



Northwestern  
Michigan  
College

# Board of Trustees

[www.nmc.edu/trustees](http://www.nmc.edu/trustees)

*We deliver lifelong learning opportunities to transform  
lives and enrich our communities.*

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

## Meeting Agenda

Monday, November 21, 2022  
at Hagerty Center, Room C  
Great Lakes Campus, 715 E. Front Street

5:30 p.m. Regular Meeting

### I. GENERAL BUSINESS

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

### II. STRATEGIC FOCUS

- E. Diversity, Equity, and Inclusion—*Jason Slade, Vice President of Strategic Initiatives, and Marcus Bennett, Special Assistant to the President for Diversity, Equity and Inclusion/Associate Dean of Campus Life*

### III. REPORTS AND PRESENTATIONS

- F. Faculty Embrace the Dream—*Brandon Everest, Social Sciences Faculty, and Janet Lively, Communications Instructor and Director of Center for Instructional Excellence*
- G. PRMC Update—*Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications*
- H. Campus Master Plan—*Troy Kierczynski, Vice President of Finance and Administration*
- I. ACCT Leadership Congress—*Attending Trustees*

### IV. 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.

### V. UPDATES

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



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### 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:

- L. Minutes of the October 24, 2022, special meeting, regular meeting, and closed session
- M. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- N. Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- O. Sensitive Information Report—*Troy Kierczynski, Vice President of Finance and Administration*
- P. Foundation Report—*Jennifer Hricik, Interim Associate Vice President for Resource Development and Executive Director of Foundation*

### VII. ACTION ITEMS

#### Q. NMC Resource Guidelines (Pursuant to Policy A-106.00 Finance)

Recommend approval of NMC Resource Guidelines for 2023-2024 as presented.

#### R. Water Quality and Environmental Technology Degree (Pursuant to Policy A-106.00 Educational Services)

Recommend approval of an Associate of Applied Science (AAS) degree in Water Quality & Environmental Technology effective Fall 2023.

#### S. Board Policies (Pursuant to Policy A-106.00 Other)

Recommend adoption of the following amended Board policies on a second-reading basis:

- B-102.00 Monitoring Presidential Performance
- B-103.00 Communication and Counsel to the Board
- D-100.00 Learning Outcomes
- D-200.00 Enrichment
- D-202.00 Public School Academies

#### T. Closed Session

Recommend that the Board convene in closed session as permitted by Section 8(1)(h) of the Open Meetings Act, MCL 15.268, to consider one privileged legal memo prepared by the college's outside counsel, Miller Canfield, PLC, which are materials exempt from discussion or disclosure under state or federal statute as written attorney-client communications in connection with Section 13(1)(g) of Michigan's Freedom of Information Act, MCL 15.243(1)(g) (*Requires two-thirds majority roll call vote of members elected or appointed and serving*).



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### U. **Reconvene Regular Meeting**

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

### V. **Closed Session**

Recommend that the Board convene in closed session as permitted by Section 8(1)(e) of the Open Meetings Act, MCL 15.268. (*Requires two-thirds majority roll call vote of members elected or appointed and serving*).

### W. **Reconvene Regular Meeting**

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

### X. **Closed Session**

Recommend that the Board adjourn the open session and convene in closed session as permitted by Section 8(1)(c) of Michigan Open Meetings Act, MCL 15.268, to discuss strategy connected with the negotiation of collective bargaining agreements between the College and the SEIU. (*Roll call vote*)

### Y. **Reconvene Regular Session** (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.*

December 12, 2022—NMC Hagerty Center, Great Lakes Campus, Room C (2<sup>nd</sup> Monday)

January 23, 2023—NMC Hagerty Center, Great Lakes Campus, Room C

February 27, 2023—NMC Hagerty Center, Great Lakes Campus, Room C

March 20, 2023 (3<sup>rd</sup> Monday)—NMC Hagerty Center, Great Lakes Campus, Room C

April 24, 2023—NMC Hagerty Center, Great Lakes Campus, Room C

May 22, 2023—NMC Hagerty Center, Great Lakes Campus, Room C

June 26, 2023—NMC Hagerty Center, Great Lakes Campus, Room C

# NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

**To:** Dr. Nick Nissley, President  
**From:** Jason Slade, Vice President of Strategic Initiatives  
**Date:** November 14, 2022  
**Subject:** Strategic Initiatives Update: *November 21, 2022 Board of Trustees Meeting*  
 Topic: *Strategy 3 - Diversity, Equity, and Inclusion*

## Strategy 3: Diversity, Equity, and Inclusion

Diversity, Equity, and Inclusion: Cultivate an inclusive environment that fosters a sense of belonging and delivers equitable opportunities so all students and employees are able to thrive and succeed. (*Champion:* Marcus Bennett)

### *Summary:*

This strategy is on track with 5 of the 5 objectives currently classified as “green.” The majority of the actions were timed to align with Marcus Bennett’s promotion to Special Assistant to the President for Diversity, Equity, and Inclusion (DEI) beginning July 1, 2022. Success data related to BIPOC students will continue to be monitored and analyzed as Fall 2022 and Spring 2023 data is collected. These efforts will tie in with Strategy #2, Student Success activities.

### *Highlights and Successes:*

- The role of Special Assistant to the President for Diversity, Equity, and Inclusion (DEI) was created and filled.
- The DEIB Engagement Council has formed and is meeting regularly. The committee has added “belonging” to their efforts.
- NMC hosted a number of events including PRIDE Carnival (June 11), Juneteenth Celebration (June 19), Traditional Pow Wow Honoring Graduates (June 18), Indigenous Peoples’ Day (Oct 11), Veterans Day (Nov 11), Walk to End Homelessness (Nov 15), and a DEIB activity for a local Boy Scouts of America troop leading to a “Citizenship in Society” merit badge.
- Future events include Indigenous Peoples events (November 2022), Food for Thought (Nov 2022), Embrace the Dream (February 2023), and President’s Council training (December 2022).
- Implementation of a robust process for defining the terms equity, inclusion, diversity, and belonging has engaged stakeholders throughout the community (documented below).

### *Challenges:*

- The community is eager to work with Marcus Bennett around DEIB activities and we are working diligently to meet with interested community members and organizations.



Strategy 3 - Diversity, Equity, and Inclusion				
<b>Objective 1:</b> Create a college DEI statement of definition and purpose; receive President's Council approval and share with the NMC Board of Trustees.				
Status of Action Steps		Current Percent Complete	Target	Notes
Complete - 4 actions On Schedule - 1 action		50%	100 %	Definitions and associated development process shared below.
<b>Objective 2:</b> Implement staffing and resourcing for DEI efforts with the creation of at least a .5 FTE position by end of FY 2022.				
Status of Action Steps		Current Percent Complete	Target	Notes
Complete - 4 actions Objective Complete		100%	100%	Objective complete as of July 1, 2022.
<b>Objective 3:</b> Provide onboarding training and regular training opportunities on diversity, equity, and inclusion for all NMC employees by August 15, 2023.				
Status of Action Steps		Current Percent Complete	Target	Notes
On Schedule - 3 actions  Not Started - 1 action		25%	100%	Development of HR training and alignment with current training is on-going. President's Council (PC) will participate in a DEI training session (Dec).
<b>Objective 4:</b> Address the barriers to entry and success of vulnerable student populations to improve application to enrollment statistics from 28% to 35% for BIPOC students and improve 12 month retention of all vulnerable populations by 3 percentage points by fall 2025.				
Status of Action Steps	Baseline (Fall 2020)	Current	Target (Fall 2025)	Notes
On Schedule - 3 actions  Not Started - 3 actions	28% (application to enrollment)  77% (12 month retention)	26% (Fall 22)  No retention data until Spr '23	35% (application to enrollment)  80% (12 month retention)	Work for this objective is occurring in conjunction with our other success / retention related objectives in Strategy #2.
<b>Objective 5:</b> Review and revise NMC systems, policies, and procedures for inclusive and equitable language and processes across college systems by Dec. 2025.				
Status of Action Steps		Current Percent Complete	Target	Notes
On Schedule - 1 actions Not Started - 4 actions		20%	100%	The review and revision of policy is slated to begin after January 2023 with the majority of activity to begin in Year 2 of the plan.

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

**Definitions (Strategy #3, Objective 1):** The development of the definitions began during the professional development seminars hosted by GVSU in Spring 2022. From there, the definitions were revised by the DEIB Engagement Council, shared with faculty, staff, students, and community groups for feedback and further refinement. The final definitions are:

- **Diversity** - *Recognizing the qualities and experiences that make each person unique.*
- **Equity** - *Meeting each individual's needs in order to provide access to opportunities.*
- **Inclusion** - *Supporting and encouraging participation in a safe and respectful environment for all.*
- **Belonging** - *Knowing you are an integral member of the community, valued for being your authentic self.*

**Outreach and Feedback:** The following student, faculty, staff, and community groups were engaged during the process, providing valuable feedback. The timeline below highlights those involved in the process.

#### Timeline

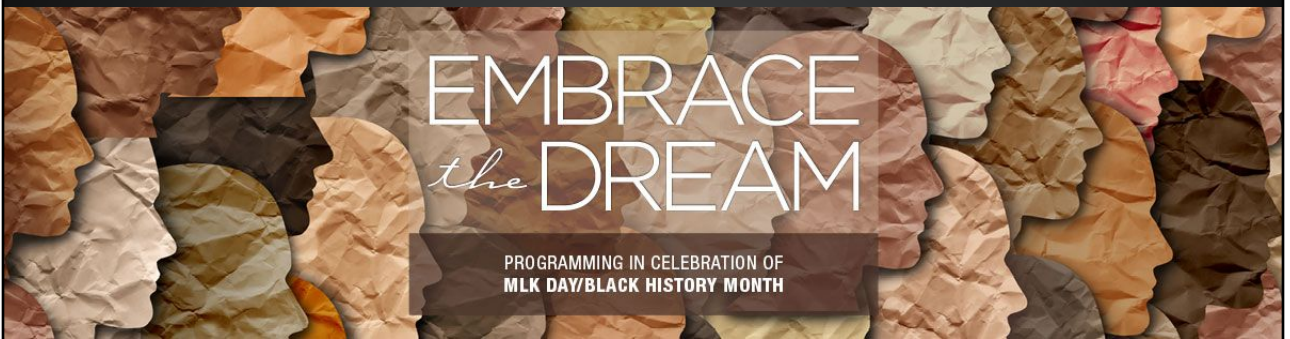
July 2022 (**Terms created**)  
 August 2022 (**Terms revised**)  
 September 2022 (**Feedback session**)  
 September 2022 (**Feedback session**)  
 September 2022 (**Feedback session**)  
 October 2022 (**Feedback session**)  
 October 2022 (**Feedback session**)  
 October 2022 (**Feedback session**)  
 October 2022 (**Feedback survey**)  
 October 2022 (**Reviewed/Revised**)  
 October 2022 (**Feedback and Support**)  
 November 2022 (**Present**)

#### Groups

NMC DEIB Engagement Council  
 NMC DEIB Engagement Council  
 North Hall Council (**123 represented**)  
 NMC Student Financial Services (**1713 represented**)  
 East Hall Council (**186 represented**)  
 Disability Support (**85 served**)  
 SGA (**3090 students represented**)  
 Presentation at PD Day (**24 attendance**)  
 Employees, students (**173 responded**)  
 NMC DEIB Engagement Council  
 NMC President's Council  
 Board of Trustees

#### **Next Steps:**

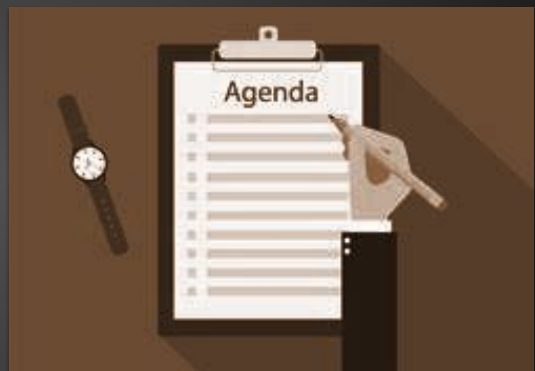
- Develop a DEI statement of purpose based on the definitions as part of Objective 1.
- Resolution from NMC Student Government Association supporting the terms (in-process).
- Development of a Staff Policy under Culture in collaboration with HR (pending).
- Engagement with the newly formed MCCA DEIB affinity group.



## *Faculty Embrace the Dream at NMC...*

### Agenda

1. Brief History of *Embrace the Dream*
2. *Embrace the Dream* Faculty Group created
3. CIE Learning through Service
4. United Way partnership



## Brief History of Embrace the Dream

- Faculty began making proposals almost ten years ago.
  - Always a difficulty with MLK Day falling at the very beginning of the semester.
  - A desire to make a 'Day On'... requiring broad college and community involvement.
  - Planning cycle is difficult.
- Faculty presented to administration last year, and, with our focus on DEIB, the project was taken up in 2021 for 2022 celebration.
- A faculty group was assembled at October PD Day 2021 to explore our contribution to the effort.



## Faculty Embrace the Dream Committee

- Meeting and expanding to determine this year's activities.
- Documentary and discussion series in 2023.
  - Past, present and future will be discussed around a series of documentaries starting with the Civil Rights movement.
  - *In Remembrance of Martin, From Montgomery to Memphis* and others.
- The Voices Project
  - Faculty work with students from across the curriculum to highlight marginalized voices of our various programs and disciplines.
  - More to come in rotating exhibitions bringing attention to various groups throughout the year.



## CIE Learning through Service in January

- CIE decided to change up January professional development to explore the power of service and learning.
- Good timing with recent release of updated Service Learning Handbook and recent professional development.
  - Desire to ramp up these activities after COVID.
- Replacing afternoon professional development (or about three hours) of activity with service through the month of January.
  - Regular faculty will be involved.
- Book ending activities with a kickoff (in January) and reflection/debrief event (in February)
  - Exploring personal, professional and civic learning from the experience.



## ELI/United Way Partnership

- ELI is partnering with CIE facilitate this activity.
- United Way is working with the Northern Michigan Volunteer Coordinators Council to develop a tailor-made list of activities for our faculty.
  - They are working to specify activities for to deepen the significance of service opportunities.
  - Focusing education and relief work, among other activities.
- Seth Johnson will be present at the kickoff events to underscore the significance of this work.



