



Northwestern
Michigan
College

Board of Trustees

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1701 East Front Street
Traverse City, MI 49686
(231) 995-1010
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Meeting Agenda

Monday, August 22, 2022

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

5:30 p.m. Regular Meeting

I. GENERAL BUSINESS

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

II. STRATEGIC FOCUS

- E. Strategic Initiatives Update—*Jason Slade, Vice President of Strategic Initiatives*

III. REPORTS AND PRESENTATIONS

- F. Program Focus: Reimagining Great Lakes Culinary Institute (GLCI)—*Stephen Siciliano, Vice President of Educational Services and Troy Kierczynski, Vice President of Finance and Administration*
- G. Faculty Report: Art History and Diversity, Equity, and Inclusion—*Andrea Gerring, Art History Instructor*

IV. DISCUSSION

- H. Campus Facilities and Utilization Strategic Analysis
- I. Building and Site Committee Report—*Laura Oblinger, Committee Chair*

V. PUBLIC INPUT

Each person wishing to address the Board during public comment must be present and shall provide their name, address, city, phone, and issue to be addressed on a form provided prior to the meeting. The topic addressed should be related to business within the jurisdiction of the Board. Forms will be collected and given to the Board Chair prior to the call for order. Comments will be limited to three minutes in length per speaker.

VI. UPDATES

- J. President's Update—*President Nick Nissley*
- K. MCCA Summer Conference Takeaways—*Attending Trustees*
- L. Presidential Performance and Compensation Committee—*Rachel Johnson, Committee Chair*
- M. Board Chair Update—*Rachel Johnson, Chair*



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

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

Recommend that the following items be approved:

- N. Minutes of the July 25, 2022, regular meeting and closed session
- O. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- P. Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- Q. PRMC Report—*Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications*
- R. Foundation Report—*Jennifer Hricik, Interim Associate Vice President for Resource Development and Executive Director of Foundation*

VIII. ACTION ITEMS

- S. **GLCI Culinary Arts with Maritime Emphasis Level 1 Certificate** (Pursuant to Policy A-106.00 Educational Services)
Recommend approval of GLCI Culinary Arts w/ Maritime Emphasis Level 1 Certificate, effective Fall 2023.
- T. **Roof Restoration/Replacement of Old Roof Sections of the Timothy J. Nelson Innovation Center** (Pursuant to Policy A-106.00 Finance)
Recommend authorization for administration to enter into a contract with Excel Roofing for \$283,210 to complete roof restoration and replacement on a portion of the Timothy J. Nelson Innovation Center.

IX. REVIEW OF FOLLOW-UP REQUESTS

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

X. ADJOURNMENT

Upcoming Board Meeting Dates:

All board meetings are open to the public.

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 (2nd Monday)

Posted Friday, August 19, 2022, 12:00 p.m.

NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

To: Dr. Nick Nissley, President
From: Jason Slade, Vice President of Strategic Initiatives
Date: August 15, 2022
Subject: Strategic Initiatives Update: *August 22, 2022 Board of Trustees Meeting*
 Topic: ***Summary of Strategic Plan and Next Steps***

The August Board of Trustees Meeting provides the opportunity to summarize the progress of the strategic plan to date and lay out next steps for the upcoming academic year.

Strategies and Brief Status:

Strategy 1: Future-Focused Education (Champion: Stephen Siciliano)

Enhance offerings through flexible academic pathways, innovative instructional delivery models, and relevant, hands-on educational experiences to empower global learners for the future.

Status: 5 objectives are in progress and on track

Strategy 2: Student Engagement and Success (Champion: Todd Neibauer)

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

Status: 4 objectives are in progress and on track, 1 objective is in progress, minimally behind schedule

Strategy 3: Diversity, Equity, and Inclusion (Champion: Marcus Bennett)

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

Status: 4 objectives are in progress and on track, 1 objective is complete

Strategy 4: Community Partnerships and Engagement (Champion: Jason Slade)

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

Status: 4 objectives are in progress and on track.

Strategy 5 - Institutional Distinction and Sustainability (Champion: Troy Kierczynski)

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

Status: 4 objectives are in progress and on track. 3 objectives are in progress, minimally behind schedule

Timing:

Board of Trustees updates will occur on the following schedule:

- Strategy 1 - Future Focused Education - September 2022 & March 2023
- Strategy 2 - Student Engagement and Success - October 2022 & April 2023
- Strategy 3 - Diversity, Equity, and Inclusion - November 2022 & May 2023
- Strategy 4 - Community Partnerships and Engagement - December 2022 & June 2023
- Strategy 5 - Institutional Distinction and Sustainability - January 2024 & July 2023
- Summary / Plan Do Check Adjust / Next Steps - February 2023 & August 2023

The current phase of the Strategic Plan is scheduled to be completed by June 30, 2023 aligning with the end of the fiscal year. The development of Phase II action steps will begin in late 2022 and align with the development of departmental A3 documents and budget planning. Phase II will cover actions from July 1, 2023 - June 30, 2024.

Feedback and Changes:

During the Board of Trustees meetings, feedback was provided. The following will be addressed and included moving forward.

1. Updates from programs identified in the strategic plan will be added to upcoming agendas.
2. Metrics related to the objectives will be added to each month's update document.
3. Add enrollment, placement, and other data when relevant to program overviews.
4. Diversity, equity, inclusion and belonging definitions will be shared with the Board.
5. Continued alignment of "plans within a plan" to the overarching college-wide strategic plan.
6. Identify connections to the NMC Foundation's Strategic Plan as it is developed.

Additional feedback is always appreciated.



MEMO
Educational
Services

To: President's Council
From: Stephen Siciliano, Vice President for Educational Services
Troy Kierczynski, Vice President for Finance and Administration
Date: August 5, 2022
Subject: GLCI Culinary Institute Reimagination Summary

This memorandum serves as a summary of the primary changes made to provide a sustainable future for the Great Lakes Culinary Institute (GLCI). Based on over a year of work and widespread community and industry feedback, we determined that there needed to be both significant curricular updating and financial restructuring of the Institute for its long-term viability.

Curricular Updating

The GLCI faculty and staff have developed several new courses that better reflects the needs of the industry and better positions our graduates for the future.

CUL 102 - Culinary Concepts and Career Management

This course will introduce students to core culinary concepts that will be applied across all classes at GLCI. Topics include culinary math, recipe conversions, and measurement equivalents. Students will also explore various career opportunities within the diverse food industry and explore concepts such as sustainability, plant-forward cuisine, and zero waste initiatives. Students will identify and pursue internships, externships, and mentorships, and begin to navigate their career direction. Students will develop and evaluate their own skills in resume writing, job searches, interviewing, networking and portfolios.

CUL 120 - Artisan Bread

This course introduces advanced theory and techniques of artisan bread production while practicing environmental stewardship and zero or reduced waste initiatives. Emphasis is placed on learning about different types of flours, grains, yeasts, and cultures including pre-ferment sours and starters, and how to mix, ferment, shape, bake and store hand-crafted bread. Students learn assembly speed and increase their proficiency in meeting production deadlines with quality products.

CUL 201 - Food and Beverage Operations

This course focuses on the basic principles of management and finance as applied to kitchen and dining room operations. Topics include management techniques, team building, and motivational techniques. Students will also explore accounting, sales, purchasing, and inventory/budgetary systems as it pertains to the foodservice industry.

CUL 209 - Butchery and Fabrication

This course is designed to teach the student how to fabricate wholesale and restaurant cuts of beef, veal, lamb, pork, poultry, fish and seafood. Purchasing specifications and terminology will be a focus of the course. Proper receiving, handling, and storage of these center of the plate products will also be emphasized. Students will experience whole animal butchery and focus on total product utilization and sustainability throughout the process. Students will explore best practices for farming, fishing, and harvesting. Products prepared in class will be used for various retail and restaurant uses and for special events.

CUL 219 - Plated Desserts

This course of plated desserts will build upon the design, components, composition, elements of plate presentation, shapes and textures. Students will design and create signature desserts for presentation while practicing environmental stewardship and zero or reduced waste initiatives. This course will also introduce students to the different types of ice creams as well as sorbets. Fundamental techniques for creating desserts without the use of eggs and dairy are explored.

CUL 220 - Chocolate and Confections

This course is designed for students that would like to expand their creative talents in areas of chocolate and confection artistry. In this course, students will learn through lecture, demonstrations, and lab work, the characteristics of chocolate, chocolate tempering and modeling, multiple sugar mediums, candies, cream fillings, nougats, centerpieces, molds, and decorations while practicing environmental stewardship and zero or reduced waste initiatives. Fundamental techniques for creating chocolates and confections without the use of eggs and dairy are explored.

CUL 224 - Bakery Sales with Merchandising and Packaging

This course is designed for students who wish to pursue a career in pastry arts as well as to expand their creative talents by operating/owning a cafe/pastry shop. This course will cover all the different styles and costs of packaging as well as how to market products.

CUL 225 - European Cakes and Tortes

This course is designed for students who wish to expand their creative talents by exploring the many different styles of European-style cakes. Students will expand their knowledge of flavors and textures and be introduced to various creations based on popular countries like France, Switzerland, Germany, Austria, and Italy while practicing environmental stewardship and zero or reduced waste initiatives. Fundamental

techniques for creating specific products without the use of eggs and dairy are explored.

