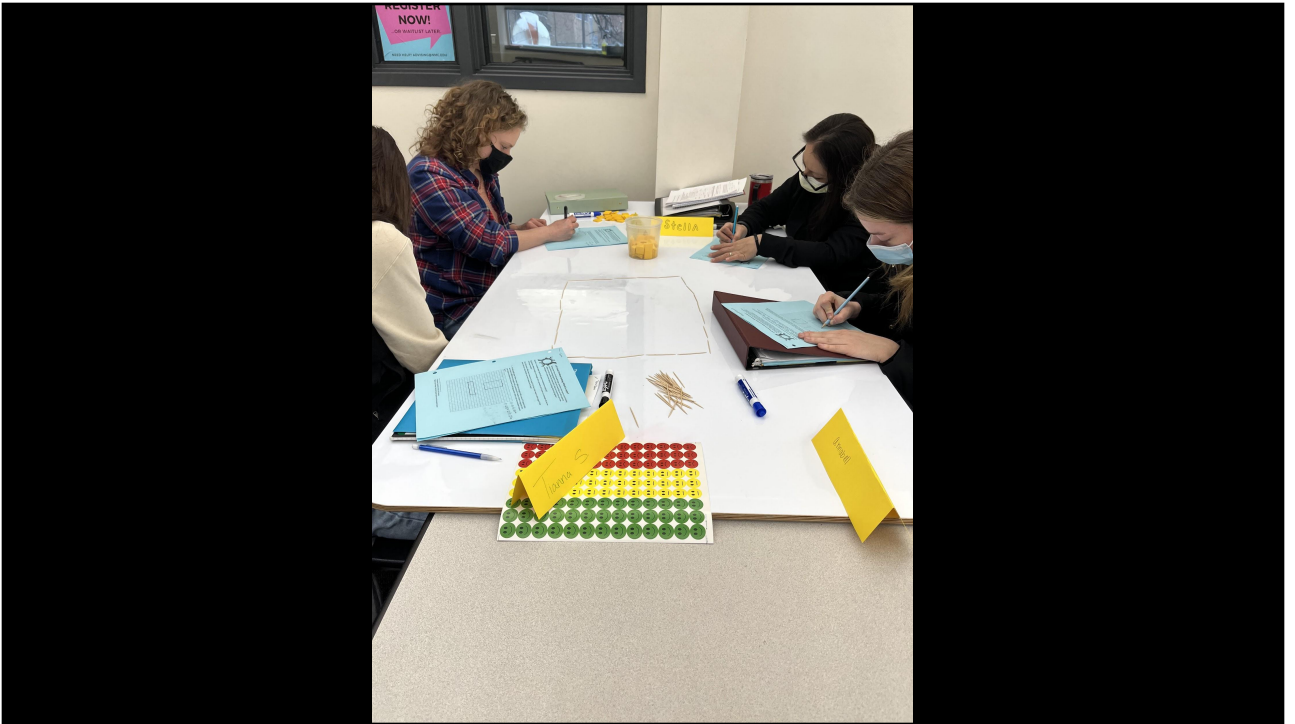
And
Teamwork

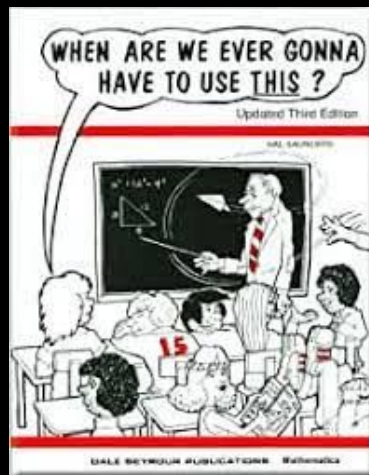
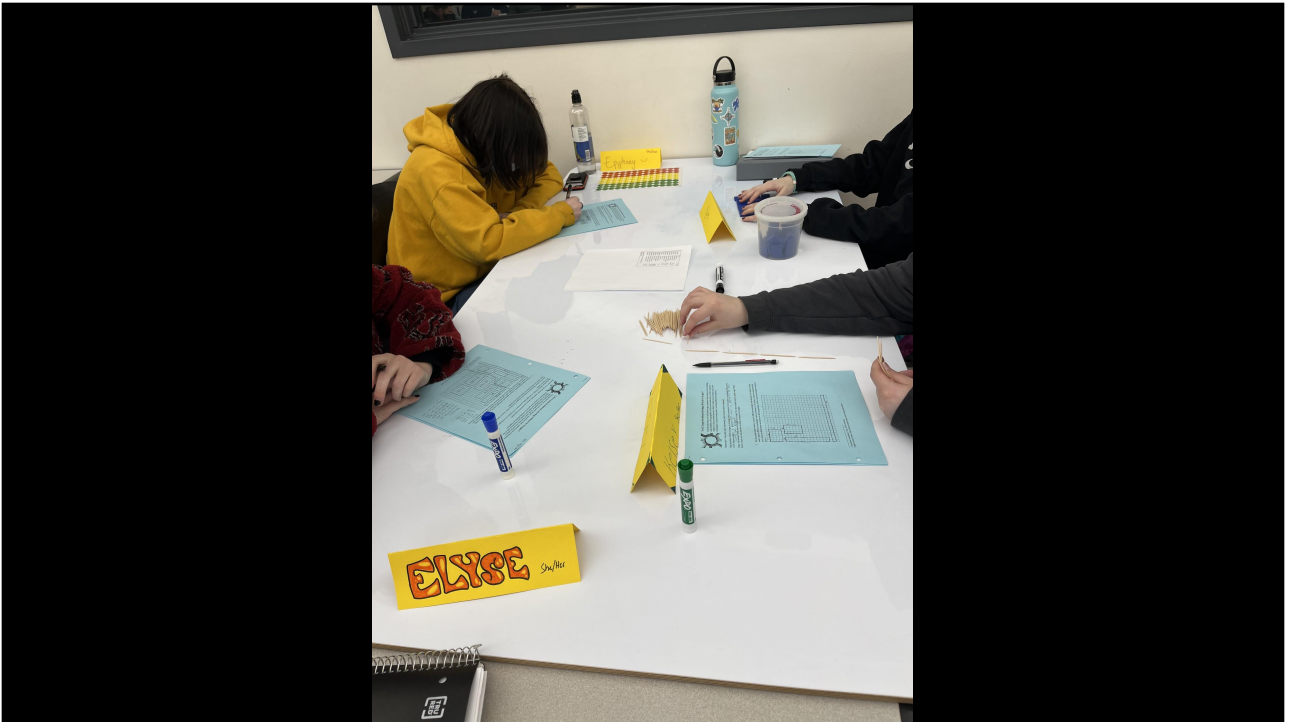


...THIS!









We focus on real world math problems so the learners can find meaning in the material they are learning.

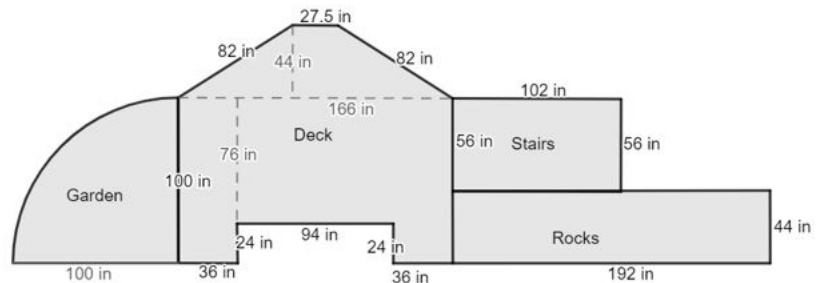
Big Idea 1

Objective:

Geometry and
Numbers

The Big Picture:

Your goal is to present a budget conscious project that is done with as little waste as possible. The following is the layout. You will learn more details over the course of the unit and may ask questions at any time as we move through the project, but in this first exposure to the project, you should brainstorm with your team members about the following questions.



Big Idea 2

Objective:

Rates, Proportions,
and Numeracy

The Big Picture:

Your goal is to plan a menu and budget for a wedding reception. You will be responsible for converting two recipes to feed 250 people. Along with that you will cost out the necessary ingredients and determine a per plate cost.



RECIPE

Title Raspberry Chiffon Cheesecake Prep Time 45 min

Serves 12 Cook Time 1 hr

Ingredients

1 Pre-baked crust	6 large eggs
2 $\frac{1}{4}$ lbs cream cheese	$\frac{1}{2}$ cup heavy cream
10 oz. white sugar	12 oz. raspberry puree
2 $\frac{1}{2}$ oz. brown sugar	
$\frac{1}{4}$ oz. ground ginger	
$\frac{1}{2}$ oz. ground cinnamon	



Big Idea 3



Objective:

Linear Modeling & Statistics

Big Idea 4

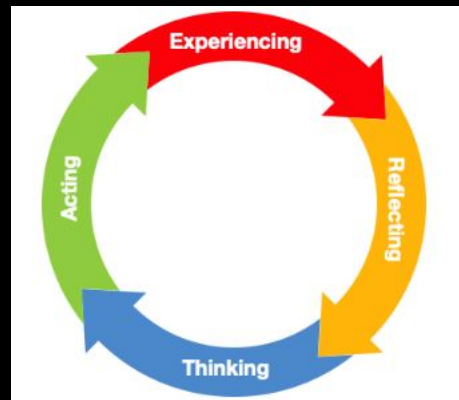


Objective:

Non-linear Models & Dimensional Analysis

Experiential Learning Cycle

- **Reflecting:** Think about what they already know
- **Thinking:** Extend the knowledge they know with structured activities (toolkits/homework)
- **Acting:** Use prior and gained knowledge to work on real world problems
- **Experiencing:** Apply knowledge from structured real world situations to the big idea



Learners prepare for class by...



Focus on:

Reviewing things learners already know

Building new knowledge through exploration



1-03a Toolkit: More on Area and Perimeter¹

In order to effectively communicate, we need to be able to use a shared vocabulary.

Content:

Visit the following [activity on geogebra](#)². After successfully completing the activity, explain *in your own words* what you believe area and perimeter are. Take any notes you wish while completing the activity here.

MINDSET



Focus on:

College Readiness

Study skills

Overcoming Anxiety

Growth vs Fixed Mindset

Recognizing prior knowledge



1-04 Mindset: Disequilibrium¹

Disequilibrium² is a state of imbalance that occurs when information or experiences require us to develop new mental structures.³ That feeling of confusion associated with struggling with a math concept is.

- normal
- a foundation from which to struggle and move toward understanding
- something you go through, not a permanent state of being
- different for each student and in each math topic
- NOT a sign that one is bad at math
- necessary for completely understanding a math topic

Read this student's story⁴ and see if you can identify where he was experiencing disequilibrium:

Last year I was hired on to work at a retail store called Lids. Lids is a hat store that sells hats and embroiders on hats. Selling hats came easily to me but the embroidery part was much more difficult. Learning how to work the embroidery machine didn't just come to me. It took a lot of hours playing with it and studying other people using it. After 2 months I finally got the hang of it and now am the best in the store at embroidering. The only way I succeeded was repetition, observing, and trial and error. The important lesson I learned is that failure is the best teacher, without failure I wouldn't have learned anything.

The approach I take for schoolwork is very similar to how I learned to embroider because even though I don't understand something at first, I know that it is possible to fully understand a subject or a process.

1. At what point in this student's learning did he experience disequilibrium?

Class activities build on learner's knowledge



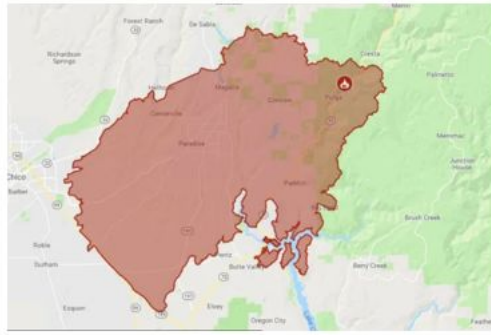
Paradise Campfire



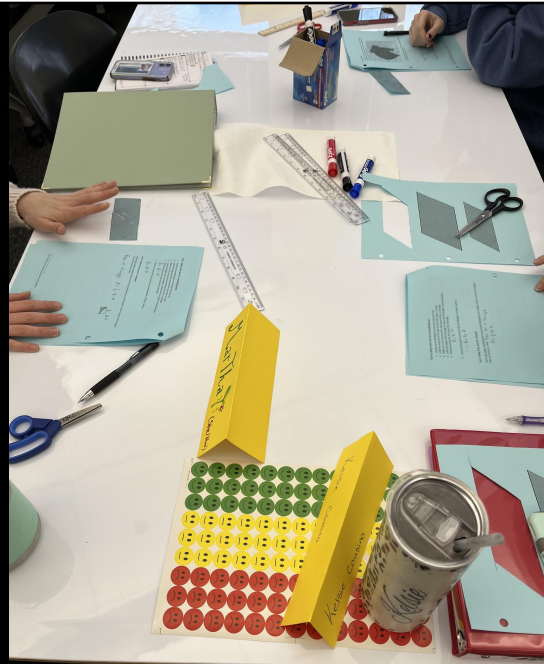
1-02 Preview: California 2018 Paradise Campfire

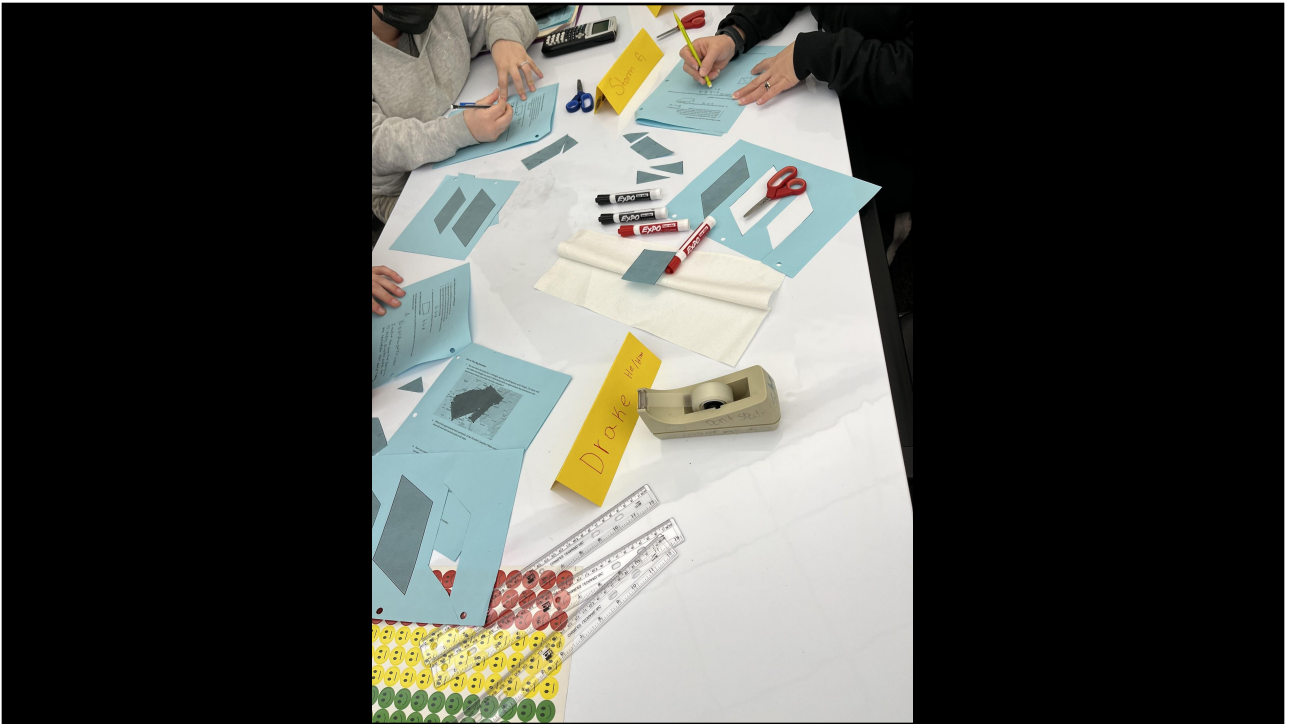
Many days near the end of class, we will introduce a big question to start thinking about. This is something you will brainstorm during class time **without any technology**. We will continue working on this question during the next class period. All you should do between now and the next class is think about this.¹

Big Question: Find the approximate burn perimeter and black area for the Paradise Campfire that occurred in California in 2018. You can read one [story about the Camp Fire here](#)². (There are many more available, but this is the one the map was taken from.)



- Learners **reflect** on prior knowledge to find the area and perimeter of a variety of shapes
- Learners **think** about prior knowledge and **act** to find the black area and burn perimeter of the 2018 Paradise Campfire



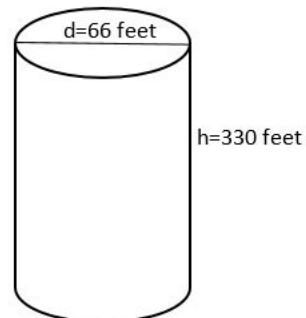




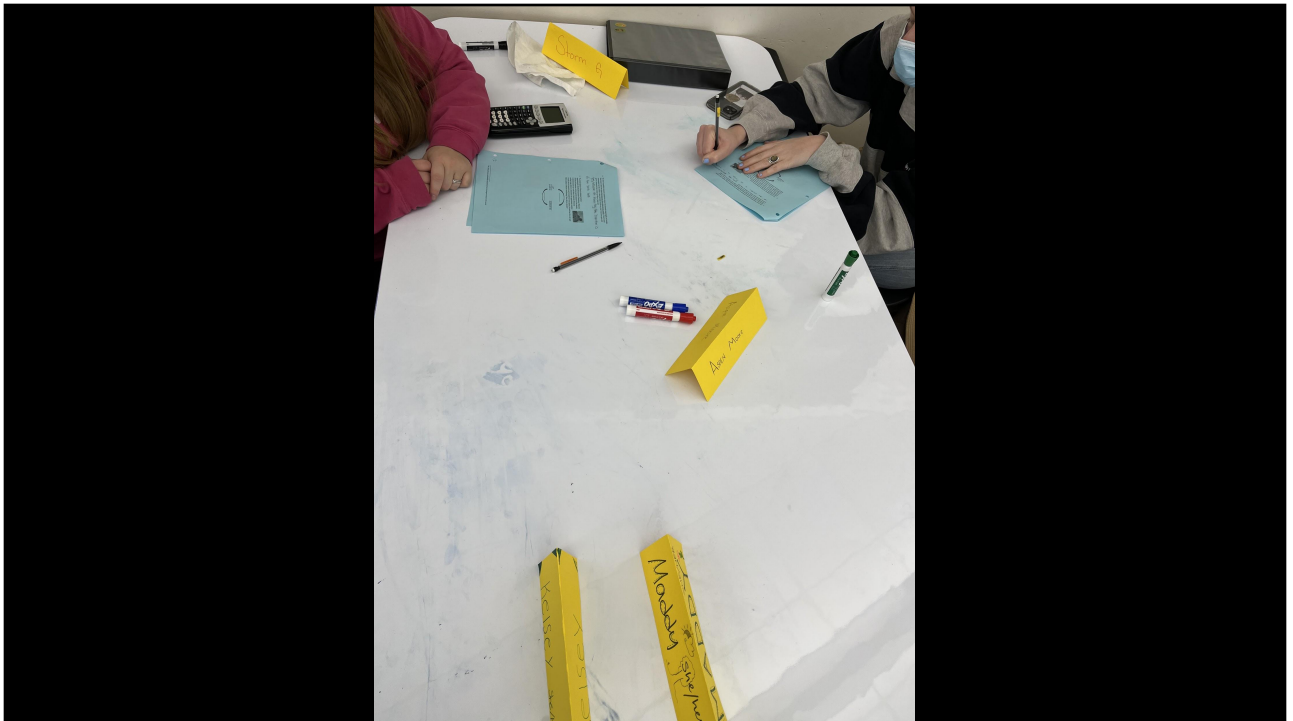
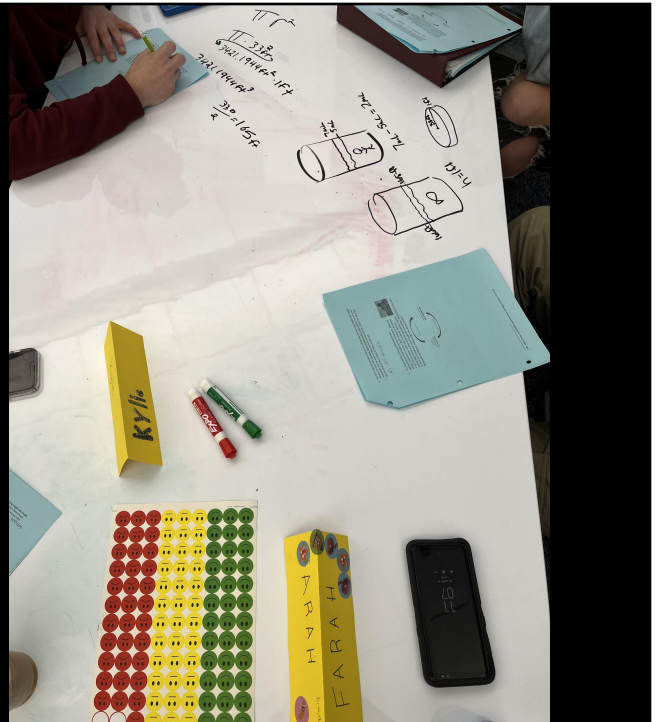
Sinkhole in Guatemala

