Meeting Agenda  
Monday, January 22, 2024  
at Timothy J. Nelson Innovation Center, Room 106/107  
1701 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  
   E. Annual Meeting Business  
      i. Reading of Notice and Proof of Service  
      ii. Report of Secretary—Andrew K. Robitshek, Secretary  
      iii. Report of Treasurer—Kenneth E. Warner, Treasurer  
      iv. Verification of Residential Address  
      v. Conflict of Interest Disclosure Statement  
      vi. Election of Officers  
      vii. Regular Board Meeting Dates  
           Review proposed regular meeting dates and locations through June 2025 as presented.  

II. STRATEGIC FOCUS  
   F. Institutional Distinction and Sustainability—Jason Slade, Vice President of Strategic Initiatives, and Troy Kierczynski, Vice President of Finance and Administration  

III. REPORTS AND PRESENTATIONS  
   G. Faculty Report: Peer Review Process—Ryan Bernstein, Curriculum & Instructional Designer, and Becca Richardson, 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
   H. President’s Update—President Nick Nissley
   I. Board Chair Update—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:
   J. Minutes of the December 11, 2023, regular meeting and closed session
   K. Minutes of the December 21, 2023, special meeting and closed session
   L. Enrollment Report—Todd Neibauer, Vice President for Student Services and Technologies
   M. Financial Report—Troy Kierczynski, Vice President of Finance and Administration
   N. PRMC—Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications
   O. Foundation Report—Carly McCall, Director of Alumni Engagement
   P. Building and Site Committee—Ken Warner, Committee Chair
   Q. Fellows Nominating Committee—Andy Robitshek, Committee Chair
   R. Presidential Performance and Compensation—Laura Oblinger, Committee Chair

VII. ACTION ITEMS
   S. Appointment of Fellows (Pursuant to Policy A-106.00 Other)
      Recommend that Bill Donberg, Tim Nelson & Nancy Johnson, and Jack & Karen Segal be appointed 2024 Fellows of Northwestern Michigan College with all honors and privileges pertaining hereto.
   T. NMC/NMC Foundation Memorandum of Understanding (Pursuant to Policy A-106.00 Other)
      Recommend approval of amended Memorandum of Understanding between Northwestern Michigan College and the Northwestern Michigan College Foundation as presented.
   U. High School Enrolled Out of District Tuition Rate (Pursuant to Policy A-106.00 Educational Services)
      Recommend approval of new out of district tuition rate of $160 per contact hour for high school enrolled students (dual enrolled, direct credit, and early college) beginning Fall 2024.
   V. Aviation Hangar Expansion Project Scope (Pursuant to Policy A-106.00 Facilities)
      Recommend approval of Aviation Hangar Expansion project scope, as presented and discussed with the full Board and Building and Site Committee in December 2023.
W. **Hydrant Easement** (Pursuant to Policy A-106.00 Facilities)
   Recommend authorization for administration to grant an easement to the City of Traverse City for a public utility easement at the Great Lakes Campus.

X. **Laundry Machines and Services Purchase** (Pursuant to Policy A-106.00 Finances)
   Recommend authorization for administration to enter into an agreement with Max’s Services in the amount of $36,790 for the purchase, delivery, and installation of (36) laundry machines in the residence halls and apartments, to be funded by Auxiliary (Housing) funds.

**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.

February 1, 2024—Study Session (1:00 p.m.) NMC Hagerty Center, Great Lakes Campus, Room C
February 26, 2024—Timothy J. Nelson Innovation Center, Room 106/107
March 18, 2024—NMC Hagerty Center, Great Lakes Campus, Room C (3rd Monday)
April 22, 2024—Timothy J. Nelson Innovation Center, Room 106/107
May 20, 2024—Timothy J. Nelson Innovation Center, Room 106/107 (3rd Monday)
June 24, 2024—Timothy J. Nelson Innovation Center, Room 106/107
Notice of 2024 Annual Meeting - PLEASE CONFIRM ATTENDANCE

Lynne Moritz <lmoritz@nmc.edu>  
To: Board of Trustees <boardoftrustees@nmc.edu>  
Tue, Jan 9, 2024 at 12:01 PM

Trustees:

Per Board Policy A-100.00 Board of Trustees Bylaws section 1.c.ii., this email is notification of the 2024 annual meeting of the Northwestern Michigan College Board of Trustees to be held each year during the first meeting held in January. The logistics of the meeting follow:

- **Date:** Monday, January 22, 2024
- **Time:** 5:30 p.m.
- **Location:** Timothy J. Nelson Innovation Center, Room 106/107  
  1701 E. Front Street  
  Traverse City, MI 49686
- **Purpose:** Annual Meeting, Regular Monthly Meeting

If you are unable to attend in-person, **PLEASE NOTIFY OUR OFFICE IMMEDIATELY** to ensure we have a quorum. Doug Bishop will be attending remotely. Therefore, as of today, I anticipate the following trustees attending in-person:

1. Laura Oblinger  
2. Andy Robitshek  
3. Chris Bott  
4. Kennard Weaver

Lynne Moritz  
Executive Director of the President's Office & Board Operations  
FOIA Officer  
(231) 995-1900

**Northwestern Michigan College**

BOARD MEMBER ALERT: This email is not for interactive discussion purposes. The recipient should not forward it to any other individual or copy a reply to other board members.
Northwestern Michigan College
Board of Trustees
Annual Meeting
January 22, 2024
at Timothy J. Nelson Innovation Center
Room 106/107
1701 E. Front Street

Report of Secretary

The 2023 Northwestern Michigan College Board of Trustees Annual Meeting minutes were approved on February 27, 2023, and are available online at the 2023 Trustee Meeting Materials and Minutes website along with all other regular meeting minutes.
Northwestern Michigan College
Board of Trustees
Annual Meeting
January 22, 2024
at Timothy J. Nelson Innovation Center
Room 106/107
1701 E. Front Street

Report of Treasurer

The annual financial audit for Northwestern Michigan College for the fiscal year ending June 30, 2023, was accepted by the NMC Board of Trustees on October 23, 2023, and is available online at the NMC Audit Reports website (https://www.nmc.edu/departments/finance-administration/audits/files/audit-nmc-2023.pdf).
NORTHWESTERN MICHIGAN COLLEGE
Board Meeting Dates January 2024 through June 2025

(Fourth Monday of each except where noted)

2024

January 22, 2024 – Timothy J. Nelson Innovation Center, Room 106/107

February 26, 2024 – Timothy J. Nelson Innovation Center, Room 106/107

March 18, 2024 – NMC Hagerty Center, Room C **Third Monday

April 22, 2024 – Timothy J. Nelson Innovation Center, Room 106/107

May 20, 2024 – Timothy J. Nelson Innovation Center, Room 106/107 **Third Monday

June 24, 2024 – Timothy J. Nelson Innovation Center, Room 106/107

July 22, 2024 – Aeropark Campus, Parsons-Stulen Room 222/224

August 26, 2024 - Timothy J. Nelson Innovation Center, Room 106/107


October 21, 2024 – Timothy J. Nelson Innovation Center, Room 106/107 **Third Monday


December 16, 2024 – Timothy J. Nelson Innovation Center, Room 106/107 **Third Monday

2025


February 24, 2025 – Timothy J Nelson Innovation Center, Room 106/107

March 17, 2025 – Timothy J Nelson Innovation Center, Room 106/107 **Third Monday

April 28, 2025 – Timothy J Nelson Innovation Center, Room 106/107

May 19, 2025 – Timothy J Nelson Innovation Center, Room 106/107 **Third Monday

June 23, 2025 – Timothy J Nelson Innovation Center, Room 106/107
**To:** Dr. Nick Nissley, President  
**From:** Jason Slade, Vice President of Strategic Initiatives  
**Date:** January 15, 2024  
**Subject:** Strategic Initiatives Update: January 22, 2024 Board of Trustees Meeting  
**Topic:** Strategy 5 - Institutional Distinction and Sustainability

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

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

- expansion of the Aviation program
- positioning of the Great Lakes Water Studies Institute (GLWSI) as a leader for marine and geospatial programs and professional training
- execution of the Great Lakes Culinary Institutes’s (GLCI) “reimagining” plan, and the strategic plans for the International Affairs Forum (IAF), Dennos Museum Center (DMC), and WNMC radio station
- deployment of a unique maritime/culinary certificate leveraging existing expertise

**Highlights and Successes:**

1. **Objective 1 (Aviation to execute its expansion plan to increase enrollment and annual net revenue):**
   - Owner’s representative RFP issued. Tentative date for groundbreaking would be summer 2024.
   - FY23 was Aviation’s highest year ever for both flight hours and gross revenue and FY24 is shaping up to meet or exceed FY23.

2. **Objective 2 (GLWSI will leverage its assets and location to become a leading marine center):**
   - The freshwater center continues to move forward with design, branding strategy development, financial performance analysis, joint venture development, and fundraising campaign (led by Discovery Center). Current timing is to complete the design by September 2024 and begin construction in early 2025. The project is expected to be completed by early 2027.
   - A binational water technology innovation competition was launched in September: AquaHacking Great Lakes Challenge. This ties directly into developing start-up, water-based companies for FRIC and NMC. This year’s program has 170 participants, 37 teams focused on issues facing the Great Lakes: microplastics, forever chemicals, nutrient cycling, and lead.
   - Contact hours for GLWSI are up 59% from Fall 2022, and there are 35 students in the Marine Technology program (up from 26) as PRMC continues to provide dedicated support and marketing for this distinctive program.
   - Lakebed 2030 was a success with over 200 participants at September’s annual event. Preparation has begun for the Fall 2024 event, as well as OCEANS 2025 in Chicago, IL where GLWSI will play a pivotal role.

3. **Objective 3 (GLCI will update curriculum, increase enrollment, and maximize space utilization to decrease deficit):**
   - Enrollment registration continues to improve for GLCI, in part due to the increased marketing of PRMC.
   - Deficit for FY23 reduced to less than $28K, compared with $330K deficit in FY22. GLCI continues to stay on budget for FY24.
GLCI is working with NoBoMkt to identify ways the two entities can benefit from each other.

- Objective 4 (DMC will execute the key financial stewardship initiatives from their Strategic Plan):
  - The November 2023 Holiday Artist Market welcomed a record-breaking 2,688 visitors to the DMC over two days and earned almost $20,000 in net revenue.
  - Nearly 50% of the DMC’s permanent art collection is digitized and now accessible online.
  - The DMC is co-PI and co-organizer for a $25,000 Terra Foundation grant to convene the first gathering of community college art museum directors in Fall 2024 at the Housatonic Museum of Art in Bridgeport, Connecticut. Findings from the convening will be compiled and shared via AAMG and a white paper later in 2024.
  - The museum was open during the NMC winter break for the first time since 2019; as a result, DMC realized nearly $10,000 in net revenue from four days of regular operation. Revenue was up 50% from four years ago despite two fewer days of operation.
  - As of this writing, the DMC is just 20% shy of its total fiscal year goal for gate admissions and will likely exceed projected revenue. This is in large part due to the museum’s first general admission increase in over 15 years.

- Objective 4 (IAF will execute it’s Business Plan to create a sustainable business operation by 6/30/25):
  - 4 Fall speaker events at NMC + Traverse City Central High School event for 250+ sophomores
  - IAF Academic WorldQuest Giving Tuesday fundraiser garnering $11,576 from 27 donors
  - Partner content with University of Notre Dame Kroc Institute for International Peace
  - The Boardman Review non-profit feature article and partnership

- Objective 5 (GLMA & GLCI will leverage expertise/resources to offer a maritime culinary certificate):
  - Marketing materials are complete with outreach currently on-going.
  - First cohort in Fall ‘23 semester has 11 students: 4 enrolled specifically in the certificate and 7 combining the certificate with the AAS. Fall 2024 already has 8 applicants.

**Challenges:**

- Objective 1 (Aviation) - Will need to maintain program continuity and effectiveness while construction of the hangar occurs. Coordination of moving simulators from the hangar to Parsons-Stulen.

- Objective 2 (GLWSI) - The joint venture continues to be developed but is behind schedule due to legal review (due diligence). Fundraising (led by Discovery Pier) is between $6m and $11m dependent on the status of $5m from the state in RAP funding. Funds tied to ARPA put pressure on the bid and construction contract timing.

- Objective 3 (GLCI) - Determine additional revenue enhancements including more utilization of Lobdell’s space.

- Objective 4 (DMC) - Work with NMC Foundation, new Chief Advancement Officer, and the President’s Office to cultivate mid-tier and major donors for long-term endowment growth.

- Objective 4 (IAF) - Continuing to execute their Strategic Plan with the goal of increasing memberships, sponsorships, and revenue to sustain and grow the program.

- Objective 5 (Maritime Culinary) - On-boarding can be a challenge due to passport, TWIC (Transportation Worker Identity) security card, etc. Admissions/GLCI had developed a checklist for prospective students.
## Strategy 5 - Institutional Distinction and Sustainability

### Objective 1: Aviation will execute its multi-phase expansion plan in an effort to increase enrollment by 25% and annual net revenues by 33% from June 30, 2021 to June 30, 2024.

<table>
<thead>
<tr>
<th>Status of Action Steps</th>
<th>Baseline</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24 (current)</th>
<th>Target</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>5 On Schedule</td>
<td>October 1, 2021: Contact Hrs: 1,818</td>
<td>October 1, 2022: Contact Hrs: 2,093</td>
<td>October 1, 2023: Contact Hrs: 2,298</td>
<td>October 1, 2024: Contact Hrs: 2,185</td>
<td>October 1, 2025: Contact Hrs: 2,300</td>
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</table>

### Objective 2: The Great Lakes Water Studies Institute (GLWSI) will leverage its assets and geographical position on the Great Lakes to become a leading center for marine and geospatial programs, providing academic pathways, training & professional development, and other innovative technical services which generate positive net revenue by June 30, 2025.

<table>
<thead>
<tr>
<th>Status of Action Steps</th>
<th>Baseline</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24 (current)</th>
<th>Target</th>
<th>Notes</th>
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<tbody>
<tr>
<td>3 Behind Schedule</td>
<td>October 1, 2021: Contact Hrs: 460</td>
<td>October 1, 2022: Contact Hrs: 468</td>
<td>October 1, 2023: Contact Hrs: 426</td>
<td>October 1, 2024: Contact Hrs: 525*</td>
<td>October 1, 2025: Contact Hrs: 600</td>
<td>Seafloor Detection Schemes training for the Office of Naval Intelligence &amp; National Geospatial-Intelligence Agency completed summer 2023.</td>
</tr>
</tbody>
</table>

*incl. SU23 265 Tier III 260 Tier I and II

Yellow River cohort planning for Fall ‘24/Spring ‘25.
**Objective 3:** The Great Lakes Culinary Institute will execute its “Reimagining” plan, which is to modernize curriculum, increase enrollment, and maximize utilization of the current Lobdell’s space to achieve a net deficit no greater than $150,000 by June 30, 2023.

<table>
<thead>
<tr>
<th>Status of Action Steps</th>
<th>Baseline</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24 (current)</th>
<th>Target</th>
<th>Notes</th>
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<tbody>
<tr>
<td>2 Complete</td>
<td>June 30, 2021:</td>
<td>June 30, 2022:</td>
<td>June 30, 2023:</td>
<td>Dec 31, 2023:</td>
<td>June 30, 2023:</td>
<td>GLCI is currently meeting the objective. Will continue to monitor.</td>
</tr>
<tr>
<td>2 Behind Schedule</td>
<td>Contact Hrs: 1,904</td>
<td>Contact Hrs: 2,563</td>
<td>Contact Hrs: 2,270</td>
<td>Contact Hrs: 2,698</td>
<td>Contact Hrs: 2,750</td>
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**Objective 4A:** The Dennos Museum Center will execute the key financial stewardship initiatives from the DMC Strategic Plan 2020–2025 by June 30, 2025. Note: The full dashboard of actions are captured in the DMC Strategic Plan. The metrics below are key performance indicators and takeaways from their comprehensive plan.