CUL 226 - Plant Forward Desserts

This course provides students comprehensive exposure to the growing market and demand for plant-forward and vegan desserts. Topics covered are the science, theory, and utilization of plant-based non-dairy substitutions, alternative thickeners and stabilizers, and non-wheat-based flours. Students will gain practical hands-on experience in the bakery lab practicing while practicing environmental stewardship and zero or reduced waste initiatives.

CUL 227 - Theme Cakes & Holiday Desserts

This course is designed for students who wish to expand their creative talents in the area of cake decorating. Students will learn the different techniques to produce special occasion and holiday cakes as well as design and coloring while practicing environmental stewardship and zero or reduced waste initiatives. Multiple styles of buttercream and decorations will be used for creating cakes for special clients, and special occasions. Fundamental techniques for creating specific products without the use of eggs and dairy are explored.

CUL 228 - Cake Design and Decorating

This course is designed for students who wish to expand their creative talents in areas of cake decorating and artistry. In this course, students will learn through lectures, demonstrations, and lab work how to utilize cake decorating tools, prepare cake boards and columns, etc., while practicing environmental stewardship and zero or reduced waste initiatives. Students will also become familiar with buttercreams, the art of icing cakes, and piping skills. This course will also demonstrate how to create and display wedding cakes, icings, fondants, pastillage, and gum paste. Fundamental techniques for creating specific products without the use of eggs and dairy are explored.

CUL 231 - Banquets and Catering

The student will develop the knowledge and skills required to plan, organize, and execute volume banquet service. Emphasis is placed on menu planning, presentation for banquets and buffets as well as the creativity and problem solving required of event planning. Whenever possible, students will be stewards of our environment by encouraging plant-forward cuisine, zero or reduced waste initiatives, and supporting sustainable food systems. Students will work as a team while leading student volunteers to perform the various functions required to execute a successful event for the dining public.

CUL 232 - Beverage Management

This course will provide comprehensive, detailed information about the origins, production and characteristics of liquor, beer, wine and non-alcoholic beverages. Standard practices in the service and mixology of these items will be discussed and the

student will be exposed to the importance of professional management and the application of management functions in the areas of staffing, product control, and legal liability. The course will offer the opportunity to discuss how a beverage management program can support local, plant-based and sustainability initiatives. Students will be instructed on the importance of following state and local guidelines in the safe service of alcohol to guests and will learn procedures for intervening when guests appear to be intoxicated. An opportunity to receive certification in responsible alcohol service training is included.

CUL 233 - Farm to Table

This course explores plant-forward cooking using seasonally available local ingredients for use at events in Lobdell's, the Great Lakes Culinary Institute's teaching restaurant. This course will engage students in growing practices, harvesting, menu planning, preparation and production of food, and the food system. Students will explore how to reduce the carbon footprint of a food system and bring food to the table at its peak of freshness and height of nutritional value. The course includes on-site visits with farmers, food processors, and experts in our local food system to promote understanding of health and sustainability practices related to food safety, water and waste systems, food marketing, distribution, and the local food movement.

In addition to these new courses, our existing courses were revamped and altered to make them fit better in student lives. This resulted in moving from a fifteen-week semester to eight-week sessions that better fits student schedules.

Further, the Board will soon review a new Certificate Level One program in Culinary Arts with Maritime Emphasis (**Attachments A1 and A2**). We believe this new program, scheduled to begin in Fall 2023, offers the best prospects for enrollment growth in a field that has no collegiate competition and links the distinctive strengths of our Great Lakes Maritime Academy with GLCI.

Financial Restructuring

Equally important in enabling the Institute to be sustainable is the significant changes to its financial structure. With the Institute's subsidy for fiscal year 2022 exceeding \$375,000 and having sustained an aggregate subsidy of over a million dollars over the last three fiscal years, it was clear that serious changes were necessary for the Institute to continue.

As a result, the College in collaboration with our internal stakeholders have developed a financial model that provides a sound approach to the future, significantly reduces the college subsidy for the program, and projects new paths to increase revenue for the Institute.

We determined that the most significant cost for the program was in faculty and staff labor. The program had already begun to work on reducing supplemental costs but reductions in regular employee costs was necessary. As a result, one faculty position

that will be vacated due to retirement will not be replaced. In addition, the loads of our remaining staff and faculty will be increased. The director will assume ten contacts of teaching load, the front of the house coordinator will assume four additional contacts of courses, and the two fulltime faculty will each assume four to six contacts of additional load, all without added compensation.

The plan also calls for greater course efficiency in managing the course schedule which will result in overall reductions in adjunct and overload costs. This will include carefully assessing the cost of running the restaurant class both in fall and spring. Due to low enrollment, we will offer the class only in the spring during this academic year.

In addition to cutting costs, the financial plan calls for several revenue enhancements that will help the College reduce the program's general fund subsidy. The most impactful revenue gain is committing \$100,000 from the annual Taste of Success fundraiser towards program operations (funds raised in excess of \$100,000 remain dedicated for student scholarships, and other scholarship pools remain available at the Foundation for GLCI students). The program will also develop new events in Lobdell's to better utilize the facility as a revenue generating space. In the fall, the Farm to Table class will offer Charcuterie and Cocktails events and, in the spring, we will offer five lunches and five dinners as part of our World Cuisine course.

Finally, in recognizing the increase in food costs for the program, we will begin to assign student fees to our lab courses, starting with our spring 2023 classes. The fee will be \$100 per lab course.

A spreadsheet illustrating these changes is attached (**Attachment B**).

These financial changes will be regularly monitored with quarterly meetings of the college leadership and GLCI staff to be held, beginning this October.

Attachment B

Great Lakes Culinary Institute
Historical Income Statements and FY23 Model
Updated as of 8/5/22

| | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | Projected 2022 | Model 2023 |
|---------------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|-------------------|------------------|
| Revenues | | | | | | | | | | |
| Fall Tuition | 564,647 | 571,774 | 520,298 | 476,593 | 432,143 | 329,222 | 309,480 | 309,740 | 324,032 | 236,001 |
| Spring Tuition | 512,881 | 481,557 | 397,392 | 371,928 | 350,635 | 289,113 | 334,020 | 176,212 | 261,920 | 247,000 |
| Summer Tuition | 13,946 | 14,829 | 15,224 | 14,205 | 17,610 | 17,621 | 14,170 | 14,450 | 51,406 | 51,014 |
| Lobdell's Restaurant | 80,410 | 86,658 | 95,720 | 91,856 | 90,971 | 105,342 | 85,500 | 41,897 | 130,231 | 101,920 |
| Foundation Support | - | - | - | - | - | - | 9,602 | - | 3,283 | 100,000 |
| Miscellaneous Revenue | - | - | - | 699 | 1,126 | 1,225 | 2,641 | 50 | 65 | 38,500 |
| | 1,171,884 | 1,154,819 | 1,028,634 | 955,282 | 892,485 | 742,523 | 755,412 | 542,350 | 770,937 | 774,435 |
| Labor Expenses | | | | | | | | | | |
| Regular Faculty | 319,120 | 363,695 | 278,702 | 301,842 | 224,552 | 229,765 | 211,121 | 237,393 | 268,322 | 164,154 |
| Adjunct Faculty | 128,106 | 107,738 | 120,304 | 106,120 | 117,945 | 92,752 | 77,877 | 83,182 | 108,549 | 94,818 |
| Overload | 28,169 | 27,190 | 21,244 | 18,498 | 14,104 | 20,565 | 43,272 | 15,579 | 23,345 | 9,200 |
| Administrative Staff | 87,768 | 85,909 | 86,238 | 85,909 | 85,580 | 51,683 | 81,559 | 85,561 | 90,717 | 93,809 |
| Professional Staff | 75,912 | 76,933 | 79,744 | 81,150 | 81,723 | 83,993 | 102,549 | 102,845 | 104,423 | 92,515 |
| Students + Temp | 51,893 | 58,546 | 48,533 | 64,178 | 77,028 | 108,836 | 117,087 | 35,631 | 61,528 | 45,000 |
| Benefits | 257,363 | 292,142 | 258,503 | 262,148 | 248,856 | 249,463 | 262,613 | 244,629 | 291,153 | 213,900 |
| CARES Act Relief | | | - | - | - | - | (26,521) | - | - | - |
| | 948,331 | 1,012,152 | 893,268 | 919,846 | 849,789 | 837,057 | 869,556 | 804,819 | 948,038 | 713,396 |
| Non-Labor Expenses | | | | | | | | | | |
| Supplies | 236,259 | 236,831 | 240,041 | 213,522 | 237,138 | 210,140 | 151,492 | 88,694 | 145,316 | 160,000 |
| Other Expenses | 46,459 | 42,453 | 62,724 | 50,356 | 38,463 | 30,498 | 37,843 | 24,803 | 54,714 | 45,000 |
| | 282,718 | 279,284 | 302,765 | 263,878 | 275,602 | 240,638 | 189,335 | 113,497 | 200,030 | 205,000 |
| Net Loss | (59,166) | (136,618) | (167,399) | (228,442) | (232,905) | (335,171) | (303,479) | (375,967) | (377,131) | (143,961) |

Andrea Gerring -- Biography

Master of Arts: Art History with a major in the art of India, China and Japan

Wayne State University - 1977

Bachelor of Arts: Art History and German language/literature

Wayne State University and the University of Munich - 1975

University for Foreigners, Perugia, Italy 1987 Summer of Italian language immersion

Languages studied: German, French, Italian, Spanish

Teaching positions:

Art History Adjunct Instructor: Northwestern Michigan College, Traverse City, MI

January, 2011 to present

Art History Adjunct Instructor: North Central Michigan College, Petoskey, MI

January, 2007 to 2017

Art History Adjunct Instructor: Kendall College of Art and Design

August, 2013 to 2016

Classes that I teach: (I developed all of the online art history courses at NCMC and NMC.)

