



Northwestern
Michigan
College

Board of Trustees

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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, May 23, 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. Diversity, Equity, and Inclusion—*Jason Slade, Vice President of Strategic Initiatives, and Marcus Bennett, Associate Dean of Campus & Residence Life*

III. REPORTS AND PRESENTATIONS

- F. Program Focus: Student Government Association—*SGA Members & Lisa Thomas, Dean of Students*
- G. Faculty Report: Experiential Learning with First Semester Nursing Students—*Betsy Boris, Health Occupations Instructor*
- H. FY23 Budget—*Troy Kierczynski, Vice President of Finance and Administration*

IV. PUBLIC INPUT

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

V. UPDATES

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



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VI. CONSENT AGENDA 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:

- K. Minutes of the April 25, 2022 regular and closed meetings
- L. PRMC Report—*Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications*
- M. Foundation Report—*Rebecca Teahen, Associate Vice President for Resource Development and Executive Director of Foundation*
- N. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- O. Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- P. Audit Committee—*Kennard Weaver, Committee Chair*

VII. ACTION ITEMS

- Q. **Notice of Truth in Taxation Hearing** (Pursuant to Policy A-106.00 Finance)
Recommend that the Truth-in-Taxation First Resolution be adopted as presented.
- R. **Native American Grant Application** (Pursuant to Submission Requirements)
Recommend authorization for administration to submit application for the 2% grant from the Grand Traverse Band of Ottawa and Chippewa Indians video gaming revenue as presented.
- S. **Housing and Board Rates for FY23** (Pursuant to Policy A-106.00 Finance)
Recommend approval of Housing and Board Rates for the 2022-2023 fiscal year as presented.
- T. **Closed Session**
Recommend that the Board convene in closed session as permitted by Section 8(c) of the Michigan Open Meetings Act, MCL 15.268, to discuss strategy connected with the negotiation of collective bargaining agreements between the College and the Michigan Education Association. *(Roll Call Vote)*
- U. **Reconvene Regular Meeting** (Pursuant to Policy A-106.00 Other)
Recommend the closed session adjourn and the open session of the regular meeting be reconvened. *(Roll Call Vote)*
- V. **Closed Session**
Recommend that the Board convene in closed session as permitted by Section 8(h) of the Open Meetings Act, MCL 15.268(h), to consider one privileged legal memo prepared by the college's outside counsel, Miller Canfield, PLC, which are materials exempt from discussion or disclosure under state or federal statute as written



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attorney-client communications in connection with Section 13(1)(g) of Michigan's Freedom of Information Act, MCL 15.243(1)(g) *(Requires two-thirds majority roll call vote of members elected or appointed and serving.)*

W. Reconvene Regular Meeting

Recommend the closed session adjourn and the open session of the regular meeting be reconvened. *(Roll Call Vote)*

VIII. REVIEW OF FOLLOW-UP REQUESTS

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

IX. ADJOURNMENT

Upcoming Board Meeting Dates:

All board meetings are open to the public.

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: May 16, 2022

Subject: Strategic Initiatives Update: *May 23, 2022 Board of Trustees Meeting*
Topic: ***Strategy 3 - Diversity, Equity, and Inclusion***

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

Champion: Marcus Bennett (Lisa Thomas & Craig Hadley led during strategy development)

Summary: This strategy is on track with 5 of the 5 objectives currently classified as “green.” The majority of the actions were timed to align with Marcus Bennett’s promotion to Special Assistant to the President for Diversity, Equity, and Inclusion (DEI) beginning July 1. The previous chairs, Lisa Thomas and Craig Hadley, were able to lead and develop this strategy during the transition.

Highlights and Successes:

- The role of Special Assistant to the President for Diversity, Equity, and Inclusion (DEI) was created.
- All objectives have begun and action steps are moving forward.
- DEI training by GVSU begins May 18 and will be complete on June 8, 2022. Training will dovetail with DEI Objective #1.

Challenges:

- The community is eager to work with NMC on these initiatives and Marcus will explore these partnerships as he begins his new role.
- Redefine the current DEI committee which was created to benchmark the present state of NMC; it will now transition to an advisory board.

PDCA (Plan Do Check Adjust): As discussed in April’s Board of Trustees meeting, metrics will be added to subsequent updates and timed out with the academic enrollment cycle as appropriate.

Background: NMC released a DEI benchmarking report in September 2021. This report highlighted the need for a DEI leader at the institution as well as the need for support and outreach for our vulnerable student populations.

Benefits: Upon completion of this strategy, NMC will have created a DEI statement and purpose, a new position directly reporting to the President who will advocate for diversity, equity, inclusion, and belonging, and HR training modules for all employees. NMC’s systems, policies, and procedures will be more inclusive and equitable with fewer barriers for our vulnerable student populations resulting in higher application to enrollment statistics as well as retention.

Objectives	Status	Action Timing:	Notes:
Objective 1: Create a college DEI statement of definition and purpose; receive President's Council approval and share with the NMC Board of Trustees.	1 of 1 action on track 4 actions will be begin Fall 2022	Action items should be completed by 2/1/23.	
Objective 2: Implement staffing and resourcing for DEI efforts with the creation of at least a .5 FTE position by end of FY 2022.	2 of 2 actions completed 2 of 2 actions on track	Will officially be complete as of July 1, 2022.	
Objective 3: Provide onboarding training and regular training opportunities on diversity, equity, and inclusion for all NMC employees by August 15, 2023.	1 of 1 action on track 3 actions will be begin Fall 2022	Action items should be completed by 9/1/24.	
Objective 4: Address the barriers to entry and success of vulnerable student populations to improve application to enrollment statistics from 28% to 35% for BIPOC students and improve 12 month retention of all vulnerable populations by 3 percentage points by fall 2025.	1 of 1 action on track 5 actions will be begin Fall 2022	Action items should be completed by 9/1/25	Data will be provided at next update as it aligns with Fall 2022 semester.
Objective 5: Review and revise NMC systems, policies, and procedures for inclusive and equitable language and processes across college systems by Dec. 2025.	1 of 1 action on track 4 actions will be begin Fall 2022	Scheduled action items are on task and should be completed between 12/30/2022 and 6/30/2023	

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

Next Month: Initial Review – Strategy 4: Community Partnerships and Engagement

Other Connections:

- The faculty report on nursing and the program focus on Student Government Association both highlight experiential learning opportunities.
- The aviation program will again welcome international flight students back on campus.
- Asian American and Pacific Islander history and culture will be celebrated this month in community conversations, films and food with support from NMC faculty and staff.
- “Welcome Wednesdays” will return this summer increasing the sense of belonging for our students.

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 *

Betsy Boris

Your Title *

Nursing Faculty

Presentation Title *

Changing the culture of learning in my nursing classroom

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

I will be sharing how the implementation of experiential learning strategies has enhanced my first semester nursing classroom. The changes to the culture of learning in our classroom has been incredible. These strategies, some simple others more complex, have helped students not just learn about new topics or ideas, but they learn how to engage in their learning and apply this new material to the people and patients they will be caring for in our communities.

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 am Betsy Boris, nursing Faculty since Fall of 2019. I started at NMC in 2016 as an adjunct instructor and then Staff working in the nursing simulation lab.

I have been a registered nurse for 11 years, most of which spent working at Munson medical center.

I am part of the NMC DEI committee (employee group), served on the strategic planning work groups, be what's possible campaign committee, and attended the summer 21 EL fellowship cohort. Most recently I was awarded this years Imogene Wise Faculty excellence award.

This form was created inside of Northwestern Michigan College.

Google Forms

Experiential Learning with first semester nursing students

MAY2022 BOT PRESENTATION

INSTRUCTOR AND EL FELLOW:

BETSY BORIS MSN RN

Instructor Bio:

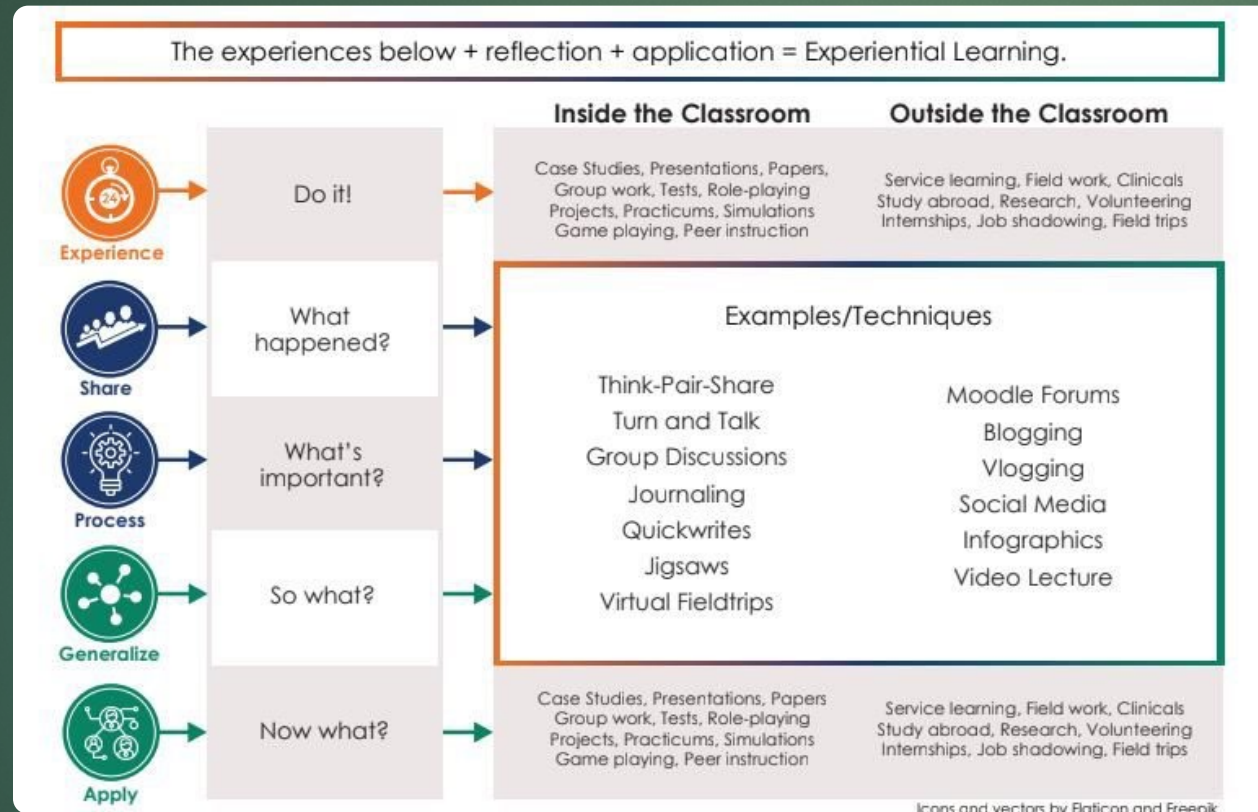
Betsy Boris MSN RN

Northwestern Michigan College
Nursing Faculty

- **Education:**
 - MSN/ED -Spring Arbor University (2018)
 - BSN - Spring Arbor University (2014)
 - ADN - North Central Michigan College (2011)
- **Professional Experiences:**
 - NMC Nursing Faculty~ Health Occupations
 - Experiential Learning Fellow (summer2021 cohort)
 - DEI committee member (employee group)
 - Other NMC roles (Staff and Adjunct):
Former Simulation coordinator, adjunct instructor-Online (informatics) and Clinical (fundamentals & Mental Health)
 - Registered Nurse 11 years
 - Experience: ED nurse for critical access hospital and cardiac critical care at Munson Medical center, Med surg/Acute care, Community free clinic
- **Fun facts:**
 - I used to drive a school bus.
 - We have a small zoo/farm of pets at home, including cats, dogs, parrots, chickens, and ducks (and occasionally pigs).