**Status of Action Steps:** 6 Completed, 14 On Schedule, 3 Behind Schedule, 1 Deferred/Discontinued

<table>
<thead>
<tr>
<th>Action Steps</th>
<th>Baseline</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24 (current)</th>
<th>Target</th>
<th>Notes</th>
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<tbody>
<tr>
<td>Increase external grant funding</td>
<td>FY20 federal and state grant funding:</td>
<td>FY22 federal and state grant funding:</td>
<td>FY23 Grants secured since FY20: 22 grants @ $382,000 total</td>
<td>FY24 (current) Grants secured YTD DMC direct $32,110 with an additional $50,000 applied for</td>
<td>Secure at least two federal or state grants each FY to support collections and accreditati on progress</td>
<td>Additional grants pending for upcoming FY</td>
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<td>1 state grant @ $15-20k avg.</td>
<td>4 grants @ $88,700</td>
<td># donors: 398 (↑68%)</td>
<td># donors: 127</td>
<td>Increase Annual Fund performance 25% over baseline</td>
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<tr>
<td>Increase Annual Fund performance</td>
<td>FY20 Annual Giving (gifts &lt;$25,000)</td>
<td>FY22 Annual Giving (gifts &lt;$25,000)</td>
<td>FY23 Annual Giving (gifts &lt;$25,000)</td>
<td>FY24 (current) Annual Giving (gifts &lt;$25,000)</td>
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<td></td>
<td># donors: 237</td>
<td># donors: 403 (↑70%)</td>
<td># donors: 398 (↑68%)</td>
<td># donors: 127</td>
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<td>Revenue: $83,049</td>
<td>Revenue: $137,210 (↑65%)</td>
<td>Revenue: $143,037 (↑72%)</td>
<td>Revenue: $71,181</td>
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<td>Appeal Perform: # appeals: 4</td>
<td>Appeal Perform: # appeals: 6 (↑50%)</td>
<td>Appeal Perform: # appeals: 5 (↑25%)</td>
<td>Appeal Perform: # appeals: 3</td>
<td>Annual gift and overall annual giving continues to perform well. Since FY21, 25 new donors acquired by mail and more through email.</td>
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<td># donors: 153</td>
<td># donors: 301 (↑97%)</td>
<td># donors: 140 (↓8%)</td>
<td># donors: 71</td>
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<td>Stabilize/increase memberships</td>
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<td>Encourage more members to join at higher levels to increase revenue</td>
<td>Increase in net revenue for the store’s flagship annual event</td>
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**Objective 4B:** The International Affairs Forum will execute the IAF Business Plan for Strategic Growth to create a sustainable business operation by June 30, 2025.

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<thead>
<tr>
<th>Status of Action Steps</th>
<th>Baseline</th>
<th>FY22</th>
<th>FY23</th>
<th>FY24 (current)</th>
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<tbody>
<tr>
<td></td>
<td>FY20:</td>
<td>FY22</td>
<td>FY23</td>
<td>FY24 (current)</td>
<td>Target</td>
<td>Notes</td>
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<tr>
<td></td>
<td>Net Loss: ($2,979)</td>
<td>Avg attendance: 76 in-person 111 virtual</td>
<td>Avg attendance: 167 in-person, 81 virtual</td>
<td>Avg attendance: 206 in-person, 78 virtual</td>
<td>Net rev: $786 through Q1, Q2 pending</td>
<td>AWQ Record fundraising FY24 = $11,576</td>
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<td>Sponsorship progress: $1000 FY25 general programming // $5000 FY25 fall events sponsor</td>
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</table>
### Objective 4C:
WNMC will execute the action steps defined in the report “Refocusing WNMC: A 5-Year Plan” to increase engagement/listenership and sustain WNMC's operations by June 30, 2025.

<table>
<thead>
<tr>
<th>Status of Action Steps</th>
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<tr>
<td>2 On Schedule</td>
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<td>1 Behind Schedule</td>
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<tr>
<td>1 Not Yet Started</td>
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### Objective 5:
The GLMA and GLCI will leverage existing expertise and resources to develop and offer a maritime culinary certificate by Fall 2023, which will expand opportunities for students in this niche, high demand area.

<table>
<thead>
<tr>
<th>Status of Action Steps</th>
<th>Baseline</th>
<th>Current Percent Complete</th>
<th>Target</th>
<th>KPI</th>
<th>Notes</th>
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</thead>
<tbody>
<tr>
<td>2 On Schedule</td>
<td>N/A - new program</td>
<td>60%</td>
<td>100%</td>
<td># of enrollees: F23: 11 enrolled - 4 for the standalone certificate, 7 combining certificate with AAS. Spring 24: 14 students listed as a primary or secondary program Fall 2024: 8 applicants</td>
<td>Primarily a fall start program so focus will be on attracting students for Fall 2024. 3 students have completed processes for summer employment on ship</td>
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<tr>
<td>1 Behind Schedule</td>
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<tr>
<td>1 Not Yet Started</td>
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**Key**
- **Green** > 75% of scheduled actions supporting objective are on task
- **Yellow** > 50% of scheduled actions supporting objective are on task
- **Red** < 50% of scheduled actions supporting objective are on task

**Next Month:** Summary of the strategic plan process as we hit the halfway point of Year 2.
We will be sharing a summary of the process for reviewing the quality of online and hybrid courses at NMC. Specifically, we'll share details on how we established a faculty peer review process to increase the number of courses reviewed annually to meet HLC guidelines.
Who are you? Please upload or type a bio here. If you do not have one, just tell The BOT a bit about yourself. This info will be given to them before the meeting.

Ryan Bernstein:
I am the Curriculum & Instructional Designer at NMC. I help faculty design face-to-face, online, hybrid and livestream courses and programs. I help with everything from writing course descriptions and outcomes to creating engaging assessments and activities. I also get to teach a little too, which is great fun. I started at NMC in 2011 as an adjunct in the Communications Department and I've taught public speaking, technical writing and English composition courses.

I moved to Traverse City in 2011 with my wife, Sarah, who teaches high school English at the North Ed CTC. Prior to living in TC, Sarah and I lived in Denver for 8 years where we both taught high school English. I've also worked in the private sector as a technical writer, copywriter, and content creator for businesses and nonprofits.

I was raised in Grand Blanc, Michigan, received my BS in Education in 2002 from Western Michigan and my Masters Degree in Liberal Studies from the University of Denver in 2010. Sarah and I have three daughters: Audrey (15), Isla (12) and Ruby (7). We also have a Bassett Hound named Chester. When I'm not working you can find me with my family at the Y, golfing, swimming, on a river, on a beach, listening to music, or camping. Thank you for your time.

Becca Richardson:
I want to take some time and tell you a little bit about myself. I am Rebecca (Becca) Richardson.

I have been teaching at NMC since 2013. I started part-time and have been full-time since 2018. A fun fact about myself is that I started my college career (I call it a career because I was a student for a very long time) right here at NMC (2002). My math journey began with Pre-Algebra (Math 08) (2005). I was terrified to take math because I was convinced that I was bad at math. So I waited... and I waited. I waited so long that the advisers told me that if I wanted to get a degree of any kind I would need to take math. So, finally I mustered up the courage to sign up for that class. And my math journey began. From Math 08 I moved on to Beginning Algebra (Math 23) and then Intermediate Algebra (Math 111).

Once I was in Math 111, I decided that maybe I actually liked math. I still had no direction in life. I had no idea what I wanted to do for the rest of my life. I just knew, I did not want to wait tables anymore.

One day while I was helping some classmates with the homework they asked, what I was going to school for. I said, I did not know. Those classmates told me, I should become a teacher, because I was very good at explaining things. I thought long and hard about that comment, and decided that was the path I was going to take. I decided not only would I become a teacher, I would become a math teacher (which required a lot of math LOL). I found my direction in Math 111.

So, I took every math class NMC has to offer. The NMC Math Department even gave me an award. They called it Math longevity (I am pretty sure it is made up). From NMC, I transferred to Ferris (through the University Center) where I earned my Bachelor's degree in Secondary Education, Math major and Chemistry minor (2012).

I had a long term sub position at West Senior High (2012/2013), then I was hired at NMC (2013). Once I
began teaching at NMC, I decided this is where I wanted to work for the rest of my life. In order to become a full-time math instructor, I needed a master’s degree. So I applied to grad school.

I now hold a Master’s degree in the Art of Teaching Mathematics from the University of Idaho (2015).

After reading this you might think I am a math whiz, but I am NOT. Every class was hard. I always felt like I was working ten times harder than ALL of my classmates. I was always jealous of my peers who seemed to sleep on their books and learn through reverse osmosis (you will learn what that means in chemistry).

My obligations this semester:

This Spring I am teaching 15 credits:

Mathematical Literacy (MTH 100)

Mathematical Explorations Online (MTH 120)

Mathematical Explorations (MTH 120)

Mathematical Explorations and Corequisite (MTH 120/20)

I serve on many committees and Fellowships:

Leadership Group

Planning and Budget Council

Vice Chair of Faculty Council

Developmental Education Committee

Online and Hybrid Course Reviewer

Teaching Fellow

Experiential Learning Fellow

Family obligations

Husband (Matthew but everyone calls him Dickie)

Daughter (Alivia 16 years old)
Online/Hybrid Course Peer Review Process

Ryan Bernstein
and
Rebecca Richardson
Ryan Bernstein

- Communications Adjunct, 2011 - present
- Senior Instructional Technologist, 2015 - 2018
- Curriculum & Instructional Designer, 2018 - present
Mark Delonge

- Instructional Technology Coordinator: 2011 - present
- Adjunct Instructor: Introduction to Teaching

TC Central
Frosh vs. Elk Rapids
Jan. 22
5:30 PM
Connection to Strategic Plan

**Strategy 1:** Future-Focused Education: Enhance offerings through flexible academic pathways, innovative instructional delivery models, and relevant, hands-on educational experiences to empower global learners for the future.

**Objective 3:** Increase student success and completion rates in online courses from 87% to 90% and hybrid courses from 92% to 95% by developing additional teaching strategies by December of 2024.

**Action 1:** Increase the number of online/hybrid courses reviewed annually

**Target Outcome:** Grow from 34 to 65 courses reviewed per year

**Action 2:** Increase capacity for qualified peer-to-peer course reviewers from 2 to 8

**Target Outcome:** Recruit and train 6 faculty to be peer reviewers
Course Selection Process

Mark DeLonge & Ryan Bernstein
Ed Tech

Academic Chairs

Cohort
Peer Reviews
Indies
New Dev
Peer Reviewers

- 14 PRs
- Groups of 2
- Review 2 courses in the Fall and Spring semesters
- Summer reviews are optional
The **course gradebook** is clearly organized, consistent with the course syllabus and allows students to see an accurate cumulative score as they progress through the course.

The gradebook breakdown is per unit instead of assignment type. The syllabus has percentages per assignment type. I am sure the percentages are accurate in the gradebook, however students may not be sure how to accurately calculate their grade based on the inconsistency between the two.

### IV. Technology and Learner Support

<table>
<thead>
<tr>
<th></th>
<th>Reviewer Feedback</th>
</tr>
</thead>
<tbody>
<tr>
<td>Y</td>
<td>The course includes a link to the <strong>College Syllabus</strong>, which provides students with links to technology requirements, the student code of conduct, disability support, and available online resources for the Technology Help Desk, Library Services, Advising and Tutoring.</td>
</tr>
<tr>
<td></td>
<td><strong>Yes</strong></td>
</tr>
<tr>
<td>N</td>
<td>Appropriate and consistent formatting including the use of fonts, text size, colors,</td>
</tr>
<tr>
<td></td>
<td><strong>Yes</strong></td>
</tr>
<tr>
<td></td>
<td>The course appearance is beautiful. Good job!</td>
</tr>
</tbody>
</table>
That's all Folks!
To: NMC Board of Trustees  
From: Nick Nissley, President  
Subject: January Mid-Month Update  
Date: Friday, January 12, 2024  

Dear Board of Trustees,

Since our December Board meeting the following are key updates:

**Benzie County Annexation Possibility**

We are continuing with our ‘Listening Sessions’ (on-going since early fall) where I am (along with trustees/administration) meeting with key Benzie County stakeholders and listening, to better understand the support and resistance, as well as what’s being imagined in terms of the annexation possibility. This is designed to help the College/trustees better gauge the probability of success, and to better understand what the community wants from such a relationship.

- **Thursday, January 11th**  
  Inland Township Listening Session
- **Thursday, January 11th**  
  Elberta Listening Session
- **Tuesday, January 16th**  
  Rep. Jack O'Malley
- **Monday, January 22nd**  
  Benzie Chamber (Advocacy & Awareness Council)
- **Tuesday, January 23rd**  
  Benzie Sunrise Rotary
- **Tuesday, January 23rd**  
  Benzie County Administrator (Katie Zeits)
- **Tuesday, January 23rd**  
  Benzie Area Christian Neighbors Listening Session
- **Tuesday, January 23rd**  
  Thompsonville Listening Session
- **Friday, February 9th**  
  Benzie Chamber Annual Summit
- **Tuesday, February 13th**  
  Advocates for Benzie County Annual Dinner
- **Saturday, February 17th**  
  Benzie Democrats

**Campus Master Planning**

On December 13th we held an open community meeting Listening Session, to share what’s emerging and to seek feedback from community members, regarding our campus master planning process. Approximately 25 individuals attended. Most discussion focused on: the future of the University Center; Eastern Avenue expansion; and the building of dorms and apartments to accommodate student housing needs. A special thanks to Brandon from Tower Pinkster - for designing and facilitating such the process and affording robust engagement.
January Opening Conference
On Monday, January 8th we held our annual January Opening Conference. It was very well attended, with more than 200 employees present. Erica Orians, VP of the Michigan Community College Association, and Executive Director of the Michigan Center for Student Success, was our keynote speaker. She addressed “The Ecosystem of Higher Education,” sharing a broad overview of the changes and challenges occurring in higher education, with special attention to how these are impacting community colleges. We also recognized 2024 NISOD Excellence Award winners and our new employees. The conference and keynote was well received, with many “kudos” being shared with our office.

Legislative Reception
As we did last year, we are hosting a Legislative Reception (January 18th) to coincide with Traverse Connect’s Policy Conference and Annual Gala (January 19th). This will afford us an opportunity to gather with local government officials and our state legislators. We hope you can join!

Neurodiversity Support Center Opens on Campus
Beginning this month, support services designed specifically for neurodiverse students will be offered for the first time at an on-campus center, to a pilot cohort of NMC students. An English faculty member, Nancy Gray, proposed the center after spending her 2022-23 sabbatical year researching neurodiversity support services that many other colleges and universities provide. A key component of the Neurodiversity Support Center (NSC), located in Scholars Hall, will be training staff to meet the specific needs of these learners. An advisory body including neurodiverse students, NMC employees, and community partners have assisted Gray in planning the NSC. For more information, visit nmc.edu/neurodiversity.

International Affairs Forum
NMC’s International Affairs Forum hosted a Global Hotspot event – Israel-Palestine: Conflict in Context – on December 14th in the Milliken Auditorium at the Dennos Museum Center. The program included an examination of historical foundations of the current conflict, and welcomed back two past leaders of IAF to share their informed insights: Leila Hilal (a human rights attorney and former IAF executive director, who served as Senior Policy Adviser to the Commissioner-General of the Palestinian refugee agency) and Jack Segal (a former IAF Board co-chair and a retired senior U.S. diplomat who served in the U.S. Embassy in Israel). The event drew 408 total attendees, including 73 students.

US Senate Debate
The Michigan US Senate Debate Taskforce, the statewide organization coordinating the three planned US Senate Debates which will bring the two candidates for the US Senate to Traverse City, has invited NMC to play a role. Stephen Siciliano has had an initial meeting with Traverse City’s debate organizers, Norman Plumstead (CEO Honor Bank) and Warren Call (CEO Traverse Connect). NMC has offered the space of the Milliken Auditorium for the debate scheduled for October 10, 2024. The Economic Club and Traverse Connect will also be playing key roles. Additional meetings are scheduled to confirm the details.

