



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

## Meeting Agenda

Monday, December 12, 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. Community Partnerships and Engagement—*Jason Slade, Vice President of Strategic Initiatives*

### III. REPORTS AND PRESENTATIONS

- F. Faculty Report: NMC Magazine and Freedom—*Glenn Wolff, Art Department Head, presenting on behalf of Caroline Schaefer-Hills and Alissia Lingaur, Faculty Advisors to Student Magazine*
- G. NMC Foundation Strategic Plan Update—*Jennifer Hricik, Interim Associate Vice President for Resource Development and Executive Director of Foundation*

### 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

- H. President's Update—*President Nick Nissley*
- I. 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:

- J. Minutes of the November 21, 2022, regular meeting and closed sessions
- K. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- L. Foundation Report—*Jennifer Hricik, Interim Associate Vice President for Resource Development and Executive Director of Foundation*
- M. Presidential Performance and Compensation Committee—*Rachel Johnson, Committee Chair*

### VII. ACTION ITEMS

#### N. Aircraft Purchase (Pursuant to Policy A-106.00 Finance)

Recommend authorization for administration to enter into an aircraft purchase agreement with Textron Aviation, Inc. for the purchase of a new 2024 Cessna Skyhawk 172 at the amount of \$526,560 for delivery by September 30, 2024.

### 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.*

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 (3rd 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:** December 7, 2022  
**Subject:** Strategic Initiatives Update: *December 12, 2022 Board of Trustees Meeting*  
 Topic: *Strategy 4 - Community Partnerships and Engagement*

**Strategy 4 - Community Partnerships and Engagement:** Enhance collaborations that advance community engagement, economic and workforce development, and innovative opportunities for lifelong learning. (*Champion: Jason Slade*)

### *Summary:*

This strategy is on track with 4 of the 4 objectives currently classified as “green.” The objectives are focused on community partnerships, workforce and technical training, Extended Educational Services optimizations, and access to needed 4-year pathways. Year 1 activities focused on inventorying current states, performing gap analyses, implementing training programs, and identifying stakeholders. Year 2 work is being developed to continue momentum and focus on the metrics associated with the objectives. With many of the objectives tied to the Community Awareness and Attitude Survey (CAAS), leading performance indicators were added to objectives 2 and 4 to monitor progress.

### *Highlights and Successes:*

- Objective 1 (Community Partnerships) - Completion of “Community Partnership and Engagement Survey” which sought feedback from over 120 advisory board members, businesses, volunteer organizations, community groups, and other key organizations, on how they engage with the college, how they would like to engage, what they see as missed opportunities, and more. Initial results indicated respondents overwhelming support the college, value their engagement and would like to increase their engagement. Findings have been shared with college personnel and departments. The results are being used to develop year 2 action steps.
- Objective 2 (Workforce) - Under the workforce umbrella, multiple trainings were developed based on industry demand including Heavy Highway Construction in partnership with Team Elmers (cohort begins in January), Survey Technician training (planned for February), Certified Nursing Assistant (CNA) with the assistance of Grand Traverse Pavilions (February), and an accelerated welding course (second class is running now, third planned for spring).

- Partnered with MIWorks! to provide funding for qualifying students and employers including heavy highway construction (14<sup>+</sup>), welding (5), eldercare (4), medical assistants (2), and medical transcription (1).
- Objective 3 (Extended Education Services) - Highlights around Extended Education Services include:
  - Summer completed with a very successful College for Kids program, beating financial projections by \$10,000.
  - Great Lakes Culinary Institute Masterclasses began in spring 2022, three have now been completed, with four more in the near future.
  - The Global Certificate program launched in fall 2022 with over 25 classes and a tie-in to IAF.
  - Coffee Chats, a community-focused livestream series led by local experts/enthusiasts/organizations, has grown by 127% since its launch in 2021 (with about 30 people regularly attending, 8 consecutive Fridays).
  - Community partners, including Discovery Pier, Arts for All, and others are offering programming through EES under a new recently developed partnership model.
  - EES is venturing into custom training opportunities with six new training sessions this past year with businesses and organizations like Novello Imaging, Hemlock Semiconductor, and Pathfinder School, as well as a recent proposal to Sara Lee.
- Objective 4 (Access to 4-year Education) - NMC's Registrar and Advising teams worked with the University Center partners to provide initial support and outreach to students identifying transfer as a goal, streamlining the student's experience.
  - Bi-weekly "Transfer Tuesday" and outreach events have returned to the Innovation Center for all students, with specialized workshops being offered by 4-year institutions.
  - Analysis of transfer program offerings revealed only one perceived educational gap—for secondary teacher education programs—which was shared with UC partners. They are considering its viability.
  - Work continues with nursing programs and 4-year institutions around the ADN-to-BSN program which will provide an advanced educational opportunity and meet the needs of the regional healthcare community.