Survey of Art from Prehistory through the Middle Ages

Survey of Art from the Renaissance to the 20th century

History of Modern and Contemporary Art

History of Non-western Art

Design I - History of Interior Design from Prehistory to the Renaissance

Industrial Design History

Recent projects:

- Completed the NMC cohort for Art111 OL, fulfilling all of the HLC requirements for an online course – Fall 2021
- Working on the NMC EL Fellows program in order to designate ART213 as an EL course
- Part of pilot program to introduce Yellowdig, an online learning platform for student engagement – Spring 2022

Life Experience:

Owner of Gallery Renaissance, Detroit, MI-- 1980's

Private Art Dealer and Corporate Art Sales for Reader's Digest, New York City--1980's

Interior Decorative Painter and stencil designer--1988 to 2021

Elder Care Advocate – beginning in 2017

BOT PRESENTATION – August 22, 2022

Andrea Gerring, adjunct Art History Instructor

The History of Art as a DEI Exemplar

How the study of art history fulfills a key objective within the DEI strategic area of NMC's strategic plan

I am Andrea Gerring, and have been an Art History Instructor at NMC beginning in 2011. I have a master's degree from Wayne State University in the History of Art with a major area of study in the arts of India, China and Japan. I teach the three art history surveys at NMC. ART111, 112 and 213. These three surveys cover the history of art from prehistory to our contemporary times.

My topic is how the study of art history fulfills key objectives within the DEI (Diversity, Equity, and Inclusion) strategic area of NMC's newest strategic plan.

The study of art history is a rigorous academic discipline that tells the story of the most creative minds throughout history, beginning with Prehistoric humans. It includes information that visual artists depict about all aspects of the times in which they live. The history of art includes the study of politics, religion, economics, science, and, to the point of this talk, how creatives have responded to the societal role that diversity, equity and inclusion have played throughout time.

Art and visual culture are transformative element in education, knowledge production, creative thinking, and storytelling, as well as a driver of socially progressive and emancipatory values in society.

As I considered my topic I thought carefully about what the words diversity, equity and inclusion really mean for my students. What do I want students to take from my courses that would make their future lives rich and meaningful, that would give them the critical thinking skills to make the world a better place? How could the study of art history visualize for them with a visceral approach, the issues of diversity, equity and inclusion? Here are only a few examples:

How the study of art history fulfills a key objective within the DEI strategic area of NMC's strategic plan

Art is:

Engaging Experimental Experiential Reflective
Immersive Urgent Limitless

- Where reality and imagination mix
- The most personal and yet the most universal
- invites us to visualize other points of view

“We must never forget that art is not a form of propaganda. It is a form of truth”.

John F. Kennedy

What students learn from the history of art:

To see carefully

To feel and react

Have an open mind

To understand the intentions of the artist in the context of the times in which they lived

How do we learn the cultural and societal benefits of Inclusion and Equality from stories of Exclusion and Inequality?

Initiatives in the art world include:

Representation of artists with disabilities

Bringing Outsider Artists In Summertime Gallery is redefining what outsider means, one art show at a time.



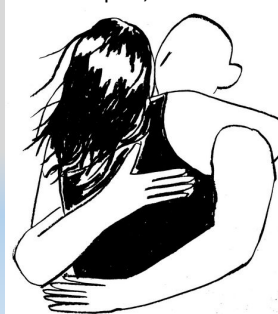
Artist Dean Millien, center, is currently showing work at Summertime Gallery. "We follow the lead of the artists," said Anna Schechter, right, one of the gallery's co-founders, along with Sophia Cosmadopoulos, left.

DisArt is a production company and arts and culture organization that focuses its energy on creating public art events that cultivate and communicate a disability culture. All of this work presents the highest quality, contemporary art done by disabled artists from around the world.

We believe that expressions of a disability cultural identity can transform society from awareness to understanding to belonging, creating a community that enjoys the full and equitable participation of all disabled people.



Grand Rapids, MI



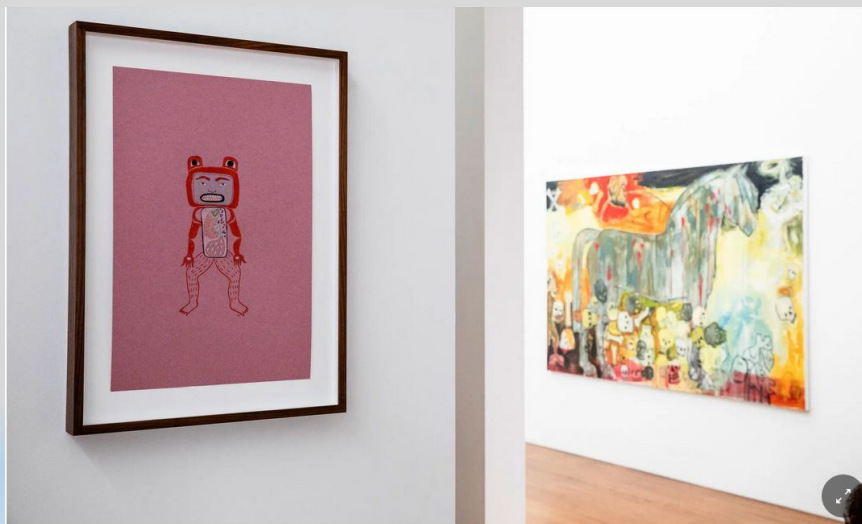
My Dearest Friends Project

The My Dearest Friends Project is a COVID-19 global art collaboration centering the lived experience of disability. Created by DisArt and Oaklee Thiele in March 2020, the project has collected submissions from our disability community living across the United States, Africa, Australia, Canada, Europe, Germany, and South America.

Please share your voice.

A New Source of Support for Indigenous Art

The Forge Project, based in the Hudson Valley, is Becky Gochman's initiative to raise the profile of the artists and find homes for their work in collections and museums.

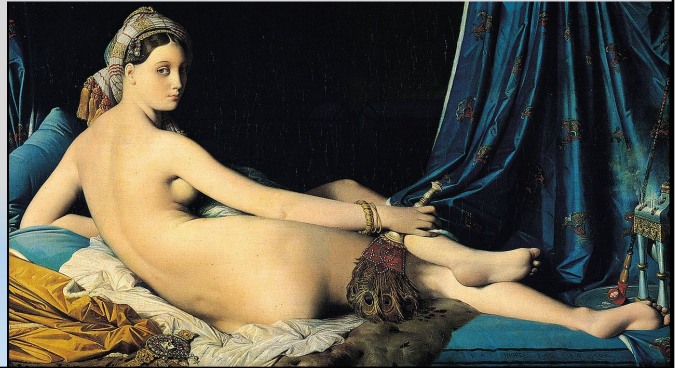


Rachel Martin's "Salmon Heart Blueberry Lungs" (2021), left, and Jaune Quick-to-See Smith's "War Horse in Babylon" (2003). Lauren Lancaster for The New York Times

Challenges to Exclusion and Inequality

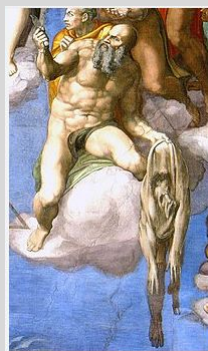


Artemisia Gentileschi Judith and Her Maid with the Head of Holofernes, ca.1623-1625
 Guerilla Girls 1984-present Denno Museum Exhibit Spring 2016
 Jean Auguste Dominique Ingres, La Grande Odalisque, 1814



The difference between seeing and understanding

recognition of queer heritage as part of collective history, and to challenge problematic discourses

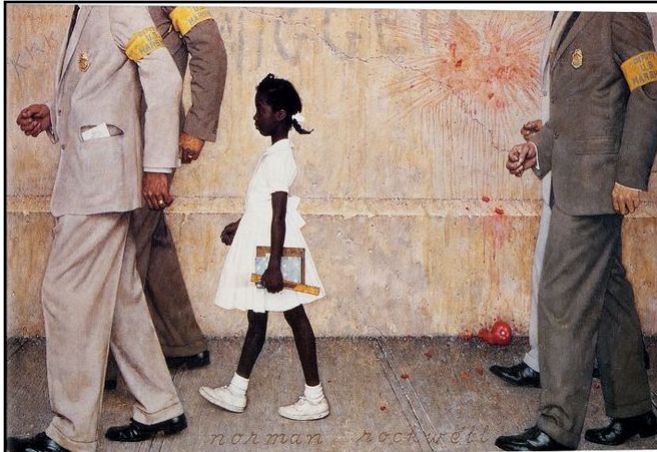


"Last Judgment" by Michelangelo



"Portrait of an Artist" by David Hockney 1972

"Bacchus" by Caravaggio, c. 1595



The Problem We All Live With
Norman Rockwell 1964

“SEEING” different points of view

The Dream We Live With
Ernie Barnes 1994



Art History includes information that visual artists depict about all aspects of the times in which they live.