Amending OMA to Allow for Remote Participation and Voting
A group of community colleges (NMC, NCMC, Alpena, and Lake Michigan College) have begun working with MCCA and state legislators to explore the possibility of amending OMA to allow for remote participation and voting of trustees in monthly board meetings. State representative Pauline Wendzel has a bill ready to drop, and Senator Aric Nesbitt is supportive of such legislation. We are beginning advocacy with Senator Damoose and Representatives Coffia and Roth.
NMC Earns the Michigan Dental Association's Allied Dental Professional Educator Award for 2024

Northwestern Michigan College and Bay Mills Community College collaboration has earned NMC the Michigan Dental Association's Allied Dental Professional Educator Award for 2024. Our partnership was designed in an effort to increase the number of dental assistants serving northern Michigan, and American Indian patients in particular. Together, we signed an agreement that will allow Bay Mills students to transfer to NMC’s dental assistant program after their first year. NMC recently invested $52,000 in new equipment for the dental assistant program. We have six fully functioning patient rooms and some of the latest technology, including an intraoral scanner. The program has been designed with student convenience in mind. Bay Mills students can take their first year of general education requirements entirely online. The second year of in-person dental assistant classes is scheduled in a Tuesday-Thursday block, allowing students to spend most of their week back home in the U.P., if necessary. On-campus housing is also available for these students.

Embrace the Dream
In honor of Martin Luther King Jr. Day and to kick off Embrace the Dream programming (which goes through the month of February), we invite you and the greater community to following upcoming events:

- **Monday, January 15 - Embrace the Dream Free Day at Dennos Museum Center**
  11 am - 4 pm: Celebrate Martin Luther King Jr. Day with us and kick off the Embrace the Dream programming with free admission to the museum!

- **Monday, January 15 - Building Bridges with Music presents:**
  An MLK Day Celebration Across Two TC Venues (Traverse City)  
  Brooklynn Bridges with Music presents an original literary and musical masterpiece by acclaimed composer/bassist Marion Hayden. Ocean: The Life and Times of Poet, Phillis Wheatley will take place this MLK Day, Monday, January 15, 2024, at 7 pm. This Dr. Martin Luther King Day Jr. Day event features one show across two venues: The Alluvion and Miliken Auditorium! From The Alluvion, Marion Hayden and her all-star Detroit octet will perform her musical suite centered around the life of poet, Phillis Wheatley, the first African American to publish a book and achieve international stature, nearly 200 years before The Civil Rights Movement.
  - The same program will be live streamed into Milliken Auditorium where NMC's Chamber Singers, Cantus Children's Choir and Skyelea Martin with Jimmy Olson will perform live in an interactive dance celebration of Dr. Martin Luther King Jr.

- All day long, the Alluvion and NoBo Market, located in the Commongrounds at 414 E Eighth, will be hosting a series of FREE events in honor of Dr. King, sponsored by Building Bridges with Music.
  - 10 - 10:45 am: Music for Kids in The Alluvion - Ms. Miriam will lead a music class perfect for Kindergarten and younger with their grownups with stories about MLK.
  - 11 - 11:45 am: Art for the Kids in The Alluvion - Laura Adams will offer creative reflections about MLK with art-making stations for 1st through 5th graders.
  - 12 - 2 pm: Free Community Lunch at NOBO Market- Building Bridges with Music invites everyone to a free community lunch in TC's newest restaurant.
  - Spirituals: Listen for Kevin LaRose on Tuba and Joe Wilson on Dobro playing spirituals throughout the building.
  - 6 - 6:30 pm: SkyeLea and Jimmy Olson in The Hive (The Alluvion Lobby)
  - 6:30 pm: Doors to the Alluvion open for the day's final showcase: Marion Hayden's Ocean Suite
● 7 - 9pm: Marion Hayden's Ocean: The Life and Times of Poet, Phillis Wheatley with NMC Choirs, and SkyeLea with Jimmy Olson from The Alluvion and Milliken Auditorium. Tickets are FREE and available at mynorthtickets.com You can choose the venue most convenient for you. All aspects of the 7 pm show will be livestreamed into both venues, creating one seamless, citywide remembrance of the life and teachings of Dr. Martin Luther King Jr. This event is sponsored by Building Bridges with Music and Dennos Museum's Milliken Auditorium.

● Thursday, January 18, 2024, 4 pm (NMC Dutmers Theater at the Dennos) - Free Screening of Razing Liberty Square

Trends in Higher Education Articles
As promised, I’m sharing relevant articles (that I and President's Council have been reading) that speak to trends, risks, challenges, and opportunities in community colleges, to help keep us informed and to invite conversation about how NMC is addressing such issues. This month, I’m sharing:

● “Community college students struggle with affordable housing,” The Mining Journal
● Companies eliminating bachelor’s degree requirements, Higher Ed Dive

Upcoming Dates of Note

● January 18—Legislative Reception, 4:00-6:00 pm, Lobdell’s
● January 19— Traverse Connect's Policy Conference and Annual Gala, Grand Traverse Resort
● January 22—Regular monthly Board of Trustees meeting, Timothy J. Nelson Innovation Center
● January 24—Facilities Master Plan Listening Session, 6:00 pm, Timothy J. Nelson Innovation Center
● February 1—Board Study Session (Topic: Campus Facilities Master Plan)—NMC Hagerty Center, Room C
● February 26—Regular monthly Board of Trustees meeting, Timothy J. Nelson Innovation Center
MEMO

To: Northwestern Michigan College Board of Trustees  
Cc: Dr. Nick Nissley, Ed.D.  
From: Gabe Schneider, Founder/Principal, Northern Strategies 360  
Date: January 15, 2024  
Re: State/Federal Legislative Update

State

2024 State Legislative Priorities
As legislators returned this week, senate leaders summarized their priorities for the year to MIRS. Senate Majority Leader Winnie Brinks (D-Grand Rapids) said she expects to continue working on moving policy items left over from 2023, which includes prescription drug affordability, auto no-fault insurance law changes and a bill package that could set up new requirements for incentives offered to companies for projects through the Strategic Outreach and Attraction Reserve Fund (now called the Make It In Michigan Fund). On the other side of the aisle, Republican Senate Leader Aric Nesibtt (R-Lake Michigan College) expressed his priority is to see both parties work together to lower taxes and make Michigan more competitive for residents and business.

For NMC, our state legislative priorities are:
  • Approve NMC’s Integrated Student Services Hub capital outlay project, which was left out of the FY24 supplemental budget passed last year.
  • Permanently lower the eligibility for Michigan Reconnect to 21
  • Increase FY25 Community College appropriations and oppose a per pupil funding model.
  • Amend the Open Meetings Act to allow for remote attendance.

Consensus Revenue Estimating Conference
State revenue for the current and next fiscal years was revised upward very slightly last Friday at the first of two Consensus Revenue Estimating Conferences (CREC) this year. This will help to guide the state budget process set to kick off following the Governor’s State of the State scheduled for 1/24/24.

Federal

2024 Federal Legislative Priorities
For NMC our key legislative priorities at the federal level include:
  • Approval of FY4 congressionally directed spending for the aviation hangar project
  • Consideration of FY25 congressionally directed spending.
  • Passage of the Bipartisan Workforce Pell Act

FY24 Appropriations
Congress continues to debate next steps in funding the federal government for Fiscal Year 2024. Current short-term funding expires on January 19 for some departments and February 2nd for others. While an agreement had been reached between House and Senate leadership over top-line FY24 spending levels (The agreement essentially upholds the spending levels established in the Fiscal Responsibility Act last spring, allocating $886.3 billion for defense and $772.7 billion for nondefense programs), conservative members of the House
Republican party have balked, resulting in another short-term funding deal being proposed. Under this scenario, short term funding would be extended until March 1 and March 8.

We continue to advocate for the inclusion of congressionally directed spending (earmarks) in the FY24 funding bill package, which could include the $1.75 million that we requested through Senator Stabenow’s office for the aviation hanger project.

**FY25 Appropriations**

I met with Senator Peters office to discuss opportunities for FY25 congressionally directed spending (earmarks). The office stated that they expect that their portal for applications will open in late February or early March. As was the case with FY24, Senator Peters is only accepting applications from public entities and is asking that requests be limited to no more than $3 million dollars. More than one project can be submitted if they fall under different accounts.

**NOAA Climate Ready Workforce Grant**

NMC is partnering with Michigan Central to request funding under the NOAA Climate Ready Workforce grant program. This funding will support the Great Lakes Blue Economy Training Program (GLBET). The GLBET Program, is a workforce development initiative created through a newly formed partnership between five core entities: Michigan Central, Newlab, Northwestern Michigan College, Port of Monroe and Mythos AI. The Program will administer new blue economy technical workforce training with a focus on remote and autonomous systems, acoustical platforms, and data management and processing. Michigan Central is taking the lead on the grant and NMC is leading the academic consortium and providing most of the training. The College share of the $10M grant is about $4.3M and a $1.0M autonomous survey vessel. We have asked that our congressional delegation support this application and will have letters coming from Congressman Bergman, Senator Stabenow and Senator Peters.

**Great Lakes Mapping Act of 2023**

This legislation, being introduced by Congresswomen McClain and Dingell would direct NOAA to conduct high-resolution bathymetric mapping of the lakebeds (submerged lands) of the Great Lakes as well as it would authorize $200M in appropriations to support this effort. The legislation also directs NOAA to work with relevant state agencies, consulting bodies, and regional coastal observing systems to design and conduct this mapping program. The legislation also calls for a data center to act as the repository of the mapping data.

We have reached out to Congressman Bergman to ask that he support this legislation and asked that Traverse City and the Freshwater Research and Innovation Center be considered as a location for the data center.

**The Bipartisan Workforce Pell Act**

Last month, House Conference Chair Elise Stefanik (R-NY), Education and the Workforce Committee Ranking Member Robert C. “Bobby” Scott (D-VA), Education and the Workforce Committee Chairwoman Virginia Foxx (R-NC), and Health, Employment, Labor, and Pensions Subcommittee Ranking Member Mark DeSaulnier (D-CA) introduced H.R. 6585, the Bipartisan Workforce Pell Act. The legislation provides opportunities for students and workers looking to gain skills in high-demand fields by allowing Pell Grants to support students enrolled in high-quality, short-term workforce programs that last between 8t and 14 weeks.

We are supportive of this legislation and are pleased to say that Congressman Bergman has agreed to sign on as a co-sponsor. We are also urging the full House and then the Senate to take up and pass this legislation this year.
Financial Report—Troy Kierczynski, Vice President of Finance and Administration

- The general fund financial results through December 31, 2023 are positive. Revenues are up 12% through the same period last year due to increased property tax revenue, favorable interest rates (more interest income), slightly increased Fall enrollment combined with our current year tuition rate increases, and more flight fees in the current year. Expenses are up 7% due to wage increases, more recruiting/promotion expenses, and higher utility rates.

- The general fund financial forecast/projections through June 30, 2024 anticipate a $1.5m surplus based on early indicators. The primary factors driving the surplus are stronger than expected revenues and lower than expected labor costs due to open positions / staff turnover, departmental reorganizations, and savings realized from converting new part-time staff to EduStaff.

- The general fund balance sheet indicates the College maintains a strong financial position. The College’s net position (general fund) is expected to increase for the year ended June 30, 2024 due to the expected surplus.

Enrollment Report—Todd Neibauer, Vice President for Student Services and Technologies

- At this time, headcount is up 1.4% and contact hours are up 1.8%.

- Spring semester count day is January 23.

PRMC—Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications

Paid media saw a YOY increase, but MOM decrease. This is expected and tracks across the industry as the holidays impact applicants’ user journey.

**Paid Media**

- Applications: 123
- Accounts: 116

Strategic Plan—Jason Slade, Vice President for Strategic Initiatives

- Strategy 5 - Institutional Distinction and Sustainability is our most expansive strategy covering Aviation, Great Lakes Water Studies Institute, Great Lakes Culinary Institute, International Affairs Forum, WNMC, Dennos and the Maritime/Culinary certificate. GLCI, WNMC, Dennos and the Maritime/Culinary certification objectives are on track and classified as “green”. Aviation took a major step forward with a finalized plan for expansion and RFP out for solicitation. IAF and GLWSI objectives continue to work towards revenue growth goals.
CALL TO ORDER—Chair Laura J. Oblinger called the regular meeting to order at 5:30 p.m.

ROLL CALL
Trustees present: Laura J. Oblinger, Kennard R. Weaver, Chris M. Bott, Douglas S. Bishop, Kenneth E. Warner, Andrew K. Robitshek
Trustees absent: Rachel A. Johnson
Also present: President Nick Nissley, Lynne Moritz, Troy Kierczynski, Lindsey Lipke, Kyle Morrison, Todd Neibauer, Jennifer Hricik, Stephen Siciliano, Molly Norville, Alex Walsh, Joe Asperger, Angela Garrey, Zach Whitaker, Shannon Owen, Glenn Wolff, Marcus Bennett, Hollie DeWalt, Alison Arnold, Laura Matchett, Jim Bensley, Brad Butcher, Marina Call

REVIEW OF AGENDA—The agenda was accepted as presented.

STRATEGIC FOCUS

Strategic Initiatives Update: Community Partnerships and Engagement—As one of the broader strategies, Jason Slade, Vice President of Strategic Initiatives, highlighted the University Center partners that presented later in the agenda. Points of pride include utilizing the strengths of the NMC Foundation, workforce IT 8-week training, and significant increases in requests for custom training. Chair Oblinger commended Slade for the work with the Office of Possibilities (OOPs). In response to a question regarding EES deficit, Slade described how EES programing is now planned through a business and financial perspective.

REPORTS AND PRESENTATIONS

University Center Partnerships—Dr. Angela Garrey noted Central Michigan University has been a University Center (UC) partner since 1979 and shared CMU’s six strategic focus areas. Davenport University’s Zach Whitaker, Campus Director, highlighted collaborative paths in aviation, Uncrewed Aerial Systems, and nursing. Standing in for Kevin D’Alessandro of Ferris State University, Jason Slade explained Traverse City is one of five regional hubs for Ferris State. Shannon Owen, Grand Valley State University, Director Northern Region, emphasized four areas of GVSU’s investments in the region: 1) increasing access to healthcare education; 2) growing teacher preparation and talent pipelines; 3) growing the green and blue economy; and 4) enhancing a tech talent pipeline and supporting local entrepreneurs.

Aviation Hangar Capital Planning—Joe Asperger, Plante Moran Realpoint, provided background on Plante Moran Realpoint, which provides real estate consulting, real estate transaction management and owner representation/program management. Vice President of Finance and Administration Troy Kierczynski shared the alignment with strategy five-objective one, to increase aviation enrollment. The original and alternate concepts of hangar expansion were presented. The
Board’s Building and Site Committee will discuss the options further at their next meeting and bring forth a formal recommendation to the full Board when it is appropriate in the process.

**Faculty Report: Study Abroad Success**—Jim Bensley, Director of International Services and Learning, celebrated the recent ranking of NMC as #10 in the nation among community colleges for student participation in study abroad by the Institute for International Education. Bensley shared how travel protocols took COVID-19 into account and what future internationalization opportunities are being planned.

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

**UPDATES**

**President’s Update**—President Nick Nissley’s key highlights included:
- Benzie County Listening Sessions
- ITEMS funding from State of Michigan
- Upcoming Facilities Master Plan Community Listening Sessions

**Board Chair Update**—Chair Laura Oblinger reflected on 2023 and recognized the work of the NMC executive staff. Oblinger thanked executive staff individually for their work throughout the year.

**CONSENT ITEMS**—On a motion by Doug Bishop, seconded by Chris Bott, the following items were approved by a unanimous vote as a group without discussion:
- Minutes of the November 20, 2023, regular meeting and closed session
- Enrollment Report—Todd Neibauer, Vice President for Student Services and Technologies
- 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
- Executive Committee Report—Laura Oblinger, Committee Chair

**ACTION ITEMS**

**Closed Session**—Andy Robitshek made a motion, seconded by Kennard Weaver that the Board adjourn the open session and meet in closed session (pursuant to Subsection 8(1)(d)) of the Open Meetings Act, MCL 15.268) to consider the purchase or lease of property. The motion passed with the following roll call vote: Yes—Chris Bott, Ken Warner, Doug Bishop, Andy Robitshek, Kennard Weaver, and Laura Oblinger; No—none; and the Board went into closed session at 7:11 p.m.

