



Northwestern  
Michigan  
College

# Board of Trustees

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

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

## Meeting Agenda

Monday, April 28, 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

### II. STRATEGIC FOCUS

- E. Mission & Values in Action—EES Global Adventures—*Diane Wildfong, EES Student*
- F. Student Success & Engagement—*Jason Slade, Vice President of Strategic Initiatives, and Todd Neibauer, Vice President of Student Services and Technologies*

### IV. REPORTS AND PRESENTATIONS

- G. Student Success & The Class of 2025—*Todd Neibauer, Vice President of Student Services and Technologies*
- H. Faculty Report: Visual Communications—*Caroline Schaefer-Hills, Humanities Instructor*

### V. 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.

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### V. UPDATES

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

- K. Minutes of the March 17, 2025, regular meeting
- L. Minutes of the April 23, 2025, study session
- M. Enrollment Report—*Todd Neibauer, Vice President, Student Services and Technologies*
- N. Financial Report—*Troy Kierczynski, Vice President, Finance and Administration*
- O. Public Relations, Marketing, & Communications Report—*Diana Fairbanks, Associate Vice President, PRMC*
- P. Foundation Report—*Dino Hernandez, Vice President, Advancement*
- Q. Audit Committee—*Kennard Weaver, Committee Chair*
- R. Executive Committee—*Laura Oblinger, Committee Chair*
- S. Building and Site Committee—*Kennard Weaver, Committee Chair*

### VII. ACTION ITEMS

- T. **Housing and Meal Plan Rates** (Pursuant to Policy A-106.00 Educational Services)  
Recommend approval of Housing and Board Rates for the 2024-2025 fiscal year as presented.
- U. **Security Services** (Pursuant to Policy A-106.00 Finance)  
Recommend authorization for the administration to enter into a three-year contract with STT, Inc. for campus security services at all campuses for the three (3) years beginning August 1, 2025, at an estimated three-year total cost of \$2,199,847 based on 26,700 annual staffing hours per year. The source of funds includes the general fund and auxiliary fund.
- V. **Feasibility Study** (Pursuant to Policy A-106.00 Finance)  
Recommend authorization for the administration to enter into a contract with The Winkler Group in the amount of \$60,000 campaign feasibility study services. The source of funds will be the college's Strategic Fund and the NMC Foundation.



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### **W. Geothermal Project** (Pursuant to Policy A-106.00 Finance)

Recommend authorization for administration to enter into a single prime contract with The Christman Company in the amount of \$1,240,540 for technical audit and design services for the proposed geothermal exchange system. The source of funding is a Department of Energy grant and Plant Fund Reserves.

### **X. MACC Grant Application** (Pursuant to Submission Requirements)

Recommend authorization for the Dennon Museum Center at Northwestern Michigan College to submit an application for grant funding in the amount of \$30,000 for project support from the Michigan Arts and Culture Council (MACC) in the current round of FY26 grant applications.

## **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.

### **Upcoming Board Meeting Dates:**

*All board meetings are open to the public.*

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

# NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

**To:** Dr. Nick Nissley, President  
**From:** Jason Slade, Vice President for Strategic Initiatives  
**Date:** April 21, 2025  
**Subject:** Strategic Initiatives Update: *April 28, 2025 Board of Trustees Meeting*  
 Topic: *Strategy 2 - Student Engagement and Success*

## Strategy 2: Student Engagement and Success

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

(*Champion:* Todd Neibauer)

### Summary:

This strategy is currently on track with 5 of the 5 objectives currently classified as “green” due to their progress through the action steps, and 3 of 5 based on the metrics. While the metrics for 2A/B are lagging, we are making progress in enrollment and headcount (see bullet points below).

### Highlights and Successes:


- Spring 2025 enrollment was up 6.7% in headcount and 8.7% in contact hours. This is our *fifth consecutive semester* of increased enrollment!
- Dual enrollment tuition rates were revised providing more opportunities for students to dual enroll. 49 more dual enrolled/early college students in Spring ‘25 compared with Spring ‘24.
- FY24 digital marketing campaigns have resulted in:
  - 1,107 total applications
    - 423 from the adult learner campaign
    - 351 from the traditional learner campaign
    - 134 from GLCI campaign
    - 77 from the NMC brand campaign
    - 96 from GLWSI campaign
- Increased marketing efforts have resulted in
  - GLCI
    - 64 registered students and 1,126 contact hours in 2022
    - 84 registered students and 1,488 contact hours in 2024
  - GLWSI (Marine Tech)
    - 26 registered students and 383 contact hours in 2022
    - 33 registered students and 533 contact hours in spring 2025
  - GLWSI (WET Tech)
    - 0 students in 2022 (program launched in 2023)
    - 7 students registered and 89 contact hours in spring 2025
- For objective 2B, there was an increase of 120 students aged 21+ compared with last spring. Leveraging Michigan Reconnect for 21-24 year olds, we continue to seek additional enrollment from this age range. However, the window for applicants age 21-24 has passed.
- NMC continues the HLC Student Success Academy’s quality initiative project focused on student success as required for continuing accreditation. This process is a two-year endeavor and will dovetail with


NMC's strategic plan. The work will likely have its greatest impact in Objectives 3 and 4 which are focused on student success and completion.

- 3-year completion success rates have experienced an upward swing (Objective 3).

*Challenges and Opportunities:*


- The greatest challenge continues to be the percentage of recent graduates attending college. For Objective 2A, the region's graduates attending college choosing NMC was 33.7% for Fall 2024. This is a 1% increase from the previous year.
- In addition to the outcomes listed above, the PRMC team has increased the return on advertising spend (ROAS) and decreased our cost per application (CPA) on digital campaigns each of the last two years.
- The college just completed its first ever data-driven comprehensive brand assessment and brand strategy. This work at the short term brand management level will increase vibrancy of the NMC brand and help the college increase brand awareness and brand equity. In the longer term, this new commitment to brand leadership at the college will guide NMC in business decisions to increase competitive advantage in a rapidly changing higher education landscape. The first phase of the brand launch will be in August 2025 with following phases and brand leadership initiatives integrated into the next strategic plan.

Strategy 2 - Student Engagement and Success				
<b>Objective 1:</b> 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.				
Status of Action Steps	Baseline	Current	Target	Notes
3 Completed  1 On Schedule	77.7% 1st semester persistence (Fall 2019)	78.2% (F22 cohort) 83.1% (F23 cohort) 82.1% (F24 cohort)	82% (Fall 2025)	Continued increase in student group activities and coach/student interactions
<b>Objective 2A:</b> Implement new enrollment marketing plans to increase the percentage of area high school graduates attending NMC by 3 percentage points (from 41% to 44%) by Fall 2024.				
Status of Action Steps	Baseline (Fall 2021)	Current	Target	Notes
3 On Schedule  2 Not Started	41% (‘20 grads)	37% (‘21 grads) 32.7% (‘22 grads) 32.7% (‘23 grads) 33.6% (‘24 grads) 	44% (Fall 2024)	Next data set will be available February 2026. The rate of college attendance has remained stubbornly low in the region at 56%. The decline consists predominantly of likely community college students.  New dual enrollment tuition rate, marketing, and the College Guarantee should improve this. Increase of 49 dual enrolled/early college students this Spring, compared with Spring ‘24.
<b>Objective 2B:</b> Implement new enrollment marketing plans to increase enrollment in age categories 21+ from 1,510 to 1,660 (10%) by Spring 2024. (Will continue on through Spring 2025)				
Status of Action Steps	Baseline	Current	Target	Notes


3 On Schedule	1,510 (Spring 2021)	S22: 1,601* S23: 1,401 S24: 1,428 S25: 1,549  F22: 1,475 F23: 1,445 F24: 1,560 	1,660 (Spring '24)	Increase of 121 students aged 21+  * Spring '22 includes the first - and largest - cohort of MI Reconnect and Futures for Frontliner students completing their studies.
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**Objective 3:** Enhance student completion supports to increase the three year completion success rate from 38.9% to 40.4% by Spring 2025 (*Original, includes Yellow River cohorts*)

**Revised:** Enhance student completion supports to increase the three year completion success rate from 35.1% 38.9% to 40.4% by spring 2025. (*Updated, excludes Yellow River cohorts*)

Status of Action Steps	Baseline	Current*	Target	Notes
6 On Schedule  1 Not Yet Started	35.1% (‘17- ‘18)  (updated, excludes Yellow River cohorts)	‘18-’19: 34.4% ‘19-’20: 30.4% ‘20-’21: 33.9% ‘21-’22: 36.7%  (updated, data excludes Yellow River cohorts) 	40.4% (no change)	More recent data is showing an upward trend. The ‘21-’22 cohort has the highest completion rate on our dashboard.  *lagging data

**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% by Fall 2025.

Status of Action Steps	Baseline	Current	Target	Notes
1 Completed 1 On Schedule 1 Not Yet Started 1 Deferred/ Discontinued	79.8% (Fall 2020)	F21: 80.6% S22 84.5% F22: 81.2% S23: 83.3% F23: 81.2% S24: 82.1% 	83%	One permanent coach added (Fall ‘24) and seeking a second full-time coach (July 1, 2025). Efforts are ongoing to add consistency to these positions.

#### Key

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

PDCA (Plan Do Check Adjust): No current feedback to champions from stakeholders/others.

