



Northwestern
Michigan
College

Board of Trustees

www.nmc.edu/trustees

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

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

Meeting Agenda

Monday, February 24, 2025
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. Action Item: Nomination and election of Vice Chairperson

II. STRATEGIC FOCUS

- F. Mission & Values—*Luis Qian, Aviation Student*
- G. Mid-Year Recap—*Jason Slade, Vice President of Strategic Initiatives*

III. REPORTS AND PRESENTATIONS

- H. Program Focus: Career and Majors Fair—
 - *Lindsey Dickinson, Director of Student Success and Retention*
 - *Lisa Baldyga, Employment Readiness Specialist*
 - *Katie Sommer-Ford, Learning Services Office Manager*
- I. Faculty Report: Abnormal Psychology—*Lisa Blackford, Social Sciences Faculty*

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

- J. President's Update—*President Nick Nissley*



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February 24, 2025 Meeting Agenda

Page 2

K. 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:

- L. Minutes of the January 27, 2025, regular meeting
- M. Minutes of the February 6-7, 2025, Board retreat meeting
- N. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- O. Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- P. PRMC—*Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications*
- Q. Foundation Report—*Dino Hernandez, Vice President of College Advancement and Executive Director, NMC Foundation*
- R. Executive Committee—*Laura Oblinger, Committee Chair*
- S. Audit Committee—*Chris Bott, Committee Chair*

VII. ACTION ITEMS

T. Financial Audit Services (Pursuant to Policy A-106.00 Finance)

Recommend that administration be authorized to enter into a contract with Andrews Hooper Pavlik as Northwestern Michigan College's auditing firm for the upcoming five-year period, for a three-year total amount of \$388,300, based on satisfactory completion of each fiscal year audit.

U. 3-D Printer Purchase (Pursuant to Policy A-106.00 Finance)

Recommend authorization for administration to purchase a BA-320 Printer (ex BA-2400) from vendor Build Additive for the amount of \$147,877, to be funded from private grants, donations, and fundraising efforts.

V. Special Liquor License (Pursuant to Policy A-106.00 Other)

Recommend adoption of resolution authorizing the organization, through its duly authorized officers, make application to the Liquor Control Commission for a special events tasting and wine auction license to be in effect on Friday, April 25, 2025, for the Taste of Success event held at the Northwestern Michigan College Hagerty Center.

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.



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February 24, 2025 Meeting Agenda

Page 3

IX. ADJOURNMENT

Upcoming Board Meeting Dates:

All board meetings are open to the public.

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

July 21, 2025 – Aeropark Campus, Parsons-Stulen Room 222/224 ***Third Monday*

August 18, 2025 - Timothy J Nelson Innovation Center, Room 106/107 ***Third Monday*

September 22, 2025 - Timothy J Nelson Innovation Center, Room 106/107

October 20, 2025 - Timothy J Nelson Innovation Center, Room 106/107 ***Third Monday*

November 24, 2025 - Timothy J Nelson Innovation Center, Room 106/107

December 15, 2025 - Timothy J Nelson Innovation Center, Room 106/107 ***Third Monday*

January 26, 2026 - Timothy J Nelson Innovation Center, Room 106/107

February 23, 2026 - Timothy J Nelson Innovation Center, Room 106/107

March 23, 2026 - NMC Hagerty Center, Room C

April 27, 2026 - Timothy J Nelson Innovation Center, Room 106/107

May 18, 2026 - Timothy J Nelson Innovation Center, Room 106/107 ***Third Monday*

June 22, 2026 - Timothy J Nelson Innovation Center, Room 106/107

February 18, 2025

Dear Fellow NMC Trustees:

I regret that I am unable to attend this month's Board meeting. (Actually, I don't regret it. I will be on an overseas vacation!) I am writing to inform you that I have decided to step down as Board vice chair, for two reasons:

1. You are aware that I serve on the Board of Trustees while my wife, Pat Warner, chairs the Foundation Board. When Pat was being considered to be chair, while our fellow board members and the administration agreed that it was an unusual situation, no one considered this to constitute a conflict of interest (COI) so long as I abstained from Board of Trustees discussions and votes relating to the Foundation Board (as I did when our Board approved the MOU). In my new role as vice chair, however, I find that the risk of a COI has increased. Not only does our Executive Committee discuss issues related to the Foundation Board, but the two boards' Executive Committees meet together annually. With one member of our Executive Committee having to abstain from all discussions relating to the Foundation Board, our Board's representation on the committee would be reduced to just two voices to consider all Foundation Board-related issues. The problem of a potential COI would be exacerbated significantly were I to become Board of Trustees chair when Laura Oblinger steps down.
2. We are entering a very exciting and important time for the College, with our 75th anniversary just around the corner. Planning celebratory events and working on the new campaign will require a lot of close collaboration between the Board of Trustees and the Foundation Board. I realized that the risk of a COI would grow exponentially were I involved centrally in both as our Board's vice chair and potentially chair.

I love serving the College as a member of the Board of Trustees and will continue to put my energy and enthusiasm into doing so. With my no longer serving on the Executive Committee, the risks of a conflict of interest will be considerably diminished. I will simply have to adhere to my commitment to abstain from discussions and votes pertaining to the Foundation Board.

I want to add that I enthusiastically endorse Mark Keely as the new Board vice chair. In the little time I have gotten to know him, I have become deeply impressed with his thoughtfulness, his wisdom, and his knowledge of the College and the community. Especially in a Board leadership role, his deep ties to the community will serve both the College and the community during the exciting couple of years immediately ahead of us.

Sincerely,



Ken Warner

Cc: President Nick Nissley

NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

To: Dr. Nick Nissley, President
From: Jason Slade, Vice President of Strategic Initiatives
Date: February 17, 2025
Subject: Strategic Initiatives Update: *February 24, 2024 Board of Trustees Meeting*
 Topic: ***Summary of Strategic Plan (Year 3) and Timing***

The February Board of Trustees meeting provides the opportunity to summarize the progress and timing of NMC’s Strategic Plan as the final year, Year 3, draws to a close. Below is a list of each objective and the current status and prediction. Objectives that have the potential to carryover into the next plan, in a revised format, are also noted.

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

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

Strategy 1	Open	Closed and/or monitoring	Incorporate into next plan
Objective 1: Increase the annual number of students who receive prior learning credit from 236 to 270, using flexible academic pathways.	■		
Objective 2: Increase the proportion of online courses in fall semester to 30% and in spring semester to 35% by September 2024.		■	
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.	■		
Objective 4: Create six accelerated course pathways (two courses in one semester) in multiple academic disciplines.		■	
Objective 5: Every NMC credential will have at least one experiential learning opportunity (ELO) to ensure every credential seeking student will have an opportunity to experience at least one ELO.	■		■

Strategy 1 Summary: Objective 2 (online courses) and 4 (accelerated pathways) are closed and are in “monitor mode.” Objective 1 (credit for prior learning) is now part of existing processes and on track. Objective 3 (student success and completion) has pivoted to improve and implement the new Canvas learning management system (update will be provided in March 2025 BOT update) as online and hybrid learning success rates are now similar to face-to-face. Objective 5 (ELO), while technically open, has met the targets set forth in this plan and expanded into a larger, more comprehensive objective that will ultimately carry over into the next strategic plan.

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

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

Strategy 2	Open	Closed and/or monitoring	Incorporate into next plan
Objective 1: Increase student sense of belonging through participation in extra and co-curricular activities for first semester students to increase 1st semester persistence from 77.7% in Fall 2019 to 82% by Fall 2025.	■		
Objective 2A: Implement new enrollment marketing plans to increase the percentage of area high school graduates attending NMC by 3 percentage points (from 41% to 44%)	■		■
Objective 2B: Implement new enrollment marketing plans to increase enrollment in age categories 21+ from 1,510 to 1,660 (10%)	■		■
Objective 3: Enhance student completion supports to increase the three year completion success rate from 35.1% 38.9% to 40.4% by spring 2025.	■		
Objective 4: Increase percentage of students using success coach services to increase College-level Course Enrollee Success Rate (2.0 and above) from 79.8% in Fall 2020 to 83%.	■		

Strategy 2 Summary: Objective 1 (belonging/persistence) is meeting its target and moving toward closure. Objectives 2A and 2B (enrollment strategies and new targets) will be revised and incorporated into the next plan. Success coaches have been added to meet Objective 4, moving toward closure. Objective 3 (completion supports) continues to improve success rates. Will monitor progress. Student success and retention in some form (based on HLC academy results) will be in the next strategic plan.

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

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

Strategy 3	Open	Closed and/or monitoring	Incorporate into next plan
Objective 1: Create a college DEIB statement of definition and purpose; receive President’s Council approval and share with the NMC Board of Trustees.		■	
Objective 2: Implement staffing and resourcing for DEIB efforts with the creation of at least a .5 FTE position by end of FY 2022.		■	
Objective 3: Provide onboarding training and regular training opportunities on diversity, equity, inclusion, and belonging for all NMC employees		■	
Objective 4: Address the barriers to entry and success of vulnerable student populations to improve application to enrollment statistics from 28% to 35% for BIPOC students and improve 12 month retention of all vulnerable populations by 3 percentage points by fall 2025.	■		
Objective 5: Review and revise NMC systems, policies, and procedures for inclusive and equitable language and processes across college systems by Dec. 2025.	■		

Strategy 3 Summary: Objectives 1-3 (statement, staffing, training) are closed. Objective 4 (application to enrollment, retention) has been difficult to hit the initial targets though retention remains a top priority. Objective 5 (policy language) is moving toward closure as remaining action steps are implemented. Components of this strategy will most likely be shifted towards vibrancy, engagement, and belonging strategies in the next plan.

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

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

Strategy 4	Open	Closed and/or monitoring	Incorporate into next plan
<p>Objective 1: Leverage and enhance existing partnerships, and identify new key partnerships, in order to increase NMC’s overall job performance in responding to the “community’s learning needs” by 2.5% (3.87 to 3.97) in Grand Traverse County by 2024 using the Community Attitude and Awareness Survey</p>	■		
<p>Objective 2: The community believes providing skilled trades instruction is the highest priority for NMC (8.86 CAAS, 2018), but rates NMC’s performance in this area lower (8.21 CAAS, 2018.) NMC will increase performance rating by 8%.</p>	■		
<p>Objective 3: Providing personal enrichment has become more important for the community with scores increasing from 7.11 to 7.80 over the last three CAAS surveys. NMC will align lifelong learning opportunities to the community’s needs resulting in a less than 17% cancellation rate and be net revenue positive by June 30, 2025.</p>	■		
<p>Objective 4: NMC will increase access to four year college programs by improving the “Providing access to other college programs” performance metric by 2.5% (from 8.29 to 8.50) in Grand Traverse County by 2024 as measured by the Community Attitude and Awareness Survey (CAAS).</p>	■		

Strategy 4 Summary: Objectives 2 (workforce) & 4 (4-year opportunities) are on track for closure as workforce performance has increased and concurrent enrollment and college partnerships are in place. Objective 3 (EES) has made great strides; financial performance will be embedded in their operations and business practices. Objective 1 (community partnerships) will continue within the Foundation’s plan in alignment with the 75th anniversary celebration. CAAS survey will be administered this coming spring with results by July 2025.

