Meeting Agenda
Monday, February 27, 2023
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. Mission & Values in Action—Gala to Give
   F. Strategic Initiatives Update—Jason Slade, Vice President of Strategic Initiatives

III. REPORTS AND PRESENTATIONS
   G. Program Focus: Extended Education Services Global Certificate—Laura Matchett, Director
   H. Faculty Report: Math Department Corequisite Model—Tony Jenkins, Math Instructor

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 (3) three minutes in length per speaker. The Board will take public
    remarks into consideration, but will not comment at time of input.

V. UPDATES
   I. President’s Update—President Nick Nissley
   J. Board Chair Update—Laura Oblinger, Chair
   K. Trends in Higher Education—Laura Oblinger, Chair
VI. CONSENT ITEMS (Pursuant to Policy A-105.00 Consent Agenda Items)

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

Recommend that the following items be approved:

L. Minutes of the January 23, 2023, regular meeting
M. Minutes of the February 23-24, 2023, retreat
N. Enrollment Report—Todd Neibauer, Vice President for Student Services and Technologies
O. Financial Report—Troy Kierczynski, Vice President of Finance and Administration
P. PRMC—Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications
Q. Foundation Report—Jennifer Hricik, Interim Associate Vice President for Resource Development and Executive Director of Foundation
R. Higher Learning Commission Accreditation Update—Stephen Siciliano, Vice President for Educational Services and Joy Goodchild, Executive Director, Office of Research, Planning, and Effectiveness

VII. ACTION ITEMS

S. Adjustment to Prior Authorization for Aircraft Purchase (Pursuant to Policy A-106.00 Finance)

Recommend authorization for administration increase the purchase limit of a prior authorization granted by Board of Trustees in April 2022 for the purchase of a used aircraft from $450,000 to $550,000.

T. New Jobs Training Program (Pursuant to Policy A-106.00 Finance)

Recommend authorization for administration to enter into training agreements under the Michigan New Jobs Training Program (MNJTP) for the following companies:

- Cultured Ferments Company (new)
- Food For Thought (new)
- Hayes Manufacturing (amendment)
- Strata Design (amendment)

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.

March 20, 2023—NMC Hagerty Center, Great Lakes Campus, Room C (3rd Monday)
April 24, 2023—NMC Hagerty Center, Great Lakes Campus, Room C

Posted Friday, February 24, 2023, 1:00 p.m.
To: Dr. Nick Nissley, President
From: Jason Slade, Vice President of Strategic Initiatives
Date: February 13, 2023
Subject: Strategic Initiatives Update: February 27, 2023 Board of Trustees Meeting
Topic: Summary of Strategic Plan and Next Steps

The February Board of Trustees Meeting provides the opportunity to summarize the progress of NMC’s Strategic Plan to date and provide next steps for the upcoming academic year.

Brief Status Update for Each Strategy:

**Strategy 1: Future-Focused Education** (Champion: Stephen Siciliano)
Enhance offerings through flexible academic pathways, innovative instructional delivery models, and relevant, hands-on educational experiences to empower global learners for the future.
*Status*: 5 objectives are in progress and on track

**Strategy 2: Student Engagement and Success** (Champion: Todd Neibauer)
Develop and deliver comprehensive support services, robust engagement opportunities, and a vibrant collegiate experience to foster learner success, goal completion, and employability.
*Status*: 3 objectives are in progress and on track; 1 objective is in progress, minimally behind schedule; 1 objective is behind schedule due to an unstaffed success coach position

**Strategy 3: Diversity, Equity, and Inclusion** (Champion: Marcus Bennett)
Cultivate an inclusive environment that fosters a sense of belonging and delivers equitable opportunities so all are able to thrive and succeed.
*Status*: 4 objectives are in progress and on track; 1 objective is complete

**Strategy 4: Community Partnerships and Engagement** (Champion: Jason Slade)
Enhance collaborations that advance community engagement, economic and workforce development, and innovative opportunities for lifelong learning.
*Status*: 4 objectives are in progress and on track. This strategy will have some alignment with the NMC Foundation’s Strategic Plan. We will work through the integration over the next few months as the Foundation finalizes their actions.

**Strategy 5 - Institutional Distinction and Sustainability** (Champion: Troy Kierczynski)
Leverage distinctive programs that strengthen institutional sustainability and expand global connections for our learners and communities.
*Status*: 4 objectives are in progress and on track; 3 objectives are in progress, minimally behind schedule

**Year 1:**
The current phase of the Strategic Plan is scheduled to be completed by June 30, 2023, aligning with the end of the fiscal year. At this time, action steps will be carried over to the next year, revised, or discontinued. This work is done by the Strategy champions and the objective leads based on progress being made in a
particular objective. Metrics were added in September 2022 and updated, where appropriate, in February 2023. These will be reported out with each monthly update.

Year 2:
The development of Year 2 action steps began in November 2022 with preparation of a rough draft of action steps to support the current objectives. Champions provided feedback in January 2023 and actions will continue to be refined based on Year 1 progress, end of the fiscal year financial reviews, and budgeting. Year 2 will cover actions from July 1, 2023 through June 30, 2024.

This year, more integration has occurred between the college’s A3s and budget processes. A3 documents are implemented at the department level and provide actions and goals for the upcoming fiscal year. Strategic Plan actions were cascaded down to the departmental A3 level, emphasizing the plan implementation. Employee goals are then aligned to the A3, creating a connection to the Strategic Plan. As part of this process, budget needs are highlighted for Year 2 actions. These will be finalized as the FY24 budget is determined. While the identification of Year 2 actions appears early, it is necessary to align with the college’s other processes and procedures, allowing integration of the Strategic Plan into day-to-day operations.

In addition, metrics and performance indicators will be reviewed for each objective. The Office of Research and Planning Effectiveness (ORPE) will provide data and calculations where applicable. These will be reported out, where appropriate, with each monthly strategy update.

Timing:
Board of Trustees updates will occur on the following schedule:
- Strategy 1 - Future-Focused Education - March 2023
- Strategy 2 - Student Engagement and Success - April 2023
- Strategy 3 - Diversity, Equity, and Inclusion - May 2023
- Strategy 4 - Community Partnerships and Engagement - June 2023
- Strategy 5 - Institutional Distinction and Sustainability - July 2023
- Strategic Plan Summary/Plan-Do-Check-Adjust/Next Steps - August 2023

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

1. Continue to add programs identified in the Strategic Plan to upcoming agendas
2. Key Performance Indicators will be added where appropriate.
3. Continued alignment of “plans within a plan” to the overarching college-wide Strategic Plan.
4. Identify connections to the NMC Foundation’s Strategic Plan as it is developed.

Additional feedback is always appreciated.
Global Certificate Program

Extended Education

Dr. Christa Abdul-Karim, Program Manager
Laura Matchett, Director

About Me

Background
Education
The Program

Become a global citizen within your local community!
The Global Certificate program will allow you to take fascinating classes on topics such as diversity, global issues, local issues, culture, religion, history, and politics.

Requirements

6 global courses
1 required diversity course
2 Dennos Museum visits
2 Coffee Chats
2 International Affairs Forum programs
2 Field trips
Welcome Package

- 2 tickets to the Dennos Museum
- A one year virtual membership to the IAF
- Participation in the NMC Global Literature Reading Group, with two books included
- Plus more surprises along the way!

Classes

- Many classes on topics such as diversity, global issues, local issues, culture, religion, history, and politics
  - Culture Bites
    - Ukraine: What Does Putin Want
    - Introduction to Islam
Future Plans

- More Classes
- Expanded Partners
- International Experiences

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Join wine expert Brian Lillie and travel expert Christa Abdul-Karim for an extraordinary Italian food and wine experience in November 2023!

FREE INFORMATION SESSION
MARCH 6 2023
REGISTER HERE

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NEW Global Certificate Program

BECOME A GLOBAL CITIZEN IN YOUR OWN COMMUNITY

ENROLL AT NMC.EDU/GLOBAL-CERT
Michigan Reconnect Program and Math

- Provides free tuition at in-district community colleges to earn an associates degree or skill certificate for those 25 and older
- Governor Whitmer has urged lawmakers to lower the minimum age for this program from 25 to 21
The Timeline of Michigan Reconnect

• Community Colleges were told in December 2020 and January 2021 to formulate a plan to accelerate students through college level math
• Initially, several potential models were under consideration including the corequisite model, a compression model, and modularization
• The goal was to enroll at least 70% of the reconnect students in college level math and English with their first two college semesters
• If February of 2021 the request was modified. The guiding principle was that the corequisite model that allows students to complete college-level math in their first semester the vest option for the large majority of student. This would apply to all students, not just those in the reconnect program.
• Changes were to be implemented by January of 2022

Impact on the Math Department

• The math department had to quickly plan a transition to the corequisite model
• Traditional Developmental Math courses were retired
• A new entry level course called MTH 100 was developed for our lowest placing students
• Corequisite courses for all three college level math pathways were developed very quickly and sent through Curriculum Committee
• New placement guidelines had to be developed immediately
Where are we now?

- Corequisites courses were implemented in January of 2022 in all courses affected except College Algebra. The corequisite course for College Algebra was offered in Fall 2022.
- The department is monitoring the success of the courses and will adjust as needed.
- Our hope is that the percentage of students placing in corequisite courses who complete a college level math course is significantly higher than the percentage of students who tested into developmental math and completed college level math under the old model.

What does a Corequisite Course Look Like?

- The corequisite portion of classes generally involves group work
- Individual days may consist of:
  - Work on prerequisite topics
  - Extra work on difficult topics in the parent class
  - Mindset activities
1. Have you ever felt pressured to be quick at math? Explain.
2. What strategies have you previously used for learning mathematics? Which have you not used?

Responses:

1.) Yes, I constantly feel pressured to be quick at math in my math classes and every time I am in that situation I feel an immense amount of stress. My school favors students that are quick to answer and that excel in stressful situations. I am not one of those students, which is why I enjoy doing worksheets and small group work.

2.) Two strategies I have used are teamwork and drawing it out. I enjoy both of those strategies. I have never used the strategy where you start with a smaller case or the one where you look for different resources. I think that drawing it out and teamwork will apply to statistics the most. Drawing it out is important so you can see the whole picture the data creates and understand it better. Teamwork is also important because everyone has a different point of view, so different people might interpret data differently and talking about those ideas can broaden your knowledge and understanding of the data in question.

1. Yes, mostly in elementary school. When we were focused on multiplication, our teacher had flash cards and we would play a game where we went around the room and tried to answer as fast as possible. I remember doing this a lot! And we may have done it in earlier grades with addition and subtraction. For those years I had many multiplication problems memorized. However, I don’t think I ever got the hang of understanding multiplication, especially with larger numbers where you can take multiple approaches to find the answer.

2. Drawing and visualizing the problem, flashcards, asking for help, practicing, and working with others. I think the most helpful thing to learn math is applying it to real world situations. Math is sometimes necessary for woodworking and other building projects. When I was applying for grants, I needed algebra to help figure out average daily costs for pet care.

I think the most helpful strategy for statistics will be visualizing, since there are so many graphs involved in understanding data. I think working with other people will be helpful too since statistics seems to draw from many areas of math and everyone has their own area of expertise and understanding.

Today was the last day of the support course. What was your biggest take away from this course? Why did you select that?

I liked this class not only to ask questions but to actually get hands on help for the questions. This also gives extra time to help better explain things so students can also get more practice. I really think this class is worth it because if students don’t have a chance to ask questions in class, they will have extra time. The only thing I would do differently is make sure that students know that this class is an option. I didn’t know this class existed until someone else in the class told me about it. I would put it in maybe in moodle so when the students get registered to the MTH 131, they know that there is a support class for the class if they need extra time or are struggling. I do think that before the final you should have the class gather one more time and just go over things most students might not get or so they have time to answer questions.