# UNDERSTANDING NMC'S ENROLLMENT CHALLENGES

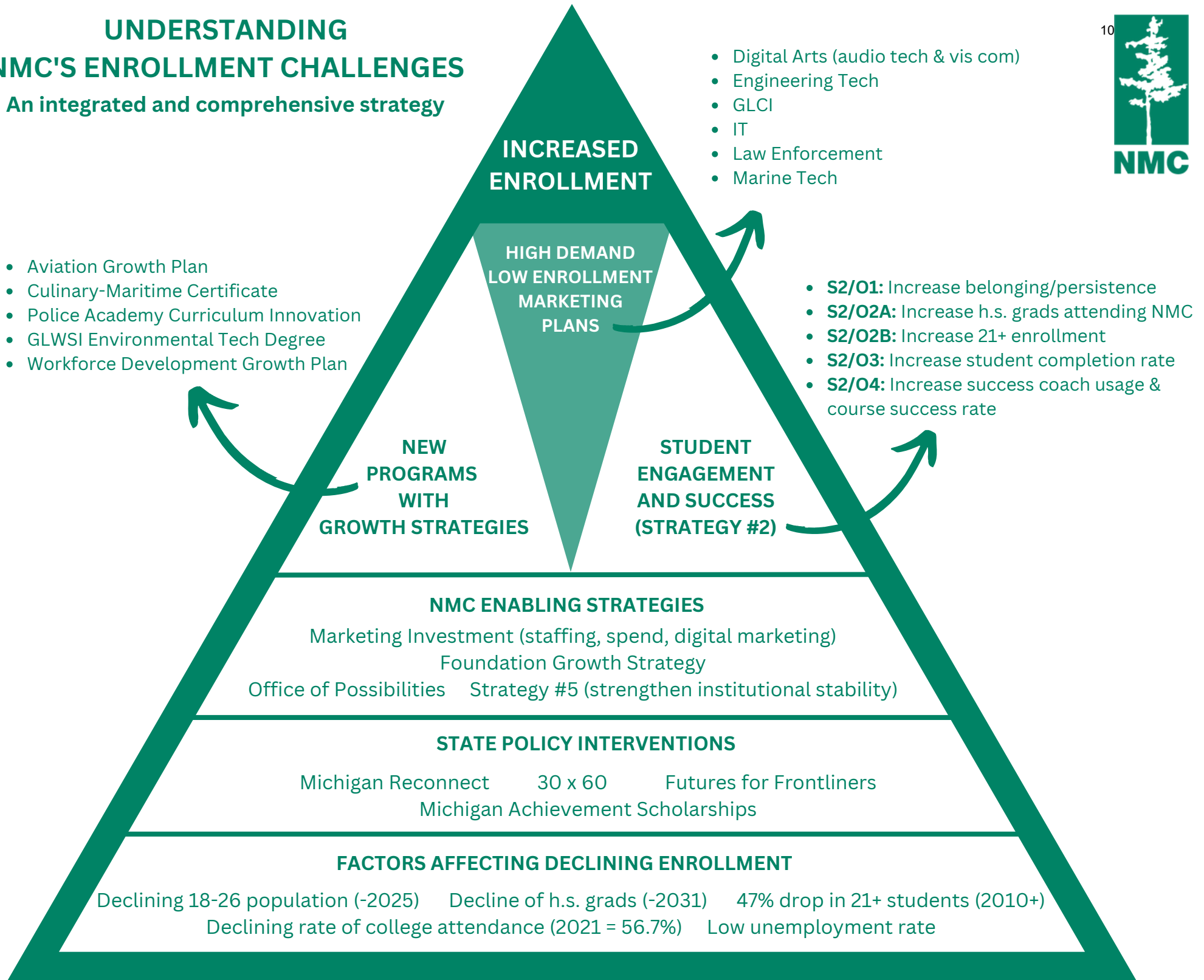
An integrated and comprehensive strategy



- Aviation Growth Plan
- Culinary-Maritime Certificate
- Police Academy Curriculum Innovation
- GLWSI Environmental Tech Degree
- Workforce Development Growth Plan

- Digital Arts (audio tech & vis com)
- Engineering Tech
- GLCI
- IT
- Law Enforcement
- Marine Tech

- **S2/O1:** Increase belonging/persistence
- **S2/O2A:** Increase h.s. grads attending NMC
- **S2/O2B:** Increase 21+ enrollment
- **S2/O3:** Increase student completion rate
- **S2/O4:** Increase success coach usage & course success rate



# Northwestern Michigan College

Public Relations, Marketing and Communications

UPDATE & OUTLOOK  
NOVEMBER 21, 2022



## //THE OPPORTUNITY//

The Northwestern Michigan College President and The Board of Trustees invested in the **Public Relations, Marketing and Communications** Office in 2021 to support the strategic goals of the college, especially enrollment.

With new support, clear direction and a collaborative approach, we are making positive progress toward our shared goals.





## //THE PAST: **APRIL 2021**//

- Demand for PRMC services far exceeds the supply
- PRMC experienced a flat budget & staff decrease over the last decade
- Current expertise was not aligned with higher ed marketing trends and organizational needs
- A lack of marketing governance and an integrated branding strategy results in inconsistent branding, messaging and rogue marketing
- The role and definition of marketing is unclear
- 17+ departments doing their own design
- 19+ departments doing their own social media
- 11+ departments managing their own advertising
- \$363,985+ being spent outside of the marketing budget



## //THE VISION: **APRIL 2023**//

- Strategic marketing plans for top strategic programs
- Marketing guidance and support for other areas
- Increased leads with SEM and campaigns
- Execution of web strategy and development
- Initial integration of campaigns with CRM
- Earned, owned and shared media strategies
- Graphic design support for college-wide initiatives
- College-wide branding initiative
- Establishment of college-wide creative graphic expression





## //THE **EXPERTS**: TRUSTED PARTNERS//



## //THE **APPROACH**: MULTI-DEPARTMENTAL//

**Reputation**  
Build Trust

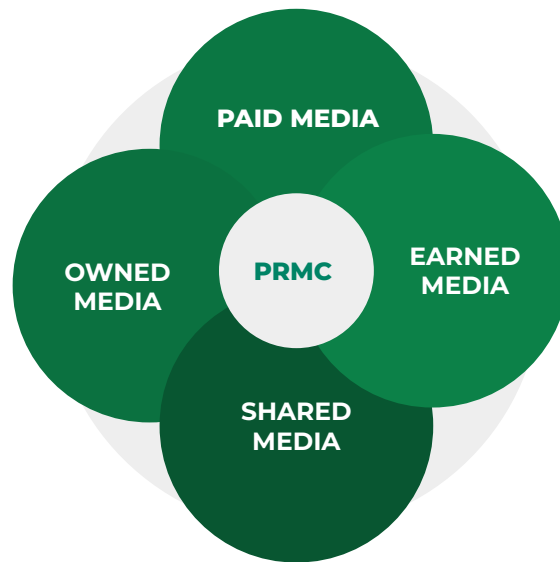
**Marketing**  
Create Demand

**Enrollment**  
Drive Conversions



## //THE **APPROACH**: INTEGRATED MARKETING//

All PRMC work is coordinated and data driven to support measurable objectives in the college's strategic plan, **NMC NEXT**.



## //THE **APPROACH**: STRATEGIC & SYSTEMATIC//

ALL PROJECTS FALL INTO ONE OF THREE CATEGORIES.



## //LEAD: CAMPAIGNS//

Our comprehensive lead approach is limited to select **enrollment related areas in strategy 2, objectives 2A&B** to ensure the highest quality service and optimal outcomes.



ADULT LEARNERS

TRADITIONAL LEARNERS

COMPUTER INFORMATION  
TECHNOLOGY

CULINARY

DIGITAL ARTS  
AUDIO TECH & VISCOM

ENGINEERING

POLICE ACADEMY

TECH+ SURVEYING, MARINE TECHNOLOGY  
& ENGINEERING TECHNOLOGY

## //THE WORK//

NEW!

- > Strategic marketing plans for all lead clients
- > Creative strategies

NEW!

- > Higher ed digital marketing partner
- > Google search, display and discovery ad campaigns
- > Paid social media ads on Facebook, Instagram, TikTok and Snapchat
- > Landing page and program web pages
- > UC website and digital ad campaign

NEW!

- > Brand toolkit
- > Photography assets
- > Viewbook
- > Brochures

NEW!

- > Email marketing campaigns
- > Direct mail campaigns
- > Local media ads: Northern Express, The Ticker, TC Business News Paid ads
- > Promotional items (table skirt, stickers, pull up banners and more)



# //THE **WORK**: CREATIVE EXAMPLES //



## Graphic Elements

Introduction of a new graphic elements taken from the existing NMC hawk owl. Elements will be incorporated in all creatives for identity and continuity. Elements show movement, connections, seeking, journey, and destination.

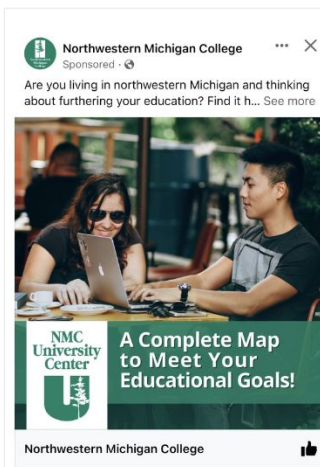
### PATTERNS



### SHAPES



### NMC COLORS



UC social ad



Adult social ad



Traditional social ad

# //THE **WORK**: CREATIVE EXAMPLES //

## PROGRAM BROCHURES



## DIGITAL ADS



## //THE **WORK**: CREATIVE EXAMPLES//

## INSIDE A PROGRAM BROCHURE



**2 ENGINEERING (ASE)**

NAC offers an extensive Association of Science & Engineering (ASE) transfer degree that is intended to prepare students to transfer to a four-year engineering program. The NAC engineering curriculum provides engineering programs offered during the first two years at all nine colleges and universities in Michigan. The curriculum is designed to provide students with the necessary background to pursue graduate study at any engineering field. Students are required to meet with an advisor for completion of the degree.

**CORE REQUIREMENTS-48 credits**

COURSE	TITLE	CREDITS
ENGR 101	English Composition	3
ENGR 112	English Composition	3
ENGR 113	English Composition	3
ENGR 114	English Composition	3
ENGR 115	English Composition	3
ENGR 116	English Composition	3
ENGR 117	English Composition	3
ENGR 118	English Composition	3
ENGR 119	English Composition	3
ENGR 120	English Composition	3
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ENGR 222	English Composition	3
ENGR 223	English Composition	3

## //THE **WORK**: CREATIVE EXAMPLES//

NEW VIEW BOOK,  
LANDING PAGES &  
EMAIL MARKETING






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our experts & live lab  
teach equipment  
starting on day one?




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Associate in Applied  
Science Degree

**CERTIFICATES**  
Baking & Pastry Arts Level I Certificate  
Culinary Arts Level I Certificate  
Culinary Arts Level II Certificate

**YOUR PATHWAY**  
Make a successful career.

**Interested?**

**READY TO LEARN MORE?**  
Chat with an Ambassador, staff member now.


[CLICK HERE](#)

**NOT READY TO CHAT YET?**  
We'll contact you when the Ambassador  
member will contact you.

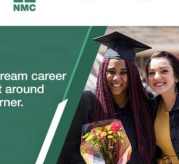
[Submit](#)

**DO YOU LOVE TO COOK**  
**WHILE HAVING A FLEXIBLE**  
**SCHEDULE?**  
**MEET THE FLEXI-FOOD YOU**

21  
HILARY H. BERRY



## Northwestern Michigan College



**Your dream career  
is right around  
the corner.**

We know life gets chaotic. And we know it can be hard to focus on college. That's why we're extending our express enrollment open house an additional day at Northwestern Michigan College!


Join us on **August 13th from 9 a.m. to 1 p.m.** in the Timothy J. Nelson Innovation Center to ask questions, get answers, and get enrolled. We're offering guidance for your FAFSA, scholarship applications, financial aid, and more.

You can get enrolled for the upcoming Fall or Spring semester in less than two hours. Come prepared with questions and get all the information you need to start planning your bright future.

It's your time to start making moves toward your goals. Join us this August @ NMC!

Stop by or register today -->

Want more information? We're here to help! Reach out to the NMC admissions office today at [admissions@nmc.edu](mailto:admissions@nmc.edu) or (231) 995-1004.