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

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

Strategy 5	Open and on track to close	Closed and/or monitoring	Incorporate into next plan
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.	■		
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.	■		
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.		■	
Objective 4A: The Dennon Museum Center will execute the key financial stewardship initiatives from the DMC Strategic Plan 2020–2025 by June 30, 2025.	■		
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.		■	
Objective 4C: WNMC will execute the action steps defined in the Refocusing WNMC: A 5-Year Plan to increase engagement/listenership and sustain WNMC's operations by June 30, 2025.		■	
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.		■	

Strategy 5 Summary: Objective 3 (GLCI), Objective 4B (IAF), Objective 4C (WNMC) and Objective 5 (maritime culinary certificate) are effectively closed based on performance. Objective 1 (Aviation) is on track for closure by the end of the plan. Objective 2 (GLWSI) and Objective 4A (Dennon) are currently in the college's performance enchantment and sustainability review process. FRIC will continue as a priority for strategic initiatives.

Year 1:

Year 1 of the Strategic Plan was completed on June 30, 2023. Metrics were added in September 2022 and updated three times a year (Fall and Spring enrollment, end of fiscal year). End of Year 1 resulted in two of the 24 objectives being closed.

Year 2:

The development of Year 2 action steps began in November 2022 with preparation of a rough draft of action steps to support the objectives based on performance metrics. New and updated actions were finalized with the adoption of the FY24 budget, Year 1 Strategic Plan Actions were archived, and Year 2 Actions began to be implemented as of July 1, 2023. In addition to tracking the progress of the action steps, the performance of the metrics are also monitored.

Year 3:

Year 3 planning began in November 2023 with feedback from champions occurring in December and January. Finalization of the Year 3 action steps occurred in spring 2024, with adoption on July 1, 2024 based on progress. The focus has been on the remaining open and lagging objectives, while monitoring performance of closed objectives. The current strategic plan will come to a close on June 30, 2025. Final metrics and lagging indicators updated late-2025.

Timing:

Board of Trustees updates will occur on the following schedule:

- Strategy 1 - Future-Focused Education - March 2025
- Strategy 2 - Student Engagement and Success - April 2025
- Strategy 3 - Diversity, Equity, Inclusion, and Belonging - May 2025
- Strategy 4 - Community Partnerships and Engagement - June 2025
- Strategy 5 - Institutional Distinction and Sustainability - July 2025
- Strategic Plan Summary/Metrics Update - September 2025 (after fall data collection)
- Communication to campus and the community on the closeout of the current Strategic Plan, feedback from champions and objective leads - September-November 2025
- Final data collection of lagging indicators, archive the Strategic Plan - January & February 2026

SAVE THE DATE

CAREER & MAJORS FAIR 2025

THURSDAY,
MARCH 6

1 - 6pm





Goals for Career & Majors Fair

- **Regional Employers**
 - Help fill open positions with NMC-trained students, exposure to future employees
- **Prospective Students**
 - Show connection between NMC programs, future careers, and employers
- **Undecided Students**
 - Learn more about majors at NMC and connection to careers in the region
- **Graduating Students**
 - Connect with open positions related to their major
- **NMC Programs**
 - Market to current and prospective students, recruit or re-recruit students



What's new?!

- **Location:** Park Place Conference Center
- **Timing:** 1:00 p.m. - 6:00 p.m.
- **Attendees:**
 - 180 high school students: Kalkaska, Kingsley, Traverse City
 - NMC students: still deciding on career/major, job seekers
 - Community job seekers
- **Partners:**
 - NMC Admissions & Financial Aid, academic program areas



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What are we continuing?

- **Partners:** Northwest Michigan Works!, more than 75 employers from across the region
- **Prep Workshops:**
 - Feb. 27 - What's your type? Career workshop for undecided Students
 - March 3 - Resume & Personal Brand workshop
 - March 4 - Speed Prepping workshop to help students with everything from how to dress, to confidence, and how to follow up after the fair



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What are we continuing?

- **Budget Neutral Event:** 12 employer sponsors
 - Changed to one sponsorship level
 - Increased registration fee to \$50
- **Space for Veteran Services**
- **Focus and connection to Strategy 4: Community Partners & Engagement**



Measures of Success

- **Positions filled, students hired**
 - 5 confirmed hires from last year's fair
 - 33 follow-up conversations
- **Undecided students > decided students**
- **Attendee feedback**
 - Job seekers, prospective students
 - Employers



Attendee impact

"... attending the NMC Career Fair [last year] altered my perspective. Meeting Hailey at their [Chateau Chantal] booth proved pivotal; ...This encounter marked the beginning of a fruitful partnership facilitated by NMC and the Career Fair." - Mahli, NMC student

"I interviewed for the position and got hired. And got SO much experience in accounting... The deciding factor when I was initially hired? I was taking a Quickbooks course [at NMC] and was decent at Quickbooks. The course? Coincidentally the one I am now teaching: CIT 216." - Janelle Clouse, Adjunct Faculty, NMC

"We have found some of our best employees because of NMC and would like to continue to nurture those relationships for future opportunities."
- Jenni Peoples, Communications Specialist, Safety Net



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Questions?

Thank you!

NMC BOT Faculty Presentation Form

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

Name *

Lisa Blackford

Your Title *

Social Sciences Faculty

Presentation Title *

Hearing voices simulation, Abnormal Psychology

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

One of the assignments I use in my PSY250 (Abnormal Psychology) is a hearing voices simulation. This gives students a brief experience of what it might be like to experience psychosis. I will present a brief clip of the audio piece that students listen to, and I will explain how the assignment is presented and the debrief/reflection that follows.

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.


I joined NMC in 2002, have worked in the counseling department, Student Life Dir. and adjunct, then full time faculty in approximately 15 yrs ago. I am a social worker and have many years of working in the field; including Community Mental Health, Foster Care, Juvenile Justice and family and individual counseling.

This form was created inside of Northwestern Michigan College.

Google Forms



Northwestern Michigan College



Experiential Learning Project in PSY250 (Abnormal Psychology)

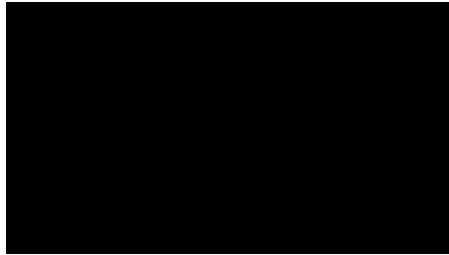
Lisa Blackford



Lisa Blackford, Social Sciences

- **Background in Psychology**
- **Licensed Masters in Social Work**
 - Chronic mentally ill
 - Foster care, Juvenile Justice
 - Addiction treatment
 - Individual and Family counseling
- **Let's begin by asking *you* some questions...**

PSY250 Hearing Voices Assignment



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Debriefing & Reflecting

What did you experience?

What was the most difficult for you?

What feelings did you experience?

How might this experience change your perspective of someone experiencing psychosis?

*Letter to a loved one assignment.



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Going Beyond....

Creating a sense of belonging and inclusion for all abilities and experiences.

Learning that mental illness is not something to be feared but to be understood; with compassion and courage.



Elyn Saks



Eleanor Longden





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MEMO
Office of the President

To: NMC Board of Trustees
From: Nick Nissley, President
Subject: February Mid-Month Update
Date: Friday, February 14, 2025

Dear Board of Trustees,

Since our January Board meeting the following are key updates.

Board Retreat

Thank you for your commitment to come together for our biennial Board Retreat to invest in Board development and looking forward to the next five years strategically. In addition to a half day dedicated to board development/board effectiveness, we also focused on: the college's five year focus and strategic plan development, as well as TIF. The next Board Study Session is scheduled for March 10, 2025, where we'll focus on the funding of our campus master plan.

The Freshwater Research and Innovation Center

The first board of directors meeting occurred on February 5. Officers were elected: Greg Luyt (Chair), Eric Roberts (Vice Chair), Jason Slade (Secretary), and Matt McDonough (Treasurer). Tenant attraction and closing the funding gap continue to be the top priorities for the newly formed board. Additionally: 1) MTU was on campus for follow-up discussions on their space needs; 2) Elmwood Twp Planning Commission will approve the site plan on February 11; and 3) the "BlueTech Challenge" is under way, with the finalists pitch occurring in Chicago at the Oceans 25 Conference, in October.

Brand Assessment and Strategy Development

PRMC has undertaken an 'office refresh' intentionally incorporating our new branding/visual identity. They've developed a sort of 'model house' to afford the rest of the college/community a look-see and an opportunity to begin imagining 'what could be' in terms of the look and feel afforded by our new branding. We will be planning opportunities for the trustees to see the new look in the near future. In addition to the visual system, we are also using our new brand strategy to inform the development of the next strategic plan.

Aviation Expansion Project

Hangar Expansion Update: Construction of the expanded hangar building is progressing on schedule. In January, the exterior foundations were completed, the pre-engineered metal building steel and crane beam were installed, and the primary roof deck on the addition was installed and is 70% complete. Masonry is being mobilized the week of February 10, and masonry work is expected to continue through the week of February 17 and will be tended by our MEP contractors. We are also finalizing needs for lobby, office, and workroom furniture/furnishings to begin that procurement process.

Fleet Update: At the January Regular Board meeting, the Board authorized administration to procure up to four additional single-engine training planes on the used market, which would complete the expansion of our training fleet and “fill” the new hangar. The Aviation team has engaged brokers to keep an eye on the used market, and we will report back on progress.

Here’s a brief recap of Aviation’s fleet changes stemming from the Expansion Plan:

- Aviation started the plan with 11 single-engine trainers
- Ordered 1 new trainer in December 2022 that was delivered in September 2024 (+1)
- Ordered 2 new trainers in November 2024 for delivery in Q1 2028 (+2)
- We will ideally procure up to 4 used trainers over the next year (+4), not-to-exceed \$2.6 million.
- Aviation will finish the plan with 18 single-engine trainers (63% increase from start of the Strategic Plan).
- We are modernizing our multi-engine fleet by replacing our two Piper Aztecs with Piper Seminoles, which have been ordered as authorized by the Board (one for delivery in Spring 2025, the other in Summer 2026).

