



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

Meeting Agenda

Monday, October 20, 2025

Timothy J. Nelson Innovation Center

Room 106/107

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, and Rearrangements

II. STRATEGIC FOCUS

- E. Mission & Values in Action—*Aydn McHugh, Marine Technology Society*
- F. Update on the new NMC Strategic Plan (2026-2029)—*Jason Slade, Vice President, Strategic Initiatives*

III. REPORTS AND PRESENTATIONS

- H. Audit Presentation—*Barbara Garza & Stephanie Cleaver, Andrews Hooper Pavlik*
- I. Faculty Report: Biomedical Engineering Technology—*Joe Deater, Instructor*

IV. PUBLIC INPUT

Each person wishing to address the Board during public comment must be present and shall provide their name, address, city, phone, and issue to be addressed on a form provided prior to the meeting. The topic addressed should be related to business within the jurisdiction of the Board. Forms will be collected and given to the Board Chair prior to the call for order. Comments will be limited to (3) three minutes in length per speaker. The Board will take public remarks into consideration, but will not comment at the time of input.

V. UPDATES

- K. President's Update—*Nick Nissley*
- L. Board Update—*Laura Oblinger, Chair*
- M. MCCA Fall Board of Directors—*Kennard Weaver, Alternate MCCA Representative*

V. 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:

- N. Minutes of the September 22, 2025, study session
- O. Minutes of the September 22, 2025, regular meeting
- P. Enrollment—*Todd Neibauer, Vice President for Student Services and Technologies*
- Q. Financial Report—*Troy Kierczynski, Vice President, Finance and Administration*
- R. Public Relations, Marketing & Communications—*Diana Fairbanks, Associate Vice President, Strategic Communications and Change Initiatives*
- S. Advancement Report—*Katharine Marvin, Vice President of Advancement*
- T. Audit Committee—*Kennard Weaver, Committee Chair*
- U. Building and Site Committee—*Kennard Weaver, Committee Chair*
- V. Executive Committee—*Laura Oblinger, Committee Chair*

VI. ACTION ITEMS

V. Acceptance of NMC Audit (Pursuant to Policy A-106.00 Finance)

Recommend acceptance of the financial audit of Northwestern Michigan College for the fiscal year ended June 30, 2025, as presented.

W. FY27 Five-Year Capital Outlay Plan (Pursuant to Policy A-106.00 Finance)

Recommend approval of the FY 2027 Five-year Capital Outlay Plan for submission to the Michigan Office of the State Budget as presented.

X. Dennos Museum Center Strategic Plan (Pursuant to Museum Accreditation Requirements)

Recommend approval of Dennos Museum Center strategic plan to be provided by application to the American Alliance of Museums (AAM) in October 2026.

Y. Tribal Council 2% Funds Application (Pursuant to Submission Requirements)

Recommend authorization for administration to submit application for the 2% grant from the Grand Traverse Band of Ottawa and Chippewa Indians video gaming revenue as presented.

Z. Foundation Fundraising and Accounting Software Renewal-Blackbaud (Pursuant to Policy A-106.00 Finance)

Recommend authorization for administration to enter into a three year contract with Blackbaud for its fundraising and financial accounting software package at a total cost of \$265,498 over a three year period. The expense will be funding equally by the College's general fund and the NMC Foundation operating budget.

AA. Valleau Property (Pursuant to Policy A-106.00 Facilities)

Recommend authorization for administration to convey without consideration the College's interests to the State through a quit claim deed.

BB. Campus Wireless Access (Pursuant to Policy A-106.00 Finance)

Recommend authorization for administration to enter into a contract with People Driven Technologies in the amount of \$52,723.86 to renew maintenance and licensing for the college's wireless infrastructure equipment and management software.