Northwestern  
Michigan College

231-995-1000  
855-FIND NMC  
[admissions@nmc.edu](mailto:admissions@nmc.edu)

[f](#) [t](#) [i](#) [y](#) [v](#) [e](#)



## //THE RESULTS: FOCUSING ON THE ENDS//

### NMC NEXT: STRATEGY 2 STUDENT ENGAGEMENT AND SUCCESS

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

- **OBJECTIVE 2A:** Implement new enrollment marketing plans to **increase the percentage of area high school graduates attending NMC by 3 percentage points (from 41% to 44%) by Fall 2024.**
- **OBJECTIVE 2B:** Implement new enrollment marketing plans to **increase enrollment in age categories 21+ from 1510 to 1660 (10%) by Spring 2024.**

**NMC NEXT**  
OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

## //THE RESULTS: ON TRACK//

ENROLLMENT MARKETING ACCOUNTS FOR **10 OUT OF 144 ACTION STEPS** IN NMC'S STRATEGIC PLAN



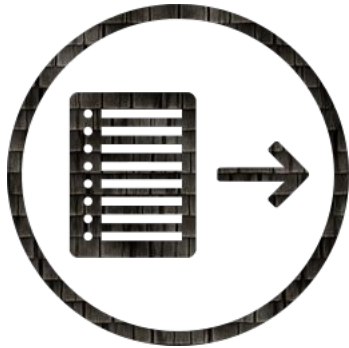
5 ACTION STEPS COMPLETED



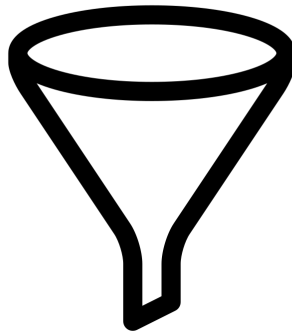
5 ACTION STEPS ON-GOING & ON SCHEDULE

**NMC NEXT**  
OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

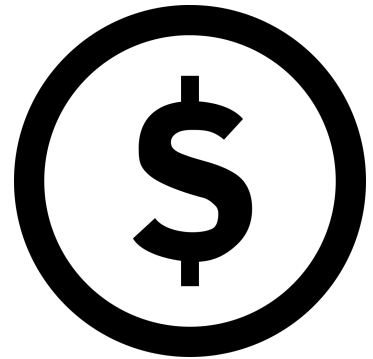
## //THE RESULTS: METRICS THAT MATTER//



LEAD/APPLICANT VOLUME



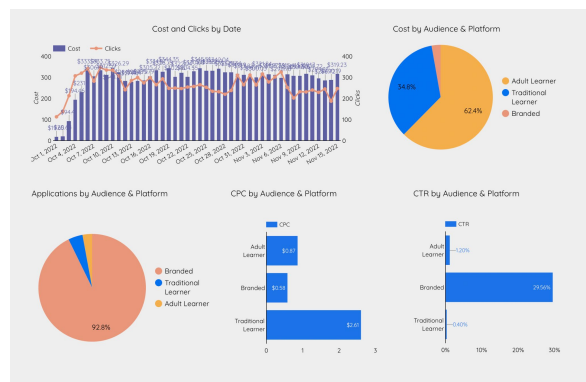
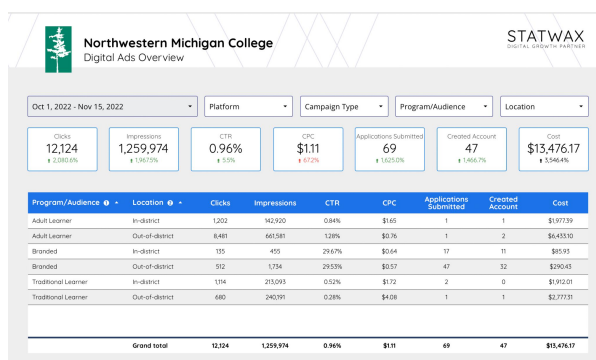
CONVERSION RATE TO ENROLLMENT



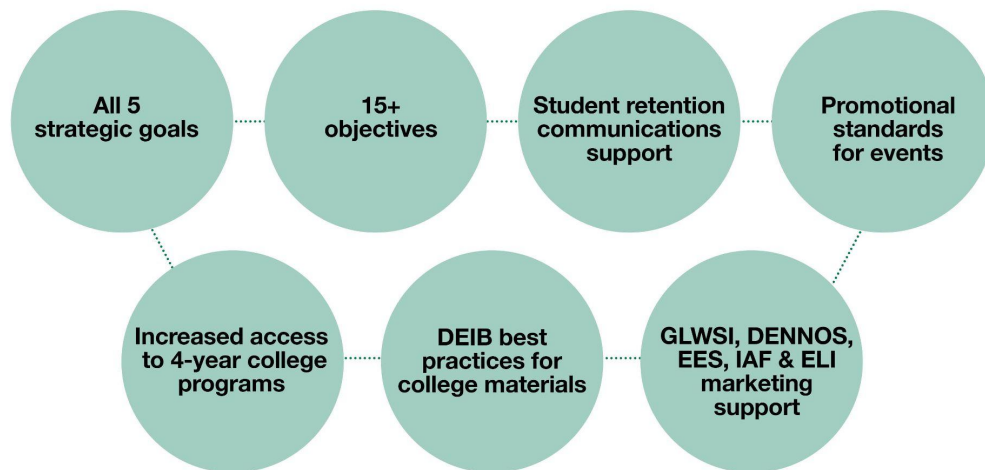
COST PER LEAD &amp; ROAS



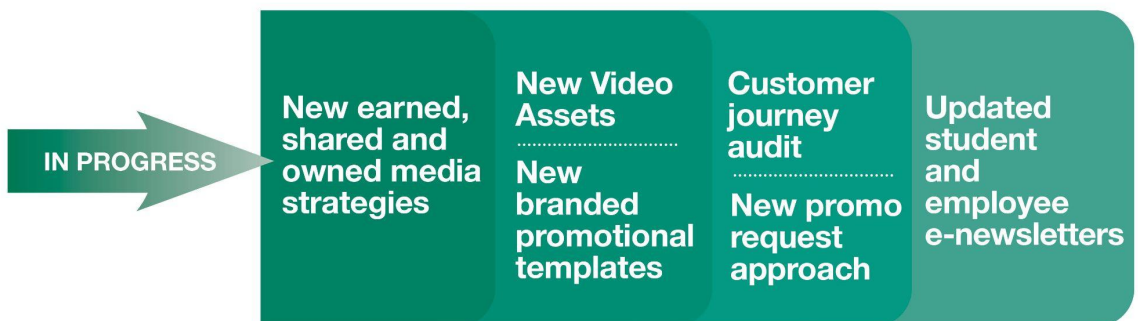
## //THE RESULTS: REAL-TIME DASHBOARD//



## //SUPPORT & ADVISE//



## //THE WORK: **WHAT'S COMING**//





## //LUMINA FOUNDATION GRANT//

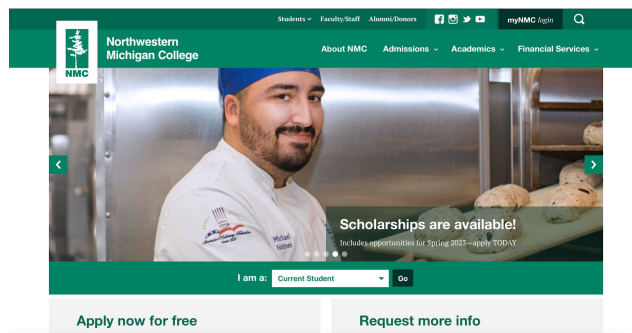
**PRMC won a \$50,000 grant from the Lumina Foundation to increase adult learner engagement!**

Money to be spent by December 31, 2023

- mobile-first web update that reflects a more inclusive and equitable user experience
- update site functions and navigation, creating easier pathways with clear calls to action
- Showcase adult learner testimonials to demonstrate the positive impact of an NMC education



**Lumina**  
FOUNDATION



# THANK YOU!





Northwestern  
Michigan  
College

## **MEMO**

*Office of the President*

**To:** NMC Board of Trustees  
**From:** Nick Nissley, President  
**Subject:** Public Relations, Marketing, and Communications Update  
**Date:** November 16, 2022

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Below is a compilation of questions submitted, in advance, by trustees regarding the Public Relations, Marketing, and Communications (PRMC) written update provided in the October Board meeting packet. While time is dedicated on the November meeting agenda for discussion, college executive staff have provided answers in advance as well (in bold text below).

From Chris Bott (in October meeting):

1. What are the actual numbers for strategic enrollment goals (including program specific goals.) What are the benchmarks for the different number of learners (e.g., adult learners, traditional learners, computer information technology, culinary)? What do you have right now for the programs and what are you trying to increase to?
  - a. **OBJECTIVE 2A: Implement new enrollment marketing plans to increase the percentage of area high school graduates attending NMC by 3 percentage points (from 41% to 44%) by Fall 2024. With 2A that number changes year to year based on the number of graduates which is why we chose the %.**
  - b. **OBJECTIVE 2B: Implement new enrollment marketing plans to increase enrollment in age categories 21+ from 1510 to 1660 (10%) by Spring 2024.**
  - c. **Program specific enrollment goals are primarily capacity related. Some programs, like GLCI have had a market study.**

From Ken Warner:

2. Why was the Great Lakes Water Studies not included in the list on the first slide on that page? Their presentation (previous board meeting? two ago?) suggested some great potential. It sounds emblematic of a program with low enrollment and high demand (which sounds like an oxymoron, but presumably means that we can't attract many students even though there's a large market demand for graduates).  
**The Marine Technology program within the Great Lakes Water Studies Institute is included for enrollment marketing under the Tech+ category as recommended by VP Jason Slade and GLWSI program Director Hans VanSumeren. The Tech+ marketing campaign includes Surveying, Engineering Technology and Marine Technology and creates a broad funnel to bring those interested in technology to these unique programs.**
3. Related to "The Work" (the second slide on the same page), I'd like PRMC to describe how they will evaluate success, both for individual initiatives and for their efforts as a whole. They refer to things like "click rates," but at very best those are suggestive measures. We're putting a lot of resources into PRMC (which sounds reasonable), so we need to be able to determine whether these investments are paying off. I realize this is no easy thing to do. But it's important.

**Our primary measurement will be leads generated for Admissions and program directors to convert into enrolled students. We will also be tracking applications submitted and accounts created and ROAS (return on advertising spend.) We are working with our new digital marketing vendor to finish setting up all of our tracking mechanisms between their systems and our admissions systems. The other units of measurement included in this dashboard are industry standard for campaign performance.**

From Kennard Weaver:

4. The proposed marketing plan appears to be a refocusing and strengthening of the marketing effort to promote the course offerings and curricula NMC has in place now. Where is the plan for marketing research to see what other training and education the community wants and will support?
  - a. **In some cases we do a market study as part of our decision making process. Our recent decisions such as the new WSI program was based on such work. We also look at trends which led us to launch the accelerated Police Academy. We also take action based on major employers' input. That is the reason behind Surgical Technology. Strategy 5 is a good illustration of us looking at our own expertise and seeking ways to build programs based on our own talent base or partnerships we can develop.**
5. Where is an established or planned mechanism for community members to contact NMC and gain an audience to communicate the educational and vocational programs the community needs and will support? Who should the community contact, by what method, and what support is provided for this effort?
  - a. **This is achieved in a number of ways. Business leaders, including HR directors, executives, managers and more, participate on our occupational advisory boards providing valuable input on courses, content, new skills and new pathways. In addition, visits to local employers, MIWorks!, regional conferences, and events will often lead to discussions about academic, workforce, and professional development training. The community is also active in contacting Extended Education with both needs and potential class ideas. Some of this activity is occurring as part of Strategy#4 Community Partnerships (inventorying existing relationships) and as part of year 2 action development.**
6. What market research has been done to support and shape the marketing plan?
  - a. **A wide variety of sources informed the plans including the NMC's Strategic Enrollment Management Plan, EAB, Michigan Labor, Economic and Opportunities, Pew Research, Networks Northwest, Traverse Connect, program director input and more.**

From Laura Oblinger:

7. How will we be integrating into our marketing efforts the multitude of data that comes into our organization to support and enhance our marketing efforts?
  - a. **We incorporate this data in a variety of ways. For instance we use student lists from the Ellucian system in admissions (with non-identifiable individual information so as to not violate FERPA) as a way to target similar audiences with our digital ads. We will use enrollment reports to calculate our ROAS (return on advertising spend). We use data from admissions, advising and individual program areas in the creation of all of our marketing plans to understand our target audience, which then informs the strategy and tactics. We use heat maps and web tracking to make performance improvements to our website to support our enrollment marketing goals. We also monitor enrollment in individual program areas for changes, especially those with low enrollment and high job**

**demand. This information informs the key program areas we highlight for additional marketing. These are just a few examples. We have a highly data informed approach and two members of our team with masters degrees in Strategic Communications which is based in using data to develop communications strategies.**

8. The Foundation and our ability to integrate and collaborate with its efforts to create a unified message seemed absent from these slides. Please provide information in the upcoming presentation regarding the role the College's PRMC team will have with our Foundation and visa versa.
  - a. **We will continue to support and advise the NMCF on marketing and communications as needed. We also have plans to create a team of the College's subbrands like the NMCF, EES, IAF, Dennos, WNMC, etc. to increase collaboration and coordination around integrated marketing communications to support the College's strategic goals. Finally, a brand refresh is also on the horizon, which will further strengthen the consumer based brand equity of the College and its subbrands.**
9. What top 3 Key Performance Indicators do you expect to have significant movement as a result of our investments and plans?
  - a. **The quick answer to this is:**
    1. **Lead / Applicant Volume**
    2. **Conversion Rate to Enrollment**
    3. **Cost Per Lead and/or ROAS**

However, we also wanted to provide a bit more explanation for why and when we look at each of these metrics, and how we respond to changes or problems in each of these metrics.

### **Lead / Applicant Volume**

This one is fairly self explanatory in the sense that a key metric will always be how many leads or applicants we are directly impacting and/or indirectly reaching. We often have metrics that measure how many leads we reached as a last touchpoint before converting. We also try to collect measurements on the number of leads/applicants that we reached at any point of their lead journey, which we may call impacted applications or gross leads. We look at all of this in an attempt to understand how impactful we are for overall applicant volume and contributing to organizational goals.

**How it's used:** Measure overall scale and impact on institutional goals, particularly in how well Statwax efforts contribute to total application needs. If lead/applicant volume is not adequate, we may need to rethink tactics and distribute budget away from awareness tactics and towards tactics that drive volume.

### **Cost Per Lead (CPL) and/or Return on Ad Spend (ROAS)**

We use these figures to measure our own campaign efficiency and measure the value we receive from each individual channel. **Cost Per Lead** is something we will always be able to discuss and deliver, representing the primary KPI for lead/application cost efficiency. ROAS is a down funnel metric that we use to demonstrate overall impact on the college's bottom line, but it is secondary to Cost Per Lead, although they are very closely related.

ROAS is very important and useful - especially for stakeholder communication - but it is secondary to CPL because there are several variables that influence its value. ROAS is influenced by Cost Per Lead, which we have control over, but also **Conversion Rate to Enrollment** (*discussed below*), and **average number of credit hours per student**, which we can't control.

**How It's Used:** Compare tactics on the basis of cost-efficiency. If CPL is too high, we may need to optimize campaigns to remove irrelevant traffic, improve the appeal of ads and/or landing pages, or pivot away from awareness tactics that typically have a larger CPL due to being made for reach. If ROAS is too low, it could be because CPL is too high, leads not converting (leading to no revenue), or students only enrolling for a few classes (leading to low revenue per student).

## Conversion Rate to Enrollment

Conversion Rate to enrollment is something that we can't strictly control, but we still look at it extensively as a measure of the quality of leads/applicants we're driving for the college. Conversion Rate is largely impacted by the processes that construct the admissions process that a prospective student enters upon becoming a lead or applicant.