*Challenges and Opportunities:*

- Opportunity for alignment between Objective 1 (Community Partnerships) and the work of the NMC Foundation as they look to engage donors and the community.
- Extended Education Services (EES) is using their enrollment software package, along with periodic reviews with the Business Office, to monitor financial performance. This work focuses on identifying in-demand offerings, cancellation rates, pricing, and revenue generation for all areas under EES (College for Kids, life enrichment, workforce and professional development, and custom training). This is a shift from past practice.
- Funding for workforce training will need to be the focus as some of the MIWorks! grants will sunset June 2023. Will require NMC resources to enter and upload programs into their system.

Strategy 4 - Community Partnerships and Engagement				
<p><b>Objective 1:</b> Leverage and enhance existing partnerships, and identify new key partnerships, in order to increase NMC’s overall job performance in responding to the “community’s learning needs” by 2.5% (3.87 to 3.97) in Grand Traverse County by 2024 using the Community Attitude and Awareness Survey (CAAS).</p>				
Status of Action Steps	Current Percent Complete	Target*		Notes
Complete - 7 actions On Schedule - 1 action Deferred - 1 action	53%	100 %  *Final Target will be CAAS performance		- Created working definition of partner - Identified key partners and supporters - Developed and launched outreach survey
<p><b>Objective 2:</b> The community believes providing skilled trades instruction is the highest priority for NMC (8.86 CAAS, 2018), but rates NMC’s performance in this area lower (8.21 CAAS, 2018.) NMC will increase performance rating by 8% by Spring 2024.</p>				
Status of Action Steps	Current Percent Complete	Target*	Leading Indicator	Notes
Complete - 5 actions On Schedule - 5 action	50%	100%  *Final Target will be CAAS performance	Workforce Offerings: Baseline: 5 Current (FY): 35 Target (FY): 40	This year’s workforce enrollment (ytd): • 264 students
<p><b>Objective 3:</b> Providing personal enrichment has become more important for the community with scores increasing from 7.11 to 7.80 over the last three CAAS surveys. NMC will align lifelong learning opportunities to the community’s needs resulting in a less than 17% cancellation rate and be net revenue positive by June 30, 2025.</p>				
Status of Action Steps	Baseline (Fall 2020)	Current	Target (Fall 2025)	Notes
Complete - 7 actions On Schedule - 1 action Behind Schedule - 1 action Deferred - 1 action	Baseline (net loss FY21): (-\$485,000)  Baseline (FY19 cancellation): 19.4%	Current: (net loss FY22): (-\$368,000)  (mid-year FY23 check Jan 23)  Current (FY22 cancellation): 17.1%	Target: net revenue positive  Target (cancellation): <17%	This year’s unduplicated enrollment (year to date): • Total EES students: 4350 • Total C4K students: 874  College for Kids \$10,000 above budget Summer 2022  Worked with music department on pricing for music offerings
<p><b>Objective 4:</b> NMC will increase access to four year college programs by improving the "Providing access to other college programs" performance metric by 2.5% (from 8.29 to 8.50) in Grand Traverse County by 2024 as measured by the Community Attitude and Awareness Survey (CAAS).</p>				
Status of Action Steps	Current Percent Complete	Target*	Leading Indicator	Notes
On Schedule - 3 actions	20%	100%	Next Term Transfer Rate	<i>Next semester transfer rate</i> tracks the percentage of NMC

Not Started - 3 actions		*Final Target will be CAAS performance	Current: 11.25% (3 year average)  Goal: 13.25%	students transferring into a four-year program in the following semester.
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**Key**

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

# NMC BOT Faculty Presentation Form

This form will be shared with the BOT before the meeting so they know what you will be presenting and a little bit about you. Thank you for sharing your time and expertise with the BOT so they continue to be informed about the high quality educators and programs we have here at NMC.

Name \*

cschaef@nmc.edu

Your Title \*

Visual Communication Program Coordinator

Presentation Title \*

NMC Magazine and Freedom

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

The Design Staff and Literary Editor will bring the current issue of the student produced NMC Magazine FREEDOM to the board, hot off the presses - and will share the award winning Anxiety issue as well and the journey for students on staff and the creative outlet the Magazine brings to the greater NMC community.

Who are you? Please upload or type a bio here. If you do not have one, just tell The BOT a bit about yourself. This info will be given to them before the meeting. \*

Glenn Wolff, Art Department Head will be presenting with the NMC Magazine Student Staff - Caroline Schaefer-Hills and Alissia Lingaur are the Faculty Advisors

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This form was created inside of Northwestern Michigan College.