**Reconvene Regular Session**—Kennard Weaver made a motion, seconded by Doug Bishop, to adjourn the closed session and reconvene the open session. The motion passed with the following roll call vote: Yes—Kennard Weaver, Ken Warner, Doug Bishop, Andy Robitshek, Chris Bott, Laura Oblinger; No—none; and the regular open session reconvened at 7:36 p.m.
REVIEW OF FOLLOW-UP REQUESTS—Confirmed requests made by the Board that require administrative follow-up for information to be provided to the Board at a later date.

ADJOURNMENT—The meeting adjourned at 7:37 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 regular meeting to order at 10:30 a.m.

ROLL CALL
Trustees present: Laura J. Oblinger, Chris M. Bott, Kennard R. Weaver, Douglas S. Bishop
Trustees absent: Kenneth E. Warner, Andrew K. Robitshek, Rachel A. Johnson
Also present: President Nick Nissley, Lynne Moritz, Troy Kierczynski

REVIEW OF AGENDA—The agenda was accepted as presented.

PUBLIC INPUT—There was no public input offered.

Closed Session—Chris Bott made a motion, seconded by Doug Bishop, that the Board adjourn the open session and meet in closed session (pursuant to Subsection 8(1)(d)) of the Open Meetings Act, MCL 15.268) to consider the purchase or lease of property. The motion passed with the following roll call vote: Yes—Chris Bott, Kennard Weaver, Doug Bishop, and Laura Oblinger; No—none; and the Board went into closed session at 10:33 a.m.

Reconvene Regular Session—Doug Bishop made a motion, seconded by Kennard Weaver, to adjourn the closed session and reconvene the open session. The motion passed with the following roll call vote: Yes—Doug Bishop, Kennard Weaver, Chris Bott, Laura Oblinger; No—none; and the regular open session reconvened at 10:43 a.m.

Acquisition of Real Property—Pursuant to Policy A-106.00 Facilities, Doug Bishop made a motion, seconded by Kennard Weaver, authorizing administration to enter into the purchase agreement as presented, with an additional phase one environmental site assessment to be completed during the inspection period. The motion passed with unanimous support.

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

ADJOURNMENT—The meeting adjourned at 10:43 a.m.

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

SIGNED________________________________________________________
Laura J. Oblinger, Chair

ATTESTED_____________________________________________________
Doug Bishop, Trustee
Overall contact hour enrollment is currently up 1.8% while our current headcount is up 1.4%. Final count day for the semester is January 23. We currently have 77 more new students and 40 fewer returning students than last year. The full spring 2024 enrollment report will be provided at the February meeting.

(Source: Digital Dashboard Same Date Comparison SP2021-2024)
To: Dr. Nick Nissley, President  
From: Troy Kierczynski, Vice President of Finance and Administration  
Date: January 15, 2024  
Subject: Summary Report for the General Fund as of December 31, 2023

The attached reports summarize the financial results for the General Fund as of December 31, 2023. The 6th month represents 50% of the year.

Month End Results
The month-end reports are interim and not a reflection of actual year-end results.
The timing of revenue and expenses fluctuates throughout the year and will affect year-end results.

The general fund has year-to-date revenue over expenses of $1,968,173. Revenue increased by 12% when comparing year-to-date December 2023 to December 2022. Expenses increased by 7% when comparing year-to-date December 2023 to December 2022.

Revenue (letters refer to the attached General Fund summary)
A. Tuition and fees: For Fall 2023, the budget was set at 32,231 contact hours for a total budget revenue of $6,821,060. Actual fall contact hours are projected at 32,732 with a projected revenue of $7,030,253. Fall revenue was over budget by $209,193. For Spring 2024, the budget was set at 29,188 contact hours for a total budget revenue of $6,401,718. Actual spring contact hours are projected at 29,957 with actual revenue of $6,570,239. Spring revenue is trending over budget by $168,521.
B. Property Taxes: Tax revenue is recorded as payments are received. The overall increase for the fiscal year is expected to be 9% over the previous fiscal year.
C. State Sources include operational appropriations, personal property tax payments and MPSERS retirement payments. State appropriations payments began in October.
D. Actual year-to-date investment income recorded for fiscal year 2024 reflects interest and dividend income only. Interest income will exceed the amount earned in fiscal year 2023 due to rising interest rates.
E. Both Private Sources and Other Sources are timing and event-dependent.

Expenses
F. Salaries and benefits are tracking under budget.
G. Overall expenses are under budget at this time due to lower supplies and other expenses.
H. Capital Outlay reflects expenditures budgeted through the allocation of COAT dollars.
Northwestern Michigan College
Unaudited

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

Summary Report for General Fund Accounts
Fiscal Year 2024, Period 06

<table>
<thead>
<tr>
<th>Funds</th>
<th>Accounts</th>
<th>2023-2024 Adjusted Budget</th>
<th>YTD Activity</th>
<th>% of Annual Budget</th>
</tr>
</thead>
<tbody>
<tr>
<td>TOTAL GENERAL FUND</td>
<td>Revenues</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>50</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Tuition and Fees</td>
<td>22,212,097</td>
<td>12,574,169</td>
<td>56.61%</td>
</tr>
<tr>
<td></td>
<td>Property Taxes</td>
<td>13,900,791</td>
<td>6,458,688</td>
<td>46.46%</td>
</tr>
<tr>
<td></td>
<td>Other Local</td>
<td>0</td>
<td>0</td>
<td>*</td>
</tr>
<tr>
<td></td>
<td>Local Sources</td>
<td>36,112,888</td>
<td>19,032,857</td>
<td>52.70%</td>
</tr>
<tr>
<td></td>
<td>State Sources</td>
<td>10,826,033</td>
<td>3,983,594</td>
<td>36.80%</td>
</tr>
<tr>
<td></td>
<td>Federal Sources</td>
<td>0</td>
<td>0</td>
<td>*</td>
</tr>
<tr>
<td></td>
<td>Private Sources</td>
<td>1,175,242</td>
<td>215,198</td>
<td>18.31%</td>
</tr>
<tr>
<td></td>
<td>Investment Income</td>
<td>320,000</td>
<td>500,750</td>
<td>156.48%</td>
</tr>
<tr>
<td></td>
<td>Other Sources</td>
<td>495,000</td>
<td>248,739</td>
<td>50.25%</td>
</tr>
<tr>
<td></td>
<td><strong>Total Revenues</strong></td>
<td><strong>48,929,163</strong></td>
<td><strong>23,981,138</strong></td>
<td><strong>49.01%</strong></td>
</tr>
<tr>
<td></td>
<td>Labor</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>60</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Salaries &amp; Wages</td>
<td>25,137,688</td>
<td>10,955,080</td>
<td>43.58%</td>
</tr>
<tr>
<td></td>
<td>Benefits</td>
<td>10,286,740</td>
<td>4,779,488</td>
<td>46.46%</td>
</tr>
<tr>
<td></td>
<td><strong>Total Labor</strong></td>
<td><strong>35,424,428</strong></td>
<td><strong>15,734,568</strong></td>
<td><strong>44.42%</strong></td>
</tr>
<tr>
<td></td>
<td>Expenses</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>70</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Purchased Services</td>
<td>2,895,004</td>
<td>1,829,455</td>
<td>63.19%</td>
</tr>
<tr>
<td></td>
<td>Supplies &amp; Materials</td>
<td>3,107,437</td>
<td>1,325,444</td>
<td>42.65%</td>
</tr>
<tr>
<td></td>
<td>Internal Services</td>
<td>110,273</td>
<td>55,029</td>
<td>49.90%</td>
</tr>
<tr>
<td></td>
<td>Other Expenses</td>
<td>1,603,453</td>
<td>644,837</td>
<td>40.22%</td>
</tr>
<tr>
<td></td>
<td>Institutional Expenses</td>
<td>1,700,512</td>
<td>859,860</td>
<td>50.56%</td>
</tr>
<tr>
<td></td>
<td>Maintenance &amp; Renovation</td>
<td>1,944,397</td>
<td>908,341</td>
<td>46.72%</td>
</tr>
<tr>
<td></td>
<td>Prof Develop, Travel &amp; Events</td>
<td>600,659</td>
<td>305,059</td>
<td>50.79%</td>
</tr>
<tr>
<td></td>
<td>Capital Outlay</td>
<td>495,000</td>
<td>248,739</td>
<td>50.25%</td>
</tr>
<tr>
<td></td>
<td><strong>Total Expenses</strong></td>
<td><strong>12,059,735</strong></td>
<td><strong>5,993,389</strong></td>
<td><strong>49.70%</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Total Expenditures</strong></td>
<td><strong>47,484,163</strong></td>
<td><strong>21,727,957</strong></td>
<td><strong>45.76%</strong></td>
</tr>
<tr>
<td></td>
<td>Transfers</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>80</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>Transfers</td>
<td>1,445,000</td>
<td>285,008</td>
<td>19.72%</td>
</tr>
<tr>
<td></td>
<td><strong>Total Transfers</strong></td>
<td><strong>1,445,000</strong></td>
<td><strong>285,008</strong></td>
<td><strong>19.72%</strong></td>
</tr>
<tr>
<td></td>
<td><strong>Total Expenditures and Transfers</strong></td>
<td><strong>48,929,163</strong></td>
<td><strong>22,012,965</strong></td>
<td><strong>44.99%</strong></td>
</tr>
</tbody>
</table>

**Net Revenues over (under) Expenditures**

| | | | |
| | Transfers & Capital Outlay | 0 | 1,968,173 |

06_Summ Gen Fund_Dec 2023.xls
for internal use only
### Northwestern Michigan College
#### Comparison - Fiscal Year to Date
##### General Fund
##### Dec 2023 vs. Dec 2022

<table>
<thead>
<tr>
<th></th>
<th>YTD 12/31/2023</th>
<th>YTD 12/31/2022</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>$12,574,169</td>
<td>$11,537,006</td>
<td>$1,037,163</td>
<td>9%</td>
<td>Primarily due to higher enrollment resulting in higher tuition and fee revenue in FY24 than prior year</td>
</tr>
<tr>
<td>Property Taxes</td>
<td>6,458,688</td>
<td>5,732,374</td>
<td>726,314</td>
<td>13%</td>
<td>Timing of property tax payments received from townships and overall increases in property values</td>
</tr>
<tr>
<td>Total Local Sources</td>
<td>19,032,857</td>
<td>17,269,380</td>
<td>1,763,477</td>
<td>10%</td>
<td></td>
</tr>
<tr>
<td>State Sources</td>
<td>3,894,537</td>
<td>3,533,027</td>
<td>361,510</td>
<td>10%</td>
<td>Higher state appropriations received in FY24</td>
</tr>
<tr>
<td>State PPT Reimbursement</td>
<td>89,057</td>
<td>75,938</td>
<td>13,119</td>
<td>17%</td>
<td>Higher PPT reimbursement in FY24</td>
</tr>
<tr>
<td>Federal Sources</td>
<td>-</td>
<td>-</td>
<td></td>
<td>0%</td>
<td>Consistent with prior year</td>
</tr>
<tr>
<td>Private Sources</td>
<td>215,198</td>
<td>220,279</td>
<td>-(5,081)</td>
<td>-2%</td>
<td>Consistent with prior year</td>
</tr>
<tr>
<td>Investment Income</td>
<td>500,750</td>
<td>86,747</td>
<td>414,003</td>
<td>477%</td>
<td>Higher interest/dividends recognized in FY24 than in FY23</td>
</tr>
<tr>
<td>Other Sources</td>
<td>248,739</td>
<td>292,163</td>
<td>-(43,424)</td>
<td>-15%</td>
<td>Primarily due to lower Marine Center revenue through this time of year in FY24</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>23,981,138</td>
<td>21,477,534</td>
<td>2,503,604</td>
<td>12%</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>10,955,080</td>
<td>10,714,162</td>
<td>240,918</td>
<td>2%</td>
<td>Consistent with prior year; professional salary expenses are higher in FY24 and partially offset by lower adjunct expenses due to EduStaff transition</td>
</tr>
<tr>
<td>Benefits</td>
<td>4,779,488</td>
<td>4,453,885</td>
<td>325,603</td>
<td>7%</td>
<td>Primarily due to higher health benefit expenses in calendar year 2023 and higher MPSERS and TIAA expenses in FY24</td>
</tr>
<tr>
<td>Purchased Services</td>
<td>1,829,455</td>
<td>1,322,816</td>
<td>506,639</td>
<td>38%</td>
<td>Primarily due to transition of adjunct and supplement staff to EduStaff; also impacted by higher advertising expenses in FY24</td>
</tr>
<tr>
<td>Supplies &amp; Materials</td>
<td>1,325,444</td>
<td>1,381,144</td>
<td>-(55,700)</td>
<td>-4%</td>
<td>Primarily due to timing of aviation fuel purchases</td>
</tr>
<tr>
<td>Internal Services</td>
<td>55,029</td>
<td>30,396</td>
<td>24,633</td>
<td>81%</td>
<td>Timing of internal events/charges</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>644,837</td>
<td>592,898</td>
<td>51,939</td>
<td>9%</td>
<td>Primarily due to higher recruiting/promotion expenses in FY24</td>
</tr>
<tr>
<td>Institutional Expenses</td>
<td>859,860</td>
<td>774,657</td>
<td>85,203</td>
<td>11%</td>
<td>Primarily due to a combination of higher electric expenses; partially offset by timing of heating payments in FY24</td>
</tr>
<tr>
<td>Maintenance &amp; Renovation</td>
<td>908,341</td>
<td>796,653</td>
<td>111,688</td>
<td>14%</td>
<td>Primarily due to the timing of equipment and software maintenance expenses and higher facility maintenance expense in FY24</td>
</tr>
<tr>
<td>Professional Development</td>
<td>305,059</td>
<td>219,742</td>
<td>85,317</td>
<td>39%</td>
<td>Higher membership and subscription expenses and higher professional development expenses in FY24</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>65,364</td>
<td>102,960</td>
<td>-(37,596)</td>
<td>8083%</td>
<td>Timing of COAT purchases</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>21,727,957</td>
<td>20,389,313</td>
<td>1,338,644</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td>Transfers</td>
<td>285,008</td>
<td>234,062</td>
<td>50,946</td>
<td>4000%</td>
<td>Sabbatical, CIE, and IAF transfers for FY24</td>
</tr>
<tr>
<td>Total Expenses &amp; Transfers</td>
<td>22,012,965</td>
<td>20,623,375</td>
<td>1,389,590</td>
<td>7%</td>
<td></td>
</tr>
<tr>
<td><strong>Net Revenue Over (Under) Expenses</strong></td>
<td><strong>$1,968,173</strong></td>
<td><strong>$854,159</strong></td>
<td><strong>$1,114,014</strong></td>
<td><strong>130%</strong></td>
<td></td>
</tr>
</tbody>
</table>
## Northwestern Michigan College
### Comparison - Month Over Month
#### General Fund
#### Dec 2023 vs. Nov 2023