However, we will seek to compare the conversion rate for paid efforts to non-paid efforts, such as those that come through organic digital traffic or other sources. While it is normal to have differences in conversion rates by channel, they should at least be comparable. And a paid traffic conversion rate that is *too low* compared to other sources may imply an issue in targeting or a process that isn't meeting prospective students where they're at. The bottom line is that leads or applicants from students that don't enroll are not useful. Thus, regardless of the reason, we look at this to make sure the leads/applicants we're driving are making it through the enrollment process at adequate levels, else they aren't actually contributing to organizational objectives.

**How It's Used:** Compare channels driving leads/applicants based on how well those applicants convert. If CVR to Enrollment is too low for a specific channel, there may be an issue with spam traffic/. It's also possible there is a disconnect with prospective students that is discovered after they submit lead forms, which can come from misinterpretations, misrepresentations, or just general confusion in the marketplace. If CVR to enrollment is low across several channels or in large portions of a service area, there may be issues in the competitive environment or a disconnect with what prospective students want from your institution.

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Lastly, we also look at these metrics at different times and stages of campaign maturity. We will try to collect the data as soon as possible, but we will typically consider them in the order they are laid out in this email.

1. *In early stages*, we try to **scale efforts for lead volume** to see which channels we can expect leads/applicants to come from at all.
2. Then we try to optimize all tactics for cost efficiency to see which tactics we can optimize down to an **acceptable cost per lead/application**.
3. Lastly, **Conversion Rate and ROAS** will show the ultimate value of lead-generating tactics. However, different institutions move students through the enrollment process at different rates. Thus, it can take quite a while before we have usable data to act on.
  - i. For some institutions, most students are enrolled within a month and deliver largely accurate CVR/ROAS figures.
  - ii. For other institutions, an accurate read of enrollment figures won't come for 3 months or 1-2 class start cycles.

November 21, 2022



# Northwestern Michigan College

## Campus Master Planning Framework

### Goal:

Rewrite the 2012 campus master plan to shape a new **ten to twenty year vision** for the College's physical environment that meets the evolving campus needs of the College and its students, faculty, staff, and community members.

### Objectives:

The following are our stated objectives for the campus master plan:

- Develop a strategy to **optimize campus space utilization** by conducting a robust, all-season analysis of usage for all building and spaces including classrooms, offices, storage, outdoor areas, and other real estate and identifying opportunities to consolidate and optimize services.
- Identify key opportunities for the College to leverage unutilized and underutilized facilities and real estate to **generate new revenue streams** in support of operations.
- Build a **long-term plan for renovations and new construction** that reflects the College values towards flexible learning and work. Create agile work and learning spaces which can meet evolving needs of students, faculty, staff, and members of the community. This plan should estimate the capital funding requirements and ensure they align with the economic realities of the College.
- Take **an inventory of the characteristics and condition of all real property** owned by NMC including facilities, utilities, infrastructure, and other real estate, then develop comprehensive solutions to address any deficiencies.
- Provide **analysis of student housing on campus**, including current capacity, historical occupancy, anticipated future demand, potential new locations, and recommendations on renovation or reconstruction of our current housing assets including North Hall, East Hall, and the Apartments.
- Create a **strategy for land utilization, acquisition, and/or disposal**
- Create a **campus transportation and parking plan** that summarizes needs and opportunities for new or enhanced walking paths, ideas to improve transportation to/from/among campuses, and analysis of parking needs based on an assessment of lot utilization.
- Create a **framework for sustainability** across campus facilities focusing on energy, water, waste, carbon, transportation, materials, landscape, land use, site development, and building design standards. Outline opportunities to reduce energy consumption by optimizing services.

### Deliverables:

The following deliverables will be embedded within a Campus Master Planning document:

- An inventory of all College-owned buildings and real estate, their characteristics, condition, existing property leases, and any zoning implications.
- Campus space utilization analysis and strategy for optimization
- Key opportunities to leverage property to generate new revenue streams to support operations
- A phased plan for construction and renovation projects, including estimated expenditures
- An analysis of student housing on campus and related opportunities
- A strategy for land utilization, acquisition, and/or disposal
- A campus transportation and parking plan
- A framework for sustainable energy and opportunities to reduce consumption through optimization of services

### **Inputs and Assumptions:**

Execution of a campus master plan will require the following key sets of information and support:

- Connection to our strategic plan and the College's mission, vision, and values
- Full and detailed access to existing facilities utilization data (R-25 scheduling reports, IT data utilization, housing occupancy, tenant lease terms, parking statistics, etc.)
- Enrollment and demographic projections
- A clear vision and direction regarding future of learning
- A clear vision and direction regarding future of work
- Office utilization data (support and data from HR, IT, Facilities, and office managers)
- Assessments of space requirements for academic and non-academic programs
- Assumptions for future auxiliary and student services
- Energy usage data
- Feedback from employees, students, community members, and other stakeholders
- Market data to support site development opportunities
- Appropriate financial and personnel resources will be made available for the project

### **Resource Requirements:**

Consultant: \$175,000 estimated

Personnel: 0.5 FTE – 20 hours per week of designated staff time for period of 1 year  
Stakeholders and groups below  
Administrative support

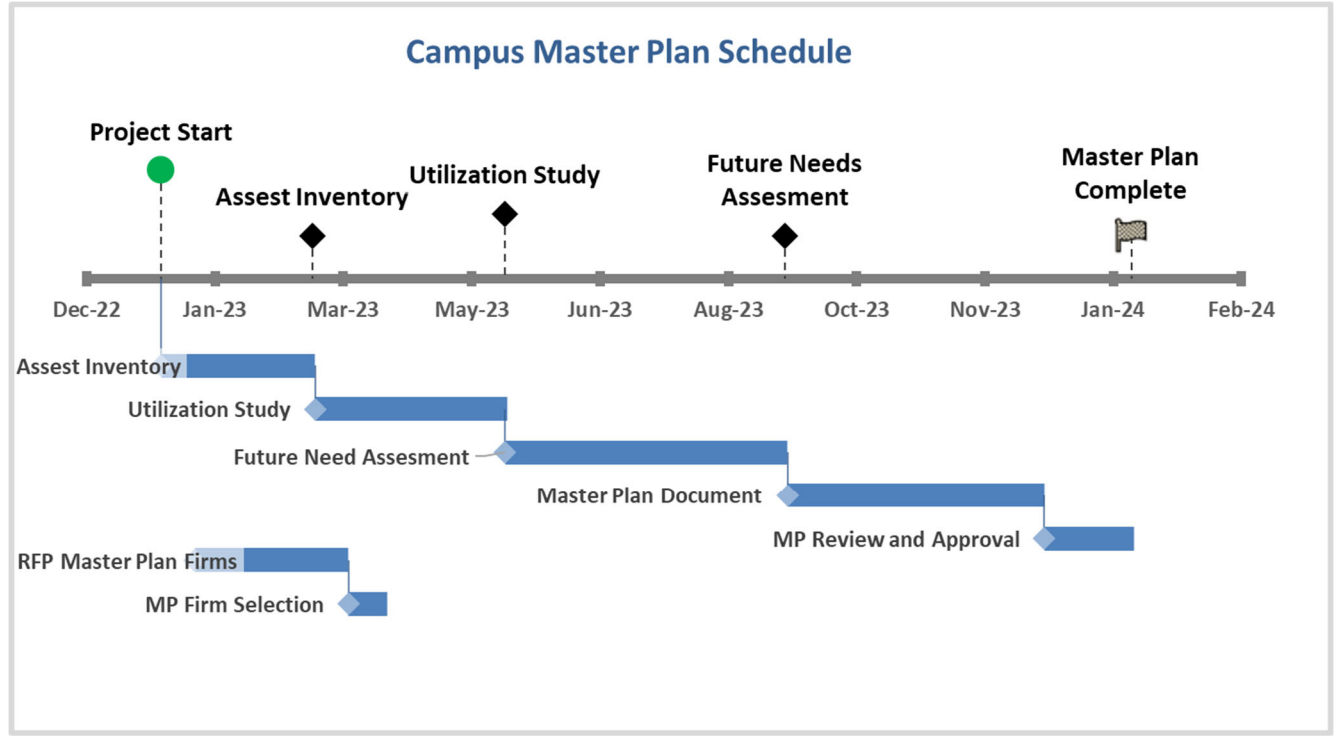
Funding Source: Fund for Transformation

### **Stakeholders:**

Name	Role	Responsibility
TBD	Consultant	See deliverables
Troy Kierczynski	Project Champion	Overall project and program responsibility
Ed Bailey	Project Manager	Keep project on task and timeline
Jason Slade	Strategic Plan Lead	Link strategic plan with campus master plan
President's Council	Steering Committee*	Vision, direction, input, data gathering
PBC & Leadership Council	Departmental and building stakeholders	Input and review
Students, employees, and general public	Users of Facilities	Survey and stakeholder meeting input
Building & Site Committee	Review and Support	Oversight and guidance
Board of Trustees	Master Plan Approval	Oversight

\*Other seats will be considered on steering committee, e.g. Campus Sustainability Committee

## **Timeline:**



## **Next Steps:**

1. Review framework document with President's Council, PBC, and LC to seek feedback
2. Review framework document with Board of Trustees for feedback [November 2022]
3. Issue request for proposals (RFP) for master planning consultant [January 2023]
4. Assess, interview, and select consulting firm; seek board approval [February 2023]
5. Begin master planning engagement and awareness phase [March 2023]
6. Begin asset inventory and gathering space utilization metrics and data [March 2023]



## ACCT LEADERSHIP CONGRESS 2022

### Improving the Lives of Entire Families

*Notes by Trustee Kennard Weaver*

#### **Pre-Congress Academy: The Trustees' Role in Advocacy**

Advocacy definition: Influencing legislation; Relationship Building.

Preparation for meeting w/ legislators: (1) be able to describe your students; (2) methods: letters; emails; meetings; phone calls; social media; virtual meetings.

Legislators want to hear from the President, students, and Trustees.

Invite legislators to campus for announcements, updates, and include Trustees in those contacts. The legislators know the Trustees have been elected by the same constituents they have.

Work with the legislators' staff: they are more accessible, and they recommend the legislators what they need to know and do.

Your presentation should be to the point, not more than 15 minutes, if you are even allowed that much time.

Know your legislators, ask what you can do to help them. If you provide them with positive public exposure, they will want to return to your campus and they will listen to you.

Keep a record of all contacts and asks, and be consistent.

Structure contacts so the legislators receive favorable public exposure.

**The Opening General Session.** The Opening General Session included the usual recital of the accomplishments of the outgoing Chair and Board, and the goals of the incoming.

There was a six-member panel of CEOs of various accreditation institutions, both NGOs and government entities. They discussed the purposes of accreditation and the various methods used to accomplish them.

Accreditation should be used to improve the Community College, and not treated as an adversarial process.

Accreditation must be credible, or the federal government will step in and replace the current system. The government has already indicated its willingness to do so.

Continuous accreditation review has advantages over leaving the process until the end of a 10-year period and gambling the existence of the educational institution over the results obtained in an 18-month review period.

#### **Turning Around Community College Enrollment Declines: Essential Tools and Strategies.**

The link between unemployment increases and increases in Community College enrollment increases is broken: there is no lock-step correlation anymore.

Unenrollment decline moderated in Fall 2022, but the forces driving enrollment declines remain in place and will continue for the next 20 years.

Academic areas are 55% of the decline, but construction trades and similar areas also declined.

Community Colleges do not have the infrastructure to boost enrollment: marketing budgets are relatively small.

Competing with other education institutions is a new concept for Community Colleges, but it is reality now and will continue to be.

There are strategies to deal with declining enrollment:

- (1) Students need an authentic experience directly with faculty. That provides a personal reason to enroll and to continue. Faculty appearing in high schools to set up a relationship is a good approach.
- (2) Streamline the pathway for Dual Enrollment students to enroll after completing high school.
- (3) Strengthen non-credit courses into a curriculum and make them available as credit courses leading to a degree. Collect data on Dual Enrollment students and use it to help them enroll.
- (4) Non-credit students should not be a separate silo: gather and use student contact data to help them enroll in more ambitious and valuable programs.
- (5) Focus on reskilling and upskilling: these areas are being given more credibility by many people, in contrast to the past emphasis on the value of an academic degree.
- (6) Reposition the College to compete for students: become a recruiter. Build a recruiting infrastructure. Recruiting can't be just an additional duty for existing employees, as they already are (or should be) busy performing other responsibilities. Assign individuals to specific target areas.
- (7) Create specific programs designed to attract STEM students. Create a program to attract military personnel mustering out and looking for their next challenge.
- (8) Create engaging campus events, beyond having prospects looking at classrooms and dorms.
- (9) Create programs targeting older or retired adults, including them in some events with traditional student prospects. Many adults don't want to be compartmentalized with other retirees, so offer integrated sessions.
- (10) Build and implement sophisticated marketing plans NOW – because your competition is already there. Digital marketing is essential.
- (11) Reconnect with students who did not complete certificates or degrees, and help them overcome challenges which lead to that result.
- (12) Collect and organize prospective student data, and routinely review the results of your approaches to attract them. Tailor the data collection system to your faculty and staff.
- (13) Prospect segmentation is essential, and prospect relationship management should be tracked and the results used to modify approaches.
- (14) Change communication channels (email, social media, text, paper) according to the response received.
- (15) Recognize that scaling up the effort takes time, but temper it with the recognition that your competition is already in gear. Staff your tech people to deliver what your marketing people need.

- (16) Collaboration with the institutions that feed yours is essential.

### **Stronger Together: Building Partnerships Between Two and Four-Year Institutions to Best Serve Students.**

Employers need to have a communications pathway to your College to inform you what skills and knowledge are needed.

Four-year institutions need to be convinced that working with you is in their best interests.

Transfer agreements need to be monitored to see that credits are in fact transferring, and if not, the reasons for that must be addressed.

### **Social Justice and Its Underpinning of Educational Equity.**

Focus on actual, individual student experiences: don't apply generalizations to all students.

Establish a DEI certificate program.

Implement policies that result in improved completion and graduation rates for all students.

Establish a DEI Council member from every faculty and staff department and/or committee.

Each identified group should have a plan or goal to achieve equity.

Identify areas where equity is lacking in your college.

Push back on high schools which are producing students who are not college-ready.

### **A Home-Grown Workforce Solution Strategy: A Local, State, and National Collaboration.**

Perform a review of your local workforce: determine the skills needed by sectors, and the number of people needed with economic impact and compensation levels.

Align your programs with the K-12 and local tech schools.

Use the locally available tools for organizing your skills program.