Experiential Learning at NMC:



My deeper dive through EL Fellows:



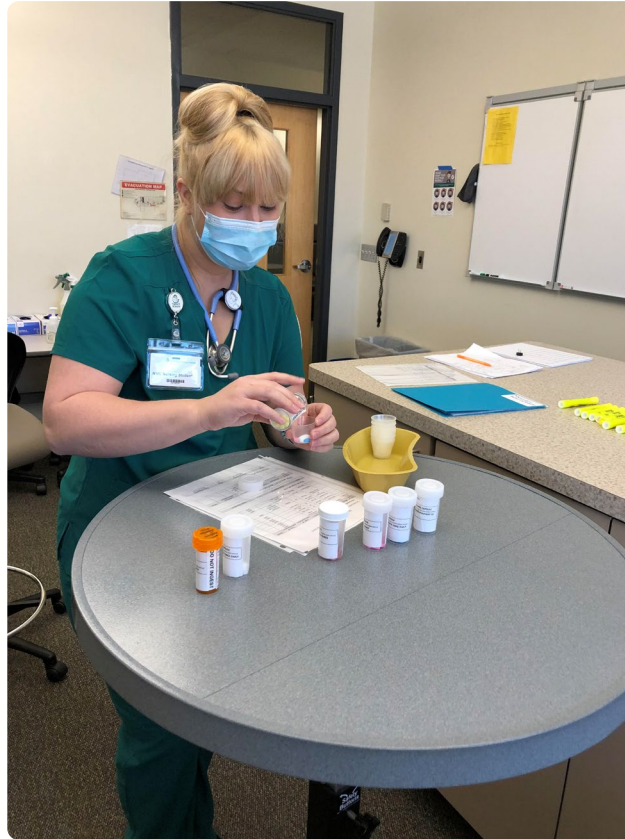
- ▶ Learning Cycle
- ▶ Learning Styles
- ▶ Learning Spaces
- ▶ Faculty Roles

A good place to learn:



Assignment Example (the learning loop):

- ▶ **Part #1:** CBC Lab Value worksheet assigned as a “ticket to class.”
- ▶ **Part #2:** Surgical case studies for small group activity: This is a partial glimpse of a separate scenario-based group activity with connection to the lab worksheet, to increase the “value” in doing (and understanding) this piece of prep work.
- ▶ **Part #3:** The share back of the case study exercise. Offers students the opportunity to learn from each other, as well as for me to be able to fill in any gaps of knowledge or understanding as their content expert. To continue to assist them in making connections to other applications, and some reflection of what they learned, how the learning was achieved, and what might need to change to foster in their success as a student.
- ▶ **Part #4:** CBC practice questions, a way for students to apply what they have learned in the context of our class (and program) assessment model. Test questions. Can they take what we have done and apply in the way that will be asked of them for unit exams? Best when done as poll or kahoot for students to be able to answer on the spot.



The value of context:



Nursing students created their own wounds as a part of their skin integrity module. All wounds were handmade and used to give context to their newly learned vocabulary.

Building on what we know:



Using what we know: Assessment activity





Standardized patients for real time feedback



Building trust:

HNR101: Cultural Presentation Projects

- ▶ First semester Nursing students review of various populations and our need to address implicit bias, health disparities and inequities.
- ▶ Including: Lessons in research and Health Literacy, working together in groups, personal assessments and reflections
- ▶ A few of the populations covered this semester included: Amish, Mexican immigrants, Native Americans, Middle Eastern/Arab, elderly, homeless, Latter-Day Saints and even nuns



Student reflections from culture project:

- ▶ I was very surprised at just how amazing this project was. I loved that we had so much variety in minority groups and that every single person in our class truly did such an amazing job of “teaching” their chosen minority group to the class. I could easily state this may be my favorite group activity we have done in fundamentals so far this semester! I liked the open questions after each presentation as well with the ability to explain that we as students may have not researched that exact question as it pertained to our project. I can easily say I learned something from every group!
- ▶ I was truly surprised by everyone's presentations because they all brought something new and something that was close to them. I'm super glad we got to do this. I hope you can keep doing them throughout the years. I thought it was a good way of learning about different cultures instead of reading about them.
- ▶ This assignment was one of my favorite assignments due to the variation in cultures and newly discovered details. If more than one group researched a similar population, there were still pieces added by the next group. I appreciate how this assignment brought an awareness to some of the prevalent and not so prevalent biases in our society and ultimately in ourselves.

Defining success?

Course evaluation feedback from students

- ▶ You're great at teaching material in a way that makes sense and is relevant to our careers as nurses. I felt like this course was straightforward and feel confident moving forward with the information that we have learned.
- ▶ I like the framework of the class and the style of teaching. She makes it easy to learn and ensures everyone feels comfortable asking for help or discussing areas to improve.
- ▶ Betsy is reactive with course content to class competency and understands individual areas of struggle addressing issues that are of complication. She is respectful at all times and truly wants you to succeed.
- ▶ Was very helpful when I was struggling. Betsy did everything she could to help all of the students succeed. The ways that she used lecture time to apply the material to real clinical situations was really helpful.



Questions?

THANK YOU FOR LETTING ME SHARE
SOME OF MY JOY WITH YOU TODAY!

Budget Development Considerations



**Northwestern
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College**

Fiscal Year 2023 Update

NMC Budgeting Process 2022/2023 Fiscal Year Planning

The Planning and Budget Council (PBC) was formed during the 1999-2000 academic year by merging the former Planning Council and the former Budget Council. Its purpose is to make recommendations to the President regarding strategic planning design and implementation, operational planning, resource allocation, and the general fund budget. Membership consists of eleven regular members (4 faculty, 3 staff, 1 SGA member, 1 maintenance/custodial staff, and 2 at-large) and additional ex-officio members appointed by the President. The Council meets regularly during the academic year, and ad hoc during the summer months.

PBC's full responsibilities are listed as follows (per Governance Policy D-502.00):

- To assist the President in developing the strategic plan including recommending goals, measures and targets;
- To identify the institutional capacities needed to be developed to achieve the strategic plan;
- To assess service levels across the institution for providing input on the college budget;
- To recommend revisions to the budget guidelines;
- To help align budget recommendations with strategic and operational plans;
- To provide feedback and suggestions for the budget input variables;
- To recommend allocation of resources guided by the Vice President for Finance and Administration;
- To communicate with member constituencies;
- To orient new council members.
- To address other related topics as deemed necessary by the President

This Council improves budget transparency and communication at the College. Current members are listed as follows:

Alex Bloye – At Large	Kristi Hallet – Staff
Hannah Krohn - SGA	Tamella Livengood - Faculty
Mark Delonge – Staff	Janet Lively - Faculty
Troy Kierczynski – Ex-officio	Cathy Brown - Recorder
Becca Richardson - Faculty	Todd Neibauer – Ex-officio
Jason Slade – Ex-officio	Vacant – Maintenance/Custodial
Tamella Livengood - Faculty	Vacant – At Large
C.J. Schneider – Staff	Stephen Siciliano - Chair

NMC BOARD OF TRUSTEES 2022-2023 RESOURCE GUIDELINES

1 – Strategic and Financial Planning

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

2 – Tuition and Fees

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

3 – Salaries and Benefits Equity

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

4 – Professional Development

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

5 – Faculty and Staff Composition

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

6 – Technology, Capital Equipment, Maintenance and Renovation

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

7 – Debt Service

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

8 – Financial Reserves

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

A – General Operating Reserve

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

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

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

B – Fund for Transformation

The Fund for Transformation shall be used to fund strategic growth initiatives, emerging opportunities, or other transformational projects. A fund balance equal to two to five percent of annual operating expenses shall be maintained. The College will target three-and-a-half percent of annual operating expenses for this reserve.

C – Equipment, Building Maintenance and Construction

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

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

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

Revenue Considerations FY23

Contained in this section:

Tuition & Fees Revenues

1. **10-Year Contact Hours History:** Since the single greatest revenue line for NMC is tuition, it is important to understand the contact hours underlying tuition revenue. This analysis compares budgeted and actual contact hours for each semester for the years provided.
2. **5-Year Tuition & Revenue History w/graphs:** A year-by-year comparison of in-district, out-of-district, and out-of-state tuition is provided. This table also provides a history of the Colleges revenues by source, and the percentage of total for each source.
3. **Comparison of Revenues By Source for All Michigan Community Colleges**

Property Tax Revenues

4. **5-Year Property Tax History:** A five-year historical view of taxable values in Grand Traverse County, millage rates levied, and budgeted vs. actual property tax revenues.

Northwestern Michigan College Contact Hours - 10 Year History

Budgeted Contact Hrs

	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Fall	56,560	52,623	50,084	49,292	42,193	41,922	40,861	38,999	33,145	33,823	34,758
Spring	54,964	50,290	46,449	44,689	39,615	37,330	35,479	35,252	29,733	30,305	31,635
Summer	8,205	9,090	7,294	6,205	6,090	5,582	5,735	5,642	4,919	5,589	6,181
	119,729	112,003	103,827	100,186	87,898	84,834	82,075	79,893	67,797	69,717	72,574
% change	-7.4%	-6.5%	-7.3%	-3.5%	-12.3%	-3.5%	-3.3%	-2.7%	-15.1%	2.8%	4.1%

Actual Contact Hrs

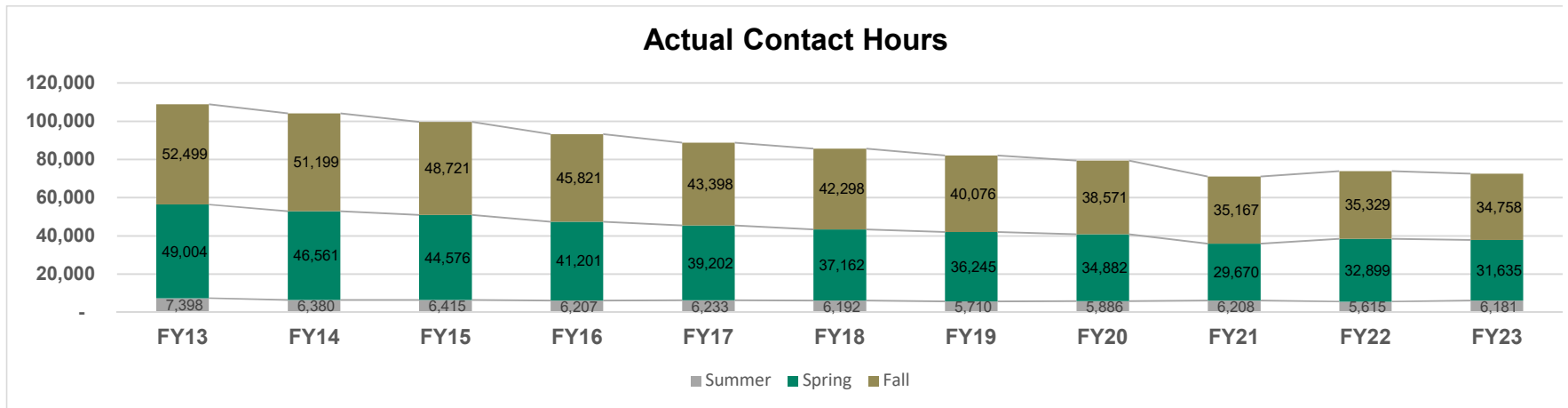
	FY13	FY14	FY15	FY16	FY17	FY18	FY19	FY20	FY21	FY22	FY23
Fall	52,499	51,199	48,721	45,821	43,398	42,298	40,076	38,571	35,167	35,329	34,758
Spring	49,004	46,561	44,576	41,201	39,202	37,162	36,245	34,882	29,670	32,899	31,635
Summer	7,398	6,380	6,415	6,207	6,233	6,192	5,710	5,886	6,208	5,615	6,181
	108,901	104,140	99,712	93,229	88,833	85,652	82,031	79,339	71,045	73,843	72,574
% change	-8.1%	-4.4%	-4.3%	-6.5%	-4.7%	-3.6%	-4.2%	-3.3%	-10.5%	3.9%	-1.7%

Projected

contact hour decline from FY13 to FY22 ----> -32.2%

Variance	(10,828)	(7,863)	(4,115)	(6,957)	935	818	(44)	(554)	3,248	4,126	-
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Actual Contact Hours



