



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](mailto:trustees@nmc.edu)

## Meeting Agenda

Monday, July 25, 2022

at Timothy J. Nelson Innovation Center, Room 106/107, 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. Institutional Distinction and Sustainability—*Jason Slade, Vice President of Strategic Initiatives and Troy Kierczynski, Vice President of Finance and Administration*

### III. REPORTS AND PRESENTATIONS

- F. Program Focus: International Affairs Forum—*Jim Bensley, Director of International Affairs Forum, International Services & Service Learning*
- G. Faculty Report—Be the Change You Want to See: Developing Critical Thinking & Problem Solving in Core Courses—*Cathy Warner, Communications Instructor*
- H. Building and Site Committee Report—*Laura Oblinger, Committee Chair*

### IV. PUBLIC INPUT

### V. UPDATES

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

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

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

Recommend that the following items be approved:

- K. Minutes of the June 27, 2022, regular and closed session minutes
- L. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- M. Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*



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- N. PRMC Report—*Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications*
- O. Foundation Report—*Jennifer Hricik, Interim Associate Vice President for Resource Development and Executive Director of Foundation*

### VII. ACTION ITEMS

- P. **Board Policies** (Pursuant to Policy A-106.00 Other)  
Recommend adoption of the following amended Board policies on a second-reading basis:
  - Policy A-102.00 Governing Style
  - Policy A-102.01 Conflict of Interest
  - Policy A-105.00 Consent Agenda Items
- Q. **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)*
- R. **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)*

### 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.*

August 22, 2022—Timothy J. Nelson Innovation Center, Room 106/107  
September 26, 2022—NMC Hagerty Center, Great Lakes Campus, Room C  
October 24, 2022—Timothy J. Nelson Innovation Center, Room 106/107  
November 21, 2022—NMC Hagerty Center, Great Lakes Campus, Room C  
December 12, 2022—NMC Hagerty Center, Great Lakes Campus, Room C (2<sup>nd</sup> Monday)

# NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

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**To:** Dr. Nick Nissley, President  
**From:** Jason Slade, Vice President of Strategic Initiatives  
**Date:** July 18, 2022  
**Subject:** Strategic Initiatives Update: *July 25, 2022 Board of Trustees Meeting*  
 Topic: ***Strategy 5 - Institutional Distinction and Sustainability***

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*Strategy 5 - Institutional Distinction and Sustainability:* Leverage distinctive programs that strengthen institutional sustainability and expand global connections for our learners and communities. (*Champion: Troy Kierczynski*)

*Summary:* Strategy 5 focuses on NMC's distinctive programs with objectives centered around their long-term sustainability and growth. Activities in this strategy include:

- expansion of the Aviation program
- positioning of the Great Lakes Water Studies Institute (GLWSI) as a leader for marine and geospatial programs and offerings
- execution of the Great Lakes Culinary Institutes's (GLCI) "reimagining" plan, and the strategic plans for the International Affairs Forum (IAF), Denno's Museum, and WNMC radio station
- deployment of a unique maritime culinary certificate leveraging existing expertise

*Highlights and Successes:*

- Aviation engaged a professional architect to create a schematic design and marketing package for the hangar renovation project. A one-page appeal has been sent to state representatives, board members, and community leaders who have also been invited to visit the hangar, observe its condition, and learn how the expansion will help solve a critical international workforce need.
- Through the reimagining GLCI process, we continue our examination of improved operating models that will lead to a sustainable culinary program in the long-term.
- The Denno's Museum continues to meet its strategic goals and successfully completed the Conservation Assessment Program by the Institute of Museum and Library Services (IMLS)
- The Marine Center is hosting the Lakebed 2030 conference Sept. 28-30 at the Great Lakes Campus. Twenty five industry leaders will present updates and demonstrate new technologies to an expected audience of 120.
- Rollout of a maritime culinary certificate for Fall 2023 leveraging the strengths of GLCI and the Great Lakes Maritime Academy (GLMA) is ongoing with potential internship opportunities being investigated for GLCI students on large merchant vessels.

*Challenges:*

- The scope of the aviation hangar renovation hinges on securing state funding for the project. The strong labor market for pilots is a challenging barrier to hiring the targeted positions within the Strategic Plan.
- Inflation and other market forces are driving higher entry-level wages in the culinary industry, exacerbating the enrollment challenges for GLCI.
- *PDCA (Plan Do Check Adjust):* As discussed at April's Board of Trustees meeting, metrics will be added beginning in September.

| Objectives  | Status   | Notes:   |
|---|--|--|
| Objective 1: Aviation will execute its multi-phase expansion plan in an effort to increase enrollment by 25% and annual net revenues by 33% from June 30, 2021 to June 30, 2024.  | 2 actions in progress / behind schedule<br><br>1 action not started  | Aviation has reorganized staffing to temporarily address workforce shortages. Asst. Chief in process.<br><br>Brokers are searching for two additional aircrafts.<br><br>Timing for the hangar will need to be readjusted after capital funding is completed at the state level.  |
| Objective 2: The Great Lakes Water Studies Institute (GLWSI) will leverage its assets and geographical position on the Great Lakes to become a leading center for marine and geospatial programs, providing academic pathways, training & professional development, and other innovative technical services which generate positive net revenue by June 30, 2025. | 3 actions completed<br><br>7 actions in progress, on track<br><br>3 actions in progress / behind schedule                              | Professional Development Training including:<br>- Kongsberg Marine infrastructure certificate, Teledyne training, Office of Naval Intelligence, and Michigan Tech surveying series<br>- LakeBed 2030: NMC's 4th annual, bi-national conference<br><br>Research & Technical Services<br>- High resolution mapping of key trout habitat areas Elk Lake<br>- Great Lakes Observing System buoy deployments in East & West Bays, and Lake Michigan<br>- Research at NOAA Thunder Bay National Marine Sanctuary and Sleeping Bear Dunes National Lakeshore<br><br>In process -- development of water quality and environmental technology pathway |
| Objective 3: The Great Lakes Culinary Institute will execute its "Reimagining" plan, which is to modernize curriculum, increase enrollment, and maximize utilization of the current Lobdell's space to achieve a net deficit no greater than \$150,000 by June 30, 2023.  | 5 actions in progress, on track<br><br>2 actions in progress / behind schedule<br><br>1 action not started                             | GLCI is currently working through their reimagining plan, analyzing recommendations from the Culinary Institute of America and examining operating models that will lead to long-term sustainability.  |
| Objective 4A: The Dennon Museum Center will execute the key financial stewardship initiatives from the <i>DMC Strategic Plan 2020–2025</i> by June 30, 2025.  | 1 action completed<br><br>14 actions in progress, on track<br><br>3 actions in progress / behind schedule<br><br>7 actions not started | Successful completion of the Conservation Assessment Program by the Institute of Museum and Library Services (IMLS) (~ May 2022)   |



|   |   |   |
|---|---|---|
| <p>Objective 4B: The International Affairs Forum will execute the IAF Business Plan for Strategic Growth to create a sustainable business operation by June 30, 2024.</p>   | <p>2 actions in progress, on track</p> <p>1 action in progress / behind schedule</p> <p>2 actions not started</p> | <p>IAF Executive Board is currently finalizing its strategic plan. Specifics will be incorporated into this plan.</p> |
| <p>Objective 4C: WNMC will execute the action steps defined in the report “Refocusing WNMC: A 5-Year Plan” to increase engagement/listenership and sustain WNMC's operations by June 30, 2025.</p>                                    | <p>3 actions in progress / on track</p>   | <p>WNMC is currently working on identifying underwriters for key programming time slots.</p>                          |
| <p>Objective 5: The GLMA and GLCI will leverage existing expertise and resources to develop and offer a maritime culinary certificate by Fall 2023, which will expand opportunities for students in this niche, high demand area.</p> | <p>1 action completed</p> <p>4 actions in progress, on track</p>  | <p>Unique opportunity for GLCI / GLMA including internship model for GLCI students on merchant vessels.</p>           |

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

*Next Month:* Initial Review – Strategy 5: Institutional Distinction and Sustainability

# 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 \*

Cathy Warner

Your Title \*

Adjunct Instructor in Communications (English Composition)

Presentation Title \*

Be the Change you Want to See: Developing Critical Thinking & Problem Solving in Core Courses  
(ENG111/112)

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

Over the 2021-22 academic year, I redesigned my ENG111 and ENG112 courses integrating experiential learning (EL) and the social change model of leadership (SCM). Students identified a problem or a need for improvement (at NMC, in their communities, at work, or in society), researched the background of the problem, studied potential ways to address the problem (taking into consideration the impacts on themselves, others, society - SCM), sometimes conducting original research to seek answers or poll others for desired solutions, and then developed solutions and proposals (including plans, processes, and budgets) to address the issue(s). These semester-long EL projects were presented and shared at the end of the semester with members of the class and other NMC faculty/staff.

Generalized outcomes of this curricular design: course attendance was higher, overall quality of work and grades improved over previous semesters, student satisfaction with instructor and course exceeded college/departmental averages, fewer withdraw(s), and students were engaged and excited for the potential to create the changes they want to see at NMC and in their world.

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. \*

Cathy Warner, Ed.D. is an adjunct instructor of Communications. She earned degrees from Alma College, Michigan State University, and Central Michigan University (x2). Teaching has always been her passion and she loves being a part of the NMC community. Teaching core classes is not only about building core skills in writing and composition, but also building up student confidence and how to use their voices (and writings) to 'be the change' they want to see in this world.

Cathy's dream teaching job would be to lead cross-curricular course studies combining unlikely subjects in ways that spark new ways of thinking and learning for her students (Imagine a 3-week May term studying geology [Earth Science] in Arkansas while developing compositions [English] explaining how to use simple machines [Physics] to 'mine for diamonds' at the Crater of Diamonds State Park).

In her prior life before NMC, Dr. Cathy led study abroad courses in China, and completed her dissertation research in Beijing. She spent 14 years working in Residence Life, taught ESL and Leadership classes, and long ago taught high school.

Cathy is married to Ken Warner (the other one in town) and is mother to Clay (9), Cora (7) & Sammy (dog). She enjoys collecting rocks, hiking, camping, and being a Girl Scout troop leader.