My biggest take away from this course was the journaling. I think that I was able to think about why I am in the course, how I can improve my study habits, how I can improve my mindset, and in return, how I can do better in the classroom. I selected this because at times, schoolwork can feel uncontrollable and stressful. However, it is important for me to understand that it is manageable, as long as I maintain a healthy mindset.

My biggest take away was the importance of talking to other people about problems positively effects my ability to work hard and gain more understanding in school. I think this can not only help me succeed in this math class, but can also be applied to other areas in my life. Talking to other people opens me up to different ways of thinking and solutions that I would not come to on my own. Without reaching out for help and other opinions, it is easy to get stuck on the hamster wheel of the mind for a long time, without even realizing there is a way off.
Impact on Enrollment

- The math department will monitor the change in enrollment when compared to the traditional model.
- It’s hard to separate the change in enrollment, though, from college-wide trends.
- The data that the department will most closely monitor is the percent of students who complete a college-level math course.

Any questions?
Dear Board of Trustees,

Since our January Board meeting the following are key updates:

- **Associate Degree in Nursing (ADN) to Bachelor of Science in Nursing (BSN) Completion Program.** Last week, we formally announced our partnership with Davenport University to launch a first-of-its-kind BSN program, which will give NMC nursing students a structured pathway to earn a BSN, right here in Traverse City. Students will be enrolled for two years at NMC and complete their degree with a third year also spent locally, but as Davenport students. It gives nursing students a faster, less expensive path to a BSN than what has previously existed in northern Michigan. And, it's a new tool to support replenishing northern Michigan's healthcare talent pipeline. While technically NMC is not awarding the BSN; however, NMC is offering the BSN degree on our campus. NMC once again showed our responsiveness to community needs, being among the first of Michigan’s 28 community colleges to roll out a BSN program under the 2022 legislation. As trustees you can be especially proud of the program quality, also. NMC has the largest nursing associate degree (ADN) program north of Grand Rapids. In the last two years, NMC has graduated 91 ADN students; 64 of whom are employed at Munson. NMC graduates also have a high success rate on the registered nursing licensure exam, the NCLEX. In 2022, 95 percent of NMC’s associate degree graduates passed it on the first attempt, exceeding both Michigan and national averages.

- **State Budget.** On February 8th the Governor unveiled her FY24 Community College Budget Executive Recommendation. Key provisions include:
  - 4% operations increase, allocated through the existing performance funding formula
  - creation of the Infrastructure, Technology, Equipment and Maintenance Fund-which would allocate funds to colleges based on enrollment
- creation of the Student Wellness Fund, also distributed based on enrollment; $16.2 million of the total amount would go to assist community colleges with evaluating, identifying, and addressing student wellness needs on campus
- the Governor is also proposing to lower the Michigan Reconnect age to 21 temporarily, and would fund that in a FY23 supplemental
- Michigan Achievement Scholarship: $350 million total - a $100 million increase
- tuition restraint: 4.5%

- **Capital Outlay.** The Governor released the scoring of the FY24 Capital Outlay requests. NMC’s Integrated Student Services Hub - Osterlin Renovation Project ($6,500,000 total project cost, $3,250,000 state funding) received a score of 136.4 placing it 6th out of 21 projects reviewed and scored. The previous ranking for this project last fiscal year was also 6th.

- **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 in in-person learning due to the Covid-19 pandemic (i.e., a summer bridge program). NMC has submitted our application for grant funding. The free program is designed to help students prepare for their first college courses and will focus on: Math, Reading and Writing Skills, as well as College Preparedness. The program will last 5 weeks, with classes held 4 days per week. Public Relations, Marketing, and Communications is leading the marketing campaign for this program.

- **MCCA Legislative Goals.** MCCA recently sent member colleges a survey to begin shaping MCCA’s agenda around legislative advocacy – seeking input on what our/MCCA legislative agenda should include. This data will be used to shape a discussion with the MCCA Legislative Committee. The Committee will come back to the colleges one more time for further input before finalizing the agenda.

- **MCCA Student Success Committee.** At the MCCA Board of Directors meeting on January 6, 2023, Dr. Beverly Walker-Griffea, President of Mott Community College and Chair of the MCCA Board of Directors announced her intention to create a Student Success Committee. Chair Walker-Griffea's action reflects the Association’s renewed commitment to student success as expressed in the new mission statement and builds on the leadership of the Association in supporting student success efforts in Michigan. I have been invited to serve on the inaugural Student Success Committee. Our initial charge is to:
  1. establish the strategic direction and priorities of the Association related to student success that aligns with the MCCA strategic plan
  2. provide input and guidance to the MCCA on student success priorities of member colleges
  3. promote student success initiatives and engagement among member colleges
  4. make recommendations to the MCCA Executive Committee on matters of student success

The committee will meet quarterly as convened by the Student Success Committee Chairperson and the Vice President of the MCCA.
• **New Enrollment Data Confirms Significant College Access Concerns.** The Center for Education Performance and Information latest data on College Enrollment by High School shows that Community Colleges should be concerned about three notable demographic data points:
  - only 52.8% of students who graduated in 2021-22 attended college within 6 months of graduation
  - this is down 10% from 62.5% just five years ago in 2017-18
  - under 16,000 students attended community college, among the more than 100,000 high school graduates

• **Open Meetings Act Discussions.** Last week, Michigan’s Attorney General Dana Nessel testified before legislative committees in the House and Senate and urged changes to the Open Meetings Act to ensure greater government transparency. Citing temporary adjustments made to open meetings during the pandemic, Ms. Nessel suggested the committees look at remote participation for board members or for the public, posting agendas on a website, requiring a meeting body’s agenda to be posted at least 48 hours in advance of the meeting or forbidding the amending of an agenda in the middle of a meeting. No legislation amending the Open Meetings Act has been introduced so far this session. While remote participation and prohibiting amendment of agendas would be new requirements, the President’s Office does already post meeting agendas on the public website at least 48 hours in advance of the meeting.

• **“Gala to Give”.** Hosted by the NMC Student Success Ambassadors, the “Gala to Give” was a networking and fundraising event to connect students with alumni, local businesses, and the greater Traverse City community. Held at the Hagerty Center, the Gala was a night of celebrating NMC’s connections with the community while benefiting the NMC College for Kids Scholarship Fund, so that all kids may have the opportunity to experience these great programs. Wow, the first ever “Gala to Give” was a huge success! Our students raised over $5,000 for NMC College for Kids scholarships! The event featured music by NMC’s Audio Technology program/students, as well as desserts by our Great Lakes Culinary Institute students.

• **Foundation Planning.** In December, you reviewed the Foundation’s vision, mission, and strategies. And, now, the Foundation staff are finalizing objectives and action plans. Additionally, the Development Committee, under the leadership of Pat Warner (with Board of Trustee representation through Kennard Weaver) is continuing its work. The Committee is seeking to ensure that the Foundation’s governance structure – e.g., bylaws, MOU – will be robust enough to support the Foundation’s strategic plan implementation and future growth. What’s emerging from the rich conversations is a commitment to greater collaboration between the Foundation and College. The Committee will be sharing its work with the Board of Trustees later this spring.

• **Student Success.** Our NMC Motorsports Club brought home 3rd place from the 2023 Michigan Technological University Blizzard Baja last week. NMC was the only community college entered in the race, competing against four-year university engineering programs. The NMC team was made up of students from different areas of
study such as auto tech, welding, engineering, and business. A special thanks to Bill Marsh Auto for sponsoring their trailer.

- **Upcoming Dates of Note**
  - February 23 & 24—Board Retreat
  - February 27—Regular monthly Board of Trustees meeting
  - March 20—Regular monthly Board of Trustees meeting
  - April 15—Memorial Service for Ross Childs, NMC Hagerty Center
  - April 24—Regular monthly Board of Trustees meeting
MEMO

To: Northwestern Michigan College Board of Trustees
Cc: Dr. Nick Nissley, Ed.D.
From: Gabe Schneider, Founder/Principal, Northern Strategies 360
Date: Thursday, February 9, 2023
Re: State/Federal Legislative Update

State

FY24 State Budget
On Wednesday, February 8th, Governor Whitmer presented her FY24 Executive Budget Recommendation to the Legislature. This presentation officially kicks off what is expected to be a busy next several months with legislative leadership expressing intent to wrap up the budget before July 1st.

In addition to the Governor’s recommendation for FY24 funding levels, the Governor also proposed a FY23 supplemental appropriations bill, which the Legislature will most likely prior to passing the FY24 budget.

The following is a breakdown of key provisions from both the FY23 Supplemental Funding Recommendation as well as the FY24 Executive Budget Recommendation

FY23 Supplemental Funding Recommendation (Timeline for passage- now-March)

- $140 million to temporarily expand the Michigan Reconnect program to ages 21+ through 2026
- $58.7 million to create the Infrastructure, Technology, Equipment and Maintenance (ITEM) program allocated to community colleges based on enrollment data
  - One time funding to assist colleges improve facilities, infrastructure, and technology, addressing deferred maintenance across campuses and extending the lifespan of public spaces.
- $16.1 million for a Student Wellness Fund allocated to community colleges based on enrollment data.
  - To assist colleges with evaluating, identifying, and addressing student wellness needs on campus.

FY24 Executive Budget Recommendation (Timeline for passage- Now-June)

- 4% ($13.6 million) increase in community college operations funding using the existing performance funding formula
  - For NMC, this would equate to an increase of $373,200
- $136 million in MPSERS funding statewide
- $65.2 million for continued Michigan Reconnect Funding
$55 million for new student success programs that promote student degree and credential completion. in the Sixty by 30 Office within the Department of Labor and Economic Opportunity budget.

- $30 million would be for Student Basic Needs and Wraparound Services fund
  - Eligible services: Emergency housing solutions, childcare, on-campus food pantries, emergency grants, mental health services, and to resolve institutional barriers that are preventing re-enrollment.
- $25 million for a College Success Fund
  - To provide competitive grants to public institutions of higher education and tribal colleges to adopt national best practices in strategies shown to improve retention and completion rates.

$350 million for the Michigan Achievement Scholarship, a $100 million increase

- $50 million ongoing, $50 million one-time deposit
- Boilerplate changes allow Treasury to use existing scholarship funding for outreach and communications.

Boilerplate

- Language that reorganizes and streamlines annual reporting requirements for community colleges, removing duplicative reporting where possible, while maintaining high standards for transparency and evidence-driven decision making. These changes will reduce the time and effort needed to comply with reporting requirements.
- 4.5% tuition restraint language

**FY24 Capital Outlay**
The Governor also released the scoring of the FY24 Capital Outlay requests. NMC’s Integrated Student Services Hub- Renovation Project ($6,500,000 total project cost, $3,250,000 state funding) received a score of 136.4 placing it 6th out of 21 projects reviewed and scored. The previous ranking for this project last fiscal year was also 6th.

**Supplemental, Budget and Capital Outlay Next Steps**
We will continue our advocacy efforts on multiple fronts over the next few months including:

- Weighing in with lawmakers on our priorities for the FY23 Supplemental (with letters and meetings)
- Weighing in with lawmakers on our priorities for the FY24 Budget (with letters and meetings)
- Advocating for inclusion of our Aviation Hanger and Fleet Expansion in either a supplemental or annual budget bill (with meetings and coordination on strategy with Kelley Cawthorne)
- Advocating for the passage of a capital outlay bill this legislative session

It is important to remember that several of our Northern Michigan lawmakers now serve on important funding committees including:
- Senate Appropriations Subcommittee on Universities and Community College
  - Sen. John Damoose

- Joint Capital Outlay Committee
  - Sen. John Damoose (Minority Vice Chair)
  - Sen. Jon Bumstead

- House Appropriations Committee
  - Rep. Ken Borton
  - Rep. Cam Cavitt

**Federal**

With a new Congress having begun, there are new committee assignments to be aware of.