### **How to Create an Interactive & Useful Facilities Master Plan.**

Involve everyone including an external review team with engineering and architectural expertise and experience.

Use the best external people available so you achieve a good result.

Give the existing facility review team full access to all facilities, not just the ones you want to display. This is about finding deficits as well as strong assets.

The drawings and findings should be in a digital database which is easy to search and identify common elements.

Set priorities on new and restructured facilities: determine which have to be done, and then classify lesser priorities.

The CFO should identify available funds and grant programs, and help to set timetables for new or restructured facilities.

The process should take about 3-4 months to complete.

The resulting digital plan should be easy for your facilities people to update.

The cost may run to \$10-15 per square foot.

### **Why it Takes a Village: Engaging Campus and Community to Remove the Barriers to Grow Our Enrollment.**

The Community should be engaged by allowing free input and not restricting it to current advisory councils and established friends of your College. The people you always talk with have helped you be where you are today with declining enrollment. You need to find the new ideas and dissent from the status quo.

Open communications for the community to reach you may lead to some irritating but not helpful comments at first, but these decline over time and good comments will prevail.

Using and adapting existing resources will lead to more timely good results compared to building new facilities. Facilities may not be the problem.

### **Economic Recovery and Growth for All: Strengthen High Tech Partnerships in Rural Communities.**

Identify sponsors for projects and get them involved at the planning stage. Partnerships will be much more successful than forging ahead on your own.

Develop short-term education programs for high-paying jobs.

Microsoft has certificate programs for learning proficiency in their software and will provide all materials necessary to teach them at no cost. These classes can be used for certificates or credits by your College, in addition to the Microsoft certificates. These certificates qualify students for immediate employment, usually done remotely. There are 500,000 available jobs for those with Microsoft skills. Microsoft has an App – Career Coach – which may be helpful. Microsoft has a career path which begins in K-12 and continues with higher education.

Linked-In claims to have 87.5 million users, which often lead to connections resulting in employment. Seventy percent of job offers are begun online. Students who join Linked-In and list your Community College help market your College. One in seven new jobs are now done remotely. Linked-In allows your College to follow any employer at no cost: the data may inform your actions.

Google also has training programs with certificates, and will work with community colleges. Google will integrate with your programs.

Both Microsoft and Google said they have scholarship programs for students learning their software.

### **Industry Collaboration in Quick Start Workforce Development.**

New industries establishing in your community will need employees with new skills and education provided by your College. Employers need to work with your college in creating a curriculum which will train and educate employees for the employers. You need to define the needs, establish plans to meet those needs, and staff appropriately. Results should be reviewed and appropriate changes made, on a continual basis. Potential students to become the employees should be targeted and sought after.

Pandemic dollar can be used to establish new programs, and success of those programs can provide ongoing funds and grant opportunities. Working with K-12 will help identify potential students.

Employers are now looking at early elementary education at potential sites to ensure a long-term supply of employees for their operations.

### **Creating Economic Opportunity for Adult Learners in Rural America.**

Create numerous methods for local employers to tell what skills are needed for their employees: phone, email, text, paper. Create courses which can be taught at the employer's facility, either in person or virtually. Trace job success for each of your students. Personal success coaches should track each student. New immigrants can be available as students to learn skills which will sustain them on your community.

### **Leveraging Business and Industry Partnerships to Develop Equitable Workforce Pathways.**

Our goal now is to establish Economic Mobility for our students: the ability to change employers to obtain greater advancement, and the ability to achieve economic success capable of sustaining a household above the poverty level and beyond. Partnership with business and industry is more than transactional: it involves a long-term relationship. We need to supply what employees and employers need, and not just try to convince them to accept what we have been doing. The relationship with each employer should be tracked and adjustments made as needed. Businesses should be encouraged to provide paid internships for students, which will help support the students and channel them to that employer. GED students should be identified and recruited. Work with existing organizations in your community to identify employer-partners.

### **Real-World Ready: Skillify the Workforce to Meet Industry Needs.**

Many workers lack soft skills, and reduced chances for advancement and rising above poverty levels. Unless they learn those, they will not achieve Economic Mobility. Skilling and reskilling are becoming the focus of our society reducing the former emphasis on academic degrees. Grants to boost student enrollment are increasing in and importance. No-credit courses should be given more employment value by using them to create a pathway for credit courses. Establish programs to grant credit for workforce experience and training, to build certificates and degrees. New Jobs Training courses may be candidates for that integration. Trustees can help develop relationships with business and industry.

### **Enrollment Increases in Dallas College and Grayson College via College Promise in a Box.**

These Colleges worked with Economic Mobility Systems to link K-12, colleges, and employers in their region to increase college readiness, enrollment, financial aid, and completion: the Regional Talent Network Model. It includes an integrated technology platform, tracking performance in various ways. It is a long-range system, requiring much cooperation and investment.

## ACCT Conference Summary

### Board Retreat

- A portion of the agenda must accommodate a way for us all to **get to know each other** – who we are, how we operate
- **Facilitator** is critical
- **Theme** with no more than 3 areas of focus
- Keep it tight with topics
- Keep the rhythm of the retreats consistent so that we're not doing them "because we have to".

### Systems Approach to Student Success

- DATA- how to we share and bring all our data across all disciplines
- KPI's – KPI's – KPI's
- Board agendas – how do they leverage these KPI's and the College's mission

### Facilities Master Plan

- The room was packed!
- Powerful consultant that can get us to a robust inventory and master plan
- ~~Some background component~~



## To-Do's

~~① ~~Update~~~~  
~~To meeting~~  
~~discuss solutions~~  
~~↓ update list~~  
~~for mass. fall.~~

Board Retreat

fast → go alone

far → go together - The President is a part of the team

\* Students @ the forefront of Everything we do. Students Central

☐ - Students @ every board mtg - because \* reminds us of our purpose

Retreats Put the Pieces to the Puzzle together

At least once a year - accreditation should be on our agenda -

☐ We must have a part on the Retreat that allows us to get to know each other

1 — — —  
 2 Conflict Resolution training

how to stay in discussion vs Argument

Facilitator →

~~Update~~  
~~on the list~~



To-Do's

## Board Retreat Cont'd -

## Agenda ideas

① Get to know each other

③ BHOG Big hairy outrageous

② Why are you here

→ keep this @ forefront

Jermaine Ford

Florence Darlington

technical college.

④ Barriers

⑤ Priorities & Outcomes

goals vs Barriers  
goals

every decision needs  
to be made - How  
will the affect students

Have a Theme - facilitator puts it all  
together

"why are we here"

Consider an outside speaker

Regional accreditor is always a good  
speaker.

→ But don't have it too scripted

Boosting Enrollment in Underserved Areas



## Internal Collaboration to Develop external Partnerships -

Collaborative discussions between  
Foundation - Comm's (Diana)

How the ~~fundraising~~ funds are used  
= is the President's role / The College -

How do we label advancement?

With the two fundraisers gone -  
what's next?

Capital funding list to Foundation  
for Grants

"Who needs to know what I'm doing"  
↳ key to internal collaboration.

Enrollment & Retention

Data Data Data

What Data are we using for  
donors that Students could use.

The great Alumni Hunt → Connect to  
Curriculum of class

→ Gold Coin Project @ graduation  
60% gave

Where is advancement in Foundation St Plan?



# Facilities Master Plan

Genessee  
Community  
College  
West NY

The room was Packed!

Architecture was a part of the  
Presentation

Team! 4 staff: Architects

Building Needs ↔ Space needs

Team! ↓ 4 architects

5 engineers

mechanical  
Civl

electrical

↓  
Involve the right  
People.

~~See~~ Campus Security

↳ this may be the most  
important step w/out this  
Broad, detailed team you  
won't get the right data

↓  
Faculty  
Daycare

! Involve the Students!

Listen-Listen-Listen.

Consultants! ↓

~~see below~~ Riches Associates

↳ they will help you get the right  
results

2 weeks per 2000 Sq Feet



7's

Team - What  
are your  
positions

Detail - Where  
from?

Conversion to  
revenue.

RFP - key  
word firm  
facilities  
assessment

Determine what spaces mean the  
most

- list them -

Nurse / Health office.  
Art rooms

Dining  
etc.

Document existing concerns.

Review All Spaces. Full Access

10 - Should facilities be a new  
position & not on Tray  
Outcomes

Scanned electronic library of all Plans  
Data!

→ Conversion to a Plan...

Prioritize A 10-years time frame.

~~10000~~ .10 - .15 per Sq foot



# - System Approach to Student Success -

Monroe (owner)  
College in Rochester  
NY

- KPIs
- ① overall enrollment
  - ② Employee Satisfaction
  - ③ Value Added, matching student outcome
  - ④ w/ student Goal
  - ⑤ five year post completion earnings
  - ⑥ Student movement measures

Data needs to be narrowed - Too much data doesn't allow us to make good decisions because nothing really sticks out

Is what we doing on a monthly basis through our agenda - Impacting Student Success

- ① Student Success
  - hear from student
  - student testimonials
  - How has the school enhanced

- ② Reports from Pres. Cabinet -

- ③ KPI's -
  - enrollment
  - retention
  - Graduation
  - After Grad - Post earnings.

→ Finance Committee

Board mtgs Send questions in advance

How does our agenda leverage our mission?

move things along to get to the heart of the matter.



What does our current Org Chart look like?

↳ how sized is it.

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Adult Learners

Start w/ our Adult learners that didn't finish!

→ "You can come back and it's free"



**MEMO**  
*Office of the President*

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**To:** NMC Board of Trustees  
**From:** Nick Nissley, President  
**Subject:** November Mid-Month Update  
**Date:** Thursday, November 10, 2022

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Dear Board of Trustees,

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

- Capital Outlay. Recall, SB78 (capital outlay projects) passed out of the Joint Capital Outlay Committee. The bill will head to the Senate Appropriations Committee after the November election. The present bill includes \$2.5 million authorization for our Osterlin Renovation Project. The bill would also afford another \$4 million for NMC. Further discussion of this issue is on the MCCA President's Meeting agenda, this Friday.
- Aviation Growth Plan. We're continuing our advocacy – this past month earning letters of support from Traverse Connect and Boomerang Catapult. With a letter forthcoming from Traverse City Tourism. We're expecting a supplemental bill to be introduced during the lame duck session in December.
- Michigan Achievement Scholarship. NMC is planning to widely promote this to our incoming Class of 2023 enrollees. We are forecasting 200 new students could qualify for approximately \$400,000 in new scholarship dollars (the scholarship value is \$2,750 per year at a community college).
- Community College Academic Catch-Up Program. Recall, grants are designed to support a community college's efforts to combat learning loss among recent high school graduates who experienced interruptions to in-person learning due to the Covid-19 pandemic. It's estimated that NMC will qualify for \$250,000. NMC is prepared to make our application submission upon finalization of the rules.

- Funding Formula Task Force. This is on the agenda of Friday's MCCA President's Meeting. Will be able to share more following the meeting.
- Associate Degree in Nursing (ADN) to Bachelor of Science in Nursing (BSN) Completion Grant Program. Recall, NMC released a Request for Information (RFI) for an ADN to BSN Articulation Agreement (e.g., inviting universities to express interest as possible partners). Proposals are due to NMC by November 14, and the College will review proposals and notify submitters by December 12.
- Foundation Strategic Planning Process. The NMC Foundation is continuing to advance its strategic planning process, with vision and mission statement work completed, the focus is now on strategy and objective work. We are on track for finalization by the end of this calendar year.
- Points of Pride:
  - The partnership continues to advance the Freshwater Research and Innovation Center idea. This past week, positive media mention included:  
<https://www.traverseticker.com/news/nmc-partners-confirm-ambitious-freshwater-research-center-on-grand-traverse-bay/>.
  - NMC's Hans VanSumeren and Ed Bailey won the TCNewTech 'Blue-Tech' Pitch Night for their work on the LakeBed 2030 initiative.
  - NMC Magazine, *Anxiety* issue, won 1st Place in the Central Region for Best Magazine from the Community College Humanities Association. This association spans community colleges nationwide, and our magazine repeatedly places well in the Central Region and overall.
  - Traverse City Business News named twelve innovators in Northern Michigan, and our NMC alumnus Matthew Goddard was featured. If you don't recall, he imagined an unmanned aerial vehicle (UAV) and a remote operated vehicle (ROV) - an amphibious drone that could fly around, land on the water, and release a tethered ROV that could then explore underwater environments. This gave rise to Hybrid Robotics. See:  
<https://www.tcbusinessnews.com/the-innovators-12-professionals-changing-the-game-in-northern-michigan/>.
  - The Dennon Museum's Holiday Market, this past weekend, brought in over 2,200 visitors this weekend - the most visitors in the past 15+ years.
  - This week, the film "Taste of Work" was screened to a standing room only audience on NMC's campus, in the Dennon Museum's Milliken Auditorium. The

docu-series is led by former NMC culinary instructor Robert George and GLCI alumna Becky Tranchell. "Taste of Work" documents the rich food community in Traverse City – downplaying the ‘food’, and focusing on the ‘work’ and ‘community’ aspects. It is documentary storytelling at the intersections of work, food, and community. And, what a warm, welcoming audience who ‘ate it up’ (yes, pun intended). Their stories are equal parts touching, moving, and sprinkled with a bit of humor, too.

- Key Entries from the President’s Calendar:

- o Will be attending this Friday’s MCCA President’s Meeting, in Lansing.
- o Held exploratory meeting with Dr. Richard Georges, President of H. Lavity Stoutt Community College (British Virgin Islands) exploring partnering possibilities with NMC’s marine technology and culinary maritime certificate/training.
- o Participated in Traverse City Light and Power’s ‘Climate Action Plan Open House’.
- o Participated in The Association of Community College Trustees (ACCT) Annual Leadership Congress with NMC trustees: Bott, Oblinger, and Weaver.
- o Met with Northwest Education Services Superintendent, Nick Cegalrek, and TCAPS Superintendent, John VanWagner, to share NMC’s strategic plan, and explore points of intersection with each of our strategic plans.
- o Provided ‘welcome’ and ‘introductory remarks to ‘Elevate Northern Michigan: A Youth Mental Health Summit for Young Leaders’ which was held at NMC, last week.
- o Kicked-off our year #2 strategic planning workshop with strategy champions and objective leaders, this past Friday, with more than 30 leaders attending.
- o Attended Traverse Connect’s Annual Economic Summit, along with NMC trustees and NMC leaders.