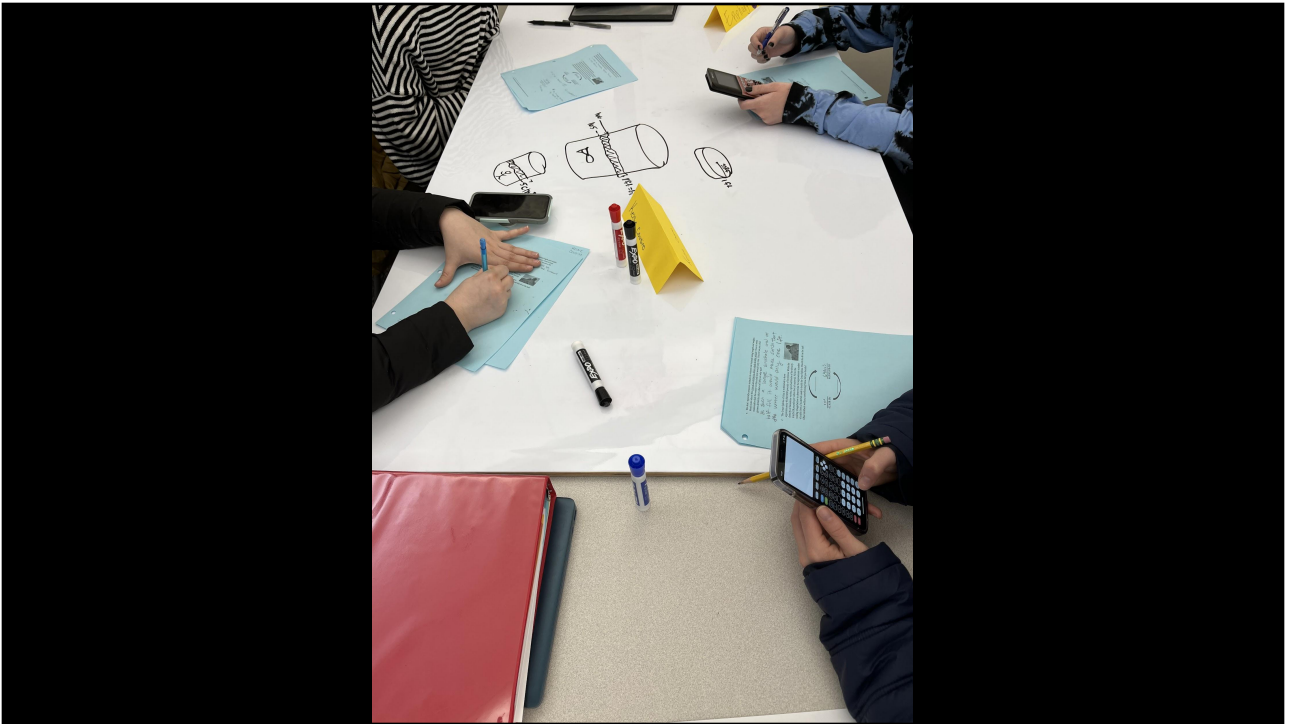
Teamwork:

1. In 2010, a giant [sink hole opened in Guatemala](#).² You can view [more pictures of the sinkhole here](#).³ There is a [video of the sinkhole here](#). While (at least I think) it looks like something photoshopped, it was a real catastrophe. One of the more interesting things about it was the nearly perfect cylindrical shape of it.

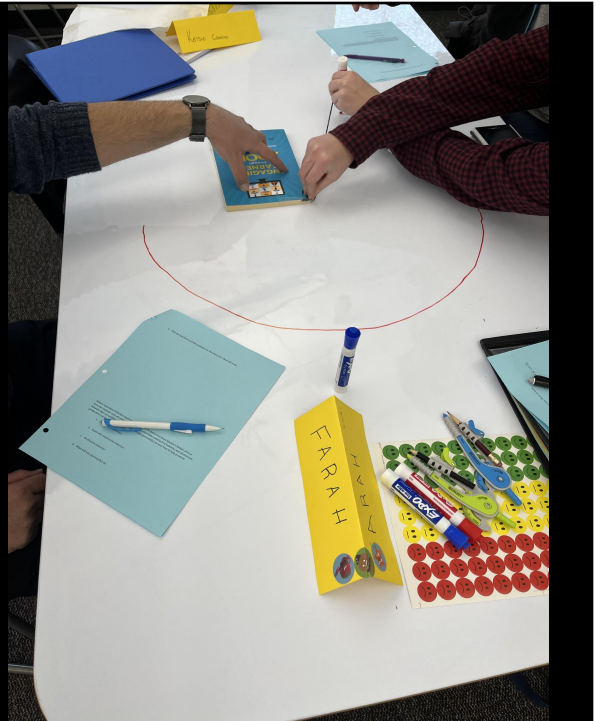


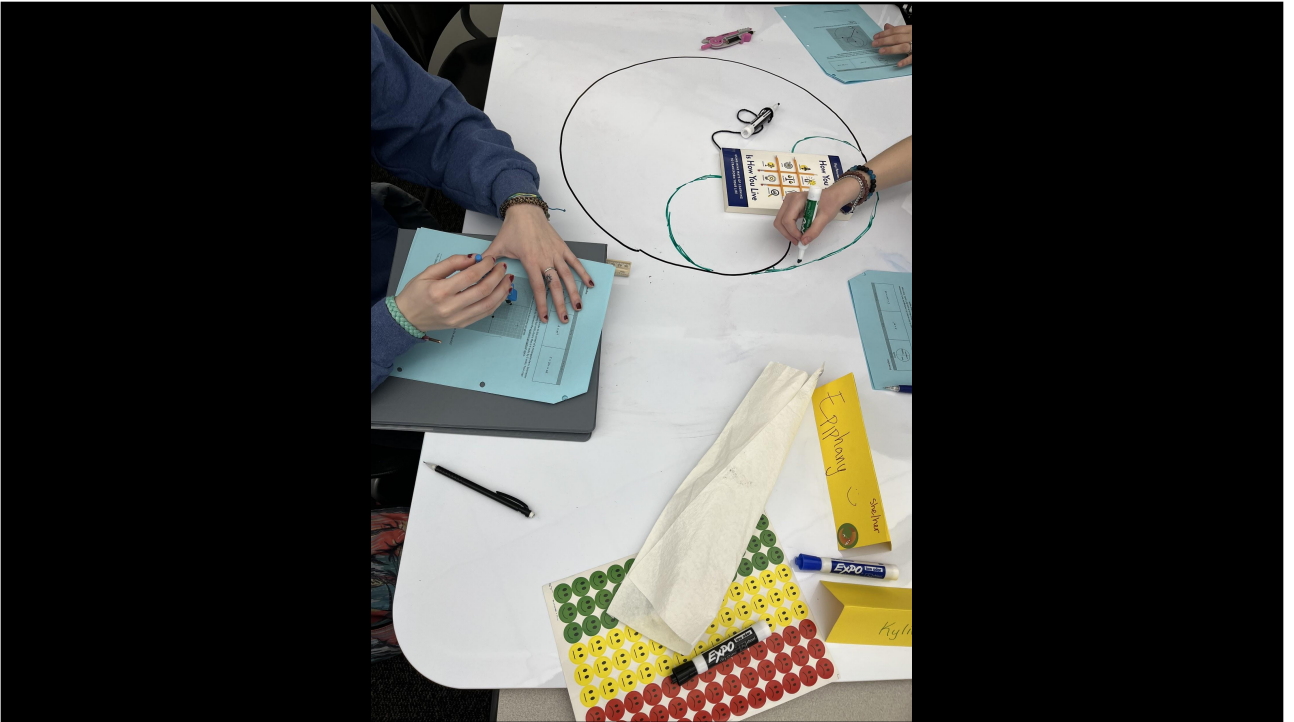
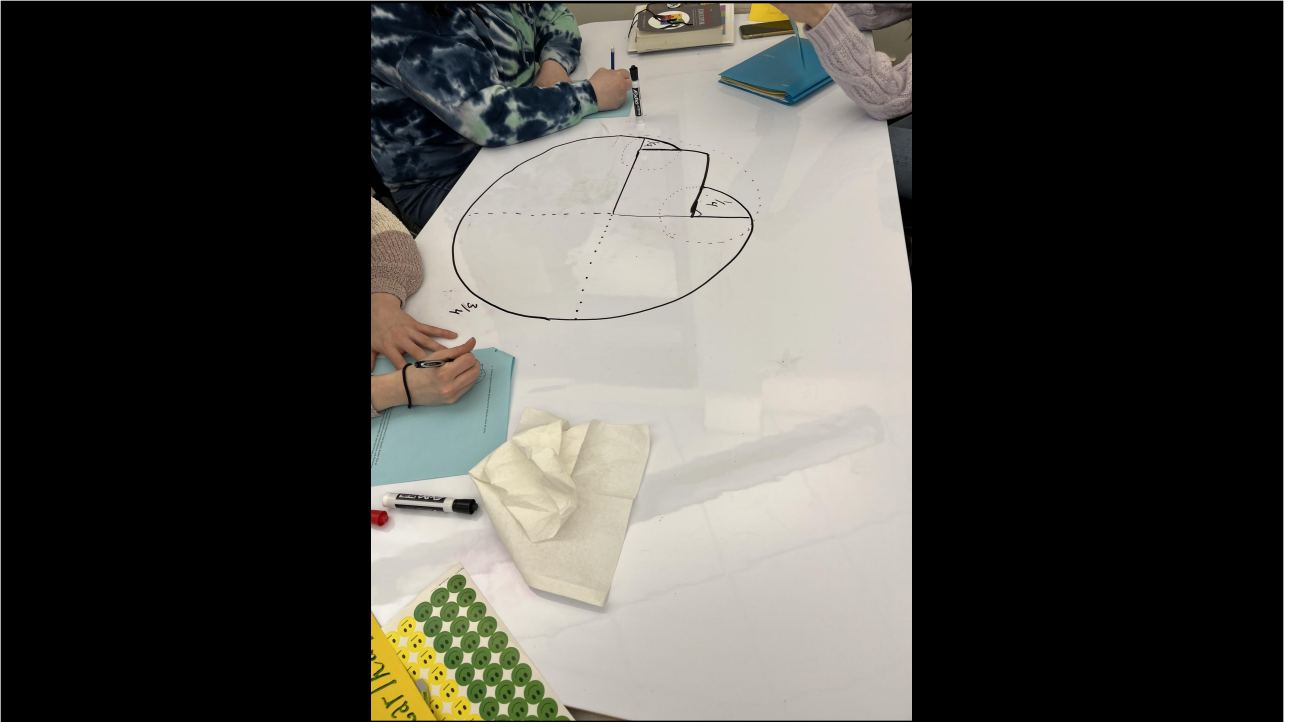
- Learners **reflect** on prior knowledge to find the volume of the sinkhole.
- Learners **think** about prior knowledge of displacement and **act** to find the volume of a Blue Whale.

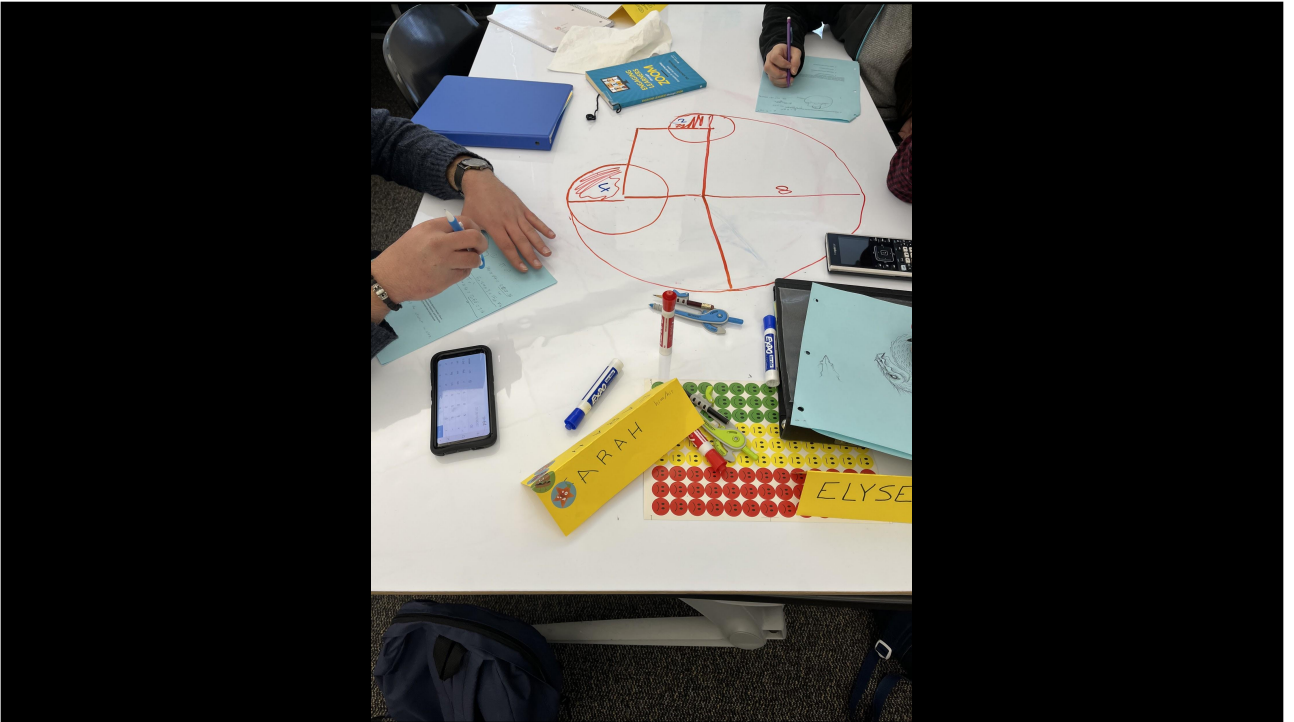
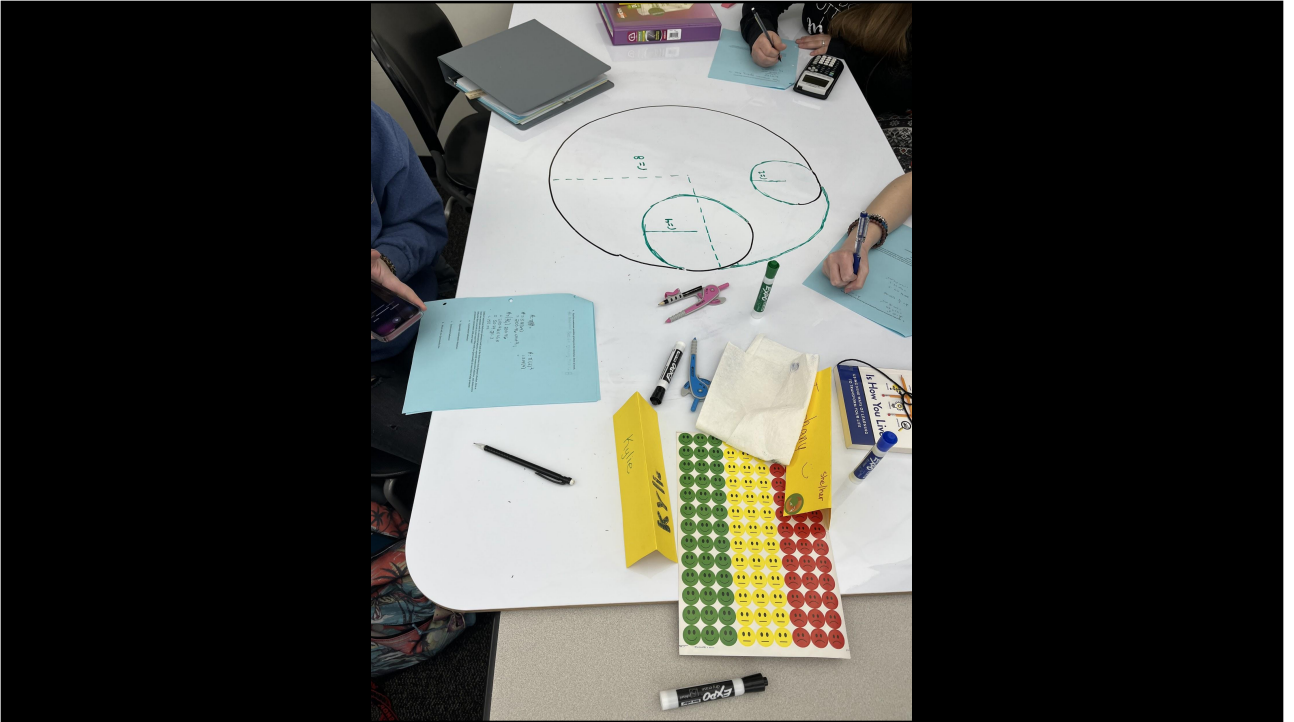


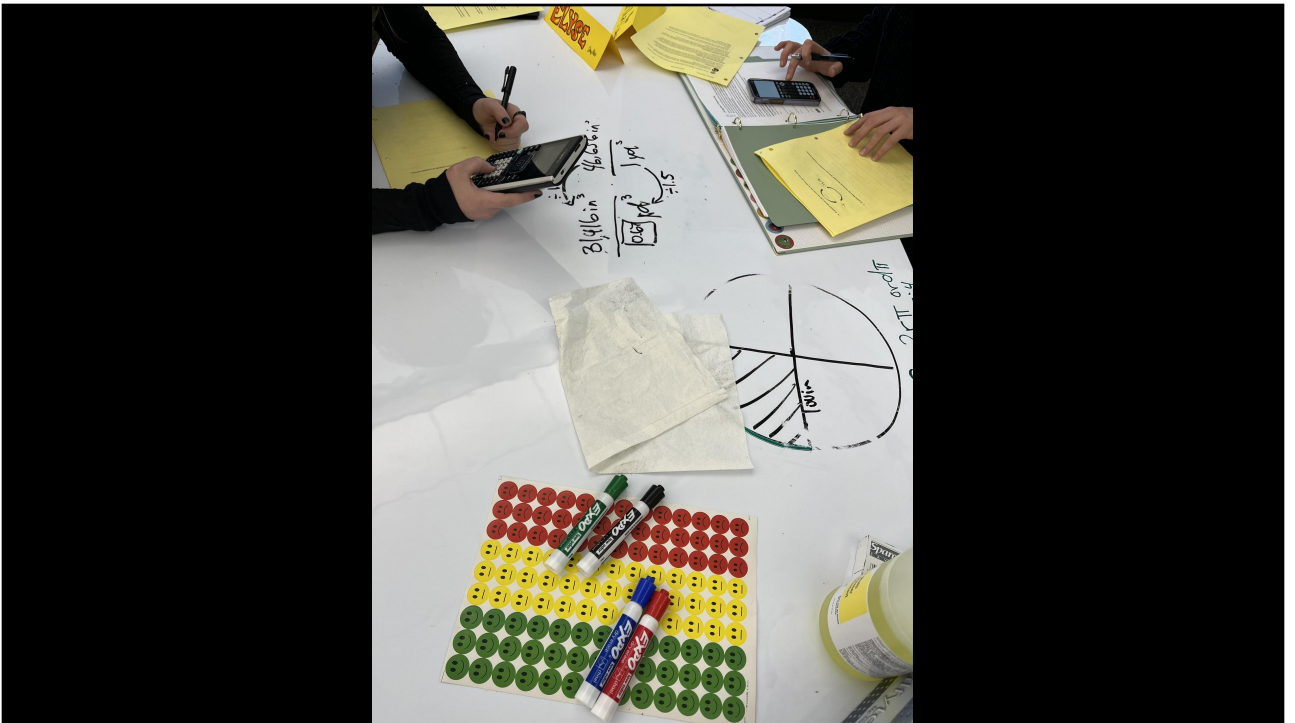
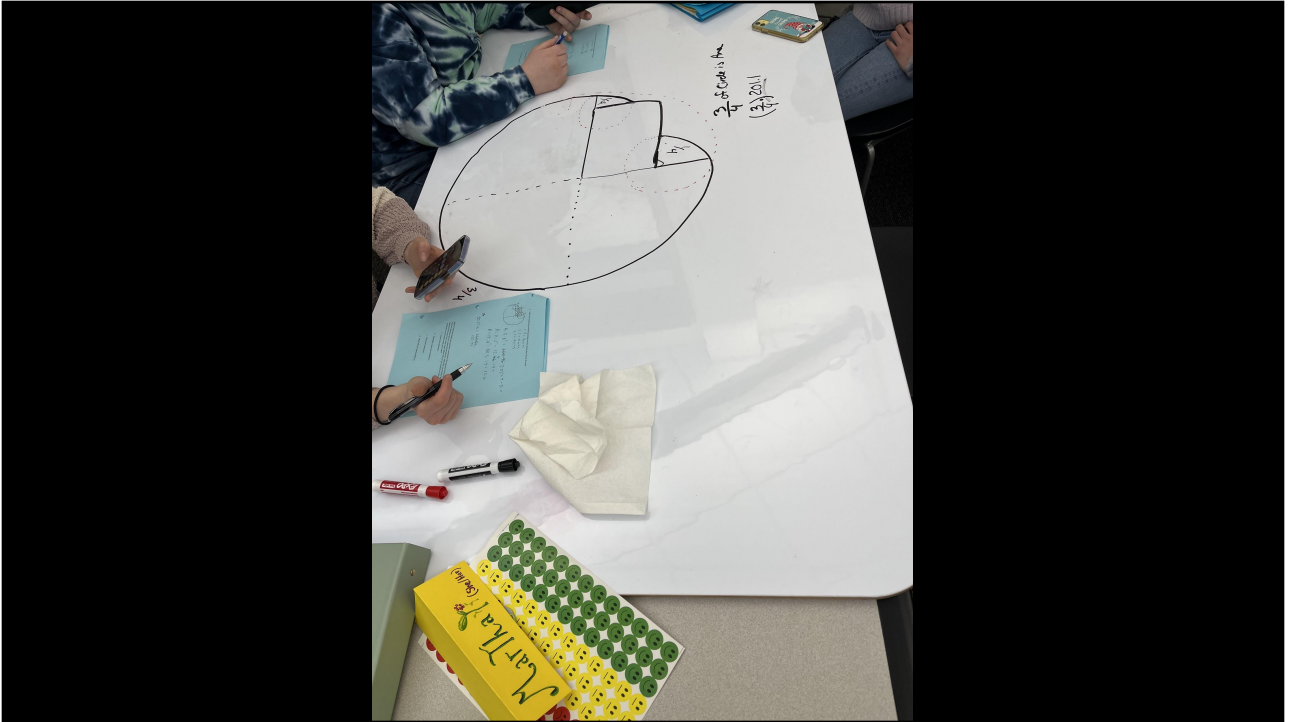