Next Month: Strategy 3: Diversity, Equity, and Inclusion

# Bridge to Success

The Piers of NMC Student Success



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## Pre-Enrollment

### Required Orientation

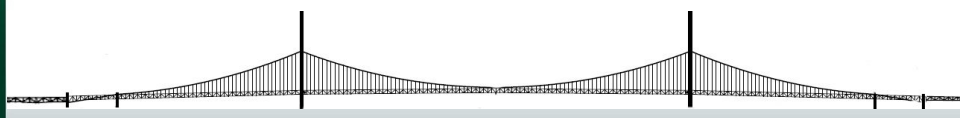
- Online and Face to Face options
- Advising embedded
- Appointments created for Financial Aid

### College Edge Programs

- July 7-31, 2025, two hybrid sessions
- English, math skill building
- Success and readiness skills



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## Academic & Career Advising

- Upfront career and academic advising
- Transfer assistance
- Customized educational plans using My Academic Plan (MAP)
  - Degree tracking
  - Course planning



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## Student Life

- Welcome Week
- Student Groups
- Residence life programming
- Personal Counseling
- Basic needs support
  - Emergency assistance



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## Coaching

- Success Coaching
  - One-on-one
  - Classroom workshops
  - Workshops and engagement events for students
  - Focused support
    - Time management
    - Study Skills
- Summer College Edge

My coach helped me create a mental tool kit that improved my problem solving abilities and organization techniques, and helped me find more balance in my life.  
*-Lydia Henion*



Programs



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## Tutoring

- Tutoring Center
- Embedded Tutors in co-requisite classes
- Structured study groups before/after class
- Math & Science Center
- Writing & Reading Center
- NetTutor online tutoring resource



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## Employment Readiness

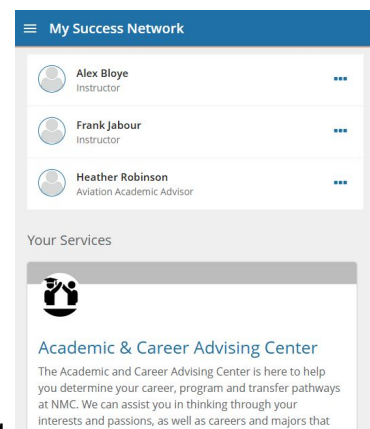
- Resume, cover letter, interview skills, job search assistance
- Jobs for Michigan Graduates program
- Career & Majors Fair



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## MySuccess - Student Success/Early Alert System

- Intake survey
- Progress surveys - Semester checkpoints
- Raised flags
- Referrals
- Meeting scheduling and tracking



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## Results

### Metrics from the Strategic Plan

- First semester retention has grown to surpass our target(82%).

77.7% to 82.1%

- Three year success rate has risen for the last three cohorts.

30.4% to 36.7% - Moving towards target of 40.4%



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## HLC Student Success Academy

- Continued focus on improving student outcomes.
- Examining strategies to further support part-time students and those enrolled in co-requisite programs.
- Likely strategies include additional advising and a required success curriculum to assist students as they start their journey.



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## NMC Class of 2025



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- 565 degrees and certificates will be awarded
  - 123 are Reconnect graduates
- 217 graduates will participate in the 3 ceremonies on May 3
- The first Water Quality and Environmental Technology degrees will be awarded
- First nEXt endorsements awarded (3)



# 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 \*

Caroline Schaefer-Hills

Your Title \*

Visual Communications Program Coordinator

Presentation Title \*

Visual Communications Studio Community Project Overview

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

I will have a graduating student from our VCA program with me, and we will highlight these VCA Studio Community projects that were developed and completed this semester by our second year students:

Norte Youth Cycling (Videos, Logos, Capital Campaign)

Better Together of Northern Michigan (Video interviews, Photography, Documentary)

Northwestern Michigan Fair (Brochure, Merch, Book Cover, Graphics)

Great Lakes Children's Museum (Advertising Campaign, Logo, brochure, Social Ads)

Freedom Flight Falconry (Logo, Branding, Merch)

Old Town Playhouse (Prince of Egypt Advertising)

nEXt Experimental Learning (Branding and Logos)

NMC Clothing Closet (Merchandising, Store Signage, Posters)

I will share the American Advertising Federation ADDY awards our students have won this year.

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. \*

CAROLINE SCHAEFER-HILLS Caroline has been the Visual Communications Program Coordinator for the last eighteen years and was the Art Department Chair (2011-17). She was awarded an Experiential Learning Fellowship and was among the first group of EL Fellows advancing the Art Appreciation course to a fully online immersive experience. Her background is in Graphic Design and Art Direction, with a BFA from The College for Creative Studies in Detroit and an MA in Graphic Design from the Savannah College of Art and Design (SCAD) graduate program. She was accepted into the MFA program at Royal College of Art in London for Graphic Design, and also explored film and new media with graduate work at the Maine International Film and Television Workshops in Rockport, ME where she was first Apple Final Cut Pro Certified and is one of the only Apple Certified Trainers for Final Cut Pro X in the Midwest. Caroline has worked as Art Director for Ross Roy Communications, Ogilvy and Mather, and Hallmark Cards, as well as locally for McConnell & Associates. She currently runs her own design studio, SchäferHaus that focuses on Motion and Design for Social Awareness and keeps her current in the field. Caroline teaches all of the second year Visual Communications classes as well as 2-D Design and Film/Time Based Media, Typography 2 and Art Appreciation and graduated with her MFA in Visual Experience from SCAD August 2019 with a Thesis involving technology and its ever-present effects on our memory centers and nostalgia.

This form was created inside of Northwestern Michigan College.

Google Forms



## **MEMO**

*Office of the President*

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**To:** NMC Board of Trustees  
**From:** Nick Nissley, President  
**Subject:** April Mid-Month Update  
**Date:** Friday, April 11, 2025

Dear Board of Trustees,

Since our March Board meeting the following are key updates.

### **Board Study Session**

On April 23, Scott Eldridge of Miller Canfield will lead a study session on the Open Meetings Act and Freedom of Information Act. The NMC Foundation Board is also invited to participate in the session.

### **The Freshwater Research and Innovation Center**

Fundraising is the current focus and priority for the Freshwater Research and Innovation Center (FRIC). A Congressionally Directed Spending (CDS) request through Senator Peters' Office, to fund a portion of the estimated \$6M funding gap to complete the construction of the research building, has been submitted. Discovery Pier and the NMC Foundation continue to work to identify grant opportunities and steward potential donors. We are also working with our university partners to better understand their concerns due to changes at the federal level that may impact future research initiatives. This past week, Jason Slade and Ed Bailey represented FRIC at the International Joint Commission's Great Lakes Science Plan, with the goal of making the Freshwater Research and Innovation Center part of their future strategic plan. The next FRIC Board of Directors meeting is May 16.

### **Brand Assessment and Strategy Development**

Brand implementation planning continues with the opportunity to utilize FY 25 budget to jumpstart the launch effort. The college is planning for an August phase one launch of this multi-year project. Phase one will focus on audiences closest to the college with the highest priority and highest impact areas first. The four areas of focus are: current students, prospective students, employees, and wayfinding signage and environmental branding. PRMC will give the Board of Trustees an update on the brand platform at the May meeting and an update to the NMCF Board in June. NMC is also proud to have the opportunity to present to the MCCA

summer conference on this strategic level initiative. MCCA is recognizing our efforts as a 'benchmark of excellence' to be shared with the other colleges.

### **NMC's UAS Program and the Yuba Airport**

Recall, our UAS and Aviation leaders (Tony Sauerbrey and Alex Bloye, respectively) along with adjunct instructor, Scott Dennis, are shaping 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 are shaping an idea for creating 'AIR TC' - a regional initiative to connect our region to the state's Advanced Air Mobility (AAM) initiatives. They are imagining this work being done in collaboration with Traverse Connect ([NMC, Traverse Connect Partner to Make Northern Michigan a Drone Hub](#)). One of the first steps will be to build a coalition, what they're calling the 'NorthSky Consortium'. We are presently shaping a memorandum of understanding between the College, Traverse Connect, the Coast Guard, and possibly others. Initially, the MOU will give rise to the NorthSky Consortium – who will share a vision to transform northern Michigan and the Traverse City region into a national hub for Uncrewed Aerial Systems (UAS) and Advanced Air Mobility – driving innovation, workforce development, and economic growth.

### **Legislative Updates**

Chair Laura Oblinger, Gabe Schneider, an NMC student, and I will travel to our state capitol to advocate for and celebrate Michigan's 31 community and tribal colleges, as part of MCCA's Capitol Day on April 17. The day will be filled with opportunities to meet with legislators and their staff as well as network with other college leaders and advocates from across the state. Key will be direct advocacy with our northern Michigan legislators, speaking to issues like state budget/appropriation and capital outlay. We also hope to meet up with folks from Kelley Cawthorne to strengthen our relationship and further shape our advocacy for capital outlay support.

### **Frankfort Rotary**

Frankfort Rotary invited me to share my semi-annual "State of the College" update at their April 2 meeting. It was my first time back in front of a Benzie audience, speaking to the Frankfort Rotary, sharing a "State of the College" update. The 9 months of step-away time allowed for the needed space, to re-set our College-Benzie County relationship. The audience offered me a warm welcome and positive response, they were very happy to hear from us and positively excited by the direction of the College. I truly feel that while we had a 'failed annexation attempt', we succeeded at strengthening our relationships and brand image in Benzie County.

### **Northern Michigan Startup Week**

Once again, this year, NMC will have a significant presence at Northern Michigan Startup Week, including:

- an OOPS presentation at the Grove Community Incubator on the 15<sup>th</sup>
- student Jacob Dodson will be representing NMC at a new lead-in event to TCNewTech – a University Demo, also on the 15<sup>th</sup>, at the City Opera House



- and once again, NMC is hosting an OOPs showcase event, on Wednesday, April 16th from 9:00 - 10:30 in the Timothy J. Nelson Innovation Center, where OOPs will be highlighting new pitches from this academic year as well as updates from projects awarded last year

### **HLC Accreditation and Student Success Academy**

Our HLC team recently met in Chicago to continue our work on this important project. To date, they have gathered and analysed student success data, elicited feedback from students and staff and faculty on the barriers faced by various segments of our students, and the climate and culture of the college's efforts towards student success. While there are many areas of strength revealed by this work it also provided a glimpse into areas we could target for improvement including part-time students and students taking co-requisite courses. The next steps will require the team to develop strategies to address success gaps for these populations that will be incorporated within the strategic plan. The HLC academy facilitators were very impressed with our progress in the academy and how we are linking the project to our planning process.