5/16/2022

**Northwestern Michigan College
Tuition Rate & Revenue History
General Fund**

Tuition Rate History	ACTUAL		ACTUAL		ACTUAL		Tuition Freeze ACTUAL		Eliminate FLO Fee 3% Increase ACTUAL		5% Increase DRAFT BUDGET	
	FY 18	% Incr.	FY 19	% Incr.	FY 20	% Incr.	FY 21	% Incr.	FY 22	% Incr.	FY 23	% Incr.
In-District Rate	\$104	0.0%	\$106	2.2%	\$109	3.0%	\$109	0.0%	\$112	3.0%	\$118	5.0%
Out-of-District Rate	\$216	5.0%	\$220	2.2%	\$227	3.0%	\$227	0.0%	\$234	3.0%	\$246	5.0%
Out-of-State Rate	\$281	5.0%	\$287	2.2%	\$296	3.0%	\$296	0.0%	\$305	3.0%	\$320	5.0%
International Rate	\$318		\$325		\$334	3.0%	\$334	0.0%	\$344	3.0%	\$361	5.0%
Revenue \$ History	ACTUAL		ACTUAL		ACTUAL		ACTUAL		ACTUAL		DRAFT BUDGET	
Tuition and Fees	\$ 23,739,745	0%	\$ 23,529,686	-1%	\$ 21,364,804	-10%	\$ 19,730,147	-8%	\$ 20,840,881	5%	\$ 22,001,840	5.3%
Property Taxes	10,350,242	3%	10,685,705	3%	11,163,672	4%	11,569,141	4%	12,027,300	4%	12,769,825	5.8%
Total Local Sources	34,089,987	1%	34,215,391	0%	32,528,476	-5%	31,299,288	0%	32,868,181	5%	34,771,665	5.5%
State Sources	10,262,240	8%	10,169,385	-1%	9,368,082	-9%	10,462,586	10%	10,863,377	4%	10,745,000	-1.1%
Federal Sources	867,621	7%	1,815,514	52%	1,368,032	-33%	8,500	-15994%	12,600	33%	-	#DIV/0!
Private Sources	588,169	14%	567,361	-4%	880,472	36%	1,006,602	13%	868,897	-16%	979,765	11.3%
Investment Income	16,929	260%	791,249	98%	468,033	-69%	(341,701)	237%	162,186	311%	196,000	17.3%
Other Sources	577,726	1%	571,429	-1%	417,067	-37%	323,305	-29%	460,010	30%	426,100	-8.0%
Total Revenues	\$ 46,402,672	3%	\$ 48,130,329	4%	\$ 45,030,162	-7%	\$ 42,758,580	-5%	\$ 45,235,251	5%	\$ 47,118,530	4.0%

Revenue % History

	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	DRAFT BUDGET
Tuition and Fees	51%	49%	47%	46%	46%	47%
Property Taxes	22%	22%	25%	27%	27%	27%
Total Local Sources	73%	71%	72%	73%	73%	74%
State Sources	22%	21%	21%	24%	24%	23%
Federal Sources	2%	4%	3%	0%	0%	0%
Private Sources	1%	1%	2%	2%	2%	2%
Investment Income	0%	2%	1%	-1%	0%	0%
Other Sources	1%	1%	1%	1%	1%	1%
Total Revenues	100%	100%	100%	100%	100%	100%

Michigan Community College Revenue Sources

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

***building and site millage**

Sorted by tuition & fees

Revenue source data from ACS 2022\ Fiscal year

Table 22

03.04.22 CJB

**Northwestern Michigan College
Property Taxes - 5 Year History
Taxable Values, Millage Rate, and Revenue**

	FY18	FY19	FY20	FY21	FY22	FY23 Budget	If Millage Restored FY23 Budget
Taxable Values (GT County)	\$4,753,810,167	\$5,106,798,342	\$5,368,654,721	\$5,651,352,613	\$5,901,559,989	\$6,383,535,930	\$6,383,535,930
<i>Change in Taxable Values</i>	4.0%	7.4%	5.1%	5.3%	4.4%	8.2%	0.0%
Millage Rate Allowed	2.17	2.14	2.13	2.11	2.09	2.06	2.57
Property Taxes, Calculated	\$ 10,315,768	\$ 10,948,465	\$ 11,456,172	\$ 11,945,264	\$ 12,355,623	\$ 13,134,825	\$ 16,405,687
<i>Less: budgeted TIF, Brownfield, and abatements/adjustments.</i>	-	(166,847)	(320,636)	(474,901)	(340,000)	(380,000)	(380,000)
<i>Add: Expected Refunds</i>	15,000	15,000	15,000	15,000	15,000	15,000	15,000
Property Tax Budgeted Revenue	\$ 10,330,768	\$ 10,796,618	\$ 11,150,536	\$ 11,485,363	\$ 12,030,623	\$ 12,769,825	\$ 16,040,687
Property Tax Actual Revenue	\$ 10,350,242	\$ 10,685,705	\$ 11,163,172	\$ 11,569,141	\$ 11,950,266	A	B
Budget Variance	\$ 19,474	\$ (110,913)	\$ 12,636	\$ 83,778	\$ (80,357)		
<i>% Difference</i>	0.2%	-1.0%	0.1%	0.7%	-0.7%		

difference (B-A) **\$ 3,270,862**
headlee rollback
annual impact

Salary & Benefits Considerations FY23

Contained in this section:

Salaries & Benefits

1. **Total Compensation Budget:** Narrative describing the elements of the College's total compensation package and the related key budget considerations for the draft budget.
2. **Salary and Benefits Charts:** Charts comparing the composition of NMC's salaries and benefits costs to historical periods.
3. **Employee FTE History:** Provides a historical picture of the changing NMC workforce by employee classification based on a full-time equivalent (FTE) calculation for part-time employees using hours worked.
4. **Employee Benefits Plan:** This is a summary report of the College's benefits package and out-of-pocket costs to employees

Total Compensation

The **purpose** of NMC's compensation system is to support the attraction, development, and retention of high-quality talent to fulfill the mission and vision of the college. Our comprehensive system includes pay, benefits, performance and recognition, development and career opportunities, and work-life components. The goal of the compensation system is to be equitable, transparent, and consistent and to support NMC values of lifelong learning, exceeding expectations for quality and service, valuing all people, responsible stewardship, innovation, and thoughtful risk-taking.

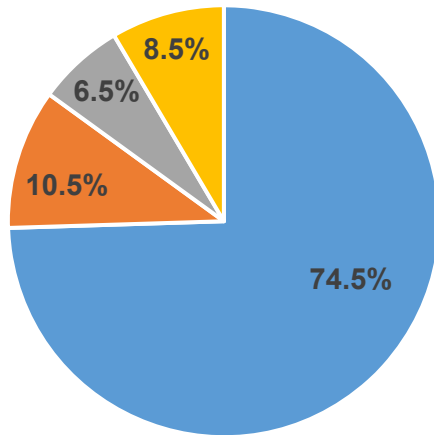
Beginning in 2013, the College started a process of evaluating our compensation system to determine if the system supports the values that are important to our stakeholders. The stakeholders included all of our employees and our Board (as representatives of the public). The Compensation Committee presented its recommendation and findings to the Board of Trustees in at the October 14, 2014 study session.

The 2023 working budget includes compensation adjustments for staff effective January 2023. This adjustment will be reviewed once fall enrollment numbers are final.

Compensation or Benefit	FY 2023 Key Budget Consideration
Faculty Pay	<ul style="list-style-type: none"> Faculty pay will increase in accordance with the MEA collective bargaining agreement currently under negotiation for the period beginning August 1, 2022
Staff Pay	<ul style="list-style-type: none"> \$660,000 with FY23 budget impact of \$330,000 to be distributed based on benchmark
Benefits	<ul style="list-style-type: none"> \$300,000 increase in MPSERS and ORP \$100,000 increase in employer FICA
Performance, Recognition	<ul style="list-style-type: none"> Supervisor training
Development & Career Opportunities	<ul style="list-style-type: none"> \$230,000 increase in staff professional development based on post-pandemic return to in-person events
Work-life	<ul style="list-style-type: none"> Flexible/Remote Work Options

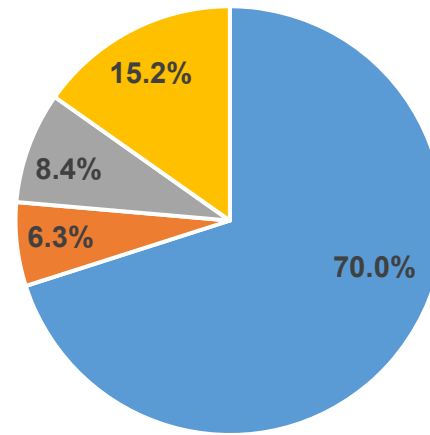
Percentage of Total Compensation Cost

2002 Actual



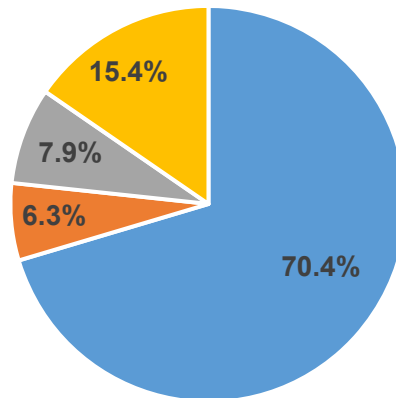
■ Salary ■ Miscellaneous Benefits ■ Health ■ Retirement

2021 Actual



■ Salary ■ Miscellaneous Benefits ■ Health ■ Retirement

2023 Draft Budget

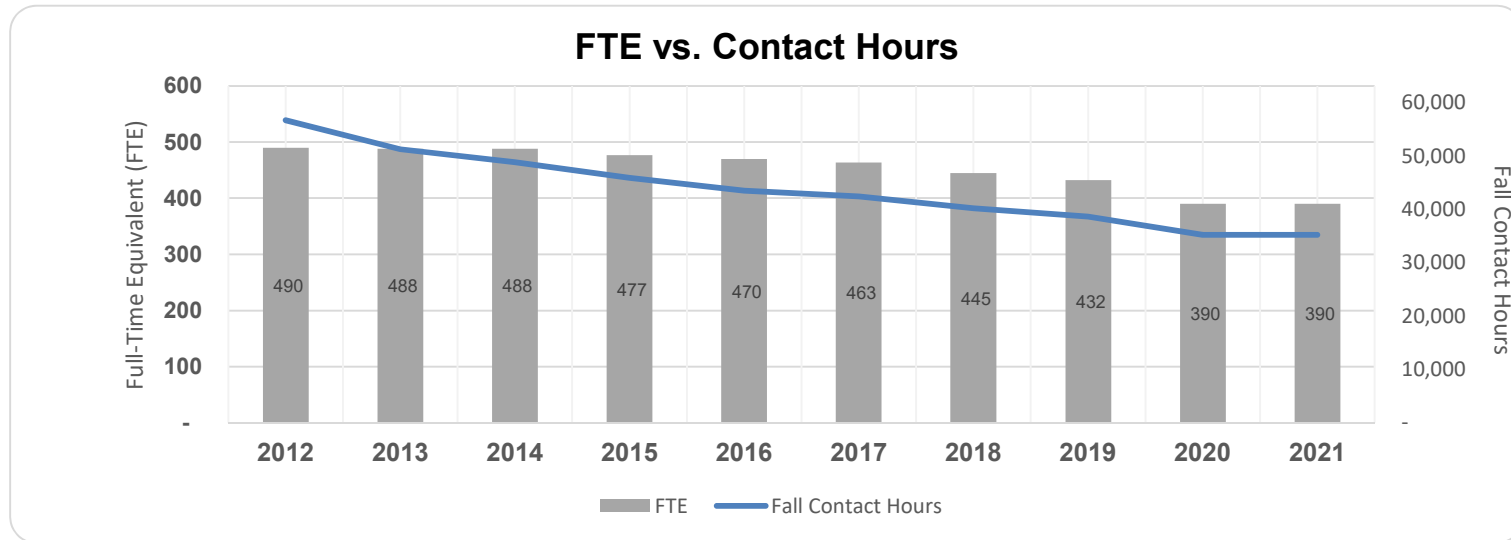


■ Salary ■ Miscellaneous Benefits ■ Health ■ Retirement

NORTHWESTERN MICHIGAN COLLEGE EMPLOYEE FTE HISTORY - AS OF OCTOBER 1

The table below represents a calculation full-time equivalent (FTE) employees based on hours worked. These figures do not reflect employee headcount.