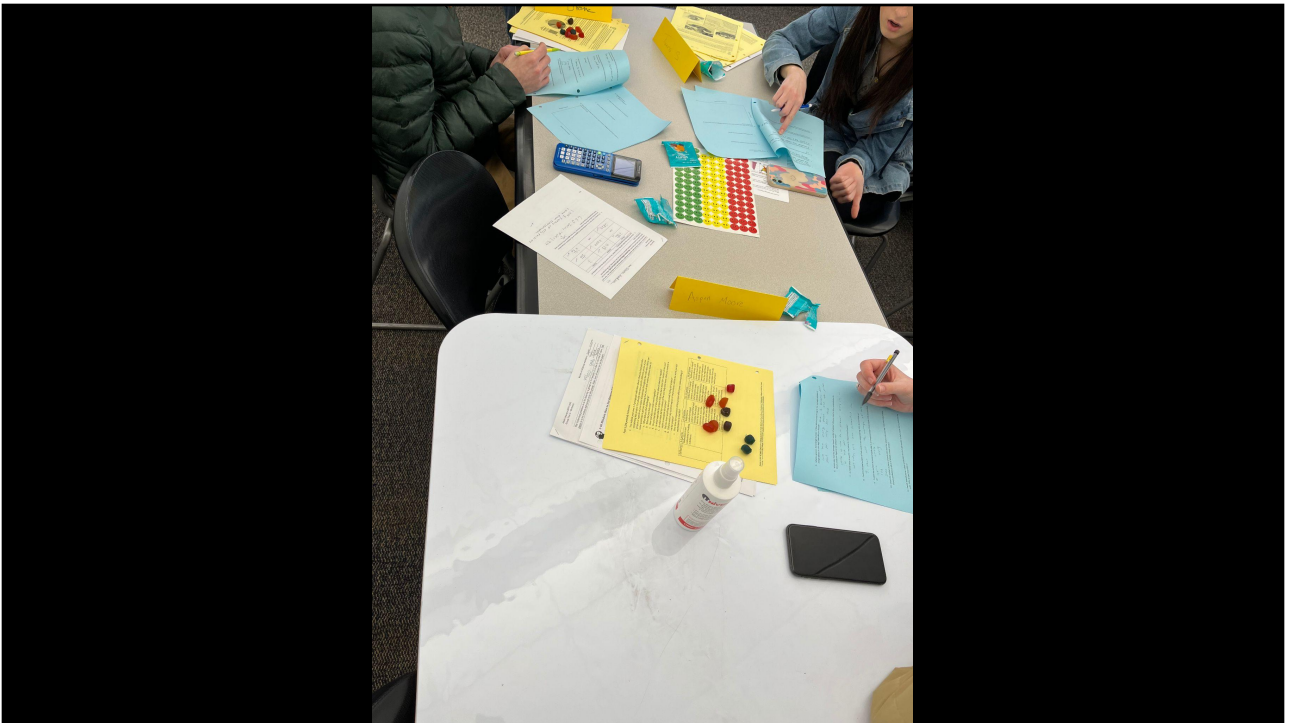
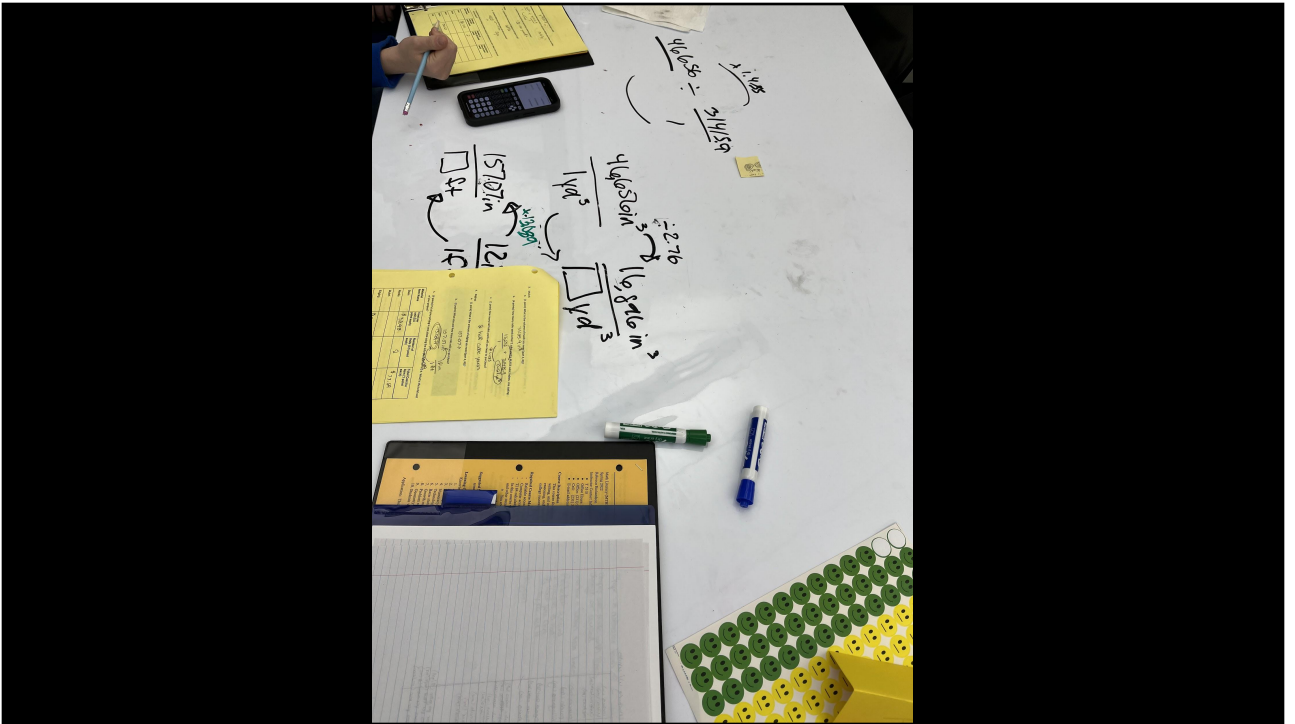
Other experiential learning activities.

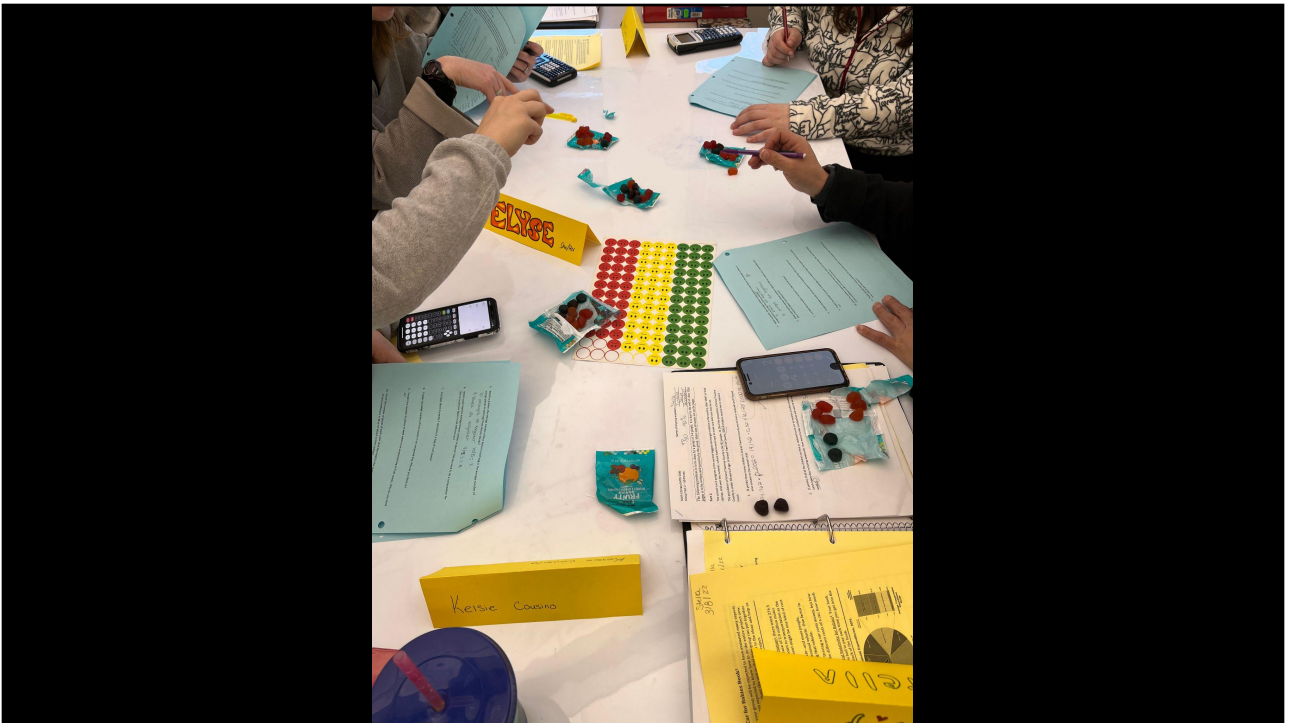
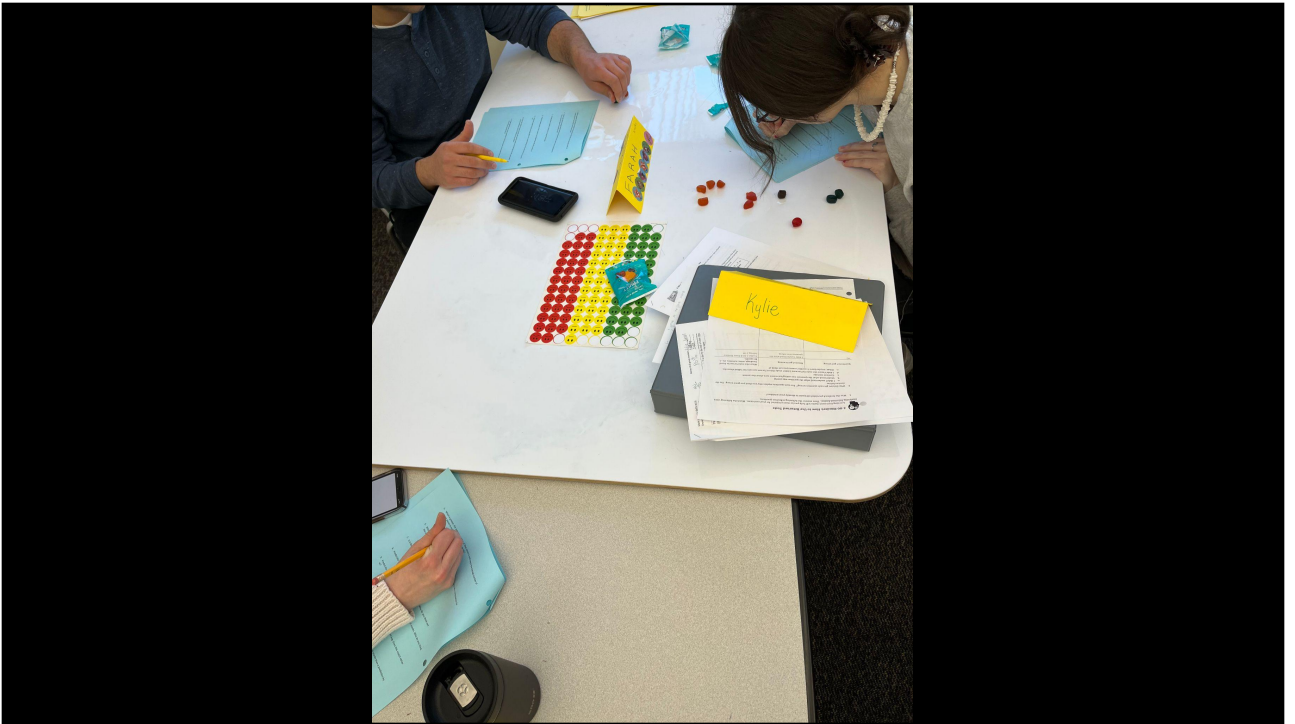