*Developing the skills  
our workforces need*

- ★ Critical thinking
- ★ Problem solving
- ★ Leadership
- ★ Effective communication
- ★ Perspective
- ★ Source evaluation
- ★ Reflection

YOU MUST EXPECT  
GREAT THINGS OF  
YOURSELF BEFORE  
YOU CAN DO THEM.  
-MICHAEL JORDAN

*Creating the active leaders  
of tomorrow*

- ★ Community engagement
- ★ Social Change
- ★ Deliberate planning & actions
- ★ Logical reasoning
- ★ Effective articulation
- ★ Research & sourcing

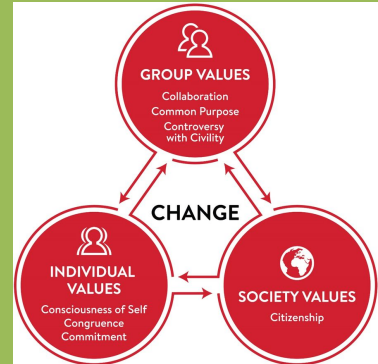
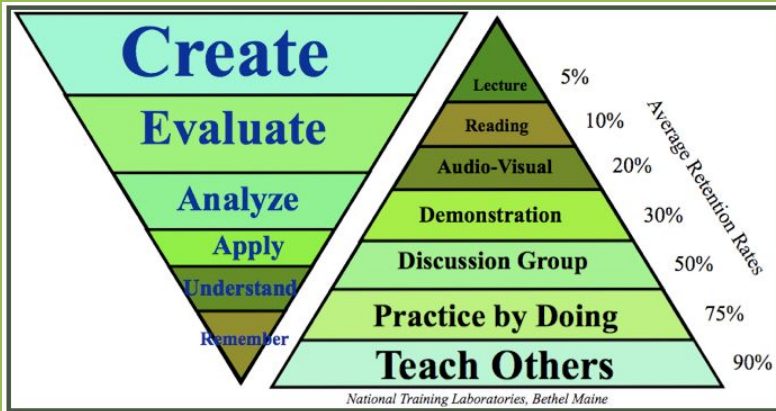
## Curricular Redesign - ENG111/112

**THE CHANGE PROJECT:** Integrating *Experiential Learning, Social Change Model of Leadership, & Transformational Learning* to create courses that develop **Problem Solving & Critical Thinking Skills** and meet the needs of today and tomorrow's workforce

## Course Redesign Overview:

- Our course became one large project "The Change Project" which integrated all aspects of identifying needs, research, argument, critical thinking, problem solving, and developing proposals to address the identified issue.
- **Student-Identified Real World Challenges**- create a learning experience that creates a classroom environment where students are engaged and connecting learning to their courses, lives, and future careers. (practical applications)
- **Theoretical Frameworks** – Experiential Learning, Social Change Model of Leadership, Transformational Learning.
- Thematically, we tackled problems/challenges at NMC, career fields, passion areas and connected it with applied academic writing - using the frameworks of creating change, leadership, and the social change model to solve multifaceted issues.
- **In the end, this was the most engaged, excited, FUN set of courses I've been a part of - meaningful learning, glowing feedback, changes created.**

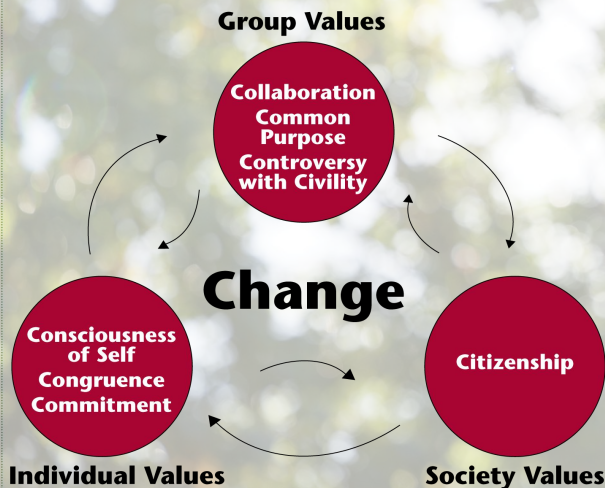
# Foundations of this course:



Social Change Model of Leadership

Bloom's taxonomy + meaningful learning practices - in our case, teaching others = sharing our change projects at the end of the semester

## Social Change Model of Leadership & The Change Project



We're creating change that:

Self -

- Means something to us
- We believe in
- Is in line with our own thoughts & beliefs
- That we are invested in & will see through to completion

Group/Others:

- Engages others
- Others agree, are invested
- Helps others beyond yourself
- Partake in thoughtful discussion and debate to improve the idea(s)/concept/solution

Society/Community:

- Is a project for the Greater Good
- Improves 'environment' for all
- Improvement lasts, it's an investment for the future.
- Does no harm



## SCM details --

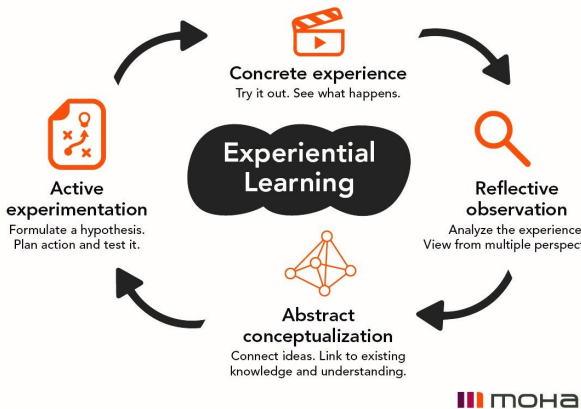
The Social Change Model approaches leadership as a purposeful, collaborative, values-based process that results in positive social change. The model was built upon the following assumptions:

- "Leadership" is concerned with effecting change on behalf of others and society - **you're proposing a project or change that will improve NMC/ your community /your workplace / etc.**
- Leadership is collaborative - **we can't accomplish something alone - we need to engage others, get "permissions", get people "on board", and convince them through our information to join us.**
- Leadership is a process rather than a position - **we're evolving, we may not call ourselves leaders, but we are active in the process of leading change.**
- Leadership should be value based - **they're talking the 7 C's here. Not other values.**
- All students (not just those that hold formal leadership positions) are potential leaders - **It's a process, not a person.**
- Service is a powerful vehicle for developing leadership skills - **Service in our case is our end project. We're inspiring change through our words and advocacy.**

The "values" are the 7 C's - **consciousness of self, congruence, commitment, common purpose, controversy with civility, collaboration, and citizenship**

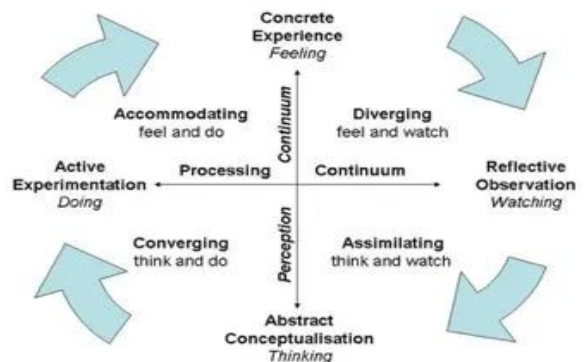
NMC | NORTHWESTERN MICHIGAN COLLEGE

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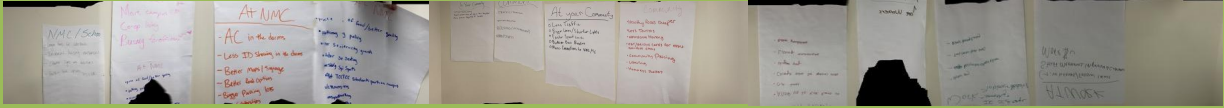
Experiential Learning  
Frameworks

## Kolb Learning Styles



# Starting Point: Brainstorming

Solving Problems involves seeing multiple facets of an issue and understanding the various 'moving parts' involved.



## What challenges do students face at NMC?

- What are NMC's own challenges? (*declining student numbers, budgets, resources, staffing*)
- Who are NMC students? What are their needs and challenges? (*dual enrolled, HS graduates, coming back to school adults, parents needing childcare, 3rd shift workers, commuters, students coming from distances to enroll in GLMA/Aviation, military veterans \\\ \\\ childcare, gas, housing, cost of living while in school, places to rest between classes, mental health, places to be social, places to relax, workout spaces*)
- What are "needs"? What are "wants"? What's the difference? (*analysis of list above \*list above is not all encompassing \*brainstorms also included community challenges, career choices, environmental, etc.*)
- What are the barriers to solving / addressing challenges / issues / needs? (*cost, other priorities, research is needed, convincing others of the need, gatekeepers, politics, time, other commitments*)

## It's not a problem solution project

*It's exploring all of the different aspects, challenges, ways to address, etc. to come to the "best" possible solution.*

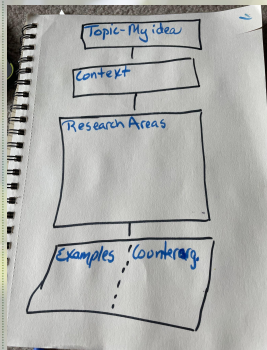
### Change Project Written Elements:

1. **Rhetorical Analysis** - Who is writing about this issue? What are they saying? Are they the best resources to use? Are they the best voices to listen to?
2. **Research** - Finding the best / reliable / academic / appropriate sources and bringing them together to share with [your] audience.
3. **Narrative** - Learning how to articulate why this issue is important (to you), explaining why others should care as well
4. **Argument** - Narrative elements + why the issue needs to be addressed, possible solutions, and which solution is best.
5. **Proposals** - What we need to do and how we need to do it.