	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021
Faculty	89	89	95	94	89	87	85	81	81	81
Administrative	35	36	36	37	36	35	36	36	37	37
Professional Staff	71	79	84	86	90	87	74	84	85	82
Paraprofessional/Technical	47	45	44	45	42	39	39	42	41	37
Support Staff	18	19	17	19	20	19	19	20	17	19
Maintenance/Custodial	38	38	35	31	31	30	31	30	29	29
Total Regular Employees	298	307	311	312	308	297	283	292	289	285
Adjunct Faculty	86	82	71	67	66	65	62	49	47	49
Student Employees	41	35	34	34	31	33	32	22	13	14
Supplemental Employees	65	65	71	63	66	69	68	69	40	49
TOTAL	490	488	488	477	470	463	445	432	390	397
Fall Student Headcount	4,847	4,727	4,542	4,268	4,167	3,935	3,726	3,581	3,278	3,298
Fall Contact Hours	56,613	51,199	48,721	45,821	43,398	42,298	40,076	38,571	35,167	35,329



**NORTHWESTERN MICHIGAN COLLEGE
FLEXIBLE BENEFITS PLAN 2022**

Plan	Available Plan Options		
Medical	Core Plan	High Deductible Plan	Opt Out Medical
Medical Insurance — Priority Health	Deductible: \$500 Individual \$1000 Family Co-insurance: 80% Plan Pays 20% You Pay Co-pay: \$20- office visit, urgent care visit, chiropractic visit \$150- ER visit Preventative Medical Care at 100% Rx: \$10.00 Generic \$40.00 Preferred \$80.00 Non-Preferred	Deductible: \$1,400 Individual \$2,800 Family Co-insurance: 80% Plan Pays 20% You Pay <i>Pay 100% of prescriptions until deductible is met. Then coverage is the same as the CORE plan.</i> Preventative Medical Care at 100% Health Savings Account (HSA) – NMC contributes: \$1,300 for Individual Plan \$2,600 for Family Plan	Opting Out – No medical coverage (Must provide proof of insurance coverage elsewhere) \$1,400 cash rebate (Taxable, non-MPSERS wages) Pro-rated for time
Dental	Voluntary		
Optional Dental Insurance — Blue Cross Blue Shield of Michigan	100% Preventative 85% Class II (filling, root canal, bite guards, denture repairs, tissue conditioning) 60% Class III (crowns, veneer fillings, dentures, bridges, implants) 60% Orthodontia Yearly maximum: \$1,800 Lifetime orthodontia maximum: \$2,000		
Vision	Voluntary		
Optional Vision Insurance — Eye Med	Eye exam annually with no co-pay; \$0 co-pay on lenses and frames with \$200 allowance on frames every 12 months; \$200 for contact lenses or frame lenses every 12 months.		
LTD	Core	Option I	Option II
Long-Term Disability Insurance	Employer provided Maximum: 60% of earnings, not to exceed \$1,500/mo.	Employee can purchase Maximum: 60% of earnings, not to exceed \$5,000/mo.	Employee can purchase Maximum: 70% of earnings, not to exceed \$5,000/mo.
Life/AD&D	Core	Voluntary	
Employee Group Term Life and Accidental Death & Dismemberment Insurance	Death Benefit \$50,000 Term Life plus \$50,000 Accidental Death & Dismemberment for Full Time Part Time benefit- \$25,000	Employee can purchase additional Term Life/Accidental Death and Dismemberment Insurance in increments of \$10,000, up to maximum \$500,000. Some restrictions apply.	
Spouse Group Term Life		Spouse can purchase Term Life Insurance in increments of \$10,000, up to maximum \$500,000. Some restrictions apply.	
Child Group Term Life		Employee can purchase Term Life Insurance for dependent children in increments of \$2,500, \$5,000, \$7,500, or \$10,000 per child.	
Flexible Spending Accounts	Available- all Medical Plans		
Dependent Care	Administered by Meritain Health		
Medical Cost	Administered by Meritain Health		
Limited Flexible Spending Account	Administered by Meritain Health		
HSA	High Deductible Health Plan		

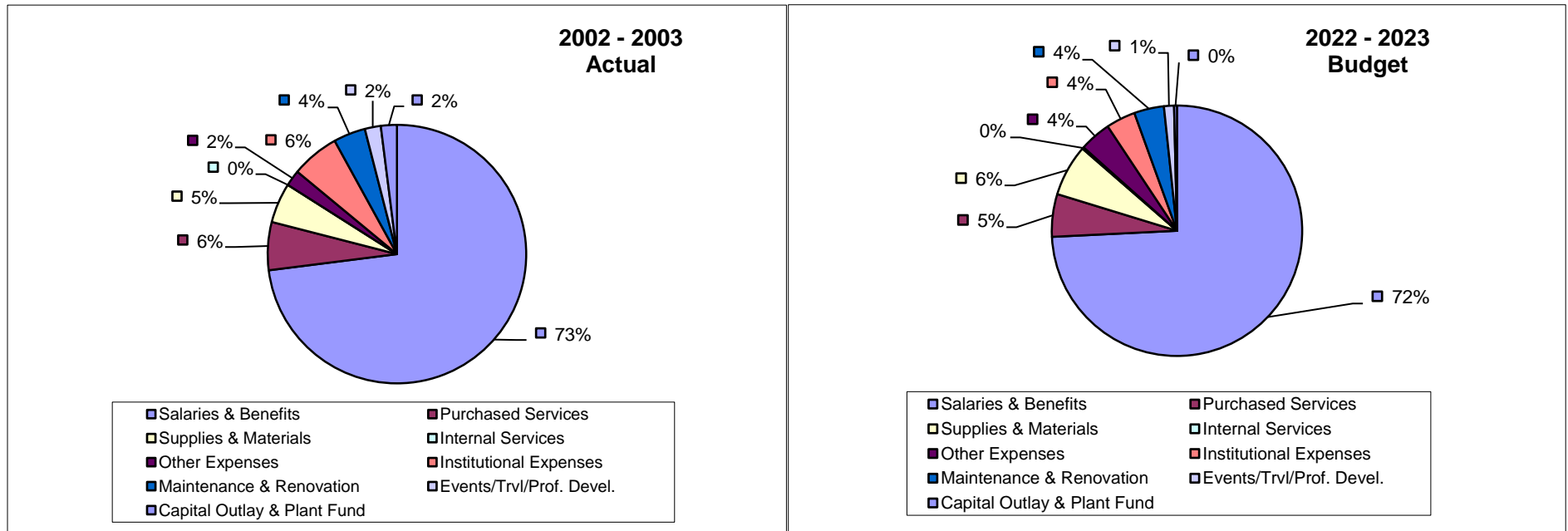
Expense Considerations

Contained in this section are:

Expenses:

- 1. Expenditures Comparison (Pie Charts):** This analysis provides a breakdown of the expenditures categories as a percentage of all expenses.
- 2. Educational & General (Non-Labor) Expenses and Transfers History:** This table provides a history of the College's educational & general expenses (referred to as "E&G" or non-labor). Detail of transfers is also included for the years provided.

Northwestern Michigan College General Fund Budget Expenditures Comparison by Category



Northwestern Michigan College
Educational & General (Non-Labor) Expenses and Transfers History

	Actual FY16	Actual FY17	Actual FY18	Actual FY19	Actual FY20	Actual FY21	Projected Actual FY22	Draft Budget FY23
Educational & General								
Purchased Services	2,347,170	2,579,215	2,431,771	2,537,324	2,049,534	2,049,405	2,327,546	2,518,197
Supplies & Materials	2,895,797	2,746,144	2,927,587	3,251,184	2,430,550	2,264,808	2,832,966	3,041,582
Internal Services	81,917	94,794	57,626	83,954	92,560	10,642	(17,262)	103,065
Other Expenses	1,542,048	1,668,308	1,604,364	1,597,838	1,534,239	1,131,852	1,450,094	1,628,696
Institutional Expenses	1,610,288	1,625,585	1,624,422	1,621,241	1,519,695	1,388,583	1,588,160	1,738,804
Maintenance & Renovation	1,367,944	1,522,039	1,394,750	1,554,197	1,609,299	1,588,584	1,669,198	1,762,581
Professional Development & Events	196,147	663,681	655,269	713,810	555,708	226,041	389,602	594,112
COAT / Capital Outlay	35,057	175,197	267,544	696,140	347,272	56,368	177,852	170,000
	10,076,368	11,074,961	10,963,332	12,055,689	10,138,857	8,716,283	10,418,156	11,557,037
Transfers								
Transfer for Deferred Maintenance	999,647	999,647	999,647	1,009,643	1,019,740	500,000	1,004,265	1,165,741
Other Transfers Out ^a	1,560,040	1,336,846	2,751,000	2,950,542	661,865	2,018,844	809,661	240,000
	2,559,687	2,336,493	3,750,647	3,960,185	1,681,605	2,518,844	1,813,926	1,405,741
^a Other Transfers Out (In)								
Strategic Funds	250,000	250,000	250,000	400,000	500,000	450,000	250,000	250,000
Funds for Transformation	33,500	50,000	600,000	50,000	50,000	150,000	50,000	50,000
Aviation Capital Fund (based on Tac Hours)	362,722	385,982	413,213	444,394	300,912	358,680	340,000	400,000
Additional Deferred Maintenance	500,000	200,000	600,000	1,400,000	500,000	2,200,000	229,661	-
Technology Fee	400,000	400,000	500,000	500,000	500,000	500,000	500,000	500,000
Facilities Fees	40,000	40,000	40,000	40,000	40,000	-	40,000	40,000
Program Specific	(26,182)	(13,686)	(15,636)	(4,202)	(7,479)	(3,342)	-	-
EES - Elevate Software	-	24,550	24,550	24,550	24,550	24,550	-	-
Wellness	-	-	288,873	-	-	-	-	-
MPERS Reserve	-	-	50,000	95,800	-	-	-	-
Restricted Fund - CARES / CRRSAA / ARPA	-	-	-	-	(1,246,118)	(2,597,885)	-	-
Restricted Fund - GLMA Heritage Act	-	-	-	-	-	936,841	-	-
Restricted Fund - GLMA Direct Support	-	-	-	-	-	-	(600,000)	(1,000,000)
	1,560,040	1,336,846	2,751,000	2,950,542	661,865	2,018,844	809,661	240,000

FY23 Draft Budget

Contained in this section is the draft budget for fiscal year 2023. Various assumptions have been made throughout the budgeting model concerning revenues, salaries and benefits, and expenses.