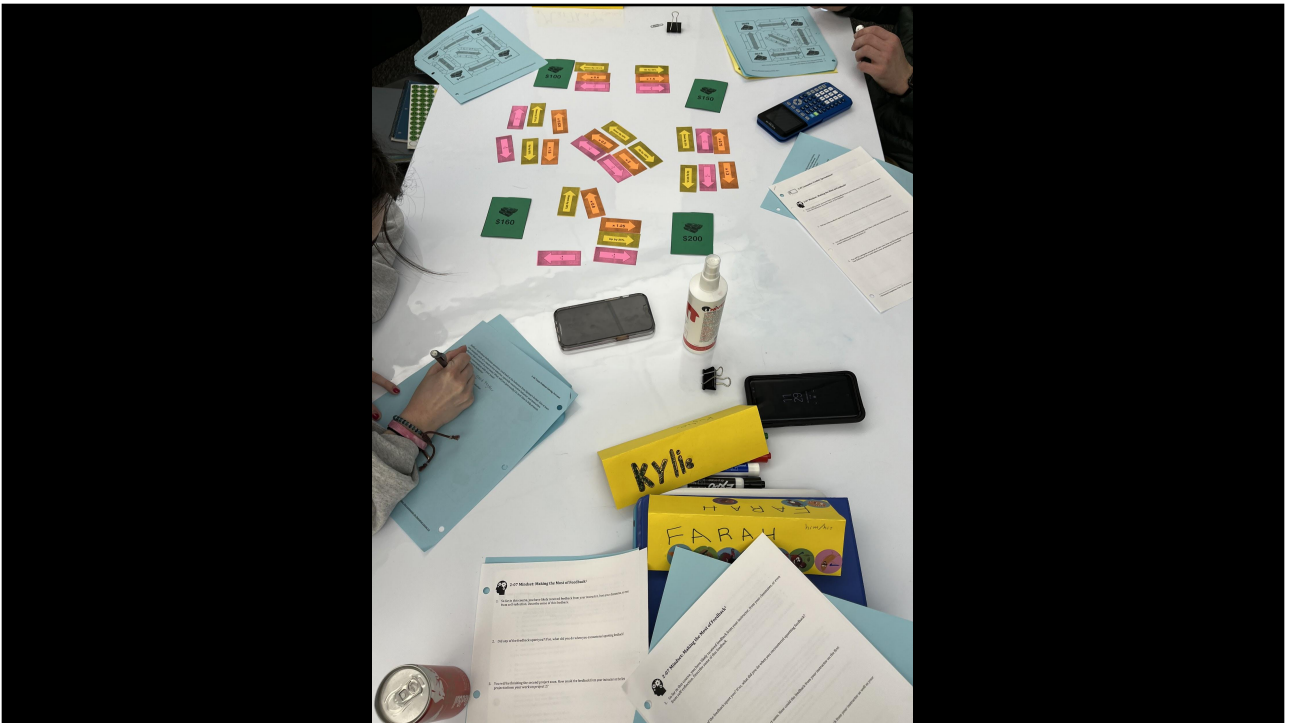


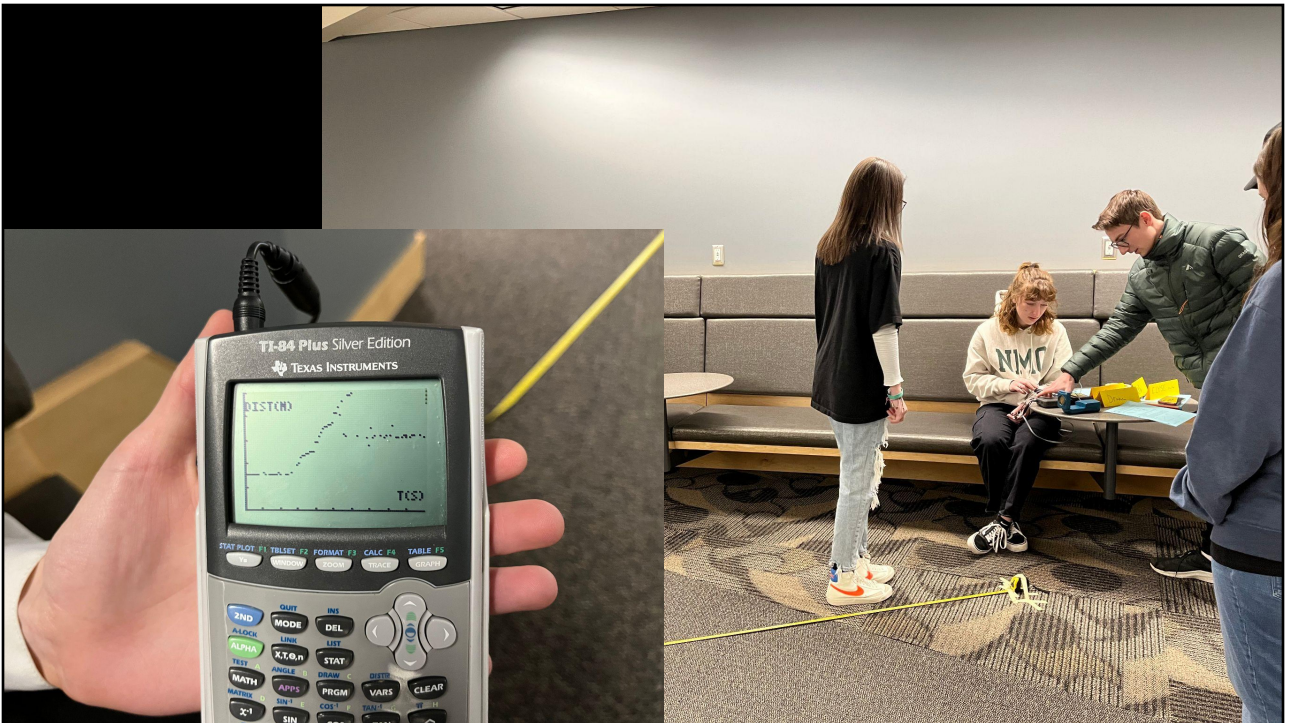
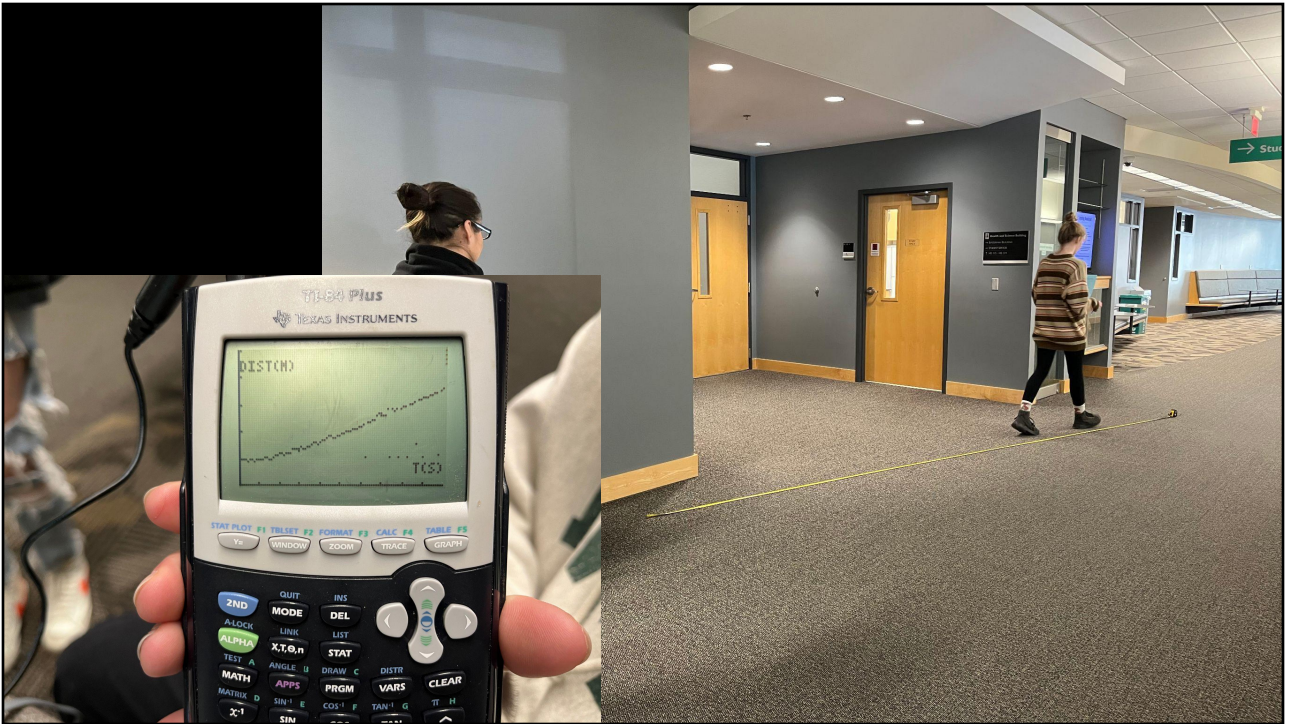


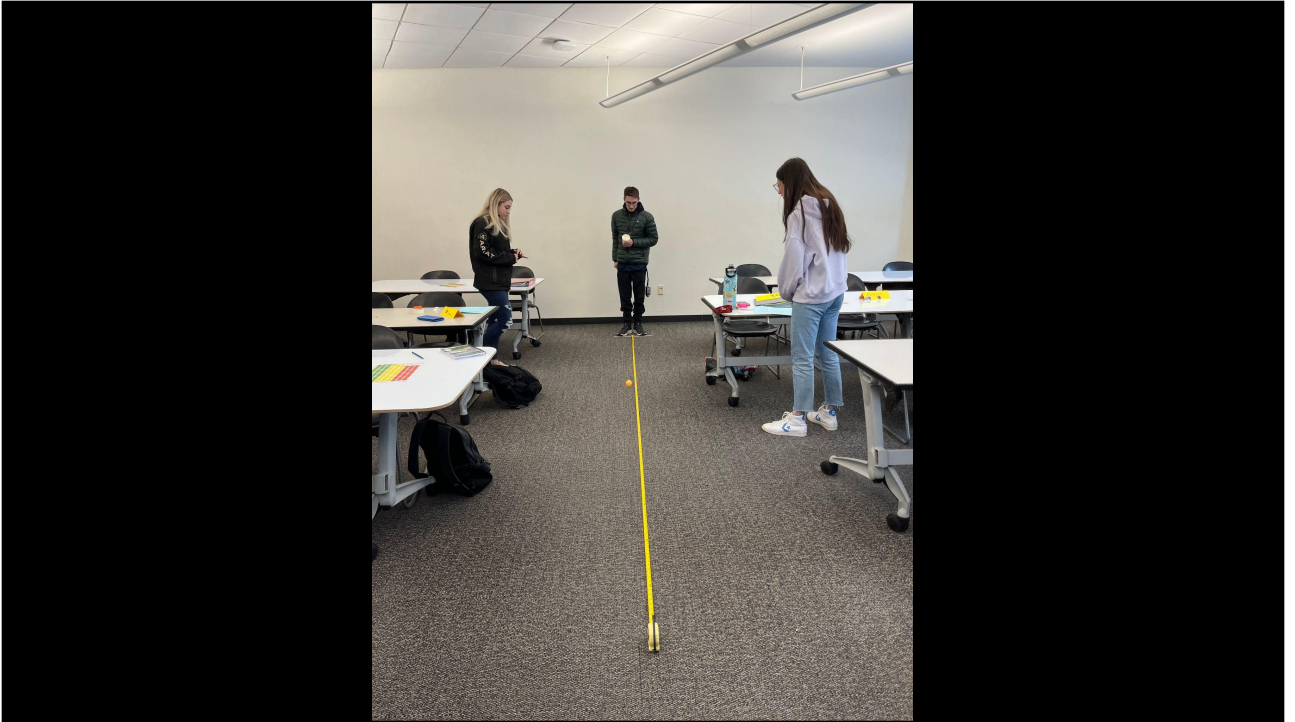


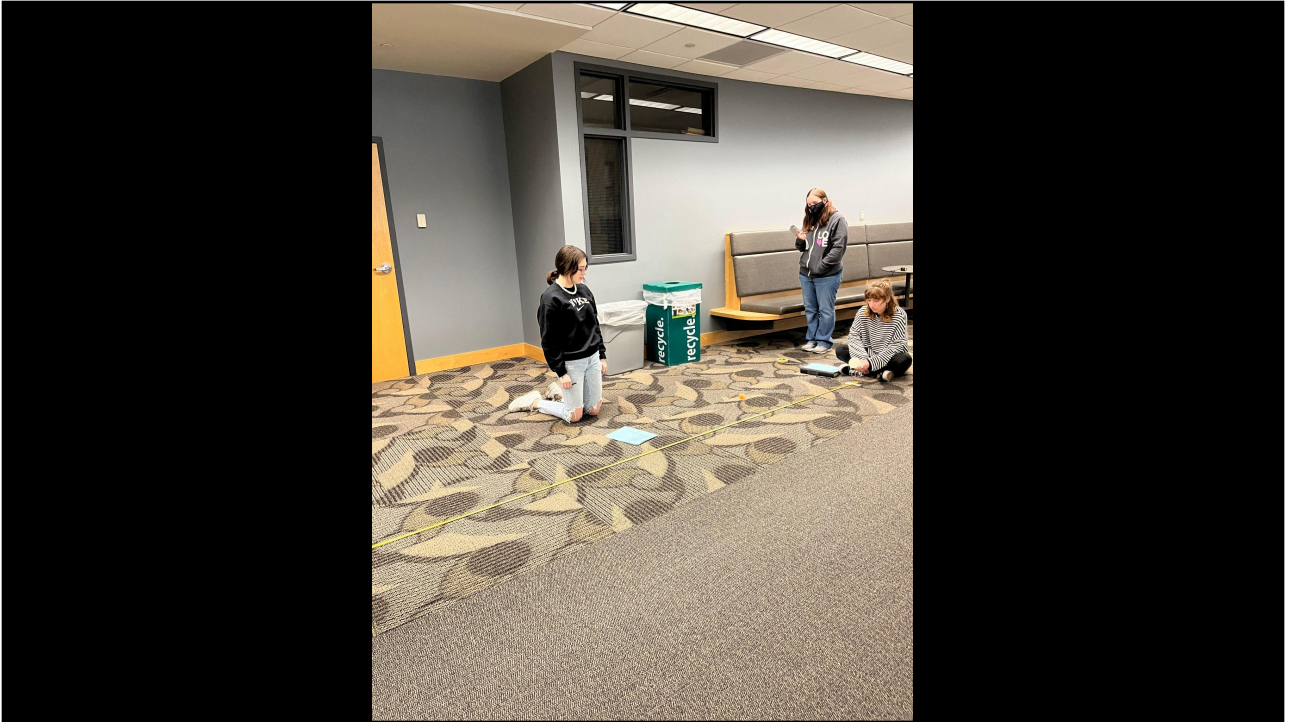




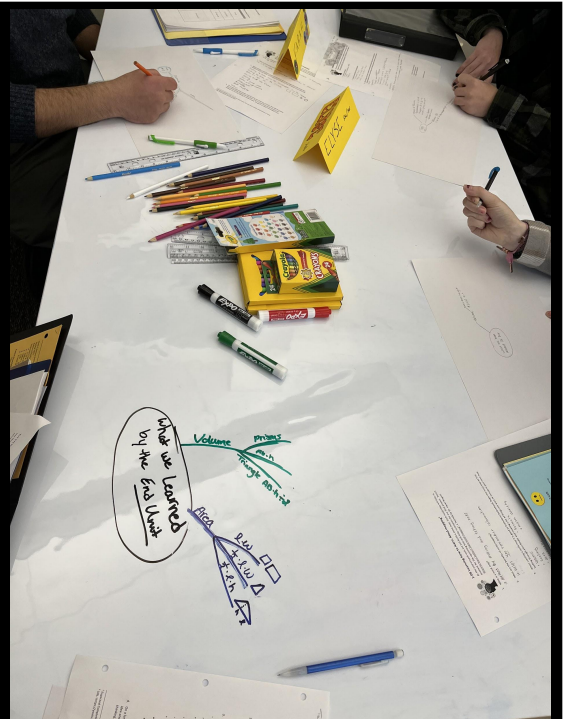


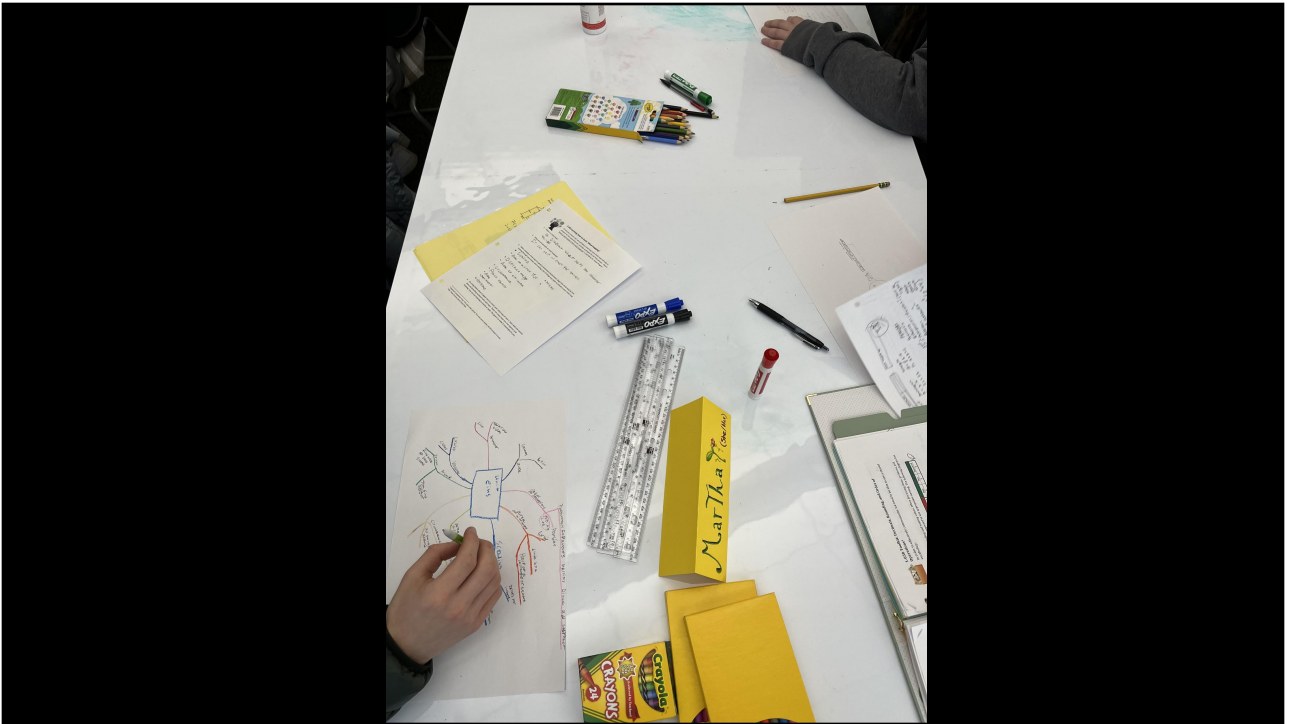


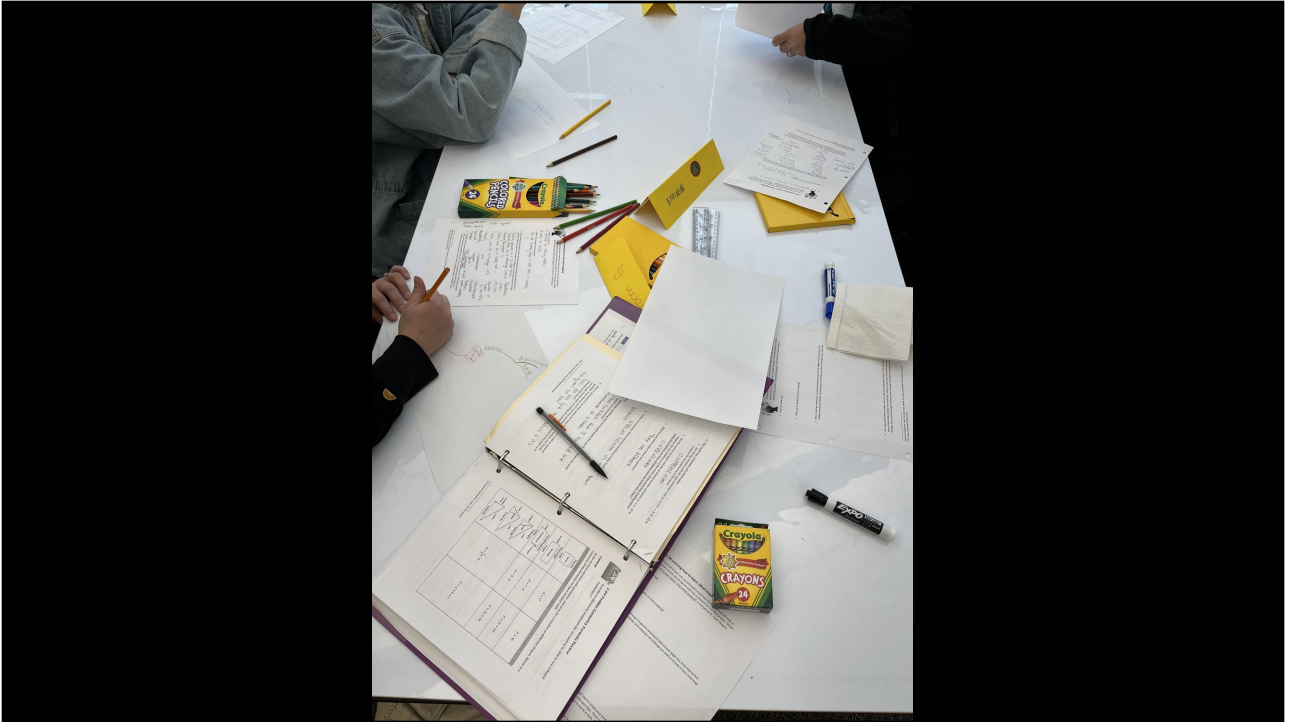




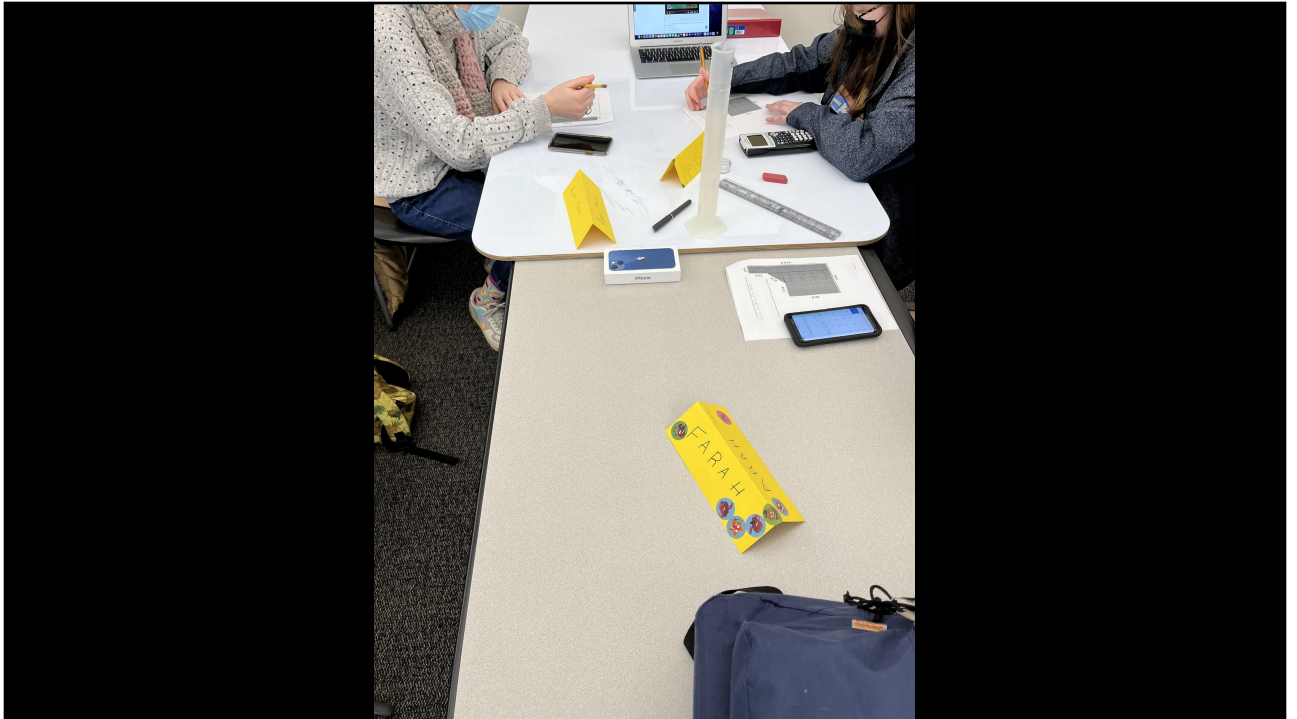
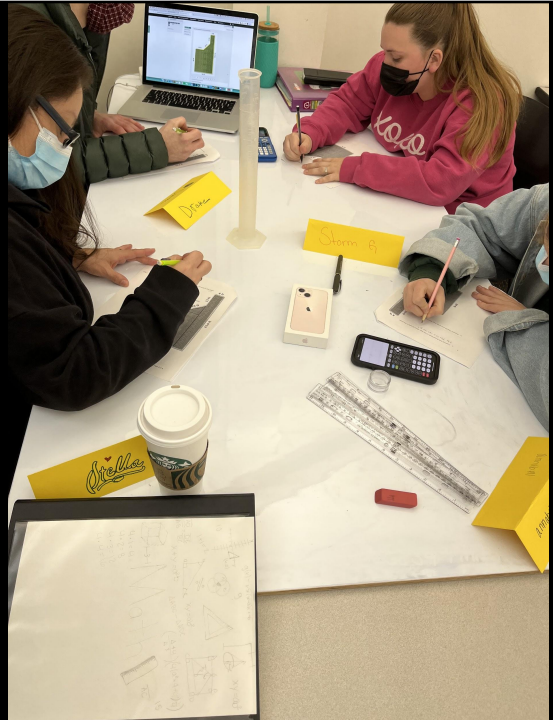
Mind Mapping is used as a **reflective** study tool