“The 2022 BERLIN BIENNALE art exhibition unfolds across five museums in the city, curated by The French Algerian artists Kader Attia. It grapples with the legacies of war and colonialism; domination by race, gender, class and caste; ecological damage; disinformation; and social control.”

NYT July 22, 2022 Review of the Berlin Biennale art exhibition By Siddhartha Mitter

Art Museum DEI initiatives:

- The Baltimore Museum of Art announced a wide range of acquisitions that reflect its ongoing commitment to diversifying the range of voices and narratives represented across its encyclopedic holdings.
- The Städel Museum, Frankfurt --“The museum is a place for both art and debate. Larger political and social correlations can always be found in art. The Städel Museum is a civic institution rooted in the tradition of humanism. It demonstrates with the education initiative-- Shifting Points of View-- that the ability to judge history can be trained and strengthened by engaging with art.

Though there are timeless threads in the study of art history, students will always react to works of art from their individual points of view and life experiences.

It is these points of view that spark the most interesting and insightful discussions.

Students will see themselves in works of art or identify with the stories of the artists lives. They will be influenced by the visual imagery and inspired by the messages.

To: NMC Board of Trustees

From: Rachel Johnson, Chair

Date: 08/22/22

Re: A Framework for Buildings and Site Committee Consideration of Strategic Issues

As we begin considering how best to steward campus assets and facilities in light of the need to meet the evolving needs of our students and community, I have tasked the buildings and site committee with overseeing a comprehensive analysis of our facilities. That project will begin with a utilization study and the results of that study will be incorporated into a new campus master plan. All future considerations of new and innovative ways to use NMC’s facilities and properties will be guided by this process.

Here is the proposed process:

| |
|---|
| (1) Facilities and Properties Inventory |
| Conduct Facilities and Properties Inventory , across the College. |
| (2) Campus Utilization Study |
| Conduct a Utilization Study (determine what we’re using and what we’re underutilizing). To include: 1. all facilities and properties 2. present use and expected future use 3. plans to optimize usage (of underutilized assets) |
| (3) Campus Needs and Opportunities Study |
| Conduct a Campus Needs and Opportunities Study , to determine unmet and/or expected future needs/opportunities regarding campus facilities and properties. |
| (4) Campus Master Planning Process |
| Undertake Campus Master Planning process, to include: 1) Facilities and Property Inventory; 2) Campus Utilization Study; and 3) Campus Needs Study as key inputs. |

At our August board meeting, we will kick this process off with a discussion of the campus utilization study. Please come prepared to weigh in on the above recommendation and to offer any additional feedback about the project and what deliverables/insights we should be seeking from this process.

The timeline of both processes is to be determined, developed by administration with input from the Board of Trustees and various stakeholders.

Northwestern Michigan College
Board of Trustees
Building and Site Committee Minutes
August 15, 2022
President's Office Conference Room
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Laura Oblinger called the meeting to order at 3:01 p.m.

Members Present: Laura Oblinger, Kennard Weaver, Ken Warner

Others Present: Nick Nissley, Lynne Moritz, Troy Kierczynski, Andrea Gerring, Tom Power, Claudia Bruce

Eastern Avenue Property Update and Strategic Discussion of NMC Buildings and Sites and Campus Utilization Study

Committee Chair Laura Oblinger combined the two agenda items as she shared that since the committee last met and the senior living project regarding the Eastern Avenue property, excellent feedback has been received from trustees and the community. Based on the feedback, Oblinger recommended the committee take a step back from the senior living proposal specifically, to look at the broader strategic goals of campus facilities.

President Nick Nissley explained that an upcoming campus utilization study will determine current use of all facilities and properties, and which facilities are being underutilized. The utilization study will be a necessary input to a campus master planning process.

Committee members expressed support for the revised order of research and planning, and provided direction on information that should be sought throughout the processes, encouraging administration to look at all ideas before bringing specific proposals to the full Board.

At the next regular meeting of the full Board of Trustees, scheduled for August 22, 2022, Chair Rachel Johnson will lead a strategic level discussion seeking input from all trustees on what the utilization study deliverables should include. President Nissley emphasized the need to align any development goals with the mission and be driven by college, student, or community needs.

Public Input—There was public input offered by Tom Power, Andrea Gerring, and Claudia Bruce.

The meeting was adjourned at 3:36 p.m.

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



Northwestern
Michigan
College

MEMO
Office of the President

To: NMC Board of Trustees
From: Nick Nissley, President
Subject: July Mid-Month Update
Date: Thursday, August 11, 2022

Dear Board of Trustees,

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

- Eastern Avenue Property. Following up on our last BOT Meeting, the Ticker ran an article about “NMC Considers Uses for Eastern Avenue Property”. See: <https://www.traverseticker.com/news/nmc-considers-uses-for-eastern-ave-property-including-senior-living-community/>. Feedback from the BOT has suggested that we might want to consider stepping back from the specific possible use of a senior living and learning community, to more broadly consider possibilities, and begin by conducting a Campus Utilization Study (to determine what we’re using – facilities and properties – and, what we’re underutilizing). Then, a) determine if we have unmet facilities and housing needs, that impact students and/or employees; and, b) determine if there’s an unmet housing need in our community, that the College should get involved in. Such a study could help determine potential future use(s) of the Eastern Avenue property. The Building and Site Committee is meeting next Monday to continue their work on these questions, and will report back to the BOT at our August meeting.
- BSN Compromise. Last week, MCCA convened a meeting to begin the conversation about ‘how’ the State will go about the implementation of the ‘BSN compromise’. The meeting was attended by NMC academic leadership and Nursing Department leadership, as well as me. Again, NMC will be eligible for a \$2 million grant (one-time funding) for developing a BSN completion program (ADN to BSN). We are continuing to plan how we will approach this opportunity.
- Foundation. This past Tuesday, the NMC Foundation began the strategic planning process, with work on the mission and vision statements. More than 25 individuals participated in the workshop, including trustees Oblinger and Weaver, as well as me.

Committee Co-Chairs Jayne Mohr and Bill Marsh, along with Foundation Interim Executive Director Jennifer Hricik are to be complimented for their leadership that shaped a passionately engaged team with a possibilitarian perspective on the future of the Foundation. It should also be noted that more than 600 individuals, across all stakeholder groups, responded to the CampusWorks survey, helping to inform the team's approach to the crafting of the mission and vision statements. Next up will be a "Trends in Higher Education Fundraising Workshop" (on August 17th).

- Faculty Association Collective Bargaining Agreement. As you know, a three-year faculty contract has been approved. See: <https://www.traverseticker.com/news/nmc-board-approves-three-year-faculty-contract/>. I want to personally acknowledge and thank the administrators and faculty who were part of the negotiating teams for this recently-ratified faculty contract. I am especially proud of their collaborative, values-grounded approach. They role modeled that shared interests are realizable when trust and collaboration are foundational to the process.
- Points of Pride.
 - On July 27th our NMC Student Success Coaches "took us out to the old ball game". I joined with about 100 students to enjoy the **Pit Spitters game** together.
 - A special thank you to Kari Kahler and local Rotarians, for their initiative, helping found the college's Rotaract group this past year. In their first year, the NMC Rotaract student group worked on a unique service learning project. This month, I received my copy of the book that these students created. The book began with a desire to share stories with children from different parts of the world. In 2021, the Northwestern Michigan College **Rotaract Club initiated a project titled, 'Bridge of Books'**, whereby they collected over 400 children's books to send to a primary school in Uganda. The second phase of the project involved students from Creative Writing, Children's Literature, Spanish, and Visual Communication collaborating on an original story, artwork, layout, and translation, resulting in the eventual publication of "In the Sky" for distribution in Africa, Latin America, and the U.S. Ultimately, students want the book's message of self-acceptance to encourage the next generation of readers. I could not be more proud of what these students and their advisors created. Indeed, they created something more than 'just a book'. Through this rich and powerful experiential learning, they have grown more fully as human beings.
 - Earlier this month, I met with **NMC's 2022 Outstanding Alumni Award Winner, Dr. Andrea Kritcher (Annie)**. I was joined by her parents (her dad is an NMC alum!), her former physics instructor Mike Franklin, and retired NMC instructor and Alumni Award Committee member Karen Howie. Dr. Andrea Kritcher is an NMC engineering graduate who continued on to earn her bachelor's degree in nuclear engineering from the University of Michigan, and her masters

and doctorate in nuclear engineering from UC Berkeley. Today, she's the design lead within the Lawrence Livermore National Laboratory Inertial Confinement Fusion Program. What an amazing role model for our NMC engineering students.