Tuition and Fee Assumptions:

- 5.0% increase in tuition rate (scenario B)
- 1.7% decline in contact hours
- Tuition restraint capped at 5% or \$226, whichever is greater

Other Revenue Assumptions:

- 8.2% increase in property taxes
- Operation millage erosion of 0.03 due to Headlee (from 2.09 in 2022 to 2.06 in 2023)
- 4.0% increase in state appropriations
- no “one-time” state dollars

Expense Assumptions:

- 8.3% inflation (April 2022 year over year)
- Faculty and staff salary increases
- E&G costs remain flat
- More events and professional development; less supplies

Northwestern Michigan College FY23 General Fund Budget Final Draft

			Scenario A	Proposed Scenario B	Scenario C
Tuition and General Fee Change ---->			3% change	5% change	7% change
	Budget FY21	Budget FY 22	Budget FY23	Budget FY 23	Budget FY23
Revenue					
Local Sources					
Tuition & Fees	\$ 20,271,034	\$ 19,916,110	\$ 21,665,300	\$ 22,001,840	\$ 22,321,687
Property Taxes	11,485,363	12,030,623	12,769,825	12,769,825	12,769,825
Total Local Sources	31,756,397	31,946,733	34,435,125	34,771,665	35,091,512
State Sources					
State Approp. - General Operating	8,341,730	9,995,000	10,300,000	10,300,000	10,300,000
State Approp. - Supplemental	-	375,000	-	-	-
State Approp. - MPSERS Offsets	-	200,000	300,000	300,000	300,000
State LCSA / PPT Replacement	202,000	160,000	145,000	145,000	145,000
Total State Sources	8,543,730	10,730,000	10,745,000	10,745,000	10,745,000
Federal Sources	524,000	1,075,000	-	-	-
Private Sources	1,268,000	868,897	979,765	979,765	979,765
Investment Income	274,000	172,000	196,000	196,000	196,000
Other Sources	353,250	392,600	426,100	426,100	426,100
Total Revenues	42,719,377	45,185,230	46,781,990	47,118,530	47,438,377
Expenditures					
61 Salaries and Wages	21,182,285	22,282,506	23,641,619	23,641,619	23,641,619
65 Benefits	9,072,070	9,332,244	9,916,881	9,916,881	9,916,881
Total Labor Costs	30,254,356	31,614,750	33,558,500	33,558,500	33,558,500
71 Purchased Services	2,391,755	2,311,193	2,518,197	2,518,197	2,518,197
72 Supplies & Materials	3,288,261	3,318,742	3,041,584	3,041,584	3,041,584
73 Internal Services	104,020	99,220	103,065	103,065	103,065
74 Other Expenses	1,705,772	1,670,689	1,628,696	1,628,696	1,628,696
75 Institutional Expenses	1,726,924	1,737,924	1,738,804	1,738,804	1,738,804
76 Maintenance & Renovation	1,778,289	1,828,864	1,762,581	1,762,581	1,762,581
77 Events/Trvl/Prof. Devel.	180,000	362,070	594,112	594,112	594,112
79 COAT/Capital Outlay purchases	50,000	177,852	170,000	170,000	170,000
80 Transfer for Deferred maintenance projects	500,000	1,004,265	1,165,741	1,165,741	1,165,741
Total Expenditures	41,979,377	44,125,569	46,281,280	46,281,280	46,281,280
Other Transfers	740,000	1,059,661	215,000	215,000	215,000
Net Revenue (Loss)	-	-	285,710	622,250	942,097
Strategic Investments					
New positions (scenario A = 2 positions; B = 7 positions; C = 8 positions)			171,000	390,000	460,000
Additional Marketing (advertising & digital marketing)			114,710	232,250	232,250
Building & Infrastructure (Aviation Hangar, Osterlin)			-	-	249,847
Total Strategic Investments			285,710	622,250	942,097

General Tuition & Fees Draft Budget – Tuition Changes As Presented, May 2022

*Annual Impact is calculated based on 24 contact hours in an academic year (12 fall + 12 spring)

General Tuition – 5% change

Category	Current Rate Per Contact Hour	Proposed Rate	Change	Annual Impact*
In-District	\$ 112.00	\$ 118.00	\$6.00	\$144.00
Out of District	\$ 234.00	\$ 246.00	\$12.00	\$288.00
Out of State	\$ 305.00	\$ 320.00	\$15.00	\$360.00
International	\$ 344.00	\$ 361.00	\$17.00	\$408.00

Tier I – 5% change

Automotive, Audio Tech, Construction Tech, Dental Assistant, Nursing, Surgical Tech and Surveying

Category	Current Rate Per Contact Hour	Proposed Rate	Change	Annual Impact*
In-District	\$135.00	\$142.00	\$7.00	\$168.00
Out of District	\$269.00	\$282.00	\$13.00	\$312.00
Out of State	\$348.00	\$365.00	\$17.00	\$408.00
International	\$393.00	\$413.00	\$20.00	\$480.00

Tier II – 5% change

Culinary

Category	Current Rate Per Contact Hour	Proposed Rate	Change	Annual Impact*
In-District	\$156.00	\$164.00	\$8.00	\$160.00
Out of District	\$300.00	\$315.00	\$15.00	\$360.00
Out of State	\$400.00	\$420.00	\$20.00	\$480.00
International	\$452.00	\$475.00	\$25.00	\$600.00

Tier III – 5% change

Maritime and 300+ Level Courses

Category	Current Rate Per Contact Hour	Proposed Rate	Change	Annual Impact*
In-District	\$458.00	\$481.00	\$23.00	\$552.00
Out of District	\$458.00	\$481.00	\$23.00	\$552.00
Out of State	\$458.00	\$481.00	\$23.00	\$552.00
International	\$503.00	\$528.00	\$25.00	\$600.00

General Fee

Category	Current Rate Per Contact Hr.	Proposed Rate	Change	Annual Impact*
All Residencies	\$30.50	\$32.00	\$1.50	\$36.00
Maritime, Nursing	\$20.50	\$22.00	\$1.50	\$36.00



MEMO
Office of the President

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

Dear Board of Trustees,

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

- State Budget Update. Both House and Senate budgets passed the floor. Other than the transportation budget, the higher education budgets earned the most bipartisan support. The Senate Appropriations committee voted to concur with the Governor's recommendation of a 10% increase in operations (5% ongoing, 5% one-time), but on the floor, Senator Daley introduced an amendment to provide an additional \$3.24M for community colleges which brings the Senate's proposal up to an 11% increase (5.5% one-time, 5.5% ongoing using the existing funding formula). The Senate budget also includes a major investment in financial aid – The Michigan Achievement Scholarship would provide 2022 Michigan high school graduates (and subsequent graduating classes) with a last-dollar grant of up to \$3,000 per year for community college, tribal college, or qualified private training institution (and up to \$6,000 per year for public university or independent college or university students).

On May 5, the House passed their version of their budget. The House proposed a 7.8% increase, but modified the current funding formula significantly. The House budget fully funds Michigan Reconnect, and also adds \$148.5M in federal dollars to expand Michigan Reconnect to include those age 21-24 for the next three years.

The final Consensus Revenue Estimating Conference is scheduled for May 20. Conference committees are expected to meet shortly after that, to begin negotiating the House and Senate budgets. We are still on track for a budget to be finalized before July 1.

- BSN legislation. This week I spoke with Representative Roth (who introduced the BSN bills along with Representative DaMoose). He shared that the legislation is stalled and is unlikely to proceed as is. He confirmed what we were hearing from the MCCA, that, multiple parties – including MCCA, state lawmakers, healthcare systems, and four-year universities – are in talks to develop a new “compromise” bill. The present proposal would seek to enable BSN-partnerships between community colleges and four-year universities. A \$50M appropriation would enable “grants” to be awarded to community colleges to develop a partnership with a university partner. While we’re disappointed that the original legislation is unlikely to move forward, we’re also supportive of what’s taking shape. We will continue to work with MCCA to help shape the proposal, and be prepared to submit a grant application (e.g., develop a partnership proposal). And, we will continue to advocate for legislation that would allow community colleges to confer BSN degrees.
- Aviation. An NMC plane containing an instructor and a student made an emergency landing at the Grand Traverse County Civic Center on May 10. While no one was injured in the emergency landing, the plane did sustain significant damage. The FAA conducted an on-site investigation on May 11 and released the wreckage to us. Their formal report is expected within the next 30-45 days. They confirmed the cause was a mechanical failure, and not pilot error. In fact, the instructor/pilot was given praise for the landing. The Aviation Program conducted a safety stand down through Thursday morning. After a safety check of the fleet, student training resumed on the 12th.
- Strategic Plan. We continue to share NMC’s strategic plan with key community leaders, including a meeting with Traverse Connect’s CEO, Warren Call.
- Foundation. As you know, the Foundation Board’s Executive Committee has developed a plan to undertake organization development work – to further clarify and strengthen the College-Foundation relationship. The initial meeting will occur this upcoming Monday, May 16, when the Executive Committee will be engaged in day-long retreat.

Points of Pride:

- Many end-of-year celebrations have occurred on campus over the past couple of weeks (all of which I participated in), including: Student Leadership Luncheon, Phi Theta Kappa Induction, Honors Convocation, GLMA Graduation Reception and Dinner, Nursing Pinning Ceremony, and of course, Commencement (actually, three ceremonies). A special thank you to the trustees who participated in these events, celebrating student success at NMC.
- Gail Kurowski, Director of the NMC Police Academy recently earned a significant donation when the Grand Traverse County Board of Commissioners unanimously approved the Sheriff’s Office donation of two of their used patrol vehicles (equipment included) to the NMC Police Academy.

- NMC hosted the Community Development Speaker Series on May 12. Matt Wille, President and CEO of Munson Medical Center, was the speaker. Approximately 25 community leaders got to visit the Timothy J. Nelson Innovation Center.
- NMC has been extensively involved this past week, being a key sponsor and host of many events occurring during Northern Michigan Start Up Week.
- NMC resumed its place as a leader in short-term study abroad experiences, with 50 students from multiple academic areas traveling to the United Kingdom, France, Spain and Colombia this spring. The UK and Spain trips departed this week.
- NMC student Amber Marsh is one of 15 Phi Theta Kappa members selected as a 2022 Guistwhite Scholar, and will receive a \$5,000 scholarship for her baccalaureate studies. Winners were chosen from among 2,700 applicants nationwide based on academic excellence, leadership accomplishments, and engagement in PTK, the international community college honor society. Marsh, of Kalkaska, has been president of NMC's PTK chapter for two years and led it to its best performance ever in the organization's Most Distinguished Chapter competition. She is also NMC's current Student Government Association president and active in other groups.

Key Entries from the President's Calendar:

- Attached is a copy of my column featured in May issue of *TCBN*
- Breakfast with first year cadets aboard the State of Michigan, before getting underway (May 12).
- "Coffee With the President" – an NMC Foundation event to thank members of the President's Club annual giving society and Biederman Society (May 10).
- "Pizza With the President" with dozens of students participating - an opportunity to listen to students and 'take the pulse' of student life on campus (April 27).
- Speaker at MCCA's Leadership Academy, speaking on "The Experience of a New President, During COVID" (May 5).
- Met with Triston Cole (former State Representative, and present candidate for 37th Michigan Senate District), hosting him for a tour of NMC (May 13).

Upcoming Dates of Note:

- May 16, 2022—Innovation Center Renaming & Rededication Celebration
- May 18, 2022—Employee Recognition Celebration, NMC Main campus, in the courtyard between the Timothy J. Nelson Innovation Center and Founders Hall
- May 23, 2022—Regular Board Meeting, NMC Hagerty Center
- June 2, 2022—Fellows Celebration, NMC Hagerty Center
- June 27, 2022—Regular Board Meeting, NMC Hagerty Center



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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: Thursday, May 19, 2022
Re: State/Federal Legislative Update

State

FY23 State Budget

In the first week of May, both the House and Senate passed their respective Community College budgets for FY23. Here is a comparison of the two bills:

	Funding compared to FY22	Funding Formula Used	Michigan Reconnect	Tuition Restraint Language
Governor's Budget Recommendation*	10% overall (5% ongoing, 5% one-time) 7% or \$695,100 For NMC	Existing	Fully funds Michigan Reconnect at \$55 million and maintains funding from the General Fund.	No
House Passed (HB 5779)	7.8% overall 4% or \$394,000 For NMC	New- based on 3-year average of fiscal year equated students (FYES)	Fully funds Michigan Reconnect at \$55 million but switches the revenue source from General Fund to School Aid Fund, and adds \$148.5M in federal dollars to expand Michigan Reconnect to include those age 21-24 for the next three years.	No
Senate Passed (SB 843)	11% overall (5.5% ongoing, 5.5% one-time) 7.9% or \$782,900 For NMC	Existing	Funds Michigan Reconnect at \$40 million and maintains funding from the General Fund (Keeping it funded in the LEO budget via SB 834)	Yes- Restricts an increase in tuition and fee rates for in-district students for the 2022-23 academic year to no greater than 5% or \$226 whichever is greater

**In addition to the Governor's FY23 budget recommendation, she also proposed a FY22 supplemental funding request of \$58.5 million for community colleges to infrastructure, technology, equipment, and maintenance. So far, the legislature has not considered passing this supplemental budget proposal.*

We expect that the House and Senate will enter conference committee negotiations shortly after the May 20th Consensus Revenue Estimating Conference. This means that we are still on track for a budget to be finalized before July 1.

Michigan New Jobs Training Program:

The legislation that would double the cap on contracts under the Michigan New Jobs Training Program (MNJTP) [HB 5527](#) (Griffin) passed the Senate Economic and Small Business Development Committee and is currently pending on the Senate floor.