<table>
<thead>
<tr>
<th></th>
<th>YTD 12/31/2023</th>
<th>YTD 11/30/2023</th>
<th>Dec 23 Activity</th>
<th>Nov 23 Activity</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>$12,574,169</td>
<td>$11,169,295</td>
<td>$1,404,874</td>
<td>$2,436,190</td>
<td>Four weeks of tuition recognized in November and only two weeks of tuition recognized in December; flight fees were also lower in December than in November</td>
</tr>
<tr>
<td>Property Taxes</td>
<td>6,458,688</td>
<td>5,593,003</td>
<td>865,685</td>
<td>(524,980)</td>
<td>Timing of tax collections received - one Twp check returned (Twp reissued check received and deposited in December)</td>
</tr>
<tr>
<td>Total Local Sources</td>
<td>19,032,857</td>
<td>16,762,298</td>
<td>2,270,559</td>
<td>1,911,210</td>
<td></td>
</tr>
<tr>
<td>State Sources</td>
<td>3,894,537</td>
<td>2,800,227</td>
<td>1,094,310</td>
<td>1,527,392</td>
<td>Due to the timing of 147a offset payments received in November</td>
</tr>
<tr>
<td>Federal Sources</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Private Sources</td>
<td>215,198</td>
<td>215,198</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Investment Income</td>
<td>500,750</td>
<td>432,781</td>
<td>67,969</td>
<td>22,309</td>
<td>Higher interest and dividend activity from investments in December</td>
</tr>
<tr>
<td>Other Sources</td>
<td>248,739</td>
<td>210,638</td>
<td>38,101</td>
<td>58,086</td>
<td>Primarily due to lower Lobdell’s sales in December due to timing of Lobdell’s end of semester closure</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>23,981,138</td>
<td>20,421,142</td>
<td>3,559,996</td>
<td>3,518,997</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>10,955,080</td>
<td>8,297,818</td>
<td>2,657,262</td>
<td>1,882,639</td>
<td>December had an extra pay period (3 pays instead of 2)</td>
</tr>
<tr>
<td>Benefits</td>
<td>4,779,488</td>
<td>3,726,724</td>
<td>1,052,764</td>
<td>811,859</td>
<td>December had an extra pay period (3 pays instead of 2)</td>
</tr>
<tr>
<td>Purchased Services</td>
<td>1,829,455</td>
<td>1,545,150</td>
<td>284,305</td>
<td>294,352</td>
<td>Consistent with prior month</td>
</tr>
<tr>
<td>Supplies &amp; Materials</td>
<td>1,325,444</td>
<td>1,128,517</td>
<td>196,927</td>
<td>208,942</td>
<td>Consistent with prior month</td>
</tr>
<tr>
<td>Internal Services</td>
<td>55,029</td>
<td>55,510</td>
<td>(481)</td>
<td>8,632</td>
<td>Timing of internal events/charges (including opening conference, HR new employee orientation, and transfer to halls auxiliary funds for fall semester fitness fees)</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>644,837</td>
<td>562,077</td>
<td>82,760</td>
<td>179,452</td>
<td>Primarily due to higher recruiting/promotional expenses in November</td>
</tr>
<tr>
<td>Institutional Expenses</td>
<td>859,860</td>
<td>726,892</td>
<td>132,968</td>
<td>199,533</td>
<td>Due to timing of snow removal expenses</td>
</tr>
<tr>
<td>Maintenance &amp; Renovation</td>
<td>908,341</td>
<td>751,275</td>
<td>157,066</td>
<td>140,784</td>
<td>Consistent with prior month</td>
</tr>
<tr>
<td>Professional Development</td>
<td>305,059</td>
<td>256,143</td>
<td>48,916</td>
<td>83,737</td>
<td>Timing of professional development reimbursements</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>65,364</td>
<td>65,364</td>
<td>-</td>
<td>36,565</td>
<td>No activity in December</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>21,727,957</td>
<td>17,115,470</td>
<td>4,612,487</td>
<td>3,846,495</td>
<td></td>
</tr>
<tr>
<td>Transfers</td>
<td>285,008</td>
<td>176,682</td>
<td>108,326</td>
<td>-</td>
<td>- Sabbatical, CIE, and IAF transfers for FY24</td>
</tr>
<tr>
<td>Total Expenses &amp; Transfers</td>
<td>22,012,965</td>
<td>17,292,152</td>
<td>4,720,813</td>
<td>3,846,495</td>
<td></td>
</tr>
<tr>
<td>Net Revenue Over (Under) Expenses</td>
<td>$1,968,173</td>
<td>$3,128,990</td>
<td>$(1,160,817)</td>
<td>$(327,498)</td>
<td></td>
</tr>
</tbody>
</table>
Northwestern Michigan College (“the College”) manages its investments in effort to maximize returns while carefully assessing portfolio security, interest rate risk, and cash flow needs. The College’s investment options are limited to those allowable under Michigan’s Community College Act of 1966, as amended, including but not limited to bonds, treasury bills, treasury notes, certificates of deposit, savings accounts, commercial paper, and mutual funds, trusts, or investment pools composed entirely of instruments that are eligible collateral.

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

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

<table>
<thead>
<tr>
<th>Investment Income - General Fund Only</th>
<th>June 30</th>
<th>June 30</th>
<th>December 31</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2022</td>
<td>2023</td>
<td>2023</td>
</tr>
<tr>
<td>Realized gains (losses)</td>
<td>$</td>
<td>$</td>
<td>$</td>
</tr>
<tr>
<td>Unrealized gains (losses)</td>
<td>(1.891,082)</td>
<td>(501,288)</td>
<td>(483,607)</td>
</tr>
<tr>
<td>Dividends and interest</td>
<td>172,479</td>
<td>543,467</td>
<td>446,952</td>
</tr>
<tr>
<td>Investment income, net</td>
<td>(1,718,603)</td>
<td>42,179</td>
<td>(36,655)</td>
</tr>
</tbody>
</table>

The College had no realized gains in fiscal years 2022, 2023, or 2024 (year to date) related to investments.

The unrealized losses in fiscal years 2022 and 2023 represent a rebound in bond market rates after bottoming out in June 2020. In fiscal year 2024 (year to date), we continue to recognize overall unrealized losses.

After nearly four years of interest rate hikes stemming from the pandemic, the Fed is planning to begin a rate cutting cycle in 2024 with a cut of 25 basis points expected in March 2024.

An increase in dividends and interest is being seen in 2024 partially due to more favorable market conditions and partially due to the College’s short term investment strategy which is taking advantage of prevailing rates in liquid money market and commercial paper.
Northwestern Michigan College
Investments Held
December 31, 2023

<table>
<thead>
<tr>
<th>Financial Institution</th>
<th>CUSIP</th>
<th>Security Issuer</th>
<th>Abbr.</th>
<th>Security Type</th>
<th>Maturity</th>
<th>Coupon or Interest Rate</th>
<th>Interest Frequency</th>
<th>Cost</th>
<th>NMC Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Huntington Bank</td>
<td>3136G4N33</td>
<td>Federal National Mortgage Association</td>
<td>FNMA</td>
<td>U.S. Agency Bond</td>
<td>8/27/2025</td>
<td>0.500%</td>
<td>Semi-Annual</td>
<td>$5,000,000</td>
<td>callable on 2/27/24</td>
</tr>
<tr>
<td>Huntington Bank</td>
<td>3136G4SG4</td>
<td>Federal National Mortgage Association</td>
<td>FNMA</td>
<td>U.S. Agency Bond</td>
<td>10/27/2028</td>
<td>0.750%</td>
<td>Semi-Annual</td>
<td>$5,000,000</td>
<td>callable on 1/27/24</td>
</tr>
<tr>
<td>Huntington Bank</td>
<td>3134GWNX0</td>
<td>Federal Home Loan Mortgage Corporation</td>
<td>FHLM</td>
<td>U.S. Agency Bond</td>
<td>8/27/2030</td>
<td>1.100%</td>
<td>Semi-Annual</td>
<td>$3,900,000</td>
<td>callable on 2/27/24</td>
</tr>
<tr>
<td>Huntington Bank</td>
<td>3130AWNN6</td>
<td>Federal Home Loan BKS</td>
<td>FHLB</td>
<td>U.S. Agency Bond</td>
<td>7/26/2028</td>
<td>5.750%</td>
<td>Semi-Annual</td>
<td>$1,250,000</td>
<td>callable 1/26/2024</td>
</tr>
<tr>
<td>Huntington Bank</td>
<td>09659BC81</td>
<td>Paribas New York BRH Disc Commercial Paper</td>
<td>Corporate Bond</td>
<td>3/8/2024</td>
<td>5.570%</td>
<td>Maturity</td>
<td>$707,000</td>
<td>matures 3/8/2024</td>
<td></td>
</tr>
<tr>
<td>Huntington Bank</td>
<td>40060WAR3</td>
<td>GTA FDG LLC Disc Commercial Paper</td>
<td>Corporate Bond</td>
<td>1/25/2024</td>
<td>5.500%</td>
<td>Maturity</td>
<td>$1,500,000</td>
<td>matures 1/25/2024</td>
<td></td>
</tr>
<tr>
<td>Huntington Bank</td>
<td>53944QAV2</td>
<td>LMA Amers LLC Disc Commercial Paper</td>
<td>Corporate Bond</td>
<td>1/29/2024</td>
<td>5.570%</td>
<td>Maturity</td>
<td>$1,500,000</td>
<td>matures 1/29/2024</td>
<td></td>
</tr>
<tr>
<td>Huntington Bank</td>
<td>63307LD16</td>
<td>National Bank of Canada Disc Commercial Paper</td>
<td>Corporate Bond</td>
<td>4/1/2024</td>
<td>5.600%</td>
<td>Maturity</td>
<td>$1,270,000</td>
<td>matures 4/1/2024</td>
<td></td>
</tr>
<tr>
<td>Huntington Bank</td>
<td>13608AEE2</td>
<td>Canadian Imperial Bk of Disc Commercial Paper</td>
<td>Corporate Bond</td>
<td>5/14/2024</td>
<td>5.570%</td>
<td>Maturity</td>
<td>$1,040,000</td>
<td>matures 5/14/2024</td>
<td></td>
</tr>
<tr>
<td>Huntington Bank</td>
<td>71708EF59</td>
<td>Pfizer Inc Disc Commercial Paper</td>
<td>Corporate Bond</td>
<td>6/26/2024</td>
<td>5.320%</td>
<td>Maturity</td>
<td>$1,060,000</td>
<td>matures 6/26/2024</td>
<td></td>
</tr>
<tr>
<td>Huntington Bank</td>
<td>89233GF35</td>
<td>Toyota Mtr Cr Corp Disc Commercial Paper</td>
<td>Corporate Bond</td>
<td>6/3/2024</td>
<td>5.430%</td>
<td>Maturity</td>
<td>$1,050,000</td>
<td>matures 6/3/2024</td>
<td></td>
</tr>
</tbody>
</table>

Total Investments Held $28,277,000
Northwestern Michigan College  
Statement of Net Position  
General Fund  
December 31, 2023

<table>
<thead>
<tr>
<th>Assets</th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Cash and cash equivalents</td>
<td>$7,988,824</td>
<td>$10,212,278</td>
</tr>
<tr>
<td>Accounts receivable, net</td>
<td>$10,335,491</td>
<td>$9,638,158</td>
</tr>
<tr>
<td>Prepaid expenses and other current assets</td>
<td>$2,242,163</td>
<td>$1,803,852</td>
</tr>
<tr>
<td><strong>Total current assets</strong></td>
<td>$20,566,478</td>
<td>$21,654,288</td>
</tr>
<tr>
<td>Noncurrent assets</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Long-term investments</td>
<td>$25,865,650</td>
<td>$24,608,898</td>
</tr>
<tr>
<td>Due to other funds</td>
<td>(23,273,133)</td>
<td>(25,286,177)</td>
</tr>
<tr>
<td><strong>Total noncurrent assets</strong></td>
<td>$2,592,518</td>
<td>($677,279)</td>
</tr>
<tr>
<td><strong>Total assets</strong></td>
<td>$23,158,995</td>
<td>$20,977,009</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Liabilities</th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Current liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Accounts payable</td>
<td>$103,277</td>
<td>$214,113</td>
</tr>
<tr>
<td>Accrued payroll</td>
<td>$2,027,130</td>
<td>$2,035,158</td>
</tr>
<tr>
<td>Unearned revenue</td>
<td>$8,535,219</td>
<td>$7,447,812</td>
</tr>
<tr>
<td><strong>Total current liabilities</strong></td>
<td>$10,665,626</td>
<td>$9,697,083</td>
</tr>
<tr>
<td>Noncurrent liabilities</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Voluntary separation plan</td>
<td>$20,800</td>
<td>$52,000</td>
</tr>
<tr>
<td><strong>Total noncurrent liabilities</strong></td>
<td>$20,800</td>
<td>$52,000</td>
</tr>
<tr>
<td><strong>Total liabilities</strong></td>
<td>$10,686,426</td>
<td>$9,749,083</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Net position</th>
<th>2023</th>
<th>2022</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net position, beginning of year</td>
<td>$10,504,396</td>
<td>$10,327,835</td>
</tr>
<tr>
<td>Change in net position</td>
<td>$1,968,173</td>
<td>$900,091</td>
</tr>
<tr>
<td><strong>Total net position</strong></td>
<td>$12,472,569</td>
<td>$11,227,926</td>
</tr>
<tr>
<td><strong>Total liabilities and net position</strong></td>
<td>$23,158,995</td>
<td>$20,977,009</td>
</tr>
</tbody>
</table>

**Notes:**
A - Cash and investments balances fluctuate due to timing of investment purchases, sales, and payroll.
B - Accounts Payable balances fluctuate due to timing of accounts payable processes
Northwestern Michigan College
Income Statement Projections - General Fund
For the Year Ended June 30, 2024
As of 1/12/2024

INTERIM
This statement does not reflect year-end results.

<table>
<thead>
<tr>
<th>Revenue</th>
<th>FY23 Actual</th>
<th>FY24 Budget</th>
<th>YTD 1/12/2024 Projected</th>
<th>FY24 Difference vs. Budget</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>$21,323,999</td>
<td>$22,212,097</td>
<td>$21,806,935</td>
<td>$23,217,559</td>
<td>$1,005,462</td>
</tr>
<tr>
<td>Property Taxes</td>
<td>12,683,865</td>
<td>13,900,791</td>
<td>6,485,064</td>
<td>13,902,075</td>
<td>1,284</td>
</tr>
<tr>
<td>Total Local Sources</td>
<td>34,007,864</td>
<td>36,112,888</td>
<td>18,291,999</td>
<td>37,719,635</td>
<td>1,067,747</td>
</tr>
<tr>
<td>State Sources</td>
<td>14,609,228</td>
<td>10,686,033</td>
<td>3,461,034</td>
<td>10,842,070</td>
<td>1,463,637</td>
</tr>
<tr>
<td>State Property Tax Reimbursement</td>
<td>185,235</td>
<td>130,000</td>
<td>89,057</td>
<td>156,477</td>
<td>26,477</td>
</tr>
<tr>
<td>Federal Sources</td>
<td>9,200</td>
<td>-</td>
<td>24,182</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Private Sources</td>
<td>1,333,617</td>
<td>1,175,242</td>
<td>215,198</td>
<td>1,175,242</td>
<td>0</td>
</tr>
<tr>
<td>Dividend and Interest Income</td>
<td>544,035</td>
<td>320,000</td>
<td>446,952</td>
<td>799,953</td>
<td>479,953</td>
</tr>
<tr>
<td>Unrealized Gain (Loss) on Investments</td>
<td>(530,514)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Other Sources</td>
<td>675,147</td>
<td>495,000</td>
<td>274,380</td>
<td>639,567</td>
<td>144,567</td>
</tr>
<tr>
<td>Total Revenue</td>
<td>50,813,812</td>
<td>48,929,163</td>
<td>23,802,801</td>
<td>50,733,543</td>
<td>1,804,380</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Expenses</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salaries and Wages</td>
<td>23,517,092</td>
<td>25,137,688</td>
<td>10,955,080</td>
<td>23,721,194</td>
<td>(1,416,494)</td>
</tr>
<tr>
<td>Benefits</td>
<td>13,441,374</td>
<td>10,286,740</td>
<td>4,785,339</td>
<td>9,773,576</td>
<td>(513,164)</td>
</tr>
<tr>
<td>Purchased Services</td>
<td>3,073,784</td>
<td>2,895,004</td>
<td>1,979,758</td>
<td>3,947,074</td>
<td>1,052,070</td>
</tr>
<tr>
<td>Supplies &amp; Materials</td>
<td>2,861,325</td>
<td>3,107,437</td>
<td>1,365,646</td>
<td>3,125,032</td>
<td>17,595</td>
</tr>
<tr>
<td>Internal Services</td>
<td>82,699</td>
<td>110,273</td>
<td>56,133</td>
<td>98,579</td>
<td>(11,694)</td>
</tr>
<tr>
<td>Other Expenses</td>
<td>1,238,042</td>
<td>1,603,453</td>
<td>661,375</td>
<td>2,066,091</td>
<td>121,616</td>
</tr>
<tr>
<td>Institutional Expenses</td>
<td>1,919,104</td>
<td>1,700,512</td>
<td>1,004,519</td>
<td>1,975,899</td>
<td>275,387</td>
</tr>
<tr>
<td>Maintenance &amp; Renovation</td>
<td>1,565,241</td>
<td>1,944,397</td>
<td>950,484</td>
<td>2,066,091</td>
<td>121,616</td>
</tr>
<tr>
<td>Professional Development</td>
<td>593,380</td>
<td>600,659</td>
<td>330,547</td>
<td>730,113</td>
<td>129,454</td>
</tr>
<tr>
<td>Capital Outlay</td>
<td>842,128</td>
<td>98,000</td>
<td>84,930</td>
<td>98,000</td>
<td>-</td>
</tr>
<tr>
<td>Total Expenses</td>
<td>49,134,237</td>
<td>47,484,163</td>
<td>22,173,811</td>
<td>47,253,599</td>
<td>275,387</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Transfers Out (In)</th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Plant Fund - General Maintenance</td>
<td>1,210,000</td>
<td>1,230,000</td>
<td>-</td>
<td>1,230,000</td>
<td>-</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>
</tr>
<tr>
<td>Plant Fund - Facility Fee for Maintenance</td>
<td>-</td>
<td>-</td>
<td>40,000</td>
<td>40,000</td>
<td>-</td>
</tr>
<tr>
<td>Plant Fund - Aviation Capital Fund</td>
<td>498,106</td>
<td>450,000</td>
<td>253,008</td>
<td>556,618</td>
<td>106,618</td>
</tr>
<tr>
<td>Plant Fund - New Capital Projects</td>
<td>-</td>
<td>1,000,000</td>
<td>-</td>
<td>1,000,000</td>
<td>-</td>
</tr>
<tr>
<td>Bd Designated - Strategic Projects</td>
<td>250,000</td>
<td>275,000</td>
<td>-</td>
<td>425,000</td>
<td>150,000</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>
</tr>
<tr>
<td>Restricted Fund - CARES Act Funding</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>(120,000)</td>
<td>-</td>
</tr>
<tr>
<td>Restricted Fund - GLMA Direct Support</td>
<td>(1,061,425)</td>
<td>(1,100,000)</td>
<td>-</td>
<td>(600,000)</td>
<td>-</td>
</tr>
<tr>
<td>Restricted Fund - GLMA Heritage Act</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Program Specific</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
</tr>
<tr>
<td>Total Transfers</td>
<td>1,446,680</td>
<td>1,445,000</td>
<td>133,008</td>
<td>3,201,618</td>
<td>1,756,618</td>
</tr>
</tbody>
</table>

| Total Expenses & Transfers | 50,580,917 | 48,929,163 | 22,306,819 | 50,455,556 | 1,526,393 |

| Net Revenue Over (Under) Expenses | $232,895 | - | $1,495,983 | $277,987 | $277,987 |
To: Nick Nissley, President