NMC’s UAS Program and the Yuba Airport

A month ago our UAS and Aviation leaders (Tony Sauerbrey and Alex Bloye, respectively) along with Scott Dennis, asked Jason Slade and me to meet with them to discuss some forward looking ideas about the future of the Yuba airport operations. In the broadest terms, they described a vision about the future of NMC's UAS program (given the FAA's proposed regulation - Part 108 - and how it will impact 'Beyond Visual Line of Sight' operations). More specifically, they shared an idea for creating 'AIR TC' - a regional initiative to connect our region to the state's Advanced Air Mobility (AAM) initiatives. They imagined this work being done in collaboration with Traverse Connect.

I was impressed with their work, especially, their strategic thinking, and being forward looking to the future/what's emerging in terms of UAS program opportunities. In fact, I see their work directly responding to an opportunity and asking questions about how we might not only continue to advance our UAS program, but also how we might relaunch it in light of the shifts occurring (e.g., BVLOS). I believe that they've got a clear sense of the opportunities, as well as how NMC's UAS program can capitalize on the future changes. I shared with them that most of all, I appreciated that they're not 'going it alone', but rather, they're seeking to build a coalition -

e.g., what they're calling the 'NorthSky Consortium'. I believe that they have a clear idea on how to operationalize the vision - e.g., through the development of the AIR-TC UAS training center.

Key to all of this is the 'location' challenge, given the 'up in the air' status of our use of/lease of the Yuba Airport (e.g., the present owner's probable sale of it, and the resulting challenge to us, possibly losing our use of the airport for our UAS program). I encouraged them to continue developing the Consortium and vision for the AIR-TC. Then, seeing how we might solve the challenge of the Yuba Airport. The only creative constraints that I gave them, was to clearly state that the College has two priorities that are ahead of this one (e.g., FRIC and Osterlin Renovation). So, I made clear that I can not support diverting financial resources or leadership bandwidth (including legislative advocacy) to this right now. That said, I also encouraged them to go full steam ahead and see how the Consortium might be helpful in that regard (e.g., what can other investors bring to the table in terms of funding).

Immediate next steps:

1. The first thing that needs to happen is a designation of a “BVLOS Corridor” that goes from Camp Grayling thru Traverse City. Without this, nothing else matters. If the region doesn't get this corridor, NMC just needs to find another place to teach drone classes. Who leads this? Traverse Connect and NorthSky Consortium (drone companies, NMC, Camp Grayling, USCG, etc). Why do they lead? Because this is an economic development initiative, such a corridor would attract UAS/tech companies to the region.
2. If /when a corridor is developed, the NorthSky Consortium would need to develop a hub/terminus in the corridor. It doesn't need to be Yuba specifically, but property somewhere within the corridor. Case in point, let's say the corridor is routed north of Elk Rapids. Then, we would need to find a location there (and not Yuba).

I am feeling optimistic, especially given the leadership of Dennis, Tony, and Alex, and their collaboration with Traverse Connect. In the end, I believe that they're engaging in some great strategic thinking and entrepreneurial mindedness, producing a compelling vision. A possibly big, bold vision!

State Budget

The Governor’s executive budget recommendation was released on February 5th. The Governor is recommending a 3% increase over last year's total appropriation . For the 28 community colleges, the increase will be disbursed via the funding formula. Additionally, she’s recommended the full funding of all the state scholarships - e.g., Community College Guarantee, Reconnect.

We appreciate Governor Whitmer’s steadfast commitment to ensuring Michigan’s high school graduates and adults have access to life-changing student financial aid, including the Community College Guarantee and Michigan Reconnect. Making the Michigan Achievement Scholarship permanent—including the Community College Guarantee—will provide much-needed certainty to students and their families as they explore community college as a ‘first choice’ and not a ‘fall back’.

Northern Michigan Policy Conference

Thanks - to the NMC Board of Trustees - for continuing to show up and actively support the College, through events like this month's Northern Michigan Policy Conference. Your investment of time and energy is appreciated. It was a great opportunity to learn more about our region's needs and how state policy can help satisfy those needs - from housing and transportation, to childcare and education. It also afforded a great opportunity to simply network with so many of our business partners and colleagues from across the wider Northern Michigan Chamber Alliance region. As well it afforded us an opportunity to actively engage in advocacy with our legislators.

And, wow, it surely made you feel a tremendous sense of pride, to hear the College and the Freshwater Research and Innovation Center mentioned in such a positive light, and so many times (from the main stage/to the entire almost 500-person audience):

- Representative Coffia spoke very proudly of her 'start' with the College
- Janie McNabb proudly proclaimed herself an NMC alumna
- the Lieutenant Governor essentially focused the majority of his speech on the Freshwater Research and Innovation Center, which included a couple mentions of the value of the College to our region
- Senator Damoose also proudly spoke about FRIC being a way that we're strategically seeking to diversify our economy and lean into our strengths - e.g., the new blue economy/blue tech

75th Anniversary Steering Committee

The next meeting of the Steering Committee will occur on February 19. Board Chair Laura Oblinger will serve on the committee to represent the Board of Trustees and we will keep you apprised as plans develop to celebrate the college's anniversary in 2026.

The Committee will focus on establishing the sub-committees and propose additional nominations for the Honorary Committee

NMC Scholarship Open

In January, a feasibility meeting was held involving former planning committee members, Trustees, and Foundation Board members to explore the feasibility of bringing back the golf outing. With overwhelming support, two past co-chairs volunteered that evening and a planning committee was formed. VP of College Advancement Hernandez will be presenting the plan to the full Foundation Board for its support and endorsement this month

Foundation Highlights

This week, VP of College Advancement Dino Hernandez and I traveled on our annual visits to Florida to engage in stewardship and cultivation with Foundation donors. The Request for Proposals (RFP) deadline for our Campaign Feasibility Study was Friday, February 7, 2025. Nine campaign consulting firms expressed interest in bidding and the NMC Foundation Team will work with the Foundation Chair and Board Development Committee as well as

representatives from my office to score each submission with the goal of bringing the top finalists to campus in March 2025. As shared in the January BOT Update, we are pleased to share that the NMC Foundation Team has already met and exceeded their goal of \$2.4M early and stand at 104% of goal as of January 31, 2025. Dino and his team are working to develop a stretch goal for June 30, 2025.

Alliance for Innovation and Transformation

AFIT's 2025 learning theme "Leading at the Speed of Change" is designed to empower higher education leaders to drive meaningful change and lead with confidence, even in uncertainty. This transformative program provides the essential insights and tools to:

- Define Future-Ready Leadership
- Identify Leadership Gaps.
- Foster Collaboration & Inclusion
- Unlock Team Potential
- Master Change & Complexity

February 26 - 28, President Nissley and Jason Slade will be attending the CEO and representatives meeting to learn more about this year's theme and assemble a team for the AFIT Summer Institute (July).

NMC Providing Free Tax Preparation Assistance to Students and Staff

NMC has partnered with the Northwest Michigan Community Action Agency to provide free tax preparation services here on campus (March 15 - April 12) to NMC students and staff, through the Agency's Volunteer Income Tax Assistance (VITA) program. Many college students and staff members face financial constraints that make professional tax preparation services unaffordable. They often miss out on valuable tax credits and deductions. This partnership is designed to provide essential financial services to the NMC community - and, ultimately, more money back into the pockets of NMC students and staff.

Points of Pride

While there's always many things to be proud about, given accomplishments on campus, the following are highlights:

- **Mobile Food Pantry** - Kudos to Cathy Warner and the volunteers who joined together to assist in the pantry distribution amidst 8 inches of snow. On February 3, it was great to see staff, students, and community members join together - on a stunningly beautiful afternoon, following a magical snowfall, to do the heartwarming work of helping feed the food insecure on our campus/in our community. This month we were joined by 23 Girl Scouts and their leaders. Two of the Girl Scouts are dual enrolled NMC students. At the end of the day, we served 85 households (45 of which were student households), or 256 individuals, which included: 85 kids, 22 seniors, and 5 veterans.
- **Blizzard Baja** - NMC's Automotive Technology program participated in Michigan Tech's Blizzard Baja competition. Our students entered two cars - both successfully raced

and finished under their own power, with “Barney Baja” holding on to sixth place until the severe weather forced the judges to pull all two wheel drive vehicles off the track (including the ones that were still running successfully - like both of ours were). On the positive side, we did the best ever in the slalom run with the new car “Red Rocket” finishing 6th (and, it did a full run without stopping on the hill climb event). Best of all, according to Wayne Moody, the Program Coordinator, “the students all had the time of their lives”. Wayne also shared, “We have been doing this a while now, and I can tell you this is the most dedicated and enthusiastic team I think I have ever worked with.” Wayne also shared that the students returned to campus excited to complete work on an all wheel drive vehicle called "Woody". A special shout out to the Serra Group for sending two of their staff to support us. And, they supplied the meal during the race.

- **NMC Extended Ed Goes to Benzie** - NMC’s Extended Education is continuing to partner with Benzie Central Schools and will again offer a class, “Husky Robotics” (for grades 6-9), in Benzie County this summer. NMC will be offering scholarships covering \$200 of the \$249 cost to make the course accessible and help Benzie County families with financial assistance.

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:

- Hands-On Career Preparation–*The Chronicle of Higher Education* (attached)
- Top Risks Report: Insights for Higher Education–*United Educators* (attached)
- [“The coming decline in high school graduate counts, in 5 charts”](#) –*Higher Ed Dive*
- ["A Stunning Enrollment Surge"](#) – *Inside Higher Ed*
- [“6 Community College Trends to Watch in 2025”](#) – EAB

Upcoming Dates of Note

- **February 22, 2024**–GLMA Alumni Association Celebration (Great Wolf Lodge)
- **February 24, 2025**–Regular Monthly Meeting (TJNIC 106/107)
- **March 10, 2025**–Study Session (TJNIC 104/105)
- **March 17, 2025**–SGA Dinner and Regular Monthly Board Meeting (TJNIC 106/107)
- **March 24-March 30**–Spring Break (No Classes)



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

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

MEMO

To: Northwestern Michigan College Board of Trustees
Cc: Dr. Nick Nissley, Ed.D.
From: Gabe Schneider, Founder/Principal, Northern Strategies 360
Date: February 18, 2025
Re: **State/Federal Legislative Update**

State

FY26 State Budget

On February 5th, Governor Whitmer presented her FY26 budget recommendation. Highlights include:

- Community College Operations Increase: 4% ongoing increase over FY25 total base operations
- Tuition Restraint: In-district tuition and fee increases limited to 4.5% or \$227
- Codify the Michigan Achievement Scholarship and Michigan Achievement Skills Scholarship
- Michigan Achievement Scholarship (including Community College Guarantee): \$350 million
- Michigan Reconnect: \$52 million
- Tuition Incentive Program: \$122.3 million, an increase of \$28.5 million from FY25
- College Success Fund (MiLEAP Grants): \$15 million

You can find the executive budget documents on the MCCA’s [State Budget Resources](#) website.