### **Campus Safety and Security**

Recall that last April, the Board authorized for the college to contract with Security Risk Management Associates to conduct a campus-wide safety and security assessment. A year later, I am proud to say the campus has been deeply and broadly engaged in putting recommendations from the assessment into action. We've created a dashboard to monitor our progress and ensure transparency across the College. In this first quarter of monitoring, since January, we have increased 'completed' items from 18 to 33, and decreased our 'not started' items from 28 to 17. Overall, our percentage of completed items has increased from 19% to 35%. A leadership team is meeting regularly to ensure accountability, and Campus Safety Coordinator Garrett Croon along with Director of Facilities Patrick Quinlan and Vice President of Finance and Administration Troy Kierczynski continue to ensure active leadership of the work.

### **75th Anniversary Steering Committee**

The next meeting of the 75th Anniversary Steering Committee will occur on April 30, 2025. The four (4) Sub-Committees have been established and are now convening their planning meetings this month. We continue to secure additional nominations for these committees as well as the Honorary Committee.

### **Foundation Highlights**

The Request for Proposals (RFP) for our Campaign Feasibility Study have been reviewed by both Foundation staff and NMCF Board Development Committee members. After the four finalists presented April 3 and 8, a recommendation will go to the Foundation Board Executive Committee at their April 17 meeting. Due to purchasing process requirements, the recommendation will then be sent to the Foundation Board and Board of Trustees.

We are also pleased to share that the NMC Foundation Team had already met and exceeded their goal of \$2.4M and stood at 104% of goal as of January 31, 2025. Dino and his team submitted a

stretch goal of \$3.25M. The team has also far exceeded the stretch goal as of April 9, with total activity surpassing \$4M.

### **Points of Pride**

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

- Special thanks to Mike Lehnert, Jason Slade, and Alex Tank, for having the vision and courage to innovate **IAF's programming** and create water-focused events like this past month's "Blue Economy" program. Alex and Mike did an outstanding job curating the speakers - and, featuring NMC's Great Lakes Water Studies Institute so prominently, with John Lutchko as a speaker/panelist. John Austin anchored it with his 'blue economy' expertise. And, what a wonderful perspective that Frank Ettawageshik brought to the stage. The diversity of perspectives: science/applied technology, economics, and Native American wisdom, made for a very engaging and thought provoking event.
- On Friday, April 11, Blair Elementary's 5<sup>th</sup> grade class visited our NMC campus. A very special thank you to Bridget Munroe (Academic and Career Advisor) for her 'above and beyond' leadership of our **Blair Elementary Mentoring Partnership**. It's hard to believe that we're now in the fourth year of the mentorship program between NMC's and Blair Elementary School. Friday's visit was an incredible end-of-year culmination. The campus tour and the students' engagement with almost a dozen different NMC programs was amazing. It took a lot of coordination and collaboration. Based on the students' energy level and their 'attitude of gratitude' about the mentoring and the campus visit, I'd say we've delivered! Best of all, these students can now see themselves at NMC. And, we'll look forward to hopefully welcoming them here as students, in the not-so-distant future.
- The **ice storm that impacted northern Michigan** (and, thankfully skirted the Traverse City area) caused much damage and created significant challenges for residents of the area. There were also examples of our NMC family helping our own colleagues as well as reaching out to offer aid to the wider region. For example, NMC instructor Nick Roster showed up and delivered firewood to his colleague, instructor Tiffani Wilke, whose home was impacted and without electricity and water (and, heat!). So, she had to rely on woodstove heat – and the generosity of NMC colleagues, like Nick. Another example of NMC employees 'showing up' and offering help, was the action of Tony Sauerbrey, our UAS Coordinator. Tony headed out to the area this past Thursday and Friday to assist with damage assessments, focusing primarily in the Onaway area, doing drone-surveying of power line poles for damage and identifying those that need replacement. And, lastly, NMC alumnus and long-time employee (and, now retiree), Dan Wasson, volunteered with Munson and their Lewiston Clinic, helping construct a Starlink internet connection to allow Munson's patient records to be accessed during power/internet outage. These are just three examples of NMC 'mobilizing generosity' and helping our community during a time of significant need.
- Our Educational Technologies team is preparing for the **transition from Moodle to Canvas (online learning platforms)** for the Fall 2025 semester. In an effort to support

and prepare faculty, they have thoughtfully (and creatively) curated numerous methods to inform and engage. Stay tuned for an update at an upcoming Board meeting!

### **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:*

- ["What can colleges do amid demographic upheaval?"](#) – Higher Ed Dive
- ["Aviation programs take flight"](#) – Community College Daily
- ["Why Your 'One-Stop' Is Worth More Than You Think"](#) – Inside Higher Ed
- ["Linking credentials to earnings"](#) – Community College Daily

### **Upcoming Dates of Note**

- **April 17**–MCCA Capitol Day (Lansing)
- **April 19**–10th Annual Big Little Hero Race
- **April 23**
  - NMC Foundation Board Meeting (Hagerty Center)
  - Study Session: OMA and FOIA (Hagerty Center)
- **April 25**–Taste of Success
- **April 26**–Native American Student Organization and our Native American Success Coach will present a Traditional Native American Pow Wow Honoring our Graduates (Vendors and food 1:00-4:00 p.m., with Grand Entry at 2:30 p.m.)
- **April 28**–Monthly Board Meeting (TJNIC 106/107)
- **May 3**–NMC Commencement (Milliken Auditorium, Dennon Museum Center)
- **May 3**–GLMA Graduation Dinner
- **May 9**–EES Campus Day (TJNIC)



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## MEMO

**To:** Northwestern Michigan College Board of Trustees  
**Cc:** Dr. Nick Nissley, Ed.D.  
**From:** Gabe Schneider, Founder/Principal, Northern Strategies 360  
**Date:** April 22, 2025  
**Re:** **State/Federal Legislative Update**

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### State

#### **Community College Day**

NMC was well represented in the MCCA organized Michigan Community College Day. In addition to myself, Nick and Laura attending, we also were joined by a NMC student. We met with several Northern Michigan lawmakers in addition to Senate Appropriations Committee member Thomas Albert (R-Lowell). Our focus remained on increasing community college operations funding, our capital outlay request, Michigan Reconnect and a new funding model for dual enrollment.



#### **FY26 State Budget**

Prior to legislative spring break, the House and Senate Higher Education Appropriations Subcommittees met to begin taking testimony on the FY26 state budget. NMC was asked to testify in front of the House Subcommittee, which is vice-chaired by Rep. Roth. We understand and expect that the House subcommittees will begin to pass out their versions of the budget bills over the next several weeks and into early May. However, it is not clear when budgets will be complete, as there are some in Lansing indicating that budget discussions will last well into the summer.

#### **FY26 State Earmark**

We have submitted an FY26 state earmark request with State Rep. Coffia and State Senator Damoose to support the Freshwater Research and Innovation Center. The \$1 million dollar funding request would be used to help complete the construction of the building.

## **Capital Outlay**

After discussing our capital outlay request with Sen. Damoose, he offered to call the Chair of the Joint Capital Outlay Subcommittee on our behalf to request that our project be highlighted in any upcoming committee meeting. There was some talk of a committee meeting taking place in April, but it does not appear that this will happen. We are also coordinating our capital outlay strategy with Kelley Cawthorne.

## **Dual Enrollment Expansion**

We continue to track [HB 4154](#) (Rep. BeGole, R-Delta), which would expand dual enrollment to include trade schools (community colleges are already listed). So far this legislation passed the House back in March.

## **Michigan Reconnect Expansion**

This week, Senator Sarah Anthony re-introduced her bills ([SB 232 and 233](#)) that would permanently expand Michigan Reconnect to those 21 years old and older. We are supportive of this legislation and have been asking our legislative delegation to support its passage.

## **Foreign Influence of State Institutions of Higher Education Act**

We continue to track [HB 4239](#), (Rep. Will Bruck R-Monroe), which would regulate interactions between Michigan's public higher education institutions and foreign entities from countries of concern, including China, Cuba, Iran, North Korea, Russia, Syria, or Venezuela or an agency or other entity under significant control of any of those countries. The bill prohibits these institutions from entering agreements or accepting grants that:

- Limit their contractual freedom.
- Allow foreign control over curricula or institutional values.
- Advance agendas detrimental to U.S. security.

Additionally, before engaging in cultural exchange agreements with such countries, institutions must submit the agreements to a federal agency for national security review. The bill also mandates that institutions and their affiliates report gifts valued at \$50,000 or more from foreign sources to their governing boards biannually. Non-compliance could result in civil fines equal to 105% of the undisclosed gift's value. The legislation passed out of the House Government Operations Committee and was referred to the House floor (3/26)

## **Federal**

### **FY26 Appropriations**

We are working to submit a request for Congressionally Directed Spending with the offices of Senator Slotkin, Senator Peters and Congressman Bergman for the Freshwater Research and Innovation Center.

### **Budget Reconciliation**

At this point, both the House and Senate have passed a budget reconciliation framework. The next step is for House and Senate Committees to add specific policy proposals that would identify the cuts necessary to reach the overall savings targets. In the case of the House Education and Workforce and Senate Health, Education, Labor, and Pensions (HELP) committees, at a minimum, the House aims to cut \$330 billion while the Senate would like to cut \$1 billion.

### **Deterrent Act**

We continue to monitor [H.R. 1048 the DETERRENT Act](#) which would require colleges to report all foreign gifts and contracts from “countries of concern” and bar them from working with those countries without annual approval from the U.S. secretary of education. The legislation has passed the House in March and has been referred to the Senate HELP Committee.



Northwestern  
Michigan  
College

**MEMO**  
Office of the  
President

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

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

- General fund revenues are up 9% through the 3 quarters ended March 31, 2025 in comparison to the same period in 2024. Revenue growth is driven largely by enrollment gains and increased property tax revenues (due to growth in taxable values, driven by new construction and uncapping of property values). Expenses are 5% compared to the same point in time in 2024 due to non-credit international trip costs and hiring additional adjunct instructors to support greater enrollment.
- The general fund is projected to finish with a \$1.6 million dollar surplus in FY26.
- The quarterly balance sheet, investment memo, and investment holdings are included with this month's financial packet.