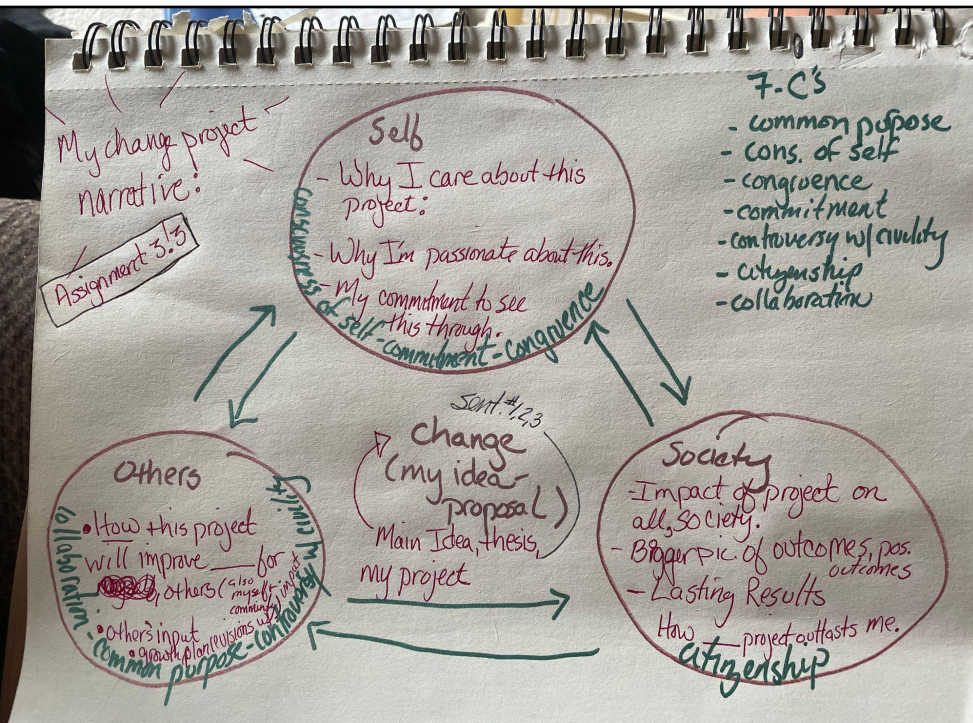
# Using Mind Maps

Building frameworks then working together in groups to add ideas, thoughts, insights – classroom collaboration, building relationships/support networks, investment in shared ideas and visions.



## Mind Mapping using theoretical frameworks-

Let's sketch out your passion, motivations, reasoning behind your change project. We're going to use the 7 C's of the social change model as part of our guide.





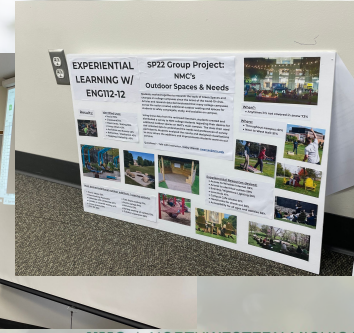
# At the end of the semester students:

- ➔ Completed their "Change Project" with their revised academic writing assignments (research report, narrative, argument, & proposal)
- ➔ Designed a visual aid / handout
- ➔ Shared their proposals in presentation with their classmates and invited guests
- ➔ Shared their proposal with the appropriate constituencies / gatekeepers
- ➔ Completed evaluations and self-reflections on their project

**Generation Study Abroad**  
 On Campus Examples:  
 • NMC offers an annual program of study abroad for students interested in international travel.  
 • The Center for Global Learning is the primary resource for students interested in study abroad.  
 • The Center for Global Learning offers a variety of programs and services to support students in their study abroad journey.  
 • The Center for Global Learning also offers a variety of programs and services to support students in their study abroad journey.

**Needs Expenses:**  
 • Airfare  
 • Visa Fees  
 • Insurance  
 • Travel Agency Fees  
 • Passport  
 • Health Insurance  
 • Travel Insurance  
 • Transportation  
 • Accommodation  
 • Food  
 • Laundry  
 • Personal Expenses

**Other Expenses:**  
 • Health Insurance  
 • Travel Insurance  
 • Transportation  
 • Accommodation  
 • Food  
 • Laundry  
 • Personal Expenses



**On Campus Issues:**

- Currently there is no access point on campus where students are permitted to use bicycles and e-bikes.
- Many students who attend NMC are non-riding students, which poses accessibility issues.
- According to NMC's Code of Conduct, it is prohibited to have a bicycle on campus at all times.
- However, due to this regulation, students are having difficulty in using their bicycles to travel to and from campus.

**Proposal:**

- Create a space on campus to help lock bicycles for students and other outdoor gear.
- NMC Security will be in charge of creating the space. They will run the process of locking in, financing, and maintaining the space.
- Lockers will have a personal padlock for security.
- Students will have to show their driver's license to be issued the lock on the NMC security.
- Locks will be issued upon registration. They will number in half of the major lock, and make it

**Other Implementations:**

- Lockers such as Custom-Made and 1000 Series from Locks for students bring on campus concerns from their storage or security point.

**Needs Expenses:**

- High Lockers
- Pad Locks
- Designated Space on Campus for storage area.
- NMC Security to run 24/7 watch on

**NMC needs two bus or three designed and designed parking for students at NMC, it addresses ideas that we have to give appreciation for their service.**

**The cost:**

- Park: \$100
- Sign: \$20
- Post: \$20
- Paper: \$50
- Total: \$190

**The NMC parking has a lot of space throughout the campus and many parking spots that could be thoughtfully used for other people's services. Even though NMC has free parking for students and employees, students need to walk a few minutes to class should not stay NMC from having a few more available for the veterans on campus.**

# Outdoor Equipment Rental - cr. Andrew Metz



- ➔ Why do people love living in NoMi? [outdoor activities]
- ➔ How can NMC use this love of the outdoors to improve the student experience?
- ➔ How can NMC use this in marketing the college (attract more students)?

- Create an outdoor equipment rental system at NMC for NMC students, like a library for outdoor stuff
- Show students enjoying outdoor activities in marketing and market the outdoor accessibility/equipment rental

❖ Improves mental health, wellness; could improve recruitment for future students



## Other Student Projects / Ideas / Proposals:

### NMC Affiliated Ideas:

- Designated Student-Veteran Parking Spaces near-to academic buildings on campus
- NMC Student membership to therapy / mental health counselor online program like TalkSpace etc.
- A 'Gun Locker' / place for students who hunt to properly and safely store hunting / fishing equipment on campus
- Changes to the Academic Calendar to create a 3 week / 1 intensive "May Term" on campus for student abroad and experiential learning classes
- Campus Childcare offerings for younger children
- More campus-affiliated housing
- Campus Gardens / Botanical Gardens / Green Spaces
- Mobile Food Pantries
- Individualized Academic Majors / Degree Plans

### Community / Career / Passion Project Ideas:

- Research and Policy Change for W-DNR for Apostle Islands Lake Trout Population
- Solar Powered Benches / Recharge Stations along AT / NCT / Hiking Trails
- K-12 Curriculum design in Ethics and socio-emotional education
- Pavillion space near Open Space/Volleyball Courts
- NMC / 3D Printed Homes
- Recycling changes in townships
- Michigan Plastic Bag Ban for single use plastic bags

## Sleep Pods cr. Maddie Medler

- ➔ *How can NMC better serve commuter students?*
- ➔ *How can NMC help students who are working full time and going to school full time?*
- ➔ *Where can students go to safely rest between class breaks besides their cars?*

- Invest in "sleep pods" and install in underutilized spaces.
- Commuters cannot go home between classes.
- Students need spaces to rest / relax.
- Sleep pods can safely give students a place to rest and maintain some life balance with their other commitments.

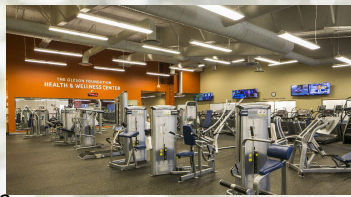


- ❖ *Can improve health, wellness, balance, mental health; shows adults that 'we get it' and care about their basic needs. Addresses the issue of students sleeping in their cars, Helps 3rd shift workers who take classes.*



## Create Partnership with Central YMCA for Fitness/Wellness

- How can NMC cost-effectively offer the fitness resources that other colleges and universities offer their students?
- How can NMC offer students what they need and want (when it comes to fitness / wellness)?
- Rather than building a new fitness center, requiring a fitness membership, or trying to recreate a fitness center on campus, let's leverage what is already nearby campus.
- As part of their student fee, NMC students get a membership to the Central YMCA and can use the fitness resources at & around the civic center during the hours provided.
- NMC could partner with the Y to create a membership program and expand hours to meet student needs.
- ❖ *Improves mental health, wellness; offers similar access to what is found on other college campuses, but at a much lower cost to NMC*



## Projects in Progress:

- Improving Outdoor Seating and Spaces at NMC
- Improving Dining Options to Meet Students' Needs
- Students completed research and have designed a research study for FA22 to get student feedback on these issues
- Students have designed and implemented 1 survey to get student feedback.
- A second food-dining services project survey has been put together and will be implemented in the fall as part of a student project (honors project ENG112).
- Due to covid (instructor + ¼ class in weeks 13-14), we didn't get this done in Spring 2022. Some work was completed, still much left to do.
- Future semesters will tie projects to the NMC Strategic Plan.
  - ❖ *Address student concerns, improve campus appearance, use these images and stories of college response in marketing and PR = "We hear you. We care."*



## Spring 2021 Projects:

<https://ensemble.nmc.edu/Watch/z5C9Twi3>

*Thank you for the opportunity to share my students' successes with you.*



Contact:

Cathy Warner, Ed.D. [cwarner@nmc.edu](mailto:cwarner@nmc.edu)  
@DrCathyNMC on social media

Northwestern Michigan College  
Board of Trustees  
**Building and Site Committee Minutes**  
July 18, 2022  
Timothy J. Nelson Innovation Center, Room 08  
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Laura Oblinger called the meeting to order at 3:00 p.m.

Members Present: Laura Oblinger, Kennard Weaver, Ken Warner

Others Present: Nick Nissley, Lynne Moritz, Jason Slade, Troy Kierczynski, Vicki Cook

### **Overview of Strategic Thoughts**

Committee Chair Laura Oblinger highlighted the connection between diversifying revenue, being innovative and forward thinking in how education is delivered, and how the use of college facilities can address those challenges and goals.

### **Facilities Study Update**

President Nick Nissley reviewed the Eastern Avenue property owned by the college and goals for use of the property. The college acquired 55 acres north of Eastern Avenue in 1969. A high-level review of zoning confirms the property can be developed. As potential uses for the property are explored, Nissley emphasized keeping the project grounded in the college mission of “delivering lifelong learning opportunities to transform lives and enrich our community” is important to Nissley and the team exploring potential uses for the property. Goals for the property include: connecting with the mission; expanding lifelong learning opportunities; expanding mentorship and experiential learning opportunities; and creating a diverse revenue stream for NMC that is both ongoing and self-supporting. An idea to develop a senior living center on the property is being considered and would leverage market opportunity from growing senior demographics in the area.

After a review of the financial landscape that NMC and other community colleges face, Vice President of Finance and Administration Troy Kierczynski stressed the importance of exploring resource opportunities such as this. Kierczynski provided an overview of the initiatives pursued by Schoolcraft College in Livonia, MI. Schoolcraft developed 5 lease agreements with separate 501(c)3s to utilize 62 acres of their property, and was able to generate significant revenue through sports facilities, medical facilities, etc. through the leases and partnerships. There was discussion regarding how Schoolcraft set up the agreements with the lessees.