Capital Outlay

Along with the Governor’s FY26 Budget Recommendation, the FY26 Capital Outlay Scoring was also released. We were very pleased to see that the NMC Integrated Student Services Hub was ranked 3rd out of 15 projects scored. We will now be advocating for a capital outlay bill to be introduced and passed which includes planning authorization for the Student Services Hub.

Legislative Committee Assignments

After a slow roll out of committee assignments in the House, we now have a full picture of House and Senate committee assignments. Key committees are highlighted below along with Northern Michigan legislative members.

<p>Joint Capital Outlay</p> <ul style="list-style-type: none"> • Chair McCann • Sen. Bayer • Sen. Irwin • Sen. McMorrow • Sen. Santana • Sen. Bumstead • Sen. Damoose • Sen. Huizenga • Vice Chair Rep. Jenkins-Arno 	<p>Senate Appropriations-Universities and Community Colleges</p> <ul style="list-style-type: none"> • Chair McCann • Vice Chair Irwin • Sen. Singh • Minority Vice Chair Albert • Sen. Damoose 	<p>Senate Education Committee</p> <ul style="list-style-type: none"> • Chair Polehanki • Vice Chair Geiss • Sen. Camilleri • Sen. Chang • Sen. Irwin • Minority Vice Chair Damoose • Sen. Johnson
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<ul style="list-style-type: none"> • Rep. Bollin • Rep. DeSana • Rep. Green • Rep. Slagh • Rep. Steele • Rep. Farhat • Rep. Glanville • Rep. Steckloff 		
	<p>House Appropriations Higher Education and Community Colleges Subcommittee</p> <ul style="list-style-type: none"> • Chair Markkanen • Vice Chair Roth • Rep. Jenkins-Arno • Rep. Kuhn • Rep. Mueller • Minority Vice Chair Longjohn • Rep. Rogers 	<p>House Education and Workforce Committee</p> <ul style="list-style-type: none"> • Chair DeBoer • Vice Chair Linting • Rep. Fox • Rep. Kunse • Rep. Paquette • Rep. Pavlov • Rep. St. Germaine • Minority Vice Chair Wilson • Rep. Byrnes • Rep. Koleszar • Rep. Weiss

Federal

Executive Branch Actions

With the flurry of activity at the federal level, the MCCA has stood up a [subpage on their website](#) focused on federal policy changes.

Department of Education

With the ongoing focus on the Department of Education, both with the confirmation hearings for Linda McMahon to be Secretary of Education and the focus of the Department of Government Efficiency on cost cutting at the Department, we continue to hear rumors of the Trump Administration issuing an executive order to “shut down the Department of Education”. As you may recall, the president cannot abolish the department (This would take an act of Congress). However, the order would include ending or transferring functions of the Department which are not written into statute. Title IV programs of the Higher Education Act, such as the Pell Grant are statutorily linked to the Department of Education. While this executive order is not designed to directly terminate the Department of Education, a feature of the order is said to have the Secretary to establish a plan intended to end the Department. Sources have stated that the Trump administration will likely wait until the confirmation for nominee Linda McMahon to issue the order.

Cybersecurity Program Scholarships

On February 5th, House Homeland Security Committee Chairman Mark Green (R-TN) reintroduced the Cyber PIVOTT Act to address America’s cybersecurity workforce shortage. Senator Mike Rounds (R-SD) will introduce companion legislation in the Senate. The Cyber PIVOTT Act was first introduced by Chairman Green in the 118th Congress and would establish a new full-scholarship program for two-year degrees primarily at community colleges and technical schools which are granted in exchange for required government service.

Congressman John Moolenaar (R-MI) is a co-sponsor of this bill and the American Association of Community Colleges (AACC) is supportive. Key elements of the bill include:

- Establishes a new, ROTC-like full-scholarship program for two-year degrees, primarily at community colleges and technical schools, to be operated by the Cybersecurity and Infrastructure Security Agency (CISA) in exchange for required government service at the federal, state, local, tribal, or territorial levels.
- Targets entry-level cyber talent, including those who would like to “pivot” their careers. The program maximizes CISA’s existing resources, relationships with the public and private sectors, and expertise to address the current skills gap between education and work.
- Expedites the pathway into government service at any level, including positions that require a security clearance, while providing ample opportunities for upskilling and reskilling after completion of the program.
- Makes important service exemptions for military members who would like to build cyber skills but have already served their country.
- Provides a pathway to begin training 10,000 cyber professionals per year while seeking to provide additional Department of Homeland Security support to the CyberCorps Scholarship for Service Program.



Northwestern
Michigan
College

MEMO
Office of the
President

To: NMC Board of Trustees
From: Nick Nissley, President
President's Council
Subject: February 2025 Executive Summary

Financial Report—Troy Kierczynski, Vice President of Finance and Administration

- The Board Audit Committee met on Tuesday, February 18, to review and recommend the selection of the audit firm for the next five years. See agenda item T for more information. Per the College-Foundation MOU, the Foundation Finance and Audit Chair, Chris Lamb, also attended the committee meeting.
- An error in the balance sheet previously provided in the January Board packet has been corrected. The error was due to a problem with the financial reporting systems; the first draft report was put together manually but some figures were incorrect and the balances were not presented appropriately. The prior year comparison was showing December 2022 figures vs. December 2023 as labeled; the label has been corrected, and December 2023 added so there is now a 3-year comparison.

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

- Contact hours are up 8.3% over last spring.
- There is an overall increase in headcount of 197 students over this time last year.

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

Paid Media - ↑YOY

- Applications: 121
- Accounts: 160
- The brand strategy implementation planning is in progress for an August phase one launch of the visual system including finalizing brand architecture and brand ambassador groups. We are also using the brand strategy to inform development of the next strategic plan.

Strategic Plan (NMC Next) –Jason Slade, Vice President for Strategic Initiatives

- February provides an opportunity to summarize Year 3 progress. This month's report highlights the current status of each objective embedded in the five strategies. This summary will provide insight into the areas of focus for the final four months of the plan. In addition, timing is laid out for the remaining board updates as well as final metric reporting and plan closure.

NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, January 27, 2025
TJNIC 106/107

CALL TO ORDER—Chair Laura J. Oblinger called the regular meeting to order at 5:30 p.m.

OATH OF OFFICE— The Oath of Office as recited by the newly elected trustee Pamela Horne for a term that expires on December 31, 2026.

OATH OF OFFICE—The Oath of Office as recited by the newly elected trustee Mark Keely for a term that expires on December 31, 2030.

OATH OF OFFICE—The Oath of Office as recited by re-elected trustee Kennard Weaver for a term that expires on December 31, 2030.

ROLL CALL

Trustees present: Laura J. Oblinger, Kennard R. Weaver, Chris M. Bott, Kenneth E. Warner, Andrew K. Robitshek, Pamela T. Horne, Mark B. Keely

Trustees absent:

Also present: President Nick Nissley, Molly Norville, Diana Fairbanks, Troy Kierczynski, Todd Neibauer, Stephen Siciliano, Nick Roster, Jason Slade, Todd Neibauer, Chris Hanna, Ruby Bardenhagen, Alex Bloye, Hollie DeWalt, Marcus Bennett, Dino Hernandez, Becca Richardson, Kathryn DePauw, Bill Myers

REVIEW OF AGENDA—The agenda was accepted as presented. The motion passed with a unanimous vote.

ANNUAL MEETING BUSINESS

Reading of Notice and Proof of Service—The notice of the annual meeting was read with proof of service on January 9, 2025, sent by Lynne Moritz, Executive Director of the President's Office and Board Operations.

Report of Secretary—Secretary Chris Bott reported the 2024 Northwestern Michigan College Board of Trustees Annual Meeting minutes were approved on February 27, 2024, and are available online at the [2024 Trustee Meeting Materials and Minutes website](#) along with all other regular meeting minutes.

Report of Treasurer—Treasurer Ken Warner reported the annual financial audit for Northwestern Michigan College for the fiscal year ending June 30, 2024, was accepted by the NMC Board of Trustees on October 21, 2024, and is available online at the NMC Audit Reports website [NMC Audit Reports website](#).

Verification of Residential Address and Conflict of Interest Disclosure Statement—Trustees were asked to provide their current address where they registered to vote as a renewed verification for the calendar year 2025. Trustees were also provided with Conflict of Interest Disclosure statements for 2025 and asked to return the completed and signed statements to Lynne Moritz in the President's Office by February 1, 2025.

Election of Officers—Trustee Warner nominated the following slate of officers for 2025: Laura Oblinger as Chair, Ken Warner for Vice Chair, Chris Bott as Secretary, and Andy Robitshek as Treasurer. Trustee Keely seconded the motion and the slate was accepted unanimously.

STRATEGIC FOCUS

Mission & Values in Action—A brief video clip of “A Microplastics Study in Northern Michigan” was viewed, demonstrating experiential learning in the biology classroom.

Strategic Initiatives Update: Institutional Distinction and Sustainability—Jason Slade, Vice President of Strategic Initiatives, and Troy Kierczynski, Vice President for Finance and Administration provided an update on the fifth strategy in the strategic plan. Highlighting Aviation, Great Lakes Water Studies Institute, Great Lakes Culinary Institute and deployment of a unique maritime culinary certificate, along with strategic plans for the International Affairs Forum, Denno's Museum Center and the WNMC radio station.

REPORTS AND PRESENTATIONS

Faculty Report—Nick Roster, Biology Instructor, presented on the Advanced Scientific Research Program.

PUBLIC INPUT—There was no public input offered.

UPDATES

President's Update—President Nick Nissley welcomed the new trustees and recognized their participation in the new employee orientation day hosted by Human Resources. Nissley also provided updates on the Freshwater Research & Innovation Center, surveying program, NMC Foundation highlights, and shared the college now has its 5th semester of enrollment growth.

Board Chair Update—Chair Laura Oblinger emphasized the role of innovation in the strategic plan.

Audit Committee—Committee Chair Kennard Weaver provided an update on the single audit, which Plante Moran recently provided its final report on, and findings of the auditing firm that have been addressed by the appropriate college departments.