CC. Closed Session (Pursuant to Policy A-106.00 Other)

Recommend that the Board convene in closed session as permitted by Section 8(h) of the Open Meetings Act, MCL 15.268(h), to consider one privileged legal memo prepared by the college's outside counsel, Miller Canfield, PLC, which are materials exempt from discussion or disclosure under state or federal statute as written attorney-client communications in connection with Section 13(1)(g) of Michigan's Freedom of Information Act 15.243.) ***(Required two-thirds majority roll call vote of members elected or appointed and serving)***
current litigation

DD. Reconvene Regular Session (Pursuant to Policy A-106.00 Other)

Recommend the closed session adjourn and the open session of the regular meeting be reconvened. ***(Roll call vote)***

VII. 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.

VIII. ADJOURNMENT

Upcoming Board Meeting Dates:

All Board meetings are open to the public.

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

December 15, 2025 - Timothy J. Nelson Innovation Center, Room 106/107

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

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

March 23, 2026 - NMC Hagerty Center, Room C

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

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

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



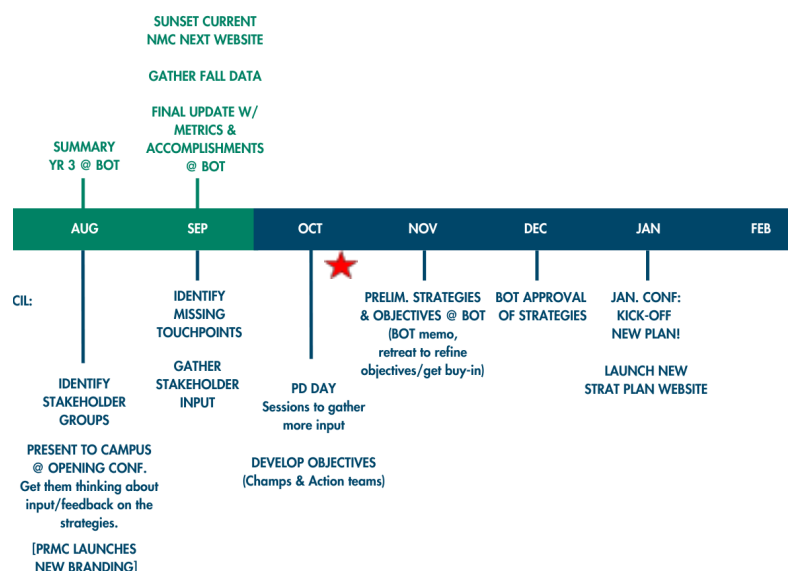
To: Dr. Nick Nissley, President

From: Jason Slade, Vice President of Strategic Initiatives

Date: October 13, 2025

Subject: Strategic Initiatives Update: *October 20, 2025 Board of Trustees Meeting*
Topic: *Board Update on the new NMC Strategic Plan (2026 - 2029)*

The development of the next strategic plan (2026-2029) continues. As shared last month, the college is moving from strategy development (Stage 1) to objective development (Stage 2). Here are the current updates documenting the progress through the strategy development phase of the plan.



Progress is being made drafting a Strategic Impact Statement which is designed to unify NMC's mission and vision to the strategies in the new plan. It gives us the focus to prioritize what matters most, the discipline to make hard choices, and the direction to rally the entire college and the community around a shared path forward. This will eventually be revised down to a single statement.

Draft Strategic Impact Statement Options (as of October 13, 2025)

Anchor + Edge: NMC's strategy is to compete and thrive in a changing higher education landscape by focusing where we can lead. We will deliver frictionless enrollment and support pathways that remove barriers and create belonging for every learner, while investing in the programs and partnerships that bring national distinction to Traverse City. By prioritizing boldly, for students, for employees, and for our community, we will secure NMC's role as both the region's first choice and a source of excellence recognized far beyond it.

Access + Excellence: NMC's strategy is to ensure every student and employee can succeed by focusing on what matters most. We will provide frictionless enrollment and support pathways that make education accessible and connected for every learner, while elevating programs and partnerships that bring national distinction to NMC. Through this focus, we will remain Northern Michigan's first choice for education and opportunity, and strengthen our reputation as a college that makes a lasting difference for our region and beyond.