- Senator Peters has been named to the Senate Appropriations Committee
- Congressman Moolenaar continues to serve on the House Appropriations Labor-HHS-Education Subcommittee
In an effort to keep our focus on the mission of the College and to keep its Trustees’ wisdom at the heart of what we do, I would like to hear from you each month on a current higher education topic. Each month we will spend time on a recent trend update and take 10 minutes at each Board meeting to hear your thoughts and reflection. It is important to note, that this is not a time for questions to staff or engagement of staff, this is your time as a Trustee to bring your wisdom and thoughts to the table, for our capable staff to listen and benefit from the value of your reflection.

The Michigan Community College Association recently shared enrollment data in their Weekly Board Update and Inside Story newsletters (see below). What strikes you about this information?

**CENTER FOR STUDENT SUCCESS**

**New Enrollment Data Confirms Significant College Access Concerns:** The Center for Education Performance and Information updated the latest data on College Enrollment by High School. Community Colleges should be concerned about three notable data points.

1. **52.8%** of students who graduated in 2021-22 attended college within 6 months of graduation.

2. This is down 10% from **62.5%** just five years ago in 2017-18.

3. Under **16,000** students attended community college among the more than 100,000 high school graduates.
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, Kenneth E. Warner, Andrew K. Robitshek
Trustees absent: Douglas S. Bishop
Also present: President Nick Nissley, Lynne Moritz, Diana Fairbanks, Kyle Morrison, Todd Neibauer, Jennifer Hricik, Stephen Siciliano, Dan Gentry, Jason Slade, Marcus Bennett, Ann Rogers, Nancy Schulte

OATH OF OFFICE—The Oath of Office was recited by re-elected trustee Chris M. Bott for a term expiring on December 31, 2028.

OATH OF OFFICE—The Oath of Office was recited by re-elected trustee Andrew K. Robitshek for a term expiring on December 31, 2028.

REVIEW OF AGENDA—The agenda was accepted as presented.

ANNUAL MEETING BUSINESS
Reading of Notice and Proof of Service—The notice of the annual meeting was read with proof of service on January 17, 2023, attested to by Lynne Moritz, Executive Director of the President’s Office and Board Operations.

Report of Secretary—Secretary Andy Robithsek reported the 2022 Northwestern Michigan College Board of Trustees Annual Meeting minutes were approved on January 24, 2022, and are available online at the 2022 Trustee Meeting Materials and Minutes website along with all other regular meeting minutes.

Report of Treasurer—Treasurer Ken Warner reported the annual financial audit for Northwestern Michigan College for the fiscal year ending June 30, 2022, was accepted by the NMC Board of Trustees on October 24, 2022, and is available online at the NMC Audit Reports website (https://www.nmc.edu/departments/finance-administration/audits/files/audit-nmc-2022.pdf).

Verification of Residential Address and Conflict of Interest Disclosure Statement—Trustees were asked to provide their current address where they registered to vote as a renewed verification for the calendar year 2023. Trustees were also provided with Conflict of Interest Disclosure statements for 2023 and asked to return the completed and signed statements to Lynne Moritz in the President's office by February 6, 2023.

Election of Officers—Nomination and election of Board officers were conducted nominations for each office of Chairperson, Vice Chairperson, Secretary, and Treasurer. Kennard Weaver nominated Laura Oblinger as Chair for 2023. Trustee Bott nominated Ken Warner for Vice Chair, Warner declined. The other officer roles for 2023 are as follows: Rachel Johnson as Vice-Chair (nominated by Ken Warner), Ken Warner as Treasurer (nominated by Rachel Johnson); and Andy Robitshek as
Secretary (nominated by Ken Warner). The slate of officers was unanimously approved by roll call vote taken of those trustees present in-person.

The remainder of the meeting was continued to be chaired by Laura Oblinger. Trustee Kennard Weaver acknowledged Johnson’s leadership throughout the past year and noted trust in Oblinger’s leadership for the upcoming year. Regular Board Meeting dates through June 2024 were reviewed and it was noted that trustees do prefer visiting other campuses as schedules allow.

**STRATEGIC FOCUS: Institutional Distinction and Sustainability**—Jason Slade, Vice President of Strategic Initiatives provided an update on the fifth strategy in the strategic plan, noting the report is robust due to the number of unique programs acknowledged in the objectives. Objectives include programs such as Aviation, Great Lakes Culinary Institute, Water Studies Institute, and Dennos Museum Center.

**REPORTS AND PRESENTATIONS**

**Program Focus: Uncrewed Aerial Systems (UAS)**—Tony Sauerbrey, UAS Program Manager, explained that the college currently offers an Associate of Applied Science in Engineering Technology with UAS Specialization and a Certificate of Achievement in Unmanned Aerial Systems. Sauerbrey described the benefits of moving this to a stand-alone certification and explained the change from “unmanned” to “uncrewed” originated in the industry (e.g., FAA). While the courses will initially stay the same, UAS will be a stand-alone degree without the “Engineering Technology” portion. The change is to make it easier for students to find, as often times students initially sign up under the wrong degree certificate program. As regulations and technology change, additional credentials will be needed for advanced operations and flexibility. Sauerbrey also explained the stand-alone degree will help align with high school and career and technical education centers.

**Faculty Report: Competency-Based Education in Accounting**—Steve Rice, Business Instructor, presented on ACC 121 as a competency-based course utilizing a baseball metaphor with preferred target dates with unlimited attempts at the material so students can earn digital badges through Accredible.

**Building and Site Committee**—Laura Oblinger, Committee Chair, reviewed the minutes from two recent meetings of the Building and Site Committee. Oblinger stated an expansion and lease extension for Greenspire at the University Center is being carefully worked upon by college executive staff, led by Vice President of Finance and Administration Troy Kierczynski.

**PUBLIC INPUT**—Ann Rogers offered public input.

**UPDATES**

**President’s Update**—President Nick Nissley reminded the Board of Trustees of two federal earmarks that will provide funding for the geothermal power plant project and the collaborative work of a freshwater research and innovation center. Nissley thanked everyone for participating in recent gatherings with legislators, which included hosting U.S. Senators Debbie Stabenow and Gary Peters at the Great Lakes Campus. Highlighting committee assignments in the Michigan Senate and House...
of Representatives, Nissley noted Sen. Damoose will serve on the Appropriations Subcommittee on Universities and Community Colleges and Joint Capital Outlay, while Rep. Coffia will serve on the House Higher Education Policy Committee. Lastly, Nissley acknowledged the upcoming 72nd anniversary of Founders Day when the first financial campaign to assist in launching the college was initiated in 1951.

Board Chair Update—Chair Laura Oblinger addressed the Board to share her intention to lead with courage, compassion, and reminding each other of the common thread: the college.

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

- Minutes of the December 12, 2022, regular meeting
- Enrollment Report—Todd Neibauer, Vice President for Student Services and Technologies
- Financial Report—Troy Kierczynski, Vice President of Finance and Administration
- PRMC—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
- Fellows Nominating Committee—Ken Warner, Committee Chair
- Executive Committee—Rachel Johnson, Committee Chair

ACTION ITEMS

Appointment of Fellows—On a motion by Kennard Weaver, seconded by Rachel Johnson, Gene Jenneman and Marty, Brad, and DJ Oleson were appointed 2023 Fellows of Northwestern Michigan College with all honors and privileges pertaining thereto. The motion passed with a unanimous vote.

Search Firm for AVP Resource Development and Executive Director of the NMC Foundation—Kennard Weaver made a motion, seconded by Rachel Johnson, authorizing administration to enter into a contract up to $45,000 with Aspen Leadership Group, executive search firm, for the Associate Vice President of Resource Development and Executive Director of the NMC Foundation position. The motion passed with a unanimous vote.

Splunk Security Log Management System—On a motion by Rachel Johnson, seconded by Andy Robitshek, the Board authorized administration to enter into a contract with August Schell Enterprises for the renewal of the Splunk software license at a cost of $37,800.28. The motion passed with a unanimous vote.

Evisions Enterprise Reporting System—Kennard Weaver made a motion, seconded by Chris Bott, authorizing administration to enter into contract with Evisions for Reporting Software at a cost of $181,797.31 over three years, with the first-year licensing and implementation cost at $80,667.00. The motion passed with a unanimous 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.

- Dennos Museum Center Program Focus
- Rotation of regular meeting locations

ADJOURNMENT—The meeting adjourned at 7:00 p.m.

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

SIGNED______________________________________________________________________
Laura J. Oblinger, Chair

ATTESTED______________________________________________________________________
Andrew K. Robitshek, Secretary
CALL TO ORDER—Chair Laura J. Oblinger called the retreat meeting to order at 12:43 p.m. on February 23, 2023.

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

Also present: President Nick Nissley, Lynne Moritz, Elaine Wood

REVIEW OF AGENDA—The agenda was accepted as presented.

PUBLIC INPUT—There was no public input offered.

DISCUSSION: Board Development—Elaine Wood facilitated discussion regarding Board governance, culture and communication.

ADJOURNMENT—The meeting adjourned for the day at 5:27 p.m. on February 23, 2023.

CALL TO ORDER—Chair Laura J. Oblinger called the retreat meeting to order at 8:15 a.m. on February 24, 2023.

ROLL CALL
Trustees present: Laura J. Oblinger, Rachel A. Johnson, Kennard R. Weaver, Chris M. Bott, Douglas S. Bishop, Kenneth E. Warner, Andrew K. Robitshek (until 9:15am)

Also present: President Nick Nissley, Lynne Moritz, Stephen Siciliano, Hollie DeWalt, Marcus Bennett, Jason Slade, Jennifer Hricik, Troy Kierczynski, Todd Neibauer, Diana Fairbanks

REVIEW OF AGENDA—The agenda was accepted as presented.

PUBLIC INPUT—There was no public input offered.
DISCUSSION: Thinking Sustainably About the College’s Revenue Model—Board Chair Laura Oblinger and President Nick Nissley set the context for today’s discussion: to consider revenue options to minimize tuition increases for students.

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.

- Scheduling and frequency of future study sessions

ADJOURNMENT—The meeting adjourned at 11:20 a.m. on February 24, 2023.

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

SIGNED_____________________________________________________
Laura J. Oblinger, Chair

ATTESTED_____________________________________________________
Andrew K. Robitshek, Secretary
To: Dr. Nick Nissley, President  
From: Todd Neibauer, VP for Student Services and Technologies  
Date: January 30, 2023  
Subject: Enrollment Update – Spring 2023

**Spring 2023**

Overall contact hour enrollment was down 9.8% for the Spring 2023 semester. A contributing factor to the decline is that average contact hours were down 2.9%. This had been a fairly stable metric but has varied up and down more than expected over the last three years.

The most impactful factor is the absence of a Yellow River cohort of students this year. Their absence represents a 4.8% decline in contact hours over this time last year. This can be observed most starkly in the decline in contact hours for Construction Tech and Water Studies. The college is working with Yellow River to reestablish this program with a new cohort.

The latest CEPI data is now showing that the rate of college attendance within six months has dropped to 52.8%. The graph below the enrollment table demonstrates that this decreasing percentage of attendees has been born mostly by community colleges. Community college declines are largely those who are simply choosing not to go to college.