Community College BSN Legislation

While we were excited at the progress this bill made earlier this year- getting a favorable vote in committee- we recognize that significant political hurdles still exist in Lansing for its passage in the House and Senate. Unfortunately, these hurdles may be too high to overcome this legislative session. However, we are encouraged by the discussions being had by the legislature, various stakeholders including the Michigan Community College Association and others to support funding and policy changes that would enhance the ability of a community college to partner with a four year institution to dramatically increase the number of nurses with bachelor's degrees by creating additional opportunities for nurses with associate degrees to seamlessly complete their BSN on community college campuses. This proposal would not supplant our efforts in the future to pass legislation that would allow NMC to confer a BSN degree, but the proposal would add another tool in the tool chest to address the needs of our healthcare partners at Munson and throughout the healthcare industry.

Federal

Biden Administration Announces the American Connectivity Plan: Eligible households will be able to receive high-speed internet at no cost. Students who receive Pell Grants will be among those who qualify under this program. For more information, see the White House's [Fact Sheet](#) and [ACCT's analysis](#).

Grant Opportunity – Upward Bound Math and Science Program: Grants to support projects designed to prepare high school students for postsecondary education programs that lead to careers in the fields of math and science. For more information [click here](#). Applications are due June 3.

Grant Opportunity - Training Program for Federal TRIO Programs: Grants to train staff and leadership personnel employed in, participating in, or preparing for employment in, projects funded under the Federal TRIO Programs, to improve project operation. For more information [click here](#). Applications are due June 10.

Grant Opportunity - Centers of Excellence for Veteran Student Success Program: Estimated average size of award is \$525,000 for up to 36 months. For more information [click here](#). Applications are due June 13.

**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, April 25, 2022
NMC Hagerty Center, Room C**

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

ROLL CALL

Trustees present: Rachel A. Johnson, Laura J. Oblinger, Andrew K. Robitshek, Kennard R. Weaver, Chris M. Bott

Trustees absent: Douglas S. Bishop

Trustees participating remotely: Kenneth E. Warner, from Seattle, WA

Also present: President Nick Nissley, Lynne Moritz, Diana Fairbanks, Troy Kierczynski, Mark Liebling, Lindsey Lipke, Kyle Morrison, Todd Neibauer, Rebecca Teahen, Patti Burgess, Keith Kelly, Laura Matchett, Kristina Jackson, Russell Schindler, Stephen Siciliano, Tony Jenkins, Alex Bloye, Jason Slade, Bob Verschave

REVIEW OF AGENDA—The agenda was accepted as presented.

STRATEGIC FOCUS: Student Engagement and Success—Jason Slade, Vice President of Strategic Initiatives, and Todd Neibauer, Vice President for Student Services and Technologies, provided an update on the second strategy included in the NMC Next strategic plan. The Board requested some modifications to the data being presented, and other comparisons to community college peers, which will be followed up at a later date.

REPORTS AND PRESENTATIONS

Program Focus: College for Kids—Laura Matchett, Director of Extended Education Services (EES), and Kristy Jackson, Program Coordinator, highlighted the College for Kids program, which is in its 45th year. Jackson reviewed the challenges overcome throughout the past two years, and shared numbers for the 2022 season: there are over 100 enrichment classes for ages 3-17 on four NMC campuses. EES partners with numerous youth organizations in the area and leverages internal partners, such as regular and adjunct instructors who instruct College for Kids classes.

Faculty Report: Engaging NMC in Traverse City's Startup Community—Keith Kelly, Business and Technical Instructor, and member of the TCNewTech Board of Directors, discussed his year-long project on engaging in the startup ecosystem in Traverse City. Student Shelby S, currently working as a surveyor, provided a pitch presentation on the startup for Rod Leviora, a device she invented to ease surveying. Shelby will present her formal pitch during the first Northern Michigan Startup Week in early May. Kelly reviewed the NMC Makerspace and Startup Seminar course, and their role in the development of Startup Week.

PUBLIC INPUT—There was public input offered by Russ Schindler.

UPDATES

President's Update—President Nick Nissley provided updates on college events, including the first face-to-face orientation in two years; state budget developments; community college BSN

legislation, and other projects seeking state funding. Nissley also elaborated on the Discovery Pier project and NMC Foundation governance and strategic planning project, both of which were mentioned in his mid-month update to the Board of Trustees included in the meeting materials. In response to a question, Nissley also discussed feedback from community partners, such as the Grand Traverse Regional Community Foundation.

Board Chair Update—Chair Rachel Johnson thanked Trustee Oblinger for participating in a recent tour with Rep. Frederick and reminded all trustees to review the upcoming events during the busy end-of-semester time frame. Johnson reported on the work of the Board’s Executive Committee at their recent meeting on April 19, 2022, which included the modifications to the Board meeting agenda.

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

- Minutes of the March 21, 2022 regular meeting
- Foundation Report—Rebecca Teahen, Associate Vice President for Resource Development and Executive Director of Foundation, provided the Foundation Report for
- PRMC Report—Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications
- Enrollment Report—Todd Neibauer, Vice President for Student Services and Technologies
- Financial Report—Troy Kierczynski, Vice President of Finance and Administration

ACTION ITEMS

MACC Grant Application—On a motion by Laura Oblinger, seconded by Kenanrd Weaver, the Board authorized for the Dennon Museum Center at Northwestern Michigan College to submit an application for grant funding in the amount of \$30,000 for project support from the Michigan Arts and Culture Council (MACC) in the current round of FY23 grant applications.

Aviation Purchase— Chris Bott made a motion, seconded by Laura Oblinger, the Board authorized administration to purchase a Cessna Skyhawk 172S not to exceed \$450,000, funded from the Aviation Capital Equipment Fund.

East Hall Sprinkler System—On a motion by Andy Robitshek, seconded by Chris Bott, the Board authorized administration to enter into a contract with Johnson Outdoors the amount of \$54,935 to replace the sprinkler system in East Hall.

Innovation Center Dewatering Project—Laura Oblinger made a motion, seconded by Kennard Weaver, the Board to authorize administration to enter into a contract with Elmer’s Crane and Dozer, Inc. in the amount of \$516,280 (plus 10% contingency) to implement a permanent dewatering system for the Timothy J. Nelson Innovation Center. Trustee Weaver requested assurance the project will not impact neighboring residents adjacent to the property on Eastern avenue.

Closed Session—Laura Oblinger made a motion, seconded by Chris Bott, that the Board convene in closed session as permitted by Section 8(c) of the Michigan Open Meetings Act, MCL 15.268, to discuss strategy connected with the negotiation of collective bargaining agreements between the

College and the Michigan Education Association. The motion passed with the following roll call vote: Yes—Kennard Weaver, Andy Robitshek, Laura Oblinger, Chris Bott, Rachel Johnson; No—none; and the Board went into closed session at 6:48 p.m.

Reconvene Regular Meeting—On a motion by Kennard Weaver, seconded by Laura Oblinger, the closed session was adjourned and the open session was reconvened at 7:32 p.m. with the following roll call vote: Yes—Andy Robitshek, Chris Bott, Kennard Weaver, Laura Oblinger, Rachel Johnson; 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 7:33 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



MEMO

*Public Relations, Marketing,
and Communications*

To: Nick Nissley, President

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

Date: 5-13-22

Subject: April 2022 Monthly Report

April is a strong month for all media categories, especially earned media. For the second month in a row we have 100% positive or neutral earned media sentiment. This is in part due to increased proactive public relations capacity thanks to the BOT support of expanding the PRMC team. PRMC is actively involved with delivering on the college's new strategic plan with responsibilities in all 5 of the strategies and 15+ objectives. While we await the approval of the FY23 budget in June, the new Marketing and Creative Directors are developing paid and shared media campaigns to advance enrollment marketing goals identified in the strategic plan. The following is an overview of the work of Public Relations, Marketing and Communication for April 2022.

Paid Media ↑

April showed an increase in paid search and display campaign conversions and a decrease in cost per conversion, especially with adult learner demographic audiences. We currently have an RFP for a new digital marketing support vendor to increase leads, conversions and reporting capacity.

Earned Media ↑

NMC was featured in 66 media mentions with an estimated publicity value of \$14,000. Media sentiment was 100% positive or neutral. Stories that resulted in the most attention include:

- [Ice, ice maybe](#) Record-Eagle
- IAF Ukraine Fundraiser [Record-Eagle](#), [9&10 News](#), [UpNorthLive](#), [9&10 News \(2\)](#)
- Earth Day celebrations [Ticker](#), [9&10 News](#), [9&10 News \(2\)](#)
- Fellows Announced, [Ticker](#), [Record-Eagle](#)
- [Cessna Skyhawk approved for NMC training fleet](#), Record-Eagle
- ['Taste of Success' raises money for scholarships](#), UpNorthLive.com

Owned Media ↑

PRMC published two NMC Now e-newsletters with an average open rate of 48.1%. Feature articles include:

[Success story: Skilled trades to transfer. grads showcase NMC's breadth](#)

[Success story: Harnessing entrepreneurial energy](#)

Work is nearly complete for the Summer 2022 issue of Nexus which highlights NMC's role in helping solve the skilled trades puzzle.

Shared Media

Shared media saw MOM growth across all organic categories including followers, impressions and engagements. High performing posts include pizza with the president, quadruple family graduation, Scholarship Celebration and GLWSI Northwestern.



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: May 16, 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.
- The number of gifts received to date this year (3,302 *as of 5/08/22*) is slightly behind last year (3,378 *as of 5/06/21*). A spring solicitation mailing is in process.
- To date, donors have given:

\$2,983,777	Total received (including Annual Fund, pledges, and <i>documented planned gift intentions</i>) raised toward goal
+ \$223,217	Gross event revenue
\$3,206,994	Total raised through new gifts, commitments, & events
	<i>(Goal: \$3,550,000)</i>
+ \$529,008	<i>from previously documented planned gifts</i>

Foundation Initiatives

- The Foundation board is pursuing organizational development and strategic planning processes to help ensure the foundation is well positioned to meet the needs of our students and the college now and into the future.
- The alumni relations program welcomed approx. 150 new alumni into the hawk owl family with alumni “swag bags” at the commencement event earlier this month.



**Northwestern
Michigan
College**

MEMO
Enrollment Services

To: Dr. Nick Nissley, President
From: Todd Neibauer, VP for Student Services & Technologies
Date: May 17, 2022
Subject: Enrollment Update – Summer/Fall Semester 2022

Summer 2022

Orientation for new students starting in the summer semester started on April 22. Contact hours are currently down 11% over last year. This decline was expected due to an increase last year with the beginning of the Reconnect program in summer semester of 2021.

	2019	2020	2021	2022
Admission Applications	724	705	728	625
Admits	517	514	520	423
Admits Registered	197	216	212	181
Prior Admits Registered	9	3	8	7
Retained from Spring	709	730	791	746
Re-Admitted Students	79	77	93	81
Average Contact Hours	5.75	6.08	5.93	5.74
Total Headcount	994	1,026	1,104	1,015
Total Contact Hours	5,717	6,235	6,549	5,830
Tuition	1,128,384	1,193,213	1,287,267	1,261,919

(Resources: Digital Dashboard – Same Date Comparison SU2019-2022)

Fall 2022

Fall 2022 registration began in March for continuing NMC students. The first new student orientation was on April 22 in a face to face format and will continue through August.

	2019	2020	2021	2022
Admission Applications	2,873	2,470	2,523	2,225
Admits	1,890	1,729	1,783	1,571
Admits Registered	654	399	513	443
Prior Admits Registered	28	9	37	13
Retained from Spring	1,509	1,276	1,161	1,172
Re-Admitted Students	141	87	159	99
Average Contact Hours	11.31	11.67	11.03	11.08
Total Headcount	2,331	1,771	1,869	1,727
Total Contact Hours	26,371	20,659	20,617	19,131
Tuition	4,984,572	4,163,231	3,958,219	3,886,021

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



Northwestern
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College

MEMO

Administrative Services

To: Dr. Nick Nissley, President

From: Troy Kierczynski, Vice President of Finance and Administration

Date: May 18, 2022

Subject: Summary Report for the General Fund as of April 30, 2022

The attached reports summarize the financial results for the General Fund as of April 30, 2022. The tenth month represents 83% 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 \$7,415,711. Revenue increased by 6% when comparing April 2022 to April 2021. Expenses increased 3% in comparison to April 2021.