Google Forms





## NMC FOUNDATION STRATEGIC PLANNING UPDATE

The NMC Foundation Board kicked off our strategic planning process at the June 2022 board meeting. Through this process the Planning Steering Committee has benefitted from hundreds of community members providing input alongside a very engaged NMC community.

Here are some planning highlights that have influenced our finalized statements following:

- The Planning Steering Committee is comprised of nineteen members representing the foundation board, donors, students, alumni, college leadership, foundation staff, and the board of trustees (Thank you to Kennard Weaver and Laura Oblinger!)
- Over 600 participants responded to the initial survey with the majority of the responses coming from NMC alumni and donors.
- Nearly 30 official meetings have been conducted to date, focus groups, interviews, and targeted surveys. All of which have informed the next step of the planning work and refinement of the proposed statements.
- This planning process has been facilitated with the guidance of CampusWorks which lead the full college through a similar process for NMC Next.

Next steps in the Foundation's planning process:

- The Planning Steering Committee Co-Leaders, Dr. Jayne Mohr and Bill Marsh Jr. will present the final mission, vision, and strategy statements for Foundation Board approval Wednesday, December 14, 2022.
- This approval will guide the design of objectives to meet each strategy and the subsequent action plans for each objective. It is anticipated that finalized objectives will be available to share at the February 22, 2023 Foundation Board meeting.



## PROPOSED NMC FOUNDATION MISSION, VISION, & STRATEGIES

### MISSION

We mobilize generosity to advance learning for a global community.

### VISION

We are leaders in resourcing learning, innovation, and community transformation.

### STRATEGY STATEMENTS

#### **Engaging Donors**

Deliver impact-centered engagement that will drive increased leadership giving, identify future philanthropic and volunteer leaders, and increase alumni connections.

#### **Expanding Partnerships**

Expand and deepen our network of partnerships at NMC and beyond to strengthen donor loyalty, create and support new resource streams, and amplify impact in support of the College's strategic goals.

#### **Resourcing Innovation**

Facilitate and resource new Foundation and College initiatives that advance a culture of philanthropy and innovation.



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**MEMO**  
*Office of the President*

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**To:** NMC Board of Trustees  
**From:** Nick Nissley, President  
**Subject:** December Mid-Month Update  
**Date:** Friday, December 2, 2022

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Dear Board of Trustees,

Since our November Board meeting, and with the early December meeting right around the corner on the 12<sup>th</sup>, the following are key updates:

- 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). NMC received nine (9) proposals by the November 14 due date. We are currently reviewing the proposals and will notify submitters by December 12.

This week we were notified that the Office of Sixty by 30 will administer the Michigan ADN and BSN Completion grant program. Funds must be obligated by December 31, 2024, and expended by the community colleges by September 30, 2026. They are requiring letters of intent (LOI) from each institution that plans to participate (a 3-to-5-page summary of the institution's plan to utilize and meet the intent of this grant funding, as well as the expected impact, including a timeline and preliminary budget). We will be submitting the LOI and selecting our partner within this next month.

- Foundation Strategic Planning Process. The NMC Foundation is continuing to advance its strategic planning process, with vision and mission statement work completed, the Strategic Planning Committee (co-led by Bill Marsh and Jayne Mohr) have articulated three strategic priorities: 1) donor engagement; 2) partnership development; and 3) resourcing innovation. Now, the Foundation staff has turned their attention to objective and action plan development. We are on track for finalization by end of this calendar year. I am proud to say, it has been a process characterized by wide and deep engagement, involving internal and external stakeholders. And, the process and resulting

mission/vision and strategies are closely aligned with the College/in support of the College's strategic plan.

- 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. While the application process has not yet been released, NMC is beginning to consider our delivery of catch-up programming, and preparing to make our application submission upon finalization of the rules.
- Industry Partnering/Support for Enrollment Growth. The Foundation and College are finalizing a gift/plan with an industry partner that would support/pay for a full-time recruiter – to drive enrollment in our surveying and geospatial technologies programs (and, ultimately produce more graduates for the industry partner). The support equals approximately \$225,000 over three years.
- Heavy Construction Training Program: We are preparing to launch an eight-week long Heavy Construction Training Program, set to begin January 16. The program is offered by NMC in partnership with Northwest Michigan Works!, Team Elmer's, and Jobs for Michigan's Graduates. See: [https://www.record-eagle.com/news/business/highway-construction-program-starting/article\\_6f10726c-6b47-11ed-945b-dfd2046837c4.html](https://www.record-eagle.com/news/business/highway-construction-program-starting/article_6f10726c-6b47-11ed-945b-dfd2046837c4.html).
- DEIB Training. President's Council participated in DEIB training with GVSU's Inclusion and Equity Institute, this past week, with a follow up/second session scheduled on December 13.
- Senator Stabenow. I was invited by Senator Stabenow to serve as a panelist on her Military Academy Committee, which meets once a year to interview applicants for nomination to the military service academies. I will be doing this over this weekend.