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

- Minutes of the December 16, 2024, regular meeting
- Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- Investment Gains and Losses Quarterly Report—*Troy Kierczynski, Vice President of Finance and Administration*
- PRMC—*Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications*

- Foundation Report—*Dino Hernandez, Vice President of College Advancement and Executive Director, NMC Foundation*
- Fellows Nominating Committee—*Andy Robitshek, Committee Chair*
- Building and Site Committee—*Ken Warner, Committee Chair*

ACTION ITEMS

Appointment of Fellows—On a motion by Chris Bott, seconded by Kennard Weaver, Mark Lundmark and Jayne Mohr were appointed 2025 Fellows of Northwestern Michigan College with all honors and privileges pertaining hereto. The motion passed unanimously.

Acceptance of FY24 Single Audit—Kennard Weaver made a motion, seconded by Mark Keely, to accept the financial audit of federal awards for Northwestern Michigan College year ended June 30, 2024, as presented. The motion passed unanimously.

Board Policy—On a motion by Chris Bott, seconded by Ken Warner, it was recommended to adopt Board Policy A-109.00 Trustee Vacancy on a second reading basis. The motion passed unanimously.

Aircraft Purchase: Seminole—Ken Warner made a motion, seconded by Mark Keely, to authorize administration to enter into an aircraft purchase agreement with Piper Aircraft, Inc. for the purchase of a new 2026/27 Piper Seminole at an amount up to \$1,122,000 for delivery between Q2 - Q3 2026, to be funded from the 2024 Aviation bond proceeds. Alex Bloye, Director of Aviation, explained the challenges in acquiring aircraft. The motion passed unanimously.

Aircraft Purchase: Cessna Skyhawks—On a motion by Pam Horne, seconded by Chris Bott, the Board unanimously authorized for administration to purchase up to four (4) Cessna Skyhawks through the used aircraft market, in an amount not to exceed \$2,500,000 total through December 31, 2027, to be funded from the 2024 Aviation bond proceeds. Bloye provided context regarding the market for used aircraft.

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 6:43 p.m.

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

SIGNED _____
Laura J. Oblinger, Chair

ATTESTED _____
Chris M. Bott, Secretary

**NORTHWESTERN MICHIGAN COLLEGE
 BOARD OF TRUSTEES
 RETREAT MINUTES
 February 6- 7, 2025
 Lakemore Retreat & Resort
 Brown Cottage–1763 Memory Lane
 Traverse City, MI 49696**

CALL TO ORDER—Chair Laura J. Oblinger called the retreat meeting to order at 1:31 p.m. on February 6, 2025.

ROLL CALL

Trustees present: Laura J. Oblinger, Chris M. Bott, Mark B. Keely, Pamela T. Horne, Kenneth E. Warner, Andrew K. Robitshek

Trustees absent: Kennard R. Weaver

Also present: President Nick Nissley, Lynne Moritz, Angie Morgan

REVIEW OF AGENDA—The agenda was accepted as presented.

PUBLIC INPUT—There was no public input offered.

DISCUSSION: Board Development—Angie Morgan facilitated discussion for trustees to learn more about each other, focus on “how” they work together, and commitments to serve as their operating principles.

ADJOURNMENT—The meeting adjourned for the day at 4:42 p.m. on February 6, 2025.

CALL TO ORDER—Chair Laura J. Oblinger called the retreat meeting to order at 8:31 a.m. on February 7, 2025.

ROLL CALL

Trustees present: Laura J. Oblinger, Chris M. Bott, Mark B. Keely, Pamela T. Horne, Kenneth E. Warner, Andrew K. Robitshek

Trustees absent: Kennard R. Weaver

Also present: President Nick Nissley, Lynne Moritz, Stephen Siciliano, Hollie DeWalt, Marcus Bennett, Jason Slade, Troy Kierczynski, Todd Neibauer, Diana Fairbanks, Dino Hernandez, Molly Norville, Harry Burkholder

REVIEW OF AGENDA—The agenda was accepted as presented.

PUBLIC INPUT—There was no public input offered.

DISCUSSION—Chair Oblinger reviewed takeaways from the Board development session the previous day. In reviewing the morning agenda, Oblinger emphasized looking at the next five years’ priorities.

Five Year Focus—President Nissley reviewed his priorities for the next five years, which has been shared previously with trustees in written communications.

Strategic Planning—Jason Slade, Vice President of Strategic Initiatives, reviewed the current strategic plan (NMC Next) which launched in January 2022. The 2021 strategic planning process was extremely comprehensive and included broad engagement from stakeholders; the process included refreshing the mission, vision, and values. Slade shared highlights of accomplishments from each of the five strategies. As NMC Next concludes in July 2025, the planning phase for the following plan is in its early stages. The planning that will occur this year will engage stakeholders, but not include some of the comprehensive elements from 2021, such as assessing mission, vision, and values. The draft high level strategies for the next plan are emerging as continuation of the NMC strategies with adjustments to objectives. There was discussion encouraging “transformational” goals and objectives, rather than small, incremental goals.

The next strategic plan will launch January 2026 and plan through June 2029. Beginning with the college’s existing priorities: Enrollment and Student Success, Campus Master Plan implementation (e.g., housing, Osterlin, UC), Campus Vibrancy, Brand Identity, 75th Anniversary & Sustainability, and we will build out from there. Slade noted that the 2021 process really laid the foundation for a 10-year strategic plan, but the college chose to set 3 year objective terms. There was discussion regarding the level to which a consultant may be engaged to facilitate or support the strategic planning process.

Office of Possibilities (OOPS)—Slade introduced the developments planned for OOPs 2.0 that will focus on innovation for education.

TIF—Harry Burkholder, Executive Director of the Traverse City Downtown Development Authority (DDA), presented on the DDA’s purpose and explained their authority and budget comes from the city commission. Burkholder provided examples of downtown infrastructure projects that the city and DDA share in funding. Following his presentation, Burkholder departed, and the trustees discussed the TIF process going forward.

Other Discussion—President Nissley reviewed communications from earlier in the week regarding executive orders pertaining to diversity, equity, and inclusion (DEI) and immigration.

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 11:28 a.m. on February 7, 2025.

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

SIGNED _____
Laura J. Oblinger, Chair

ATTESTED _____
Chris M. Bott, Secretary



Northwestern
Michigan
College

MEMO Enrollment Services

To: Dr. Nick Nissley, President
 From: Todd Neibauer, VP for Student Services and Technologies
 Date: February 8, 2025
 Subject: Spring 2025 Enrollment Report

Spring 2025

Contact hours ended up 8.7%. Contributing factors include a 8.3% increase in admits registered and a 2.4 percentage point increase in the rate of retained students. There was an overall increase in headcount of 197 students over this time last year.

Highlights compared to spring 2024:

- Increase of 120 students aged 21+
- Increase of 27 students aged 18-20
- Increase of 49 dual enrolled and early college students

Other count day reports:

- Count day [student demographics report](#)
- Count day [program enrollments](#)

	Spring 2022	Spring 2023	Spring 2024	Spring 2025	△
Inquiries	1,846	1,437	1,671	1,816	8.7%
Applicants	1,446	1,417	1,634	1,787	9.4%
% Applied	78.3%	98.6%	97.8%	98.4%	0.6%
Admits	1,171	1,063	1,183	1,345	13.7%
% Admitted	81.0%	75.0%	72.4%	75.3%	2.9%
Admits Registered	778	685	798	864	8.3%
% Admits Registered	66.4%	64.4%	67.5%	64.2%	-3.2%
Prior Admits Registered	8	0	1	0	-100.0%
Retained Students	2,161	2,072	2,038	2,186	7.3%
% Retained	65.5%	66.8%	64.7%	67.2%	2.4%
Return Students	141	116	116	99	-14.7%
Average Contact Hours	10.65	10.34	10.37	10.57	1.9%
Total Headcount	3,088	2,871	2,952	3,149	6.7%
Total Contact Hours	32,899	29,688	30,621	33,288	8.7%
Tuition	6,687,457	6,022,546	6,629,938	7,122,148	7.4%

(Resources: Digital Dashboard – Same Date Comparison SP2022-2025)

Count Day Executive Summary

	Spring 2021	Spring 2022	Spring 2023	Spring 2024	△	Spring 2025	△
Inquiries	1,865	1,846	1,437	1,671	16.3%	1,816	8.7%
Admission Applicants	1,746	1,446	1,417	1,634	15.3%	1,787	9.4%
Admits	1,371	1,171	1,063	1,183	11.3%	1,345	13.7%
Financial Aid Applicants	4,508	4,427	3,988	4,082	2.4%	4,277	4.8%
Aid Applications from Admits	3,688	3,661	3,236	3,254	0.6%	3,406	4.7%
Total Headcount	2,993	3,088	2,871	2,952	2.8%	3,149	6.7%
Total Credit Hours	25,985	28,529	25,688	26,542	3.3%	28,689	8.1%
Total Contact Hours	29,670	32,899	29,688	30,621	3.1%	33,288	8.7%
Assessed Tuition	5,584,846	6,687,457	6,022,546	6,629,938	10.1%	7,122,148	7.4%
Assessed Fees	1,512,760	1,549,045	1,423,005	1,495,065	5.1%	1,733,594	16.0%

Other Colleges

Includes all colleges who submitted updates after semester start.

College	% change in credit hours	% change in headcount	Total credit hours	Total headcount
Alpena	2.5	2.1	12,949	1,573
Bay	13	8	16,183	1,965
Glen Oaks	12.6	13.6	12,081	1,545
Gogebic	0.4	-1	8,064	876
Grand Rapids	4.1	3.7	105,163	11,819
Henry Ford	5.5	2.9	113,929	12,352
Jackson	10.1	12.4	44,819	5,627
Kalamazoo Valley	2.9	3.3	49,309	6,308
Kellogg	4.4	3	27,494	3,523
Kirtland	4.8	1	12,421	1,462
Lake Michigan	5	5	22,408	2,598
Lansing	7.9	7.8	85,322	9,767
Macomb	2	2.1	138,297	15,683
Mid Michigan	12.5	11.9	27,707	3,700
Monroe County	4.9	3	19,447	2,467
Montcalm	13.2	10.4	12,581	1,723
Mott	6.7	7	56,688	6,454
Muskegon	12.6	10	32,537	4,010
North Central Michigan	4.5	-1.9	13,422	1,722
Northwestern Michigan	8.1	6.7	28,689	3,149
Schoolcraft	11.8	8.1	77,831	8,794
Southwestern Michigan	4.1	4.8	18,689	1,905
Washtenaw	6.7	4.6	91,734	11,264
West Shore	9.7	9.6	10,092	1,165



Northwestern
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MEMO
Administrative
Services

To: Dr. Nick Nissley, President

From: Troy Kierczynski, Vice President of Finance and Administration

Date: February 17, 2025

Subject: Summary Report for the General Fund as of January 31, 2025

The attached reports summarize the financial results for the General Fund as of January 31, 2025. The seventh month of the year represents 58% 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 \$7,669,430. Revenue increased by 14% and expenses increased by 6% when comparing year-to-date January 2025 to January 2024.