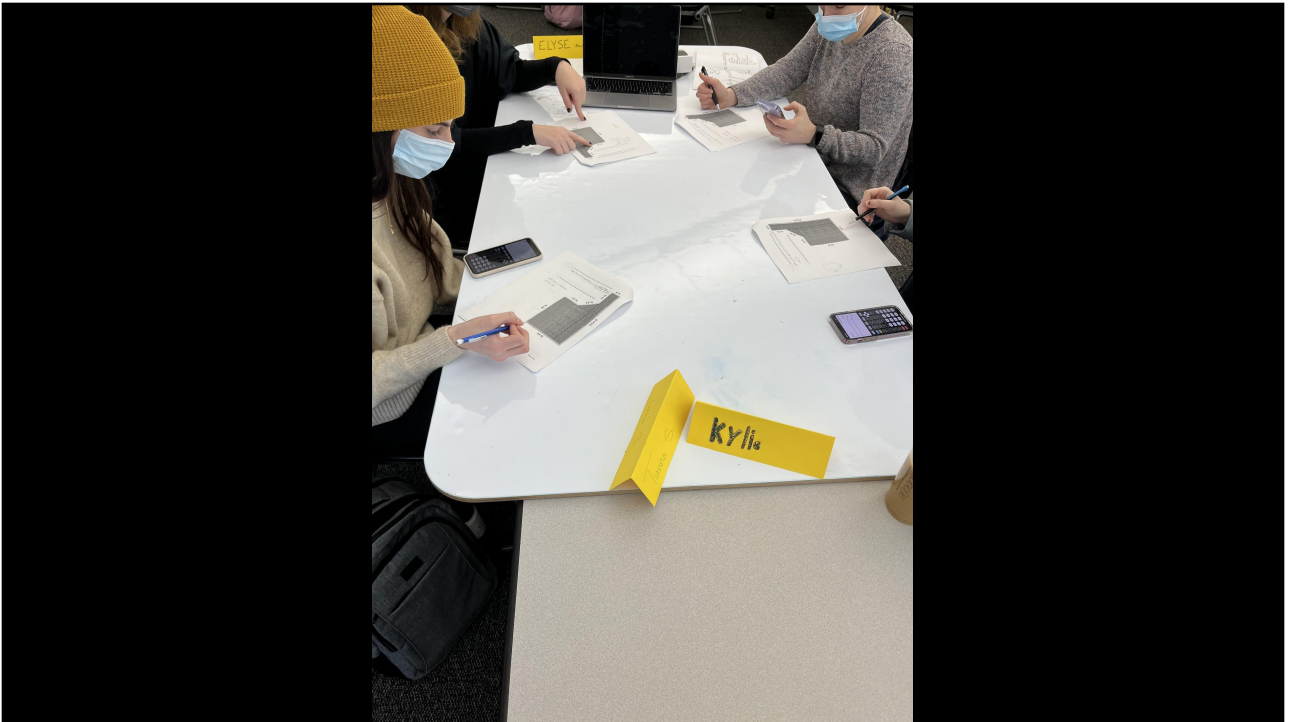






Group Tests are also learning opportunities to **experience** real world problems



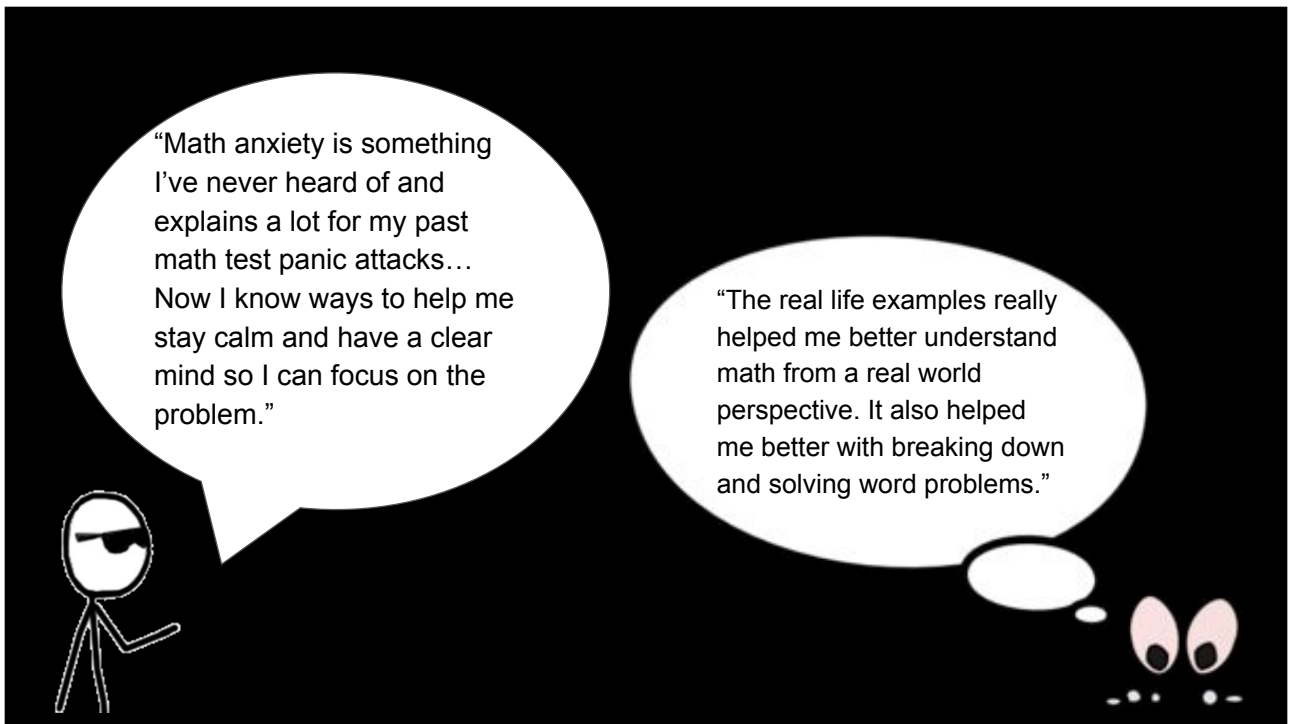


"Before this class began I always looked at math as a problem to be solved, but this style of math has made me see math as a solution and not just another problem. This is the most I have used information being taught class and applied it to modern day issues."



"I enjoyed doing the mindsets for homework, always a good time to reflect on how I'm doing throughout the course"





Questions? Comments?

- Becca Richardson (rrichardson@nmc.edu)
- Brie Mills (bmills@nmc.edu)

Northwestern Michigan College
Board of Trustees
Audit Committee Minutes
March 16, 2022
President's Office Conference Room
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Kennard Weaver called the meeting to order at 2:30 p.m.

Members Present: Kennard Weaver, Ken Warner, Andy Robitshek (via Zoom)

Others Present: Nick Nissley, Lynne Moritz, Troy Kierczynski, Lindsey Lipke

Proposals for Audit Services

Committee members reviewed and discussed submitted proposals for audit services for Northwestern Michigan College and the factors to be considered in selecting a firm. A summary of the proposed costs for all audit services provided for the College and NMC was also provided and reviewed. The three-year cost for each firm that submitted a proposal is as follows:

Andrews Hooper Pavlik (AHP)	\$185,000
Plante Moran	240,450
Baker Tilly	297,465

Vice President of Finance and Administration Troy Kierczynski answered questions pertaining to the services provided by each of the proposed firms and types of clients each typically serve. It was noted that all three firms have strengths, and while rotation of firms was stressed in prior discussions and the college has been utilizing Plante Moran for the past five years, Kierczynski emphasized he believes the college can still maintain independence through rotation of the engagement partner assigned by Plante Moran.

There was consensus among the committee to recommend the selection of Plante Moran for audit services for the upcoming three-year period to the full Board for their approval at their March 21, 2022, regular meeting.

Weaver noted that firm rotation should be considered again in three years.

Public Input—There was no public comment offered.

The meeting was adjourned at 2:59 p.m.

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

Northwestern Michigan College
Board of Trustees
Building and Site Committee Minutes
March 16, 2022
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Laura Oblinger called the meeting to order at 3:30 p.m.

Members Present: Laura Oblinger (via Zoom), Kennard Weaver, Ken Warner

Others Present: Nick Nissley, Lynne Moritz, Troy Kierczynski

Committee Chair Laura Oblinger called the meeting to order at 3:30 p.m.

Discussion of Upcoming Projects

TART Trail Eastward Expansion

Vice President of Finance and Administration Troy Kierczynski noted the TART Trail is seeking to expand eastward and separate bike and foot traffic along a path that would include the Great Lakes Campus. Board members expressed concern regarding traffic and pedestrian safety

Review of Committee Charge

The committee reviewed the charge, focusing on the purpose and responsibilities. It was noted that facility usage ideas may be introduced at committee meetings for college administration to consider, while the main responsibility of the committee is to review recommendations regarding construction projects before they are proposed to the full Board for approval. No changes were suggested to the charge.

Innovation Center Dewatering System

In May 2021 the Board of Trustees authorized administration to accept the lowest practice bid for a dewatering system for the Innovation Center. The bid price from Elmers exceeded the amount approved by the Board and the college learned state funding would not cover the cost. While the water table has decreased over the past year, it is still recommended to seek new bids for the project. There was discussion regarding the property adjacent to where the water is intended to be pumped and it was expressed that property owners should be notified in advance of the project implementation.

Great Lakes Campus Harbor Improvements

There was discussion regarding work planned for the Great Lakes Campus harbor, which will be funded through federal Heritage Act funds. The work will require irrigation and revetment work for the eroding shore and forgo concrete work on the pier until a later date. There was a question regarding if any work is planned on the north side of the harbor, which Kierczynski will discuss with GLMA Superintendent Jerry Achenbach.

Capital Outlay Projects

Kierczynski reviewed three projects that are seeking funding from the State of Michigan. The projects include an integrated student services hub, an aviation hangar renovation and expansion, and geothermal project.

Other Discussion

An article regarding a career tech center in Kalamazoo was discussed. The committee noted that Traverse City has an active career tech center, but a significant message from the article is to emphasize strategic space utilization when the campus master plan is revisited.

Public Input—There was no public comment offered.

The meeting was adjourned at 4:37 p.m.

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



**Northwestern
Michigan
College**

**MEMO
Enrollment Services**

To: Dr. Nick Nissley, President
 From: Todd Neibauer, VP for Student Services and Technologies
 Date: March 11, 2022
 Subject: Summer 2022 Enrollment Update

Summer 2022

Summer enrollment for 2022 is currently down 12 students and 335 contact hours over the same time last year. The beginning of the Reconnect program in 2021 gave us a bump over previous summers which tend to have fairly static enrollment year to year.

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

	2019	2020	2021	2022
Applicants	392	425	461	342
Admits	239	282	301	217
Admits Registered	55	82	86	45
Prior Admits Registered	8	4	10	6
Retained Students	579	573	567	580
Return Students	68	58	64	84
Average Contact Hours	5.96	6.1	6.42	6.05
Total Headcount	710	717	727	715
Total Contact Hours	4,230	4,371	4,664	4,329
Tuition	803,015	845,657	877,062	961,551

Fall 2022

Registration for the fall 2022 semester opened on March 9, 2022. New student orientations will start on April 22, 2022.



Northwestern
Michigan
College

MEMO
Administrative Services

To: Dr. Nick Nissley, President

From: Troy Kierczynski, Vice President of Finance and Administration

Date: March 15, 2022

Subject: Summary Report for the General Fund as of February 28, 2022

The attached reports summarize the financial results for the General Fund as of February 28, 2022. The eighth month represents 67% 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 \$5,974,724. Revenue increased by 6% when comparing February 2022 to February 2021. Expenses increased 5% in comparison to February 2021.

Revenue (letters refer to the attached General Fund summary)

- A. Tuition and fees improved from February 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 30,648 with actual revenue of \$5,915,951. Spring revenue is trending over budget by \$38,340.
- 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

Unaudited



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

Summary Report for General Fund Accounts Fiscal Year 2022, Period 08

Funds	Accounts	2021-2022 Adjusted Budget	YTD Activity	% of Annual Budget	
TOTAL GENERAL FUND					
50	Revenues				
	Tuition and Fees	19,916,110	15,359,364	77.12%	A
	Property Taxes	12,030,623	10,197,150	84.76%	B
	Other Local	<u>0</u>	<u>0</u>	*	
	Local Sources	31,946,733	25,556,514	80.00%	
	State Sources	10,730,000	6,170,930	57.51%	C
	Federal Sources	1,075,000	500	0.05%	D
	Private Sources	868,897	340,954	39.24%	F
	Investment Income	172,000	108,124	62.86%	E
	Other Sources	<u>392,600</u>	<u>265,885</u>	67.72%	F
	Total Revenues	45,185,230	32,442,907	71.80%	
60	Labor				
	Salaries & Wages	22,282,506	14,001,850	62.84%	G
	Benefits	<u>9,332,244</u>	<u>6,219,440</u>	66.64%	G
	Total Labor	31,614,750	20,221,290	63.96%	
70	Expenses				
	Purchased Services	2,311,193	1,411,380	61.07%	H
	Supplies & Materials	3,318,742	1,401,809	42.24%	H
	Internal Services	99,220	-2,204	-2.22%	H
	Other Expenses	1,670,689	821,676	49.18%	H
	Institutional Expenses	1,737,924	1,014,088	58.35%	H
	Maintenance & Renovation	1,828,864	1,002,344	54.81%	H
	Prof Develop, Travel & Events	362,070	251,511	69.46%	H
	Capital Outlay	<u>177,852</u>	<u>123,027</u>	69.17%	I
	Total Expenses	11,506,554	6,023,631	52.35%	
	Total Expenditures	43,121,304	26,244,921	60.86%	
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	26,495,183	58.64%	
	Net Revenues over (under) Expenditures	0	5,947,724		



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

INTERIM
This statement does not
reflect year-end results.

	YTD 2/28/2022	YTD 2/28/2021	\$ Diff	% Diff	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 15,359,364	\$ 14,843,302	\$ 516,062	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	10,197,150	9,268,540	928,610	10%	Timing of property tax payments received from townships and overall increases in taxable values
Total Local Sources	25,556,514	24,111,842	1,444,672	6%	
State Sources					
State PPT Reimbursement	6,092,691	5,675,535	417,156	7%	Primarily due to State's 201e One-Time Operational Support payment received in October 2021
	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	348,314	(7,360)	-2%	Consistent with prior year
Investment Income					
	108,124	58,923	49,201	84%	Higher interest/dividends recognized in FY22 than in FY21
Other Sources					
	265,885	197,270	68,615	35%	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	32,442,907	30,686,608	1,756,299	6%	
Expenses					
Salaries and Wages					
	14,001,850	13,505,133	496,717	4%	In line with budget and prior year
Benefits					
	6,219,440	6,115,689	103,751	2%	In line with budget and prior year
Purchased Services					
	1,411,380	1,186,862	224,518	19%	Primarily due to food services for GLMA cruises (higher cruise activity in summer/fall 2021 than summer 2020)
Supplies & Materials					
	1,401,809	1,442,722	(40,913)	-3%	Consistent with prior year
Internal Services					
	(2,204)	(11,116)	8,912	-80%	Timing of internal events/charges in FY22 including NMC Fellows Dinner and Student Life events offset by semi-annual fitness fee transfer
Other Expenses					
	821,676	710,171	111,505	16%	Primarily related to timing of GLMA tug rental expenses, higher recruiting/promotional expenses, and higher non-professional development event expenses in FY22
Institutional Expenses					
	1,014,088	906,056	108,032	12%	Primarily due to the timing of invoices for utilities and higher insurance and snow removal costs in FY22
Maintenance & Renovation					
	1,002,344	974,746	27,598	3%	Consistent with prior year
Professional Development					
	251,511	138,888	112,623	81%	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	26,244,921	24,993,274	1,251,647	5%	
Transfers					
	250,262	44,505	205,757	462%	Aviation flight hours transfer (offset in FY21 by transfer of admin expenses from general fund to CARES Act [CRF] fund)
Total Expenses & Transfers	26,495,183	25,037,779	1,457,404	6%	
Net Revenue Over (Under) Expenses	\$ 5,947,724	\$ 5,648,829	\$ 298,895	5%	



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

INTERIM

This statement does not
reflect year-end results.

	YTD <u>2/28/2022</u>	YTD <u>1/31/2022</u>	Feb 22 <u>Activity</u>	Jan 22 <u>Activity</u>	<u>Comments</u>
Revenue					
Local Sources:					
Tuition & Fees	\$ 15,359,364	\$ 13,650,761	\$ 1,708,603	\$ 2,114,206	Allocated spring fees in January (allocations are recorded at the beginning of spring/fall semesters); partially offset by higher tuition allocation in February than in January (4 weeks in February vs. 3 weeks in January)
Property Taxes	10,197,150	8,778,459	1,418,691	3,057,687	Timing of tax collections received
Total Local Sources	25,556,514	22,429,220	3,127,294	5,171,893	
State Sources	6,092,691	4,927,151	1,165,540	1,214,047	Correction to amount of monthly accruals (miscalculation discovered and corrected in January)
State PPT Reimbursement	78,239	78,239	-	-	- Consistent with prior month
Federal Sources	500	500	-	-	- Consistent with prior month
Private Sources	340,954	340,954	-	230,769	Timing of Foundation gifts (quarterly)
Investment Income	108,124	96,142	11,982	14,968	Consistent with prior month
Other Sources	265,885	241,674	24,211	29,264	Consistent with prior month
Total Revenue	32,442,907	28,113,880	4,329,027	6,660,941	
Expenses					
Salaries and Wages	14,001,850	12,217,756	1,784,094	1,636,666	Lower adjunct pays in January - consistent with a new semester
Benefits	6,219,440	5,450,662	768,778	995,829	HSA payouts distributed in January
Purchased Services	1,411,380	1,262,897	148,483	218,513	Primarily driven by salary support payment for MSU/NMC coordinator in January
Supplies & Materials	1,401,809	1,234,695	167,114	227,130	Primarily due to timing of aviation fuel purchases and lower printing expenses in February
Internal Services	(2,204)	(5,010)	2,806	(9,501)	Primarily due to internal fitness fee transfer made in January (allocated at the beginning of spring/fall semesters)
Other Expenses	821,676	709,975	111,701	84,893	Primarily due to timing of permits/license renewals and higher Native tuition waivers in February
Institutional Expenses	1,014,088	820,209	193,879	201,011	Primarily due to timing of invoices
Maintenance & Renovation	1,002,344	881,497	120,847	142,349	Primarily due to lower software maintenance expenses in February due timing of invoices received; partially offset by higher equipment maintenance expenses in February
Professional Development	251,511	204,315	47,196	55,114	Primarily due to timing of membership renewals
Capital Outlay	123,027	123,027	-	58,244	No activity in February
Total Expenses	26,244,921	22,900,023	3,344,898	3,610,248	
Transfers	250,262	250,262	-	-	- Aviation flight hours transfer
Total Expenses & Transfers	26,495,183	23,150,285	3,344,898	3,610,248	
Net Revenue Over (Under) Expenses	\$ 5,947,724	\$ 4,963,595	\$ 984,129	\$ 3,050,693	



Northwestern Michigan College
Income Statement Projections - General Fund
For the Year Ended June 30, 2022
As of 3/11/22

INTERIM
This statement does not reflect
year-end results.