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

Date: 1-12-24

Subject: December 2023 Monthly Report

NMC had strong results, especially in earned media, for December with coverage of an NMC alumna who graduated from Ferris State University with her infant tucked inside her gown. This story was picked up by many national media outlets including USA Today, CNN, People, MSN and Yahoo News. In paid media, overall applications were down MOM, but up YOY. This is expected and seen across the industry due to the impact of the holidays on the user journey. The GLCI campaign continues to be the highest performing program campaign, followed by GLWSI. Both have an expanded geographic reach to support strategies 2 and 5. Owned media’s NMC Now e-newsletter highlighted the facility master plan process and the police academy easing officer shortages. In other owned media news, we are transitioning Nexus magazine into a new community engagement piece with a targeted launch date of fall 2024. Shared media was up YOY with highest performing social posts of aviation aerial views, police academy, study abroad and dental. We are also in the process of gathering RFPs for the comprehensive college branding initiative funded by a Lumina Foundation grant we secured last year. NMC Public Relations, Marketing and Communication key performance indicators for December 2023 include:

**Paid Media ↓**
- Applications: 123
- Accounts: 116

**Earned Media ↑**
- Media mentions: 115
- Positive/neutral sentiment: 100%
- Publicity value: $880k

**Owned Media ↑**
- NMC Now: 904 readers, 45% open rate

**Shared Media ↑**
- Facebook followers: +12% YOY
- Facebook engagement: -40% YOY
- Instagram followers: +14% YOY
- Instagram engagement: +43% YOY
MEMO: Resource Development

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

From: Carly McCall, Director of Alumni Engagement

Date: January 15, 2024

Subj: Foundation Update

Fund Raising – a report on FY24 goals

As of today’s date, the fiscal year is 54% completed and 63% of the budgeted goal of $2,575,000 in new cash gifts and pledges has been received, with 1,949 gifts and pledges recorded.

FY24 Total Dollars Raised Through the NMC Foundation

- $1,570,451  Total cash gifts and pledges received to date (including The Fund for NMC)
- $100,000    New documentation of planned gift intentions
- + $47,113    Gross event revenue

$1,717,564  Total raised through new gifts, commitments, & events

- $650,000    Additional, received from previously documented planned gifts

Of the new cash gifts and pledges realized, donors are impacting the following areas of the college:

- Unrestricted gifts to the Fund for NMC - $291,866
- Scholarships, both restricted and endowed funds - $901,259
- Program support and capital projects at NMC - $477,325

Foundation Initiatives

- Results of the year end direct mail and email campaigns were very strong. We received 571 gifts (the second highest in December over the last 10 years), raising $507,724. This included a new planned gift intention for $100,000 and four gifts over $25,000 each.

- Jennifer Hricik has resumed her position of Leadership Gift Specialist, transitioning out of the role of Interim Director. Carly McCall, Director of Alumni Engagement, will be covering essential responsibilities of the role of executive director, until the search (now underway) for the Chief Advancement Officer is completed and the new vice president is on-board.

- The Great Lakes Maritime Academy Alumni Association is resuming activities this winter, after a four-year hiatus. Building a revitalized working partnership with the Alumni Office, they will hold their reunion weekend February 16-17, 2024.
Northwestern Michigan College  
Board of Trustees  
Building and Site Committee Minutes  
December 12, 2023  
President’s Office Conference Room  
Tanis Building  
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Ken Warner called the meeting to order at 1:30 p.m.

Members Present: Ken Warner (Chair), Kennard Weaver, Chris Bott
Others Present: Nick Nissley, Lynne Moritz, Troy Kierczynski, Patrick Quinlan, Chris Kushman

TART Trail Expansion at Great Lakes Campus—Chris Kushman, Trail Planning & Management Director of TART Trails, provided an update on TART Trail’s proposed expansion project planned from Division/US-31 to Eastern Avenue along Grandview Parkway. The timing of this project is based upon funding and Grandview Parkway construction scheduled for 2024. There was discussion whether the trail expansion impedes potential future development for parking or if parking spaces are at capacity for the Great Lakes Campus. NMC Facilities will confirm the parking space capacity and potential. The parking roundabout compass design does expand through the area where the trail is moved northward, away from the roadway; there was discussion regarding this design element, as well as the impact on removal and replanting of trees between the parking lot and roadway. Kushman will put together easement language with legal description for review by the full Board of Trustees tentatively slated for January 2024.

Critical Incident Mapping—Vice President of Finance and Administration Troy Kierczynski announced the state budget included funding for critical incident mapping, which is a tactic used by military and emergency responders to create real-life satellite imaging of buildings and surrounding areas to help with first responders in an emergency situation. The amount of funding available is $140,000 and while there is one vendor/company that has completed this work for all k-12 schools in Michigan, the business office will solicit quotes. As the funding is grant based, no Board approval is required. The project is anticipated to be complete by the end of June 2024.

Facilities Master Plan—The second of three community listening sessions is scheduled for later this week. Kierczynski provided an overview of the session program. Close to 100 survey responses have been received from the campus and broader community.

Aviation Hangar Capital Planning—At the previous committee meeting and regular Board meeting Plante Moran Realpoint presented the alternative concept for expansion of the Aviation hangar. Chris Bott made a motion, seconded by Kennard Weaver, to move forward with the recommended Aviation expansion plan as presented to the full Board at the regular meeting on December 11, 2023. Next steps for the process will include the required request for proposals and bids. The committee unanimously supported the motion.

Public Input—There was no public comment offered.

The meeting was adjourned at 2:37 p.m.

Recorded by Lynne Moritz, Executive Director of the President’s Office and Board Operations
## Projected Return On Investment (ROI)

<table>
<thead>
<tr>
<th>Description</th>
<th>Recommended</th>
<th>Alternate</th>
<th>Comments</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excludes Long Haul Bay</td>
<td>195</td>
<td>211</td>
<td>Currently 130 students</td>
</tr>
<tr>
<td>Fleet Size (# planes)</td>
<td>23</td>
<td>25</td>
<td>Currently 15 planes</td>
</tr>
<tr>
<td>$9,196,310</td>
<td>$11,696,310</td>
<td></td>
<td>As presented</td>
</tr>
<tr>
<td>$4,800,000</td>
<td>$6,000,000</td>
<td></td>
<td>Estimated $600,000 per plane</td>
</tr>
<tr>
<td>$3,750,000</td>
<td>$3,750,000</td>
<td></td>
<td>Appropriated through LEO in 2023 State</td>
</tr>
<tr>
<td>$500,000</td>
<td>$500,000</td>
<td></td>
<td>Supplemental</td>
</tr>
<tr>
<td>$750,000</td>
<td>$875,000</td>
<td></td>
<td>Campaign focus on equipment (planes/simulation)</td>
</tr>
<tr>
<td>7.9%</td>
<td>6.6%</td>
<td></td>
<td>vs. building?</td>
</tr>
<tr>
<td>12.7</td>
<td>15.2</td>
<td></td>
<td>Excludes time value of money considerations</td>
</tr>
</tbody>
</table>

**Risks**
- Staffing challenges
- Changes in Aviation demand may alter business model
- # of Planes Exceeds Runway Capacity
- Overinvestment, changes in Aviation demand may alter business model

**Notes**
- Rounded
Committee Chair Ken Warner called the meeting to order at 1:30 p.m.

Members Present: Ken Warner, Kennard Weaver, Chris Bott
Others Present: Nick Nissley, Lynne Moritz, Troy Kierczynski, Patrick Quinlan

Hydrant Easement at Great Lakes Campus
A request from the City of Traverse City for a hydrant easement in relation to the upcoming Front Street construction project near the Great Lakes Campus was reviewed. Kennard Weaver made a motion, seconded by Chris Bott, recommending the full Board of Trustees consider authorizing administration to grant an easement to the City of Traverse City for a public utility easement at the Great Lakes Campus.

Campus Facilities Master Plan
President Nick Nissley and Vice President of Finance and Administration Troy Kierczynski reviewed early emerging themes from the ongoing Facilities Master Plan. Five large themes include consolidation of the University Center Campus, Front Street Campus revitalization, Aero Park revitalization, Freshwater Research and Innovation Center, and assessment of surplus real estate. In advance of the Study Session planned for February 1, 2024, these themes and the additional context and information requested were discussed. The importance of prioritizing projects in alignment with the strategic plan was emphasized.

Aviation Hangar Capital Planning
Kierczynski shared that the college is prepared to post a request for proposals for owner’s representation related to the Aviation hangar expansion project soon, with an intention to bring the selection to the Board of Trustees for approval in early February. The need for additional ramp space was discussed, with a request to confirm if that is needed with the current scope of the project.

TART Trail Expansion at Great Lakes Campus Follow Up
Following the December meeting of the committee, the question of the ability to expand the parking lot at the Great Lakes Campus was discussed.

Public Input—There was no public comment offered.

Other Discussion—Scheduling ongoing monthly committee meetings for 2024 was referenced.

The meeting was adjourned at 2:27 p.m.

Recorded by Lynne Moritz, Executive Director of the President’s Office and Board Operations
Committee Chair Andy Robitshek called the meeting to order at 12:00 p.m.

Members Present: Andy Robitshek, Ken Warner
Members Absent: Rachel Johnson
Others Present: Nick Nissley, Lynne Moritz

Selection of 2024 Fellow(s)
Nominations for the 2024 Fellow(s) were reviewed and discussed. With a large pool of strong candidates, the committee recommends recognizing Bill Donberg, Tim Nelson & Nancy Johnson, and Jack & Karen Segal as 2024 Fellows of Northwestern Michigan College.

There was discussion regarding the most appropriate trustee(s) to contact the honorees and those who submitted their nominations.

Public Input—There was no public comment offered.

The meeting was adjourned at 12:28 p.m.

Recorded by Lynne Moritz, Executive Director of the President’s Office and Board Operations
Committee Chair Laura Oblinger called the meeting to order at 11:01 a.m.

Members Present: Laura Oblinger, Kennard Weaver, Doug Bishop
Others Present: Nick Nissley, Lynne Moritz

**2024 Presidential Evaluation Process**
Chair Oblinger reviewed where the committee’s last discussion left off regarding development of a less cumbersome evaluation instrument for trustees to complete the 2024 presidential evaluation. Oblinger proposed two segments: one focused on the college’s Strategic Plan, and another on Core Competencies (i.e., traits the president is expected to have to effectively carry out his/her duties). The committee supported this updated framework, noting it simplifies prior evaluation tools.

Each area for assessment will include a numerical grading component and opportunity for trustees to submit comments.

The committee agreed to add “Board Communications and Relations” to the Core Competencies list, as it was previously a “Key Responsibility” and incorporated into other sections of past evaluations.

The committee would like to discuss the evaluation process and timeline with the full Board at an upcoming study session, once the President’s Office has updated the trustee survey questions accordingly. No edits to the timeline or process were requested. Committee members noted they appreciate the mid-year evaluation check-in and do not see a need to conduct a 360, comprehensive review this year.

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

The meeting was adjourned at 11:16 a.m.

Recorded by Lynne Moritz, Executive Director of the President’s Office and Board Operations
MEMORANDUM OF UNDERSTANDING
BETWEEN NORTHWESTERN MICHIGAN COLLEGE
AND THE NORTHWESTERN MICHIGAN COLLEGE FOUNDATION

This Agreement is an amendment of the Agreement of December 16, 2015, and is entered into this _____ day of _____________, 2023, by and between Northwestern Michigan College, a Michigan Community College authorized by the State of Michigan (the “College”), and the Northwestern Michigan College Foundation, a Michigan not-for-profit corporation organized under Section 501(c)(3) of the Internal Revenue Code (the “Foundation”).

Purpose

The Foundation was organized and incorporated in 1981 for the purpose of stimulating voluntary private support from alumni, parents, friends, corporations, foundations, and others, for the benefit of Northwestern Michigan College. The Northwestern Michigan College Foundation exists to raise and manage private resources supporting the mission and priorities of Northwestern Michigan College, and provide opportunities for students and a margin of institutional excellence unavailable with state funds. The Foundation is dedicated to assisting the College in the building of an endowment as well as addressing, through financial support, the long term academic and other priorities of the College.

As stated in its Articles of Incorporation, the Foundation is a separately incorporated Section 501(c)(3) organization and is responsible for identifying and nurturing relationships with potential donors and other friends of Northwestern Michigan College; soliciting cash, securities, real and intellectual property, and other private resources for the support of Northwestern Michigan College; and acknowledging and stewarding such gifts in accordance with donor intent in its fiduciary responsibilities.

Foundation Name

Consistent with its mission to help advance the plans and objectives of Northwestern Michigan College, the Foundation has been granted the use of the name Northwestern Michigan College Foundation. So long as the Foundation is granted consent to the use of its name by the College, the College further grants to the Foundation the use of the Northwestern Michigan College seal and other identifying marks to be used in the promotion of its business and activities, all of which are related to the benefit of Northwestern Michigan College by mutual agreement.

Relationship of the Foundation to the College

The Board of Trustees of the College is responsible for overseeing the mission, leadership, and the operations of the College.

The Foundation’s Board of Directors is responsible for the raising, oversight, investment, and management of all assets of the Foundation, including prudent management of all gifts consistent with donor intent. The College Board of Trustees approves the appointments of Foundation Board of Directors members, based upon recommendations from the Foundation Board.
Each Board is responsible for developing and overseeing its approved Strategic Plan. The President and the College Board of Trustees’ representatives on the Foundation Board will ensure that the Foundation’s Strategic Plan is in alignment with the College’s plan, and will facilitate feedback and communication between the two boards during the development and implementation process.

The College President is responsible for communicating the College’s priorities and long term plans, as approved by the Board of Trustees, to the Foundation Board of Directors and the Foundation Executive Director, and also for communicating back to the College Board of Trustees regarding the Foundation’s activities, needs, and ideas. The Foundation Executive Director reports to the College President and is responsible for leading the Foundation’s activities through its Board of Directors and staff. The College’s Vice President of Finance and Administration will develop, in conjunction with the Executive Director of the Foundation, the annual budget for the Foundation using the existing process that is in place.