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

- Contact hours are currently up 4.3% over last summer.
- One in-person orientation session and one online session are available before the beginning of the summer semester.

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

***Paid Media***—Mixed YOY

- Applications: 34
- Accounts: 33
- The brand strategy implementation planning is in progress with an accelerated phase one timeline to align with the FY25 budget. This includes an August launch and fall enrollment push. 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

- This month's strategic plan update focuses on Strategy 2 - Student Engagement and Success. This strategy includes objectives related to student belonging, persistence, enrollment targets, and student success. This strategy is currently on track with 5 of the 5 objectives currently classified as "green" due to their progress through the action steps and 3 of 5 on target when rated against their target metrics.

**NORTHWESTERN MICHIGAN COLLEGE  
BOARD OF TRUSTEES  
MINUTES  
Monday, March 17, 2025  
Timothy J. Nelson Innovation Center  
Room 106/107**

The Board hosted Student Government Association (SGA) representatives prior to the start of the regular meeting.

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

**ROLL CALL**

**Trustees present:** Laura J. Oblinger, Kennard R. Weaver, Chris M. Bott, Kenneth E. Warner, Andrew K. Robitshek

**Trustees absent:** None

**Also present:** President Nick Nissley, Lynne Moritz, Troy Kierczynski, Todd Neibauer, Stephen Siciliano, Jason Slade, Marcus Bennett, Diana Fairbanks, Lindsey Lipke, Kyle Morrison, Molly Norville, Ali Thornton, Lisa Thomas, Becca Richardson, Janet Lively, SGA Members

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

**STRATEGIC FOCUS**

Student Government Association—SGA members presented activities this academic year. The group fosters new connections between student group leaders and SGA, addresses concerns from the student body, and supports various student groups and activities. There was discussion regarding how to increase the number of students engaged in SGA.

Future-Focused Education—Jason Slade, Vice President of Strategic Initiatives, and Stephen Siciliano, Vice President for Educational Services, presented an update on the first strategy in the current strategic plan. The board expressed encouragement to include experiential learning goals in the next strategic plan.

**REPORTS AND PRESENTATIONS**

Faculty Report: Native American History—Julieanna Frost, Humanities Instructor, shared her philosophy of studying history and that “all history is local.” Frost shared an example assignment in the course that requires students to conduct primary and secondary source research connected to local and state history.

FY26 Budget Process—Chair Oblinger reviewed the budget review process, which includes a final draft in May and approval of the FY26 budget in June. Troy Kierczynski, Vice President of Finance and Administration, reviewed budget considerations including the higher education landscape and college initiatives. Looking at revenue assumptions, Kierczynski shared that an

increase in contact hours is anticipated as a result of state support programs such as the Community College Guarantee. Vice President of Student Services and Technologies Todd Neibauer provided context regarding enrollment projections. Chair Oblinger emphasized the importance of ensuring healthy strategic fund balances.

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

## **UPDATES**

**President's Update**—President Nick Nissley focused this month's update on legislative advocacy, referencing a meeting earlier in the day with State Representative Betsy Coffia and State Senator John Damoose. This upcoming Wednesday, President Nissley will join MCCA and two other community colleges in testifying before the House Higher Education and Community Colleges Subcommittee advocating for increased appropriations and ITEMS funding for infrastructure. Nissley also acknowledged advocacy work being done by various areas of the college, such as Strategic Initiatives and the Great Lakes Maritime Academy.

**Board Chair Update**—Chair Laura Oblinger highlighted the work of board committees, reviewing the current committee chairs and encouraging trustees to read the committee minutes included in the Consent Items section of the meeting agenda and packet.

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

- Minutes of the February 24, 2025, regular meeting
- Minutes of the March 10, 2025, study session
- Enrollment Report
- Financial Report
- Public Relations, Marketing, & Communications Report
- Foundation Report
- Building and Site Committee—Kennard Weaver, Committee Chair

## **ACTION ITEMS**

### **Contract for Legislative Advocacy**

On a motion by Kennard Weaver, seconded by Pamela Horne, administration was authorized to enter into a contract with Kelley Cawthorne, LLC to provide legislative advocacy services for a period of one year, beginning March 18, 2025, with a monthly fee of \$5,500, totaling \$66,000 annually. This contract will be funded through the College's general fund. There was discussion regarding past engagement with Kelley Cawthorne and other advocacy firms. The motion passed unanimously.

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

**ADJOURNMENT**—The meeting adjourned at 7:08 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  
STUDY SESSION MINUTES  
Wednesday, April 23, 2025  
NMC Hagerty Center, Room A**

**CALL TO ORDER**—Chair Laura J. Oblinger called the regular meeting to order at 10:00 a.m.

**ROLL CALL**

**Trustees present:** Laura J. Oblinger, Mark B. Keely, Kennard R. Weaver, Kenneth E. Warner, Pamela T. Horne, Andrew K. Robitshek (10:06-11:46)

**Trustees absent:** Chris M. Bott

**Also present:** President Nick Nissley, Troy Kierczynski, Todd Neibauer, Marcus Bennett, Lynne Moritz, Jason Slade, Diana Fairbanks, Dino Hernandez, Molly Norville, Kathryn DePauw, Zach Whitaker, Rachel Urkowitz, Suzanne Allen, Jeff Caviston, Debbie Edson, Al Zelinski, Barb Benson, Pat Warner, Eleanor Lynn, Don Coe, Lorraine Beers, Katharine Marvin, Scott Eldridge

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

Chair Oblinger recognized the study session included Foundation Board members. The following FB members were present: Suzanne Allen, Jeff Caviston, Debbie Edson, Al Zelinski, Barb Benson, Pat Warner, Eleanor Lynn, Don Coe, and Lorraine Beers.

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

**DISCUSSION: Michigan Open Meetings Act and FOIA**—The Board of Trustees and NMC Foundation Board members engaged in discussion regarding the Michigan Open Meetings Act and Freedom of Information Act, which apply to both public bodies.

**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 11:57 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



*MEMO Enrollment Services*

To: Dr. Nick Nissley, President  
 From: Todd Neibauer, VP for Student Services and Technologies  
 Date: April 21, 2025  
 Subject: Summer 2025 Enrollment Update

**Summer 2025**

Currently, contact hours are up 4.3% over summer 2024. While most categories of students are similar to last year, there is an increase in “new transfers” and “new, never attended” over the same time last year.

Orientations for Summer/Fall started on April 18, 2025 and will continue through the beginning of the fall semester. One more in-person session and one online session are available before the beginning of the summer semester.

	SU 2022	SU 2023	SU 2024	SU 2025	△
<b>Inquiries</b>	549	708	727	779	7.2%
<b>Applicants</b>	538	698	722	775	7.3%
<b>% Applied</b>	98.0%	98.6%	99.3%	99.5%	0.2%
<b>Admits</b>	351	429	512	510	-0.4%
<b>% Admitted</b>	65.2%	61.5%	70.9%	65.8%	-5.1%
<b>Admits Registered</b>	105	123	192	187	-2.6%
<b>% Admits Registered</b>	29.9%	28.7%	37.5%	36.7%	-0.8%
<b>Prior Admits Registered</b>	6	4	1	5	400.0%
<b>Retained Students</b>	727	691	700	735	5.0%
<b>% Retained</b>	23.5%	24.1%	23.7%	23.3%	-0.4%
<b>Return Students</b>	84	55	69	55	-20.3%
<b>Average Contact Hours</b>	5.99	5.83	5.72	5.85	2.3%
<b>Total Headcount</b>	922	873	962	982	2.1%
<b>Total Contact Hours</b>	5,520	5,092	5,506	5,744	4.3%
<b>Tuition</b>	1,205,806	1,161,271	1,304,349	1,408,099	8.0%

*(Resources: Digital Dashboard – Same Date Comparison SU2022-2025)*



**MEMO**  
**Administrative**  
**Services**

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

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

**Date:** April 17, 2025

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

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The attached reports summarize the financial results for the General Fund as of March 31, 2025. The ninth month of the year represents 75% 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 \$10,615,192. Revenue increased by 9% and expenses increased by 5% when comparing year-to-date March 2025 to March 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 spring contact hours to date are 32,708 with actual revenue of \$6,866,139. Spring revenue is trending over budget by \$228,474.
- 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



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

### Summary Report for General Fund Accounts Fiscal Year 2025, Period 09

Funds	Accounts	2024-2025 Adjusted Budget	YTD Activity	% of Annual Budget	
<b>TOTAL GENERAL FUND</b>					
<b>50</b>	<b>Revenues</b>				
	Tuition and Fees	23,905,070	20,770,794	86.89%	A
	Property Taxes	14,933,023	14,351,941	96.11%	B
	Other Local	<u>0</u>	<u>0</u>	*	
	Local Sources	38,838,093	35,122,735	90.43%	
	State Sources	11,155,934	8,794,122	78.83%	C
	Federal Sources	0	0	*	D
	Private Sources	1,346,370	900,224	66.86%	E
	Investment Income	450,000	729,246	162.05%	D
	Other Sources	<u>617,000</u>	<u>421,350</u>	68.29%	E
	<b>Total Revenues</b>	<b>52,407,397</b>	<b>45,967,677</b>	<b>87.71%</b>	
<b>60</b>	<b>Labor</b>				
	Salaries and Wages	24,638,366	16,512,710	67.02%	F
	Benefits	<u>10,588,846</u>	<u>7,606,440</u>	71.83%	F
	<b>Total Labor</b>	<b>35,227,212</b>	<b>24,119,150</b>	<b>68.47%</b>	
<b>70</b>	<b>Expenses</b>				
	Purchased Services	4,281,886	3,441,671	80.38%	G
	Supplies and Materials	3,384,460	2,431,400	71.84%	G
	Internal Services	143,940	85,520	59.41%	G
	Other Expenses	1,634,903	1,088,325	66.57%	G
	Institutional Expenses	1,954,864	1,597,555	81.72%	G
	Maintenance and Renovation	2,317,272	1,672,359	72.17%	G
	Prof Develop, Travel and Events	662,860	431,955	65.17%	G
	Capital Outlay	<u>150,000</u>	<u>231,709</u>	154.47%	H
	<b>Total Expenses</b>	<b>14,530,185</b>	<b>10,980,494</b>	<b>75.57%</b>	
	<b>Total Expenditures</b>	<b>49,757,397</b>	<b>35,099,644</b>	<b>70.54%</b>	
<b>80</b>	<b>Transfers</b>				
	Transfers	2,650,000	252,841	9.54%	
	<b>Total Transfers</b>	<b><u>2,650,000</u></b>	<b><u>252,841</u></b>	<b>9.54%</b>	
	<b>Total Expenditures and Transfers</b>	<b>52,407,397</b>	<b>35,352,485</b>	<b>67.46%</b>	
	<b>Net Revenues over (under) Expenditures</b>	<b>0</b>	<b>10,615,192</b>		