<table>
<thead>
<tr>
<th>2020</th>
<th>2021</th>
<th>2022</th>
<th>2023</th>
</tr>
</thead>
<tbody>
<tr>
<td>Applicants</td>
<td>1,613</td>
<td>1,746</td>
<td>1,446</td>
</tr>
<tr>
<td>Admits</td>
<td>1,282</td>
<td>1,371</td>
<td>1,171</td>
</tr>
<tr>
<td>Admits Registered</td>
<td>828</td>
<td>811</td>
<td>778</td>
</tr>
<tr>
<td>Prior Admits Registered</td>
<td>7</td>
<td>5</td>
<td>8</td>
</tr>
<tr>
<td>Retained Students</td>
<td>2,392</td>
<td>2,024</td>
<td>2,161</td>
</tr>
<tr>
<td>Return Students</td>
<td>125</td>
<td>153</td>
<td>141</td>
</tr>
<tr>
<td>Average Contact Hours</td>
<td>10.41</td>
<td>9.91</td>
<td>10.65</td>
</tr>
<tr>
<td>Total Headcount</td>
<td>3,352</td>
<td>2,993</td>
<td>3,088</td>
</tr>
<tr>
<td>Total Contact Hours</td>
<td>34,882</td>
<td>29,670</td>
<td>32,899</td>
</tr>
<tr>
<td>Tuition</td>
<td>6,586,019</td>
<td>5,584,846</td>
<td>6,687,457</td>
</tr>
</tbody>
</table>

**MEMO**

**Enrollment Services**

From MCCA/CEPI

1. **52.8%** of students who graduated in 2021-22 attended college within 6 months of graduation.
2. This is down 10% from **62.5%** just five years ago in 2017-18.
3. Under **16,000** students attended community college among the more than 100,000 high school graduates.
## Michigan Community College Enrollment – Spring 2023

<table>
<thead>
<tr>
<th>Community College</th>
<th>SP2020 Total credit hours</th>
<th>SP2021 Total credit hours</th>
<th>SP2022 Total credit hours</th>
<th>SP2023 Total credit hours</th>
<th>One Year % change</th>
<th>Four Year % Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>Alpena</td>
<td>13,153</td>
<td>11,989</td>
<td>11,196</td>
<td>12,354</td>
<td>10.3%</td>
<td>-6.1%</td>
</tr>
<tr>
<td>Delta</td>
<td>64,041</td>
<td>57,166</td>
<td>55,924</td>
<td>58,757</td>
<td>5.1%</td>
<td>-8.3%</td>
</tr>
<tr>
<td>Glen Oaks</td>
<td>10,867</td>
<td>8,179</td>
<td>9,387</td>
<td>9,534</td>
<td>1.6%</td>
<td>-12.3%</td>
</tr>
<tr>
<td>Gogebic</td>
<td>8,868</td>
<td>7,915</td>
<td>7,962</td>
<td>7,491</td>
<td>-5.9%</td>
<td>-15.5%</td>
</tr>
<tr>
<td>Grand Rapids</td>
<td>102,618</td>
<td>92,502</td>
<td>92,218</td>
<td>86,695</td>
<td>-6.0%</td>
<td>-15.5%</td>
</tr>
<tr>
<td>Henry Ford</td>
<td>115,175</td>
<td>103,798</td>
<td>101,142</td>
<td>100,839</td>
<td>-0.3%</td>
<td>-12.4%</td>
</tr>
<tr>
<td>Jackson</td>
<td>42,597</td>
<td>34,494</td>
<td>34,987</td>
<td>35,958</td>
<td>2.8%</td>
<td>-15.6%</td>
</tr>
<tr>
<td>Kalamazoo Valley</td>
<td>59,296</td>
<td>54,091</td>
<td>51,844</td>
<td>48,765</td>
<td>-5.9%</td>
<td>-17.8%</td>
</tr>
<tr>
<td>Kellogg</td>
<td>33,668</td>
<td>26,805</td>
<td>26,589</td>
<td>26,068</td>
<td>-2.0%</td>
<td>-22.6%</td>
</tr>
<tr>
<td>Kirtland</td>
<td>11,221</td>
<td>11,156</td>
<td>10,502</td>
<td>11,258</td>
<td>7.2%</td>
<td>0.3%</td>
</tr>
<tr>
<td>Lake Michigan</td>
<td>23,810</td>
<td>20,644</td>
<td>23,494</td>
<td>20,733</td>
<td>-11.8%</td>
<td>-12.9%</td>
</tr>
<tr>
<td>Lansing</td>
<td>99,497</td>
<td>87,793</td>
<td>85,017</td>
<td>78,776</td>
<td>-7.3%</td>
<td>-20.8%</td>
</tr>
<tr>
<td>Macomb</td>
<td>158,070</td>
<td>144,692</td>
<td>132,054</td>
<td>128,532</td>
<td>-2.7%</td>
<td>-18.7%</td>
</tr>
<tr>
<td>Mid Michigan</td>
<td>30,162</td>
<td>25,372</td>
<td>25,441</td>
<td>24,209</td>
<td>-4.8%</td>
<td>-19.7%</td>
</tr>
<tr>
<td>Monroe County</td>
<td>19,526</td>
<td>18,877</td>
<td>18,701</td>
<td>18,234</td>
<td>-2.5%</td>
<td>-6.6%</td>
</tr>
<tr>
<td>Montcalm</td>
<td>10,886</td>
<td>11,129</td>
<td>11,043</td>
<td>10,830</td>
<td>-1.9%</td>
<td>-0.5%</td>
</tr>
<tr>
<td>Mott</td>
<td>52,642</td>
<td>50,241</td>
<td>52,735</td>
<td>52,838</td>
<td>0.2%</td>
<td>0.4%</td>
</tr>
<tr>
<td>Muskegon</td>
<td>32,918</td>
<td>29,595</td>
<td>30,150</td>
<td>28,177</td>
<td>-6.5%</td>
<td>-14.4%</td>
</tr>
<tr>
<td>North Central Michigan</td>
<td>15,320</td>
<td>13,438</td>
<td>11,690</td>
<td>12,691</td>
<td>8.6%</td>
<td>-17.2%</td>
</tr>
<tr>
<td>Northwestern Michigan</td>
<td>30,302</td>
<td>25,985</td>
<td>28,529</td>
<td>25,688</td>
<td>-10.0%</td>
<td>-15.2%</td>
</tr>
<tr>
<td>Oakland</td>
<td>111,235</td>
<td>115,361</td>
<td>109,856</td>
<td>109,536</td>
<td>-0.3%</td>
<td>-1.5%</td>
</tr>
<tr>
<td>Schoolcraft</td>
<td>80,936</td>
<td>71,603</td>
<td>68,411</td>
<td>66,862</td>
<td>-2.3%</td>
<td>-17.4%</td>
</tr>
<tr>
<td>Southwestern Michigan</td>
<td>18,311</td>
<td>15,996</td>
<td>14,757</td>
<td>15,981</td>
<td>8.3%</td>
<td>-12.7%</td>
</tr>
<tr>
<td>Washtenaw</td>
<td>92,848</td>
<td>90,495</td>
<td>86,411</td>
<td>85,956</td>
<td>-6%</td>
<td>-7.4%</td>
</tr>
<tr>
<td>West Shore</td>
<td>9,391</td>
<td>8,772</td>
<td>8,071</td>
<td>8,549</td>
<td>5.9%</td>
<td>-9.0%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1,247,358</strong></td>
<td><strong>1,138,088</strong></td>
<td><strong>1,108,143</strong></td>
<td><strong>1,085,311</strong></td>
<td><strong>-2.1%</strong></td>
<td><strong>-13%</strong></td>
</tr>
</tbody>
</table>

*No data available for Bay, St. Clair, and Wayne Community Colleges*
ADDITIONAL SPRING 2023 REPORTS

Registration

• Credit Hours … Generated by departments
• Contact Hours … Generated by departments
• Student Demographics … Comparison of students registered by residency, financial need, age range, credit load, ethnicity, gender, student type, and count of residence
• Program Analysis … Contact hours of students enrolled in specific programs
• Projections Report … For previous semester

Admission and Recruiting Information

• Applicant Demographics … New applicants showing residency, financial need, age range, ethnicity, gender, and student type
• Applicant Statistics … by program of study
• Prospect Statistics by High School
To: Dr. Nick Nissley, President
From: Troy Kierczynski, Vice President of Finance and Administration
Date: February 20, 2023
Subject: Summary Report for the General Fund as of January 31, 2023

The attached reports summarize the financial results for the General Fund as of January 31, 2023. The seventh month represents 58.31% of the year.

The general fund has year-to-date revenue over expenses of $1,639,223. Revenue decreased by 9% when comparing year-to-date January 2023 to January 2022 largely due to late timing of FY23 property tax receipts. Expenses increased by 4% when comparing year-to-date January 2023 to January 2022 primarily due to fuel and security costs.

Revenue (letters refer to the attached General Fund summary)
A. Tuition and fees: For Spring 2023, the budget was set at 31,365 contact hours for a total budget revenue of $6,601,719. Actual spring contact hours projected at 29,688 with projected revenue of $6,022,546. Spring revenue is trending under budget by $579,173.
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.
## Summary Report for General Fund Accounts  
**Fiscal Year 2023, Period 07**

<table>
<thead>
<tr>
<th>Funds</th>
<th>Accounts</th>
<th>2022-2023 Adjusted Budget</th>
<th>YTD Activity</th>
<th>% of Annual Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>TOTAL GENERAL FUND</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>50 Revenues</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition and Fees</td>
<td>22,001,840</td>
<td>13,751,543</td>
<td>62.50%</td>
<td>A</td>
</tr>
<tr>
<td>Property Taxes</td>
<td>12,769,825</td>
<td>6,113,663</td>
<td>47.88%</td>
<td>B</td>
</tr>
<tr>
<td>Other Local</td>
<td>0</td>
<td>0</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>Local Sources</td>
<td>34,771,665</td>
<td>19,865,206</td>
<td>57.13%</td>
<td>C</td>
</tr>
<tr>
<td>State Sources</td>
<td>10,745,000</td>
<td>4,738,110</td>
<td>44.10%</td>
<td>D</td>
</tr>
<tr>
<td>Federal Sources</td>
<td>0</td>
<td>0</td>
<td>*</td>
<td></td>
</tr>
<tr>
<td>Private Sources</td>
<td>979,765</td>
<td>518,578</td>
<td>52.93%</td>
<td>F</td>
</tr>
<tr>
<td>Investment Income</td>
<td>196,000</td>
<td>149,162</td>
<td>76.10%</td>
<td>E</td>
</tr>
<tr>
<td>Other Sources</td>
<td>426,100</td>
<td>307,993</td>
<td>72.28%</td>
<td>F</td>
</tr>
<tr>
<td><strong>Total Revenues</strong></td>
<td>47,118,530</td>
<td>25,579,049</td>
<td>54.29%</td>
<td></td>
</tr>
<tr>
<td>60 Labor</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries &amp; Wages</td>
<td>23,916,066</td>
<td>12,340,688</td>
<td>51.60%</td>
<td>G</td>
</tr>
<tr>
<td>Benefits</td>
<td>10,025,563</td>
<td>5,428,880</td>
<td>54.15%</td>
<td>G</td>
</tr>
<tr>
<td><strong>Total Labor</strong></td>
<td>33,941,629</td>
<td>17,769,568</td>
<td>52.35%</td>
<td></td>
</tr>
<tr>
<td>70 Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Purchased Services</td>
<td>2,753,059</td>
<td>1,474,315</td>
<td>53.55%</td>
<td>H</td>
</tr>
<tr>
<td>Supplies &amp; Materials</td>
<td>3,041,584</td>
<td>1,476,414</td>
<td>48.54%</td>
<td>H</td>
</tr>
<tr>
<td>Internal Services</td>
<td>103,065</td>
<td>15,644</td>
<td>15.18%</td>
<td>H</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>1,628,696</td>
<td>695,726</td>
<td>42.72%</td>
<td>H</td>
</tr>
<tr>
<td>Institutional Expenses</td>
<td>1,738,804</td>
<td>969,109</td>
<td>55.73%</td>
<td>H</td>
</tr>
<tr>
<td>Maintenance &amp; Renovation</td>
<td>1,762,581</td>
<td>935,342</td>
<td>53.07%</td>
<td>H</td>
</tr>
<tr>
<td>Prof Develop, Travel &amp; Events</td>
<td>594,112</td>
<td>266,686</td>
<td>44.89%</td>
<td>H</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>170,000</td>
<td>102,960</td>
<td>60.56%</td>
<td>I</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>11,791,901</td>
<td>5,936,196</td>
<td>50.34%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenditures</strong></td>
<td>45,733,530</td>
<td>23,705,764</td>
<td>51.83%</td>
<td></td>
</tr>
<tr>
<td>80 Transfers</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transfers</td>
<td>-1,385,000</td>
<td>234,062</td>
<td>-16.90%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Transfers</strong></td>
<td>-1,385,000</td>
<td>234,062</td>
<td>-16.90%</td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenditures and Transfers</strong></td>
<td>44,348,530</td>
<td>23,939,826</td>
<td>53.98%</td>
<td></td>
</tr>
</tbody>
</table>