#### Points of Pride:

- Thanks to the BOT's approval, at last month's meeting, NMC will introduce the state's first ever wet tech degree. This will be the fourth water-related degree and program offered at NMC. This new degree is a result of the strategic plan – and our commitment to grow enrollment. Thanks to the NMC Foundation, the Huckle Family Foundation has committed \$100,000 over two years for equipment and other program support. See: <https://www.9and10news.com/2022/11/30/northwestern-michigan-college-offering-michigans-first-ever-wet-tech-degree/>.

- NMC’s esports teams have reached the playoffs, which began this week. This is the second year of NMC’s esports program, led by Terri Gustafson, Director of Educational Media Technologies. The program currently has one of the biggest memberships out of any social group at NMC, and is the college’s first intercollegiate team in decades.
- NMC dental assistant students welcomed 60 patients from the local community, taking a full mouth set of x-rays—saving each patient around \$200 and the community around \$12,000!
- Michigan College Access Network (MCAN) honored college access champions from across the state last month at its 11th annual conference. The 2022 College Access Impact Awards recognized 13 people and organizations who are making a positive impact on college access and success in Michigan. This year’s conference was themed “Doubling Down on Sixty by 30”, reaffirming MCAN’s commitment to helping Michigan reach 60 percent college attainment by 2030. The College Access Impact Awards honor the individuals and organizations who have made extraordinary efforts to improve postsecondary attainment in Michigan, especially among low-income students, first-generation college-going students and students of color. NMC is proud to share that Erica Whiting, a second-year coach serving at Northwestern Michigan College, was awarded the Ombudsman Award. In her role, Erica supports students who are first-generation and Pell-eligible. Eighty-two percent of Whiting’s students persisted in college from their first year to second year, and they have earned a higher GPA compared to the institutional average.

Upcoming Dates of Note:

- December 12—Regular monthly Board of Trustees meeting
- December 16—NMC Employee Holiday Party
- January 9—*Tentative Legislative Breakfast/Roundtable—Details to follow*
- January 10—January Conference for NMC Employees
- January 20—Traverse Connect Policy Conference and Annual Gala
- January 23—Regular monthly Board of Trustees meeting
- February 23 & 24—Board Retreat—*Details to follow*
- February 27— Regular monthly Board of Trustees meeting



148 E. Front Street, Suite 203  
Traverse City, MI 49685

Phone: (517) 449-6453  
www.northernstrategies360.com

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## MEMO

**To:** Northwestern Michigan College Board of Trustees  
**Cc:** Dr. Nick Nissley, Ed.D.  
**From:** Gabe Schneider, Founder/Principal, Northern Strategies 360  
**Date:** Monday, December 5, 2022  
**Re:** State/Federal Legislative Update

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### State

#### **Lame Duck Legislative Session**

As expected, the lame duck legislative session has thus far proven to be uneventful, especially in terms of NMC priorities. There are only a few days remaining of session and we do not expect that we will see movement on funding or policy bills before the end of the year. Remember all bills will have to be re-introduced next legislative session.

The Legislature is set to be in session Tuesday (12/6) and Wednesday (12/7) before adjourning for the term. Meanwhile House leaders have expressed openness to staying in session for the third week of December if needed.

With the five-day rule for first-chamber bills, the House would have to return in the third week of December to vote on any Senate bill that leaves that chamber on December 6-8. As it stands, neither chamber is expected to be in session on the 8th nor the week of the 12th.

#### **House Committees**

House Speaker-elect Joe Tate (D-Detroit) recently appointed the members of the Committee on Committees, a group tasked with helping to determine which legislative committees will operate during the next legislative term as well as member assignments. The following are the members of the Committee on Committees:

- Rep. Angela Witwer (D-Delta Township) (Chair)
- Rep. Stephanie Young (D-Detroit)
- Rep. Carol Glanville (D-Walker)
- Rep. Cynthia Neeley (D-Flint)
- Rep.-elect Natalie Price of Berkley
- Rep.-elect Will Snyder of Muskegon
- Rep.-elect Mike McFall of Hazel Park.

It was not immediately clear if there would be any changes to committee structure or when committee appointments would be finalized. Typically, the speaker announces committee assignments in mid- to late January.