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

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

	YTD 3/31/2025	YTD 3/31/2024	\$ Diff	% Diff	Comments
<b>Revenue</b>					
Local Sources:					
Tuition & Fees	\$ 20,770,794	\$ 19,086,863	\$ 1,683,931	9%	Primarily due to higher enrollment in FY25 than prior year and higher flight fee revenue in FY25
Property Taxes	14,351,941	13,247,197	1,104,744	8%	Timing of property tax payments received from townships
Total Local Sources	35,122,735	32,334,060	2,788,675	9%	
State Sources	8,722,916	7,596,779	1,126,137	15%	Primarily due to multiple one time MPSERS reimbursements received in FY25
State PPT Reimbursement	71,206	89,057	(17,851)	-20%	Lower PPT reimbursement in FY25
Private Sources	900,224	900,827	(603)	0%	Timing of Foundation gifts
Investment Income	729,246	779,517	(50,271)	-6%	Interest rates in FY25 are down compared to FY24
Other Sources	421,350	399,266	22,084	6%	Primarily due to higher Lobdell's revenue in FY25
<b>Total Revenue</b>	<b>45,967,677</b>	<b>42,099,506</b>	<b>3,868,171</b>	<b>9%</b>	
<b>Expenses</b>					
Salaries and Wages	16,512,710	16,513,683	(973)	0%	Consistent with prior year
Benefits	7,606,440	7,454,944	151,496	2%	Consistent with prior year; impacted by increasing health benefit costs
Purchased Services	3,441,671	2,877,518	564,153	20%	Primarily due to transition of adjunct and supplemental staff to EduStaff in FY25.
Supplies & Materials	2,431,400	2,093,966	337,434	16%	Primarily due to higher international trip fees and course related expenses in FY25
Internal Services	85,520	78,444	7,076	9%	Timing of internal events/charges
Other Expenses	1,088,325	1,046,150	42,175	4%	Primarily due to slightly higher non-professional development travel and events, Native Tuition Waivers, and financial charges in FY25
Institutional Expenses	1,597,555	1,421,524	176,031	12%	Due to reclassification of internet/fiber expenses in FY25
Maintenance & Renovation	1,672,359	1,335,276	337,083	25%	Due to higher equipment, facilities, grounds, and software maintenance expenses in FY25
Professional Development	431,955	492,698	(60,743)	-12%	Lower professional development expenses in FY25
Capital Outlay	231,709	108,735	122,974	113%	Timing of COAT purchases; alignment lift (Auto Tech - \$36,465), lift/trailer (Facilities - \$30,100), electrical trainer (Auto Tech - \$41,994), 3D printer (Construction Technology - \$123,150) were purchased in FY25
<b>Total Expenses</b>	<b>35,099,644</b>	<b>33,422,938</b>	<b>1,676,706</b>	<b>5%</b>	
<b>Transfers</b>	<b>252,841</b>	<b>341,672</b>	<b>(88,831)</b>	<b>-26%</b>	Aviation flight hours transfer offset by indirect cost recovery from ADN to BSN grant
<b>Total Expenses &amp; Transfers</b>	<b>35,352,485</b>	<b>33,764,610</b>	<b>1,587,875</b>	<b>5%</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 10,615,192</b>	<b>\$ 8,334,896</b>	<b>\$ 2,280,296</b>	<b>27%</b>	



**Northwestern Michigan College**  
**Comparison - Month Over Month**  
**General Fund**  
**Mar 2025 vs. Feb 2025**

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

	<b>YTD 3/31/2025</b>	<b>YTD 2/28/2025</b>	<b>Mar 25 Activity</b>	<b>Feb 25 Activity</b>	<b>Comments</b>
<b><u>Revenue</u></b>					
Local Sources:					
Tuition & Fees	\$ 20,770,794	\$ 18,683,258	\$ 2,087,536	\$ 2,131,909	Primarily due to the timing of EES revenue as the transition to summer programming and lower workshop training revenues in March; partially offset by higher flight fee revenue in March
Property Taxes	14,351,941	11,928,701	2,423,240	1,343,696	Timing of tax collections received
Total Local Sources	35,122,735	30,611,959	4,510,776	3,475,605	
State Sources	8,722,916	7,859,030	863,886	1,488,033	Higher MPERS payouts received in February
State PPT Reimbursement	71,206	71,206	-	-	Consistent with prior month
Private Sources	900,224	644,509	255,715	-	Timing of quarterly Foundation support
Investment Income	729,246	563,685	165,561	48,901	Higher interest and dividend income in March
Other Sources	421,350	385,320	36,030	58,201	Primarily due to timing of quarterly administration fees recognized in February from NJTP payouts and miscellaneous revenue for GLMA tied to fuel remaining on William Selwick tug upon return
<b>Total Revenue</b>	<b>45,967,677</b>	<b>40,135,709</b>	<b>5,831,968</b>	<b>5,070,740</b>	
<b><u>Expenses</u></b>					
Salaries and Wages	16,512,710	14,606,616	1,906,094	1,870,017	Consistent with prior month
Benefits	7,606,440	6,771,101	835,339	799,937	Consistent with prior month
Purchased Services	3,441,671	3,143,482	298,189	247,855	Consistent with prior month
Supplies & Materials	2,431,400	2,195,672	235,728	281,575	Primarily due to timing of international trip expenses
Internal Services	85,520	82,672	2,848	9,095	Timing of internal events/charges
Other Expenses	1,088,325	956,376	131,949	137,345	Consistent with prior month
Institutional Expenses	1,597,555	1,261,197	336,358	157,199	Due to reclassification of internet/fiber expenses
Maintenance & Renovation	1,672,359	1,519,535	152,824	218,649	Primarily due to timing of software maintenance expenses in February
Professional Development	431,955	390,802	41,153	57,940	Driven by timing of professional development expenses
Capital Outlay	231,709	108,559	123,150	-	\$123,150 Build Additive LLC (3D Printer)
<b>Total Expenses</b>	<b>35,099,644</b>	<b>31,036,012</b>	<b>4,063,632</b>	<b>3,779,612</b>	
<b>Transfers</b>	<b>252,841</b>	<b>139,139</b>	<b>113,702</b>		- Aviation flight hours transfer offset by indirect cost recovery from ADN to BSN grant
<b>Total Expenses &amp; Transfers</b>	<b>35,352,485</b>	<b>31,175,151</b>	<b>4,177,334</b>	<b>3,779,612</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 10,615,192</b>	<b>\$ 8,960,558</b>	<b>\$ 1,654,634</b>	<b>\$ 1,291,128</b>	



**Northwestern Michigan College**  
**Income Statement Projections - General Fund**  
**For the Year Ended June 30, 2025**  
**As of 4/11/2025**

**INTERIM**

This statement does not  
reflect year-end results.

	<b>FY24 Actual</b>	<b>FY 25 Budget</b>	<b>YTD 4/11/2025</b>	<b>FY 25 Projected</b>	<b>Difference vs. Budget</b>	<b>Comments</b>
<b>Revenue</b>						
Local Sources:						
Tuition & Fees	\$ 23,655,079	\$ 23,905,070	\$ 20,892,109	\$ 25,181,901	1,276,831	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	14,440,805	14,939,917	6,894	In line with budget
Total Local Sources	37,426,977	38,838,093	35,332,914	40,121,818	1,283,725	
State Sources	11,497,020	11,005,934	8,722,915	12,711,015	1,705,081	Currently trending slightly above budget due to one time payment from the State and one time payments from MPERS
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	900,224	1,346,370	-	In line with budget
Dividend and Interest Income	1,132,582	450,000	729,250	925,000	475,000	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	446,367	570,456	(46,544)	Lobdell's sales and NJTP administrative fees trending higher than budget; partially offset by lower miscellaneous revenue projections than budget
<b>Total Revenue</b>	<b>52,650,321</b>	<b>52,407,397</b>	<b>46,202,878</b>	<b>55,817,073</b>	<b>3,409,676</b>	
<b>Expenses</b>						
Salaries and Wages	24,235,147	24,638,366	17,626,365	24,413,870	(224,496)	Trending below budget due to position vacancies
Benefits	10,575,159	10,588,846	8,077,431	11,522,166	933,320	Trending above budget primarily due to rising health benefit costs and MPERS expenses
Purchased Services	4,111,289	4,281,886	3,572,982	4,769,407	487,521	Trending above budget due to impacts of EduStaff transition and other purchased services
Supplies & Materials	3,163,600	3,384,460	2,576,390	3,702,859	318,399	Trending above budget due to EES and academic international trip expenses and fuel expenses
Internal Services	144,823	143,940	86,256	146,404	2,464	In line with budget
Other Expenses	1,437,647	1,634,903	1,106,448	1,689,089	54,186	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	1,668,436	2,264,840	309,976	Rising electrical and insurance costs + reclassification of internet/dark fiber expenses
Maintenance & Renovation	1,834,669	2,317,272	1,691,512	2,417,762	100,490	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	439,070	691,483	28,623	Increased activity in PD events and travel
Capital Outlay	437,258	150,000	231,709	231,709	81,709	Overage due to 3D printer, which will be directly offset by private sources (NMCF funding)
<b>Total Expenses</b>	<b>48,539,878</b>	<b>49,757,397</b>	<b>37,076,600</b>	<b>51,849,590</b>	<b>2,092,193</b>	
<b>Transfers Out (In)</b>						
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 - Aviation Capital Fund	542,285	600,000	403,080	537,440	(62,560)	Budgeted transfer for Aviation equipment fund; based on revenue, calculated using tach hours
Plant Fund - Aviation Debt Service	-	250,000	-	250,000	-	Actual debt service for 2024 Aviation bonds will be slightly lower than budgeted
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 - Fund for Transformation	50,000	50,000	-	50,000	-	Budgeted transfer for funds for transformation
Restricted - GLMA Direct Support	(896,078)	(1,100,000)	-	(1,100,000)	-	Transfer MARAD restricted funds to the general fund to support academy operations
Program Specific	(161,815)	-	(150,239)	(225,000)	(225,000)	
<b>Total Transfers</b>	<b>3,079,392</b>	<b>2,650,000</b>	<b>252,841</b>	<b>3,112,440</b>	<b>462,440</b>	
<b>Total Expenses &amp; Transfers</b>	<b>51,619,270</b>	<b>52,407,397</b>	<b>37,329,441</b>	<b>54,962,030</b>	<b>2,554,633</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 1,031,051</b>	<b>\$ -</b>	<b>\$ 8,873,436</b>	<b>\$ 855,043</b>	<b>\$ 855,043</b>	