Over the past two months, feedback on the draft strategies has been gathered from many stakeholder groups, including the Strategic Plan Steering Committee, Leadership Council, Foundation Board, student groups, the five University Partners, Judicial Affairs, and ESIMT. Future focus groups include Faculty Council, Staff Council, the general public, Human Resources, Dennon and IAF staff, as well as many community partner organizations.

Draft Strategies (as of October 13, 2025)
Future-Focused Education: Equip learners for a rapidly changing world through purposeful pathways, durable skills, and technology literacy.
Enrollment and Student Success: Advance enrollment and student success by removing barriers and ensuring every learner experiences the coordinated support needed to persist and achieve their goals.
Vibrant Campus and Colleagues: Make NMC a vibrant campus and workplace by transforming our facilities and investing in faculty and staff as an employer of choice, building the capacity that sustains NMC's future.

Strategic drivers create the framework for objectives that reach across departments and exhibit the characteristics that our stakeholders felt were a MUST in the next plan. Objectives will be developed encompassing some or all of these strategic drivers. Leadership Council has begun this process.

Draft Strategic Drivers (as of October 13, 2025)
Living Our Brand: Embed our brand ethos— innovation, collaboration, and impact—into every aspect of our institution, from student experiences to strategic partnerships.
Community Partnerships: Proactively embed and leverage strategic community partnerships across all college initiatives to advance community engagement, foster economic and workforce development, and create innovative opportunities for lifelong learning.
Stewardship & Sustainability: Secure NMC's long-term vitality and growth by strategically leveraging smart resource investments, innovative funding models, optimized operations, and forward-thinking partnerships.
Human-Centered Excellence: Foster an inclusive, supportive, and empowering environment that prioritizes the holistic well-being, success, and continuous development of every student and employee.

A condensed summary of feedback is noted below:

Structure & Clarity

- Three strategies were seen as clear and manageable.
- Strategic drivers are helpful for focus, but expecting all four to apply to every objective is not realistic. A more flexible approach (at least one driver per objective) was suggested.

Competitive Advantage

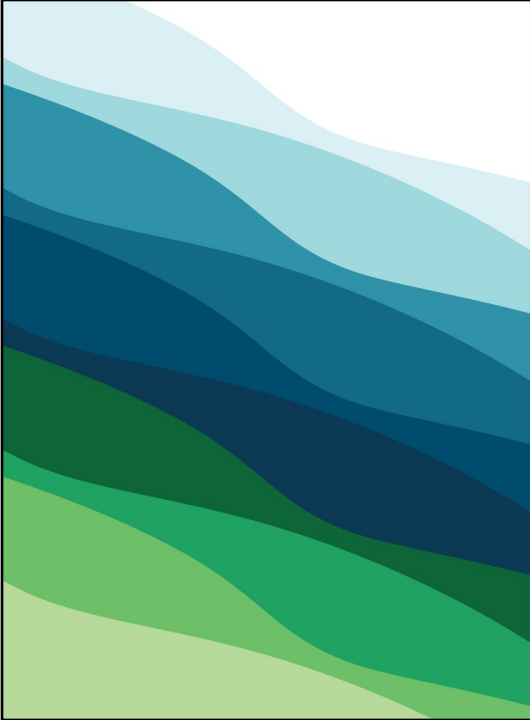
- Strategies by themselves do not differentiate NMC; true advantage will come from bold, specific objectives and action steps. Several groups encouraged stronger, more aspirational wording.
- Some suggested reframing advantages in terms of how strategies give *students* a competitive edge. Feedback will be incorporated at the objective level.

Prioritization

- Fewer strategies plus the use of drivers should help prioritize.
- Concerns remain about how priorities will rise to the top and how to filter “good ideas” before they become objectives.
- The plan should remain a “living” document with flexibility to adjust midstream as conditions change.