Vice President of Strategic Initiatives Jason Slade reviewed national trends of senior retired adults looking for housing options that provide lifelong learning opportunities and national examples of higher education organizations creating these learning centers. Similar communities have requirements for the residents to engage in a minimum number of educational hours. Referencing the affordable housing issues in the Traverse City area, it was noted that building an adult living center would free up housing for younger age groups seeking housing in the region.

Vicki Cook, who is consulting on the project, reviewed what has been done to date. A team from NMC, which includes Nissley, Cook, Slade, Kierczynski, and Ed Bailey, has met with Schoolcraft College to review their model for alternative campus partnerships, discussed the concept with two development firms, and gathered examples of other campus adult living centers.

The team recommended issuing a request for proposals to provide market analysis to determine potential demand for this type of housing, desired amenities, and how the community will benefit.

There was discussion about whether a senior living community would be the sole use of the property and how other senior living communities in the area may regard the project. In response to these questions from the committee, it was noted that the proposed timeline of next steps also includes assessing the market analysis data in relation to the campus master plan and that initial conversations with other senior living providers have been well received and supportive. President Nissley clarified that the next step is to determine if this type of senior living community is viable, and then to consider if there are other, better, or complementary uses for the property.

There was consensus of the committee was supportive to issue a request for proposals for the market analysis and it was emphasized that the analysis should be kept innovative and open minded.

### **TART Trails Grandview Expansion**

The city, DDA, and TART are issuing an RFP for design engineering of the trail improvement and expansion effort of the TART corridor between Division Street and Garfield, which crosses over the Great Lakes Campus.

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

### **Input/Discussion**

There was discussion about the space utilization of the Great Lakes Campus and keeping in mind projects, such as additional student housing, that result in increased enrollment for future committee discussions.

The meeting was adjourned at 3:58 p.m.

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





**MEMO**  
*Office of the President*

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**To:** NMC Board of Trustees  
**From:** Nick Nissley, President  
**Subject:** July Mid-Month Update  
**Date:** Friday, July 15, 2022

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Dear Board of Trustees,

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

- State Budget Update. A budget deal was reached on June 30. NMC received a 2.6% increase in our state appropriation. While this is ‘better than usual’, it’s still lower than expected. We budgeted for \$10,300,000 in operational funding, representing a 3.5% increase, but will be receiving \$10,160,000 - a \$140,000 shortfall. This is mostly because of the Indian Tuition Waiver part of the funding formula, and due to the decline in enrollment in that population of students at NMC during the pandemic.
- BSN legislation. The ‘BSN compromise’ was included in the approved budget. Recall, it’s intended to create seamless opportunities for nurses with associate degrees to complete their Bachelor of Science in nursing (BSN) on community college campuses. The program is designed so that community colleges will partner with a four-year college or university and develop a BSN completion program (with input from local employers and local workforce development agencies). NMC will be eligible for a \$2 million grant (one-time funding) for administering the program. We are continuing to plan how we will approach this opportunity.
- Foundation. Rebecca’s last day with NMC is today, July 15. On Wednesday, we held a Farewell Celebration at Lobdell’s where Foundation Board members, Board of Trustees, donors, College employees/retirees, and community members gathered to honor Rebecca’s contributions to the Foundation, College, and community. Jennifer Hricik, our newly named interim executive director of the Foundation will officially begin her role on Monday, July 18. Please join me in welcoming her.

- Faculty Association Collective Bargaining Agreement. The negotiating parties continue to work together in a collaborative way towards an agreement that ensures flexibility for sustainable college operations, while valuing faculty, and supporting student success.
- Points of Pride. NMC's astronomy instructor, Dr. Jerry Dobek hosted two in-person and livestreamed events at Milliken Auditorium on July 12 for the region to see the first images from NASA's James Webb telescope, in partnership with Traverse Area District Library and Sleeping Bear Dunes. As you know, this was an historic event, and NMC was proud to have played such a major role in hosting the community for the 'viewing party'.

Key Entries from the President's Calendar:

- I participated in volunteering at the Cherry Festival; running in the 5K race (on Promethient's team, with a present NMC student and an NMC alumna); walking with the NMC 'float' in the parade; as well as assisting our HBA partners in construction of the 'Build Your Life' float.
- Next week, a team of 8 from NMC, myself included, will participate in the Alliance for Innovation and Transformation (AFIT) Summer Conference in Nashville, TN. This will afford us to think more deeply about how we continue to inspire innovation and shape a healthy culture at the College.

Upcoming Dates of Note:

- July 25, 2022—Regular Board Meeting, Timothy J. Nelson Innovation Center
- July 27-29, 2022—MCCA Summer Conference, Grand Traverse Resort
- August 22, 2022—NMC August/Opening Conference, Hagerty Center
- August 22, 2022—Regular Board Meeting, Timothy J. Nelson Innovation 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, July 14, 2022  
**Re:** **State/Federal Legislative Update**

### State

#### **FY23 State Budget**

In the early morning hours of July 1, the Legislature adopted a budget for FY23 which included several items of note for community colleges including:

- 5% ongoing increase for community college operations distributed through the existing funding formula
  - 2.6% increase for NMC
- \$6 million for the Michigan Reconnect Program Short-Term Training Grants
  - For individuals 21+ with a high school or equivalent diploma for a skills scholarship to a qualified occupational or private training program.
- \$55 million for Michigan Reconnect
  - Funded from the MEDC budget not the Community College budget
- \$56 million for the Michigan ADN- BSN Completion Grant Program
  - The program would allow nurses with an ADN or similar degree to pursue a BSN degree on a community college campus in partnership with a public or independent 4-year college or university BSN-granting program.
- \$10 million for the Community College Academic Catch-up Program
  - Would be administered by the Michigan Community College Association and community colleges would apply for grant funding to support various summer educational programs for students entering college for the 2022-23 academic year.
- \$9.2 million for the Michigan Center for Adult College Success
  - Would be administered by the nonprofit organization Talent 2025. The center would work on ensuring adult enrollment and completion of college degree and certificate programs.
- Tuition Restraint
  - Included Senate added language that provides tuition restraint requirements in order to receive performance funding and one-time performance funding for FY 2022-23; community colleges must limit in-district tuition and fee increases to 5.0% or \$226, whichever is greater. Defines the term "fee" to include the cost of any charges paid by more than half of all resident students. Defines the term "tuition and fee rate" to be the average cost charged to the majority of students for the 2 semesters with the highest amount of full-time equated students during an academic year. Specifies community colleges that violate the tuition restraint cap shall not receive a capital outlay project authorization in FY 2022-23 and FY 2023-24 and will have their appropriation adjusted.
- Performance Funding Formula
  - Included language requiring a workgroup consisting of members from the House, Senate, Executive, Michigan Community College Association, and support staff to evaluate the performance formula and equitable community college funding measures and produce recommendations by December 15, 2022.

### **Budget Signing and Remaining Funding/Capital Outlay**

On Thursday, July 14<sup>th</sup> the Governor signed the budget at Mott Community College. While disappointing that the legislature did not include any capital outlay or special project funding for NMC, we have heard from local legislators that they expect an additional supplemental funding bill to be considered this fall. It is important to note that the Legislature did not allocate approximately \$7 billion dollars, which could be used for capital project funding amongst other uses.

### **Legislative Schedule**

After passage of the FY23 budget, the legislature is largely recessed for the summer with only 2 scheduled session days in the months of July and Aug. The legislature will reconvene in early September.

### **Federal**

#### **FY23 Federal Appropriations**

The House Appropriations Committee has approved their version of the FY23 Labor-HHS-Education appropriations bill which included an increase to Pell Grants of \$500. Although President Biden had requested a \$1,775 increase for the maximum Pell Grant, the bill only provides for a \$500 increase, which would bring the total maximum award to \$7,395.

#### **Final Round of HEERF Funding**

The Department of Education has awarded the final round American Rescue Plan Higher Education Emergency Relief Fund (HEERF) grants which total \$198 million. These grants will assist students who attend 244 colleges and universities and provide resources to help these institutions recover from the impacts of the pandemic. Almost 90 percent of the funds awarded will go toward Historically Black Colleges and Universities (HBCUs), Tribal Colleges and Universities (TCUs), Minority Serving Institutions (MSIs), community colleges, rural institutions, and institutions serving large populations of low-income students. Institutions are required to distribute half of all grant funds directly to students – meeting needs such as housing, tuition support, addressing food insecurity, and other basic needs. The Department has released a funding breakdown by [state](#). The Office of Postsecondary Education will post the full list of awarded institutions on the [SSARP website](#) soon.

**NORTHWESTERN MICHIGAN COLLEGE  
BOARD OF TRUSTEES  
MINUTES  
Monday, June 27, 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, Kennard R. Weaver, Chris M. Bott, Andrew K. Robitshek, Kenneth E. Warner

**Trustees participating remotely:** Douglas S. Bishop (via phone from Bonita Springs, FL)

**Also present:** President Nick Nissley, Lynne Moritz, Diana Fairbanks, Troy Kierczynski, Mark Liebling, Lindsey Lipke, Kyle Morrison, Todd Neibauer, Rebecca Teahen, Jason Slade, Nancy Schulte, Dan Goodchild, Scott Goethals, Jerry Dobek, Mike Chrypinski, Stephen Siciliano, Chris Hanna, Dennis Schultz

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

**BUDGET HEARING**—The regular meeting was closed and the budget hearing opened at 5:33 p.m. on a motion by Laura Oblinger, seconded by Chris Bott, with the following roll call vote: Yes—Chris Bott, Laura Oblinger, Ken Warner, Andy Robitshek, Kennard Weaver, Rachel Johnson; No—None.

**FY23 Budget Review**—Troy Kierczynski, Vice President of Finance and Administration, sought questions regarding the proposed budget for FY23 that included the proposed property tax millage rate of 2.06 mills for operating purposes.

**Public Comment**—There was no public input offered pertaining to the budget hearing.

**Budget Hearing Adjournment**—A motion was made by Laura Oblinger, seconded by Chris Bott, that the budget hearing be closed and the regular meeting reconvened. The motion passed with the following roll call vote: Yes—Kennard Weaver, Ken Warner, Andy Robitshek, Laura Oblinger, Chris Bott, Rachel Johnson; No—None; and the regular meeting was reconvened at 5:35 p.m.