**Northwestern Michigan College**  
**Statement of Net Position**  
**General Fund**  
**March 31, 2025**



	As of March 31,		
	2025	2024	2023
<b>Assets</b>			
<b>Current assets</b>			
Cash and cash equivalents	\$ 20,951,399	\$ 18,363,554	\$ 7,316,472 <b>A</b>
Accounts receivable, net	7,705,637	5,616,535	5,543,138 <b>B</b>
Prepaid expenses and other current assets	2,318,858	2,470,997	1,523,275
<b>Total current assets</b>	<b>30,975,894</b>	<b>26,451,086</b>	<b>14,382,885</b>
<b>Noncurrent assets</b>			
Long-term investments	20,452,925	25,969,465	25,172,315 <b>A</b>
Due to other funds	(22,768,287)	(27,284,515)	(17,024,661)
<b>Total noncurrent assets</b>	<b>(2,315,362)</b>	<b>(1,315,050)</b>	<b>8,147,654</b>
<b>Total assets</b>	<b>\$ 28,660,531</b>	<b>\$ 25,136,036</b>	<b>\$ 22,530,539</b>
<b>Liabilities</b>			
<b>Current liabilities</b>			
Accounts payable	\$ 129,710	\$ 56,779	\$ 250,985 <b>C</b>
Accrued payroll	2,032,186	2,023,049	2,029,592
Unearned revenue	4,171,307	4,216,915	3,336,200
<b>Total current liabilities</b>	<b>6,333,203</b>	<b>6,296,743</b>	<b>5,616,777</b>
<b>Noncurrent liabilities</b>			
Voluntary separation plan	\$ 120,356	\$ -	\$ 20,800
<b>Total noncurrent liabilities</b>	<b>120,356</b>	<b>-</b>	<b>20,800</b>
<b>Total liabilities</b>	<b>\$ 6,453,559</b>	<b>\$ 6,296,743</b>	<b>\$ 5,637,577</b>
<b>Net position</b>			
Net position, beginning of year	\$ 11,591,780	\$ 10,504,396	\$ 10,327,835
Change in net position	10,615,192	8,334,896	6,565,128
<b>Total net position</b>	<b>22,206,972</b>	<b>18,839,292</b>	<b>16,892,963</b>
<b>Total liabilities and net position</b>	<b>\$ 28,660,531</b>	<b>\$ 25,136,035</b>	<b>\$ 22,530,539</b>

**Notes:**

**A** - Cash and investments balances fluctuate due to timing of investment purchases, sales, and payroll.

**B** - Accounts Receivable impacted by timing of recognition of quarterly Foundation support

**C** - Accounts Payable balances fluctuate due to timing of accounts payable processes



**MEMO**  
Administrative Services

**To:** Troy Kierczynski, VP Finance and Administration

**From:** Lindsey Lipke, Controller

**Date:** April 11, 2025

**Subject:** Realized and Unrealized Investment Gains & Losses for the Quarter Ended March 31, 2025

Northwestern Michigan College (“the College”) manages its investments in effort to maximize returns while carefully assessing portfolio security, interest rate risk, and cash flow needs. The College’s investment options are limited to those allowable under Michigan’s *Community College Act of 1966*, as amended, including but not limited to bonds, treasury bills, treasury notes, certificates of deposit, savings accounts, commercial paper, and mutual funds, trusts, or investment pools composed entirely of instruments that are eligible collateral.

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

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

**Investment Income - General Fund Only**

*For the periods ending:*

	June 30 2023	June 30 2024	Mar 31 2025
Realized gains (losses)	\$ -	\$ -	\$ -
Unrealized gains (losses)	(501,288)	411,665	717,023
Dividends and interest	543,467	1,149,323	729,250
<b>Investment income, net</b>	<b>42,179</b>	<b>1,560,988</b>	<b>1,446,273</b>

The College had no realized gains in fiscal years 2023, 2024, or 2025 (year to date) related to investments.

The unrealized losses in fiscal year 2023 represents a rebound in bond market rates after bottoming out in June 2020. In fiscal years 2024 and 2025 (year to date), we began recognizing unrealized gains again.

In March 2020, the Fed enacted emergency rate cuts, slashing the federal funds rate to near zero in response to the economic impact of the Coronavirus pandemic. In response to inflation concerns, the Fed began rate increases in March 2022. In fall 2024, the Fed began a rate cutting cycle and anticipates further cuts to begin in summer 2025.

An increase in dividends and interest beginning in 2024 are partially due to more favorable market conditions and partially due to the College’s short-term investment strategy which is taking advantage of prevailing rates in liquid money market and commercial paper. While not as high as FY24, the College is continuing to see favorable conditions.

**Northwestern Michigan College**  
**Investments Held**  
**March 31, 2025**

Financial Institution	CUSIP	Security Issuer	Abbr.	Security Type	Maturity	Coupon or Interest Rate	Interest Frequency	Cost	NMC Notes
Huntington Bank	313OB1P43	Federal Home Loan BKS	FHLB	U.S. Agency Bond	6/27/2034	5.860%	Semi-Annual	\$ 1,500,000	callable 6/27/25
Huntington Bank	3134GWNX0	Federal Home Loan Mortgage Corporation	FHLM	U.S. Agency Bond	8/27/2030	1.100%	Semi-Annual	\$ 3,900,000	callable on 5/27/25
Huntington Bank	3135GA3L3	Federal National Mortgage Association	FNMA	U.S. Agency Bond	11/23/2029	1.070%	Semi-Annual	\$ 5,000,000	callable on 5/23/25
Huntington Bank	3136G4N33	Federal National Mortgage Association	FNMA	U.S. Agency Bond	8/27/2025	0.500%	Semi-Annual	\$ 5,000,000	callable on 5/27/25
Huntington Bank	3136G45G4	Federal National Mortgage Association	FNMA	U.S. Agency Bond	10/27/2028	0.750%	Semi-Annual	\$ 5,000,000	callable on 4/27/25
Huntington Bank	3134HBDR9	Federal Home Loan Mortgage Corporation	FHLM	U.S. Agency Bond	3/18/2030	4.300%	Semi-Annual	\$ 1,800,000	callable on 9/18/26
Huntington Bank	06945LSF6	Barton Cap Disc Commercial Paper		Commercial Paper	5/15/2025	4.500%	Maturity	\$ 1,335,000	matures 5/15/2025
Huntington Bank	6117P4RE2	Mont Blanc Cap Corp Disc Commercial Paper		Commercial Paper	4/14/2025	4.480%	Maturity	\$ 1,375,000	matures 4/14/2025
Huntington Bank	53943FXNO	Lloyds Bank PLC Disc Commercial Paper		Commercial Paper	10/22/2025	4.250%	Maturity	\$ 1,300,000	matures 10/22/2025
Huntington Bank	56037BW42	Mainbeach FDG DAC Disc Commercial Paper		Commercial Paper	9/4/2025	4.250%	Maturity	\$ 999,000	matures 9/4/2025
Huntington Bank	56274LT61	Manhattan Asset FDG Co LLC Disc Commercial Paper		Commercial Paper	6/6/2025	4.300%	Maturity	\$ 895,000	matures 6/6/2025
Huntington Bank	62479LU78	MUFG Bank Ltd Disc Commercial Paper		Commercial Paper	7/7/2025	4.400%	Maturity	\$ 870,000	matures 7/7/2025
<b>Total Investments Held</b>								<b>\$ 28,974,000</b>	



## **MEMO**

*Public Relations, Marketing,  
and Communications*

**To:** Nick Nissley, President

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

**Date:** 4-14-25

**Subject:** March 2025 Monthly Report

March was a mixed month across media. For paid campaigns, applications and accounts were down YOY, but the campaigns performed much more efficiently. We had a planned spend reduction to better align with historical trends. Even with this reduction, the ROAS (return on advertising spend) and CPA (cost per application) showed YOY improvement. Earned media performance also had mixed results. Media sentiment is very strong. 100% of our news releases got media coverage. The top performing was the Big Little Hero race event announcement. NMC Now featured [Community College Guarantee](#) and [Nursing highlights](#). Shared media followers continue to increase with highest performing posts of the career fair, dental and UAS. The brand strategy implementation planning is in progress with an accelerated phase one timeline to align with the FY25 budget. This includes an August launch and fall enrollment push. 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 March 2025 include:

### ***Paid Media***-Mixed YOY

- Applications: 34
- Accounts: 33

### ***Earned Media***- Mixed

- Media mentions: 74
- Positive/neutral sentiment: 100%
- Publicity value: \$18,300

### ***Owned Media*** - ↑

- NMC Now:
  - Subscribers: 937
  - Open Rate: 55%

### ***Shared Media*** ↑

- Facebook followers: +3% YOY
- Total followers: 14,081
- Instagram followers: +9% YOY
- Total followers: 4,028



**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:** April 28, 2025

**Subject:** Foundation Update

### Update on Philanthropic Activity

As of April 13, 2025, the fiscal year is 78% completed. 126% of the budgeted goal of \$3,250,000 in total activity, with \$4,101,396 gifts, pledges, and in kind gifts recorded.