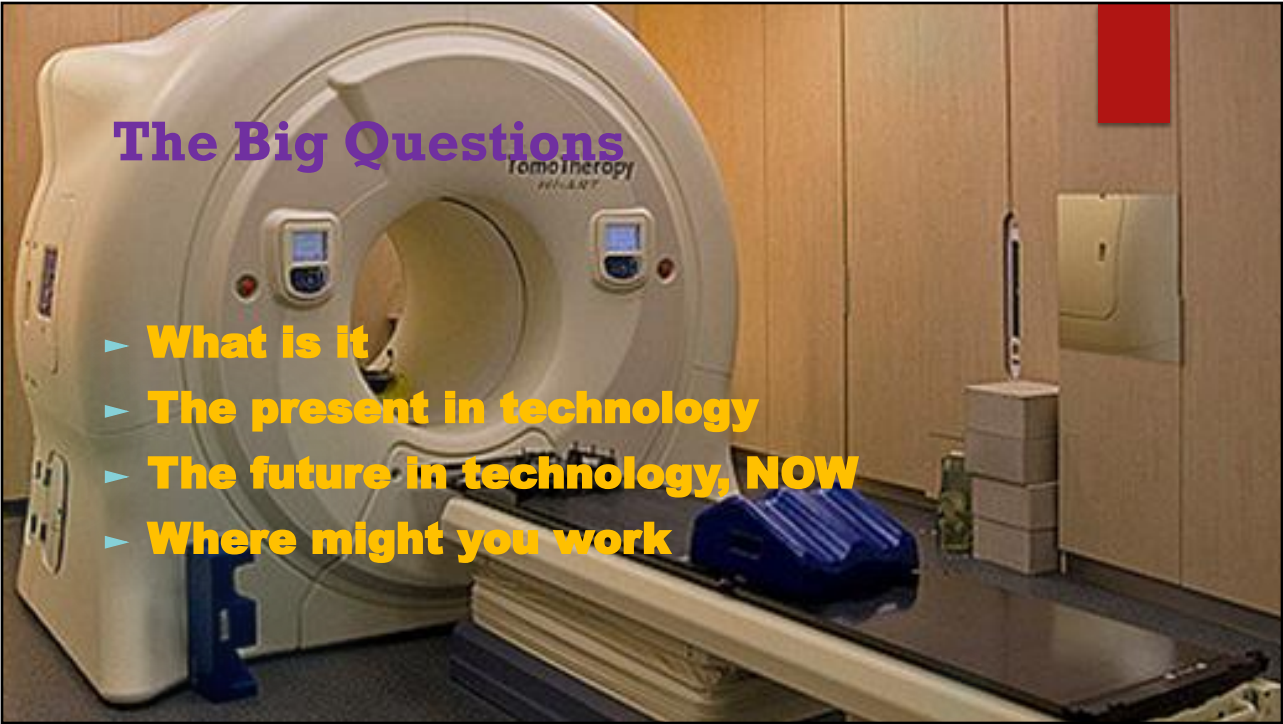
Avoiding Silos

- Risk of siloed implementation is still high if objectives are assigned too narrowly.



Biomedical Engineering Technologies

Joe Deater
Munson Healthcare
BMET III
Biomed Eng Tech Instructor



The Big Questions

- ▶ What is it
- ▶ The present in technology
- ▶ The future in technology, NOW
- ▶ Where might you work

The future will be in our hands

- According to the U.S. Bureau of Labor statistics, there will be 60,000 Biomed Technicians leaving the field due mainly to retirement, in the next 10 years. BMET programs are only graduating less than 4000 new professionals in the next 10 years.
- $60,000 - 4000 =$ approximately 56,000 openings to be filled??????
- Do you want to help people, be in healthcare, but not necessarily direct patient care?
- There are estimated to be less than 55 Biomed Tech Programs across the country, left!