*Net Revenues over (under) Expenditures*  
2,770,000  1,639,223
Northwestern Michigan College  
Comparison - Fiscal Year to Date  
General Fund  
Jan 2023 vs. Jan 2022

<table>
<thead>
<tr>
<th></th>
<th>YTD 1/31/2023</th>
<th>YTD 1/31/2022</th>
<th>$ Diff</th>
<th>% Diff</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local Sources:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition &amp; Fees</td>
<td>13,751,543</td>
<td>13,650,761</td>
<td>100,782</td>
<td>1%</td>
<td>Consistent with prior year</td>
</tr>
<tr>
<td>Property Taxes</td>
<td>6,113,663</td>
<td>8,778,459</td>
<td>(2,664,796)</td>
<td>-30%</td>
<td>Timing of property tax payments received from townships (~$2.5M deposited February 7, 2023)</td>
</tr>
<tr>
<td>Total Local Sources</td>
<td>19,865,206</td>
<td>22,429,220</td>
<td>(2,564,014)</td>
<td>-11%</td>
<td></td>
</tr>
<tr>
<td>State Sources</td>
<td>4,662,172</td>
<td>4,927,151</td>
<td>(264,979)</td>
<td>-5%</td>
<td>Primarily due to State's 201e One-Time Operational Support payment received in FY22; partially offset by higher state appropriations received in FY23</td>
</tr>
<tr>
<td>State PPT Reimbursement</td>
<td>75,938</td>
<td>78,239</td>
<td>(2,301)</td>
<td>-3%</td>
<td>Consistent with prior year</td>
</tr>
<tr>
<td>Federal Sources</td>
<td>-</td>
<td>500</td>
<td>(500)</td>
<td>-100%</td>
<td>Marine center grant received in FY22</td>
</tr>
<tr>
<td>Private Sources</td>
<td>518,578</td>
<td>413,285</td>
<td>105,293</td>
<td>25%</td>
<td>Timing of Foundation gifts</td>
</tr>
<tr>
<td>Investment Income</td>
<td>149,162</td>
<td>96,142</td>
<td>53,020</td>
<td>55%</td>
<td>Higher interest/dividends recognized in FY23 than in FY22</td>
</tr>
<tr>
<td>Other Sources</td>
<td>307,993</td>
<td>241,674</td>
<td>66,319</td>
<td>27%</td>
<td>Primarily due to higher Marine Center revenue and GLMA billing for providing cruise time to external maritime students</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>25,579,049</td>
<td>28,186,211</td>
<td>(2,607,162)</td>
<td>-9%</td>
<td></td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and Wages</td>
<td>12,340,688</td>
<td>12,217,756</td>
<td>122,932</td>
<td>1%</td>
<td>Consistent with prior year</td>
</tr>
<tr>
<td>Benefits</td>
<td>5,428,880</td>
<td>5,450,662</td>
<td>(21,782)</td>
<td>0%</td>
<td>Consistent with prior year</td>
</tr>
<tr>
<td>Purchased Services</td>
<td>1,474,315</td>
<td>1,262,897</td>
<td>211,418</td>
<td>17%</td>
<td>Primarily due to higher EES instructor expenses as activity picks up in FY23, higher security expenses, and higher food expenses for the GLMA cruises</td>
</tr>
<tr>
<td>Supplies &amp; Materials</td>
<td>1,476,414</td>
<td>1,234,695</td>
<td>241,719</td>
<td>20%</td>
<td>Primarily driven by the timing of aviation fuel purchases and higher office supplies, and general supplies expenses in FY23</td>
</tr>
<tr>
<td>Internal Services</td>
<td>15,644</td>
<td>(5,010)</td>
<td>20,654</td>
<td>-412%</td>
<td>Timing of internal events/charges including more onsite employee/campus events in FY23</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>695,726</td>
<td>709,975</td>
<td>(14,249)</td>
<td>-2%</td>
<td>Consistent with prior year</td>
</tr>
<tr>
<td>Institutional Expenses</td>
<td>969,109</td>
<td>820,209</td>
<td>148,900</td>
<td>18%</td>
<td>Primarily due to the timing of snow removal deposit and expenses and timing of insurance and heating fuel expenses in FY23</td>
</tr>
<tr>
<td>Maintenance &amp; Renovation</td>
<td>945,342</td>
<td>881,497</td>
<td>63,845</td>
<td>7%</td>
<td>Primarily due to timing of contract renewals and timing of IT related invoices</td>
</tr>
<tr>
<td>Professional Development</td>
<td>266,686</td>
<td>204,315</td>
<td>62,371</td>
<td>31%</td>
<td>Timing of professional development fees and reimbursements</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>102,960</td>
<td>123,027</td>
<td>(20,067)</td>
<td>-16%</td>
<td>Timing of COAT purchases</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>23,715,764</td>
<td>22,900,023</td>
<td>815,741</td>
<td>4%</td>
<td></td>
</tr>
<tr>
<td>Transfers</td>
<td>234,062</td>
<td>250,262</td>
<td>(16,200)</td>
<td>-6%</td>
<td>Aviation flight hours transfer</td>
</tr>
<tr>
<td><strong>Total Expenses &amp; Transfers</strong></td>
<td>23,949,826</td>
<td>23,150,285</td>
<td>799,541</td>
<td>3%</td>
<td></td>
</tr>
<tr>
<td><strong>Net Revenue Over (Under) Expenses</strong></td>
<td>1,629,223</td>
<td>5,035,926</td>
<td>(3,406,703)</td>
<td>-68%</td>
<td></td>
</tr>
</tbody>
</table>
### Northwestern Michigan College
**Comparison - Month Over Month**
**General Fund**
**Jan 2023 vs. Dec 2022**

**Revenues**

<table>
<thead>
<tr>
<th></th>
<th>YTD 1/31/2023</th>
<th>YTD 12/31/2022</th>
<th>Jan 23 Activity</th>
<th>Dec 22 Activity</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Sources:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition &amp; Fees</td>
<td>$13,751,543</td>
<td>$11,537,006</td>
<td>$2,214,537</td>
<td>$1,272,045</td>
<td>Primarily due to the allocation of spring fees in January (allocations for semester fees are allocated at the beginning of fall/spring semesters)</td>
</tr>
<tr>
<td>Property Taxes</td>
<td>6,113,663</td>
<td>5,732,374</td>
<td>381,289</td>
<td>71,095</td>
<td>Timing of tax collections received</td>
</tr>
<tr>
<td>Total Local Sources</td>
<td>19,865,206</td>
<td>17,269,380</td>
<td>2,595,826</td>
<td>1,343,140</td>
<td></td>
</tr>
<tr>
<td>State Sources</td>
<td>4,662,172</td>
<td>3,533,027</td>
<td>1,129,145</td>
<td>1,129,144</td>
<td>Consistent with prior month</td>
</tr>
<tr>
<td>Federal Sources</td>
<td>75,938</td>
<td>75,938</td>
<td>-</td>
<td>75,938</td>
<td>Timing of PPT reimbursement received in December</td>
</tr>
<tr>
<td>Private Sources</td>
<td>518,578</td>
<td>220,279</td>
<td>298,299</td>
<td>15,501</td>
<td>Consistent with prior month</td>
</tr>
<tr>
<td>Investment Income</td>
<td>149,162</td>
<td>132,679</td>
<td>16,483</td>
<td>15,501</td>
<td>Consistent with prior month</td>
</tr>
<tr>
<td>Other Sources</td>
<td>307,993</td>
<td>292,163</td>
<td>15,830</td>
<td>17,054</td>
<td>Consistent with prior month</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>25,579,049</td>
<td>21,523,466</td>
<td>4,055,583</td>
<td>2,580,777</td>
<td></td>
</tr>
</tbody>
</table>

**Expenses**

<table>
<thead>
<tr>
<th></th>
<th>Jan 23 Activity</th>
<th>Dec 22 Activity</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Wages</td>
<td>12,340,688</td>
<td>10,714,162</td>
<td>1,626,526</td>
</tr>
<tr>
<td>Benefits</td>
<td>5,428,880</td>
<td>4,453,885</td>
<td>974,995</td>
</tr>
<tr>
<td>Purchased Services</td>
<td>1,474,315</td>
<td>1,322,816</td>
<td>151,499</td>
</tr>
<tr>
<td>Supplies &amp; Materials</td>
<td>1,476,414</td>
<td>1,381,144</td>
<td>95,270</td>
</tr>
<tr>
<td>Internal Services</td>
<td>15,644</td>
<td>30,396</td>
<td>14,752</td>
</tr>
<tr>
<td>Institutional Expenses</td>
<td>695,726</td>
<td>592,899</td>
<td>102,826</td>
</tr>
<tr>
<td>Maintenance &amp; Renovation</td>
<td>945,342</td>
<td>796,653</td>
<td>148,689</td>
</tr>
<tr>
<td>Professional Development</td>
<td>266,686</td>
<td>219,742</td>
<td>46,944</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>102,960</td>
<td>102,960</td>
<td>-</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>23,715,764</td>
<td>20,389,313</td>
<td>3,326,451</td>
</tr>
</tbody>
</table>

**Transfers**

<table>
<thead>
<tr>
<th></th>
<th>Jan 23 Activity</th>
<th>Dec 22 Activity</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Transfers</td>
<td>234,062</td>
<td>234,062</td>
<td>97,353</td>
</tr>
<tr>
<td><strong>Total Expenses &amp; Transfers</strong></td>
<td>23,949,826</td>
<td>20,623,375</td>
<td>3,326,451</td>
</tr>
</tbody>
</table>

**Net Revenue Over (Under) Expenses**

<table>
<thead>
<tr>
<th></th>
<th>Jan 23 Activity</th>
<th>Dec 22 Activity</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Revenue Over (Under) Expenses</td>
<td>$1,629,223</td>
<td>$900,091</td>
<td>$729,132</td>
</tr>
</tbody>
</table>
### Northwestern Michigan College