- Upcoming Dates of Note:

- o November 21–Regular monthly Board of Trustees meeting
- o December 12–Regular monthly Board of Trustees meeting (2nd Monday)
- o December 16–NMC Employee Holiday Party



## MEMO

**To:** Northwestern Michigan College Board of Trustees  
**Cc:** Dr. Nick Nissley, Ed.D.  
**From:** Gabe Schneider, Founder/Principal, Northern Strategies 360  
**Date:** Monday, November 11, 2022  
**Re:** **State/Federal Legislative Update**

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### State

#### **Election Recap**

As you know, the 2022 election resulted in significant unexpected changes to control of both the Michigan House and Senate. In a shift not seen in 40 years, Democrats will hold majorities in both the House (56-54) and Senate (20-18) as well as control the Governor's office, something that has not been seen in the lifetime of many Lansing insiders.

#### **Legislative Leadership Elections**

On Thursday, November 10<sup>th</sup>, Democratic and Republican caucuses in both the House and Senate voted on the incoming leaders of each respective body. The big takeaway for Northern Michigan is the loss of "power" or "influence" that we will see disappear with these newly elected leaders. As you may know, currently many in leadership positions in both the House and Senate come from districts "knuckles north" including Speaker of the House Jason Wentworth (Clare), Senate Appropriations Chair Jim Stamas (Midland), Assistant Majority Leader Wayne Schmidt (Traverse City), and Majority Caucus Chair Curt VanderWall (Ludington)

#### **2023 Michigan House Leadership**

For the next legislative session, the leaders of the House will be:

- Speaker of the House Rep. Joe Tate, Detroit, (the first African American to hold this position in Michigan history)
- Majority Floor Leader Rep. Abraham Aiyash, Hamtramck, (the first Muslim to serve in this position in Michigan history)
- House Minority Leader Rep. Matt Hall, Comstock Township

Other House Republican Leaders elected Thursday include:

- Rep. Andrew Beeler (R-Port Huron) will serve as assistant minority leader
- Rep. Bryan Posthumus (R-Cannon Township) will serve as minority floor leader
- Rep. Graham Filler (R-Greenbush Township) and Rep. Andrew Fink (R-Adams Township) will serve as assistant minority floor leaders.
- Rep. Sarah Lightner (R-Springport) will act as the Republican whip
- Rep. Ken Borton (R-Gaylord) will be the Republican caucus chair.

#### **2023 Michigan Senate Leadership**

For the next legislative session, the leaders of the Senate will be:

- Senate Majority Leader Winnie Brinks, Grand Rapids (First woman to hold this position in Michigan history)
- Senate Minority Leader Aric Nesbitt, Porter Township

Other Senate Republican Leaders elected Thursday include:

- Sen. Dan Lauwers of Brockway, minority floor leader;
- Sen. Roger Victory of Georgetown Township, minority caucus whip;
- Sen. Kevin Daley of Lum, minority caucus chair;
- Sen. Rick Outman of Six Lakes, assistant minority leader;
- Sen. Lana Theis of Brighton, assistant minority floor leader;
- Sen. Mark Huizenga of Walker, assistant minority whip;
- Sen. Jim Runestad of White Lake, assistant minority caucus chair; and
- Sen.-elect Joseph Bellino of Monroe, assistant president pro tempore.

## 2023 Priorities

In interviews after the election this week, we heard from several new leaders in the House and Senate about their priorities for next session. These included:

- Incoming Speaker of the House Joe Tate:
  - "We talked about education, infrastructure. We also talked about workers' rights, reducing the cost of health care, as well, across the state. There won't be any surprises," he said. "We're going to get started immediately." Mr. Tate said that bipartisanship would be a priority during the next term, but Democratic priorities would take precedent. "No secrets or surprises here, in term of once we have our agenda and collective vision together, we want to do that in a bipartisan fashion," he said. "But we're going to have opportunities...so we will be controlling the agenda."
- Incoming Senate Majority Leader Winnie Brinks
  - "We've got 40 years of pent-up policy, if you will. There's a lot of things that we've worked on over the last decade or so," Ms. Brinks said. "We're going to pull up our lists, we're going to compare, we're going to talk to the House and talk to the governor's office and we're going to put together a list that puts the people of Michigan first." She said that will include policies to strengthen the economy, the public education system and reaffirming reproductive rights. When asked if repealing that state's right-to-work law that prohibits requiring employees working under a collective bargaining agreement to join the union or pay non-member dues, would be on the table, she said yes.
- Incoming Senate Minority Leader Aric Nesbitt
  - He said career and technical education, improving education and workforce development programs, finding an agreement on a tax cut for residents in times of high inflation and possible regulatory reforms would all be areas of interest to his caucus.

## Uneventful Lame Duck Period Expected

With the balance of power shifting in Lansing next year, we do not expect an eventful lame duck session of the legislature. We have heard that the Governor is not interested in signing any tax cut legislation or other populist center/right policies before new Democratic legislators are sworn in next year. Further, with \$6 billion sitting on the balance sheet, Whitmer has no incentive on signing off on any aggressive spending plan that doesn't prominently advance her priorities if a Democratic legislative majority can't take credit for it.

This means that in terms of NMC priorities, we should not expect supplemental funding for the Aviation Hangar to be approved and if anything might move, it might be a capital outlay bill giving authorization for the Osterlin Student Services Hub project.

## **Federal**

### **Earmark process**

With only a slight majority moving to Republicans following the election, we are not yet sure of what the impact will be on an end of the year spending package. We continue to track and advocate for \$2.7 million in federal funding for our geothermal project that Senator Stabenow was able to secure in the Senate Appropriations Chairman's markup of the FY23 federal budget. With the federal budget continuing resolution expiring December 16<sup>th</sup>, we would expect to know more then as to the likelihood of these funds being allocated.

### **Senator Peters**

I had an opportunity to meet with U.S. Senator Gary Peters as part of a small roundtable discussion hosted by Traverse Connect. During this meeting, I was able to thank the Senator for his recent video welcome message at the Lakebed 2030 Conference at NMC. I also thanked him for his sponsorship of the CADETS Act which would change the eligibility age for State Maritime Academy cadets to participate in the federal Student Incentive Program.

In addition, I was able to provide a quick overview of our involvement and interest in the Freshwater Research Innovation Center and reiterate our support and request for the \$2.7 million earmark for a central campus geothermal system

**NORTHWESTERN MICHIGAN COLLEGE  
BOARD OF TRUSTEES  
SPECIAL MEETING MINUTES  
Monday, October 24, 2022  
at Timothy J. Nelson Innovation Center  
Room 106/107**

**CALL TO ORDER**—Chair Rachel A. Johnson called the special meeting to order at 4:30 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

**Also present:** President Nick Nissley, Lynne Moritz, Diana Fairbanks, Troy Kierczynski, Todd Neibauer, Marcus Bennett, Jennifer Hricik, Stephen Siciliano, Brandy Johnson, Jason Slade, Linda Berlin

The agenda was accepted as presented.

**PRESENTATION & DISCUSSION**—Board Chair Rachel Johnson welcomed Michigan Community College Association (MCCA) President Brandy Johnson. As Johnson began her tenure in December 2021, she resolved to visit all community college boards of trustees in 2022, with Northwestern Michigan College being her 25th visit of the year. Johnson shared her professional history, including working on educational policy with former Michigan Governor Granholm and current Governor Gretchen Whitmer, as well as founding the Michigan College Access Network. Michigan is unique in that it does not have a state college system, commonly referred to as a state higher education organization (SHEO).

Johnson highlighted the advocacy resources section of the MCCA website, noting legislative updates such as the ADN to BSN compromise and academic catch-up program. Johnson is very hopeful that supplemental appropriations will be approved during the lame duck legislation session this fall and noted capital outlay is a top priority. In response to a question, Johnson described the composition of the Funding Formula Task Force, which met for the first time this past week and was charged by the state budget to review, evaluate, discuss and make recommendations regarding community college operations funding.

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

**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 5:15 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  
BOARD OF TRUSTEES  
MINUTES  
Monday, October 24, 2022  
at 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

**Also present:** President Nick Nissley, Lynne Moritz, Diana Fairbanks, Craig Hadley, Troy Kierczynski, Mark Liebling, Lindsey Lipke, Kyle Morrison, Todd Neibauer, Stephen Siciliano, Marcus Bennett, Linda Berlin, Jim Weigand, Jeff Pohler, Vicki VanDenBerg, Glenn Wolff, Brandy Johnson

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

**STRATEGIC FOCUS:** Student Engagement and Success—Jason Slade, Vice President of Strategic Initiatives, and Todd Neibauer, Vice President for Student Services and Technologies, reviewed the five objectives under strategy two. Slade recognized the work of Public Relations, Marketing, and Communications (PRMC), supporting all of the strategies, but this one particularly. Included in the meeting packet is a PRMC update describing their work supporting the Student Engagement and Success Strategy among others. The slides were provided proactively in anticipation of questions related to the strategy and enrollment marketing and time will be allotted in the November regular meeting agenda to address questions thoroughly. Trustees requested metrics and benchmarks related to the work of PRMC.

**REPORTS AND PRESENTATIONS**

**Audit Presentation**—Vicki VanDenBerg and Jeff Pohler, of Plante Moran, PLLC, provided a summary of the audited financial statements, required communications, and the single audit report of federal programs. Audits are required for accreditation by the HLC and to receive federal grants and aid. A clean, unmodified opinion was issued for the college, the highest level of assurance. No material adjustments, no materials weaknesses or significant deficiencies were found. GASB standard, No. 87, regarding leases was implemented this year, with minimal impact. Upcoming accounting standard updates include GASB 96 and GASB 101. Federal programs were reviewed for the single audit, which included the National Maritime Heritage Grant Program and Higher Education Emergency Relief Fund (HEERF); testing is substantially completed with a few open items and level of review to be completed. Issuance of the single audit report to allow. Board Audit Committee Chair Kennard Weaver described the qualified audit opinion of the NMC Foundation.

**Faculty Report**—Glenn Wolff, Humanities Instructor, invited all to attend a collection of Stephen Ballance’s work on display in the Fine Arts hallway through the end of December.

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

## **UPDATES**

**President’s Update**—President Nick Nissley emphasized the importance of welcoming MCCA President Brandy Johnson to NMC earlier today. Nissley also commended GLMA for hosting the Board of Visitors and welcoming a group called Women Offshore. Amongst other updates, Nissley informed the Board that he has been invited to serve on the Munson Medical Center Community Healthcare Council.

**Board Chair Update**—Chair Rachel Johnson announced planning will begin for a Board retreat tentatively in February 2023 and thanked trustees for taking time to attend the ACCT Leadership Congress later this week. Johnson also recognized the work of GLMA and Superintendent Jerry Achenbach and thanked MCCA President Brandy Johnson for visiting NMC and her work representing community colleges across the state.

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

Minutes of the September 26, 2022, regular meeting

Enrollment Report

Financial Report

PRMC Report

Foundation Report

Scholarship and Financial Aid Report

Audit Committee Report

Policy Committee Report

## **ACTION ITEMS**

**Acceptance of NMC Audit**—On a motion by Kennard Weaver, seconded by Laura Oblinger, the Board accepted the financial audit of Northwestern Michigan College for the fiscal year ended June 30, 2022, as presented. The motion passed with a unanimous vote.

**FY24 Five Year Capital Outlay Plan**—Doug Bishop made a motion, seconded by Laura Oblinger, and the Board unanimously approved the FY 2024 Five-Year Capital Outlay Plan for submission to the Michigan Office of the State Budget as presented.

**Open Meetings Act Legislation**—There was discussion pertaining to the legislative memo included in the meeting materials, which references proposed legislation to the Michigan Open Meetings Act. As developments proceed, the Board would like to include the topic on an upcoming meeting agenda for discussion. No action was taken.

**Board Policies**—Chris Bott made a motion, seconded by Doug Bishop, and the Board unanimously adopted the following Board policies on a second-reading basis:

- Policy B-100.00 Board of Trustees Delegation to the President
- Policy B-101.00 President’s Role and Job Description
- Amended Policy C-104.00 Institutional Effectiveness Criteria

**Board Policies**—On a motion by Laura Oblinger, seconded by Doug Bishop, the Board unanimously adopted the following amended Board policies on a first-reading basis:

- B-102.00 Monitoring Presidential Performance
- B-103.00 Communication and Counsel to the Board
- D-100.00 Learning Outcomes
- D-200.00 Enrichment
- D-202.00 Public School Academies

**Discontinuation of Level 1 Certificate in Plumbing**—On a motion by Laura Oblinger, seconded by Doug Bishop, the Board unanimously approved discontinuation of the Level 1 Certificate in Plumbing.

**Milliken Auditorium Lighting**—Kennard Weaver made a motion, seconded by Laura Oblinger, to authorize administration to enter into a contract with CSD Lighting in the amount of \$317,283 to complete a full LED conversion of the Milliken Auditorium lighting system. There was discussion regarding recent improvements to other lighting in the Dennon Museum Center. The motion was unanimously approved.

**New Jobs Training Agreements**--Laura Oblinger made a motion, seconded by Andy Robitshek, and the Board unanimously authorized for administration to enter into training agreements under the Michigan New Jobs Training Program (MNJTP) for the following companies:

- Cherry Republic (two amendments)
- RJG (amendment)
- Shoreline Power (amendment)
- Tamarack Holdings (amendment)
- Adaptive Counseling (amendment)

**Closed Session**—Kennard Weaver made a motion, seconded by Doug Bishop that the Board adjourn the open session and consider in closed session (pursuant to Subsection 8(a) of the Open Meetings Act, MCL 15.268) the annual performance evaluation of the president, per his request for a closed session. The motion passed with the following roll call vote: Yes—Kennard Weaver, Ken Warner, Doug Bishop, Andy Robitshek, Laura Oblinger, Chris Bott, Rachel Johnson, No—none; and the Board went into closed session at 6:34 p.m.

**Reconvene Regular Session**—Doug Bishop made a motion, second by Laura Oblinger, to adjourn the closed session and reconvene the open session. The motion passed with the following roll call vote: Yes—Andy Robitshek, Doug Bishop, Chris Bott, Kennard Weaver, Ken

Warner, Laura Oblinger, Rachel Johnson; No–none; and the regular open session reconvened at 7:50 p.m.