The College recognizes that its Foundation is a private corporation, with the authority to keep records and data confidential consistent with the law. The College shall establish and enforce policies that support the Foundation’s ability to respect the privacy and confidentiality of donor records and shall adhere to practices set forth in the Association of Fundraising Professionals’ Donor Bill of Rights.

The Foundation and the College Board of Trustees recognize that the Foundation exists for the sole purpose of raising and managing private resources in support of the College, and that all assets held by the Foundation ultimately belong to the College.

**Foundation Responsibilities**

The Foundation shall create an environment conducive to increasing levels of private support for the mission and priorities of the College as identified by its Board of Trustees. The Foundation, in consultation with the College, will assist with planning and executing comprehensive fundraising and donor acquisition programs in support of the College’s mission. These programs include annual giving, major gifts, planned gifts, special projects, and campaigns as appropriate. The College recognizes that the Foundation bears primary responsibility for private fundraising, and program directors will coordinate with development staff for fundraising activities with the Foundation.

The Foundation will establish, adhere to, and periodically assess its gift management and acceptance policies. It will promptly acknowledge and issue receipts for all gifts on behalf of the Foundation and the College, and provide appropriate recognition and stewardship of such gifts.

Consistent with the College’s Gift Acceptance Policy, the Foundation is the primary depository of private gifts to the College, and will transfer funds to the College in compliance with applicable laws, College policies, and gift agreements. The Foundation’s disbursements on behalf of the College must be used for reasonable business expenses that support the College, are consistent with donor intent, and do not conflict with the law. When distributing gift funds to the College, the Foundation will disclose any terms, conditions, or limitations imposed by the donor.
or other legal determination on the gift. The College will abide by such restrictions and provide appropriate documentation.

The Foundation is also responsible for ensuring effective alumni relations and shall oversee an active program of engagement with college alumni.

**Asset Management**

The Foundation will establish asset allocation, disbursement, and spending policies that adhere to applicable federal and state laws, including the Uniform Prudent Investor Act (UPIA), and the Uniform Management of Institutional Funds Act (UMIFA). The Foundation will receive, hold, manage, invest, and disburse contributions of cash, securities, patents, copyrights, and other forms of property, including immediately vesting gifts and deferred gifts that are contributed in the form of planned and deferred gift instruments.

To the extent permitted by law, the College and the Foundation will cooperate in the engagement of an independent accounting firm annually to conduct an audit of the Foundation’s financial and operational records, and will provide the Northwestern Michigan College Board of Trustees a copy of the annual audited financial statements, including management letters. The Chair of the Foundation Finance and Audit Committee, or their designee, will serve as an ex-officio member of the Board of Trustees Audit Committee in the selection of the auditing firm.

**Institutional Flexibility**

The Foundation may explore current opportunities, including acquisition and management of real estate, on behalf of the College, for future allocation, transfer, or use. The Foundation may serve as an instrument for entrepreneurial activities for the College and engage in such activities as purchasing, developing, or managing real estate for College needs. It may also hold licensing agreements and other forms of intellectual property.

**Foundation Funding and Administration**

**Operating Expenses and College distributions**

The Foundation shall compensate the College for administrative and operational expenses as set forth below. Distributions to the College for other expenses shall also be completed as set forth in this Agreement. The annual fund transfer from the College to the Foundation will inform the Executive Director’s development of the Foundation's operating budget. The amount of these funds to be transferred will be determined up front through the Vice President of Finance and Administration and Executive Director of Foundation’s discussions.

The Foundation shall establish a financial plan to underwrite the cost of Foundation programs, operations, and services, which shall be approved by the College President. Upon recommendation by the Foundation Board and approval of the College President, The Foundation may use annual unrestricted funds to fund annual operating expenses. Any expenditures of unrestricted funds, must meet the purpose of fulfilling the Foundation’s strategic
plan, which aligns with the College’s strategic plan, and increases the net financial support of the College.

In recognition that a portion of resource development remains the responsibility of the College, the Foundation and the College shall mutually agree upon an annual operating budget within which a portion of Foundation operating expenses are allocated for payment paid by the College, with the remaining expenses to be paid by the Foundation. The ultimate approval of the Foundation operating budget resides with the College President.

The Foundation shall ensure that it is setting and achieving the mutual goals of the College and Foundation in terms of continued organizational development and resource development in support of College priorities.

The Foundation additionally agrees to provide necessary resources to support reasonable fundraising activities, including events, that may be outside the realm of allowable expenditures for the College.

Office Space

The College additionally agrees to provide adequate and appropriate office space to the Foundation. This includes computer and telephone systems, utilities, interior and exterior maintenance, parking, and other such services that may be necessary or required to fulfill its responsibilities and obligations.

Data

The Foundation shall own and maintain an effective donor and alumni database. All gifts to the College are to be tracked and stewarded appropriately. Reports to the Foundation Board and the College Board of Trustees shall be made available as requested. In recognition that the College’s Gift Acceptance Policy allocates all gifts, which requires contact with the gift donors, The Foundation will share data with the College, which does not violate donor’s rights and which is in accordance with applicable laws, Foundation policies, and guidelines.

Staffing

In connection with the Foundation’s activities, the College will employ personnel on behalf of the Foundation as ultimately determined by the College President.

The College additionally agrees to provide business support services to the Foundation. This includes but is not limited to monthly bank reconciliation, service of the Northwestern Michigan College Chief Financial Officer as an ad-hoc member of the Foundation’s Finance and Audit Committee, and audit support.

The College President is expected to serve a critical role as a fundraiser and relationship builder in support of the College and in collaboration with the fundraising initiatives of the Foundation.
The Executive Director of the Foundation shall serve as a member of the College senior administrative team, reporting directly to, and supervised by the College President. The College President has the ultimate responsibility to select and hire the Executive Director, and will involve an equal number of Foundation Board members to College representatives on the search committee; and the Foundation Board and College Board of Trustees will have the opportunity to meet the final candidate(s). The Foundation Board’s Executive Committee shall have the opportunity to annually, and more often if needed, provide input regarding the Executive Director’s performance. The Foundation Board Chair and the College President shall annually meet with the Executive Director to review the Executive Director’s performance.

**Miscellaneous Terms**

This Memorandum of Understanding is intended to set forth policies and procedures that will contribute to the coordination of activities that mutually benefit the College and the Foundation. To ensure effective achievement of the terms of this agreement, the College and Foundation Executive Committees shall hold periodic meetings at a minimum of once per year, to foster and maintain productive relationships and to ensure open and continuing communications and alignment of priorities. In addition, this Memorandum will be reviewed by the parties at least once every two years.

Either party may, upon one year’s prior written notice to the other, terminate this agreement. Notwithstanding the foregoing, either party may terminate this Memorandum of Understanding in the event that the other party defaults in the performance of its obligations and fails to cure the default within a reasonable time after receiving written notice showing cause.

Either party may propose changes to this agreement, to be discussed and, if agreed, approved by both boards.

IN WITNESS WHEREOF, the parties have caused this Memorandum of Understanding to be executed by their duly authorized officers as of the day and date first above written.

**NORTHWESTERN MICHIGAN COLLEGE**

By: __________________________________________
Laura Oblinger, Chairperson of the
Board of Trustees

Date: _________________________________________

By: __________________________________________
Nick Nissley, President

Date: _________________________________________

**NORTHWESTERN MICHIGAN COLLEGE FOUNDATION**

By: __________________________________________
Jayne Mohr, Chairperson of the
Foundation Board of Directors

Date: _________________________________________

By: __________________________________________
Jennifer Hricik, Interim Executive Director

Date: _________________________________________
Signing and Revision History
First signed: 12/06/2015
Revised and signed: XX/XX/XXXX
Next review: XX/XX/2025
MEMORANDUM OF UNDERSTANDING
BETWEEN NORTHWESTERN MICHIGAN COLLEGE
AND THE NORTHWESTERN MICHIGAN COLLEGE FOUNDATION

This Agreement is an amendment of the Agreement of December 16, 2015, and is entered
into this _____ day of _____________, 20152023, by and between Northwestern Michigan
College, a Michigan Community College authorized by the State of Michigan (the “College”), and
the Northwestern Michigan College Foundation, a Michigan not— for—profit corporation
organized under Section 501(c)(3) of the Internal Revenue Code (the “Foundation”).

Purpose

The Foundation was organized and incorporated in 1981 for the purpose of stimulating
voluntary private support from alumni, parents, friends, corporations, foundations, and others, for
the benefit of Northwestern Michigan College. The Northwestern Michigan College Foundation
exists to raise and manage private resources supporting the mission and priorities of Northwestern
Michigan College, and provide opportunities for students and a margin of institutional excellence
unavailable with state funds. The Foundation is dedicated to assisting the College in the building
of an endowment as well as addressing, through financial support, the long term academic and
other priorities of the College.

As stated in its Articles of Incorporation, the Foundation is a separately incorporated
Section 501(c)(3) organization and is responsible for identifying and nurturing relationships with
potential donors and other friends of Northwestern Michigan College; soliciting cash, securities,
real and intellectual property, and other private resources for the support of Northwestern
Michigan College; and acknowledging and stewarding such gifts in accordance with donor intent
in its fiduciary responsibilities. As outlined in its Articles of Incorporation, the purpose of the
Northwestern Michigan College Foundation is as follows:

To provide support for the objects and purposes of the Northwestern
Michigan College, an institution of higher education in the State of
Michigan, established under Act 188, Public Acts of 1955, as
amended, to assist in an exclusively educational and charitable
manner in the accomplishment of the educational purposes of such
institution; and to augment the facilities thereof in such manner as
may be designated, directed, or desired by the Board of Trustees of
said institution. Included, by way of illustration, but without
limitation, are promotion, sponsorship, and carrying out of the
educational, scientific, charitable, and related activities for the
objects and purposes of Northwestern Michigan College; to take and
hold by bequest, devise, grant, gift, purchase, lease, and transfer, and
dispose of such property as the purposes and objects of the
Foundation may require; to invest and reinvest the principal and
income in accordance with the laws of the State of Michigan
covering authorized investments for trustees; to deal with and spend
the principal and income of the Foundation in such manner as will
promote its objects; and in general to exercise such other powers
which now are or may hereafter be conferred by law upon a foundation organized for the purposes herein set forth, namely: the promotion of the objects and purposes of Northwestern Michigan College, or conducive to the attainment thereof; and in any event to operate exclusively for such charitable and educational purposes as are required for tax exempt status under Section 501(c)(3) and as a supporting organization under Section 509(a)(3) of the Internal Revenue Code.

In connection with its fundraising and asset management activities, the Foundation may retain personnel experienced in planning for and managing private contributions, and to work with the College to assist and advise in such activities.

In consideration of the mutual commitments contained herein, and other good and valuable consideration, receipt of which is hereby acknowledged, the parties agree as follows:

**Foundation Name**

Consistent with its mission to help advance the plans and objectives of Northwestern Michigan College, the Foundation has been granted the use of the name Northwestern Michigan College Foundation. So long as the Foundation is granted consent to the use of its name by the College, the College further grants to the Foundation the use of the Northwestern Michigan College seal and other identifying marks to be used in the promotion of its business and activities, all of which are related to the benefit of Northwestern Michigan College by mutual agreement.

**Relationship of Northwestern Michigan College to the Northwestern Michigan College Foundation to the College**

The Board of Trustees of the College is responsible for overseeing the mission, leadership, and the operations of the College.

The **Foundation’s Board of Directors of the Foundation** is responsible for the control, raising, oversight, investment, and management of all assets of the Foundation, including the prudent management of all gifts consistent with donor intent. The College Board of Trustees approves the appointments of Foundation Board of Directors members, based upon recommendations from the Foundation Board.

The **President of the College** each Board is responsible for developing and overseeing its approved Strategic Plan. The President and the College Board of Trustees’ representatives on the Foundation Board will ensure that the Foundation’s Strategic Plan is in alignment with the College’s plan, and will facilitate feedback and communication between the two boards during the development and implementation process.

The **College President** is responsible for communicating the College’s priorities and long term plans, as approved by the Board of Trustees, to the Foundation. The **Board of Directors and the Foundation Executive Director**, and also for Resource Development, or the equivalent staff position at communicating back to the College, shall serve as **Board of Trustees regarding the Foundation’s activities, needs, and ideas. The Foundation Executive Director of the Foundation**
unless otherwise agreed by reports to the College and the Foundation. President and is responsible for leading the Foundation’s activities through its Board of Directors and staff. The College’s Vice President of Finance and Administration will develop, in conjunction with the Executive Director of the Northwestern Michigan College Foundation shall be included as a member of the Senior Administrative Team of annual budget for the President of Northwestern Michigan College Foundation using the existing process that is in place.

The College recognizes that its Foundation is a private corporation, with the authority to keep records and data confidential consistent with the law.

The College shall establish and enforce policies that support the Foundation’s ability to respect the privacy and confidentiality of donor records and shall adhere to practices set forth in the Association of Fundraising Professionals’ Donor Bill of Rights.

The Foundation and the College Board of Trustees recognize that the Foundation exists for the sole purpose of raising and managing private resources in support of the College, and that all assets held by the Foundation ultimately belong to the College.

**Foundation Responsibilities**

The Foundation shall create an environment conducive to increasing levels of private support for the mission and priorities of Northwestern Michigan College as identified by its Board of Trustees. The Foundation, in consultation with the College, will assist with planning and executing comprehensive fundraising and donor acquisition programs in support of the College’s mission. These programs include annual giving, major gifts, planned gifts, special projects, and campaigns as appropriate. Northwestern Michigan College recognizes that the Foundation bears primary responsibility for private fundraising, and program directors will coordinate with development staff for fundraising initiatives with the Foundation.

The Foundation will establish, adhere to, and periodically assess its gift management and acceptance policies. It will promptly acknowledge and issue receipts for all gifts on behalf of the Foundation and the College, and provide appropriate recognition and stewardship of such gifts.

Consistent with the College’s Gift Acceptance Policy, the Foundation is the primary depository of private gifts to the College, and will transfer funds to the College in compliance with applicable laws, College policies, and gift agreements. The Foundation’s disbursements on behalf of the College must be used for reasonable business expenses that support the College, are consistent with donor intent, and do not conflict with the law. When distributing gift funds to the College, the Foundation will disclose any terms, conditions, or limitations imposed by the donor or other legal determination on the gift. The College will abide by such restrictions and provide appropriate documentation.

The Foundation is also responsible for ensuring effective alumni relations and shall oversee an active program of engagement with college alumni.

**Asset Management**
The Foundation will establish estate asset allocation, disbursement, and spending policies that adhere to applicable federal and state laws, including the Uniform Prudent Investor Act (UPIA), and the Uniform Management of Institutional Funds Act (UMIFA). The Foundation will receive, hold, manage, invest, and disburse contributions of cash, securities, patents, copyrights, and other forms of property, including immediately vesting gifts and deferred gifts that are contributed in the form of planned and deferred gift instruments.

To the extent permitted by law, the College and the Foundation will cooperate in the engagement of an independent accounting firm annually to conduct an audit of the Foundation’s financial and operational records, and will provide the Northwestern Michigan College Board of Trustees a copy of the annual audited financial statements, including management letters. The Chair of the Foundation Finance and Audit Committee, or their designee, will serve as an ex-officio member of the Board of Trustees Audit Committee in the selection of the auditing firm.

Institutional Flexibility

The Foundation may explore current opportunities, including acquisition and management of real estate, on behalf of the College, for future allocation, transfer, or use. The Foundation may serve as an instrument for entrepreneurial activities for the College and engage in such activities as purchasing, developing, or managing real estate for College expansion, student housing, or retirement communities needs. It may also hold licensing agreements and other forms of intellectual property, borrow or guarantee debt issued by the parties, or engage in other activities to increase Foundation revenue with no direct connection to a College purpose.

When distributing gift funds to the College, the Foundation will disclose any terms, conditions, or limitations imposed by donor or other legal determination on the gift. The College will abide by such restrictions and provide appropriate documentation.

Consistent with the College’s Gift Acceptance Policy, the Foundation is the primary depository of private gifts to the College, and will transfer funds to the College in compliance with applicable laws, College policies, and gift agreements. The Foundation’s disbursements on behalf of the College must be reasonable business expenses that support the College, are consistent with donor intent, and do not conflict with the law.