	FY21 Actual	FY 22 Budget	YTD 3/11/2022	FY 22 Projected	Difference vs. Budget	Comments
Revenue						
Local Sources:						
Tuition & Fees	\$ 19,730,147	\$ 19,916,110	\$ 15,465,727	\$ 20,840,881	924,771	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	10,888,474	12,027,300	(3,323)	In line with budget
Total Local Sources	31,299,288	31,946,733	26,354,202	32,868,180	921,447	
State Sources	12,494,296	10,570,000	5,800,909	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	12,600	12,600	(1,062,400)	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	108,124	162,186	(9,814)	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	286,469	460,010	67,410	Increase in extra sales including Lodbell's sales in FY22
Total Revenue	44,973,717	45,185,230	32,981,496	45,235,251	50,021	
Expenses						
Salaries and Wages	21,060,380	22,282,506	14,001,850	22,617,483	334,977	In line with budget
Benefits	11,234,226	9,332,244	6,219,440	9,382,756	50,512	In line with budget
Purchased Services	2,049,405	2,311,193	1,478,351	2,327,546	16,353	In line with budget
Supplies & Materials	2,264,808	3,318,742	1,538,385	2,832,966	(485,776)	Slower consumption of supplies due to continued remote work and instruction
Internal Services	10,642	99,220	(567)	(17,262)	(116,482)	Lower internal event activity as a lot of events remain remote
Other Expenses	1,131,852	1,670,689	840,931	1,450,094	(220,595)	Continued savings in non-PD events and travel
Institutional Expenses	1,388,583	1,737,924	1,045,223	1,588,160	(149,764)	Budgeted for increases in utilities but expenses are currently trending below budget
Maintenance & Renovation	1,588,584	1,828,864	1,020,624	1,669,198	(159,666)	Maintenance of software and equipment trending below budget
Professional Development	226,041	362,070	257,916	389,602	27,532	Increase in professional development expenses
Capital Outlay	56,368	177,852	124,944	177,852	-	
Total Expenses	41,010,889	43,121,304	26,527,098	42,418,395	(702,909)	
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	26,718,460	44,256,871	(928,359)	
Net Revenue Over (Under) Expenses	\$ 1,443,984	\$ -	\$ 6,263,036	\$ 978,380	\$ 978,380	



Northwestern
Michigan
College

MEMO

*Public Relations, Marketing,
and Communications*

To: Nick Nissley, President

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

Date: 3-16-22

Subject: February 2022 Monthly Report

In February we achieved the first 100% positive or neutral earned media sentiment ranking since we began tracking this metric in 2015. This is in part due to increased proactive public relations capacity thanks to the BOT support of the expanding the PRMC team. Owned media was also strong with positive NMC news. Paid media and shared media had a slower month due to a planned spending decrease to align with the admissions cycle. The following is an overview of the work of Public Relations, Marketing and Communication for February 2022.

Paid Media ↑

Outcomes:

February saw a planned decrease in our paid traditional and paid social media efforts to align with the admissions cycle. In our digital efforts, we saw increases in total conversions across most display, search and remarketing campaigns for the traditional and adult learners. Our efforts to have consistent investment in our digital campaigns is showing overall 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.

Earned Media ↑

NMC was featured in 66 media mentions with an estimated publicity value of \$26,800. Media sentiment was 100% positive or neutral. Stories that resulted in the most attention include:

- [Gov. Whitmer appoints Royal Oak resident to state appeals court](#) Royal Oak Tribune, February 4, [Michigan Lawyers Weekly](#)
- [Traverse City, TC DDA and Tart Trail Working to Improve and Expand Tart Trail](#) 9&10 News, February 1
- [NMC Ranks Among Top Ocean Engineering Schools In The Country](#) The Ticker, February 3
- [When Maritime Met Culinary: Inside NMC's One-Of-A-Kind Partnership](#) The Ticker, February 13

Owned Media 

PRMC published two NMC Now e-newsletters with an average open rate of 48.5%. The feature article "[Students awarded \\$1.33 million; new diversity scholarship available](#)" was the most popular link clicked.

Other popular links include:

- [Experiential learning, diversity combine in "Voices" project](#), NMC Now Feb. 9
- [The Case for Microcredentials for Workforce Preparation](#) Marine Technology Society Journal, January/February 2022
- [Embrace the Dream](#), NMC events February 2022

Planning is underway for the Summer 2022 issue of Nexus.

Shared Media (flat)

Monthly progress report on NMC's Main social media channels

Shared media saw growth in followers, but mixed results in impressions and engagement YOY and MOM due to the impact of a planned decrease in paid campaigns. Highest performing posts include, GLCI Chef Les Eckert award, police academy recruits, alumni chefs for restaurant week, Automotive Baja race win, President Nissley hike and TART trail at UC.



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: March 7, 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 (2,715) is ahead of last year (2,485).
- To date, donors have given:

\$2,810,095	Total received (including Annual Fund, pledges, and <i>documented planned gift intentions</i>) raised toward goal
<u>+ \$111,167</u>	Gross event revenue
\$2,921,2628	Total raised through new gifts, commitments, & events (Goal: \$3,550,000)
+ \$529,008	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
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MEMO
Office of the President

To: NMC Board of Trustees
From: Nick Nissley, President
Subject: March Mid-Month Update
Date: Monday, March 14, 2022

Dear Board of Trustees,

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

- State Budget Update. Recall, the Governor's executive budget recommendation to the joint legislative appropriations committee has been released. It included a number of positive items for community colleges/NMC. But, remember, this is the starting place for negotiating a final state budget. 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 the 1st of October.
- BSN legislation. The bills are still on the House floor. MCCA has begun to advocate with Senate Majority leadership, seeking to influence the House to take up the bills.
- Attempt to Accrete the College's Librarian Positions Into the Faculty Association. As you know, the college's legal counsel has communicated to the Michigan Employment Relations commission (MERC) Administrative Law Judge (ALJ) assigned to our case, that NMC will not further contest the accretion of our librarian positions into the Faculty Association's bargaining unit. This week, NMC will hold our first meeting with the Faculty Association, to begin the bargaining process (which, as you know, will require negotiating provisions for the librarians, as well as the faculty).
- Aviation Growth Plan – Hangar Renovation/Expansion. We are preparing to host local legislators on March 18 for a tour of NMC's hangar and Aviation Program to position the

hangar renovation/expansion for inclusion in the State Transportation Budget. Legislators will include: Senators Schmidt and VanderWall, as well as Representatives Roth and O'Malley. This is being done in coordination with Kelley Cawthorne and Northern Strategies 360 (Gabe Schneider) who have been retained to assist NMC with capital outlay funding, and to seek supplemental appropriations funding for this and other projects.

- Osterlin Renovation/Student Services Hub. We will position this project as part of the State Capital Outlay Budget. This won't conflict with the Transportation Budget or the Geothermal Project. Specifically, we are making a push to have this included in the Infrastructure Supplemental. This supplemental is being negotiated now and may move in the next couple of weeks.
- Masking. As you know, on February 28, the college entered a new phase – where masks are recommended but no longer required. We continue to work with employees and students to manage the transition. Additionally, the College is planning to go forward with our summer international trips (France, Spain, England, and Columbia); as well as planning for a face-to-face commencement.
- Strategic Plan. We continue to share NMC's strategic plan with key community leaders, including this at Leadership Grand Traverse's "Education Day" on March 4. This allowed us to get in front of approximately 25 emerging local leaders.
- Foundation. The Foundation has begun a planning process to develop a comprehensive and collaborative long range plan that will guide the Foundation's work in support of the NMC strategic plan for the next few years.
- Points of Pride:
 - NMC alumni are represented in Traverse Connect's "Scale Up North Awards".
 - Golden Swan Management is one of the Emerging Business finalists. Both co-founders/managing partners, Katy Bertodatto and Mark Keely are NMC alums. See: <https://www.goldenswanmgt.com/our-team>.
 - In the Scaling Business category, Inhabitect is a finalist. Nathan Griswold, the founder/president, is an NMC alumnus.
 - In partnership with Northwest Michigan Works, NMC's held its 16th annual Career Fair on March 3 at the Hagerty Center. More than 60 area employers were present to discuss open positions with NMC students, alumni, and community members.
- Upcoming Dates of Note:
 - March 21, 2022–Regular Board Meeting, NMC Hagerty Center
 - April 8, 2022–Scholarship Celebration, NMC Hagerty Center
 - April 25, 2022–Regular Board Meeting, NMC Hagerty Center

- o April 29, 2022–[A Taste of Success](#)
- o May 7, 2022–Commencement (Details Forthcoming)
- o May 16, 2022–Rededication Event for Innovation Center (Details Forthcoming)



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Phone: (517) 449-6453
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MEMO

To: Northwestern Michigan College Board of Trustees
Cc: Dr. Nick Nissley, Ed.D.
From: Gabe Schneider, Founder/Principal, Northern Strategies 360
Date: Wednesday, March 9, 2022
Re: State/Federal Legislative Update

State

FY23 State Budget

Following the Governor’s Executive Budget presentation in February, both the House and Senate Appropriations Subcommittees on Community Colleges have held hearings on the proposal and taken testimony from community colleges and universities. It is our expectation that no budget will be passed by the Senate until mid-April after legislative spring break. However, the House Subcommittee is aiming to pass its version of the community college budget by March 22.

As we understand it, Rep. Ben Frederick, Chair of the House Appropriations Subcommittee on Higher Education and Community Colleges would like to see the community college funding formula changed to allocate funds based on FYES. We expect that any budget that passes out of his committee will include a revised formula. As you know, we have opposed similar efforts in the past to change the formula and will continue to advocate for leaving the formula as-is for the next fiscal year. If there are to be conversations about making changes, these should be done in a work-group setting over a longer period of time than a month or two now. Further, as we understand it, this proposal formula change does not have the support of Senate Appropriations Subcommittee on Community Colleges Chair LaSata.

Actions

We will continue to reach out to legislators to express our support for the Governor’s executive budget recommendation and express opposition to basing community college funding on FYES.

Michigan Reconnect Fix Bills

After significant input from financial aid directors from many community colleges around the state, the MCCA is working with Rep. Ben Frederick on a two-bill package that would make several technical corrections and fixes to the Michigan Reconnect statute. Amongst other changes, the package would better align the program with federal SAP and for out of district students allow Pell and other tuition assistance to cover out of district charges and stipulate that the Pell award would not reduce the Reconnect award.

Actions

Once these bills are introduced, we will actively engage with lawmakers to see that they are passed

Michigan New Jobs Training Program (MNJTP) Cap Legislation

The Michigan House has passed [HB 5527](#) (Griffin). HB 5527, which would double the cap on contracts under the Michigan New Jobs Training Program (MNJTP) from \$50 million to \$100 million. The bill now moves to the Senate where it will be considered in the Senate Economic and Small Business Development Committee.

Actions

We will be supporting this legislation when it comes up for a hearing in the Senate committee

Community College BSN Legislation

We continue to hear that Majority Floor Leader Ben Frederick is holding up a floor vote on the community college BSN legislation. With this delay and the number of outstanding issues to be taken up by the legislature during this election year, the best chance for passage will come in a lame duck session in the fall. We are also hearing that the legislature would like to convene a workgroup of all interested parties (community colleges, universities) to see if there is any compromise that might be reached.

Actions

Continue to engage with lawmakers and encourage them to talk to Rep. Frederick and the Speaker of the House to move this legislation to a floor vote (the votes are there).

FY23 Capital Outlay

We continue to work on advocating for capital outlay funding for the Student Aviation Center and Fleet Upgrade (project cost \$7 million- state funding request \$5 million). As we understand it from the Chair of the Joint Capital Outlay Committee, Senator Ken Horn, he would like to make capital outlay investments in projects that meet industry needs for talent and is willing to ignore the current rankings/submitted projects in favor of funding projects that meet his goals of promoting economic development and growing the state's population.

Actions

Northern Strategies 360 is coordinating with Kelley Cawthorne on this advocacy effort. Next steps include a tour for legislators of the existing hanger space.

MCCA Community College Advocacy Day

The MCCA is hosting an in-person Community College Advocacy Day in Lansing on Thursday, April 21. When additional details are available, we will share those.

Federal**Strengthening Community Colleges Training Grants (SCCTG) Funding Available**

On March 2, the Department of Labor's Employment and Training Administration (ETA) [announced](#) \$45 million available to community colleges through the second round of funding for the SCCTG program. This new round builds on the initial \$40 million in grants that were awarded last year. The department will award grants of up to \$1.6 million for single institutions and up to \$5 million for consortiums, with up to \$5 million designated to fund at least one affinity consortium grant. To increase access to educational and economic opportunities, particularly for individuals from historically underrepresented and marginalized populations, the department will give special consideration to applications submitted by Historically Black Colleges and Universities, Tribal Colleges and Universities, Hispanic Serving Institutions, Minority-Serving Institutions Programs or Strengthening Institutions Programs using the US Department of Education's eligibility indicators.

Applications are now open and must be submitted by 11:59pm ET on June 2, 2022. To learn more about the SCCTG program, click [here](#). For more information on the funding opportunity and to apply, click [here](#).



Northwestern
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MEMO

Administrative Services

To: Dr. Nick Nissley, President
From: Troy Kierczynski, VP of Finance & Administration
Date: March 16, 2022
Subject: FY 2023 Budget Update

This memo provides a summary of significant assumptions for the College's FY23 working budget. The assumptions below correspond to the attached *FY23 Budget Scenarios* which demonstrate the impact of tuition rate changes on net revenue and for our students. Following the scenarios is a working budget update including comparative revenue, tuition, and expenditure data for Michigan's twenty-eight community colleges.

Key Revenue Assumptions:

- A. **Contact Hours and Tuition** – a 4.1% increase from FY22 budgeted contact hours; additional flight fee revenue related to expansion of weekend flight offerings
- B. **Property Taxes** – Assumes 4% increases in property values offset by Headlee Rollback
- C. **State Sources** – Includes the following assumptions:
 - A 5% base appropriation increase + 5% one-time appropriation
 - Additional appropriations of \$100,000 for MPSERS offset payments
- D. **Federal Sources** – eliminate CARES funding, offset by increase in GLMA direct appropriations
- E. **Foundation** – net increase in funding expectation
- F. **Investment Income** – moderate increase for an expected rising interest rate environment
- G. **Change in tuition rates** – See scenarios 1-3

Expense Assumptions:

- H. **Labor** – Increases in supplemental, student, and adjunct assumptions are due to wage scale increases in FY22 that were necessary to attract/retain employees in a challenging labor market. The budget reserves some funds for annual step and scale increases for faculty and staff.
- I. **Professional Development** – Increase in faculty and staff professional development requests
- J. **Deferred Maintenance** – Increase in transfer to support maintenance on aging buildings
- K. **Fuel, Food Services, Food Supplies** – these items are notable due to their volatile pricing and inflation during the pandemic and war in Ukraine

Next Budgeting Steps:

- Monitor State funding bills and legislation from the House and Senate
- Monitor Federal funding opportunities
- Review County Equalization report in April
- Continue reviewing additional tuition scenarios
- Continue working with HR to refine personnel budget
- Continued review of non-labor expenses with leadership
- Update to Board in April and/or May
- Final Budget to Board in June for approval

Northwestern Michigan College
FY23 Budget Scenarios
Net Revenue Impact of Tuition Rate Changes

		Scenario 1	Scenario 2	Scenario 3
		No change	3% increase	5% increase
		No change	\$1 increase	\$2 increase
FY 2022 Budgeted Net Revenue		-	-	-
Revenue Changes				
Tuition and fee revenue:				
- Increase in contact hours (4.1%) from FY22 budget	A	684,868	684,868	684,868
- Additional flight fee revenue from Phase 1 of growth plan	A	305,511	305,511	305,511
- Additional course fees and non-credit tuition income due	A	181,851	181,851	181,851
Property taxes - increase in taxable values of 4%	B	349,255	349,255	349,255
State sources - changes based on Gov.'s Recommended Budget	C	317,000	317,000	317,000
Federal sources - changes for Maritime and CARES Act	D	(50,000)	(50,000)	(50,000)
Foundation - net increase in funding	E	59,607	59,607	59,607
Investment income - reduction for low interest rate environment	F	24,000	24,000	24,000
Other sources		23,500	23,500	23,500
Change in tuition rates*	G	-	397,482	697,734
Change in general fee rate**	G	-	72,574	145,148
Total Revenue Changes		1,895,592	2,365,648	2,738,474
Expense Changes				
Labor				
Faculty and staff annual increases	H	605,381	605,381	605,381
Increases in adjunct and overload assumptions	H	350,954	350,954	350,954
Increase in student and supplemental wage rates	H	75,000	75,000	75,000
Related increase in benefits	H	454,837	454,837	454,837
		1,486,172	1,486,172	1,486,172
Educational & General Expenses (non-labor)				
Additional faculty (CIE) and staff professional development	I	141,840	141,840	141,840
Increase in deferred maintenance transfer	J	95,735	95,735	95,735
Increase in fuel, food services, and food supplies	K	253,500	253,500	253,500
Other changes in purchased services, supplies, maintenance, etc		(201,994)	(201,994)	(201,994)
Changes in other transfers		120,339	120,339	120,339
		409,420	409,420	409,420
Investment in strategic plan, including new positions, enrollment marketing resources, and capital funding		-	470,056	842,882
Total Expense Changes		1,895,592	2,365,648	2,738,474
FY 2023 Budgeted Net Revenue		-	-	-

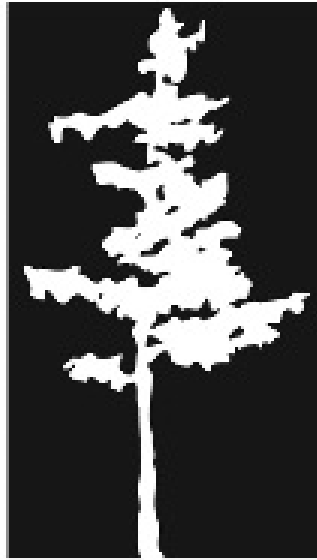
* The incremental revenue impact of a 1% tuition rate change is \$135,000

* The general fee is assessed at \$30.50 per contact hour for the 2021-2022 academic year. It helps offset the College's costs of providing technology and student services such as orientation, placement, career testing, Student Government Association, success coaching, and other student service activities.

FY23 Budget Scenarios General Tuition Impact

Scenario	Description	Tuition Category	Tuition Rate Change [Per Contact Hour]	General Fee Change [Per Contact Hour]	Student Annual Increase*
1	no tuition change	In-District	\$0	\$0	\$0
	no general fee change	Out-of-District	\$0	\$0	\$0
		Out-of-State	\$0	\$0	\$0
		International	\$0	\$0	\$0
2	3% tuition increase	In-District	\$3	\$1	\$96
	\$1 general fee increase	Out-of-District	\$7	\$1	\$192
		Out-of-State	\$9	\$1	\$240
		International	\$10	\$1	\$264
3	5% tuition increase	In-District	\$6	\$2	\$192
	\$2 general fee increase	Out-of-District	\$12	\$2	\$336
		Out-of-State	\$15	\$2	\$408
		International	\$17	\$2	\$456

*Based on an estimated 24 annual contact hours



**Northwestern
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College**

Board of Trustees

FY23 Working Budget Update

March 2022

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FISCAL YEAR 2023 WORKING BUDGET UPDATE

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Revenue Assumptions for FY 2023 Budget

Enrollment and Contact Hours

State and regional demographics and economic conditions significantly influence NMC's enrollment. More emphasis on recruitment, admissions, and retention is required of community colleges to remain competitive, particularly within a higher education arena with a wide variety of remote and flexible learning options. NMC has also expanded efforts to encourage completion of college credits prior to high school graduation through early college, concurrent enrollment and dual enrollment.

The College assesses tuition as a rate per contact hour based on residency, therefore contact hours are the driver for tuition revenue. The budget for next year projects a 4.1% increase in contact hours compared to the FY22 budget. Class sizes influence our net return on tuition.

Semester	FY18 Actual	FY 19 Actual	FY 20 Actual	FY 21 Actual	FY 22 Actual	FY 23 Budget
Fall	42,298	40,076	38,571	35,167	35,329	34,758
Spring	37,162	36,253	34,882	29,670	32,899	31,635
Summer	6,192	5,344	5,886	6,443	6,046	6,181
Total	85,652	81,673	79,339	71,280	74,274	72,574

State Revenue

The Governor's Fiscal Year 2023 Executive Budget proposes a base increase of 5% in operational funding, or a \$440,000 increase from FY22. The bill also includes one-time funding of 5%, an additional \$440,000 which replaces the supplemental funding of \$375,000 from FY22. There is no tuition restraint language. Lastly, the bill includes potential one-time capital funding for all community colleges that would be allocated based on enrollment (FYES). We will continue to monitor proposed bills in the House and Senate for developments over the next few months.

Property Tax Revenue

The current draft FY23 budget is built with a 4.0% increase in property tax revenue offset by a millage reduction due to the Headlee rollback. Each 1% change in taxable value provides an additional \$90,000.