**Presidential Performance Evaluation**—On a motion by Doug Bishop, seconded by Laura Oblinger, the Board unanimously accepted October 2022 Presidential Performance Evaluation. Board Chair Rachel Johnson made the following statement:

The NMC Board of Trustees recently completed an evaluation of President Nissley. This year the Board of Trustees contracted with the Association of Community College Trustees (ACCT) to coordinate its review process. The process included a core leadership competency evaluation, an evaluation of progress toward the strategic plan and ACCT-facilitated interviews with each trustee.

Overall, the board agreed President Nissley is meeting expectations. They pointed to several 2022 successes, including the successful negotiation of a collective bargaining agreement with the Michigan Education Association, the development of new maritime certifications in the Great Lakes Culinary Institute, and the oversight of the first year of the new strategic plan, NMC Next. The Board of Trustees also complimented President Nissley’s leadership skills in improving morale at the College, specifically with the faculty, and serving as an advocate for NMC in the community and in government affairs.

Moving forward, the Board of Trustees recommended that President Nissley address challenges more proactively, enhance engagement with the board and in board meetings, oversee a comprehensive facilities utilization and master plan, and take a more active role in the operational management of the College, and work closely with the NMC Foundation as it works to align its new strategic plan with the strategic priorities of the College

The Presidential Performance and Compensation Committee will be meeting in the coming months to solidify 2023 goals and make recommendations for the 2023 presidential review process.

**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 7:53 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: November 14, 2022  
 Subject: Enrollment Report – November 2022

**Spring 2023**

Orientations of new students for the spring semester start on 11/18/2022. We currently have 84 fewer applications than this time last year. Currently, the largest deficit is in those not pursuing a degree or certificate(-44). There are greater numbers of applications in General Liberal Arts and Science(+22) and Pre-Aviation(+13).

This is a current status update and these numbers can change as we have two months left in the spring enrollment cycle. In particular, the loss of about 100 Yellow River students from last year will impact our final spring enrollment numbers reported in January. The COVID impact in China prevented having another cohort ready for this spring.

**Current Statistics**

(Source: November 14, 2022 -Digital Dashboard – Same Date Comparison, SP2020-2023)

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Applicants</b>	1,034	1,084	970	886
<b>Admits</b>	746	787	719	594
<b>Admits Registered</b>	282	335	247	227
<b>Prior Admits Registered</b>	4	0	5	0
<b>Retained Students</b>	1,830	1,409	1,390	1,386
<b>Return Students</b>	76	86	70	67
<b>Average Contact Hours</b>	11.62	11.38	11.59	11.86
<b>Total Headcount</b>	2,192	1,830	1,712	1,680
<b>Total Contact Hours</b>	25,472	20,825	19,847	19,921
<b>Tuition</b>	4,876,697	4,098,264	4,058,570	4,203,077



## **MEMO**

### *Administrative Services*

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**To:** Dr. Nick Nissley, President

**From:** Troy Kierczynski, Vice President of Finance and Administration

**Date:** November 9, 2022

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

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The attached reports summarize the financial results for the General Fund as of October 31, 2022. The fourth month represents 33% of the year.

The general fund has year-to-date revenue over expenses of \$2,851,708. Revenue increased by 1% when comparing October 2022 to October 2021 due to timing of property tax receipts. Expenses increased by 5% when comparing October 2022 to October 2021 primarily due to inflation.

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

- A. Tuition and fees: For Fall 2022, the budget is 34,758 for a total budgeted revenue of \$6,999,079. Actual fall billing hours are at 33,320 with actual fall revenue of \$6,736,361. Fall revenue is under budget by \$262,718.
- 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 began in October.
- D. Federal Sources consist primarily of the MARAD grants and fuel payments. 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 and dividend 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 under budget partially due to open positions.
- 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 2023, Period 04

Funds	Accounts	2022-2023 Adjusted Budget	YTD Activity	% of Annual Budget	
<b>TOTAL GENERAL FUND</b>					
50	Revenues				
	Tuition and Fees	22,001,840	7,876,622	35.80%	A
	Property Taxes	12,769,825	5,643,774	44.20%	B
	Other Local	<u>0</u>	<u>0</u>	*	
	Local Sources	34,771,665	13,520,396	38.88%	
	State Sources	10,745,000	1,130,043	10.52%	C
	Federal Sources	0	0	*	D
	Private Sources	979,765	220,279	22.48%	F
	Investment Income	196,000	86,740	44.25%	E
	Other Sources	<u>426,100</u>	<u>229,990</u>	53.98%	F
	<b>Total Revenues</b>	<b>47,118,530</b>	<b>15,187,448</b>	<b>32.23%</b>	
60	Labor				
	Salaries & Wages	23,916,066	6,256,881	26.16%	G
	Benefits	<u>10,025,563</u>	<u>2,692,229</u>	26.85%	G
	<b>Total Labor</b>	<b>33,941,629</b>	<b>8,949,110</b>	<b>26.37%</b>	
70	Expenses				
	Purchased Services	2,753,059	876,185	31.83%	H
	Supplies & Materials	3,041,584	768,994	25.28%	H
	Internal Services	103,065	3,709	3.60%	H
	Other Expenses	1,628,696	366,163	22.48%	H
	Institutional Expenses	1,738,804	418,365	24.06%	H
	Maintenance & Renovation	1,762,581	627,973	35.63%	H
	Prof Develop, Travel & Events	594,112	109,816	18.48%	H
	Capital Outlay	<u>170,000</u>	<u>78,716</u>	46.30%	I
	<b>Total Expenses</b>	<b>11,791,901</b>	<b>3,249,921</b>	<b>27.56%</b>	
	<b>Total Expenditures</b>	<b>45,733,530</b>	<b>12,199,031</b>	<b>26.67%</b>	
80	Transfers				
	Transfers	-1,385,000	136,709	-9.87%	
	<b>Total Transfers</b>	<b><u>-1,385,000</u></b>	<b><u>136,709</u></b>	<b>-9.87%</b>	
	<b>Total Expenditures and Transfers</b>	<b>44,348,530</b>	<b>12,335,740</b>	<b>27.82%</b>	
	<b>Net Revenues over (under) Expenditures</b>	<b>2,770,000</b>	<b>2,851,708</b>		



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

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

	YTD 10/31/2022	YTD 10/31/2021	\$ Diff	% Diff	Comments
<b>Revenue</b>					
Local Sources:					
Tuition & Fees	\$ 7,876,622	\$ 7,839,103	\$ 37,519	0%	Primarily due to timing of fall tuition allocations and aviation flight revenue in FY23; partially offset by lower summer tuition in FY23
Property Taxes	5,643,774	5,327,400	316,374	6%	Timing of property tax payments received from townships
Total Local Sources	13,520,396	13,166,503	353,893	3%	
State Sources	1,130,043	1,517,925	(387,882)	-26%	Timing of state appropriation payments
State PPT Reimbursement	-	-	-	0%	Consistent with prior year
Federal Sources	-	-	-	0%	Consistent with prior year
Private Sources	220,279	110,185	110,094	100%	Timing of Foundation gifts including Foundation support for programs such as the Culinary Taste of Success and ELI
Investment Income	86,740	54,601	32,139	59%	Higher interest/dividends recognized in FY23 than in FY22
Other Sources	229,990	142,818	87,172	61%	Primarily due to higher Marine Center revenue, revenue for Culinary services provided for external events, and GLMA billing for providing cruise time to external maritime students
<b>Total Revenue</b>	<b>15,187,448</b>	<b>14,992,032</b>	<b>195,416</b>	<b>1%</b>	
<b>Expenses</b>					
Salaries and Wages	6,256,881	6,225,099	31,782	1%	Consistent with prior year
Benefits	2,692,229	2,713,849	(21,620)	-1%	Consistent with prior year
Purchased Services	876,185	749,189	126,996	17%	Primarily due to higher EES instructor expenses as activity picks up in FY23, higher security expenses, and higher food expenses for the GLMA cruises; partially offset by timing of audit expenses and lower advertising expenses
Supplies & Materials	768,994	644,705	124,289	19%	Primarily driven by the timing of aviation fuel purchases and higher printing, postage, and general supplies expenses in FY23
Internal Services	3,709	(25)	3,734	-14936%	Timing of internal events/charges including more onsite employee/campus events in FY23
Other Expenses	366,163	420,184	(54,021)	-13%	Primarily due to lower financial fees (during summer FY22 we were transitioning to a new bank and had a short period of overlap in which we were being assessed fees by both institutions)
Institutional Expenses	418,365	350,273	68,092	19%	Primarily due to the timing of snow removal deposit (paid in October in FY23, paid in November in FY22)
Maintenance & Renovation	627,973	457,105	170,868	37%	Primarily due to timing of contract renewals and timing of IT related invoices
Professional Development	109,816	85,850	23,966	28%	Timing of professional development fees and reimbursements
Capital Outlay	78,716	6,760	71,956	8083%	Timing of COAT purchases
<b>Total Expenses</b>	<b>12,199,031</b>	<b>11,652,989</b>	<b>546,042</b>	<b>5%</b>	
<b>Transfers</b>	<b>136,709</b>	<b>164,693</b>	<b>(27,984)</b>	<b>-17%</b>	Aviation flight hours transfer
<b>Total Expenses &amp; Transfers</b>	<b>12,335,740</b>	<b>11,817,682</b>	<b>518,058</b>	<b>4%</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 2,851,708</b>	<b>\$ 3,174,350</b>	<b>\$ (322,642)</b>	<b>-10%</b>	



**Northwestern Michigan College  
Comparison - Month Over Month  
General Fund  
Oct 2022 vs. Sep 2022**

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

	<b>YTD 10/31/2022</b>	<b>YTD 9/30/2022</b>	<b>Oct 22 Activity</b>	<b>Sep 22 Activity</b>	<b>Comments</b>
<b>Revenue</b>					
Local Sources:					
Tuition & Fees	\$ 7,876,622	\$ 5,518,306	\$ 2,358,316	\$ 2,028,375	Primarily due to higher academic and related fees received in October as registration opened
Property Taxes	5,643,774	2,861,077	2,782,697	1,180,146	Timing of tax collections received
<b>Total Local Sources</b>	<b>13,520,396</b>	<b>8,379,383</b>	<b>5,141,013</b>	<b>3,208,521</b>	
State Sources	1,130,043	899	1,129,144	899	Monthly payments for State Appropriations began in October
State PPT Reimbursement	-	-	-	-	Consistent with prior month
Federal Sources	-	-	-	-	Consistent with prior month
Private Sources	220,279	220,279	-	220,279	Quarterly Foundation invoicing recognized in September
Investment Income	86,740	56,481	30,259	21,703	Higher interest and dividend income received in October
Other Sources	229,990	205,657	24,333	102,941	Primarily driven by timing of revenue recognized for Culinary catering services and Marine Center external events in October
<b>Total Revenue</b>	<b>15,187,448</b>	<b>8,862,699</b>	<b>6,324,749</b>	<b>3,554,343</b>	
<b>Expenses</b>					
Salaries and Wages	6,256,881	4,425,033	1,831,848	1,826,258	Consistent with prior month
Benefits	2,692,229	1,922,747	769,482	768,150	Consistent with prior month
Purchased Services	876,185	667,027	209,158	214,976	Consistent with prior month
Supplies & Materials	768,994	580,782	188,212	252,983	Primarily due to timing of new printer/scanner equipment purchases and higher supplies related expenses in September
Internal Services	3,709	(221)	3,930	(8,809)	Timing of internal events/charges (including opening conference and HR new employee orientation) offset by internal transfer to general fund from the halls auxiliary fund for fitness fee revenue recognized in September
Other Expenses	366,163	259,826	106,337	126,063	Primarily driven by lower permit/licensing fees and financial related fees in October
Institutional Expenses	418,365	283,061	135,304	135,369	Consistent with prior month
Maintenance & Renovation	627,973	526,184	101,789	316,522	Primarily due to timing of IT related expenses in September
Professional Development	109,816	74,032	35,784	35,227	Consistent with prior month
Capital Outlay	78,716	17,383	61,333	9,300	\$4,868 Apple.com (audio tech video production suite), \$14,250 Serra Traverse City Toyota (facilities vehicle), \$24,215 Stein Motors (tech division vehicle), and \$18,000 Blair Custom Coatings (exterior staining on apartments)
<b>Total Expenses</b>	<b>12,199,031</b>	<b>8,755,854</b>	<b>3,443,177</b>	<b>3,676,039</b>	
<b>Transfers</b>	<b>136,709</b>	<b>136,709</b>	<b>-</b>	<b>136,709</b>	Aviation flight hours transfer
<b>Total Expenses &amp; Transfers</b>	<b>12,335,740</b>	<b>8,892,563</b>	<b>3,443,177</b>	<b>3,812,748</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 2,851,708</b>	<b>\$ (29,864)</b>	<b>\$ 2,881,572</b>	<b>\$ (258,405)</b>	



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## **MEMO**

*Administrative Services*

**To:** Dr. Nick Nissley, President

**From:** Troy Kierczynski, VP of Finance and Administration

**Date:** November 14, 2022

**Subject:** Annual Update - Sensitive Information Policy

### **Annual Update**

The Fair and Accurate Credit Transactions Act of 2003, requires colleges to provide an annual update of incidents related to identity theft protection to their Board of Trustees. During the past twelve months, there was one (1) incident of this nature:

- The College received one fraudulent unemployment claim during the year. Human Resourced promptly discovered and denied the claim and reported it as fraud to the UIA

The College continues to review procedures, provide employee training and conduct audits to protect any sensitive information stored on our systems.

### **Background/Scope**

The Fair and Accurate Credit Transactions Act of 2003, an amendment to the Fair Credit Reporting Act, requires colleges to create rules regarding identity theft protection. This amendment, effective November 1, 2008, required educational institutions to implement an identity theft program and policy. NMC, with the assistance of the attorneys, adopted a Sensitive Information Policy [D-504.04] in May 2009.

This policy defines sensitive information, describes the physical security of data when it is printed on paper; describes the electronic security of data when stored and distributed; and places the College in compliance with state and federal law regarding identity theft protection. The policy enables the College to protect existing customers, reduce risk from identity fraud, and minimize potential damage to the College from fraudulent new accounts. The procedures involved in implementing the policy help the College identify risks that signify potentially fraudulent activity, detect risks when they occur, respond to risks to determine if fraudulent activity has occurred, and update the policy and procedures as required.