#### FY25 Total Dollars Raised Through the NMC Foundation

\$2,939,728	Total cash gifts and pledges received to date (including The Fund for NMC)
\$219,066	Gross event revenue
+ \$120,000	Additional cash received from previously documented planned gifts
<b>\$3,278,794</b>	<b>Total raised through donations, event revenue, and realized planned gifts</b>
+ \$500,000	New documentation of planned gift intentions
+ \$322,602	In-Kind Gifts
<b>\$4,101,396</b>	<b>Total Activity</b>

Of the total raised (cash, pledges, and planned gifts), donors are impacting the following areas of the college as of April 13, 2025:

- Unrestricted gifts to the Fund for NMC - \$168,578 (5% of total giving)
- Scholarships, both restricted and endowed funds - \$1,453,390 (41% of total giving)
- Program support and capital projects at NMC - \$1,937,759 (54% of total giving)

#### Foundation Initiatives

- The NMC Foundation Team met, and exceeded, ahead of schedule the fiscal year goal of \$2.4M and a corollary goal in events of \$175,000. **The current fundraising total for the fiscal year is \$4.1M.** The Foundation has secured many significant gifts this spring, including a \$500,000 planned gift commitment for Aviation Scholarships and a \$250,000 cash gift to the Great Lakes Culinary Institute.
- We are very pleased to welcome our new Director of Annual Giving and Special Events, Rachel Urkowitz, whose first day was April 7. We are in the final stages of candidate selection for the Individual Giving Officer (formerly Major Gifts Officer) position.
- The Alumni Relations program is preparing to launch two important initiatives: an alumni survey to hear directly from alumni about what they desire in an Alumni Relations program, and the search for our 'Top 75 Alumni' as part of our 75th anniversary celebrations. Stay tuned for more on these two projects.
- NMC Foundation board, staff, and heads of the Advancement & Community Engagement division departments, have evaluated the four firms invited to present their proposals on the Comprehensive Campaign Feasibility Study. Based on those evaluations, we are recommending The Winkler Group.
- It's event season! A Taste of Success is April 25, and the Scholarship Open is August 6. The A Taste of Success Committee has set a record for highest sponsorship revenue of any Taste event at \$85,300, and the event is sold out! The Scholarship Open 2025 committee has been busy soliciting sponsorships and

planning the event. As of mid-April, the committee has secured 29% of their fundraising goal, including a Tournament Sponsor (top sponsor) at the \$7,500 level.

- The preliminary meetings of the four 75th Anniversary celebration subcommittees are wrapping up at the end of April.

Northwestern Michigan College  
Board of Trustees  
**Audit Committee Minutes**  
April 8, 2025  
President's Office Conference Room  
Tanis Building  
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Kennard Weaver called the meeting to order at 2:00 p.m.

Members Present: Kennard Weaver, Andy Robitshek, Ken Warner

Others Present: Nick Nissley, Lynne Moritz, Troy Kierczynski, Lindsey Lipke, Stephanie Cleaver, Barbara Garza

**Annual Audit Planning**— Stephanie Cleaver, Engagement Partner, and Barb Garza, Senior Manager, presented the Andrews Hooper Pavlik team that will be working on the College and Foundation audits. Garza reviewed the services to be provided and the audit timeline. Cleaver acknowledged that in switching audit firms, there will be increased workload on the Business Office and adjacent areas as the auditors seek to understand college processes. New auditing standards were also reviewed, including standards that will be effective for FY2026.

Committee Chair Kennard Weaver requested all reports include explanation of acronyms, emphasized the Board's interest in full disclosure, and requested additional review of internal controls. Chair Weaver shared a document on "The 6 steps to evaluate your internal control system."

The President's Office will coordinate scheduling of future meetings, including those in October leading to the FY25 Audit Report at the October 20 regular meeting of the full Board of Trustees.

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

The meeting was adjourned at 2:21 p.m.

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

Northwestern Michigan College  
Board of Trustees  
**Executive Committee Minutes**  
April 21, 2025  
President's Office Conference Room  
Tanis Building  
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Laura Oblinger called the meeting to order at 2:30 p.m.

Members Present: Laura Oblinger, Chris Bott, Mark Keely

Others Present: Nick Nissley, Lynne Moritz

**President's Update**—President Nissley shared an update on the Restoring America's Maritime Dominance Executive Order from President Trump and potential opportunities and impacts on the Great Lakes Maritime Academy and Freshwater Research and Innovation Center. Nissley shared an update on the implementation of the Facilities Master Plan, noting that it will be recommended to the Building & Site Committee, and then the full Board of Trustees, to consider renaming the University Center Campus to the Boardman Lake Campus. It was suggested that the Board Policy Committee review Policy A-106.01 Naming Opportunities to clarify that the naming of campuses is a responsibility of the Board of Trustees. The intent of the policy will be honored as the renaming of the UC Campus is considered; numerous stakeholder groups will be communicated with as the proposal moves forward. Finally, Nissley noted that negotiations for bargaining contracts with faculty units is underway, as the contracts expire July 31, 2025.

**Review of Upcoming Agendas**—Chair Oblinger reviewed the agenda for the upcoming study session on Wednesday, April 23, 2025, which will focus on the Open Meetings Act and Freedom of Information Act. The draft agenda for the April 28 meeting of the full Board was also discussed.

**Consulting Expenses**—At the February 2025 Board Retreat, it was requested that a summary of consulting expenses over the past several years be reviewed. The data is meant to inform if, and when, contracted consulting services may be better brought in-house. Emphasis on internal expertise.

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

**Other Discussion**—There was discussion regarding the status of the employee retention credit from the federal government.

The meeting was adjourned at 3:28 p.m.

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



Northwestern Michigan College  
Board of Trustees  
**Building & Site Committee Minutes**  
April 23, 2025  
President's Office Conference Room  
Tanis Building  
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Kennard Weaver called the meeting to order at 3:00 p.m.

Members Present: Kennard Weaver, Ken Warner, Chris Bott

Others Present: Nick Nissley, Lynne Moritz, Troy Kierczynski, Pat Quinlan, Ben Herman

**Geothermal Project Recommendation**—Vice President of Finance and Administration Troy Kierczynski thanked Facilities Manager Pat Quinlan and Project Manager Ben Herman for their work in managing the RFP process related to the geothermal exchange project. Quinlan and Herman reviewed the proposals and explained the rationale for recommending The Christman Company. There was discussion regarding the project timeline in conjunction with other facilities master plan projects and potential funding options if federal credits for the project are withdrawn. The committee stated that full funding for the project exclusive of the potential credits must be in place before the next stage of the design-build process is approved.

Ken Warner made a motion, seconded by Chris Bott, recommending moving forward with The Christman Company for the first phase of the project, for the full Board of Trustees to consider formal approval at their regular meeting on April 28, 2025. The motion passed unanimously.

**University Center Update**—President Nissley shared that university partners began moving their offices from the University Center Campus to the James Beckett Building located on the Front Street Campus this summer. This planned move (part of the 2025 facilities master plan) enhances vibrancy and collaboration, positions students closer to centralized services, and reflects how learning has evolved, no longer requiring physical classroom space for every experience. As part of the evolving implementation of both the campus master plan and brand strategy, it will be recommended to formally rename the “University Center” campus to the “Boardman Lake Campus.” This change reflects both practical realities and strategic opportunities for NMC and our university partners. Renaming the University Center campus helps prevent confusion for current and prospective students. The new name, Boardman Lake Campus, will better reflect the site’s geography and aligns with naming conventions used for NMC’s other campuses such as Front Street, Aero Park, and Great Lakes. The recommendation will be formally made to the committee at their May 13 meeting, to then be considered for approval by the full Board of Trustees on May 19.

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

The meeting was adjourned at 3:49 p.m.

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

**To:** Dr. Nick Nissley, President  
**From:** Todd Neibauer, VP for Student Services and Technologies  
 Troy Kierczynski, VP for Finance and Administration  
**Date:** April 9, 2025  
**Subject:** 2025-26 Housing and Meal Plan Rates



### ***Board Authorization***

Board authorization is requested for housing and meal plan rates for FY26. Recommendations:

- **Residence Halls:** We propose a 3% adjustment to East Hall and North Hall room rates. The change amounts to \$100 per semester, or \$200 annually per resident hall student.
- **Apartments:** We propose a 3% adjustment for the College Drive Apartments and a 4.5% adjustment for the Front St Flats Apartments, which are newly renovated and in higher demand.
- **Meal Plans:** We propose a 2.7% increase to meal plan option 1, a 3.2% increase to meal plan option 2, and a 3.7% increase to meal plan option 3. The proposed change in each plan amounts to \$50 per semester, or \$100 annually per student.

### ***Residence Hall Room Rates — Proposed***

Following are the recommended annual housing rental rates for FY26:

Residence Hall	Unit Description	FY24 Rates	FY25 Rates	FY26 Rates	% Change
North Hall	Double Room*	\$6,000	\$6,200	\$6,400	3.2%
North Hall	Single Room	\$6,800	\$7,000	\$7,200	2.8%
East Hall	Double Room	\$5,750	\$5,950	\$6,150	3.4%
East Hall	Single Room*	\$6,200	\$6,400	\$6,600	3.1%

*\*limited availability*

### ***Apartment Rates — Proposed***

Following are the recommended monthly apartment rental rates for FY26:

Property	Unit Description	FY24 Rates	FY25 Rates	FY26 Rates	% Change
College Drive	2 Bedroom (semester lease)	\$925	\$950	\$980	3.2%
College Drive	1 Bedroom (semester lease)	\$800	\$825	\$850	3.0%
Front St. Flats	2 Bedroom (semester lease)	-	\$1,100	\$1,150	4.5%
Front St. Flats	1 Bedroom (semester lease)	-	\$975	\$1,020	4.6%

Dorm residents and apartment leaseholders have access to free laundry and the NMC Fitness Center.