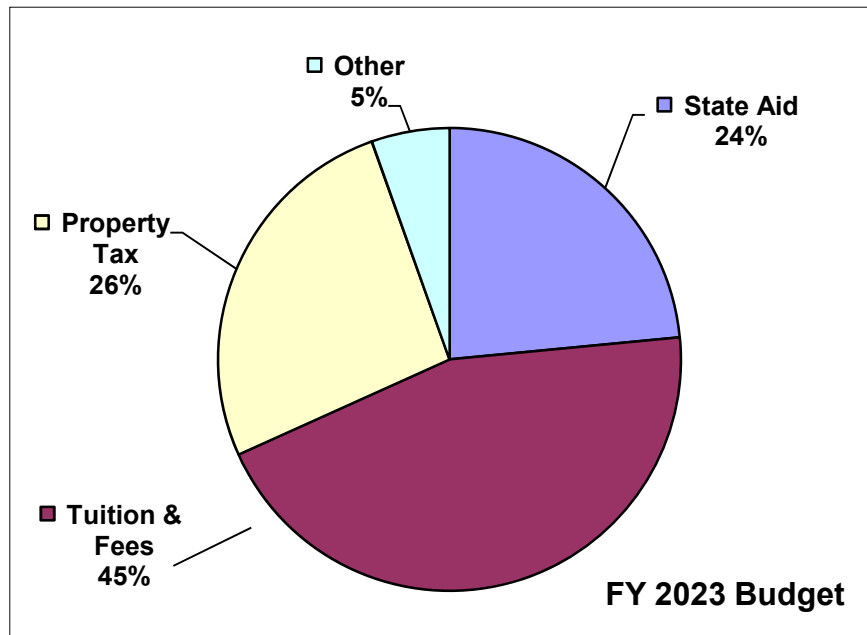
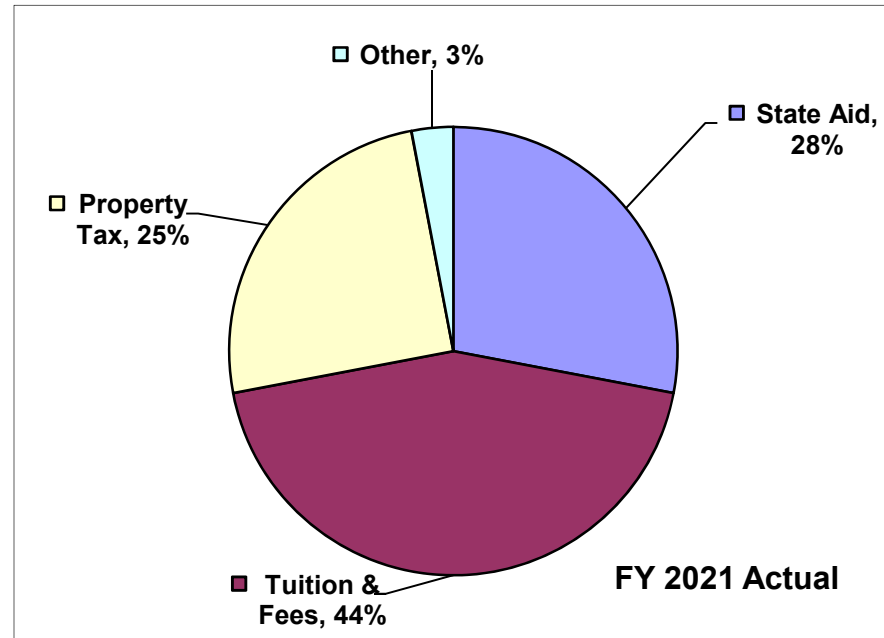
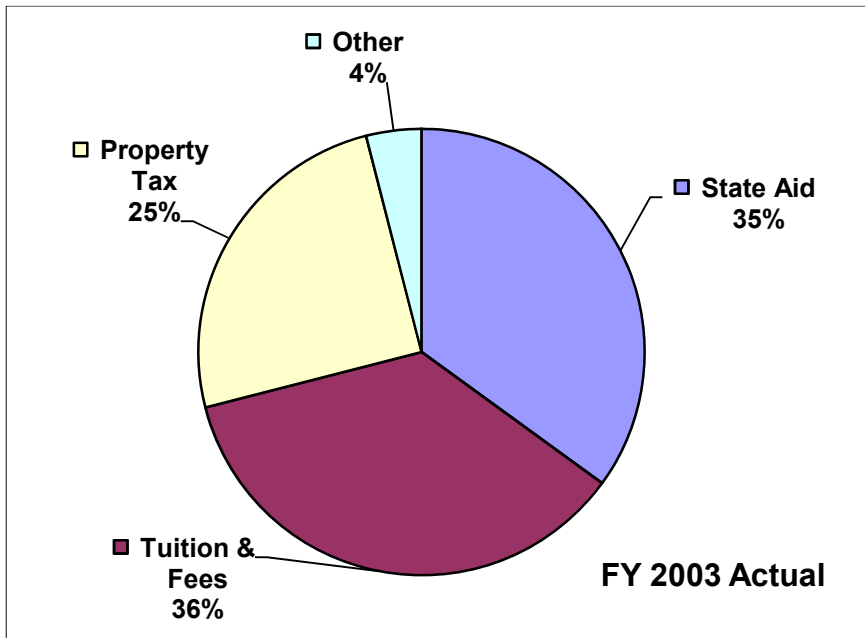
	FY20	FY21	FY22	FY23 Budget
Taxable Values (GT County)	\$5,368,654,721	\$5,651,352,613	\$5,901,559,989	\$6,137,622,389
<i>Change in Taxable Values</i>	5.1%	5.3%	4.4%	4.0%
Millage Rate Allowed	2.13	2.11	2.09	2.07
Property Taxes, Calculated	\$ 11,456,172	\$ 11,945,264	\$ 12,355,623	\$ 12,704,878
<i>Less: budgeted TIF, Brownfield, and abatements/adjustments.</i>	(320,636)	(474,901)	(340,000)	(340,000)
<i>Add: Expected Refunds</i>	15,000	15,000	15,000	15,000
Property Tax Budget	\$ 11,150,536	\$ 11,485,363	\$ 12,030,623	\$ 12,379,878

**Revenues By Source Comparison – FY21
All Michigan Community Colleges**

Community College	Tuition & Fees	Property Tax	State Aid	PPT	Other
Wayne	15%	55%	19%	1%	10%
Lake Michigan	22%	56%	17%	1%	4%
Westshore	22%	52%	19%	3%	4%
Glen Oaks	23%	41%	22%	11%	3%
Monroe	24%	53%	20%	2%	1%
Oakland	26%	57%	15%	2%	0%
Washtenaw	27%	55%	14%	0%	4%
Montcalm	31%	40%	28%	0%	1%
Southwestern	31%	22%	28%	1%	18%
Alpena	32%	14%	36%	1%	17%
Kirtland	34%	43%	21%	1%	1%
Lansing	34%	36%	27%	0%	3%
Gogebic	35%	14%	49%	0%	2%
Kalamazoo	35%	34%	25%	4%	2%
Delta	36%	32%	28%	3%	1%
North Central	37%	37%	24%	0%	2%
Kellogg	38%	25%	30%	5%	2%
Macomb	39%	31%	25%	3%	2%
Mott	39%	28%	27%	1%	5%
Muskegon	39%	25%	28%	3%	5%
Schoolcraft	39%	37%	20%	2%	2%
Grand Rapids	41%	30%	25%	0%	4%
Bay-de-Noc	42%	13%	31%	5%	9%
St. Clair	42%	34%	22%	0%	2%
NMC	44%	25%	28%	0%	3%
Henry Ford	51%	15%	30%	3%	1%
Jackson	53%	12%	30%	1%	4%
Mid-Michigan	59%	11%	29%	0%	1%
State Average	35%	36%	24%	2%	4%

Sorted by tuition & fees
Revenue source data from MPDI
Table 22
03.04.22 CJB

General Fund Budget - Sources of Revenue



In District Tuition History												
Sorted highest to lowest Fall 2021 tuition												
All Community Colleges												
For Years 2017-2021												
	Tuition	Fall	% of	Fall	% of	Fall	% of	Fall	% of	Fall	% of	Average % change
College	Basis	2017	Change	2018	Change	2019	Change	2020	Change	2021	Change	Since 2016
Jackson Community College	Contact	145.00	7.41%	152.80	5.38%	160.25	4.88%	163.56	2.07%	168.00	2.71%	4.49%
Lake Michigan College	Credit	102.00	5.15%	104.00	1.96%	105.50	1.44%	158.75	50.47%	162.00	2.05%	12.22%
Mott Community College	Contact	137.60	5.12%	140.49	2.10%	143.58	2.20%	143.58	0.00%	145.00	0.99%	2.08%
Alpena Community College	Contact	129.00	3.20%	133.00	3.10%	137.00	3.01%	137.00	0.00%	141.00	2.92%	2.45%
Bay De Noc Community College	Contact	119.00	2.59%	124.00	4.20%	129.00	4.03%	135.00	4.65%	140.00	3.70%	3.84%
St. Clair County Community College	Contact	117.00	11.43%	122.00	4.27%	131.00	7.38%	136.00	3.82%	139.00	2.21%	5.82%
Mid-Michigan Community College	Contact	120.00	11.11%	125.00	4.17%	129.00	3.20%	132.00	2.33%	137.00	3.79%	4.92%
North Central Michigan College	Credit	119.00	5.31%	119.00	0.00%	125.00	5.04%	129.00	3.20%	132.00	2.33%	3.18%
Gogebic Community College	Credit	115.00	8.49%	120.00	4.35%	124.00	3.33%	127.00	2.42%	130.00	2.36%	4.19%
Southwestern Michigan College	Credit	118.00	2.39%	121.00	2.54%	123.25	1.86%	125.50	1.83%	126.75	1.00%	1.92%
Glen Oaks Community College	Contact	112.00	2.75%	119.00	6.25%	123.00	3.36%	126.00	2.44%	126.00	0.00%	2.96%
Kirtland Community College	Credit	113.00	3.67%	118.00	4.42%	121.00	2.54%	121.00	0.00%	126.00	4.13%	2.95%
Schoolcraft College	Credit	108.00	5.88%	115.00	6.48%	118.00	2.61%	123.00	4.24%	126.00	2.44%	4.33%
Kellogg Community College	Credit	107.75	4.11%	107.75	0.00%	111.25	3.25%	121.75	9.44%	124.50	2.26%	3.81%
Muskegon Community College	Credit	105.00	2.94%	113.50	8.10%	117.00	3.08%	121.50	3.85%	121.50	0.00%	3.59%
Delta College	Credit	107.00	7.54%	112.00	4.67%	115.00	2.68%	117.00	1.74%	119.00	1.71%	3.67%
Kalamazoo Valley Community College	Credit	105.00	5.00%	107.00	1.90%	110.00	2.80%	114.00	3.64%	118.00	3.51%	3.37%
Grand Rapids Community College	Contact	113.00	1.80%	114.00	0.88%	115.00	0.88%	117.00	1.74%	117.00	0.00%	1.06%
Monroe County Community College	Credit	107.00	0.00%	109.50	2.34%	112.25	2.51%	114.50	2.00%	116.75	1.97%	1.76%
Montcalm Community College	Contact	108.00	2.86%	108.00	0.00%	110.00	1.85%	113.00	2.73%	115.00	1.77%	1.84%
Lansing Community College	Credit	103.00	4.04%	105.00	1.94%	108.00	2.86%	111.00	2.78%	114.00	2.70%	2.86%
Northwestern Michigan College	Contact	103.70	0.00%	105.95	2.17%	109.00	2.88%	109.00	0.00%	112.00	2.75%	1.56%
West Shore Community College	Credit	100.00	4.17%	103.00	3.00%	106.00	2.91%	106.00	0.00%	110.00	3.77%	2.77%
Wayne County Community College	Credit	107.10	0.00%	109.10	1.87%	109.10	0.00%	109.10	0.00%	109.00	-0.09%	0.36%
Henry Ford Community College	Credit	96.00	3.23%	99.00	3.13%	101.50	2.53%	101.50	0.00%	106.00	4.43%	2.66%
Macomb Community College	Credit	100.00	3.09%	100.00	0.00%	102.00	2.00%	102.00	0.00%	104.00	1.96%	1.41%
Oakland Community College	Credit	90.00	2.27%	92.00	2.22%	94.50	2.72%	97.00	2.65%	99.00	2.06%	2.38%
03.04.2022 cjb												

Out of District Tuition History												
All Community Colleges												
For Years 2017-2021												
(Sorted highest to lowest on 2021 tuition)												
	Tuition	Fall	% of	Fall	% of	Fall	% of	Fall	% of	Fall	% of	Average % change
	Basis	2017	Change	2018	Change	2019	Change	2020	Change	2021	Change	Since 2017
St. Clair County Community College	Contact	227.00	11.27%	238.00	4.85%	257.00	7.98%	257.00	0.00%	260.00	1.17%	5.05%
Grand Rapids Community College	Contact	242.00	1.68%	244.00	0.83%	245.00	0.41%	247.00	0.82%	247.00	0.00%	0.75%
Bay De Noc Community College	Contact	205.00	3.02%	213.00	3.90%	221.00	3.76%	231.00	4.52%	240.00	3.90%	3.82%
Northwestern Michigan College	Contact	215.60	5.02%	220.30	2.18%	227.00	3.04%	227.00	0.00%	234.00	3.08%	2.66%
Lake Michigan College	Credit	157.50	5.00%	165.50	5.08%	170.50	3.02%	224.75	31.82%	229.50	2.11%	9.41%
Mid-Michigan Community College	Contact	210.00	7.14%	210.00	0.00%	217.00	3.33%	220.00	1.38%	229.00	4.09%	3.19%
Lansing Community College	Credit	206.00	4.04%	210.00	1.94%	216.00	2.86%	222.00	2.78%	228.00	2.70%	2.86%
Muskegon Community College	Credit	196.00	3.16%	212.00	8.16%	218.00	2.83%	227.00	4.13%	227.00	0.00%	3.66%
Alpena Community College	Contact	203.00	3.05%	210.00	3.45%	217.00	3.33%	217.00	0.00%	224.00	3.23%	2.61%
North Central Michigan College	Credit	198.00	5.32%	198.00	0.00%	207.00	4.55%	214.00	3.38%	219.00	2.34%	3.12%
Montcalm Community College	Contact	204.00	2.51%	204.00	0.00%	208.00	1.96%	214.00	2.88%	218.00	1.87%	1.85%
Monroe County Community College	Credit	190.00	2.15%	194.50	2.37%	199.50	2.57%	203.50	2.01%	207.50	1.97%	2.21%
Kalamazoo Valley Community College	Credit	180.50	4.94%	184.00	1.94%	189.00	2.72%	197.00	4.23%	204.00	3.55%	3.48%
Delta College	Credit	183.00	6.40%	192.00	4.92%	197.00	2.60%	199.00	1.02%	202.00	1.51%	3.29%
Kellogg Community College	Credit	174.75	3.18%	174.75	0.00%	180.50	3.29%	197.75	9.56%	202.00	2.15%	3.63%
Macomb Community College	Credit	186.00	3.33%	186.00	0.00%	190.00	2.15%	190.00	0.00%	194.00	2.11%	1.52%
Glen Oaks Community College	Contact	175.00	1.74%	182.00	4.00%	187.00	2.75%	192.00	2.67%	192.00	0.00%	2.23%
Oakland Community College	Credit	174.00	1.75%	178.00	2.30%	183.00	2.81%	188.00	2.73%	192.00	2.13%	2.34%
Jackson Community College	Contact	217.00	11.28%	229.20	5.62%	240.38	4.88%	245.19	2.00%	190.00	-22.51%	0.25%
Kirtland Community College	Credit	166.00	5.06%	175.00	5.42%	182.00	4.00%	182.00	0.00%	187.00	2.75%	3.45%
Mott Community College	Contact	183.40	0.00%	183.40	0.00%	183.40	0.00%	183.40	0.00%	185.23	1.00%	0.20%
Gogebic Community College	Credit	164.00	5.13%	170.00	3.66%	175.00	2.94%	180.00	2.86%	185.00	2.78%	3.47%
Henry Ford Community College	Credit	166.00	3.11%	172.00	3.61%	177.00	2.91%	177.00	0.00%	184.50	4.24%	2.77%
Schoolcraft College	Credit	157.00	6.08%	166.00	5.73%	171.00	3.01%	177.00	3.51%	182.00	2.82%	4.23%
West Shore Community College	Credit	160.00	0.00%	165.00	3.13%	170.00	3.03%	170.00	0.00%	175.00	2.94%	1.82%
Washtenaw Community College	Credit	158.00	1.94%	161.00	1.90%	164.00	1.86%	164.00	0.00%	167.00	1.83%	1.51%
Southwestern Michigan College	Credit	154.00	2.50%	158.00	2.60%	161.50	2.22%	164.75	2.01%	166.50	1.06%	2.08%
Wayne County Community College	Credit	118.30	0.00%	118.30	0.00%	118.30	0.00%	118.30	0.00%	118.30	0.00%	0.00%
03.04.2022 cjb												

Out of State Tuition History												
All Community Colleges												
For Years 2017-2021												
(Sorted highest to lowest on 2021 tuition)												
	Tuition	Fall	% of	Fall	% of	Fall	% of	Fall	% of	Fall	% of	Average % change
College	Basis	2017	Change	2018	Change	2019	Change	2020	Change	2021	Change	Since 2017
St. Clair County Community College	Contact	330.00	10.74%	347.00	5.15%	375.00	8.07%	375.00	0.00%	378.00	0.80%	4.95%
Grand Rapids Community College	Contact	359.00	1.70%	362.00	0.84%	365.00	0.83%	371.00	1.64%	371.00	0.00%	1.00%
Montcalm Community College	Contact	333.00	2.46%	333.00	0.00%	340.00	2.10%	350.00	2.94%	357.00	2.00%	1.90%
Lansing Community College	Credit	309.00	4.04%	315.00	1.94%	324.00	2.86%	333.00	2.78%	342.00	2.70%	2.86%
Jackson Community College	Contact	290.00	7.41%	305.60	5.38%	320.50	4.88%	326.91	2.00%	327.00	0.03%	3.94%
Mott Community College	Contact	261.40	0.00%	261.40	0.00%	261.40	0.00%	261.40	0.00%	318.00	21.65%	4.33%
Muskegon Community College	Credit	274.00	3.40%	297.00	8.39%	306.00	3.03%	318.00	3.92%	318.00	0.00%	3.75%
Northwestern Michigan College	Contact	281.00	4.99%	287.20	2.21%	296.00	3.06%	296.00	0.00%	305.00	3.04%	2.66%
Bay De Noc Community College	Contact	250.00	3.31%	260.00	4.00%	270.00	3.85%	282.00	4.44%	293.00	3.90%	3.90%
Kellogg Community College	Credit	250.00	2.46%	250.00	0.00%	258.00	3.20%	282.00	9.30%	288.00	2.13%	3.42%
North Central Michigan College	Credit	257.00	5.01%	257.00	0.00%	269.00	4.67%	278.00	3.35%	284.00	2.16%	3.04%
Kalamazoo Valley Community College	Credit	242.50	4.98%	247.00	1.86%	254.00	2.83%	264.00	3.94%	273.00	3.41%	3.40%
Henry Ford Community College	Credit	240.00	4.35%	250.00	4.17%	257.00	2.80%	257.00	0.00%	267.50	4.09%	3.08%
Schoolcraft College	Credit	231.00	5.96%	245.00	6.06%	252.00	2.86%	260.00	3.17%	262.00	0.77%	3.76%
Kirtland Community College	Credit	250.00	2.04%	250.00	0.00%	260.00	4.00%	260.00	0.00%	260.00	0.00%	1.21%
West Shore Community College	Credit	220.00	0.00%	230.00	4.55%	240.00	4.35%	240.00	0.00%	250.00	4.17%	2.61%
Macomb Community College	Credit	237.00	3.04%	237.00	0.00%	242.00	2.11%	242.00	0.00%	247.00	2.07%	1.44%
Washtenaw Community College	Credit	214.00	2.88%	220.00	2.80%	227.00	3.18%	227.00	0.00%	234.00	3.08%	2.39%
Monroe County Community College	Credit	211.50	2.17%	216.50	2.36%	222.00	2.54%	226.50	2.03%	231.00	1.99%	2.22%
Lake Michigan College	Credit	230.50	5.01%	242.00	4.99%	254.00	4.96%	224.75	-11.52%	229.50	2.11%	1.11%
Mid-Michigan Community College	Contact	202.00	3.06%	210.00	3.96%	217.00	3.33%	220.00	1.38%	229.00	4.09%	3.17%
Glen Oaks Community College	Contact	209.00	1.46%	216.00	3.35%	222.00	2.78%	228.00	2.70%	228.00	0.00%	2.06%
Alpena Community College	Contact	203.00	3.05%	210.00	3.45%	217.00	3.33%	217.00	0.00%	224.00	3.23%	2.61%
Gogebic Community College	Credit	194.00	4.86%	199.00	2.58%	204.00	2.51%	209.00	2.45%	214.00	2.39%	2.96%
Delta College	Credit	344.00	7.50%	361.00	4.94%	371.00	2.77%	373.00	0.54%	210.00	-43.70%	-5.59%
Oakland Community College	Credit	174.00	1.75%	178.00	2.30%	183.00	2.81%	188.00	2.73%	192.00	2.13%	2.34%
Southwestern Michigan College	Credit	168.00	2.44%	172.00	2.38%	176.00	2.33%	179.50	1.99%	181.25	0.97%	2.02%
03.04.2022 cjb												