Key Entries from the President's Calendar:

- In July, a team of 8 from NMC, myself included, participated in the Alliance for Innovation and Transformation (AFIT) Summer Conference in Nashville, TN. The team engaged in a debrief activity to reflect on key takeaways from the conference. Some themes that resonated with us included:
 - The foundational importance of trust, and its role in shaping a healthy culture.
 - Our need to maintain forward momentum, to continue to make progress on the work of the College – as flourishing versus languishing cultures are healthier and higher performing.
 - ‘Great Places to Work’ are characterized by a clear sense of purpose (e.g., mission-mindedness) and a sense of belonging (experienced by *all* students and employees).
- MCCA Summer Conference—Thank you to all of the trustees who were able to devote significant time to attend and participate in the conference held at the Grand Traverse Resort this year. A new strategic plan for the MCCA was adopted. Brandy Johnson, our new MCCA President, will be sharing the plan with us when she visits campus this fall. Of special note: our NMC trustee Chris Bott was awarded the Distinguished Service Award (and, earned a ‘shout out’ from Governor Whitmer. And, trustee Rachel Johnson earned her Five Year Service Award. In addition, it was the MCCA Leadership Academy Graduation, and we celebrated NMC's graduates: Laura Matchett and Hollie DeWalt.

Upcoming Dates of Note:

- August 22, 2022—Regular Board Meeting, Timothy J. Nelson Innovation Center
- ****August 23, 2022—NMC August/Opening Conference, Hagerty Center**NOTE: DATE CHANGE**
- August 27, 2022—Fall Classes Begin

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MEMO

To: Northwestern Michigan College Board of Trustees
Cc: Dr. Nick Nissley, Ed.D.
From: Gabe Schneider, Founder/Principal, Northern Strategies 360
Date: Wednesday, August 10, 2022
Re: State/Federal Legislative Update

State

Legislative Schedule

The Michigan Legislature is still on their summer in-district work period and except for one session day scheduled for Wednesday, August 17th (with no votes scheduled) we do not expect that the legislature will return to a regular session schedule until Wednesday, September 7th. However, we are also hearing rumors about the potential for House leadership to cancel House session days through election day in November. It is unclear at this time if this will hold true, but if it does, it would significantly limit the amount of work that can be accomplished with only the Senate being in session during this time.

Michigan Primary Election Results

Following the primary election earlier this month, we now know the matchups for the general election in November. For our region these include:

103rd State House District

(Leelanau, northern portions of Benzie and Grand Traverse counties including Traverse City)

District Base: Democrat: 48.2%

Republican: 51.8%

Betsy Coffia (D)

Jack O'Malley (R)

104th State House District

(Southern portions of Benzie, Grand Traverse, northern portions of Kalkaska and western portions of Antrim counties)

District Base: Democrat: 38.8%

Republican: 61.2%

Cathy Albro (D)

John Roth (R)

37th State Senate District

(Leelanau, Grand Traverse, Antrim, Charlevoix, Emmet, western portion of Cheboygan, eastern portions of Mackinac and Chippewa counties)

District Base: Democrat: 43.2%

Republican: 56.8%

Barbara Conley (D)

John Damoose (R)

FY23 State Budget

If you have not already seen it, the MCCA has prepared a helpful [policy brief](#) summarizing the relevant community colleges items in the State of Michigan's Fiscal Year 2023 budget.

Capital Outlay/Funding

We continue to hear that it is the desire of Senate leadership to take up a budget supplemental bill this fall and that our capital outlay requests would be considered as part of this. However, we are also hearing that House leadership is not interested in any additional funding being allocated (despite the \$7 billion budget surplus, split between School Aid Fund and General Fund dollars). We will continue to work closely with our legislative delegation and engage with Senators to advance our projects, with a primary focus on the Student Aviation and Fleet Upgrade project.

Federal**Congressionally Directed Spending (Earmark) Funding**

As you may recall, we submitted FY23 federal earmark request to the offices of both U.S. Senator Gary Peters and U.S. Senator Debbie Stabenow for \$2.7 million for our central campus geothermal project. We requested funds to be earmarked for this project in the Energy and Water (E&W) appropriations bill under the Energy Efficiency and Renewable Energy (EERE) account.

We recently received word from Senator Stabenow's staff that our project was included in the Senate Appropriations Committee "Chairmans Markup", which is the first version of the FY23 E&W appropriations bill to be considered. The next step is for the full Appropriations Committee to approve this legislation, sending it to the full Senate for consideration. Once passed by the Senate, it would go to a conference committee with the House and then sent back for a final vote in each body before being presented to the President for his signature.

In terms of timing, while the FY23 federal fiscal year begins October 1st, it is unlikely that we will see a final FY23 appropriations bill passed before that date. Most likely, final passage of the E&W appropriations bill on its own or within a larger omnibus bill would take place near the end of the calendar year.

Certainly, it is great to be included in the initial stages of this bill- and we will certainly watch as this moves through the process and provide support and advocacy as needed for its inclusion in the final FY23 E&W appropriations bill.

Northwestern Michigan College
Board of Trustees
Presidential Performance & Compensation Committee Minutes
August 2, 2022
President's Office Conference Room
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Rachel Johnson called the meeting to order at 10:02 a.m.

Members Present: Rachel Johnson, Doug Bishop, Laura Oblinger

Others Present: Nick Nissley, Lynne Moritz

2022 Presidential Evaluation Timeline and Survey Tools

Committee Chair Rachel Johnson summarized the work to-date with a consultant from the Association of Community College Trustees (ACCT) and provided an overview of the proposed process. There were minor edits suggested to the survey instruments and no amendments recommended for the process timeline.

The committee discussed the constituent groups that will be asked to provide anonymous input via survey, which will comprise a portion of the materials and input considered by the Board of Trustees. The committee requested to convene just prior to the regular monthly meeting of the Board of Trustees on August 22, 2022, to confirm the internal and external constituents that will be asked to assist in the 2022 Presidential Evaluation process by completing an evaluation instrument (survey) to be shared with the Board of Trustees. The purpose of the evaluation is to help the board assess how well the president has performed in carrying out the board's policies and priorities. The evaluation process is an opportunity to provide constructive feedback on areas of success and identify areas for improvement.

Public Input—There was no public comment offered.

The meeting was adjourned at 10:45 a.m.

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

NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, July 25, 2022
Timothy J. Nelson Innovation Center, Room 106/107

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

ROLL CALL

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

Trustees absent: None

Also present: President Nick Nissley, Lynne Moritz, Jennifer Hricik, Jerry Dobek, Marcus Bennett, Jim Bensley, Jason Slade, Cathy Warner, Troy Kierczynski, Mark Liebling, Stephen Siciliano, Kyle Morrison, Eric Carlson, Alex Walsh, CJ Schneider

REVIEW OF AGENDA—The agenda was accepted as presented.

STRATEGIC FOCUS: Institutional Distinction and Sustainability—Jason Slade, Vice President of Strategic Initiatives, and Troy Kierczynski, Vice President of Finance and Administration, presented on the college’s distinctive programs that strengthen institutional sustainability and expand global connections for our learners and communities. Slade reviewed the diverse areas of the college that are addressed in this fifth strategy of the NMC Next strategic plan. There was a question pertaining to state funding that would accelerate the multi-phase Aviation expansion plan.

REPORTS AND PRESENTATIONS

Program Focus: International Affairs Forum—Jim Bensley, Director of International Affairs Forum (IAF) and International Services & Service Learning, provided an overview of his multiple roles at NMC. Bensley focused on developments of the IAF since early 2020, including having virtual or hybrid programming and an increased on-line presence. IAF partnerships in the area include the National Writers Series and the Traverse City Film Festival. The 29th season of IAF begins in September 2022 and will include topics such as autocracy vs. democracy, immigration, India, press freedom and human rights, and Mideast peace. There was discussion regarding efforts to increase membership and expand the offerings to regions outside of the Grand Traverse area. Bensley highlighted key areas of the IAF’s recently developed strategic plan.

Faculty Report: Be the Change You Want to See: Developing Critical Thinking & Problem Solving in Core Courses—Cathy Warner, Communications Instructor, described the change project she incorporates into her core English courses to build academic writing and research skills, as well as leadership development and critical thinking skills. The written elements of the change project include rhetorical analysis, research, narrative, argument, and proposals.

Building and Site Committee Report—Laura Oblinger, Committee Chair, discussed the request for proposals that has been issued for a market analysis and feasibility study on potential use for land the college owns on Eastern Avenue. The committee is working with college administration to review what facilities and land assets can be utilized to create a diverse revenue stream for NMC that is both ongoing and self-supporting. In response to a question regarding the origins of the idea,

Oblinger cited the objective to solve a problem in community, connect with strategic plan, and create new revenue streams for the college

PUBLIC INPUT—There was no public input offered.

UPDATES

President's Update—Addressing legislative developments, President Nick Nissley noted the state approved the FY23 budget, noting NMC received a 2.6% increase. Nissley highlighted there was specific language that this year the monies will be distributed utilizing the existing funding formula. However, the governor is asking MCCA, community colleges and the legislature come together to develop a new funding formula by December 15, 2022. While we are happy with the existing formula, Nissley is glad colleges are asked to be involved in the development of a new funding formula. There was no capital outlay or special funding included in the state budget, but we expect a supplemental funding bill this fall.

The “BSN compromise” was included in the State's budget and is 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). Community colleges (NMC included) will be eligible for a \$2 million grant (one-time funding) for administering the program. MCCA is convening a meeting of northern Michigan colleges to discuss the details of how to apply and utilize the grant funding.