**STRATEGIC FOCUS**

**Strategic Initiatives Update: Community Partnerships and Engagement**—Jason Slade, Vice President of Strategic Initiatives and champion for this strategy presented on the progress made under this strategic direction. Slade noted one action step is shifting to utilize focus groups and surveys to gather similar data to a community attitude awareness survey (CAAS) to be less labor intensive and more cost effective.

**REPORTS AND PRESENTATIONS**

**Program Focus: Building Tomorrow**—Dan Goodchild, Technical Division Director, began his presentation by noting the program relies on community partnerships. After reviewing the certificates, degrees, and apprenticeships offered within the Construction Technology program, Goodchild highlighted that enrollment has been increasing over the past several years, partly due to federal investment in infrastructure and industry demand for workers. Goodchild provided an overview of Building Tomorrow, a middle school level career exploration event which will return as

a two-day event this October, and Build Your Life, which is seeking partial funding to support a full time instructor that is then funded fully by the college after year 4 is being pursued to assist with the projected growth. Goodchild cited numerous community partnerships, including Michigan Works and Traverse Connect among many others.

**Faculty Report**—Scott Goethals, Business Instructor in Computer Information Technology (CIT), provided information on the program, certifications the program offers, and community outreach. Degree programs include CIT Developer and CIT Infrastructure & Security. Goethals highlighted industry certifications students are able to earn while completing their coursework. CIT focuses on four goals related to community outreach: connect to business and industry; attract students; connect former and current students to industry; and build a culture of community within the program. Goethals also applauded CIT Night Out events, which provide networking and partnership opportunities.

**PRMC Report**—Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications, provided an update on the PRMC redesign work over the past two years, noting the progress made since the Board authorized an investment from the fund for transformation in April 2021. The second phase of the redesign includes contracting with a new marketing vendor which is included in the action items later in the agenda.

**Foundation Report**—Rebecca Teahen, Associate Vice President for Resource Development and Executive Director of Foundation, shared that since the report was included in the packet the FY22 fundraising goal has been achieved. As Teahen announced her resignation last month, she publicly thanked the Board for their support.

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

## UPDATES

**President's Update**—President Nick Nissley provided updates on the state budget, BSN legislation, and capital outlay; specifically noting the state budget will hopefully be agreed to later this week. Nissley publicly acknowledged Rebecca Teahen's leadership and upcoming resignation announcement as she plans to leave the college in mid-July; Nissley thanked Rebecca for her success in the Be What's Possible comprehensive campaign and development of her team. Jennifer Hricik, currently the NMC Foundation's Major Gifts Officer, will serve as Interim Associate Vice President of Resource Development and Executive Director of the Foundation for the next year.

**Board Chair Update**—Chair Rachel Johnson referenced a recent editorial in the *Record Eagle* commending the college's Great Lakes Water Institute, noting that "building partnerships is NMC's speciality." Johnson also called attention to the Board of Trustees Executive Committee minutes which were included in the meeting material packet.

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

- Minutes of the May 23, 2022, regular and closed minutes

- Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- Policy Committee Report—*Chris Bott, Committee Chair*

**ACTION ITEMS**—All votes pertaining to the action items listed below refer to votes of trustees present in-person for the meeting. Trustee Doug Bishop participated via phone due to travel and was not permitted to vote in this instance.

**Certification of Taxes**—On a motion by Ken Warner, seconded by Laura Oblinger, the Board adopted resolutions to authorize the millage rate of 2.06 mills be levied for operation purposes for the FY23. The motion passed with a unanimous vote.

**Adoption of Budgets**—On a motion by Chris Bott, seconded by Kennard Weaver, the Board adopted budget resolutions and budgets based on the following tuition and fee rates for the FY23 as presented. Chair Johnson thanked staff for their work to produce a balanced budget, supporting the strategic plan, and informing the campus regarding budget developments. Johnson also thanked trustees for being engaged throughout process. The motion passed with a unanimous vote.

**Blanket Purchase Orders**—Laura Oblinger made a motion, seconded by Andy Robitshek, authorized administration to create blanket purchase orders for each vendor identified on the presented spreadsheet. The motion passed with a majority vote, with Chris Bott abstaining due to conflict of interest.

**Security Services**—On a motion by Chris Bott, seconded by Laura Oblinger, authorization for administration to enter into a contract with STT, Inc. in the amount of \$1,989,981 for security services for a period of three (3) years beginning August 1, 2022. The motion passed with a unanimous vote.

**Digital Marketing Vendor**—Laura Oblinger made a motion, seconded by Andy Robitshek, to authorize administration to enter into a contract with Statwax for a 2-year period at the annual cost of \$92,200 for digital marketing services. The motion passed with a unanimous vote.

**New Jobs Training Agreements**—On a motion by Laura Oblinger, seconded by Ken Warner, the Board unanimously authorized administration to enter into training agreements under the Michigan New Job Training Program (MNJTP) for the following companies:

1. JanTec, Inc. (new agreement)
2. J & DC Chocolates, LLC (dba Grocer's Daughter Chocolate) (new agreement)
3. TentCraft, Inc. (amendment to existing agreement)
4. Cherry Capital Foods, LLC (amendment to existing agreement)

**Board Policies**—On a motion by Andy Robitshek, seconded by Chris Bott, the Board unanimously adopted the following policies on a first-reading basis:

- Amended Policy A-102.00 Governing Style
- Amended A-102.01 Conflict of Interest
- Amended A-105.00 Consent Agenda Items

**Parking Lot Repair**—On motion by Kennard Weaver, seconded by Ken Warner, the Board authorized administration to enter into a contract with Quality Sealcoating, Inc. in the amount of \$86,779 (plus a 15% contingency equal to \$13,017) to complete the work described in the scope of this project. The motion passed with a unanimous vote.

**Painting Fine Arts**—Chris Bott made a motion, seconded by Laura Oblinger, to authorize the administration to enter into a contract with Austin’s Painters for \$59,455 (\$51,700 plus a 15% contingency equal to \$7,755) for the completion of the work described in the scope of this project. The motion passed with a unanimous vote.

**Painting University Center**—Laura Oblinger made a motion, seconded by Ken Warner to authorize administration to enter into a contract with Blair Custom Coatings, Inc. for \$51,750 (\$45,000 plus a 15% contingency equal to \$6,750) to complete the work described in the scope of this project. The motion passed with a unanimous vote.

**Foundation Board Appointment**—Chris Bott made a motion, seconded by Laura Oblinger, to approve the reappointment of Barb Benson, Debbie Edson, Bill Marsh, Marty Oleson, and Al Zelinski to the NMC Foundation Board for a term of three fiscal years, commencing July 1, 2022, and ending June 30, 2025.

**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—Andy Robitshek, Chris Bott, Kennard Weaver, Ken Warner, Laura Oblinger, Rachel Johnson; No—none; and the Board went into closed session at 7:16 p.m.

**Reconvene Regular Meeting**—On a motion by Chris Bott, seconded by Laura Oblinger, the closed session was adjourned and the open session was reconvened at 7:59 p.m. with the following roll call vote: Yes—Chris Bott, Laura Oblinger, Ken Warner, Andy Robitshek, Kennard Weaver, 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 7:59 p.m.

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

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

ATTESTED \_\_\_\_\_  
Andrew K. Robitshek, Secretary



**Northwestern  
Michigan  
College**

**MEMO**  
**Enrollment Services**

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

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### **Fall 2022**

The gap in contact hours compared to last year continues to narrow and is now at -2.6%. Notably, while overall applications, headcount and contact hours are down, the percentages of new admits and continuing students registered has increased as has average contact hours.

|                                | <b>2019</b> | <b>2020</b> | <b>2021</b> | <b>2022</b> |
|--------------------------------|-------------|-------------|-------------|-------------|
| <b>Admission Applications</b>  | 3,397       | 3,001       | 3,008       | 2,752       |
| <b>Admits</b>                  | 2,276       | 2,111       | 2,150       | 1,943       |
| <b>Admits Registered</b>       | 1,143       | 827         | 962         | 910         |
| <b>Prior Admits Registered</b> | 33          | 19          | 47          | 25          |
| <b>Retained from Spring</b>    | 1,701       | 1,503       | 1,370       | 1,434       |
| <b>Re-Admitted Students</b>    | 189         | 147         | 222         | 144         |
| <b>Average Contact Hours</b>   | 11.13       | 11.38       | 11.04       | 11.16       |
| <b>Total Headcount</b>         | 3,065       | 2,496       | 2,600       | 2,506       |
| <b>Total Contact Hours</b>     | 34,120      | 28,395      | 28,715      | 27,968      |
| <b>Tuition</b>                 | 6,504,760   | 5,467,908   | 5,602,696   | 5,783,994   |

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

There is one face to face orientation remaining on 8/12 as well as ongoing online orientations. We have used Welcome Wednesdays (evening events) to assist students at all points in the enrollment process and will add Saturday Admissions events in August as well.



**MEMO**  
*Administrative Services*

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**To:** Dr. Nick Nissley, President  
**From:** Troy Kierczynski, Vice President of Finance and Administration  
**Date:** July 19, 2022  
**Subject:** Summary Report for the General Fund as of June 30, 2022

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The attached reports summarize the financial results for the General Fund as of June 30, 2022. *Although FY22 is now complete, the Business Office still has year-end adjustments related to revenue, accruals for salaries, benefits, accounts payable invoices and internal charges to complete. Therefore, we do expect the June 30, 2022 year-to-date numbers to change.*

The general fund ended the month with revenue over expenses of \$3,645,318. Revenue increased by 5% when comparing June 2022 to June 2021. Expenses increased by 5% when comparing June 2022 to June 2021 primarily due to higher food service costs for the GLMA summer cruise, higher security costs and higher legal expenses.

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

- A. Tuition and fees increased 7% from June 2021. For Summer 2022, the budget was set at 5,589 for a total budgeted revenue of \$1,115,620. Actual summer billing hours are at 5,504 with actual summer revenue of \$1,206,733. Summer revenue is over budget by \$91,113.
- B. Property Taxes: Tax revenue is recorded as payments are received. The overall increase for the fiscal year is expected to be 3% over the previous fiscal year.
- C. State Sources include budget appropriations, personal property tax payments and MPSERS retirement payments. State appropriations payments began in October.
- D. Federal Sources, which consist primarily of the MARAD grants and MARAD fuel payment. These funds are to be used directly for the Maritime program.
- E. Actual year-to-date investment income recorded for fiscal year 2021 reflects interest income only. Interest income is higher due to increasing interest rates.
- F. Both Private Sources and Other Sources are timing and event dependent.