Revenue (letters refer to the attached General Fund summary)

- A. Tuition and fees improved from April 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 30,584 with actual revenue of \$5,898,794. Spring revenue is trending over budget by \$21,183.
- B. Property Taxes: Tax revenue is recorded as payments are received. The overall increase for the fiscal year expected to be 4% 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 slightly below but expected to finish at or near 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 10

Funds	Accounts	2021-2022 Adjusted Budget	YTD Activity	% of Annual Budget	
TOTAL GENERAL FUND					
50	Revenues				
	Tuition and Fees	19,916,110	19,374,602	97.28%	A
	Property Taxes	12,030,623	11,961,582	99.43%	B
	Other Local	<u>0</u>	<u>0</u>	*	
	Local Sources	31,946,733	31,336,184	98.09%	
	State Sources	10,730,000	8,400,154	78.29%	C
	Federal Sources	1,075,000	12,600	1.17%	D
	Private Sources	868,897	764,307	87.96%	F
	Investment Income	172,000	137,691	80.05%	E
	Other Sources	<u>392,600</u>	<u>404,744</u>	103.09%	F
	Total Revenues	45,185,230	41,055,680	90.86%	
60	Labor				
	Salaries & Wages	22,282,506	17,642,355	79.18%	G
	Benefits	<u>9,332,244</u>	<u>7,777,357</u>	83.34%	G
	Total Labor	31,614,750	25,419,712	80.40%	
70	Expenses				
	Purchased Services	2,311,193	1,775,500	76.82%	H
	Supplies & Materials	3,318,742	1,998,513	60.22%	H
	Internal Services	99,220	16,445	16.57%	H
	Other Expenses	1,670,689	1,063,609	63.66%	H
	Institutional Expenses	1,737,924	1,276,335	73.44%	H
	Maintenance & Renovation	1,828,864	1,277,708	69.86%	H
	Prof Develop, Travel & Events	362,070	325,626	89.93%	H
	Capital Outlay	<u>177,852</u>	<u>137,604</u>	77.37%	H
	Total Expenses	11,506,554	7,871,340	68.41%	I
	Total Expenditures	43,121,304	33,291,052	77.20%	
80	Transfers				
	Transfers	2,063,926	348,917	16.91%	
	Total Transfers	<u>2,063,926</u>	<u>348,917</u>	16.91%	
	Total Expenditures and Transfers	45,185,230	33,639,969	74.45%	
	Net Revenues over (under) Expenditures	0	7,415,711		



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

INTERIM
This statement does not
reflect year-end results.

	<u>YTD 4/30/2022</u>	<u>YTD 4/30/2021</u>	<u>\$ Diff</u>	<u>% Diff</u>	<u>Comments</u>
Revenue					
Local Sources:					
Tuition & Fees	\$ 19,374,602	\$ 18,345,779	\$ 1,028,823	6%	Primarily due to increases in tuition from summer and fall enrollment (partially offset by elimination of online fees), GLMA cruise fees (cruises offered through the fall in FY22), aviation flight fees, and increases in EES offerings and registrations compared to FY21
Property Taxes	11,961,582	11,141,376	820,206	7%	Timing of property tax payments received from townships and overall increases in taxable values
Total Local Sources	31,336,184	29,487,155	1,849,029	6%	
State Sources	8,321,915	7,939,116	382,799	5%	Primarily due to State's 201e One-Time Operational Support payment received in October 2021
State PPT Reimbursement	78,239	87,747	(9,508)	-11%	State funding formula resulted in slightly lower PPT reimbursement for FY22
Federal Sources	12,600	206,977	(194,377)	-94%	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	764,307	673,554	90,753	13%	Timing of Foundation gifts
Investment Income	137,691	117,831	19,860	17%	Higher interest/dividends recognized in FY22 than in FY21
Other Sources	404,744	251,858	152,886	61%	Primarily due to higher Lobdell sales, timing of Bank of America annual rebate (received in June in FY21), and EES revenue from their summer bridge program (GRASP) in FY22
Total Revenue	41,055,680	38,764,238	2,291,442	6%	
Expenses					
Salaries and Wages	17,642,355	17,032,026	610,329	4%	In line with budget and prior year
Benefits	7,777,357	7,637,649	139,708	2%	In line with budget and prior year
Purchased Services	1,775,500	1,516,327	259,173	17%	Primarily due to food services for GLMA cruises (higher cruise activity in early FY22 than in FY21) and higher legal expenses in FY22
Supplies & Materials	1,998,513	1,772,253	226,260	13%	Primarily due to increased expenses related to international study abroad trips in FY22 (cancelled in FY21) and timing of aviation fuel purchases
Internal Services	16,445	(13,985)	30,430	218%	Timing of internal events/charges in FY22 including NMC Fellows Dinner, one-time award to SGA, and Student Life events
Other Expenses	1,063,609	892,107	171,502	19%	Primarily related to higher recruiting/promotional expenses and higher non-professional development event expenses in FY22
Institutional Expenses	1,276,335	1,165,771	110,564	9%	Primarily due higher snow removal costs in FY22 and the timing of utilities invoices
Maintenance & Renovation	1,277,708	1,196,509	81,199	7%	Primarily due to slightly higher software maintenance expenses in FY22 (including phone and voicemail system upgrade) and timing of software maintenance expenses
Professional Development	325,626	182,757	142,869	78%	Increase in professional development expenses as professional development has been added back into the budget in FY22
Capital Outlay	137,604	44,123	93,481	212%	Timing of COAT purchases
Total Expenses	33,291,052	31,425,537	1,865,515	6%	
Transfers	348,917	128,922	219,995	171%	Aviation flight hours transfer (offset in FY21 by transfer of admin expenses from general fund to CARES Act [CRF] fund)
Total Expenses & Transfers	33,639,969	31,554,459	2,085,510	7%	
Net Revenue Over (Under) Expenses	\$ 7,415,711	\$ 7,209,779	\$ 205,932	3%	



**Northwestern Michigan College
Comparison - Month Over Month
General Fund
Apr 2022 vs. Mar 2022**

INTERIM
This statement does not
reflect year-end results.

	YTD 4/30/2022	YTD 3/31/2022	Apr 22 Activity	Mar 22 Activity	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 19,374,602	\$ 17,467,726	\$ 1,906,876	\$ 2,108,362	Lower tuition allocation in April than in March (5 weeks in March vs. 4 weeks in April); partially offset by increased EES registrations and Aviation's international cohort summer registrations
Property Taxes	11,961,582	11,572,997	388,585	1,375,847	Timing of tax collections received
Total Local Sources	31,336,184	29,040,723	2,295,461	3,484,209	
State Sources	8,321,915	7,221,149	1,100,766	1,128,458	Consistent with prior month
State PPT Reimbursement	78,239	78,239	-	-	Consistent with prior month
Federal Sources	12,600	12,600	-	12,100	Receipt of Partners in Americas grant payment in March (for international study abroad experience in Colombia)
Private Sources	764,307	764,307	-	423,353	Timing of Foundation gifts (quarterly)
Investment Income	137,691	124,804	12,887	16,680	Lower interest and dividend earnings received in April than in March
Other Sources	404,744	317,985	86,759	52,100	Bank of America annual rebate received in April
Total Revenue	41,055,680	37,559,807	3,495,873	5,116,900	
Expenses					
Salaries and Wages	17,642,355	15,832,973	1,809,382	1,831,123	Consistent with prior month
Benefits	7,777,357	7,007,004	770,353	787,564	Consistent with prior month
Purchased Services	1,775,500	1,575,550	199,950	164,170	Primarily driven by higher legal fees in April
Supplies & Materials	1,998,513	1,673,161	325,352	271,352	Primarily due to timing of postage payments and higher printing expenses in April; partially offset by lower software/licensing expenses in April
Internal Services	16,445	(320)	16,765	1,884	Timing of internal events and transfers including Bookstore internal transfers and a one time award to SGA as student group activities increase
Other Expenses	1,063,609	935,808	127,801	114,132	Primarily due to timing of summer school tax collection payment and higher non-professional development expenses in April
Institutional Expenses	1,276,335	1,157,972	118,363	143,884	Primarily due to lower snow removal expenses in April
Maintenance & Renovation	1,277,708	1,126,702	151,006	124,358	Due to slightly higher equipment maintenance expenses and timing of software maintenance expenses in April
Professional Development	325,626	284,620	41,006	33,109	Higher professional development expenses reimbursed in April
Capital Outlay	137,604	125,596	12,008	2,569	\$7,300 Atech Training (auto tech brake trainer/courseware), \$4,139 Airgas Great Lakes (welders), \$569 MSC Industrial Supply Company (engineering tech pedestal grinder)
Total Expenses	33,291,052	29,719,066	3,571,986	3,474,145	
Transfers	348,917	348,917	-	98,655	Aviation flight hours transfer
Total Expenses & Transfers	33,639,969	30,067,983	3,571,986	3,572,800	
Net Revenue Over (Under) Expenses	\$ 7,415,711	\$ 7,491,824	\$ (76,113)	\$ 1,544,100	



Northwestern Michigan College
Income Statement Projections - General Fund
For the Year Ended June 30, 2022
As of 5/16/22

INTERIM

This statement does not
reflect year-end results.

	FY21 Actual	FY 22 Budget	YTD 5/16/2022	FY 22 Projected	Difference vs. Budget	Comments
Revenue						
Local Sources:						
Tuition & Fees	\$ 19,730,147	\$ 19,916,110	\$ 19,558,857	\$ 21,231,135	1,315,025	Higher than anticipated enrollment in summer and fall 2021 led to increased tuition and fees. EES and aviation are increasing in FY22 as compared to FY21
Property Taxes	11,569,141	12,030,623	11,961,582	12,067,056	36,433	In line with budget
Total Local Sources	31,299,288	31,946,733	31,520,438	33,298,191	1,351,458	
State Sources	12,494,296	10,570,000	8,002,442	10,621,759	51,759	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	764,307	889,307	20,410	In line with budget
Dividend and Interest Income	183,806	172,000	137,691	157,691	(14,309)	Federal funds rate sat near zero most of the fiscal year, limiting returns
Unrealized Gain (Loss) on Investments	(525,507)	-	-	(2,500,000)	(2,500,000)	Rising interest rates are driving large unrealized losses on long-term bonds
Other Sources	323,305	392,600	412,839	440,869	48,269	Increase in extra sales including Lodbell's sales in FY22
Total Revenue	44,973,717	45,185,230	40,928,555	43,076,894	(2,108,336)	
Expenses						
Salaries and Wages	21,060,380	22,282,506	18,544,279	22,761,797	479,291	Higher adjunct and overload costs due to higher than expected enrollment during FY22
Benefits	11,234,226	9,332,244	8,162,857	9,439,655	107,411	Slightly higher than budget; partially due to above
Purchased Services	2,049,405	2,311,193	1,882,170	2,387,046	75,853	In line with budget
Supplies & Materials	2,264,808	3,318,742	2,122,441	2,776,481	(542,261)	Slower consumption of supplies due to continued remote work and instruction
Internal Services	10,642	99,220	17,636	12,948	(86,272)	Lower internal event activity as a lot of events remain remote
Other Expenses	1,131,852	1,670,689	1,092,483	1,450,499	(220,190)	Continued savings in non-PD events and travel
Institutional Expenses	1,388,583	1,737,924	1,331,814	1,663,017	(74,907)	Budgeted for increases in utilities but expenses are currently trending below budget
Maintenance & Renovation	1,588,584	1,828,864	1,289,286	1,643,156	(185,708)	Maintenance of software and equipment trending below budget
Professional Development	226,041	362,070	329,233	405,923	43,853	Increase in professional development expenses
Capital Outlay	56,368	177,852	137,636	177,852	-	
Total Expenses	41,010,889	43,121,304	34,909,835	42,718,373	(402,931)	
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	348,917	465,222	125,222	Budgeted transfer for Aviation equipment fund; based on revenue, calculated using tach hours
Plant Fund - EES Transfer for Elevate	24,550	-	-	-	-	
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 in FY21
Program Specific	(3,342)	-	-	-	-	
Total Transfers	2,518,844	2,063,926	290,017	1,939,148	(124,778)	
Total Expenses & Transfers	43,529,733	45,185,230	35,199,852	44,657,521	(527,709)	
Less: Unrealized Gain	-	-	-	2,500,000	2,500,000	Unrealized gains and losses are "paper"; they do not impact fund balance in the long-term, unless the underlying investments are sold and a gain or loss is realized. The College holds bonds to maturity unless called by the issuer.
Net Revenue Over (Under) Expenses	\$ 1,443,984	\$ -	\$ 5,728,703	\$ 919,373	\$ (1,580,627)	

Northwestern Michigan College
Board of Trustees
Audit Committee Minutes
May 11, 2022
President's Office Conference Room
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Kennard Weaver called the meeting to order at 3:32 p.m.