Nissley noted the Board will receive an update on collective bargaining agreements during the closed session later in the agenda. The following are among points of pride shared by Nissley: Jerry Dobek’s coordination of two Webb Telescope events earlier this month; nursing program licensure exam pass rates; international aviation students from 15 countries are here this summer after a two-year hiatus due to the pandemic. Lastly, Nissley acknowledged Jennifer Hricik has begun her role as the Interim Executive Director of Resource Development and the NMC Foundation.

There was discussion regarding the parameters of the BSN compromise funding. It was stated that if the goal is to increase the number of BSN nurses in our community, it is hoped that the college and/or state will be able to track if the BSN compromise efforts achieve that goal.

Board Chair Update—Chair Rachel Johnson drew the Board’s attention to the tuition restraint language included in the state budget. Johnson also thanked trustees in advance for their participation at the MCCA Summer Conference held later this week at the Grand Traverse Resort.

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

- Minutes of the June 27, 2022, regular meeting and closed session
- Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- PRMC Report—*Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications*

- Foundation Report—*Jennifer Hricik, Interim Associate Vice President for Resource Development and Executive Director of Foundation*

ACTION ITEMS

Board Policies—On a motion by Chris Bott, seconded by Doug Bishop, the Board approved the following policies on a second-reading basis. The motion passed with a unanimous vote.

Policy A-102.00 Governing Style

Policy A-102.01 Conflict of Interest

Policy A-105.00 Consent Agenda Items

Closed Session—Kennard Weaver made a motion, seconded by Doug Bishop, 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—Chris Bott, Laura Oblinger, Ken Warner, Andy Robitshek, Kennard Weaver, Rachel Johnson; No—none; and the Board went into closed session at 6:53 p.m.

Reconvene Regular Meeting—On a motion by Laura Oblinger, seconded by Ken Warner, the closed session was adjourned and the open session was reconvened at 7:28 p.m. with the following roll call vote: Yes—Kennard Weaver, Ken Warner, Doug Bishop, Andy Robitshek, Laura Oblinger, Chris Bott, Rachel Johnson; No—none.

Amended Agenda—Chris Bott made a motion, seconded by Laura or Doug, to amend the agenda to consider contracts with the faculty and faculty chair associations, pursuant to Policy A-106.00 Items for Special Board Approval (Human Resources). The motion passed with a unanimous vote.

Faculty Association Collective Bargaining Agreement—On a motion by Chris Bott, seconded by Laura Oblinger, the Board authorized administration to enter into an agreement by and between the Northwestern Michigan College Faculty Association, MEA-NEA, and Northwestern Michigan College effective August 1, 2022, through July 31, 2025. The motion passed with a unanimous vote.

Faculty Chair Collective Bargaining Agreement—Ken Warner made a motion, seconded by Doug Bishop, to authorize administration to enter into an agreement by and between the Northwestern Michigan College Faculty Chair Association, MEA-NEA, and Northwestern Michigan College effective August 1, 2022, through July 31, 2025. The motion passed with a unanimous vote.

On behalf of the Board of Trustees, Chair Rachel Johnson shared the following statement:

We are pleased that after a collaborative, solution-oriented, multiple month process, NMC has reached a new 36-month contract with the NMC Faculty Association. This contract replaces the contract that expires at the end of this month. The contract includes salary increases in year one that range from 5% to 8.7% depending on where the faculty member is in their tenure on the step process. Years two and three will provide faculty with salary increases ranging from 2% to 5.7%, again depending on where they are in the steps.

In addition, we collectively revised the faculty load provisions in order to increase the number of courses we are able to offer in multiple formats such as online, hybrid, and livestream, which is directly tied to our strategic priorities and the duration of our current

strategic plan. Faculty who prep courses in multiple formats during the next 3 years could see an increase in their overload pay ranging from 1-3.6% with this new provision.

Overall, this contract, combined with our generous benefits package, will enable us to attract and retain top tier talent and to deliver on our promise to our students.

The world we operate in has changed considerably since we last negotiated a contract in 2019. This new agreement allows NMC to make the necessary investments in our people to deliver on our strategic initiatives for the benefit of our students, while also maintain good fiscal stewardship of the college for our community.

Thank you to everyone who worked to finalize this agreement.

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

ADJOURNMENT—The meeting adjourned at 7:33 p.m.

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

SIGNED _____
Rachel A. Johnson, Chair

ATTESTED _____
Andrew K. Robitshek, Secretary



**Northwestern
Michigan
College**

MEMO
Enrollment Services

To: Dr. Nick Nissley, President
 From: Todd Neibauer, VP for Student Services & Technologies
 Date: August 15, 2022
 Subject: Enrollment Update – Fall Semester 2022

Fall 2022

The gap in contact hours compared to last year continues to narrow and is now at -3.2%. While the number of new students is down, the percentage of students returning from spring has increased 1.8 percentage points. We have one additional online orientation cohort left to launch on August 22.

| | 2019 | 2020 | 2021 | 2022 |
|--------------------------------|-------------|-------------|-------------|-------------|
| Admission Applications | 3,688 | 3,338 | 3,326 | 3,070 |
| Admits | 2,517 | 2,344 | 2,419 | 2,209 |
| Admits Registered | 1,405 | 1,101 | 1,252 | 1,140 |
| Prior Admits Registered | 26 | 23 | 42 | 21 |
| Retained from Spring | 1,709 | 1,572 | 1,471 | 1,572 |
| Re-Admitted Students | 208 | 161 | 233 | 170 |
| Average Contact Hours | 11.15 | 11.23 | 11 | 11.03 |
| Total Headcount | 3,347 | 2,857 | 2,997 | 2,896 |
| Total Contact Hours | 37,317 | 32,093 | 32,977 | 31,939 |
| Tuition | 7,030,353 | 6,126,613 | 6,331,857 | 6,495,189 |

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

Housing

With 315 current applications, housing is going to see greater numbers of students than we have seen since Fall 2019. North Hall will be full and East Hall continues to gain applicants. Move in will start on August 25 and Welcome Week activities for all students will run from 8/24 – 8/31. A list of events is available at <https://www.nmc.edu/welcome/welcome-weekend.html>.



MEMO
Administrative Services

To: Dr. Nick Nissley, President

From: Troy Kierczynski, Vice President of Finance and Administration

Date: August 17, 2022

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

The attached reports summarize the financial results for the General Fund as of July 31, 2022. The first month represents 8.33% of the year.

The general fund ended the month with revenue over expenses of \$276,876. Revenue decreased by 13% when comparing July 2022 to July 2021. Expenses increased by 3% when comparing July 2022 to July 2021 primary due to higher fuel costs for Aviation.

Revenue (letters refer to the attached General Fund summary)

- A. Tuition and fees decreased 6% from July 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 5,481 with actual summer revenue of \$1,203,782. Summer revenue is over budget by \$88,162.
- B. Property Taxes: Tax revenue is recorded as payments are received. The overall increase for the fiscal year is expected to be 6% over the previous fiscal year.
- C. State Sources include budget appropriations, personal property tax payments and MPSERS retirement payments. State appropriations payments will begin 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 2023 reflects interest income only. Interest income is expected to surpass fiscal year 2022 due to rising 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



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

*Summary Report for General Fund Accounts
Fiscal Year 2023, Period 01*

| Funds | Accounts | 2022-2023 Adjusted Budget | YTD Activity | % of Annual Budget |
|---------------------------|---|------------------------------|------------------|-----------------------|
| TOTAL GENERAL FUND | | | | |
| 50 | Revenues | | | |
| | Tuition and Fees | 22,001,840 | 2,146,713 | 9.76% |
| | Property Taxes | 12,769,825 | 67,847 | 0.53% |
| | Other Local | <u>0</u> | <u>0</u> | * |
| | Local Sources | 34,771,665 | 2,214,559 | 6.37% |
| | State Sources | 10,745,000 | 0 | 0.00% |
| | Federal Sources | 0 | 0 | * |
| | Private Sources | 979,765 | 0 | 0.00% |
| | Investment Income | 196,000 | 12,134 | 6.19% |
| | Other Sources | <u>426,100</u> | <u>27,875</u> | 6.54% |
| | Total Revenues | 47,118,530 | 2,254,568 | 4.78% |
| 60 | Labor | | | |
| | Salaries & Wages | 23,916,066 | 975,115 | 4.08% |
| | Benefits | <u>10,025,563</u> | <u>528,042</u> | 5.27% |
| | Total Labor | 33,941,629 | 1,503,157 | 4.43% |
| 70 | Expenses | | | |
| | Purchased Services | 2,753,059 | 141,423 | 5.14% |
| | Supplies & Materials | 3,041,584 | 161,349 | 5.30% |
| | Internal Services | 103,065 | 902 | 0.88% |
| | Other Expenses | 1,628,696 | 41,083 | 2.52% |
| | Institutional Expenses | 1,738,804 | 32,141 | 1.85% |
| | Maintenance & Renovation | 1,762,581 | 91,259 | 5.18% |
| | Prof Develop, Travel & Events | 594,112 | 6,378 | 1.07% |
| | Capital Outlay | <u>170,000</u> | <u>0</u> | 0.00% |
| | Total Expenses | 11,791,901 | 474,535 | 4.02% |
| | Total Expenditures | 45,733,530 | 1,977,692 | 4.32% |
| 80 | Transfers | | | |
| | Transfers | -1,385,000 | 0 | 0.00% |
| | Total Transfers | <u>-1,385,000</u> | <u>0</u> | 0.00% |
| | Total Expenditures and Transfers | 44,348,530 | 1,977,692 | 4.46% |
| | Net Revenues over (under) Expenditures | 2,770,000 | 276,876 | |