The College continues to apply the best practices and principles contained within the Sensitive Information Policy.



## ***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:** November 14, 2022

**Subj:** Foundation Update

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### **Fund Raising – Report on FY23 goals**

- The number of gifts received to date this fiscal year 1,518
- FY23 total dollars raised through the NMC Foundation
 

\$668,686	Total received (including Annual Fund, pledges, and <i>documented planned gift intentions</i> ) raised toward goal
+ <u>\$13,221</u>	Gross event revenue
<b>\$681,907</b>	<b>Total raised through new gifts, commitments, &amp; events</b>
	<i>(Goal: \$1,200,000)</i>
+ \$10,000	<i>from previously documented planned gifts</i>

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

- Unrestricted gifts to the Fund for NMC - \$115,394
- Scholarships at NMC - \$260,178
- Programs and capital projects at NMC - \$316,335

### **Foundation Initiatives**

- The strategic planning process for the foundation board is underway and slated for completion December 2022. Finalized mission and vision statements have been presented to the foundation board:
  - o Mission: We mobilize generosity to advance learning for a global community.
  - o Vision: We are leaders in resourcing learning, innovation, and community transformation.
- Year end direct mail and email campaigns are underway this week in the season of thanks and giving.
- Giving Tuesday is Tuesday, November 29, 2022. The Foundation will have an active communications and fundraising campaign around this date. Please consider your year end giving plans and share with others!



***MEMO***  
*Administrative Services*

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**To:** Dr. Nick Nissley, President

**From:** Stephen Siciliano, Planning and Budget Council Chair  
Troy Kierczynski Vice President of Finance and Administration

**Date:** November 10, 2022

**Subject:** NMC Resource Guidelines 2023-2024

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NMC Planning and Budget Council has reviewed the current NMC Resources Guidelines and has recommended approval of the guidelines with no changes from last year.

The NMC Board of Trustees Resource Guidelines final draft for 2023-2024 is attached for your review. The Board will be asked to approve the 2023-2024 guidelines at the November 21, 2022 Board meeting.



## **NMC BOARD OF TRUSTEES 2023-2024 RESOURCE GUIDELINES**

### **1 – Strategic and Financial Planning**

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

### **2 – Tuition and Fees**

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

### **3 – Salaries and Benefits Equity**

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

### **4 – Professional Development**

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

### **5 – Faculty and Staff Composition**

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

### **6 – Technology, Capital Equipment, Maintenance and Renovation**

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

### **7 – Debt Service**

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

## **8 – Financial Reserves**

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

### **A – General Operating Reserve**

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

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

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

### **B – Fund for Transformation**

The Fund for Transformation shall be used to fund strategic growth initiatives, emerging opportunities, or other transformational projects. A fund balance equal to two to five percent of annual operating expenses shall be maintained.

### **C – Plant Fund**

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

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

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



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## ***MEMO***

*Educational Services*

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**To:** Dr. Nick Nissley  
**From:** Stephen Siciliano, Vice President for Educational Services  
**Date:** November 10, 2022  
**Subject:** Water Quality Environmental Technology Degree Approval

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I am requesting that the Board of Trustees approve the proposed Associate of Applied Science degree in Water Quality Environmental Technology. This degree is one of the results of the Great Lakes Water Studies Institute program review that is part of our Strategy 5: Institutional Distinction and Sustainability Plan.

I am attaching Hans Van Sumeren's memorandum that provides a comprehensive rationale for the new degree, the resource requirements, and board action needed.

Thank you for your consideration.



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## ***MEMO***

***Great Lakes Water Studies Institute***

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**To:** Stephen Siciliano, Vice President for Educational Services

**Cc:** Ed Bailey, Director, Marine Center

**From:** Hans VanSumeren, Director, Great Lakes Water Studies Institute

**Date:** November 10, 2022

**Subject:** **Water Quality Environmental Technology Degree Approval**

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This memo provides background information in support of the recommendation to approve a new Associate of Applied Science (AAS) degree in Water Quality Environmental Technology.

### Degree Rationale

This program will focus on training a workforce supporting the direct monitoring and cleanup of waters within the Great Lakes watershed and focusing on the direct impact to the quality of our water resources. The coastal communities around Michigan, the “front door” to the state, represent areas where there exists the greatest potential for economic development. The Environmental Protection Agency estimates that over the next 30 years, more than 200 billion dollars in economic activity will result from the cleanup of approximately 294,000 waste sites across the country. The Water-Quality/Environmental Technician program intends to provide training for a skilled workforce that will be ready to respond to this growing need. The market exists and will be a long-term need.

This degree will offer a pathway for students interested in pursuing careers in environmental remediation, water quality analysis, and environmental monitoring through an Associate of Applied Science (AAS) degree in Water Quality & Environmental Technology. This recommendation follows a thorough Great Lakes Water Studies Institute program review identifying opportunities for growth and follows directly with the new Northwestern Michigan College strategic plan. Currently, there is no school in Michigan that is supporting this type of training. This degree includes multiple competencies and credentials of value across several technical skills.

- Dedicated AAS degree in Water Quality & Environmental Technology, the only program focusing on supporting this increasing workforce need in the State of Michigan.
- Alignment of courses and competencies with industry and business expectations.
- Comprehensive content utilizing multiple NMC academic strengths in surveying, UAS and marine technology.
- Significant workforce opportunity throughout the region and the state at highly competitive wages
- Opportunities for professional training and upskilling of the current workforce through the Marine Center
- Established industry in-kind support of both equipment and professional personnel

#### Resource Requirements

Implementation of this new degree will include existing support of GLWSI staff along with a replacement staff person that will support this degree along with other areas of the GLWSI programming. FY 23 COAT dollars have been allocated toward the purchase of needed equipment as well as philanthropic support from the Huckle Family Foundation which will provide \$100,000 over two years for program requirements.

#### Board of Trustee Action Item:

**Water Quality Environmental Technology Degree Programs** (Pursuant to Policy A-106.00 Education Services)

Recommend approval of an Associate of Applied Science (AAS) degree in Water Quality & Environmental Technology effective Fall 2023.

## Water Quality Environmental Technology Degree Requirements

### Course Requirements

Credits      Contacts

#### English

ENG 111 - Composition	4	4
ENG 220 - Technical Communication	3	3

#### Math

MTH 121 or MTH 131	4 (3)	4 (3)
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#### Science

BIO 110 w/lab or BIO 115 w/lab	4	5 (6)
CHEM 101 w/Lab or CHEM 150 w/Lab	4	5
ENV 111 w/Lab - Physical Geology	4	5

#### Social Science

GEO 115 - Intro to GIS	3	4
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#### Humanities

Group 1 Humanities	3	3
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#### Core Technical Areas

EET 103 - Intro Electronics	3	4
DD 170 - Solid Works/CADD	4	5
UAS 121-UAS Applications in Surveying	3	4
SVR 111 - Field Survey Operations	2	4

#### Required Technical (NEW COURSES)

WSI 106 Intro to Water Quality	3	3
WSI 110 OSHA Hazwoper 40 hr	3	3
WSI 150 Intro to Site assessment & Remediation	3	4
WSI 290 Internship	3	4
WSI 250 Groundwater Monitoring & Aquifer Sampling	4	6

**Electives (3 or 4 credits)**

ENV 103 - Earth Science	4	5
ENV 140 - Watershed Science	4	5
WSI 215 - Marine GIS	3	4
RAM 155 - Microcontroller Programming	3	4
RAM 205-Microcontroller Systems	3	4
WSI 230 - Water Policy and Sustainability	3	3
MTH 122 - Trigonometry	3	4
Total:	60-61	72-74





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## **Board Policy B-102.00**

### **Board-President Relationship**

# **Monitoring Presidential Performance**

Monitoring executive performance is synonymous with monitoring organizational performance against board policies on Ends and on Parameters. Evaluation of presidential performance, formal or informal, shall be derived from these monitoring data.

1. The purpose of monitoring is to determine the degree to which board policies are being fulfilled.
2. A given policy may be monitored in one or more of three ways:
  - a. Internal report: disclosure of compliance information to the board from the president.
  - b. External report: discovery of compliance information by a disinterested, external auditor or third party who is selected by and reports directly to the board. Such reports will assess presidential performance against policies of the board, unless the board has previously indicated that the third party's opinion will be the standard.
  - c. Direct board inspection: discovery of compliance information by a board member, a committee, or the board as a whole. This is a board inspection of documents, activities, or circumstances directed by the board which allows a "reasonable person" test of policy compliance.
3. Upon the choice of the board, any policy may be monitored by any of the above methods at any time. The board may establish a regular schedule and method for monitoring Ends and Parameters policies.

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

Reviewed without revision February 27, 2006

Reviewed with no changes May 22, 2017



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## **Board Policy B-103.00**

### **Board-President Relationship**

# **Communication and Counsel to the Board**

With respect to providing information and counsel to the board, the president shall inform the board regarding matters of importance. Accordingly, the president shall:

1. Inform the board of relevant trends, anticipated adverse media coverage, or material external and internal changes or events.
2. Submit required monitoring data to the board regarding accomplishment of the ends policies and conformance to the means policies in a timely, accurate, and understandable fashion.
3. Obtain for the board adequate internal and external points of view, facts, issues, and options as may be needed to make fully informed board decisions.
4. Provide a mechanism for official board, officer, board committee, and president communications.
5. Report in a timely manner an actual or anticipated noncompliance with any policy of the board.
6. Keep the board informed regarding progress on major strategic initiatives
7. Provide information as requested through the President's Office by any individual board member per Board Policy B-100.00 Delegation to the President.

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 February 27, 2006

Revised May 22, 2017



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## **Board Policy D-100.00**

### **Institutional Effectiveness Criterion: Scholarship**

## **Learning Outcomes**

NMC shall promote the acquisition of knowledge, skills, and attitudes that all students need to function effectively in a changing world through outstanding academic programs recognized for their regional and national level competencies. NMC shall be committed to helping students acquire the ability to communicate effectively, to think critically, and to be aware of diversity in our world. The scholarship criterion shall measure the effectiveness of how well NMC prepares students for success in the workplace related to their chosen field and the extent to which NMC provides credible transfer and articulation programs for those students who choose to continue their education at other colleges and universities. Furthermore, in support of our open access philosophy, NMC shall encourage the academic success of under-prepared college students in their pursuit of basic educational skills and abilities.

The President shall exercise and promote innovative and creative leadership to support scholarship at Northwestern Michigan College. In so doing the President is hereby granted full authority and autonomy by the Board of Trustees to utilize College resources to that end in any manner deemed appropriate, so long as the President exercises prudent judgment, ethical and lawful behavior, and reasonable interpretation of this policy. The President shall:

1. Establish and publish graduation requirements, grading policies, and other academic policies.
2. Provide programs which prepare students for successful transfer and accurately inform students how courses transfer to their universities of choice.
3. Provide programs which have been developed in concert with the requirements of universities and potential employers.
4. Ensure that College instructional practices and programs will maintain the College's accreditation.
5. Effectively utilize available technology to improve student learning and access to learning.
6. Develop and maintain a library collection of sufficient scope and currency to support a high quality community college curriculum and to meet the information needs of NMC's students, faculty and staff.
7. Ensure that every course and program of instruction has clearly articulated learning objectives which support the College's significant learning outcomes.
8. Ensure that the significant learning outcomes which the College has established are clearly articulated for the benefit of faculty, staff, and students.
9. Provide programs which prepare students for successful job placement and provide an appropriate level of career and academic advising regarding the job market and preparation needed for individual careers.

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 July 22, 1996 as D-300.00

Revised and renumbered December 18, 2006

Reviewed with no changes October 23, 2017



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## **Board Policy D-200.00**

### **Institutional Effectiveness Criterion: Enrichment**

## **Enrichment**

NMC shall provide lifelong learning opportunities to regional residents by offering quality educational opportunities for all ages. Programs shall be designed to be flexible, convenient, and responsive to the needs of the community. Moreover, NMC is committed to enriching and broadening the knowledge base and cultural life of the community. It shall do so by offering a wide range of programs and curricula that emphasize continuing education, skill enhancement, professional development, and cultural and personal enrichment. The enrichment criteria shall measure how effectively NMC performs in responding to the community's learning needs in those areas.

The President shall exercise and promote innovative and creative leadership in pursuit of enrichment at Northwestern Michigan College. In so doing the President is hereby granted full authority and autonomy by the Board of Trustees to utilize College resources to that end in any manner deemed appropriate, so long as the President exercises prudent judgment, ethical and lawful behavior, and reasonable interpretation of this policy. The President shall ensure that appropriate academic freedom and artistic freedom of expression are maintained.

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 December 18, 2006

Reviewed with no changes October 23, 2017



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## **Board Policy D-202.00**

### **Institutional Effectiveness Criterion: Enrichment**

## **Public School Academies**

1. The Board of Trustees of Northwestern Michigan College believes that public school academies can serve a useful function in the education of students within its boundaries. In an effort to foster diversity of educational opportunity without sacrificing quality of education or unnecessarily duplicating existing educational opportunity of a like nature, the board may review and accept or reject applications for contractual authorization of public school academies.
2. All approved programs shall have clearly defined educational goals, competent administration and staff to carry out those goals, sufficient financial resources for achieving those goals, and means and methods for ongoing evaluation of the program.
3. A regional public school academy review committee shall be appointed to consider concept and/or application proposals and to recommend approval, modification, amendment, or rejection to the president and board from time to time. The recommendation shall include the proposed length of term of the initial agreement (not to exceed three years, renewable at the discretion of the board), as well as the proposed date of the start of education. The agreement, including monthly financial and operational status reports and annual audit, shall be subject to review by the board.
4. It is further understood that the board shall have the authority to suspend the charter at any time when it is deemed in the best interest of the Northwestern Michigan College or the students enrolled.
5. The review committee shall be advisory only and shall not usurp authority from local agencies authorized to charter one or more academies. The review committee shall afford potential candidates an opportunity to gain insight and information relative to criteria necessary to receive a charter. It shall serve to provide a consistent process and “user-friendly” initial steps to those interested in the establishment of an academy.
6. Special attention shall be paid to and a detailed description shall be included concerning the fiscal arrangement proposed by the applicant. The President is authorized to develop staff policy and procedures necessary for the implementation of this policy.

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).

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