Foundation Funding and Administration

Operating Expenses and College distributions

The Foundation shall compensate the College for administrative and operational expenses as set forth below. Distributions to the College for other expenses shall also be completed as set forth in the this Agreement. The annual fund transfer from the College to the Foundation will inform the Executive Director’s development of the Foundation's operating budget. The amount of these funds to be transferred will be determined up front through the Vice President of Finance and Administration and Executive Director of Foundation’s discussions.

The Foundation shall establish a financial plan to underwrite the cost of Foundation programs, operations, and services, which shall be approved by the College President, and as amended. Upon recommendation by agreement. The Foundation has the right to Board and
approval of the College President, the Foundation may use annual unrestricted funds to fund annual operating expenses. Any expenditures of unrestricted funds must meet the purpose of fulfilling the Foundation’s strategic plan, which aligns with the College’s strategic plan, and assess fees for services to increase the net financial support of the College.

In recognition that a portion of resource development remains the responsibility of the College, the Foundation and the College shall mutually agree upon an annual operating budget within which a portion of Foundation operating expenses are allocated for payment paid by the College, with the remaining expenses to be paid by the Foundation. The ultimate approval of the Foundation operating budget resides with the College President.

The Foundation shall ensure that it is setting and achieving the mutual goals of the College and Foundation in terms of continued organizational development and resource development in support of College priorities.

The Foundation additionally agrees to provide necessary resources to support reasonable fundraising activities, including events, that may be outside the realm of allowable expenditures for the College.

**Office Space**

The College additionally agrees to provide adequate and appropriate office space to the Foundation. This includes computer and telephone systems, utilities, interior and exterior maintenance, parking, and other such services that may be necessary or required to fulfill its responsibilities and obligations.

**Technology Infrastructure (Data)**

Within the operating budget addressed above, the Foundation shall own and maintain an effective donor and alumni database. All gifts to the College are to be tracked and stewarded appropriately. Reports to the Foundation Board and the College Board of Trustees shall be made available as requested. In recognition that the College’s Gift Acceptance Policy allocates all gifts, which requires contact with the gift donors, The Foundation will share data with the College, which does not violate donor’s rights and which is in accordance with applicable laws, Foundation policies, and guidelines.

**Staffing**

The Foundation shall be adequately staffed in order to meet mutually agreed upon goals, by College employees. Compensation for employees will be part of the aforementioned annual operating budget and paid for by the College. The Foundation may contribute to the College in order to enhance employee compensation at additional Foundation expense in order to attract or retain employees.

In connection with the Foundation’s activities, the College will employ personnel on behalf of the Foundation as ultimately determined by the College President.
The College additionally agrees to provide business support services to the Foundation. This includes but is not limited to monthly bank reconciliation, service of the Northwestern Michigan College Chief Financial Officer as an ad-hoc member of the Foundation’s Finance and Audit Committee, and audit support.

The College President is expected to serve a critical role as a fundraiser and relationship builder in support of the College and in collaboration with the fundraising initiatives of the Foundation.

The Executive Director of the Foundation shall serve as a member of the Northwestern Michigan College senior administrative team. The College President has the ultimate responsibility to select and hire, with input from the Executive Director, and will involve an equal number of Foundation Board members to College representatives on the search committee; and the Foundation Board and College Board of Trustees will have the opportunity to meet the final candidate(s). The Foundation Board’s Executive Committee, and supervise the Executive Director. The Executive Committee of the College shall have the opportunity to annually, and more often if needed, provide input regarding the Executive Director’s performance of the Executive Director. The Foundation Board Chair and the College President shall annually meet with the Executive Director to review his/her performance.

Miscellaneous Terms

This Memorandum of Understanding is intended to set forth policies and procedures that will contribute to the coordination of activities that mutually benefit the College and the Foundation. To ensure effective achievement of the terms of this agreement, the College and Foundation officers and board representatives shall hold periodic meetings at a minimum of once per year, to foster and maintain productive relationships and to ensure open and continuing communications and alignment of priorities. In addition, this Memorandum will be reviewed by the parties at least once every two years.

Either party may, upon one year’s prior written notice to the other, terminate this agreement. Notwithstanding the foregoing, either party may terminate this Memorandum of Understanding in the event that the other party defaults in the performance of its obligations and fails to cure the default within a reasonable time after receiving written notice showing cause.

Should Northwestern Michigan College choose to terminate this agreement, the Northwestern Michigan College Foundation may require the College to pay, within 180 days of written notice, all debt incurred by the Foundation on the College’s behalf. Should the Northwestern Michigan College Foundation choose to terminate this agreement, Northwestern Michigan College may require the Foundation to pay debt it holds on behalf of the Foundation in like manner. Either party may propose changes to this agreement, to be negotiated and, if agreed, approved by both boards.

Consistent with provisions appearing in the Northwestern Michigan College Foundation’s Bylaws and its Articles of Incorporation, should the Foundation cease to exist or cease to be an Internal Revenue Code Section 501(c)(3) organization, the Foundation will transfer its assets and
property to Northwestern Michigan College so long as it remains in existence, or in a manner
otherwise provided under law and in accordance with donor intent.

IN WITNESS WHEREOF, the parties have caused this Memorandum of Understanding to
be executed by their duly authorized officers as of the day and date first above written.

NORTHWESTERN MICHIGAN
COLLEGE

By: ____________________________
   Douglas Bishop, Chairman
Laura
Oblinger, Chairperson of the
Board of Trustees

By: ____________________________
   Timothy J. Nelson
Nick Nissley, President

Date: ____________________________

NORTHWESTERN MICHIGAN
COLLEGE FOUNDATION

By: ____________________________
   Mark Lundmark, Chair
Jayne Mohr,
Chairperson of the
Foundation Board of Directors

By: ____________________________
   Rebecca Teahan, CFRE, Executive Director

Date: ____________________________

By: ____________________________
   Jennifer Hricik, Interim Executive Director

Date: ____________________________

Signing and Revision History
First signed: 12/06/2015
Revised and signed: XX/XX/XXXX
Next review: XX/XX/2025
To: Dr. Nick Nissley, President  
From: Todd Neibauer, VP for Student Services and Technologies  
Date: January 4, 2024  
Subject: High School Enrolled Out of District Tuition Rate

**Board Action**

Approve a new out of district tuition rate of $160 per contact hour for high school enrolled students (dual enrolled, direct credit and early college) to be applied commencing with Fall 2024 enrollments.

**Background**

We have seen a decrease in the number of dual enrolled and early college students since its height in 2017. However, community colleges across the country have seen increases in this population on their campus since the end of the pandemic which has helped offset the decline in general enrollment.

This is the case for many of our peer institutions where many have a considerably higher percentage of their enrollment coming from dual enrollment and early college than NMC. For the 2022-23 academic year, each of the six community college closest to NMC in enrollment had a high school enrolled population over 20% while NMC was at 12.3%.

The largest impediment to increasing enrollment from this segment is the current out of district tuition rate. Schools are required to pay a percentage of their foundation allowance for dual enrollment that is capped well below the cost of out-of-district tuition. The remainder of the bill is passed on to the parent and this has limited enrollment from much of the region and has brought competition from schools who are discounting tuition for this group. In a poll of Michigan community colleges, 18 of the 20 respondents were discounting tuition for this group in some manner.

Growing the high school enrolled population will help us increase the percentage of area students who enroll at NMC after graduation. National studies have shown the benefit of high school enrollment opportunities for students and this discounted rate will give us a greater opportunity to demonstrate NMC’s value to students prior to graduation.
December 21, 2023

NORTHWESTERN MICHIGAN COLLEGE
1701 E. Front Street, Traverse City, MI 49686-3061

Subject: 715 E FRONT ST

Dear NORTHWESTERN MICHIGAN COLLEGE

The City of Traverse City has an upcoming project along US-31, also known as East Front Street and has reviewed your property as it relates to the needs of the project. The City has determined that it is necessary to acquire property as described in the attached conveyance documents: Public Utility Easement, and Assessor’s Sales Report.

The City of Traverse City is authorized to acquire easements for public utilities by purchase or condemnation. In accordance with state laws and federal regulations governing the acquisition of property by The City of Traverse City, this letter is the City’s Good Faith Offer.

The City of Traverse City has established just compensation for the property rights to be acquired. This Good Faith Offer is based upon the valuation set forth in the enclosed Assessor’s Sales Report. This report is to be considered part of this Good Faith Offer. It outlines the items for which you are entitled to be paid, based on the facts known at this time, along with the state of the market and condition of the property as the date of the valuation.

The City’s Good Faith Offer for the property rights to be acquired are itemized below:

<table>
<thead>
<tr>
<th>Type</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Hydrant easement</td>
<td>$1,614.00</td>
</tr>
<tr>
<td>Hydrant temporary construction easement</td>
<td>$578.08</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$ 2,192.08</strong></td>
</tr>
</tbody>
</table>

Accordingly, the total amount that The City of Traverse City is offering to you is $2,192.08. Please note that this offer is valid only until January 29, 2024, after which time the City may pursue a condemnation case if we have not reached an agreement.

Please review all the materials carefully and let us know in writing if you believe anything of significance has been omitted with respect to the amount of money you should be paid. The City will review the items you identify and will respond accordingly if any changes will be made to its Good Faith Offer. We are also available to discuss this offer with you and answer any questions you may have related to this Good Faith Offer and the Eminent Domain process.

This Good Faith Offer is for the property rights of all individuals and entities that may have a property interest in the parcel. If there is more than one person or entity with an interest in the property, you can decide amongst yourselves how to divide the amount the City is offering you, or you can request a court to decide.

Please note that as part of this offer, the City of Traverse City reserves the right to bring federal or state cost recovery actions against you (the present owners) and/or any other potentially responsible parties relating to any release of hazardous substances on the property. If you have any questions regarding this provision, please let us know.
If you are willing to accept the City’s Good Faith Offer and, also agree to the terms and conditions set forth in the enclosed conveyance documents, please follow the execution directions on each document. Please return the executed documents to my attention.

Finally, the US-31 project and this easement acquisition are separate from the work Traverse Area Regional Trails (TART) is working on. You may have been contacted by TART already regarding that project. IN ADDITION, A PREVIOUS MAILING INADVERTANTLY EXCLUDED THE EASEMENT FORM FOR SIGNATURE. This mailing includes that form. Apologies for any confusion this may have caused.

Thank you in advance for your consideration of this Good Faith Offer. If you have any questions, please contact me at (231) 922-4900, or akrueger@traversecitymi.gov.

Sincerely,

Art Krueger
Director of Utilities
City of Traverse City

Enclosures:
Public Utility Easement
Assessor’s Sales Report

Rev: 12/20/23
PUBLIC UTILITY EASEMENT

Grantors, NORTHWESTERN MICHIGAN COLLEGE whose address is 1701 E. Front Street, Traverse City, MI 49686-3061, grant(s) and convey(s) to the CITY OF TRAVERSE CITY, a Michigan municipal corporation, whose address is 400 Boardman Avenue, Traverse City, Michigan, 49684, ("the City"), its successors and assigns, an easement for public utility purposes in, over, upon, and under the real estate situated in the City of Traverse City, County of Grand Traverse, State of Michigan, described in Attachment A:

This conveyance includes the right to install public utility facilities including but not limited to water mains, meters, hydrants, sanitary sewers, storm drains, catch basins, conduits, poles and wires. This conveyance includes the consent of the Grantors to the removal at any time of such trees, shrubs and vegetation as, in the judgment of the City, is necessary to the construction and maintenance of the public utilities.

The City has the right to temporarily use any adjacent property of the Grantor for ingress and egress to said easement as necessary to affect the purposes of the easement granted by this instrument.

The right herein granted shall include the right to excavate and to install, repair, maintain and improve all facilities placed in, over and upon said land.

Consideration for this easement is $2,192.08, the adequacy and receipt of which is acknowledged.

As part of the consideration for the granting of this easement, the City will make a reasonable effort to leave the premises in good condition. This conveyance includes a release of any and all claims to damages to Grantors on adjoining property, arising from or incidental to the laying out, establishing, altering, widening, change of grade, draining, and improving of the highway or public utilities in, over and upon the land herein granted.

The easement described herein is in gross for the benefit of the public and may be assigned or transferred in whole or in part to another public entity.

Executed this ________ day of _______________, 20__.
GRANTOR(S):


STATE OF )
COUNTY OF )

The foregoing instrument was acknowledged before me this ___ day of ____________, 20__, by __________


__________________________, Notary Public

______________ County, ________________

My Commission Expires: ________________

This instrument drafted by: 
Art Krueger, Director of Municipal Utilities
400 Boardman Avenue
Traverse City, MI 49684

When recorded return to:
Benjamin C. Marentette, City Clerk
400 Boardman Avenue
Traverse City, MI 49684
Easement
US-31 Realignment 2024
For: Hydrant at 715 E. Front

Not to scale, final easement to be determined by survey
To: Dr. Nick Nissley, President
From: Troy Kierczynski, Vice President of Finance and Administration
       Todd Neibauer, Vice President of Student Services and Technologies
       Marcus Bennett, Special Asst. to the President & Associate Dean of Campus Life
Date: January 12, 2024
Subject: Laundry Machines and Services

This document provides an overview and recommendation for the purchase of laundry machines for the College’s residence halls and apartments.

**Recommendation**
Authorize the administration to enter into an agreement with Max’s Services in the amount of $36,790 for the purchase, delivery, and installation of (36) laundry machines in our residence halls and apartments.

**Background/Scope of Work**
Since 2001, the College has contracted with WASH Multifamily Laundry Services for campus residential laundry services. Under the current lease arrangement, WASH provides and services the machines, and students pay a fee for each use. The College receives a portion of those fees, equating to approximately $10,000 in annual revenue. Our current contract was amended in 2019 and expires March 1, 2024. The current leased machines are beyond their useful lives and often under repair, driving frustration and complaints from our student residents.

Over the past year, the College explored a variety of laundry arrangements, assessing the cost—benefit of ownership vs. leasing and related fee structures. We also inquired with other colleges and universities about their residential laundry arrangements. We found that many institutions are moving to a free laundry model. While lease and pay-per-use arrangements are more attractive economically, they are not attractive for students and add administrative burden for housing staff. Further, the service agreements attached to leases typically rely on one appliance mechanic with a large geographical territory, which can result in slow or inconsistent service.
Administration believes College ownership of machines and offering free laundry will drive a better experience for students. While the College would forgo the annual pay-per-use revenue, the cost of acquisition and “lost revenue” from fees under this model were addressed in our FY24 housing rates. In the May 2023 housing rates memo to the Board of Trustees, we noted that “beginning in Fall 2023, NMC will provide students with pre-loaded laundry cards and plans to upgrade its machines in Spring 2024 at the expiration of its current laundry contract.”

Accordingly, we requested quotes for commercial machines that do not have pay-per-use functionality/hardware. The following retailers responded with quotes:

<table>
<thead>
<tr>
<th>Company</th>
<th>Location</th>
<th>Equipment Cost</th>
<th>Delivery + Installation</th>
<th>Warranty</th>
<th>Service</th>
</tr>
</thead>
<tbody>
<tr>
<td>Max’s Service</td>
<td>TC</td>
<td>$36,790</td>
<td>Both included</td>
<td>3 years-parts</td>
<td>Not included</td>
</tr>
<tr>
<td>Wash.com</td>
<td>GR</td>
<td>$47,999</td>
<td>$2,700</td>
<td>No additional warranty beyond manufacturer</td>
<td>$99 diagnostic fee + $120/hr charge + $1.75/mi from Kentwood per service call</td>
</tr>
<tr>
<td>Build.com</td>
<td>California</td>
<td>$33,233</td>
<td>Delivery included, installation not included</td>
<td>No additional warranty beyond manufacturer</td>
<td>Not included</td>
</tr>
</tbody>
</table>

We recommend purchasing the machines locally from Max’s Service, and using a combination of NMC maintenance staff and local service providers as needed for repairs. While build.com’s cost for the equipment was less than Max’s, installation costs make the prices comparable – in which case we should award the local vendor in accordance with our purchasing policy.

**Funding Source**
This project will be funded by Auxiliary (Housing) funds.