Revenue (letters refer to the attached General Fund summary)

- A. Tuition and fees: For Spring 2025 the budget was set at 29,943 contact hours for a total budget revenue of \$6,637,665. Actual fall contact hours to date are 32,932 with actual revenue of \$7,068,695. Spring revenue is trending over budget by \$431,030.
- 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 offset payments. State appropriations payments began in October 2024.
- D. Actual year-to-date investment income recorded for fiscal year 2025 reflects interest and dividend income only. Unrealized gains or losses are held on the balance sheet during the year and will be recognized at fiscal year-end. Year-to-date realized gains and losses are shared quarterly in the investment memo.
- E. Both Private Sources and Other Sources are timing and event-dependent.

Expenses

- F. Salaries and benefits are tracking comparatively to Fiscal Year 2024.
- G. Overall expenses are under budget at this time.
- 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 2025, Period 07

Funds	Accounts	2024-2025 Adjusted Budget	YTD Activity	% of Annual Budget	
TOTAL GENERAL FUND					
50	Revenues				
	Tuition and Fees	23,905,070	16,551,349	69.24%	A
	Property Taxes	14,933,023	10,585,005	70.88%	B
	Other Local	<u>0</u>	<u>0</u>	*	
	Local Sources	38,838,093	27,136,354	69.87%	
	State Sources	11,155,934	6,442,203	57.75%	C
	Federal Sources	0	0	*	D
	Private Sources	1,346,370	644,509	47.87%	F
	Investment Income	450,000	514,784	114.40%	E
	Other Sources	<u>617,000</u>	<u>327,119</u>	53.02%	F
	Total Revenues	52,407,397	35,064,969	66.91%	
60	Labor				
	Salaries and Wages	24,638,366	12,736,599	51.69%	F
	Benefits	<u>10,588,846</u>	<u>5,971,164</u>	56.39%	F
	Total Labor	35,227,212	18,707,762	53.11%	
70	Expenses				
	Purchased Services	4,281,886	2,895,627	67.63%	G
	Supplies and Materials	3,384,460	1,914,097	56.56%	G
	Internal Services	143,940	73,577	51.12%	G
	Other Expenses	1,634,903	819,031	50.10%	G
	Institutional Expenses	1,954,864	1,103,998	56.47%	G
	Maintenance and Renovation	2,317,272	1,300,886	56.14%	G
	Prof Develop, Travel and Events	662,860	332,862	50.22%	G
	Capital Outlay	<u>150,000</u>	<u>108,559</u>	72.37%	H
	Total Expenses	14,530,185	8,548,637	58.83%	
	Total Expenditures	49,757,397	27,256,400	54.78%	
80	Transfers				
	Transfers	2,650,000	139,139	5.25%	
	Total Transfers	<u>2,650,000</u>	<u>139,139</u>	5.25%	
	Total Expenditures and Transfers	52,407,397	27,395,539	52.27%	
	Net Revenues over (under) Expenditures	0	7,669,430		



**Northwestern Michigan College
Comparison - Fiscal Year to Date
General Fund
Jan 2025 vs. Jan 2024**

INTERIM
This statement does not
reflect year-end results.

	YTD 1/31/2025	YTD 1/31/2024	\$ Diff	% Diff	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 16,551,349	\$ 15,111,143	\$ 1,440,206	10%	Primarily due to higher enrollment in FY25 than prior year and higher flight fee revenue in FY25
Property Taxes	10,585,005	8,982,787	1,602,218	18%	Timing of property tax payments received from townships
Total Local Sources	27,136,354	24,093,930	3,042,424	13%	
State Sources	6,370,997	5,077,902	1,293,095	25%	Primarily due to one time MPSERS reimbursement received in FY25
State PPT Reimbursement	71,206	89,057	(17,851)	-20%	Lower PPT reimbursement in FY25
Federal Sources	-	-	-	0%	Consistent with prior year
Private Sources	644,509	557,368	87,141	16%	Timing of Foundation gifts
Investment Income	514,784	551,069	(36,285)	-7%	Interest rates in FY25 are down compared to FY24
Other Sources	327,119	295,764	31,355	11%	Primarily due to higher Lobdell's sales and NJTP administrative fees in FY25
Total Revenue	35,064,969	30,665,090	4,399,879	14%	
Expenses					
Salaries and Wages	12,736,599	12,676,769	59,830	0%	Consistent with prior year
Benefits	5,971,164	5,829,954	141,210	2%	Consistent with prior year; impacted by increasing health benefit costs
Purchased Services	2,895,627	2,221,519	674,108	30%	Primarily due to transition of adjunct and supplemental staff to EduStaff and higher purchased services in FY25.
Supplies & Materials	1,914,097	1,537,938	376,159	24%	Primarily due to higher international trip fees and higher course related expenses in FY25
Internal Services	73,577	59,120	14,457	24%	Timing of internal events/charges
Other Expenses	819,031	756,298	62,733	8%	Primarily due to non-professional development events and travel in FY25
Institutional Expenses	1,103,998	1,084,071	19,927	2%	Consistent with prior year
Maintenance & Renovation	1,300,886	1,051,286	249,600	24%	Due to higher equipment, facilities, grounds, and software maintenance expenses in FY25
Professional Development	332,862	373,515	(40,653)	-11%	Lower professional development expenses in FY25
Capital Outlay	108,559	65,364	43,195	66%	Timing of COAT purchases; alignment lift (Auto Tech - \$36,465), lift/trailer (Facilities - \$30,100), electrical trainer (Auto Tech - \$41,994) were purchased in FY25
Total Expenses	27,256,400	25,655,834	1,600,566	6%	
Transfers	139,139	279,952	(140,813)	-50%	Aviation flight hours transfer and indirect cost recognition associated with ADN to BSN grant
Total Expenses & Transfers	27,395,539	25,935,786	1,459,753	6%	
Net Revenue Over (Under) Expenses	\$ 7,669,430	\$ 4,729,304	\$ 2,940,126	62%	



**Northwestern Michigan College
Comparison - Month Over Month
General Fund
Jan 2025 vs. Dec 2024**

INTERIM
This statement does not
reflect year-end results.

	YTD 1/31/2025	YTD 12/31/2024	Jan 25 Activity	Dec 24 Activity	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 16,551,349	\$ 13,707,125	\$ 2,844,224	\$ 1,321,044	Primarily due to the allocation of spring fees in January (allocations for semester fees are allocated at the beginning of fall/spring semesters); also impacted by higher flight fees in January
Property Taxes	10,585,005	6,783,485	3,801,520	92,439	Timing of tax collections received; impacted by College holiday closure
Total Local Sources	27,136,354	20,490,610	6,645,744	1,413,483	
State Sources	6,370,997	5,158,297	1,212,700	1,212,700	Consistent with prior month
State PPT Reimbursement	71,206	71,206	-	-	- Consistent with prior month
Federal Sources	-	-	-	-	- Consistent with prior month
Private Sources	644,509	287,486	357,023	-	- Timing of quarterly Foundation support
Investment Income	514,784	444,400	70,384	46,421	Lower interest and dividend income in December
Other Sources	327,119	285,030	42,089	18,378	Primarily due to timing of rental invoicing in January and higher prior year write off reversals in January
Total Revenue	35,064,969	26,737,029	8,327,940	2,690,982	
Expenses					
Salaries and Wages	12,736,599	10,978,738	1,757,861	1,829,852	Consistent with prior month
Benefits	5,971,164	4,884,114	1,087,050	791,921	HSA payments issued in January
Purchased Services	2,895,627	2,524,103	371,524	441,993	Primarily due to lower EduStaff wages paid in January (impacted by timing of payroll dates and holiday closures)
Supplies & Materials	1,914,097	1,539,298	374,799	258,878	Due to timing of fuel payments and fee related expenses including international trip expenses, fire training expenses for GLMA, and Nursing eBook and assessment materials; partially offset by lower software expenses in January
Internal Services	73,577	67,779	5,798	16,303	Timing of internal events/charges (including opening conference and HR new employee orientation)
Other Expenses	819,031	715,241	103,790	134,693	Due to lower recruiting and non-professional development event expenses in January
Institutional Expenses	1,103,998	851,513	252,485	131,730	Primarily due to higher snow removal and heating fuel expenses in January and timing of insurance expenses
Maintenance & Renovation	1,300,886	1,143,287	157,599	165,648	Consistent with prior month
Professional Development	332,862	282,936	49,926	63,761	Driven by timing of professional development expenses
Capital Outlay	108,559	108,559	-	41,994	No activity in January
Total Expenses	27,256,400	23,095,568	4,160,832	3,876,773	
Transfers	139,139	139,139	-	(44,389)	Aviation flight hours transfer and indirect cost recognition associated with ADN to BSN grant
Total Expenses & Transfers	27,395,539	23,234,707	4,160,832	3,832,384	
Net Revenue Over (Under) Expenses	\$ 7,669,430	\$ 3,502,322	\$ 4,167,108	\$ (1,141,402)	



Northwestern Michigan College
Income Statement Projections - General Fund
For the Year Ended June 30, 2025
As of 2/13/2025

INTERIM
This statement does not reflect
year-end results.