### Federal

**Earmark process**

Congress is back in session and with only a handful of legislative days left before the expiration of the Continuing Resolution (CR) currently funding the federal government, we expect a flurry of activity between now and the end of the year. At issue is if Congress will attempt to pass full year funding bills (Omnibus) or another short or long term extension of the current years funding levels (Another CR). If an Omnibus is passed there is a potential that it includes some earmarks including our request for \$2.7 million for our geothermal project. However, there is no indication yet on how Congress may approach earmarks in an end of the year deal.

**Other****Legislative Roundtable**

We have begun the planning process for a legislative roundtable on campus with our regional legislative delegation (both state and federal) tentatively scheduled for early January. This will provide us an opportunity to meet with legislators, some of whom are newly representing our region, to update them on the college, let them know what our priorities are for 2023 and gain some understanding about their vision for issues or subjects that they would like to advance in the next legislative session.



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**MEMO**  
*Office of the  
President*

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**To:** Rachel Johnson, Chair, Board of Trustees  
Nick Nissley, President

**From:** Lynne Moritz, Executive Director, President's Office and Board Operations

**Date:** December 7, 2022

**Subject:** Board Retreat Agenda

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Per the decision to hold an offsite, overnight Board retreat, the following details are proposed for consideration by the full Board. The Board Executive Committee will meet in early January to refine the retreat objectives and finalize a more detailed agenda.

- Thursday, February 23, 2022
  - 12-5pm Board/Team Development portion  
Elaine Wood to facilitate  
Lunch provided
  - 5pm Adjourn
  - 5:30pm Dinner
- Friday, February 24, 2022
  - 7:30-8:30am Breakfast/setup
  - 8:30am - 12:00pm Strategic Priorities session  
Discuss enrollment trends, etc.

Location: Lakemore Retreat & Resort



**NORTHWESTERN MICHIGAN COLLEGE  
BOARD OF TRUSTEES  
MINUTES  
Monday, November 21, 2022  
NMC Hagerty Center, Room C**

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

**ROLL CALL**

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

**Trustees absent:** None

**Also present:** President Nick Nissley, Lynne Moritz, Diana Fairbanks, Troy Kierczynski, Mark Liebling, Kyle Morrison, Todd Neibauer, Jennifer Hricik, Stephen Siciliano, Hans VanSumeren, Brandon Everest, Janet Lively, Glenn Wolff, Carol Davis, Taylor Wolf, Joan Sodini, Jason Slade, Marcus Bennett

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

**STRATEGIC FOCUS: Diversity, Equity, and Inclusion**—Jason Slade, Vice President of Strategic Initiatives and Marcus Bennett, Special Assistant to the President for Diversity, Equity and Inclusion presented on the third strategy of NMC Next. Dr. Bennett reviewed the process of developing the current definitions of diversity, equity, and inclusion, which will be key components of the purpose statement. In response to a question, Bennett and Nissley described the development of adding “belonging” to the advisory council title. It was determined the Board Policy Committee should review Policy C-102.00 Values to ensure it complements the definitions developed by the Diversity, Equity, Inclusion and Belonging (DEIB) advisory council.

**REPORTS AND PRESENTATIONS**

**Faculty Report: Embrace the Dream**—Brandon Everest, Sociology Instructor, and Janet Lively, Director of the Center for Instructional Excellence (CIE), provided a history of the Embrace the Dream initiative. For several years, faculty proposed changes to the way in which the college recognizes Martin Luther King, Jr. Day, particularly given the focus on DEIB. Changes were implemented in 2021 and 2022. In 2022, the Voices Project highlighted marginalized voices of various programs and disciplines. Rotating exhibitions will continue and engage Visual Communications students for design development. For January 2023, CIE is changing professional development to explore the power of service and learning by replacing the afternoon professional development with three hours of services throughout the month of January. The process will also include planning and reflection, as faculty engage in the experiential learning process. President Nissley highlighted that the project is connecting multiple areas of the strategic plan through community partnerships, DEIB, and future-focused education.

**PRMC Update**—Associate Vice President of Public Relations, Marketing, and Communications Diana Fairbanks thanked PRMC team members Taylor Guarnaccia Wolf, Marketing Director, and Joan Sodini, Graphics Coordinator, for their work as the team has undergone a redesign over the past few years. With new support, clear direction and a collaborative approach, PRMC is making positive progress toward the college’s shared goals. Fairbanks shared the goals envisioned for the future and how the team is taking a collaborative, multi-departmental approach. In addition to highlighting the campaigns PRMC leads, Fairbanks shared creative examples of current and future marketing campaigns. Lastly, Fairbanks explained the integrative marketing strategies and metrics by which the

department will monitor and measure success. There was a request from the Board to provide current baseline metrics for the programs identified in the strategic enrollment management plan. In response to a question, Vice President of Educational Services Stephen Siciliano discussed the various inputs for discovering new curriculum and program opportunities.