### ***Meal Plans – Background and Proposed Rates***

The NMC residence hall housing contract stipulates that all East hall residence students must choose a meal plan at the Hawk Owl Cafe. Meal plan balances can be transferred from Fall to Spring, however, any balances left at the end of the Spring semester are not refunded. In addition, there are no meal plan refunds after the start of classes.

Following are the recommended meal plan rates for FY26:

<b>Meal Plan Rates – <i>Academic Year</i></b>	<b>FY24 Rates</b>	<b>FY25 Rates</b>	<b>FY26 Rates</b>	<b>% Change</b>
Meal Plan - Option 1	\$3,600	\$3,700	\$3,800	2.7%
Meal Plan - Option 2	\$3,000	\$3,100	\$3,200	3.2%
Meal Plan - Option 3	\$2,600	\$2,700	\$2,800	3.7%



## ***MEMO***

### ***Administrative Services***

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**To:** Dr. Nick Nissley, President  
**From:** Troy Kierczynski, Vice President of Finance & Administration  
**Date:** April 16, 2025  
**Subject:** Recommendation for Contracted Security Services

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This document provides an overview and recommendation for a three-year contract extension with STT, Inc (“STT”, d/b/a STT Security Services) for on-campus security services.

#### **Board Authorization Requested**

Authorize the administration to enter into a three-year contract with **STT, Inc.** for campus security services at all campuses for the three (3) years beginning August 1, 2025, at an estimated three-year total cost of \$2,199,847 based on 26,700 annual staffing hours per year.

#### **Background/Scope of Work**

From 2007 to 2022, NMC contracted its security services through DuHadway, Kendall & Associates, Inc. (d/b/a DK Security). In June 2022, following a formal RFP process that solicited 6 bidders, the Board of Trustees approved a new contract with STT, Inc. for a 3-year total contract of \$1,989,981 based on 26,700 hours.

Over the last three years, STT has proven to be a valuable NMC partner. They’ve exceeded expectations in regards to professionalism, communication, and reliability of service. STT is knowledgeable and experienced in the safety and security field, maintains a robust officer training program, leverages their propriety software to share incident tracking and reporting (daily logs) with administration, and collaborates with NMC on process and service improvement initiatives.

STT is based out of Mt. Pleasant, MI, and maintains multiple clients in Traverse City which allows them flexibility to rotate or reassign officers in the event of coverage gaps, adding further benefit to NMC.

In a summer 2024 independent security assessment conducted by Security Risk Management Consultants (“SRMC”), they proposed NMC consider bringing the security services function “in-house” and offered robust analysis on the “pros and cons” of insourced vs. outsourced security

services. For security services, I believe an outsourced relationship remains advantageous for NMC from both a cost and quality of service perspective.

Based on these factors, NMC worked directly with STT to negotiate their proposed terms for a three-year renewal:

- No change in markup from current contract (remains at 43%)
- 3% increases in pay rates for officers, shift supervisors, and the site supervisor
- No change in scope of services, which includes but is not limited to:
  - Security monitoring and patrols at all five NMC campuses
  - Securing the physical assets of NMC, ensuring buildings and rooms are locked during periods of non-use and free from any unauthorized personnel
  - Security escorts non-motorized (walk escorts) for NMC faculty, staff, and students
  - Support of other College related operations as needed
  - Background checks, vehicle record checks, and performance monitoring for all assigned officers, shift supervisors, and the site supervisor
  - Staff management and evaluations
  - Scheduling of personnel
  - Training of personnel, including onboarding and throughout employment including training in Clery, Title IX, VAWA, CPR/AED, de-escalation, first aid, report writing, and more
  - Site supervision for 2<sup>nd</sup> and 3<sup>rd</sup> shifts, including weekends (24/7 coverage)

The estimated contract is broken down by year as follows:

Year 1	\$711,827
Year 2	\$733,124
Year 3	\$754,896
<b>TOTAL</b>	<b>\$2,199,847</b>

The figures above do not include coverage of special events. Security costs for special events hosted by a third party on NMC property are typically paid by NMC and passed on to the third-party host via contract, such as Hagerty Center weddings, Cherry Festival events, and more.

### **Funding Source**

The source of funds includes both NMC's general fund (approximately 80% - \$1,759,877) and auxiliary fund (approximately 20% - \$439,970). The estimated auxiliary fund portion encompasses officer coverage at North Hall, East Hall, and the University Center; actual billings from STT are based on actual staffed hours at each location.



## **MEMO**

### **NMC Foundation**

Division of Advancement &  
Community Engagement (ACE)

**To:** Nick Nissley, Ed. D., President

**From:** Dino Hernandez, Vice President of College Advancement (VPCA)/Executive Director NMC Foundation

**Date:** April 22, 2025

**Subject:** Recommendation for Campaign Feasibility Study - The Winkler Group

This document provides an overview and recommendation for a contract with *The Winkler Group* for a campaign feasibility study. We will test the feasibility of a campaign ranging from \$50M - \$75M with a potential stretch goal of \$100M that supports the capital, program, endowment and unrestricted needs of Northwestern Michigan College.

#### **Board Authorization Requested**

Authorize the administration to enter into a contract with *The Winkler Group* for campaign feasibility study services beginning May 1, 2025 and completing in August 2025, for a **total cost of \$60,000.00**. An optional Phase II and III of the proposal entails on-going consulting at \$15,000/month with a recommendation for 18 months. Full proposal is available upon request.

#### **Background/Scope of Work**

Similar to the NMC Foundation's *Be What's Possible Campaign* that officially began in 2016, Northwestern Michigan College (NMC) and the NMC Foundation contracted with a firm in 2015 to assess internal/external capacity and readiness to test the potential for a \$35M Campaign. The feasibility study prepared by Westwind Consulting was delivered to NMC/NMCF on September 19, 2015, approving the goal and making recommendations. The total expenses for Westwind Consulting's feasibility study was \$77,301 for the feasibility study itself with additional consulting services totalling \$177,301 over two years.

With deep thanks to the hard work of that former team, the *Be What's Possible Campaign* successfully concluded on June 30, 2021, at \$40.2M.

In 2024, President Nissley recruited Mr. Hernandez after an international search to specifically plan and prepare for NMC's next comprehensive campaign. A seasoned higher education

advancement leader of 30 years, Mr. Hernandez has moved very swiftly to secure bids, engage the NMC Foundation Board leadership, and the Ad Hoc Committee (which included staff and department leaders as well as NMCF Board Development Committee) to identify the right firm to assist NMC and its Foundation. The firm selected, The Winkler Group, will test the internal and external readiness for a proposed \$50M-\$75M Comprehensive Campaign with a stretch goal of \$100M over seven to no more than eight years (FY25 – FY32). This campaign timing also aligns with the creation of a new three-year Strategic Plan in 2025-26 which supports the rationale for our case for support. Lastly, the Campaign proposed eight-year timeframe 2025-2032 would begin as the College concurrently celebrates its 75<sup>th</sup> Anniversary in calendar year 2026.

The scope of work for the campaign feasibility study entails a Phase I which would craft the feasibility study itself; identify the major donors and key volunteers to interview; and determine the correct messaging. It would also entail assisting NMC with developing a case for support prospectus and advanced wealth screening. The Winkler Group would then conduct the face-to-face interviews on-site. The lead consultant, Mr. Raymond Carnley, Ed.D., Sr. VP of Client Services is a former Vice President of Advancement with 25 years of experience. He will also be joined by Mr. John Jaraczewski, also a former Vice President and Executive Director as the NMC Project Lead. John has 25 years of experience in higher education fundraising and was most recently Executive Director of Spartanburg Community College and notably grew corporate giving at that institution.

Phase II and Phase III (optional) would entail campaign planning and strategy, steering committee identification, recruitment and training; board training; materials/systems processes and prospect prioritization.

### **Funding Source**

The source of funds includes both NMC's Strategic Fund as well as expenses covered directly by the NMC Foundation. Recommendation is that the full feasibility cost of \$60,000 be split evenly by NMC and the NMC Foundation. The optional Phase II and Phase III \$15,000/monthly will be determined in the future if needed. As the College has concluded a successful comprehensive campaign and VPCA Hernandez is a seasoned higher education advancement professional with 30 years of experience, we will likely not need as much on-going consulting. The College and the Foundation will benefit from this immediate and long-term cost savings.

The anticipated cost for this request will be far less than what was spent in 2015 (\$177,301) versus now in 2025 (\$60,000) on a much higher goal (\$35M in 2015 versus \$50M-\$75M to stretch goal \$100M in 2025). Based on a conservative estimate of a \$75M goal, NMC and the NMC Foundation would only be spending less than one penny for every dollar raised based on a \$60,000 expenditure.



EXHIBITIONS | PERFORMANCES | MUSEUM STORE

To: President Nick Nissley  
From: Craig Hadley  
Re: FY26 MACC Project Experience Grant Application Authorization  
Date: April 1, 2025

Dear President Nissley,

Greetings. This memo is to notify you that the Dennon Museum Center at Northwestern Michigan College intends to apply to the Michigan Arts and Culture Council (MACC, formerly MCACA) for a Project Experience Grant for FY26. MACC funding has generously supported exhibition, programming, and concert-related expenses at the Dennon Museum Center for many years.

Per MACC grant application requirements, we formally request that the NMC Board of Trustees approve the following statement at its regularly scheduled April 2025 meeting as follows:

The Dennon Museum Center at Northwestern Michigan College is authorized to apply for MACC grant funding up to the award ceiling of approximately \$45,000 in the project experience support category for FY26.

We would greatly appreciate having this request placed on the board agenda for approval. Please let me know if you have any questions about this funding opportunity.

Sincerely,

A handwritten signature in black ink, appearing to read "Craig Hadley". The signature is fluid and cursive, with a long horizontal stroke at the end.

Craig Hadley  
Executive Director and Chief Curator

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