	FY24 Actual	FY 25 Budget	YTD 2/13/2025	FY 25 Projected	Difference vs. Budget	Comments
Revenue						
Local Sources:						
Tuition & Fees	\$ 23,655,079	\$ 23,905,070	\$ 16,755,390	\$ 25,350,669	1,445,599	Enrollment was higher than expected in both Fall / Spring. Also, aviation flight fees are trending higher than budgeted.
Property Taxes	13,771,898	14,933,023	11,364,490	14,937,890	4,867	In line with budget
Total Local Sources	37,426,977	38,838,093	28,119,881	40,288,560	1,450,467	
State Sources	14,282,807	11,005,934	6,370,996	12,734,496	1,728,562	Currently trending slightly above budget due to one time payment from the State and one time payment from MPERS which will be offset by MPERS expenses
State Property Tax Reimbursement	207,430	150,000	71,206	142,413	(7,587)	In line with budget
Federal Sources	9,200	-	-	-	-	GLMA direct funding is now recognized in restricted funds instead of the general fund
Private Sources	1,347,572	1,346,370	644,509	1,346,370	-	In line with budget
Dividend and Interest Income	1,132,582	450,000	514,784	900,000	450,000	The College continues to take advantage of a favorable interest rate environment
Unrealized Gain (Loss) on Investments	414,160	-	-	-	-	Not projected due to volatility of unreal. losses; see quarterly investments memo (Jan/Apr/Jul/Oct)
Other Sources	615,380	617,000	341,622	609,608	(7,392)	In line with budget
Total Revenue	55,436,108	52,407,397	36,062,998	56,021,447	3,614,050	
Expenses						
Salaries and Wages	24,235,147	24,638,366	13,697,680	24,536,786	(101,580)	Trending below budget; partially due to openings in higher level positions for a large portion of the fiscal year
Benefits	13,360,946	10,588,846	6,387,570	11,266,615	677,769	Trending above budget primarily due to increasing health benefit costs and MPERS expenses
Purchased Services	4,111,289	4,281,886	2,980,241	4,696,920	415,034	Trending above budget due to impacts of EduStaff transition and other purchased services
Supplies & Materials	3,163,600	3,384,460	1,978,142	3,574,775	190,315	Trending above budget for international trip expenses and fuel expenses
Internal Services	144,823	143,940	74,089	145,104	1,164	In line with budget
Other Expenses	1,437,647	1,634,903	830,074	1,863,142	228,239	Trending above budget for student assistance expenses (offset by Foundation gifts), non-professional development event and travel expenses, and Native tuition waivers
Institutional Expenses	1,925,883	1,954,864	1,120,038	2,054,022	99,158	Budgeted for increases in utilities; electric, water, and sewer expenses are currently each trending slightly above budget
Maintenance & Renovation	1,834,669	2,317,272	1,344,398	2,427,722	110,450	Maintenance of equipment and maintenance of grounds trending above budget; partially due to outsourced services in FY25 for ground services; offset by below budget trends for maintenance of software expenses
Professional Development	674,403	662,860	345,337	721,483	58,623	Increased activity in PD events and travel
Capital Outlay	437,258	150,000	108,559	150,000	-	In line with budget
Total Expenses	51,325,665	49,757,397	28,866,129	51,436,570	1,679,173	
Transfers Out (In)						
Plant Fund - General Maintenance	2,770,000	1,400,000	-	1,400,000	-	Budgeted transfer for maintenance of capital
Plant Fund - Technology Maintenance	500,000	600,000	-	600,000	-	Budgeted transfer for maintenance of technology
Plant Fund - Facility Fee for Maintenance	-	-	-	-	-	Budgeted transfer for facility fee for maintenance
Plant Fund - Aviation Capital Fund	542,285	600,000	289,378	578,756	(21,244)	Budgeted transfer for Aviation equipment fund; based on revenue, calculated using tach hours
Plant Fund - Aviation Debt Services	-	250,000	-	250,000	-	
Plant Fund - New Capital Projects	-	500,000	-	1,250,000	750,000	Transfer current year surplus towards new projects
Bd Designated - Strategic Projects	275,000	350,000	-	350,000	-	Budgeted transfer for strategic projects, plus \$150k in additional surplus
Bd Designated - Funds for Transformation	50,000	50,000	-	50,000	-	Budgeted transfer for funds for transformation
Restricted Fund - GLMA Direct Support	(896,078)	(1,100,000)	-	(1,100,000)	-	Transfer MARAD restricted funds to the general fund to support academy operations
Restricted Fund - GLMA Heritage Act Program Specific	(161,815)	-	(150,239)	(200,000)	(200,000)	One-Time transfer of Heritage Act fund balance to restricted fund
Total Transfers	3,079,392	2,650,000	139,139	3,178,756	528,756	
Total Expenses & Transfers	54,405,057	52,407,397	29,005,268	54,615,326	2,207,929	
Net Revenue Over (Under) Expenses	\$ 1,031,051	\$ -	\$ 7,057,730	\$ 1,406,121	\$ 1,406,121	



Northwestern
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College

MEMO

*Public Relations, Marketing,
and Communications*

To: Nick Nissley, President

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

Date: 2-17-25

Subject: January 2025 Monthly Report

January was a mixed month. January is typically a slower month for paid campaigns as the new semester gets started. As expected, our paid digital campaigns were down MOM from an unusually high December, but performed better YOY. All campaigns are performing at or above our targets. Earned media performance was up MOM, but down YOY. Top coverage included aviation expansion, blue tech challenge and Dennon's art forum. NMC Now featured [Experiential Learning](#). Shared media followers continue to increase with highest performing posts of nursing, Dean's List, aviation and Nick Roster. The brand strategy implementation planning is in progress for an August launch of the visual system including finalizing brand architecture and brand ambassador groups. We are also using the brand strategy to inform development of the next strategic plan. NMC Public Relations, Marketing and Communication key performance indicators for January 2025 include:

Paid Media - ↑YOY

- Applications: 121
- Accounts: 160

Earned Media - ↑MOM

- Media mentions: 121
- Positive/neutral sentiment: 100%
- Publicity value: \$47,800

Owned Media - ↑

- NMC Now:
 - Subscribers: 933
 - Open Rate: 54%

Shared Media ↑

- Facebook followers: +3% YOY
- Total followers: 14,074
- Instagram followers: +9% YOY
- Total followers: 3,980



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

From: Dino M. Hernandez, Chief Advancement Officer
Vice President of College Advancement, Executive Director, NMC Foundation

Date: February 24, 2025

Subject: Foundation Update

Update on Philanthropic Activity

As of February 4, 2025, the fiscal year is 60% completed. 99% of the budgeted goal of \$2,575,000 in new cash gifts and pledges has been received, with 2,618 gifts and pledges recorded.

FY25 Total Dollars Raised Through the NMC Foundation

\$2,471,409	Total cash gifts and pledges received to date (including The Fund for NMC)
\$74,221	Gross event revenue
+ \$120,000	Additional cash received from previously documented planned gifts
\$2,665,630	Total raised through donations, event revenue, and realized planned gifts
+ \$0	New documentation of planned gift intentions
\$2,665,630	Total raised, including new planned gift intentions

Of the total raised (cash, pledges, and planned gifts), donors are impacting the following areas of the college as of February 4, 2024:

- Unrestricted gifts to the Fund for NMC - \$186,298 (7% of total giving)
- Scholarships, both restricted and endowed funds - \$832,014 (32% of total giving)
- Program support and capital projects at NMC - \$1,573,097 (61% of total giving)

Foundation Initiatives

- The Foundation is on the cusp of exceeding its \$2.4 million goal for the fiscal year. This includes cash, pledges, and new planned gifts to any fund at NMC. The work doesn't stop! Your NMC Foundation team will continue to fundraise for all programs, scholarships, and facilities at the college.
- The NMC Foundation made offers of employment to candidates for three positions: Director of Annual Giving & Special Events, Major Gifts Officer, and Manager of Alumni Relations.
- In January, a Request for Proposals (RFP) was issued for a Comprehensive Campaign Feasibility Study. Eight firms have responded with proposals, which will now be reviewed by the NMC Foundation board and staff.
- President Nissley, Vice President Hernandez, and Director of Development and Alumni Relations Katharine Marvin will visit donors and alumni in Florida the week of February 10. This annual trip allows college leadership more time to visit with our closest donors and friends. This year, as we approach the college's 75th anniversary, staff is emphasizing meetings with high achieving alumni and others who have played a prominent role in shaping NMC over the past 75 years.
- The kick off meeting for the 75th Anniversary steering committee occurred on January 8, 2025. We have a robust and diverse group of committee members and look forward to sharing more with you soon.



Northwestern
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NORTHWESTERN MICHIGAN COLLEGE
FOUNDATION

Board of Trustees

nmc.edu/trustees
(231) 995-1010
trustees@nmc.edu

Board of Directors

nmc.edu/foundation
(231) 995-1021
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**NMC Board of Trustees Executive Committee and
NMC Foundation Board Executive Committee
JOINT COMMITTEE MEETING
MINUTES**

Tuesday, February 18, 2025
at Timothy J. Nelson Innovation Center
Room 08 (Lower Level)

CALL TO ORDER—Laura Oblinger, Chair of NMC Board of Trustees and the Board of Trustees’ Executive Committee, called the meeting to order at 11:31 a.m. and offered opening remarks. Foundation Board Chair Pat Warner reviewed the purpose and goals of the College-Foundation Memorandum of Understanding, as well as the summarized highlights of the past year and priorities of the upcoming year.

COMMITTEE MEMBERS PRESENT—Laura Oblinger, Chris Bott, Ken Warner, Pat Warner, Chris Lamb, Suzanne Miller Allen, Nick Nissley, Dino Hernandez

MEMBERS PRESENT VIA ZOOM—Debbie Edson, Jayne Mohr

OTHERS PRESENT—Lexi Galla, Lynne Moritz, Troy Kierczynski, Jason Slade, Megan Bylsma, Kathryn DePauw

REVIEW OF AGENDA—It was suggested that the meeting’s effectiveness be discussed at the end of the meeting.

PUBLIC INPUT—There was no public comment offered.

DISCUSSION ITEMS

Strategic Planning—Chairs Oblinger and Warner emphasized the enhancements made throughout the MOU review process that occurred in 2023, with its official amendment and formal approval in February 2024. Chief Advancement Officer Dino Hernandez shared highlights from his first six months in the role, including the proposal to relaunch the golf outing and beginning the early stages of a comprehensive fundraising campaign. Vice President Hernandez referenced capital projects included in the college’s strategic plan and facilities master plan. Vice President of Strategic Initiatives Jason Slade provided an update on the college’s strategic plan, including its current status and the timeline for the next iteration of the plan. Chair Oblinger inquired about the Foundation strategic plan and consistent



updates to the Foundation Board. There was discussion regarding “friendraising” events and coordination between College and Foundation strategic planning processes.

2025 Priorities—President Nissley discussed the college’s priorities over the next five years: strategic planning, campus master plan, student engagement and success, financial sustainability and revenue enhancement, brand strategy, and innovation. Nissley also shared that executive staff is participating in development to build leadership capabilities. There was a request to provide an update on brand assessment and strategy, which is being planned to occur in conjunction with upcoming presentations to the Board of Trustees. VP Hernandez congratulated the College and Foundation for such strong alignment and coordination of strategic planning, brand strategy, and the 75th anniversary of the college.