**Campus Master Plan**—Vice President of Facilities and Administration Troy Kierczynski presented the campus master planning framework. In August, the Board requested a proposed process and timeline for a facilities utilization study and update to the campus master plan. Kierczynski confirmed that the objectives and deliverables set forth in this framework meet the Board’s expectations. There was discussion regarding whether a consultant is necessary for the process. The intention is to issue a request for proposals in January and seek authorization from the Board in February.

**ACCT Leadership Congress**—Those trustees who attended the recent ACCT Leadership Congress shared their takeaways from the conference. Trustee Kennard Weaver suggested trustees that attend future conferences take notes and share with fellow trustees because there are so many concurrent sessions to participate in at the Leadership Congress.

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

## UPDATES

**President’s Update**—President Nick Nissley shared the following updates:

- Legislative lame duck session at the state level is likely to be uneventful; no movement is expected on the supplemental budget (support for the aviation project) and there is minimal hope that capital outlay funding may still succeed;
- On December 16 more will be known about federal earmarks for geothermal project funding;
- The college released a Request for Information (RFI) for an ADN to BSN Articulation Agreement (i.e., 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;
- NMC Foundation Strategic Plan—mission and vision have been developed and shared with Foundation Board; draft strategies focus on donor engagement, partnerships, and resourcing innovation; the planning steering committee is now working on objectives.

In closing, President Nissley reviewed a few “Points of Pride” from his monthly written update to the Board.

**Board Chair Update**—Chair Rachel Johnson shared that planning for an offsite, overnight retreat is underway; topics of the retreat will include enrollment and revenue streams, as well as Board development. Johnson noted the December Board meeting is only a few weeks away and recognized the newly elected legislators representing the Grand Traverse region.

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

Minutes of the October 24,, 2022, special, regular meeting and closed  
 Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*  
 Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*  
 PRMC Report—*Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications*  
 Foundation Report—*Jennifer Hricik, Interim Associate Vice President for Resource Development and Executive Director of Foundation*  
 Scholarship and Financial Aid Report—*Linda Berlin, Director of Financial Aid*  
 Audit Committee Report—*Kennard Weaver, Committee Chair*  
 Policy Committee Report—*Chris Bott, Committee Chair*

## **ACTION ITEMS**

**NMC Resource Guidelines**—On a motion by Doug Bishop, seconded by Laura Oblinger, the Board unanimously approved the NMC Resource Guidelines for 2023-2024 as presented. Trustee Chris Bott requested a report on reserve balances be presented at a future meeting.

**Water Quality and Environmental Technology Degree**—Laura Oblinger made a motion, seconded by Ken Warner, to approve an Associate of Applied Science (AAS) degree in Water Quality & Environmental Technology effective Fall 2023. The motion passed unanimously.

**Board Policies**—On a motion by Doug Bishop, seconded by Laura Oblinger, the Board unanimously adopted 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

**Closed Session**—Doug Bishop made a motion, seconded by Laura Oblinger, 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). The motion passed with the following roll call vote: Yes—Chris Bott, Laura Oblinger, Ken Warner, Doug Bishop, Andy Robitshek, Kennard Weaver, Rachel Johnson; No—none; and the Board went into closed session at 7:22 p.m.

**Reconvene Regular Meeting**—Doug Bishop made a motion, seconded by Laura Oblinger, to adjourn the closed session and reconvene the open session. The motion passed with the following roll call vote: Yes—Laura Oblinger, Chris Bott, Doug Bishop, Ken Warner, Andy Robitshek, Kennard Weaver, Ken Warner, Rachel Johnson; No—none; and the Board reconvened in regular open session at 7:43 p.m.

**Closed Session**—Laura Oblinger made a motion, seconded by Ken Warner, that the Board convene in closed session as permitted by Section 8(1)(e) of the Open Meetings Act, MCL 15.268 to discuss specific pending litigation. The motion passed with a 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 7:44 p.m.

**Reconvene Regular Meeting**—Doug Bishop made a motion, seconded by Chris Bott, to adjourn the closed session and reconvene the open session. The motion passed with the following roll call vote: Yes—Chris Bott, Laura Oblinger, Ken Warner, Doug Bishop, Andy Robitshek, Kennard Weaver, Rachel Johnson; No—none; and the Board reconvened in regular open session at 8:09 p.m.

**Closed Session**—Doug Bishop made a motion, seconded by Laura Oblinger, 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 the collective bargaining agreement between the College and the SEIU. The motion passed with a roll call vote: Yes—Andy Robitshek, Doug Bishop, Chris Bott, Kennard Weaver, Ken Warner, Laura Oblinger, Rachel Johnson; No—none; and the Board went into closed session at 8:10 p.m.