**Expenses**

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



# Northwestern Michigan College

## Unaudited



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

### Summary Report for General Fund Accounts Fiscal Year 2022, Period 12

| Funds                     | Accounts                                      | 2021-2022<br>Adjusted Budget | YTD<br>Activity       | % of<br>Annual Budget |
|---------------------------|---|------------------------------|-----------------------|-----------------------|
| <b>TOTAL GENERAL FUND</b> |   |                              |                       |                       |
| 50                        | <b>Revenues</b>                               |                              |                       |                       |
|                           | Tuition and Fees                              | 19,916,110                   | 21,121,368            | 106.05%               |
|                           | Property Taxes                                | 12,030,623                   | 11,961,681            | 99.43%                |
|                           | Other Local                                   | <u>0</u>                     | <u>0</u>              | *                     |
|                           | Local Sources                                 | 31,946,733                   | 33,083,049            | 103.56%               |
|                           | State Sources                                 | 10,730,000                   | 10,802,255            | 100.67%               |
|                           | Federal Sources                               | 1,075,000                    | 12,600                | 1.17%                 |
|                           | Private Sources                               | 868,897                      | 764,307               | 87.96%                |
|                           | Investment Income                             | 172,000                      | 172,479               | 100.28%               |
|                           | Other Sources                                 | <u>392,600</u>               | <u>472,013</u>        | 120.23%               |
|                           | <b>Total Revenues</b>                         | <b>45,185,230</b>            | <b>45,306,703</b>     | <b>100.27%</b>        |
| 60                        | <b>Labor</b>                                  |                              |                       |                       |
|                           | Salaries & Wages                              | 22,282,506                   | 22,076,357            | 99.07%                |
|                           | Benefits                                      | <u>9,332,244</u>             | <u>9,287,769</u>      | 99.52%                |
|                           | <b>Total Labor</b>                            | <b>31,614,750</b>            | <b>31,364,126</b>     | <b>99.21%</b>         |
| 70                        | <b>Expenses</b>                               |                              |                       |                       |
|                           | Purchased Services                            | 2,311,193                    | 2,251,656             | 97.42%                |
|                           | Supplies & Materials                          | 3,318,742                    | 2,490,950             | 75.06%                |
|                           | Internal Services                             | 99,220                       | 49,453                | 49.84%                |
|                           | Other Expenses                                | 1,670,689                    | 1,309,788             | 78.40%                |
|                           | Institutional Expenses                        | 1,737,924                    | 1,531,097             | 88.10%                |
|                           | Maintenance & Renovation                      | 1,828,864                    | 1,609,659             | 88.01%                |
|                           | Prof Develop, Travel & Events                 | 362,070                      | 405,435               | 111.98%               |
|                           | Capital Outlay                                | <u>177,852</u>               | <u>175,816</u>        | 98.86%                |
|                           | <b>Total Expenses</b>                         | <b>11,506,554</b>            | <b>9,823,854</b>      | <b>85.38%</b>         |
|                           | <b>Total Expenditures</b>                     | <b>43,121,304</b>            | <b>41,187,980</b>     | <b>95.52%</b>         |
| 80                        | <b>Transfers</b>                              |                              |                       |                       |
|                           | Transfers                                     | 2,063,926                    | 473,405               | 22.94%                |
|                           | <b>Total Transfers</b>                        | <b><u>2,063,926</u></b>      | <b><u>473,405</u></b> | <b>22.94%</b>         |
|                           | <b>Total Expenditures and Transfers</b>       | <b>45,185,230</b>            | <b>41,661,386</b>     | <b>92.20%</b>         |
|                           | <b>Net Revenues over (under) Expenditures</b> | <b>0</b>                     | <b>3,645,318</b>      |                       |



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

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

|  | YTD<br>6/30/2022    | YTD<br>6/30/2021    | \$ Diff               | % Diff       | Comments  |
|--|---------------------|---------------------|-----------------------|--------------|---|
| <b>Revenue</b>                           |                     |                     |                       |              |   |
| Local Sources:                           |                     |                     |                       |              |   |
| Tuition & Fees                           | \$ 21,121,368       | \$ 19,770,152       | \$ 1,351,216          | 7%           | Primarily due to increases in tuition from enrollment (partially offset by elimination of online fees), GLMA cruise fees (cruises offered through the fall in FY22), aviation flight fees, increases in EES offerings and registrations, and higher workshop training revenue (primarily for Aviation and the Marine Center) compared to FY21 |
| Property Taxes                           | 11,961,681          | 11,569,141          | 392,540               | 3%           | Timing of property tax payments received from townships and overall increases in taxable values   |
| <b>Total Local Sources</b>               | <b>33,083,049</b>   | <b>31,339,293</b>   | <b>1,743,756</b>      | <b>6%</b>    |   |
| State Sources                            | 10,626,243          | 10,200,344          | 425,899               | 4%           | Primarily due to State's 201e One-Time Operational Support payment received in October 2021   |
| State PPT Reimbursement                  | 176,012             | 183,427             | (7,415)               | -4%          | State funding formula resulted in slightly lower PPT 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                        | 172,479             | 148,546             | 23,933                | 16%          | Higher interest/dividends recognized in FY22 than in FY21   |
| Other Sources                            | 472,013             | 313,067             | 158,946               | 51%          | Primarily due to higher Lobdell sales and higher EES revenue from summer bridge program   |
| <b>Total Revenue</b>                     | <b>45,306,703</b>   | <b>43,065,208</b>   | <b>2,241,495</b>      | <b>5%</b>    |   |
| <b>Expenses</b>                          |                     |                     |                       |              |   |
| Salaries and Wages                       | 22,076,357          | 21,493,613          | 582,744               | 3%           | In line with budget and prior year  |
| Benefits                                 | 9,287,769           | 9,226,846           | 60,923                | 1%           | In line with budget and prior year  |
| Purchased Services                       | 2,251,656           | 1,843,453           | 408,203               | 22%          | Primarily due to food services for GLMA cruises (higher cruise activity in early FY22 than in FY21) and higher legal expenses and security expenses in FY22   |
| Supplies & Materials                     | 2,490,950           | 2,380,819           | 110,131               | 5%           | Primarily due to increased expenses related to international study abroad trips in FY22 (cancelled in FY21)   |
| Internal Services                        | 49,453              | (8,337)             | 57,790                | 693%         | Timing of internal events/charges in FY22 including NMC Fellows Dinner, one-time award to SGA, and Student Life events  |
| Other Expenses                           | 1,309,788           | 1,092,426           | 217,362               | 20%          | Primarily related to higher recruiting/promotional expenses and higher non-professional development event expenses in FY22  |
| Institutional Expenses                   | 1,531,097           | 1,399,108           | 131,989               | 9%           | Primarily due to higher snow removal costs and higher electric and heating fuel expenses in FY22  |
| Maintenance & Renovation                 | 1,609,659           | 1,390,967           | 218,692               | 16%          | Primarily due to slightly higher software maintenance expenses in FY22 (including phone and voicemail system upgrade) and higher software maintenance expenses  |
| Professional Development                 | 405,435             | 213,149             | 192,286               | 90%          | Increase in professional development expenses as professional development has been added back into the budget in FY22   |
| Capital Outlay                           | 175,816             | 56,368              | 119,448               | 212%         | Timing of COAT purchases  |
| <b>Total Expenses</b>                    | <b>41,187,980</b>   | <b>39,088,413</b>   | <b>2,099,568</b>      | <b>5%</b>    |   |
| <b>Transfers</b>                         | <b>473,405</b>      | <b>(2,004,559)</b>  | <b>2,477,964</b>      | <b>-124%</b> | Aviation flight hours transfer (offset in FY21 by transfer of admin expenses from general fund to CARES Act [CRF] fund)   |
| <b>Total Expenses &amp; Transfers</b>    | <b>41,661,385</b>   | <b>37,083,854</b>   | <b>4,577,532</b>      | <b>12%</b>   |   |
| <b>Net Revenue Over (Under) Expenses</b> | <b>\$ 3,645,318</b> | <b>\$ 5,981,354</b> | <b>\$ (2,336,037)</b> | <b>-39%</b>  |   |