Operating Expenses and College Distributions—Troy Kierczynski, Vice President of Finance and Administration, reviewed the current budgeting and reporting processes for the College and Foundation. It was requested that more frequent reports, perhaps quarterly, on the Foundation transfers to the College be included in Board of Trustees’ reports. Enhancements to the process of selecting a single audit firm were also discussed.

Review Elements of the MOU—Chair Warner sought input on the following elements of the MOU and if there are areas where greater communication may be necessary:

Process for the recruitment of the CAO—President Nissley shared that in last spring’s hiring of Dino Hernandez, the process met the requirements specified in the MOU and resulted in a successful search. Committee members commented on the level of engagement that was provided for stakeholders to engage with candidates.

Status of Foundation staff and new organizational structure—Vice President Hernandez provided an update on the restructuring and retitling of the Advancement & Community Engagement division, as well as the status of vacant positions and current searches. It was requested that the Foundation Board Chair and Vice Chair should meet with the Executive Director of the Foundation more regularly.

Process and timeline for Foundation input into the CAO’s annual performance—President Nissley reviewed the specifications included in the MOU, which include input from the Foundation Board Executive Committee and an annual meeting with the President, Foundation Board Chair, and Executive Director of the Foundation Board. Those steps occur in advance of the president completing his portion of the annual review, which also encompasses other areas of responsibility for the CAO. President Nissley will share a proposed draft timeline of the process, and clarified that the Foundation Board Chair will determine the appropriate input to seek from the full Foundation Board.

Continued organizational development and resource development in support of college objectives—Nissley shared that the five-year view is helpful to encourage strategic participation



amongst Foundation Board members. Foundation Board members will be asked whether there are any desired changes to standing reports.

There was discussion regarding engaging Foundation Board members when considering announcements and activities; data was requested for such decision making. The upcoming discussion about reinstating the golf outing was referenced as an example, with further conversation about how the event will be funded. VP Hernandez stated the event should be self-funded.

Review of Meeting—Per suggestion at the start of the meeting, Chair Oblinger asked for specific feedback on the effectiveness of today’s meeting. Members of both executive committees shared positive feedback for the joint meeting.

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

- Quarterly updates on gross contribution from Foundation to College
- Annual report to the FB Board on scholarship completion rates as well as a report to individual donors of scholarships
- Executive Director meet with Foundation Board Chair & Vice Chair more frequently
- Standing reports on Foundation Board agenda will seek input from members
- Foundation Board Chair determines input from Foundation Board members regarding ED’s evaluation
- Joint committees will convene again in another year, with a review of the MOU again if needed

In closing, Chair Warner congratulated Jayne Mohr, who along with Mark Lundmark, were named 2025 NMC Fellows.

ADJOURNMENT—The meeting adjourned at 1:00 p.m.

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

Northwestern Michigan College
Board of Trustees
Audit Committee Minutes
February 18, 2025
President's Office Conference Room
1701 E. Front Street
Traverse City, MI 49686

Committee Chair Laura Oblinger called the meeting to order at 2:00 p.m.

Members Present: Laura Oblinger, Pam Horne

Members Absent: Andy Robtishek

Others Present: Nick Nissley, Lynne Moritz, Troy Kierczynski, Lindsey Lipke, Shannon Schultz, Chris Lamb

Due to recent adjustments to trustee committee appointments and the time sensitivity of the Audit Committee meeting being scheduled and already posted publicly, Board Chair Laura Oblinger temporarily served as a member of the Audit Committee to attain a quorum. Prior committee member assignments included a scheduling conflict for one committee member and potential conflict of interest for another. Future Audit Committee meetings in 2025 will be chaired by Kennard Weaver, with Ken Warner and Andy Robtishek as the other committee members.

Proposals for Audit Services

Vice President of Finance and Administration Troy Kierczynski summarized the request for proposal process, noting that four proposals were received for audit and tax services for the fiscal years ending June 30, 2025 through 2029.

The five-year cost for each firm that submitted a proposal is as follows:

Andrews Hooper Pavlik (AHP)	\$388,300
CliftonLarsonAllen	549,401
Plante Moran	692,820
Moss Adams	1,257,525

Kierczynski explained that while the agreement would confirm pricing for the five-year period, it is not a five-year contract and does provide opt-out opportunities.

There was consensus among the committee to recommend the selection of Andrews Hooper Pavlik for audit services for the upcoming five-year period to the full Board for their approval at their regular meeting on February 24, 2025.

Public Input—There was no public comment offered.

The meeting was adjourned at 2:24 p.m.

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



Northwestern
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College

MEMO

Administrative Services

To: Board of Trustees Audit Committee

From: Troy Kierczynski, VP of Finance and Administration
Lindsey Lipke, Controller
Shannon Schultz, Assistant Controller

Date: February 13, 2025

Subject: FY25-FY29 Audit & Tax Services Recommendation

This document is intended to provide an overview and recommendation for the selection of a qualified CPA firm to provide audit & tax services for Northwestern Michigan College (“the College”) and the Northwestern Michigan College Foundation (“the Foundation”) (together, “NMC”) for the fiscal years ending June 30, 2025 through 2029.

Board Authorization Requested

Authorize the administration to engage Andrews Hooper Pavlik PLC for audit and tax services for the fiscal years ending FY25-FY29 for total five-year aggregate fees of \$388,300.

Background / Scope of Work

The College and Foundation each have annual audit and tax compliance requirements. Plante Moran has provided these services for NMC for the most recent eight fiscal years (FY17-FY24). The last request for proposal (“RFP”) for audit & tax services was conducted in Spring 2022, when the committee selected Plante Moran to continue as our provider under a three-year renewal (FY22-FY24).

NMC’s RFP was released via the College’s website and distributed directly to 14 firms on January 6, 2025: *BDO Seidman, Ernst & Young, Plante Moran, PriceWaterhouseCoopers, Crowe Horwath, Grant Thornton, Deloitte, KPMG, RSM US, Yeo & Yeo, Andrews Hooper Pavlik, Thomas & Company, CliftonLarsenAllen, and Baker Tilly*. Proposals were due on January 27, 2025 at 5pm. We received 4 timely proposals, none beyond the due date. None were rejected based on NMC’s customized scoring criteria. NMC staff interviewed the top two scoring two firms, AHP and CLA, on February 11, 2025.

Bid Summary and Recommendation

The table below summarizes the results:

<i>Firm</i>	<i>Score</i>	<i>5-Year Fees</i>
<i>Andrews Hooper Pavlik PLC</i>	336	\$388,300
<i>CliftonLarsonAllen</i>	327	\$549,401
<i>Plante Moran LLP</i>	327	\$692,820
<i>MossAdams</i>	301	\$1,257,525

Source of Funds

The source of funds includes the College’s general fund (\$359,950) and the Foundation operating budget (\$28,350). The Foundation figure represents 50% of the Foundation-specific audit and tax services.



Northwestern
Michigan
College

Technical Division

To: Dr. Nick Nissley, President

From: Carolyn Andrews, Construction Technology Program Coordinator
Megan Byslma, Director of Corporate and Foundation Relations

Date: February 20, 2025

Subject: 3DCP Purchase for the Construction Technology Program
Request for approval at the February 24, 2025 Board Meeting

This document is intended to provide an overview and recommendation for the selection of a 3D Concrete Printer.

Recommendation

Authorize the administration to purchase a BA-320 Printer (ex BA-2400) from vendor Build Additive, the lowest qualified bidder, for the amount of \$147,877. This bid includes a mortar mixer and pump, and accessories including a water pump, electric rotor stator pump, slicer software for BA printer, washing station, print bed kit, and shipping. Additionally, this quote includes a 4-day on-site installation at NMC with training, startup, and supplemental process development/material validation assistance on-site for process development provided by the vendor.

Background / Scope of Work

Construction Technology has been seeking funding for a 3D concrete printer (3DCP) since the fall of 2023 with an initial pitch for the trades to the National Association for Community College Entrepreneurship (NACCE). This pitch secured \$30,000 from NACCE. From there, momentum grew and the Foundation Team secured \$30,000 in June 2024 from a new private donor who was energized by the innovation happening in Construction Technology. The funding was then fully realized by Carolyn Andrews and the Foundation Team securing NMC's first Impact 100 grant for the purchase of a 3DCP in the fall of 2024.

In the Fall of 2024, NMC's curriculum committee finalized the curriculum for the 3DCP introductory class, CMT110: Introduction to 3D Concrete Printing, a course designed to equip students with essential skills for 3DCP construction using industry-recognized technologies. Participants will gain expertise in materials, design, operation, and workforce development for 3DCP home printing. The goal is to provide students with specialized technical skills that enhance job prospects and earning potential. Additionally, they will develop innovative problem-solving abilities, as well as leadership and entrepreneurship skills to support their career success.

Installation and training on the new concrete printer is planned for this summer with the first class being offered in August (as part of the fall 2025 class schedule). Professional development opportunities will also be available.

Bid Analysis

Company	Location	Amount
CyBe	Netherlands	\$397,805.00
Build Additive	Southfield, MI	\$147,877.00
Alquist	Greely, CO	\$336,505.00

Funding Source

The equipment will be fully funded from private grants, donations, and fundraising efforts. The total amount raised is \$176,000.00 (excludes the \$5,000 from NACCE for feasibility study). Remaining funds will be used for installation including a water line, drain, and electrical disconnect.



MEMO

To: The Board of Trustees and President Nick Nissley

From: Katharine Marvin, Director of Development & Alumni Relations for the NMC Foundation

Date: February 12, 2025

Subject: Special License for Taste of Success event

April 25, 2025 is the annual fundraiser held on behalf of the Great Lakes Culinary Institute. A Taste of Success raises significant scholarship and program support each year.

Action Requested

As we did last year, we are requesting Board of Trustee approval to file with the State of Michigan for a special events tasting and wine auction license for April 25, 2025, which would allow a broader range of activities to be carried out as part of the Taste of Success event.

Rationale

Under the leadership of event committee chair Timothy Young, we have seen a significant uptick in support for the Taste event, with an increase in participation from both area winery associations, WOMP (Wineries of Old Mission Peninsula) and LPVA (Leelanau Peninsula Vintners Association), and several other community organizations. We also now receive increased and upgraded donations from individuals and businesses to support the activities associated with this event. Under the College's current liquor license, we are restricted in how we can use wine offered for the event and with the special event license, we can utilize opportunities such as a wine auction.

Background

The process of receiving special event licenses was regularly followed prior to NMC opening the Hagerty Center and having a long-term license. The Board of Trustees last approved a special event license for the Taste event in 2024. Upon Board of Trustees approval, staff will complete the application process as quickly as possible to ensure the license is in place for the event. We thank you for your consideration and look forward to a tremendously successful event.