**Reconvene Regular Meeting**—Ken Warner made a motion that the closed session adjourn and the open session of the regular meeting be reconvened. Doug Bishop seconded the motion and it passed with a roll call vote: Yes—Kennard Weaver, Ken Warner, Doug Bishop, Andy Robitshek, Laura Oblinger, Chris Bott, and Rachel Johnson; No—none; and the regular open session reconvened at 8:22 p.m.

**SEIU Collective Bargaining Agreement**—Laura Oblinger made a motion, seconded by Ken Warner, to authorize administration to enter into an agreement with Service Employees International Union Local covering three years, beginning January 1, 2023, through December 31, 2025. Chris Bott abstained from voting, and the motion passed with a majority vote.

**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.

- Review of Policy C-102.00 Values
- Report on reserve balances
- Finalizing Board retreat date

**ADJOURNMENT**—The meeting adjourned at 8:24 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 and Technologies  
 Date: December 2, 2022  
 Subject: Enrollment Update – Spring 2023

**Spring 2023**

Overall contact hour enrollment is currently down .4%. While the number of applicants is down 47 the gap has been narrowing and the rate of admits registered is trending higher than last year by 8.8 percentage points. There is also an increase of 1.9 percentage points in the rate of registration among continuing students.

(Source: Digital Dashboard Same Date Comparison SP2020-2023)

	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>
<b>Applicants</b>	1,191	1,258	1,125	1,078
<b>Admits</b>	920	941	829	784
<b>Admits Registered</b>	488	516	353	384
<b>Prior Admits Registered</b>	4	1	7	0
<b>Retained Students</b>	2,086	1,639	1,736	1,689
<b>Return Students</b>	99	115	88	81
<b>Average Contact Hours</b>	11.15	10.96	11.17	11.29
<b>Total Headcount</b>	2,677	2,271	2,184	2,154
<b>Total Contact Hours</b>	29,846	24,896	24,405	24,318
<b>Tuition</b>	5,672,148	4,803,956	4,857,308	5,047,558

There are two orientations left for the Spring 2023 semester.



**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:** December 6, 2022

**Subj:** Foundation Update

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**Fund Raising – Report on FY23 goals**

- The number of gifts received to date this fiscal year 1,821 which is on par with the number of gifts received this time last year.
- FY23 total dollars raised through the NMC Foundation
  - \$880,108 Total received (including Annual Fund, pledges, and *documented planned gift intentions*) raised toward goal
  - + \$13,221 Gross event revenue
  - \$893,329 Total raised through new gifts, commitments, & events**  
(Goal: \$1,200,000)
  - + \$10,000 from previously documented planned gifts

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

- Unrestricted gifts to the Fund for NMC - \$124,489
- Scholarships at NMC - \$357,025
- Programs and capital projects at NMC - \$421,815

**Foundation Initiatives**

- Finalized mission, vision, and strategy statements have been presented to the foundation board for official approval on Wednesday, December 14, 2022. Next steps underway are the drafting of objectives for each strategy and their action plan to meet each objective.
- Year end direct mail and email campaigns are underway.
- Giving Tuesday in November was an incredible success! Our community of donors raised nearly \$45,000 through this one-day experience: \$15,456 was raised to help students facing emergencies, \$29,338 was raised for desperately-needed repairs and upgrades to our Thomas A. Rutkowski Discovery Gallery, and to support all the work of the museum.

Northwestern Michigan College  
Board of Trustees  
**Presidential Performance & Compensation Committee Minutes**  
December 7, 2022  
President's Office Conference Room  
Tanis Building  
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Rachel Johnson called the meeting to order at 4:03 p.m.

Members Present: Rachel Johnson, Laura Oblinger  
Members via phone: Doug Bishop  
Others Present: Nick Nissley, Lynne Moritz

### **2023 Presidential Goals**

Committee Chair Rachel Johnson reviewed the priorities identified for President Nissley as a result of the 2022 evaluation process. President Nissley discussed how the eight areas of focus fall into two categories: the “what” and the “how.” Nissley has been sharing these four areas of focus with departments throughout the college, summarized by the following topics: campus master plan; Foundation’s strategic planning, governance review, and executive director search; increasing enrollment; and revenue diversification. Trustee Laura Oblinger suggested adding President Nissley’s engagement with the business community to the areas of strength.