Northwestern Michigan College Expenditures Comparison by Category General Fund

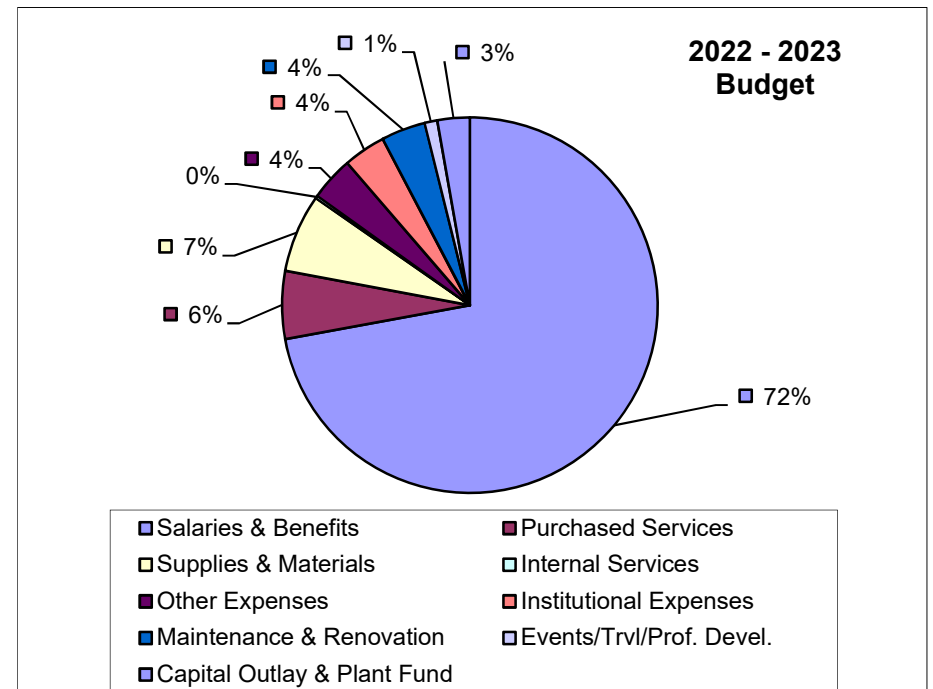
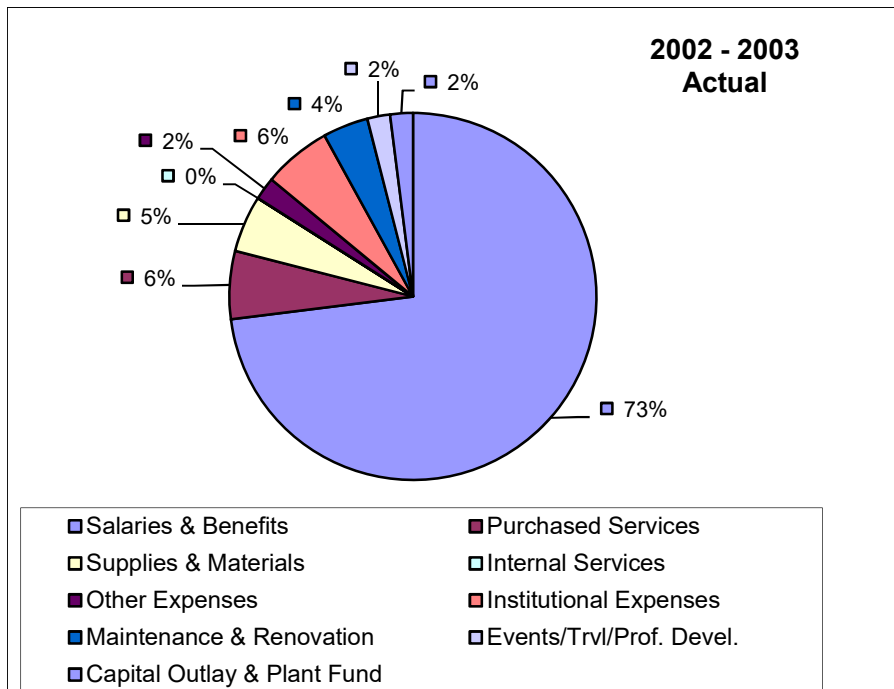




Table 35
Salary and Fringe Benefit Costs
2020-21

Community College Name	Salaries	Fringe Benefits	Compensation	Total Expenses	Compensation % of Total Expenses
Henry Ford College	\$46,539,244.00	\$26,214,039.00	\$72,753,283.00	\$82,390,749.00	88.30%
Macomb Community College	\$63,835,222.00	\$32,924,645.00	\$96,759,867.00	\$111,862,755.00	86.50%
Grand Rapids Community College	\$56,551,292.00	\$34,821,170.00	\$91,372,462.00	\$107,269,976.00	85.18%
Monroe County Community College	\$13,657,203.00	\$8,721,723.00	\$22,378,926.00	\$26,282,511.00	85.15%
Alpena Community College	\$8,691,487.00	\$4,952,077.00	\$13,643,564.00	\$16,026,710.00	85.13%
Kalamazoo Valley Community College	\$31,520,747.00	\$16,745,473.00	\$48,266,220.00	\$57,922,632.00	83.33%
Delta College	\$33,678,609.00	\$19,021,569.00	\$52,700,178.00	\$63,250,461.00	83.32%
Oakland Community College	\$64,530,834.00	\$28,606,099.00	\$93,136,933.00	\$111,953,798.00	83.19%
Montcalm Community College	\$7,359,151.00	\$4,693,541.00	\$12,052,692.00	\$14,625,582.00	82.41%
Kellogg Community College	\$20,436,118.00	\$10,892,477.00	\$31,328,595.00	\$38,051,956.00	82.33%
Schoolcraft College	\$46,473,142.00	\$25,669,270.00	\$72,142,412.00	\$87,809,306.00	82.16%
St. Clair County Community College	\$14,515,044.00	\$7,490,085.00	\$22,005,129.00	\$27,176,689.00	80.97%
State Aggregate	\$724,209,638.00	\$389,085,268.00	\$1,113,294,906.00	\$1,384,405,922.00	80.42%
Washtenaw Community College	\$52,774,494.00	\$23,860,168.00	\$76,634,662.00	\$95,556,023.00	80.20%
Mott Community College	\$33,971,044.00	\$19,138,493.00	\$53,109,537.00	\$66,325,809.00	80.07%
Muskegon Community College	\$17,669,570.00	\$10,672,777.00	\$28,342,347.00	\$35,795,896.00	79.18%
Northwestern Michigan College	\$21,330,114.00	\$11,340,302.00	\$32,670,416.00	\$41,579,007.00	78.57%
Lansing Community College	\$53,939,064.00	\$24,112,020.00	\$78,051,084.00	\$99,475,588.00	78.46%
Kirtland Community College	\$6,795,968.00	\$3,221,442.00	\$10,017,410.00	\$13,018,806.00	76.95%
Jackson College	\$18,557,849.00	\$7,946,957.00	\$26,504,806.00	\$34,534,723.00	76.75%
Gogebic Community College	\$4,972,448.00	\$2,660,925.00	\$7,633,373.00	\$10,075,826.00	75.76%
Glen Oaks Community College	\$5,725,997.00	\$2,617,516.00	\$8,343,513.00	\$11,083,556.00	75.28%
Bay de Noc Community College	\$9,005,566.00	\$4,208,244.00	\$13,213,810.00	\$17,557,440.00	75.26%
Lake Michigan College	\$11,888,499.00	\$6,754,656.00	\$18,643,155.00	\$25,848,251.00	72.13%
Mid Michigan College	\$10,481,716.00	\$6,714,423.00	\$17,196,139.00	\$23,887,709.00	71.99%
West Shore Community College	\$6,228,284.00	\$3,708,344.00	\$9,936,628.00	\$13,858,042.00	71.70%
Wayne County Community College	\$46,692,007.00	\$33,123,144.00	\$79,815,151.00	\$113,868,305.00	70.09%
Southwestern Michigan College	\$9,805,829.00	\$4,765,076.00	\$14,570,905.00	\$21,716,279.00	67.10%
North Central Michigan College	\$6,583,096.00	\$3,488,613.00	\$10,071,709.00	\$15,601,537.00	64.56%

**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, February 28, 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: Kenneth E. Warner, Laura J. Oblinger, Andrew K. Robitshek, Chris M. Bott, Kennard R. Weaver, Rachel A. Johnson

Virtual: Douglas S. Bishop (from Bonita Springs, Lee County, FL)

Trustees absent: None

Also present: President Nick Nissley, Rebecca Teahen, Troy Kierczynski, Todd Neibauer, Lindsey Lipke, Stephen Siciliano, Jason Slade, Scott Powell, Sarah Montgomery-Richardson, Diana Fairbanks, Amanda Clark, Kari Kahler, Nancy Schulte, Tony Jenkins, Mark Liebling, Lynne Moritz, Kyle Morrison, Jeremy Heinlein, Sally Smarsty, Patti Burgess, Cliff Murie, Denny Nguyen, Amber M. Kristina U., Emma G., Amanda H., John M., Rachel C., Kamsang Riddell

REVIEW OF AGENDA—The agenda was accepted as presented.

SPECIAL REPORTS AND PRESENTATIONS

Strategic Initiatives—Jason Slade, Vice President of Strategic Initiatives, showcased the implementation process and methodology, reviewed the monthly reporting structure, and the rotating update schedule pertaining to the college’s five strategic goals. Slade also presented an example progress tracker. At the March regular meeting, the first strategy of Future-Focused Education will be the topic of the report.

Phi Theta Kappa—Amber, President of PTK for this academic year, introduced her fellow SGA officers and an overview of the honor society. The PTK officers reviewed their Honors in Action project, which focused on “Expressions of Truth.” For their college project, “You Belong,” they held various Welcome Week activities, implemented the Rotaract student group, and created the Blair Elementary School mentoring project & leadership academy. The chapter has received numerous awards in the past two years, including: Distinguished Chapter 2021. Kari Kahler, PTK Chapter Advisor, shared news that Amber will be recognized as one of the top 30 officers in the country at the Catalyst Convention in April.

Faculty Report—Oh the Places You’ll Go (On Zoom) Scott Powell, GLMA Instructor, and Sarah Montgomery-Richards, Philosophy & Communications Instructor, began the presentation by noting the increased demand for online learning and how it has expanded what can be offered to students. Powell collaborated with the Educational Technology department to upgrade a classroom at the Great Lakes Campus with a Zoom-kit, and highlighted that through Zoom he can incorporate a polling technique to get immediate feedback from students. Montgomery-Richards began offering experiential virtual extra credit opportunities with various participation options. In response to a question, Powell noted that while many students are utilizing videos of lessons, some lessons such as how to use a sextant, do require in-person participation.

Enrollment Report—Todd Neibauer, Vice President for Student Services and Technology, provided the Spring 2022 enrollment report. Neibauer reviewed the items of note from the written report provided in the meeting materials packet.

Financial Report—Troy Kierczynski, Vice President of Finance and Administration, reviewed the financial report for the period ending January 31, 2022. Early projections indicate the college will finish FY22 with a surplus. Educational & General Costs. Kierczynski also highlighted the report included on reserves, while some peer colleges do not have reserve policies. Next month, Kierczynski will begin the first presentation to the Board regarding the FY23 budget process.

Audit Committee Report—Kennard Weaver, Chair of the Board Audit Committee, discussed the purpose of the committee and noted a request for proposals for audit services was released on Monday, February 7, 2022. The committee will bring a recommendation to the full Board at the March regular meeting.

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

PUBLIC INPUT—There was public input offered by Cliff Murie.

UPDATES

President's Update—President Nick Nissley provided updates on the following topics: recent changes to masking policy on campus, the state budget and capital outlay submissions, and community college BSN legislation. Nissley also noted the NMC Foundation is beginning their strategic planning process.

Board Chair Update—Chair Rachel Johnson encouraged lifelong learning exemplified by the trustees, including upcoming opportunities at the MCCA Summer Institute and ACCT Leadership Congress.

Presidential Performance and Compensation Committee—Committee Chair Rachel Johnson provided background for the action item later in the agenda regarding hiring a consultant for the presidential review process.

CONSENT ITEMS—On a motion by Kennard Weaver, seconded by Chris Bott, the minutes of the regular meeting on January 24, 2022, were unanimously approved without discussion.

ACTION ITEMS

Manufacturing Apprenticeship Certificate—On a motion by Chris Bott, seconded by Andy Robitshek, the Board approved of Manufacturing Apprenticeship Certificate, effective Fall 2022. Passed with unanimous support.

Presidential Performance Review Process Consultant—On a motion by Ken Warner, seconded by Laura Oblinger, the Board authorized 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. The motion passed with unanimous approval.

Closed Session—Laura Oblinger made a motion, seconded by Ken Warner, 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). The motion passed with the following roll call vote: Yes—Chris Bott, Laura Oblinger, Ken Warner, Andy Robitshek, Kennard Weaver, Rachel Johnson; No—none; and the Board went into closed session at 6:56 p.m.

Reconvene Regular Meeting—On a motion by Andy Robitshek, seconded by Laura Oblinger, the closed session was adjourned and the open session was reconvened at 7:43 p.m. with the following roll call vote: Yes—Rachel Johnson, Kennard Weaver, Ken Warner, Laura Oblinger, Chris Bott; No—none.

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 7:43 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
Human
Resources

To: Nick Nissley, President
From: Mark Liebling, Associate Vice President of Human Resources
Date: March 21, 2022
Subject: Talent Management Software Recommendation

Board Authorization Requested

For the NMC Board of Trustees to approve a contract with NeoEd for HR Talent Management Software in the amount of \$143,000 over 3 years. This amount includes implementation costs and is discounted in the first two years to partially offset overall implementation costs.

Our current management software utilizes both SilkRoad (costs \$66,000 per year) and HRToolbench (costs \$12,000 per year). NeoEd, at an annual (undiscounted) price of \$63,100, covers the functionality of both systems at a substantial annual savings.

Current state

NMC is currently using the SilkRoad Talent suite to support the attraction, development and retention of employees through applicant tracking, onboarding, performance and learning management systems.

The talent suite supports our employees by providing:

- The application of foundational & job specific competencies
- Competency-based interviews through recruitment
- A consistent orientation/onboarding process
- An easy-to-use, efficient application process
- Faculty, staff, and adjunct faculty performance review & goal setting processes
- Professional Development Institute course catalog with registration and training for employees

Unintended consequences

Recently, we have experienced frequent system malfunctions with SilkRoad. This has impacted applicants' ability to apply to open positions and has imposed substantial additional workload to troubleshoot and manually enter data into the systems, as well as decreasing efficiency of these processes for search team members and hiring managers. The performance management software is now a legacy system with no updates being made and minimal support offered.

Potential Solutions

The HR team conducted a Request for Proposal (RFP) in August 2021 for a full talent suite. Vendors who submitted qualifying bids included ADP, Cornerstone, UKG, SilkRoad, and NeoEd. NeoEd was selected based on pricing, functionality and strong positive feedback from other Michigan community colleges

Additional benefits of NeoEd include:

- Job description management
- Support of DEI through automatic name redaction on applicant materials

- Goal reporting from the organizational level down to departments and individuals to assist in tracking strategic and A3 goals through all levels of the organization
- Learning management includes learning plan tracks to assign leadership courses to orient and train new and transitioning supervisors on their specific role competencies
- Texting for applicant immediate communication in a competitive job market
- Internal matrices to support search team evaluations
- Seamless connections between performance, goals and training through Perform and Learn modules.

NeoEd is a cloud-based talent suite provider that focuses solutions for education and governmental organizations and offers a strategically aligned recruiting, onboarding, performance, learning management and job descriptions through a user-friendly solution with one fully integrated system database. The system supports the attraction, development and retention of employees while streamlining HR tasks and simplifying reporting, helping the college to recruit, hire, lead, manage, develop and motivate its human resources more effectively and efficiently.



MEMO
Systems & LAN Management

To: Dr. Nick Nissley, President
From: Todd Neibauer, Vice President for Student Services and Technologies
Date: March 21, 2022
Subject: VCA Computer Replacement

Board Authorization Requested

Authorize the administration to purchase replacement computers for the Visual Communications(VCA) computer lab and faculty at a cost of \$53,200 from CDW.

Background

The computers for the VCA program are at the end of the life we set for these systems. This planned replacement will upgrade the computers in the VCA classroom as well as faculty computers and computers for student use in the Innovation Center.

Funding Source

This purchase will initially be funded by the Technology Plant fund, with Perkins funds ultimately reimbursing the purchase.



MEMO
Systems & LAN Management

To: Dr. Nick Nissley, President
From: Todd Neibauer, Vice President for Student Services and Technologies
Date: March 21, 2022
Subject: Information Technology Audit

Board Authorization Requested

Authorize the administration to enter into a contract with CBI Secure for an Information Technology Audit of NMC's systems at a cost of \$39,600.

Background

NMC owns and maintains a complex Information Technology infrastructure to fulfill the needs of our students and college administration. Bi-annually, we contract with outside dedicated IT Security professionals to perform an in-depth analysis of our IT security systems, processes and procedures. Since our last audit in 2020, we have increased the security of the College with many enhancements and upgrades. This audit is not only a scheduled audit review, it will verify that the major upgrades that have been performed are operating as they should. This will be the second consecutive audit performed by CBI Secure.

Funding Source

This purchase will be funded by the Technology Plant fund.



MEMO
Educational
Services

To: Nick Nissley, President
From: Stephen Siciliano, Vice President for Educational Services
Date: March 4, 2022
Subject: Faculty Sabbatical Requests

I am seeking the Board of Trustees approval for two faculty sabbatical requests during the 2022-23 academic year. Astronomy instructor Jerry Dobek is seeking a one-semester sabbatical for the fall 2022 and English instructor Nancy Gray is seeking a one-year sabbatical for the 2022-23 academic year.

Jerry's sabbatical comprises two main objectives: creating online versions of our two group one astronomy courses—AST 109 and AST 119—and the digital preservation of astronomical photographic plates. With Jerry's innovative use of a video capture camera at the NMC Rogers Observatory, he will be able to collect images to create a library of resources to use in an online course format. He will use the fall to assemble the images and develop the online course so that it could be ready for delivery the following year. This work supports the Strategic Plan's Future Focused Education strategy, Objective 2, by taking two of our most popular science lab courses and putting them online. Jerry will meet his other objective by scanning the Edward Emerson Barnard collection to add these to the Astronomical Database Collection.

Nancy's sabbatical focuses on researching the needs of neurodivergent college students and gathering information on college programs available to support neurodivergent students. These students include those with Autism Spectrum Disorder (ASD) as well as other mental health diagnoses. Her research will complement the support already provided at NMC. The outcome of her research will be a proposal for the creation of a support network/program for students with ASD and other neurodivergent disorders, support for teachers and staff to build understanding of students with ASD and a summer transition program for students with ASD all of which will be designed to give these students improved opportunities for college success. She will explore partner funding support as part of this work.

Her research will include visiting four universities which have established successful programs for students with ASD and doing extensive literature review. This sabbatical work supports our Diversity, Equity, and Inclusion Strategy of finding more ways to include our neurodivergent students and increase their sense of belonging.

As administrative work, these sabbatical requests would not require board action. However, several years ago, the Michigan Public Schools Employee Retirement System (MPERS) required that board action was needed to allow employees to recoup retirement benefits not provided during their sabbaticals. We learned this year that MPERS no longer allows employees to recoup these benefits. Consequently, in the future, the Board would not need to review sabbatical requests. I recommend that we request amending college policy [A-105.00](#) to remove this task from the Board's consent agenda.

Thank you for your consideration.



MEMO
President's
Office

To: NMC Board of Trustees
From: Nick Nissley, Ed. D. President
Date: March 16, 2022
Subject: Staff Sabbatical Request

I am pleased to seek the Board of Trustees approval for a staff sabbatical request for the fall of 2022, per [Staff HR Policy D-753.02](#) and [Board Policy A-105.00 Consent Agenda Items](#).

If approved, Associate Vice President of Human Resources Mark Liebling intends to travel to and live in Korea for five months, to study the efforts of Korean universities to adapt their campus cultures toward a more welcoming and inclusive experience for their foreign students, and to ‘benchmark’ what initiatives they have put in place to ensure that their faculties and staffs are equipped to help them solve this challenge. Liebling will also study technology companies there, contacting their HR directors to study the approaches their firms are taking to attract and retain the foreign technical talent they need. As a result, Liebling will provide a ‘best practices’ report that will be beneficial to the college’s efforts in diversity, equity, and inclusion.

The President’s Council unanimously approved Mark’s application and I personally support his initiative as it relates to our college mission of lifelong learning to transform lives and enrich our communities.

Thank you for your consideration.