**Income Statement Projections - General Fund**

**For the Year Ended June 30, 2023**

**As of 2/17/2023**

<table>
<thead>
<tr>
<th></th>
<th>FY22 Actual</th>
<th>FY 23 Budget</th>
<th>YTD 2/17/2023</th>
<th>FY 23 Projected</th>
<th>Difference vs. Budget</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Revenue</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Local Sources:</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Tuition &amp; Fees</td>
<td>$ 20,501,108</td>
<td>$ 22,001,840</td>
<td>$ 13,925,133</td>
<td>$ 21,507,341</td>
<td>$ (494,999)</td>
<td>Contact hours for Fall 22 + Spring 23 were 63,099 vs. budgeted 66,393 (5% under budget) and PY of 68,228 (7.5% actual decline from AV21-22). Partially offset by flight fee revenue from the Aviation program.</td>
</tr>
<tr>
<td>Property Taxes</td>
<td>11,961,680</td>
<td>12,769,825</td>
<td>8,652,653</td>
<td>12,769,825</td>
<td>0</td>
<td>In line with budget</td>
</tr>
<tr>
<td>Total Local Sources</td>
<td>32,462,788</td>
<td>34,771,665</td>
<td>22,577,786</td>
<td>34,277,166</td>
<td>(494,499)</td>
<td></td>
</tr>
<tr>
<td>State Sources</td>
<td>13,079,568</td>
<td>10,600,000</td>
<td>4,592,515</td>
<td>10,568,523</td>
<td>(31,477)</td>
<td>In line with budget</td>
</tr>
<tr>
<td>State Property Tax Reimbursement</td>
<td>183,427</td>
<td>145,000</td>
<td>-</td>
<td>156,477</td>
<td>11,477</td>
<td>GLMA direct funding and fuel reimbursements are now recognized in restricted funds</td>
</tr>
<tr>
<td>Federal Sources</td>
<td>21,100</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Private Sources</td>
<td>1,230,624</td>
<td>979,765</td>
<td>518,578</td>
<td>1,037,157</td>
<td>57,392</td>
<td>In line with budget, represents program and operational support from the NMC Foundation</td>
</tr>
<tr>
<td>Dividend and Interest Income</td>
<td>172,479</td>
<td>196,000</td>
<td>134,162</td>
<td>235,819</td>
<td>39,819</td>
<td>Stronger returns are expected due to rapidly rising short-term rates and the College's short-term strategy investing in liquid money market and commercial paper at prevailing rates.</td>
</tr>
<tr>
<td>Unrealized Gain (Loss) on Investments</td>
<td>(1,891,082)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>Not projected due to volatility of unrealized gains/losses. See quarterly investments memo.</td>
</tr>
<tr>
<td>Other Sources</td>
<td>511,087</td>
<td>426,100</td>
<td>372,623</td>
<td>571,818</td>
<td>145,718</td>
<td>Increase in special event and other sales, including culinary services for Red Wings in FY23</td>
</tr>
<tr>
<td><strong>Total Revenue</strong></td>
<td>45,769,991</td>
<td>47,118,530</td>
<td>28,195,664</td>
<td>46,846,960</td>
<td>(271,570)</td>
<td></td>
</tr>
<tr>
<td><strong>Expenses</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Salaries and Wages</td>
<td>22,874,809</td>
<td>23,916,066</td>
<td>13,244,654</td>
<td>23,952,485</td>
<td>36,419</td>
<td>Currently trending at budget</td>
</tr>
<tr>
<td>Benefits</td>
<td>11,375,541</td>
<td>10,025,563</td>
<td>5,811,899</td>
<td>9,949,574</td>
<td>(75,989)</td>
<td>Benefits are trending under budget due primarily to healthcare cost experience in our self-insured plan. Also, retirement costs are trending lower than expected due to more newly eligible FT employees opting for the State pension alternative (defined contribution plan) vs. the MPSERS pension plan.</td>
</tr>
<tr>
<td>Purchased Services</td>
<td>2,364,932</td>
<td>2,753,059</td>
<td>1,550,651</td>
<td>2,712,418</td>
<td>(40,411)</td>
<td>In line with budget, increases from FY22 is due to new security services contract and food service cost increase</td>
</tr>
<tr>
<td>Supplies &amp; Materials</td>
<td>2,648,865</td>
<td>3,041,584</td>
<td>1,516,270</td>
<td>2,880,203</td>
<td>(161,381)</td>
<td>Less consumption of supplies due to remote instruction and electronic communications</td>
</tr>
<tr>
<td>Internal Services</td>
<td>55,452</td>
<td>103,065</td>
<td>13,968</td>
<td>380</td>
<td>(102,685)</td>
<td>In line with budget, increased in FY23 due to new security services contract and food service cost increase</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>1,285,310</td>
<td>1,628,696</td>
<td>717,913</td>
<td>1,486,105</td>
<td>(142,591)</td>
<td>Continued savings in non-PD events</td>
</tr>
<tr>
<td>Institutional Expenses</td>
<td>1,624,503</td>
<td>1,738,804</td>
<td>1,088,442</td>
<td>1,707,635</td>
<td>(31,169)</td>
<td>In line with budget</td>
</tr>
<tr>
<td>Maintenance &amp; Renovation</td>
<td>1,841,957</td>
<td>1,762,581</td>
<td>966,578</td>
<td>1,785,007</td>
<td>22,426</td>
<td>Maintenance of software and equipment trending above budget</td>
</tr>
<tr>
<td>Professional Development</td>
<td>424,914</td>
<td>594,112</td>
<td>284,338</td>
<td>553,496</td>
<td>(40,616)</td>
<td>BOE's strategy investing in the college's short-term financial strategy at prevailing rates.</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>166,125</td>
<td>170,000</td>
<td>167,330</td>
<td>170,000</td>
<td>0</td>
<td>In line with budget</td>
</tr>
<tr>
<td><strong>Total Expenses</strong></td>
<td>44,661,408</td>
<td>45,733,530</td>
<td>25,285,642</td>
<td>46,800,429</td>
<td>(318,101)</td>
<td></td>
</tr>
<tr>
<td><strong>Transfers Out (in)</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Plant Fund - General Maintenance</td>
<td>1,292,836</td>
<td>1,145,000</td>
<td>-</td>
<td>1,145,000</td>
<td>-</td>
<td>Budgeted transfer for maintenance of capital</td>
</tr>
<tr>
<td>Plant Fund - Technology Maintenance</td>
<td>500,000</td>
<td>500,000</td>
<td>-</td>
<td>500,000</td>
<td>-</td>
<td>Budgeted transfer for maintenance of technology</td>
</tr>
<tr>
<td>Plant Fund - Facility Fee for Maintenance</td>
<td>40,000</td>
<td>40,000</td>
<td>-</td>
<td>40,000</td>
<td>-</td>
<td>Budgeted transfer for facility fee for maintenance</td>
</tr>
<tr>
<td>Plant Fund - Aviation Capital Fund</td>
<td>473,405</td>
<td>400,000</td>
<td>234,062</td>
<td>468,125</td>
<td>68,125</td>
<td>Budgeted transfer for Aviation equipment fund; based on revenue, calculated using tach hours</td>
</tr>
<tr>
<td>Bd Designated - Strategic Projects</td>
<td>250,000</td>
<td>250,000</td>
<td>-</td>
<td>250,000</td>
<td>-</td>
<td>Budgeted transfer for strategic projects</td>
</tr>
<tr>
<td>Bd Designated - Funds for Transformation</td>
<td>50,000</td>
<td>50,000</td>
<td>-</td>
<td>50,000</td>
<td>-</td>
<td>Budgeted transfer for funds for transformation</td>
</tr>
<tr>
<td>Restricted Fund - GLMA Direct Support</td>
<td>(766,432)</td>
<td>(1,000,000)</td>
<td>-</td>
<td>(850,000)</td>
<td>-</td>
<td>Transfer MARAD restricted funds to the general fund to support academy operations</td>
</tr>
<tr>
<td><strong>Total Transfers</strong></td>
<td>1,799,172</td>
<td>1,385,000</td>
<td>234,062</td>
<td>1,603,125</td>
<td>218,125</td>
<td></td>
</tr>
<tr>
<td><strong>Total Expenses &amp; Transfers</strong></td>
<td>46,420,580</td>
<td>47,118,530</td>
<td>25,595,705</td>
<td>46,800,429</td>
<td>(318,101)</td>
<td></td>
</tr>
<tr>
<td><strong>Net Revenue Over (Under) Expenses</strong></td>
<td>$ (650,589)</td>
<td>$ -</td>
<td>$ 2,599,960</td>
<td>$ 46,532</td>
<td>$ 46,532</td>
<td></td>
</tr>
</tbody>
</table>
To: Nick Nissley, President  
From: Diana Fairbanks, Associate VP of PR, Marketing and Communications  
Date: 2-21-23  
Subject: January 2023 Monthly Report

January was a very strong month for paid, earned, owned and shared media at NMC. All of the new digital marketing campaigns have been launched with good traffic and engagement. Specifically, the GLCI search campaign for the new maritime culinary certificate had the highest CTR (click through rate) of all program campaigns, indicating positive local interest. We are now expanding geotargeting for this campaign. Branded Search campaigns continue to perform very well, which shows positive signs of Brand Health. The users who are searching for NMC are high intent and focused on either attending NMC or researching NMC as a primary option. We continue to establish baseline performance, monitor results and make needed adjustments. In earned media, January was a very strong month for shared media with increased activity on campus and engaging content aligned with other PRMC strategic initiatives. In owned media, nearly 50,000 NMC supporters received our award winning publication highlighting success stories including the 100% job placement for several NMC programs. The following is an overview of the work of Public Relations, Marketing and Communication for January 2023.

**Paid Media**

- To date the campaigns have resulted in:  
  - 315 applications submitted  
  - 203 Ellucian accounts created  
- January 2023 total leads from paid campaigns (RFI): 120

**Earned Media**

- Media mentions: 189  
- Positive/neutral sentiment: 100%  
- Publicity value: $600k

**Owned Media**

- NMC Now: 903 followers, 50% open rate  
- January Nexus arrived to 49,325 readers

**Shared Media**

- Facebook followers: +7% YOY  
- Facebook engagement: +105% YOY  
- Instagram followers: +14% YOY  
- Instagram engagement: -4% YOY
MEMO: Resource Development

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

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

Date: February 20, 2023

Subj: Foundation Update

Fund Raising – Report on FY23 goals

- The number of gifts received to date this fiscal year 2,891 is ahead of last year at this time (2,032).
- FY23 total dollars raised through the NMC Foundation
  
  $$2,142,550$$  Total received (including Annual Fund, pledges, and *new documented planned gift intentions*) raised toward goal

  + $$51,397$$  *Gross event revenue*

  $$2,193,947$$  **Total raised through new gifts, commitments, & events**

  *(Goal: $1,330,000)*

  + $$128,000$$  *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 - $194,262
- Scholarships at NMC - $1,226,903
- Programs and capital projects at NMC - $900,782

Foundation Initiatives

- Final strategic plan including near-term objectives for each strategy and their action plan will be shared for full approval at the February 22, 2023 foundation board meeting.

- Foundation governance documents are under review and revision. The Board Development Committee of the foundation is preparing recommendations for the Board Executive Committee for review.

- **A Taste of Success** culinary fundraising event will take place in a to-go format again this year. Please sign up to purchase a to-go box and/or sponsor this great event at [nm.edu/tasteofsuccess](http://nm.edu/tasteofsuccess)
To: Nick Nissley, President  
From: Stephen Siciliano, Vice President for Educational Services  
Date: February 16, 2023  
Subject: Open Pathway Year 4 Assurance Review

This past year, Joy Goodchild and the Assessment Team wrote our Open Pathway Year Four Assurance Review and submitted it to the Higher Learning Commission for their approval. The Commission responded in October, informing us that we met 17 of the 18 Core Components. One of the core components—the assessment of student learning—was rated with “met with concerns.” The reviewers asserted that the college had provided little evidence to support how we performed assessment. Given our documented strength on this topic from previous reviews and how we have improved since the previous review, we decided to use the Higher Learning Commission’s appeal process to request reconsideration of this one rating.

On January 13, the Higher Learning Commission informed us that our appeal had been accepted and the one core component on student learning had been met. In the letter, the Commission noted that the college had provided “additional evidence of meeting Criterion 4.B and points to even more evidence that demonstrates having met the Criterion Core Component. The institutional response also sufficiently responded to the items the visiting team requested in the assigned monitoring.”

This result indicates the strength of the college in meeting the HLC expectations in all areas. Our next step in the accreditation cycle will be to propose one major improvement effort during the accreditation cycle. The college is to submit its proposal to the HLC between September 1, 2023 and June 1, 2025. Once the HLC approves the proposal, the college must complete this effort no later than 2028. For more information regarding the full accreditation cycle, please refer to Joy’s accompanied memo.

Thank you.
Memo

To: Dr. Nick Nissley, President
From: Joy Goodchild, Executive Director, Accreditation Liaison Officer
Date: January 18, 2023
Re: HLC Open Pathway Mid-Cycle Review Outcome

Overview:

In 2019, Northwestern Michigan College (NMC) was accepted by the Higher Learning Commission (HLC) to participate in the Open Pathway, one of two options that institutions have for maintaining accreditation. Similar to the Standard Pathway, the Open Pathway is focused on quality assurance and institutional improvement with an added emphasis on the opportunity to engage in an improvement project, a Quality Initiative. The Open Pathway is a 10-year cycle that includes regular monitoring, a mid-cycle Assurance Review, a Quality Initiative project and an end of cycle Comprehensive Evaluation for Reaffirmation.