### **Review 2022 Evaluation Process and Proposed 2023 Process**

In reviewing the proposed timeline for 2023, there was consideration regarding whether a consultant will be utilized in future years, and therefore, whether the trustee phone interviews or stakeholder surveys will be continued in the process. While there will be further discussion at the February Board retreat, consultation services will not be pursued at this time. The committee did agree to add a mid-year review session at the June Board meeting which would include discussion only, no online or phone surveys.

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

The meeting was adjourned at 4:23 p.m.

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

To: Presidential Performance and Compensation Committee

From: Rachel Johnson, PPC Chair

Date: 11/11/22

Re: 2023 Goals

The Board of Trustees completed President Nissley's annual performance review in October. The following 2023 goals are designed to capture the priorities identified in that review process.

**President Nissley goals for 2023:**

Areas of strength to build on:

1. Continue to lead by walking around and invest time in improving morale at the College.
2. Continue to keep the focus on our students and engaging with them.
3. Continue to serve as Chief Storyteller, promoting the NMC story within the College and community.
4. Continue to present a balanced budget and oversee a stakeholder-driven budgeting process that is aligned with strategic priorities.
5. Continue to invest time in advocacy with local leaders, elected officials, and the business community.
6. Continue to identify opportunities for innovation in college programming and certification offerings.

Areas of focus for 2023:

1. Oversee comprehensive facilities utilization and land use analysis that results in a new campus master plan.
2. Engage in board meetings outside of president's update; have a more direct role in explaining and, when necessary, defending staff decisions.
3. Represent the interests of the College in the Foundation's strategic planning, governance review, and executive director search. Bring forward solutions that strengthen the relationship between the College and Foundation and maintain alignment with the College's strategic priorities.
4. Help College develop response to current and predicted continuing declining enrollment.
5. Take a more active role in operations and college finances, including building a case for revenue diversification opportunities.
6. Proactively address conflict and challenging issues.
7. Take a more active role in the implementation and execution of college initiatives, including strategic plan.
8. Communicate with board in advance of decisions and issues that require their buy-in to be successful.

**Board goals for 2023:**

1. Plan comprehensive board retreat that strengthens relationships between board members and creates alignment behind shared goals and expectations.
2. Work with executive committee to develop better board reporting and board agendas to keep the board's focus on strategic issues befitting a policy board governance model.
3. Develop plan for mid-year presidential review and EOY review for 2023.





Northwestern  
Michigan  
College

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

**From:** Alex Bloye, Director of Aviation  
Stephen N. Siciliano, Ph.D., Vice President for Educational Services  
Troy Kierczynski, VP of Finance & Administration

**Date:** November 14, 2022

**Subject:** New Aircraft Purchase Agreement

### **Recommendation**

Authorize the administration to enter into an aircraft purchase agreement with Textron Aviation, Inc. for the purchase of a new 2024 Cessna Skyhawk 172 at the amount of \$526,560 for delivery by September 30, 2024. We note this request is independent of the authorization granted by Board of Trustees in April 2022 for administration to purchase a *used* aircraft not to exceed \$450,000, which remains unfulfilled due to the market conditions described below.

### **Background and Justification**

Strategy 5, Objective 1 of the Strategic Plan calls for the addition of four (4) training aircraft to Aviation Division's current fleet of ten (10). Our hangar at present size can accommodate two (2) additional trainers.

In April 2022, the Board authorized purchase of one (1) used training aircraft not to exceed \$450,000 which remains unfulfilled. In that request, we noted a spike in global demand for training aircraft and the expectation it could take months to find a viable aircraft. For the last 7 months, Aviation has exhausted all possible avenues searching for an aircraft that fits our fleet (Cessna Skyhawks 2012 or newer). This summer, we successfully bid on a used aircraft only to discover corrosion issues during pre-buy inspection that forced us to retract our bid. Despite the setback, we've continued engaging brokers, alumni, our advisory committee, and several other institutions within our network. As the used market remains volatile, we will continue our search for the right opportunity.

This request for a new plane helps bring certainty that the Aviation Division will meet its Strategic Plan target of acquiring two (2) training planes prior to the hangar expansion. The aircraft will generate return immediately, as student demand for flight time is at an all-time high. But unfortunately due to unprecedented demand for training planes, production is now backlogged through Q2 2024 and we expect it will keep moving further out. High demand is driving up the price of used aircraft to nearly the price of new.

This purchase requires a contract with an up-front, non-refundable deposit of \$60,000 to secure our position in line. The Skyhawk will be manufactured in Wichita, Kansas, and delivered to Independence, Kansas for inspection by NMC and transfer of ownership. The vendor is deemed "sole source" due to the program's investment in curriculum and training designed for Skyhawks.

### **Funding Source**

Purchase will be funded from the Aviation Capital Reserve Account which holds a balance of \$1,166,140.