**Northwestern Michigan College  
Comparison - Month Over Month  
General Fund  
June 2022 vs. May 2022**

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

|  | <b>YTD<br/>6/30/2022</b> | <b>YTD<br/>5/31/2022</b> | <b>June 22<br/>Activity</b> | <b>May 22<br/>Activity</b> | <b>Comments</b>  |
|--|--------------------------|--------------------------|-----------------------------|----------------------------|--|
| <b>Revenue</b>                           |                          |                          |                             |                            |  |
| Local Sources:                           |                          |                          |                             |                            |  |
| Tuition & Fees                           | \$ 21,121,368            | \$ 20,367,789            | \$ 753,579                  | \$ 993,187                 | Primarily due to the combination of spring and summer tuition allocations in May vs. just summer tuition allocations in June   |
| Property Taxes                           | 11,961,681               | 11,961,582               | 99                          | -                          | - Timing of tax collections received   |
| <b>Total Local Sources</b>               | <b>33,083,049</b>        | <b>32,329,371</b>        | <b>753,678</b>              | <b>993,187</b>             |  |
| State Sources                            | 10,626,243               | 9,525,490                | 1,100,753                   | 1,203,575                  | MPERS offset payments received in May (none received in June)  |
| State PPT Reimbursement                  | 176,012                  | 78,239                   | 97,773                      | -                          | - PPT reimbursement received in June   |
| Federal Sources                          | 12,600                   | 12,600                   | -                           | -                          | - Consistent with prior month  |
| Private Sources                          | 764,307                  | 764,307                  | -                           | -                          | - Consistent with prior month  |
| Investment Income                        | 172,479                  | 159,628                  | 12,851                      | 21,937                     | Lower interest and dividend earnings received in June than in May  |
| Other Sources                            | 472,013                  | 429,720                  | 42,293                      | 24,976                     | Primarily due to settlement received in June from class action lawsuit, increased room rental revenue in June, and Lobdell's sales in June                                 |
| <b>Total Revenue</b>                     | <b>45,306,703</b>        | <b>43,299,355</b>        | <b>2,007,348</b>            | <b>2,243,675</b>           |  |
| <b>Expenses</b>                          |                          |                          |                             |                            |  |
| Salaries and Wages                       | 22,076,357               | 19,498,053               | 2,578,304                   | 1,855,698                  | Accrual of FY22 pay at the end of June as part of the fiscal year end processes  |
| Benefits                                 | 9,287,769                | 8,565,045                | 722,724                     | 787,688                    | Accrual of FY22 pay at the end of June as part of the fiscal year end processes  |
| Purchased Services                       | 2,251,656                | 1,983,494                | 268,162                     | 207,994                    | Primarily due to higher EES instructor payments (College for Kids) and higher food expenses for the GLMA cruises in June in addition to the timing of advertising expenses |
| Supplies & Materials                     | 2,490,950                | 2,240,544                | 250,406                     | 242,031                    | Consistent with prior month  |
| Internal Services                        | 49,453                   | 32,846                   | 16,607                      | 16,401                     | Consistent with prior month  |
| Other Expenses                           | 1,309,788                | 1,174,373                | 135,415                     | 110,764                    | Primarily due to the timing of the summer school tax collection payment  |
| Institutional Expenses                   | 1,531,097                | 1,403,741                | 127,356                     | 127,406                    | Consistent with prior month  |
| Maintenance & Renovation                 | 1,609,659                | 1,405,796                | 203,863                     | 128,088                    | Due to higher equipment maintenance expenses and timing of software maintenance expenses in June   |
| Professional Development                 | 405,435                  | 351,904                  | 53,531                      | 26,278                     | Higher professional development expenses reimbursed in June  |
| Capital Outlay                           | 175,816                  | 160,826                  | 14,990                      | 23,222                     | \$8,696 Sweetwater Sound (Audio Tech acoustic treatment), \$6,294 TS Enterprises Associates (Mfg Tech fluid power trainer)   |
| <b>Total Expenses</b>                    | <b>41,187,980</b>        | <b>36,816,622</b>        | <b>4,371,358</b>            | <b>3,525,570</b>           |  |
| <b>Transfers</b>                         | <b>473,405</b>           | <b>348,917</b>           | <b>124,488</b>              |                            | - Aviation flight hours transfer   |
| <b>Total Expenses &amp; Transfers</b>    | <b>41,661,385</b>        | <b>37,165,539</b>        | <b>4,495,846</b>            | <b>3,525,570</b>           |  |
| <b>Net Revenue Over (Under) Expenses</b> | <b>\$ 3,645,318</b>      | <b>\$ 6,133,816</b>      | <b>\$ (2,488,498)</b>       | <b>\$ (1,281,895)</b>      |  |

**Northwestern Michigan College**  
**Statement of Net Position**  
**General Fund**  
**June 30, 2022**



|   | As of June 31,       |                            |
|---|----------------------|----------------------------|
|   | 2022                 | 2021                       |
| <b>Assets</b>                             |                      |                            |
| <b>Current assets</b>                     |                      |                            |
| Cash and cash equivalents                 | \$ 14,240,681        | \$ 11,656,762 <sup>A</sup> |
| Accounts receivable, net                  | 5,664,707            | 6,419,361                  |
| Prepaid expenses and other current assets | 1,049,631            | 707,379                    |
| <b>Total current assets</b>               | <b>20,955,019</b>    | <b>18,783,502</b>          |
| <b>Noncurrent assets</b>                  |                      |                            |
| Long-term investments                     | 16,738,418           | 18,372,322 <sup>A</sup>    |
| Due to other funds                        | (18,944,110)         | (20,993,961)               |
| <b>Total noncurrent assets</b>            | <b>(2,205,692)</b>   | <b>(2,621,639)</b>         |
| <b>Total assets</b>                       | <b>\$ 18,749,327</b> | <b>\$ 16,161,863</b>       |
| <b>Liabilities</b>                        |                      |                            |
| <b>Current liabilities</b>                |                      |                            |
| Accounts payable                          | \$ 627,561           | \$ 1,013,307               |
| Accrued payroll                           | 2,048,572            | 2,220,017                  |
| Unearned revenue                          | 1,397,455            | 1,331,913                  |
| <b>Total current liabilities</b>          | <b>4,073,588</b>     | <b>4,565,237</b>           |
| <b>Noncurrent liabilities</b>             |                      |                            |
| Voluntary separation plan                 | \$ 52,000            | \$ 114,400                 |
| Other noncurrent liabilities              | -                    | 503,883                    |
| <b>Total noncurrent liabilities</b>       | <b>52,000</b>        | <b>618,283</b>             |
| <b>Total liabilities</b>                  | <b>\$ 4,125,588</b>  | <b>\$ 5,183,520</b>        |
| <b>Net position</b>                       |                      |                            |
| Net position, beginning of year           | \$ 10,978,421        | \$ 9,534,359               |
| Change in net position                    | 3,645,318            | 1,443,984                  |
| <b>Total net position</b>                 | <b>14,623,739</b>    | <b>10,978,343</b>          |
| <b>Total liabilities and net position</b> | <b>\$ 18,749,327</b> | <b>\$ 16,161,863</b>       |

**Notes:**

<sup>A</sup> - Cash and investments balances fluctuate due to timing of investment purchases, sales, and payroll.



Northwestern  
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**MEMO**  
*Administrative Services*

**To:** Troy Kierczynski, VP Finance and Administration  
**From:** Lindsey Lipke, Controller  
**Date:** July 15, 2022  
**Subject:** Realized and Unrealized Investment Gains & Losses for the Quarter Ended June 30, 2022

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

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

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

**Investment Income - General Fund Only**

*For the periods ending:*

|                               | June 30,<br>2020 | June 30,<br>2021 | June 30,<br>2022   |
|-------------------------------|------------------|------------------|--------------------|
| Realized gains (losses)       | \$ 3,600         | \$ -             | \$ -               |
| Unrealized gains (losses)     | 43,746           | (525,507)        | (1,891,082)        |
| Dividends and interest        | 420,687          | 148,546          | 172,479            |
| <b>Investment income, net</b> | <u>468,033</u>   | <u>(376,961)</u> | <u>(1,718,603)</u> |

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

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

In March 2020, the Fed enacted emergency rate cuts, slashing the federal funds rate 150 basis points (to near zero) in response to the economic impact of the Coronavirus pandemic. In response to inflation concerns, the Fed began rate increases beginning in March 2022 and are planning to continue their additional planned rate hikes for the remainder for 2022, which could result in a more positive impact on future returns.

**Northwestern Michigan College**  
**Investments Held**  
**June 30, 2022**

| <b>Financial Institution</b>  | <b>CUSIP</b> | <b>Security Issuer</b>                     | <b>Abbr.</b> | <b>Security Type</b> | <b>Maturity</b> | <b>Coupon or Interest Rate</b> | <b>Interest Frequency</b> | <b>Cost</b>          | <b>NMC Notes</b>     |
|-------------------------------|--------------|--|--------------|----------------------|-----------------|--------------------------------|---------------------------|----------------------|----------------------|
| Huntington Bank               | 3136G4N33    | Federal National Mortgage Association      | FNMA         | U.S. Agency Bond     | 8/27/2025       | 0.500%                         | Semi-Annual               | \$ 5,000,000         | callable on 8/27/22  |
| Huntington Bank               | 3136G45G4    | Federal National Mortgage Association      | FNMA         | U.S. Agency Bond     | 10/27/2028      | 0.750%                         | Semi-Annual               | \$ 5,000,000         | callable on 7/27/22  |
| Huntington Bank               | 3135GA3L3    | Federal National Mortgage Association      | FNMA         | U.S. Agency Bond     | 11/23/2029      | 1.070%                         | Semi-Annual               | \$ 5,000,000         | callable on 11/23/22 |
| Huntington Bank               | 3134GWNX0    | Federal Home Loan Mortgage Corporation     | FHLM         | U.S. Agency Bond     | 8/27/2030       | 1.100%                         | Semi-Annual               | \$ 3,900,000         | callable on 8/27/22  |
| Huntington Bank               | 53944RL30    | LMA Americas LLC Commercial Paper          |              | Corporate Bond       | 11/3/2022       | 1.900%                         | Maturity                  | \$ 2,000,000         | matures 11/3/22      |
| Huntington Bank               | 32455BKH7    | Mouncliff FDG LLC Commercial Paper         |              | Corporate Bond       | 10/17/2022      | 1.800%                         | Maturity                  | \$ 2,200,000         | matures 10/17/22     |
| Huntington Bank               | 75888XJ72    | Regatta FDG Co LLC Commercial Paper        |              | Corporate Bond       | 9/7/2022        | 1.570%                         | Maturity                  | \$ 2,000,000         | matures 9/7/22       |
| Huntington Bank               | 89355QHF6    | TransCanada Pipelines LTD Commercial Paper |              | Corporate Bond       | 8/15/2022       | 1.550%                         | Maturity                  | \$ 2,200,000         | matures 8/15/22      |
| <b>Total Investments Held</b> |              |  |              |                      |                 |                                |                           | <b>\$ 27,300,000</b> |                      |





Northwestern  
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## **MEMO**

*Public Relations, Marketing,  
and Communications*

**To:** Nick Nissley, President

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

**Date:** 7-15-22

**Subject:** June 2022 Monthly Report

PRMC is focused on enrollment marketing campaign creative development and transitioning to our new digital marketing vendor. In the meantime, we increased our current paid media activity especially with digital and email enrollment marketing aimed at the “stop out” student audience identified by admissions and financial aid. We have returned to 100% positive or neutral earned media sentiment after May’s dip related to the aviation emergency landing. News stories with the highest reach include the BSMT being a \$100k+ degree and BSMT research on Elk Lake. Activity on campus is lower in June which impacts shared media activity. Highest engaged social posts include the local law enforcement’s donation of vehicles to NMC, NCF air show ticket giveaway, Cafe Lobdell’s and Pride events. PRMC is also in the process of hiring a replacement graphics coordinator. The following is an overview of the work of Public Relations, Marketing and Communication for June 2022.

### ***Paid Media*** ↑

- Digital search campaigns +22%
- Digital display +.77%
- Paid social +.08%

### ***Earned Media*** ↑

- Media mentions 102
- Positive/neutral sentiment 100%
- Publicity value \$32k

### ***Owned Media*** ↑

- Nexus sent to 42,000 NMC supporters.

### ***Shared Media*** ↑

- Facebook followers +0.6%
- Facebook engagement -37% (reflects a planned decrease in paid social)
- Instagram followers +1.9%
- Instagram engagement +4%



**MEMO: Resource Development**

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

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

**Date:** July 25, 2022

**Subj:** Foundation Update

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**Fund Raising – a “wrap!” on FY22 goals**

Thanks to our many donors for supporting NMC students through their gifts to programs, facilities and scholarships!