Members Present: Kennard Weaver, Andy Robitshek

Members Virtual: Ken Warner (via Zoom from SeaTac, King County, WA)

Others Present: Nick Nissley, Lynne Moritz, Troy Kierczynski, Lindsey Lipke, Vicki VanDenBerg, Jeff Pohler (via Zoom)

Annual Audit Planning

Vicki VanDenBerg, of Plante Moran, introduced herself and provided a brief summary of her work with auditing and higher ed. VanDenBerg noted she worked on an NMC audit a few decades ago, and Jeff Pohler was part of the team for the FY21 audit.

VanDenBerg and Pohler reviewed the audit process, reporting and responsibilities, and new audit standards. Government Accounting Standards Board (GASB) audit standard changes include a reorganization of the audit materials (e.g., the opinion letter will be at the beginning). The audit will occur in a hybrid format, with some meeting with NMC staff in-person and some via teleconferencing. VanDenBerg and Pohler will present in-person for the October meetings.

Other Discussion

There was discussion regarding cybersecurity and phishing attempts at other community colleges.

Public Input—There was no public comment offered.

The meeting was adjourned at 4:06 p.m.

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



MEMO
Administrative Services

To: Dr. Nick Nissley, President
From: Troy Kierczynski, Vice President of Finance and Administration
Date: May 16, 2022
Subject: Calendar Year 2022 Truth-in-Taxation Resolution

Attached is the recommended resolution for the Board to adopt at its regularly scheduled meeting on May 23, 2022. It is required each year for the Board to set a time to have a Truth-in-Taxation Hearing in which we inform the public of property values and the resulting revenue. The resolution establishes the June 27, 2022 regular Board of Trustees meeting as the time of the Truth-in-Taxation Hearing, as well as the Budget Hearing. Upon completing the public hearing, the Board may then take action to certify taxes for the 2022-2023 fiscal year. As in the past, we will recommend that the full tax levy be issued, and will justify the need to receive the funds as a necessary means of balancing the budget.

If you have any questions, please contact me at your convenience.

**TRUTH-IN-TAXATION
FIRST RESOLUTION**

Northwestern Michigan College, Michigan (the “College”).

A regular meeting of the Board of Trustees (the “Board”) of the College was held at the Great Lakes Campus on the 23rd day of May 2022, at 5:30 in the evening.

The meeting was called to order by: _____

Present: _____

Absent: _____

The following preamble and resolution were offered by Member _____ and supported by Member _____:

WHEREAS, the Board may not adopt its proposed 2022-2023 budget until after a public hearing has been concluded; and

WHEREAS, a copy of the proposed 2022-2023 budget including the proposed property tax millage rate will be available for public inspection during normal business hours at the office of the Vice President of Finance and Administration, Northwestern Michigan College, Traverse City, Michigan; and

NOW THEREFORE, BE IT RESOLVED THAT on June 27, 2022, at 5:30 p.m. at the Great Lakes Campus of Northwestern Michigan College, Traverse City, Michigan, the Board of Trustees of Northwestern Michigan College will hold a public hearing to consider the college’s proposed 2022-2023 budget and the property tax millage rate proposed to be levied to support the proposed 2022-2023 budget.

Ayes: _____

Nays: _____

Resolution declared adopted.

Chair, Board of Trustees
Rachel A. Johnson

**TRUTH-IN-TAXATION
FIRST RESOLUTION**

The undersigned, duly qualified and acting Secretary of the Board of Trustees of Northwestern Michigan College, Michigan, hereby certifies that the foregoing constitutes a true and complete copy of a resolution adopted by said Board of Trustees at a regular meeting held on May 23, 2022, the original of which is part of the Board's minutes. The undersigned further certifies that notice of the meeting was given to the public pursuant to the provisions of the "Open Meetings Act" (Act 267, PA 1976, as amended).

Chair, Board of Trustees
Rachel A. Johnson



**Northwestern
Michigan
College**

MEMO

Student Services & Technologies

To: Dr. Nick Nissley, President
From: Todd Neibauer, VP for Student Services & Technologies
Date: May 18, 2022
Subject: Two Percent Grant Proposal

Twice a year the Grand Traverse Band of Ottawa and Chippewa Indians accepts grant applications from local government entities for funding from 2% of their gaming revenue. The grant request requires the approval of the institution's governing board. This is a request for the Board of Trustees to approve the submission of this grant application at their May 23, 2022 meeting.

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

Thank you for your consideration.

Native American Student Organization- Operating Budget

This would aid N.A.S.O. in providing presentations, workshops and discussion groups focusing on community cultural enrichment and awareness for the Native American student population, community members and guests. Students will design and implement programs with the coach to better inform others about native issues, arts, community and cultural aspects of our local Native American population. N.A.S.O. will provide student to student interaction, building upon our program goals for greater academic success and retention, and higher educational pursuits and academic success using socially engaging activities based on cultural identity. The Native American Student Organization will give native students a voice within the student community both on campus and virtually, in an environment to discuss issues and situations in a relaxed peer to peer setting, while enhancing their leadership experience through the continuation of planning and facilitation of activities developed by N.A.S.O.

(\$500 per activity x 4 NASO projects) **\$2,000**

Native American Success Coach

The coach will perform all aspects of this position to assist Native American students with a focus on working with admissions towards recruitment and retention for students in their academic endeavors once at Northwestern Michigan College. Specifically, the coach will be responsible for student contacts, advocacy, academic and social support activities and services, Native American student outreach, summer college campus immersion (when allowed), individual and group tracking, monitoring and recruitment, grant writing and reporting. Additional responsibilities are to design, develop and aid in the implementation of virtual and in person services and activities related to Native issues and programs for the Native American Student Organization.

(Part Time @ \$23.00 an hour x 25 hours a week x 52 weeks) \$29,900
 (Fringe, Based on 34%) \$10,200
\$40,100

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

Notes:

Space Costs & Building Use	+ 8,400		
Administration and Staff	<u>+29,600</u>		
NMC In-Kind	\$38,000	NMC In-Kind	\$38,000
		Total GTB 2% Request	<u>\$42,100</u>
Program Cycle: June-27-2022/ 8-31-2023		Total Program Budget:	\$80,100

4. Fiscal Data: Amount Requested: \$ 42,100 Percent: 52 %
 Local Leveraging: \$ 38,000 Percent: 48 %
 (Match)
 Total Budget: \$ 80,100 Percent: 100 %
5. Target Population numbers: 0 Children 250 Adults 30 Elders
 (Indicate the 200 Total GTB member Community 20 Others
 number of GTB members)
6. Counties Impacted:
X Antrim X Benzie X Charlevoix
X Grand Traverse X Leelanau X Manistee
7. Brief Description (purpose of funding); include statement of need:

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

NEED: Many students still need help navigating the evolving changes to the instructional process as more of NMC's courses are being delivered online or as hybrid offerings. Our services are crucial to assisting students in becoming successful learners and helping them navigate the resources and opportunities available at the college. To date, most of our Native students have expressed the desire to continue, uninterrupted, with their academic pursuits. We believe our graduates' ambition and success is directly related to our program efforts. To maintain the momentum in recruitment, retention, and graduation for Native students, we need to maintain the support programs currently in place and reestablish the Graduation Celebration Pow Wow as well as the Campus Immersion program, while improving virtual accessibility and implementing more focused social and academic programming assistance. Currently, NMC's Native American student population is still among the highest for community colleges and universities within the State of Michigan.

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

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

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

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

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

Please have the Parent Committee sign the attached Certification Form.

(c) Describe parent involvement in project: _____

(d) Does the school receive Title VII Indian Education Funds? _____ YES _____ NO
If yes, how much: _____

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

Start 07/27/2022 Completion 08/31/2023

10. Has applicant received prior awards through the Tribe's 2% funding allocation?

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

01/31/2022 - 08/31/2022 and amounts: 36,886

07/27/2020 - 08/31/2021 and amounts: 0

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

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

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

Funding will support the continued implementation of programs that support academic success, highlight culture and increase awareness of Native American community issues, making the academic environment more comfortable and inclusive for Native students and community members attending, or thinking of attending, Northwestern Michigan College.

12. If the previous project has been completed, did you submit your 2% report? X YES __NO.

***** Note: See Project Dates**

The 2% report must be submitted one year from the date you received your 2% award. If your report has not been submitted, your current application will not be considered! 2% Reports are mandatory for future grant considerations. Mail your 2% report to: Attn: 2% Reports; GTB, 2605 N.W. Bay Shore Drive, Peshawbestown, MI 49682.

13. Impact of Gaming on local program: (e.g., increase in student population, resulting from increase in Tribal employment or increase in emergency services to Casino patrons).
Native American families are staying in the area due to better jobs and educational opportunities. We anticipate a steady flow of Tribal members attending NMC due to trends in education, employment, and social programs in the Grand Traverse region. We're experiencing an increase in returning students seeking career change or career advancement within tribal operations, as well as non-tribal businesses, as a response to better employment opportunities made available by business growth and development as a result of Tribal gaming in the region.
14. How will the success of the project be assessed (evaluation plan)? Success will be measured by the change in student performance via course retention and completion data, graduation rates, transfer rates, overall GPA, enrollment of recent Native American high school graduates, and enrollment of returning students.
15. If new staff is required, will preference be given to Native American applicants?
X YES _____ NO
16. Budget: Please attach a one-page itemization of the planned budget. Include explanation for each category of the budget.

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

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

Mail completed 2% applications to:

Attention: 2% Program

Grand Traverse Band of Ottawa and Chippewa Indians

2605 N.W. Bay Shore Drive

Peshawbestown, MI 49682

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

To: Dr. Nick Nissley, President
From: Todd Neibauer, VP for Student Services & Technologies
 Troy Kierczynski, VP of Finance & Administration
Date: May 13, 2022
Subject: Housing and Board Rates for FY 2023



Board Authorization

Board authorization is requested for Housing and Board Rates for FY23. Recommendations: No changes in current rates for room and board in North and East Halls. Apartments have a proposed \$75/month increase.

Proposed Residence Hall Room Rates

Following are the recommended housing rates for FY23:

Room Rates – East Hall Academic Year	FY21 Rates	FY22 Rates	FY23 Rates	% Change
Double Room Rate	\$5,350	\$5,350	\$5,350	0%
Single Room Rate*	\$5,800	\$5,800	\$5,800	0%

*limited availability

Room Rates – North Hall Academic Year	FY 21 Rates	FY 22 Rates	FY 23 Rates	% Change
Double Room Rate*	\$5,600	\$5,600	\$5,600	0%
Single Room Rate	\$6,400	\$6,400	\$6,400	0%

*limited availability

The rates in the current on-campus residence options are consistent with the market and with NMC's long-range housing financial business model and will provide the funds to meet operational costs. These rates have also been compared to other institutions that provide similar housing options within the state.

Proposed Apartment Rates

Following are the recommended Apartment rates for FY23:

Apartment Rates – Monthly	FY21 Rates	FY22 Rates	FY23 Rates	% Change
2 Bedroom (semester lease)	\$825	\$825	\$900	9.1%
1 Bedroom (semester lease)	\$700	\$700	\$775	10.7%

Background – Meal Plans

The NMC residence hall housing contract stipulates that all residence East hall students must choose a meal plan. Meal plan balances can be transferred from fall to spring, however, any balances left at the end of the spring semester are not refunded. In addition, there are no meal plan refunds after the start of classes.

Proposed Residence Hall Meal Plan

Following are the recommended Board rates for FY23:

Meal Plan Rates – Academic Year	FY21 Rates	FY22 Rates	FY23 Rates	% Change
Meal Plan - Option 1	\$3,400	\$3,400	\$3,400	0%
Meal Plan - Option 2	\$2,800	\$2,800	\$2,800	0%
Meal Plan - Option 3	\$2,400	\$2,400	\$2,400	0%