Mid-Cycle Assurance Review:

NMC is pleased to share that Dr. Barbara Gellman-Danley, president of the HLC, provided a formal notification and official record of the action taken by the Institutional Actions Council (IAC) of the Higher Learning Commission (HLC). On January 9, 2023, the IAC found that NMC “Met” all Core Components of the Criteria for Accreditation. The next step along the pathway is for NMC to propose a Quality Initiative project.

Quality Initiative Proposal:

As part of the Open Pathway, NMC is required to propose one major improvement effort to undertake between September 1, 2023 and June 1, 2025 to the HLC for approval. A proposal may begin and be completed during this time period or NMC may continue an initiative already in progress or achieve a key milestone as part of a longer initiative.
Quality Initiative Report:

In year 9 of the cycle, NMC will submit the Quality Initiative Report. The report is intended to provide NMC the opportunity to reflect on its accomplishments, document the achievements and strategies utilized and to identify new priorities and challenges. The report along with the reviewers’ recommendation is forwarded to the IAC along with the comprehensive evaluation in year 10.

Comprehensive Quality Review:

In Year 10, NMC will undergo a Comprehensive Quality Review as part of our broader Comprehensive Evaluation. This review helps to ensure that NMC meets the criteria for accreditation by pursuing improvement and compliance with requirements set by the U.S. Department of Education. This review leads to the action regarding the reaffirmation of NMC’s accreditation.

Updates:

NMC would like to keep the Board of Trustees updated periodically on our progress during the Open Pathway timeline. This will provide the Board the opportunity to stay informed, provide comments, and ask questions throughout the 10-year cycle.
To: Dr. Nick Nissley, President

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

Date: February 13, 2023

Subject: Adjustment of Prior Authorization

Recommendation
Authorize the administration increase the purchase limit of a prior authorization granted by Board of Trustees in April 2022 for the purchase of a used aircraft. The recommendation is to increase the purchase limit from $450,000 to $550,000.

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 10 months, Aviation has exhausted all possible avenues searching for an aircraft that fits our fleet (Cessna Skyhawks 2012 or newer). 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.

Recently, there have been a select few aircraft on the used market that are listed higher than our authorized limit. Sales experts tell us that these are most likely new aircraft that were recently purchased with the intent to lease to flight training institutions. With the demand to lease aircraft being much lower than to purchase, this specific segment of the U.S. fleet is being relisted for sale.

Funding Source
Purchase will be funded from the Aviation Capital Reserve Account which holds a balance of $1,111,528.
To: Dr. Nick Nissley, President  
From: Jason Slade, Vice President of Strategic Initiatives  
Date: February 20, 2023  
Subject: Michigan New Jobs Training Program (MNJTP) - Amended Agreements for Board Approval

Recommendation

New agreements:  
Requesting Board approval of the following New Jobs Training Program agreements:  
- Cultured Ferments Company of Traverse City, MI. Agreement until February 26, 2033 with the addition of 7 new jobs, total budget $50,000.  
- Food for Thought of Traverse City, MI. Agreement until February 26, 2033 with the addition of 15 new jobs, total budget $100,000.

Agreement amendment:  
Requesting Board approval of the following amended New Jobs Training Program agreements:  
- Western Diesel Services, Inc. d/b/a Hayes Manufacturing of Fife Lake, MI. Amend the previous agreement dated April 27, 2020. This agreement increases the budget from $250,000 to $550,000. Amended agreement date is February 27, 2023.  
- Cerny Industries d/b/a Strata Designs of Traverse City, MI. Amend the previous agreement dated December 20, 2021. This agreement increases the budget from $72,903 to $122,903. Amended agreement date is February 27, 2023.

With the amendment:  
- Net new jobs qualified under all agreements are projected at 1,043  
- Training expenditures are now valued at $9,742,940 for the region, delivered through 2033.

Requirements of the program  
The Michigan New Jobs Training Program, established in 2008, allows community colleges to provide training for employers that are creating new jobs and/or expanding operations in Michigan. The training for the newly hired workers is paid by capturing the state income tax associated with the new employees' wages. Eligibility:  
- Are full-time, in a new, existing, or expanding business of the employer  
- Are not jobs of recalled workers, replacement jobs, or any other job that existed in the employer’s business within the 1-year period preceding the date of an agreement  
- Are new jobs that pay at least 175 percent of the Michigan minimum wage when the contract is signed  
- Are new jobs that result in a net increase in employment in this state for the employer
Michigan New Jobs Training Program -- Board Summary

Company: Cultured Ferments Company LLC

3842 Jupiter Crescent Drive; Traverse City, MI 49685

Type of Agreement: Ten-Year Agreement

Existing Jobs: 2

Net New Jobs to be Created: 7

People to be Trained: 7

Approximate Start Date: 02/27/23

Approximate End Date: 02/26/33

Budget Analysis:

<table>
<thead>
<tr>
<th>Revenue</th>
<th>Estimated State Withholding</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Estimated Expenses</td>
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<tr>
<td></td>
<td>MCCA Administration Costs (1%)</td>
</tr>
<tr>
<td></td>
<td>College Administration Costs (14%)</td>
</tr>
<tr>
<td></td>
<td>Total Estimated Training Budget</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Original Award</th>
<th>02/27/23</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>$ 50,000</td>
</tr>
</tbody>
</table>

| MCCA Administration Costs (1%) | $ 435 |
| College Administration Costs (14%) | $ 6,087 |
| Total Estimated Training Budget | $ 43,478 |

Funding Vehicle: Pay-As-You-Go Agreement

Recommendation: Agreement Approval
MICHIGAN NEW JOBS TRAINING AGREEMENT

PART I

1. “College” means Northwestern Michigan College of Traverse City, Michigan. Notices, requests, or other communications directed to the College under this Agreement shall be addressed as follows:

   **Finance**
   Lindsey Lipke, Controller
   Northwestern Michigan College
   1701 East Front Street
   Traverse City, MI 49686
   llipke@nmc.edu
   231-995-1943

   **Training**
   Lisa Rollin, Senior Accountant
   Michigan Manufacturing Technology Center
   Northern Michigan Office
   1701 East Front Street
   Traverse City, MI 49686
   lrollin@nmc.edu
   231-995-2005

2. “Employer” means Cultured Ferments Company LLC of Traverse City, Michigan. Notices, requests, or other communications directed to the Employer under this Agreement shall be addressed as follows:

   Courtney Lorenz, Founder
   Cultured Ferments Company LLC
   3842 Jupiter Crescent Drive
   Traverse City, MI 49685
   E-mail Address: courtney@drinkcultured.com
   Federal ID No.: 47-3437850

3. The Employer certifies that the number of jobs on its payroll in Michigan as of December 18, 2022, the date of the Preliminary Agreement, was two (2) and that the highest number of jobs on its payroll in Michigan in the last 12 months prior to the date of the Preliminary Agreement was two (2).

4. The Employer agrees that the New Jobs Credit from Withholding paid by the Employer to the College for Program Costs will begin as employees are hired.

5. The effective date of this Agreement shall be February 27, 2023 (the “Effective Date”).

6. The term of this Agreement shall be ten (10) years, expiring February 26, 2033, provided this Agreement shall not terminate and the obligations, representations, warranties, covenants, and agreements of the Employer hereunder shall continue until the Program Costs have been paid in full as provided herein.

The provisions of Part II and Part III of this Agreement are hereby approved and incorporated in full by reference.
# MICHIGAN NEW JOBS TRAINING AGREEMENT
## PART II
### EXHIBIT A

**Estimated Budget**

<p>| | | |</p>
<table>
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<tr>
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<td>3.</td>
<td>Administrative Fee</td>
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**TOTAL** $50,000

**Final Costs**

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<tr>
<td>3.</td>
<td>Administrative Fee</td>
<td></td>
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</table>

**TOTAL** $

Acknowledged this 27th day of February 2023

_________________________   ________________________
Courtney Lorenz, Founder     Nick Nissley, President
Cultured Ferments Company LLC    Northwestern Michigan College
EXHIBIT B
Tentative Training Program

I. Overview

A. Estimated number of new jobs: 7
B. Expected date by which new jobs will be filled: 01/01/28
C. Estimated costs of training: $43,478
D. Expected begin date: 02/27/23
E. Expected end date: 02/26/33

II. Description of Training

• Food Safety
• Lean Manufacturing

III. Description of Training Equipment
## EXHIBIT C

**Employer Projections of Payroll and New Jobs Credit**

<table>
<thead>
<tr>
<th>Year of Agreement</th>
<th>Estimated Payroll of New Positions</th>
<th>Estimate of Diverted Payroll Taxes</th>
<th>Cumulative Diverted Payroll Taxes</th>
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<td>10</td>
<td>$117,647</td>
<td>$5,000</td>
<td>$50,000</td>
</tr>
</tbody>
</table>

Note: Although the term of this Agreement is ten (10) years, the amount of payroll taxes diverted hereunder may not exceed the total amount of the budget. The College will work with the Employer and the Michigan Department of Treasury to ensure taxes in excess of the required amounts are not diverted but rather are forwarded directly to the State of Michigan by the Employer.
## Michigan New Jobs Training Program -- Board Summary

<table>
<thead>
<tr>
<th>Company:</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Food For Thought</strong></td>
<td></td>
</tr>
<tr>
<td>1610 Barlow Street, Suite 201; Traverse City, MI 49686</td>
<td></td>
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<tr>
<td>Type of Agreement:</td>
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<td>Existing Jobs:</td>
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<tr>
<td>Net New Jobs to be Created:</td>
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<td>People to be Trained:</td>
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<td>Approximate Start Date:</td>
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<td>Approximate End Date:</td>
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<td>Budget Analysis:</td>
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<td>Revenues</td>
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<td><strong>Estimated Expenses</strong></td>
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<td>MCCA Administration Costs (1%)</td>
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<td>College Administration Costs (14%)</td>
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<td>Total Estimated Training Budget</td>
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<td>Funding Vehicle:</td>
<td>Pay-As-You-Go Agreement</td>
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<td>Recommendation:</td>
<td>Agreement Approval</td>
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</table>
MICHIGAN NEW JOBS TRAINING AGREEMENT

PART I

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   **Finance**
   Lindsey Lipke, Controller  
   Northwestern Michigan College  
   1701 East Front Street  
   Traverse City, MI 49686  
   llipke@nmc.edu  
   231-995-1943

   **Training**
   Lisa Rollin, Senior Accountant  
   Michigan Manufacturing Technology Center  
   Northern Michigan Office  
   1701 East Front Street  
   Traverse City, MI 49686  
   lrollin@nmc.edu  
   231-995-2005

2. “Employer” means Food For Thought of Traverse City, Michigan. Notices, requests, or other communications directed to the Employer under this Agreement shall be addressed as follows:

   Grace O’Malley  
   HR Generalist/Payroll Coordinator  
   1610 Barlow Street, Suite 201  
   Traverse City, MI 49686  
   E-mail Address: hr@tamarackholdings.com  
   **Federal ID No.: 38-3323549**

3. The Employer certifies that the number of jobs on its payroll in Michigan as of December 21, 2022, the date of the Preliminary Agreement, was eighteen (18) and that the highest number of jobs on its payroll in Michigan in the last 12 months prior to the date of the Preliminary Agreement was eighteen (18).

4. The Employer agrees that the New Jobs Credit from Withholding paid by the Employer to the College for Program Costs will begin as employees are hired.

5. The effective date of this Agreement shall be February 27, 2023 (the “Effective Date”).

6. The term of this Agreement shall be ten (10) years, expiring February 26, 2033, provided this Agreement shall not terminate and the obligations, representations, warranties, covenants, and agreements of the Employer hereunder shall continue until the Program Costs have been paid in full as provided herein.