- The number of gifts received to date this year 4,015 (4,451 including events)
- FY22 overall dollars raised through the NMC Foundation
  - \$3,583,892 Total received (including Annual Fund, pledges, and *documented planned gift intentions*) raised toward goal
  - + \$223,217 Gross event revenue
  - \$3,807,1093 Total raised through new gifts, commitments, & events**  
(Goal: \$3,550,000)
  - + \$529,008 *from previously documented planned gifts*

**Foundation Initiatives**

- The Foundation Board has started their current strategic planning process (slated for completion December 2022), updates to governance policies and will undertake a review and updates to the Memorandum of Understanding between the foundation and the college in the coming months. These processes will inform each other and set the stage for the next visionary goals of the Foundation.





**Northwestern Michigan College**

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**Board Policy A-102.00  
Board of Trustees Process**

## **Board of Trustees Governing Style**

Community college trustees are responsible for ensuring that their colleges are integral parts of their communities and serve ever-changing needs. They are accountable to the community for the performance and welfare of the institutions they govern.

Effective boards consist of people who come together to form a cohesive group to articulate and represent the public interest, establish a climate for learning, and monitor the effectiveness of the institution. Boards of trustees do not do the work of their institutions—they ensure that colleges have outstanding presidents. They establish standards for the work through the policies they set.

1. **Standards of Good Practice** In support of effective community college governance, the Board of Trustees of Northwestern Michigan College believes:
  - a. That it derives its authority from the community and that it must always act as an advocate on behalf of the entire community
  - b. That it must clearly define and articulate its role
  - c. That it is responsible for creating and maintaining a spirit of true cooperation and a mutually supportive relationship with its president
  - d. That it always strives to differentiate between external and internal processes in the exercise of its authority
  - e. That its trustee members should engage in a regular and ongoing process of in-service training and continuous improvement
  - f. That its trustee members come to each meeting prepared and ready to debate issues fully and openly
  - g. That its trustee members vote their conscience and support the decision or policy made
  - h. That its behavior, and that of its members, exemplifies ethical behavior and conduct that is above reproach
  - i. That it endeavors to remain always accountable to the community
  - j. That it honestly debates the issues affecting its community and speaks with one voice once a decision or policy is made
  - k. That it will be informed and operate according to law and regulations
2. **Board Roles and Responsibilities** to be effective, trustees and boards must:
  - a. **Represent the Common Good**
    - i. Know community needs and trends
    - ii. Link with the community
    - iii. Seek out and consider multiple perspectives when making policy decisions

- iv. Debate and discuss issues in public
- v. Serve the public good
- vi. Set the Policy Direction
- vii. Be proactive, visionary, and future-oriented
- viii. Learn about and communicate with many different groups
- ix. Focus on community needs and trends
- x. Establish the vision, mission and broad institutional goals as policy
- b. Act as a Unit
  - i. Integrate multiple perspectives into board decision-making
  - ii. Establish and abide by rules for conducting board business
  - iii. Speak with one voice; support the decision of the board once it is made
  - iv. Recognize that power rests with the board, not individual trustees
  - v. Create a Positive Climate
  - vi. Model a commitment to learning and to students
  - vii. Focus on outcomes
  - viii. Support professional growth
  - ix. Seek appropriate consultation in developing policy
  - x. Act with ethics and integrity
- c. Employ, Evaluate and Support the President
  - i. Select and retain the best president possible
  - ii. Define clear parameters and expectations for performance
  - iii. Conduct periodic evaluations; provide honest and constructive feedback
  - iv. Act ethically in the relationship with the president
  - v. Support the president; create an environment for success
- d. Define Policy Standards for College Operations
  - i. Define expectations for high quality educational programs
  - ii. Define expectations for student achievement and fair treatment of students
  - iii. Require wise and prudent use of funds and management of assets
  - iv. Set parameters to attract and retain high quality personnel and ensure fair treatment of employees
- e. Monitor Performance
  - i. Monitor progress toward goals
  - ii. Monitor adherence to operational policies
  - iii. Use pre-established criteria for monitoring
  - iv. Schedule a timetable for reports
- f. Support and Be Advocates for the College
  - i. Promote the College in the community
  - ii. Foster partnerships with other entities in the community
  - iii. Advocate the needs of the College with government officials
  - iv. Support the NMC Foundation and fundraising efforts
  - v. Protect the College from inappropriate influence
- g. Lead as a Thoughtful, Educated Team
  - i. Engage in ongoing learning about board roles and responsibilities
  - ii. Be curious and inclusive
  - iii. Be positive and optimistic
  - iv. Support and respect each other

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

Adopted by the Northwestern Michigan College Board of Trustees October 23, 1995

Revised April 17, 2000

Revised September 26, 2005

Reviewed without changes July 27, 2015

Revised December 19, 2016



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**Board Policy A-102.01**  
**Board of Trustees Process**

## Conflict of Interest

1. Purpose. The purpose of this Conflict of Interest Policy (the "Policy") is to protect the interests of Northwestern Michigan College (the "College"), when it is contemplating entering into a transaction or arrangement that might benefit the private interest of a member of the Board of Trustees. The policy is intended to supplement, but not replace, any applicable federal and state laws governing conflicts of interest applicable to a community college organized under the Michigan Community College Act of 1966, as amended (the "Act"). Further, this policy is intended to be consistent with those portions of the Michigan Public Conflict of Interest law, Public Acts 317 and 318 of 1968, found at MCL 15.301 et seq., and MGL 15.321 et seq. which may be applicable to community colleges.
2. Definitions.
  - a. Public Servant. A Public Servant of Northwestern Michigan College shall mean any current trustee, officer, or member of a committee of the Board of Trustees with delegated powers.
  - b. Financial Interest. A Public Servant has a "Financial Interest" in a contract if the contract is between the College and any of the following:
    - i. The Public Servant, him or herself;
    - ii. Any firm, meaning a co-partnership, limited liability company, or other unincorporated association, of which the public servant is a partner, member or employee;
    - iii. Any private corporation in which the public servant is a stockholder owning more than 1% of the total outstanding stock of any class if the stock is not listed on the stock exchange, or stock with a present total market value in excess of \$25,000 if the stock is listed on a stock exchange, or of which the public servant is a director, officer or employee;
    - iv. Any trust of which the public servant is a beneficiary or a trustee.
3. Procedures.
  - a. Prohibited Conduct. In regard to any contract in which a Public Servant has a Financial Interest, a Public Servant shall not do either of the following:
    - i. Take any part in the negotiations for such a contract, or the renegotiation or amendments of the contract, or in the approval of the contract;
    - ii. Represent either party in the transaction;
  - b. Duty to Disclose. In connection with any contact where a Public Servant may have a Financial Interest, the Public Servant must disclose the existence of his or her Financial Interest as a matter of record in College's official proceedings in

advance of the College Board voting to approve the contract. The disclosure shall be made in either of the following manners:

- i. The Public Servant must promptly disclose in writing to the President of the College (or if the President of the College is a Public Servant who is a party to the contract, to the chair of the Board of Trustees), the Financial Interest in the contract at least seven days prior to the meeting at which a vote will be taken. The written disclosure shall be made public in the same manner as a public meeting notice;
  - ii. The Public Servant shall disclose the Financial Interest at a public meeting of the College Board. The vote either approving or disapproving the contract shall be taken at a meeting of the College Board of Trustees held at least seven days after the meeting at which the disclosure is made. If the financial Interest to the Public Servant is more than \$5,000 in value, disclosure must be made as provided under this subparagraph.
- c. Procedures for consideration of a Contract where a Public Servant has a Financial Interest.
- i. The Public Servant may not be involved in any official presentation to the College Board or any committee of the College Board;
  - ii. The contract must be approved by a vote of not less than  $\frac{2}{3}$  of the total number of trustees (and not just  $\frac{2}{3}$  of a quorum) in an open session;
  - iii. The Public Servant with a Financial Interest shall not vote;
  - iv. The minutes of the meeting of the College Board of Trustees must contain the following information:
    1. The name of the Public Servant involved in the contract;
    2. The terms of the contract, including duration, financial considerations between the parties, facilities or services of the public entity included in the contract, and the nature and degree of assignment of employees of the public entity for fulfillment of the contract.
    3. The nature of any Financial Interest by a Public Servant.
  - v. In the following situation only, disclosure may be made in the form of a sworn affidavit signed by the Public Servant with the Financial Interest; the direct benefit to the Public Servant is less than \$250; the direct benefit to the Public Servant is less than 5% of the public cost of the contract; and the contract is for emergency repairs or services.
- d. Violation of the conflict of Interest Policy.
- i. If the College Board or a committee thereof, has reasonable cause to believe that a Public Servant has failed to disclose actual or possible conflicts of interest, it shall inform the Public Servant of the basis for such belief and afford the Public Servant an opportunity to explain the alleged failure to disclose.
  - ii. If, after hearing the response of the Public Servant and making such further investigation as may be warranted in the circumstances, the Board or committee determines that the Public Servant has in fact failed to disclose an actual or possible conflict of interest, it shall take appropriate disciplinary and corrective action.

4. Annual Statements. Each Public Servant shall sign a statement, on an annual basis, which affirms that such Public Servant:
  - a. Has received a copy of the Policy;
  - b. Has read and understands the Policy;
  - c. Has agreed to comply with the Policy; and
  - d. Discloses any ownership that it may have with any entity that is involved in a contract with the College or reasonably anticipates may be involved in a contract with the College in the future.

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

Adopted by the Northwestern Michigan College Board of Trustees November 19, 2007  
Reviewed without changed December 19, 2016



**Northwestern Michigan College**

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**Board Policy A-105.00**  
**Board of Trustees Process**

## **Consent Agenda Items**

These items will be placed on a monthly "consent agenda" for adoption as a group without specific discussion. When approving the meeting's agenda, any board member may request that a consent agenda item be moved to the regular agenda for discussion or questions.

1. Minutes of regular and special Board of Trustees meetings (including minutes of closed session)
2. Endorsement of addition or deletion of University Center credit programs and member institutions
3. Additional items as may be deemed appropriate by the board chair

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

Adopted by the Northwestern Michigan College Board of Trustees October 23, 1995

Revised May 19, 2003

Revised December 20, 2004

Revised December 19, 2005

Revised December 18, 2006

Revised June 25, 2007

Revised February 24, 2014

Revised March 23, 2015