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

INTERIM
This statement does not
reflect year-end results.

| | <u>YTD 7/31/2022</u> | <u>YTD 7/31/2021</u> | <u>\$ Diff</u> | <u>% Diff</u> | <u>Comments</u> |
|--|--------------------------|--------------------------|---------------------|---------------|---|
| Revenue | | | | | |
| Local Sources: | | | | | |
| Tuition & Fees | \$ 2,146,713 | \$ 2,281,172 | \$ (134,459) | -6% | Primarily due to lower summer tuition in summer 2022 |
| Property Taxes | 67,847 | 258,189 | (190,342) | -74% | Timing of property tax payments received |
| Total Local Sources | 2,214,560 | 2,539,361 | (324,801) | -13% | |
| State Sources | - | - | - | 0% | Consistent with prior year |
| State PPT Reimbursement | - | - | - | 0% | Consistent with prior year |
| Federal Sources | - | - | - | 0% | Consistent with prior year |
| Private Sources | - | - | - | 0% | Consistent with prior year |
| Investment Income | 12,134 | 13,961 | (1,827) | -13% | Lower interest received in July 2022 than in July 2021 |
| Other Sources | 27,875 | 24,703 | 3,172 | 13% | Primarily due to slight increases in room rental and Lobdell's sales in FY23 |
| Total Revenue | 2,254,568 | 2,578,025 | (323,456) | -13% | |
| Expenses | | | | | |
| Salaries and Wages | 975,115 | 1,003,775 | (28,660) | -3% | In line with budget |
| Benefits | 528,042 | 545,524 | (17,482) | -3% | In line with budget |
| Purchased Services | 141,423 | 98,034 | 43,389 | 44% | Primarily due to increase in EES instructor activity as the amount of offerings continue to return to normal |
| Supplies & Materials | 161,349 | 109,780 | 51,569 | 47% | Primarily due to the rollover of aviation fuel expense into FY23 (more fuel on hand for fiscal year end expense allocations than last summer) |
| Internal Services | 902 | (440) | 1,342 | -305% | Timing of internal charges |
| Other Expenses | 41,083 | 58,077 | (16,994) | -29% | Primarily due to timing of vehicle rental payments and lower financial fees in FY23 |
| Institutional Expenses | 32,141 | 26,014 | 6,127 | 24% | Timing of utilities invoices |
| Maintenance & Renovation | 91,259 | 62,894 | 28,365 | 45% | Primarily due to timing of software renewals and maintenance items |
| Professional Development | 6,378 | 9,791 | (3,413) | -35% | Timing of membership renewals |
| Capital Outlay | - | - | - | 100% | |
| Total Expenses | 1,977,692 | 1,913,449 | 64,243 | 3% | |
| Transfers | - | - | - | 0% | |
| Total Expenses & Transfers | 1,977,692 | 1,913,449 | 64,243 | 3% | |
| Net Revenue Over (Under) Expenses | \$ 276,876 | \$ 664,576 | \$ (387,699) | -58% | |



Northwestern Michigan College
Income Statement Projections - General Fund
For the Year Ended June 30, 2022
As of 8/15/22

INTERIM
This statement does not
reflect year-end results.

| | FY21 Actual | FY 22 Budget | YTD 8/15/2022 | FY 22 Projected | Difference vs. Budget | Comments |
|---|------------------------|-------------------------|--------------------------|----------------------------|----------------------------------|--|
| Revenue | | | | | | |
| Local Sources: | | | | | | |
| Tuition & Fees | \$ 19,730,147 | \$ 19,916,110 | \$ 20,706,968 | \$ 21,032,771 | 1,116,661 | Higher than anticipated enrollment in summer and fall 2021 led to increased tuition and fees. EES and aviation increased in FY22 as compared to FY21 |
| Property Taxes | 11,569,141 | 12,030,623 | 11,961,681 | 11,961,681 | (68,942) | In line with budget |
| Total Local Sources | 31,299,288 | 31,946,733 | 32,668,649 | 32,994,452 | 1,047,719 | |
| State Sources | 12,494,296 | 10,570,000 | 10,106,188 | 10,624,867 | 54,867 | In line with budget |
| State Property Tax Reimbursement | 183,427 | 160,000 | 176,012 | 176,012 | 16,012 | In line with budget |
| Federal Sources | 8,500 | 1,075,000 | 12,600 | 12,600 | (1,062,400) | GLMA direct funding is now recognized in restricted funds instead of the general fund; FY22 budget does not account for this |
| Private Sources | 1,006,602 | 868,897 | 1,109,918 | 1,579,370 | 710,473 | Increase in gifts from the Foundation for agreements in FY22 |
| Dividend and Interest Income | 183,806 | 172,000 | 172,479 | 172,479 | 479 | In line with budget |
| Unrealized Gain (Loss) on Investments | (525,507) | - | - | (1,891,082) | (1,891,082) | Rising interest rates are driving large unrealized losses on long-term bonds |
| Other Sources | 323,305 | 392,600 | 478,178 | 478,434 | 85,834 | Increase in extra sales including Lodbell's sales, office space rental, and administrative fees earned from NJTP in FY22 |
| Total Revenue | 44,973,717 | 45,185,230 | 44,724,024 | 44,147,132 | (1,038,098) | |
| Expenses | | | | | | |
| Salaries and Wages | 21,060,380 | 22,282,506 | 22,400,894 | 23,000,894 | 718,388 | Higher adjunct and overload costs due to higher than expected enrollment during FY22 |
| Benefits | 11,234,226 | 9,332,244 | 9,835,229 | 9,611,551 | 279,307 | Higher than budget due to higher wages |
| Purchased Services | 2,049,405 | 2,311,193 | 2,365,146 | 2,415,146 | 103,953 | GLMA cruise food expenses higher in Summer 2022; offset by Transfer Out for GLMA restricted funds |
| Supplies & Materials | 2,264,808 | 3,318,742 | 2,565,949 | 2,625,949 | (692,793) | Slower consumption of supplies due to continued remote work and instruction |
| Internal Services | 10,642 | 99,220 | 55,451 | 55,451 | (43,769) | Lower internal event activity as a lot of events remain remote |
| Other Expenses | 1,131,852 | 1,670,689 | 1,341,974 | 1,472,530 | (198,159) | Continued savings in non-PD events and travel |
| Institutional Expenses | 1,388,583 | 1,737,924 | 1,627,270 | 1,702,270 | (35,654) | Budgeted for increases in utilities but expenses are trending below budget |
| Maintenance & Renovation | 1,588,584 | 1,828,864 | 1,682,953 | 1,697,958 | (130,906) | Maintenance of software and equipment trending below budget |
| Professional Development | 226,041 | 362,070 | 431,678 | 431,678 | 69,608 | Increase in professional development expenses |
| Capital Outlay | 56,368 | 177,852 | 175,816 | 200,697 | 22,845 | |
| Total Expenses | 41,010,889 | 43,121,304 | 42,482,361 | 43,214,124 | 92,820 | |
| Transfers Out (In) | | | | | | |
| Plant Fund - General Maintenance | 2,700,000 | 1,233,926 | - | 1,233,926 | - | Budgeted transfer for maintenance of capital |
| Plant Fund - Technology Maintenance | 500,000 | 500,000 | - | 500,000 | - | Budgeted transfer for maintenance of technology |
| Plant Fund - Facility Fee for Maintenance | - | 40,000 | - | 40,000 | - | Budgeted transfer for facility fee for maintenance |
| Plant Fund - Aviation Capital Fund | 358,680 | 340,000 | 473,405 | 631,206 | 291,206 | Budgeted transfer for Aviation equipment fund; based on revenue, calculated using tach hours |
| Plant Fund - EES Transfer for Elevate | 24,550 | - | - | - | - | |
| Bd Designated - Strategic Projects | 450,000 | 250,000 | - | 250,000 | - | Budgeted transfer for strategic projects |
| Bd Designated - Funds for Transformation | 150,000 | 50,000 | - | 50,000 | - | Budgeted transfer for funds for transformation |
| Restricted Fund - CARES Act Funding | (2,597,885) | - | (58,900) | - | - | Transfer CARES Act funding items to restricted fund |
| Restricted Fund - GLMA Direct Support | - | (350,000) | - | (1,154,443) | - | Transfer MARAD restricted funds to the general fund to support academy operations |
| Program Specific | (3,342) | - | - | - | - | |
| Total Transfers | 1,582,003 | 2,063,926 | 414,505 | 1,550,689 | (513,237) | |
| Total Expenses & Transfers | 42,592,892 | 45,185,230 | 42,896,866 | 44,764,813 | (420,417) | |
| Less: Unrealized Gain | - | - | - | 1,891,082 | 1,891,082 | Unrealized gains and losses are "paper"; they do not impact fund balance in the long-term, unless the underlying investments are sold and a gain or loss is realized. The College holds bonds to maturity unless called by the issuer. |
| Net Revenue Over (Under) Expenses | \$ 2,380,825 | \$ - | \$ 1,827,158 | \$ 1,273,401 | \$ (617,682) | |



Northwestern
Michigan
College

MEMO

*Public Relations, Marketing,
and Communications*

To: Nick Nissley, President

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

Date: 8-12-22

Subject: July 2022 Monthly Report

PRMC is pleased to announce we earned a \$50,000 grant from the Lumina Foundation to advance our work in reaching the adult learner audience of potential students. This will go toward our web and digital marketing efforts. The team remains focused on enrollment marketing campaign creative development and transitioning to our new digital marketing vendor. July is scheduled as a slower month in paid media. Digital performance reflects the return to normal spend levels after an increase in June to align with admissions pushes. We have nearly 100% positive or neutral earned media sentiment with the false report of a bomb scare being the only exception. July is our slowest month for social media engagement due low campus activity, but we still gained followers. Highest engaged social posts include National Cherry Festival tie-ins, aviation student, marine tech student profiles. 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 July 2022.