The provisions of Part II and Part III of this Agreement are hereby approved and incorporated in full by reference.
MICHIGAN NEW JOBS TRAINING AGREEMENT
PART II
EXHIBIT A

Estimated Budget

<p>| | | |</p>
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Final Costs

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<td>TOTAL</td>
<td>$</td>
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</tbody>
</table>

Acknowledged this 27th day of February 2023

Grace O’Malley
HR Generalist/Payroll Coordinator
Food For Thought

Nick Nissley, President
Northwestern Michigan College
I. Overview

A. Estimated number of new jobs: 15
B. Expected date by which new jobs will be filled: 01/01/28
C. Estimated costs of training: $86,956
D. Expected begin date: 02/27/23
E. Expected end date: 02/26/33

II. Description of Training

• Food Safety
• Equipment
• Compliance

III. Description of Training Equipment
EXHIBIT C
Employer Projections of Payroll and New Jobs Credit

<table>
<thead>
<tr>
<th>Year of Agreement</th>
<th>Estimated Payroll of New Positions</th>
<th>Estimate of Diverted Payroll Taxes</th>
<th>Cumulative Diverted Payroll Taxes</th>
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Note: Although the term of this Agreement is ten (10) years, the amount of payroll taxes diverted hereunder may not exceed the total amount of the budget. The College will work with the Employer and the Michigan Department of Treasury to ensure taxes in excess of the required amounts are not diverted but rather are forwarded directly to the State of Michigan by the Employer.
Michigan New Jobs Training Program -- Board Summary

Hayes Manufacturing

6875 US 131; Fife Lake, MI 49633

Type of Agreement: Eight-Year Agreement

Existing Jobs: 0

Net New Jobs to be Created: 31

People to be Trained: 20

Approximate Start Date: 04/27/20

Approximate End Date: 04/26/28

Budget Analysis:

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<tr>
<th>Revenues</th>
<th>Original Award 04/27/20</th>
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<td>Estimated State Withholding</td>
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<th>Amendment 02/27/23</th>
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<tr>
<td>MCCA Administration Costs (1%)</td>
<td>$ 2,174</td>
<td>$ 4,783</td>
</tr>
<tr>
<td>College Administration Costs (14%)</td>
<td>$ 30,435</td>
<td>$ 66,957</td>
</tr>
</tbody>
</table>

Total Estimated Training Budget $ 217,391 $ 478,261

Funding Vehicle: Pay-As-You-Go Agreement

Recommendation: Agreement Approval
MICHIcGAN NEW JOBS TRAINING AGREEMENT
NJTP-269; AMENDMENT #1

This amendment between Northwestern Michigan College and Hayes Manufacturing dated February 27, 2023, amends the original agreement dated April 27, 2020. This Agreement increases the budget from $250,000 to $350,000.

PART I

1. “College” means Northwestern Michigan College of Traverse City, Michigan. Notices, requests, or other communications directed to the College under this Agreement shall be addressed as follows:

   Finance
   Lindsey Lipke, Controller
   Northwestern Michigan College
   1701 East Front Street
   Traverse City, MI 49686
   llipke@nmc.edu
   231-995-1943

   Training
   Lisa Rollin, Senior Accountant
   Michigan Manufacturing Technology Center
   Northern Lower Office
   1701 East Front Street
   Traverse City, MI 49686
   lrollin@nmc.edu
   231-995-2005

2. “Employer” means Western Diesel Services, Inc. d/b/a Hayes Manufacturing of Fife Lake, Michigan. Notices, requests, or other communications directed to the Employer under this Agreement shall be addressed as follows:

   Penny Challender
   President
   Hayes Manufacturing
   6875 US 131
   Fife Lake, MI 49633
   penny@hayescouplings.com
   Federal ID No.: 43-0762599

3. The Employer certifies that the number of jobs on its payroll in Michigan as of November 15, 2019, the date of the Preliminary Agreement, was zero and that the highest number of jobs on its payroll in Michigan in the last 12 months prior to the date of the Preliminary Agreement was zero.

4. The Employer agrees that the New Jobs Credit from Withholding paid by the Employer to the College for Program Costs will begin as employees are hired.

5. The effective date of this Agreement shall be April 27, 2020.

6. The term of this Agreement shall be eight (8) years, expiring April 26, 2028, provided this Agreement shall not terminate and the obligations, representations, warranties, covenants, and agreements of the Employer hereunder shall continue until the Program Costs have been paid in full as provided herein.

The provisions of Part II and Part III of this Agreement are hereby approved and incorporated in full by reference.
**Estimated Budget**

<table>
<thead>
<tr>
<th></th>
<th>Training</th>
<th>$ 478,261</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>Training Equipment</td>
<td>$ 0</td>
</tr>
<tr>
<td>3</td>
<td>Administrative Fee</td>
<td>$ 71,739</td>
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<tr>
<td></td>
<td><strong>TOTAL</strong></td>
<td><strong>$ 550,000</strong></td>
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</tbody>
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**Final Costs**

<table>
<thead>
<tr>
<th></th>
<th>Training</th>
<th>$</th>
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</thead>
<tbody>
<tr>
<td>2</td>
<td>Training Equipment</td>
<td>$</td>
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<tr>
<td>3</td>
<td>Administrative Fee</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td><strong>TOTAL</strong></td>
<td><strong>$</strong></td>
</tr>
</tbody>
</table>

Acknowledged this 27th day of February 2023.

Penny Challender, President  
Hayes Manufacturing

Nick Nissley, President  
Northwestern Michigan College
EXHIBIT B
Tentative Training Program

I. Overview

A. Estimated number of new jobs: 60 @ $16.89+
B. Expected date by which new jobs will be filled: 01/01/24
C. Estimated costs of training: $478,261
D. Expected begin date: 04/27/20
E. Expected end date: 04/26/28

II. Description of Training

- Advanced Lean Practices and Concepts
- Personnel Management
- Machine Repair
- CNC Machine Programming

III. Description of Training Equipment
**EXHIBIT C**

**Employer Projections of Payroll and New Jobs Credit**

<table>
<thead>
<tr>
<th>Year of Agreement</th>
<th>Estimated Payroll of New Positions</th>
<th>Estimate of Diverted Payroll Taxes</th>
<th>Cumulative Diverted Payroll Taxes</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$1,617,647</td>
<td>$68,750</td>
<td>$68,750</td>
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<tr>
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<td>8</td>
<td>$1,617,647</td>
<td>$68,750</td>
<td>$550,000</td>
</tr>
</tbody>
</table>

Note: Although the term of this Agreement is eight (8) years, the amount of payroll taxes diverted hereunder may not exceed the total amount of the budget. The College will work with the Employer and the Michigan Department of Treasury to ensure taxes in excess of the required amounts are not diverted but rather are forwarded directly to the State of Michigan by the Employer.
Michigan New Jobs Training Program -- Board Summary

Cerny Industries dba Strata Design

1645 Park Drive; Traverse City, MI 49686

337212 -- Custom Architectural Woodwork and Millwork Manufacturing

Five-Year Agreement; Amended to Ten-Year Agreement

Strata Design is one of the largest independent manufacturers of commercial casework and store fixtures in Michigan servicing all of North America. Since 1988, Strata Design has been dedicated to manufacturing and installing the highest quality modular commercial casework, plastic laminate furniture, and store fixtures for hospitals and medical office buildings, universities and schools, retail stores, sports and hospitality venues, and financial institutions.

Existing Jobs: 19
Net New Jobs to be Created: 4
People to be Trained: 4
Approximate Start Date: 07/01/16
Approximate End Date: 05/22/26

Budget Analysis:

<table>
<thead>
<tr>
<th>Revenues</th>
<th>Award</th>
<th>Amendment 06/28/21</th>
<th>Amendment 12/20/21</th>
<th>Amendment 02/27/23</th>
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<tbody>
<tr>
<td>Estimated State Withholding</td>
<td>$25,000</td>
<td>$25,525</td>
<td>$72,903</td>
<td>$122,903</td>
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<tr>
<td>Estimated Expenses</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MCCA Administration Costs (1%)</td>
<td>$217</td>
<td>$222</td>
<td>$634</td>
<td>$1,069</td>
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<tr>
<td>College Administration Costs (14%)</td>
<td>$3,044</td>
<td>$3,107</td>
<td>$8,875</td>
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<td>Total Estimated Training Budget</td>
<td>$21,739</td>
<td>$22,196</td>
<td>$63,394</td>
<td>$106,872</td>
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</table>

Funding Vehicle: Pay-As-You-Go Agreement

Recommendation: Agreement Approval
MICHIGAN NEW JOBS TRAINING AGREEMENT
NJTP-137; AMENDMENT #4

This amendment between Northwestern Michigan College and Strata Design dated February 27, 2023, amends the previous agreement dated December 20, 2021. The Agreement increases the budget from $72,903 to $122,903.

PART I

1. “College” means Northwestern Michigan College of Traverse City, Michigan. Notices, requests, or other communications directed to the College under this Agreement shall be addressed as follows:

   **Finance**  
   Lindsey Lipke, Controller  
   Northwestern Michigan College  
   1701 East Front Street  
   Traverse City, MI 49686  
   llipke@nmc.edu  
   231-995-1943

   **Training**  
   Lisa Rollin, Senior Accountant  
   Michigan Manufacturing Technology Center  
   Northern Michigan Office  
   1701 East Front Street  
   Traverse City, MI 49686  
   lrollin@nmc.edu  
   231-995-2005

2. “Employer” means Cerny Industries dba Strata Design of Traverse City, Michigan. Notices, requests, or other communications directed to the Employer under this Agreement shall be addressed as follows:

   **Jeff Cerny**  
   Strata Design  
   1645 Park Drive  
   Traverse City, MI 49686  
   Federal ID No.: 26-2834157

3. The Employer certifies that the number of jobs on its payroll in Michigan as of October 19, 2012, the date of the Preliminary Agreement, was 19 and that the highest number of jobs on its payroll in Michigan in the last 12 months prior to the date of the Preliminary Agreement was 19.

4. The Employer agrees that the New Jobs Credit from Withholding paid by the Employer to the College for Program Costs will begin as employees are hired.

5. The effective date of this Agreement shall be May 23, 2016 (the “Effective Date”).

6. The term of this Agreement shall be ten (10) years, expiring May 22, 2026, provided this Agreement shall not terminate and the obligations, representations, warranties, covenants, and agreements of the Employer hereunder shall continue until the Program Costs have been paid in full as provided herein.

The provisions of Part II and Part III of this Agreement are hereby approved and incorporated in full by reference.
PART II

EXHIBIT A

Estimated Budget

<table>
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<th></th>
<th>Training</th>
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<tbody>
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<td>Administrative Fee</td>
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<tr>
<td></td>
<td>TOTAL</td>
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</tbody>
</table>

Final Costs

<table>
<thead>
<tr>
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<th>Training</th>
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</tr>
</thead>
<tbody>
<tr>
<td>2</td>
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<td>Administrative Fee</td>
<td>$</td>
</tr>
<tr>
<td></td>
<td>TOTAL</td>
<td>$</td>
</tr>
</tbody>
</table>

Acknowledged this 27th day of February 2023.

Tyler Cerny, President
Strata Design

Nick Nissley, President
Northwestern Michigan College
EXHIBIT B

Tentative Training Program

I. Overview

A. Estimated number of new jobs: 8 @ $14.88 or higher
B. Expected date by which new jobs will be filled: 04/01/19
C. Estimated costs of training: $106,872
D. Expected begin date: 07/01/16
E. Expected end date: 05/22/26

II. Description of Training

- Lean Manufacturing
- MicroVelme
- AutoCAD
- Project Pak

III. Description of Training Equipment
## EXHIBIT C

**Employer Projections of Payroll and New Jobs Credit**

<table>
<thead>
<tr>
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<th>Estimate of Diverted Payroll Taxes</th>
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</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>$289,184</td>
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</table>

**Note:** Although the term of this Agreement is ten (10) years, the amount of payroll taxes diverted hereunder may not exceed the total amount of the budget. The College will work with the Employer and the Michigan Department of Treasury to ensure taxes in excess of the required amounts are not diverted but rather are forwarded directly to the State of Michigan by the Employer.