Paid Media ↓

- Digital search campaigns -41% (50% reduction in spend)
- Digital display -39%
- Paid social +.08%

Earned Media ↑

- Media mentions 68
- Positive/neutral sentiment 99%
- Publicity value \$15.4k

Owned Media -

- Content development on January Nexus and fall NMC Now

Shared Media ↑

- Facebook followers +.5%
- Facebook engagement -62% (reflects a planned decrease in paid social)
- Instagram followers +.3%
- Instagram engagement -24%



MEMO: Resource Development

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: August 14, 2022

Subj: Foundation Update

Fund Raising – new year, new goals a report on FY23 goals

This is the first report on progress toward FY23 goals. We are currently tracking over double the amount of funds raised as compared to where we were at this date last year, so off to a good start!

- The number of gifts received to date this fiscal year 200
- FY23 total dollars raised through the NMC Foundation
 - \$261,745 Total received (including Annual Fund, pledges, and *documented planned gift intentions*) raised toward goal
 - + \$0 Gross event revenue
 - \$261,745 Total raised through new gifts, commitments, & events**
(Goal: \$1,200,000)
 - + \$0 *from previously documented planned gifts*

Of the F23 funds raised, donors are impacting the following areas of the college:

- Unrestricted gifts to the Fund for NMC - \$66,337
- Scholarships at NMC - \$69,070
- Programs and capital projects at NMC - \$126,338

Foundation Initiatives

- The strategic planning process for the foundation board is underway (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.



MEMO
Educational
Services

To: Nick Nissley, President
From: Stephen Siciliano, Vice President for Educational Services
Date: July 21, 2022
Subject: GLCI Culinary Arts w/ Maritime Emphasis Level 1 Certificate

I am seeking the Board of Trustees approval for a level one certificate affiliated with our Great Lakes Culinary Institute (GLCI). This certificate is a Culinary Arts Level 1 certificate with a Maritime emphasis. The course sequence guide is attached for this certificate.

Recently Northwestern Michigan College (NMC) has gone through a process to reimagine GLCI. The goal of this process was to redesign GLCI so that the program demonstrated responsible stewardship while meeting learner needs. The reimagining process was thorough, data driven, led by an external workforce development consultant with considerable input from stakeholder groups including Advisory Board members, alumni, current students, faculty, staff, local employers, and community members. Through this process many ideas were brought forward. This certificate represents one of the areas identified by the reimagining committee that would increase enrollment and better prepare GLCI students to enter an ever-changing workforce.

Culinary Arts with Maritime Emphasis - Certificate Level 1

This certificate is a one-year culinary arts certificate with a maritime emphasis meeting the needs of students who want to sail as a culinary professional on a U.S. Flag merchant vessel while incurring a minimal amount of debt. Students in this "Fall start only" program will take culinary courses offering foundational theory and practical applications of savory cooking, butchery, baking, sanitation, nutrition, food and beverage operations, and menu planning. They will apply for and earn their TWIC (Transportation Worker Identification Card) and MMC (Merchant Mariners Credentials) while in the program.

In the spring, students will take a specialized Galley Cooking course on the Training Ship (T/S), "State of Michigan". This course will be offered while the ship is in port and will provide students with the opportunity to learn how to efficiently work within the constraints of a small galley. Students will then complete an internship on the T/S State of Michigan and/ or a commercial vessel. Graduates with this certificate can sail as credentialed mariners on U.S. Flag vessels, in Great Lakes service, in the steward department in culinary positions such as second cook.

The students who have a goal of sailing on an ocean-going vessel will need to complete Standards of Training Certification and Watchkeeping - Basic Training. These students will be provided with options for competing this course with one of our industry partners. Within the next three years the Great Lakes Maritime Academy (GLMA) will amend its USCG Approval and offer this course to GLCI students.

A Coast Guard physical and TWIC application are needed prior to applying for this program to ensure that no existing medical or legal issues would preclude them from obtaining a TWIC or MMC. Additionally, English and Math placements must be met. The certification is stackable with the Culinary Arts Certificate level 1, 3 and the AAS degree. This new certificate program will be available for the Fall 2023 start.

This certificate combines and repackages existing curriculum with the exception of one additional course, CUL208 Galley Cooking. The college will not incur additional costs and will experience improved efficiency in current certificate and degree programs. This program has strong support from the GLMA Board of Visitors and organized labor. For the past five years a small number of GLCI students have completed an internship onboard the T/S State of Michigan. These students were employed immediately upon graduation, and have done exceptionally well, both professionally and financially.

Thank you for your consideration.

GLCI Culinary Arts Certificate w/ Maritime Emphasis Level 1

Fall Start ONLY

TWIC and Coast Guard approved physical required prior to applying for this program through NMC GLMA

| | | Credit/Contacts |
|-----------------------|--|-----------------|
| 1st year - Fall | | |
| Full session wks 1-16 | CUL111 Professional Cookery MMC, STCW BT | 5/10 |
| Session A wks 1-8 | CUL110 Safety and Sanitation CUL102 Culinary Concepts and Career Management | 2/2 2/2 |
| Session B wks 9-16 | CUL118 Introduction to Baking & Pastry | 3/6 |
| Semester Total | | 12/20 |
| 1st year - Spring | | |
| Full session wks 1-16 | CUL211 Menu Planning and Purchasing CUL208 Galley Cooking | 3/3 4/8 |
| Session A wks 1-8 | CUL201 Food and Beverage Operations | 3/3 |
| Session B wks 9-16 | CUL216 Butchery and Fabrication CUL210 Nutrition for Culinary Arts | 2/4 2/2 |
| Semester Total | | 14/20 |
| 1st Year, Summer | | |
| Full session | CUL190 Culinary Internship (on T/S State of Michigan) | 2/2 |
| Semester Total | | 2/2 |
| Program Total | | 28/42 |

Note: Admission to the Culinary Arts Certificate program requires placement into MTH 111/11, MTH 120/20, or MTH 131/31 or higher OR completion of MTH100 with a 2.0 and requires placement into ENG111/11 or higher or completion of ENG 99 Intro to College Writing/ENG 108 Critical Reading Strategies with a 2.0 or higher.

GLCI Culinary Arts Certificate w/ Maritime Emphasis Level 1

Culinary Major Requirements

| Course | Title | Credits |
|-------------------------------------|--|-----------|
| Occupational Specialty Requirements | | |
| CUL102 | Culinary Concepts and Career Management | 2 |
| CUL110 | Safety and Sanitation | 2 |
| CUL111 | Professional Cookery | 5 |
| CUL118 | Introduction to Baking & Pastry | 3 |
| CUL190 | Culinary Internship (on T/S State of Michigan) | 2 |
| CUL201 | Food and Beverage Operations | 3 |
| CUL209 | Butchery and Fabrication | 2 |
| CUL210 | Nutrition for Culinary Arts | 2 |
| CUL211 | Menu Planning and Purchasing | 3 |
| CUL208 | Galley Cooking | 4 |
| Program Total Credits | | 28 |



Northwestern
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MEMO

Administrative Services

To: Dr. Nick Nissley, President

From: Troy Kierczynski, Vice President of Finance and Administration
Michael Chrypinski, Director of Campus Services

Date: August 15, 2022

Subject: Roof Restoration/Replacement Old Roof Sections of the TJN Innovation Center

This document provides an overview and recommendation for the selection of a provider for restoration and replacement of four old roof sections of the Timothy J. Nelson Innovation Center.

Recommendation

Authorize the administration to enter into a contract with Excel Roofing for \$283,210 to complete roof restoration and replacement on a portion of the Timothy J. Nelson Innovation Center from the original West Hall building. This pricing includes a 30-year warranty. Excel Roofing is the lowest qualified bidder, and has produced quality results in a timely manner on recent projects.

Background / Scope of Work

The scope of this project is the repair and/or replacement of the underlayment, insulation and top coating of the four older sections of the Timothy J. Nelson Innovation Center.

Bid Analysis

| Company | Location | Amount |
|--------------------------|------------------|---------------|
| Excel Roofing | Grand Rapids, MI | \$283,210 |
| Apex Industrial Roofing. | Bronson, MI | \$309,500 |
| Ostrander Roofing | Belding, MI | \$326,920 |

Funding Source

The funding source is the Fiscal Year 2023 Plant Fund.