Why Consider Being a Biomed

- The ultimate STEM career
- Associates Degree–In Michigan, your degree could be free!
- World wide opportunities
- Cutting edge technology

Thank you



Current students, soon-to-be techs



Recruiting as much as possible



Northwestern Michigan College



MEMO
Office of the President

To: NMC Board of Trustees
From: Nick Nissley, President
Subject: October Mid-Month Update
Date: October 9, 2025

Dear Board of Trustees,

Since our September Board meeting the following are key updates.

Dual Enrollment Growth

At the September meeting, Vice President of Student Services and Technologies Todd Neibauer shared the very positive news of NMC's overall enrollment growth, with this fall being our seventh consecutive semester of increasing enrollment, reaching a headcount of 3,460. Students are also taking more classes, with contact hours up 8.2%. We're also proud of our dual enrollment growth. Combined, 544 high school students are dual enrolled or in an early college program at NMC this fall, a 13 percent jump from fall 2024. High school students now make up nearly 16% of the 3,460 students on campus. Hitting that record took an all-out NMC effort on financial, communication, and programming fronts, including a new, lower tuition rate. Recall, until last year, the tuition rate for students outside Grand Traverse County left a difference that families had to pay out of pocket.

This good news bears repeating, particularly because it was with support from the Board of Trustees, that a new rate for out of district dual enrolled students was approved in January 2024, nearly eliminating the out of pocket expense previously paid by the student. Simply, for the student and the family, it gives them an opportunity to get a head start and save money. Beyond the head start, research shows that students who dual enroll, are more likely to get to the finish line – graduation.

Development of the Next Strategic Plan

The Strategic Planning Steering Committee (SPSC) met on September 24 to discuss the proposed evolution of the draft strategies (future focused education, student enrollment &

success, and vibrant campus & colleagues) and strategic drivers (previously called enabling strategies these are living our brand, community partnerships, stewardship & sustainability, and human-centered excellence). Strategies have been refined based on input from stakeholder groups, including from the Board Study Session on September 3, and a strategic impact statement is in development. Leadership Council, a group of 40+ leaders across the college, has also been providing input and brainstorming on what the most important work in these strategies may look like ahead of developing specific objectives. As we gather input from the community via a survey and an open session on October 15, and meet again with the SPSC at the end of the month, we look forward to getting further Board input on what is emerging when we gather for a Study Session on November 5.

Building Tomorrow

This month we hosted our annual "Building Tomorrow" event, with more than 450 local high school and junior high school students taking part over the two days. It's a hands-on, skilled trades career exploration event. The goal is simple: *to bridge education and workforce, inspiring future builders and skilled tradespeople, and helping fill regional demand for skilled trades*. Through six dynamic stations, students discover the empowering skilled trade programs offered by NMC, including Carpentry, Electrical, HVAC/R, Welding, and Automotive. Students are able to: engage in conversations with industry experts; handle and use real workplace equipment, tools, and technology; relate classroom learning to real-world applications; and, explore the various programs offered by Northwestern Michigan College.

Welcoming NMC's University Partners to Our Front Street Campus

On September 23, we formally welcomed and celebrated our University Partners relocation to the James Beckett Building on the Front Street Campus with an Open House event, themed "Partners in Possibility: Opening doors to stronger collaboration, greater access, and a shared future." Representatives from Central Michigan University, Davenport University, Ferris State University, Grand Valley State University, and Michigan State's Institute of Agricultural Technology spoke at the event. It marked the transition to the Beckett Building, driven by our campus master plan's goal to consolidate the former University Center operations to the main Front Street campus. The move enhances service to NMC students by bringing our University Partners closer to our students. Collaboration between NMC and our University partners is critical to student success, with approximately half of NMC students transferring to complete a four-year degree. Since the University Partners were established in 1995, more than 10,000 area students have earned advanced degrees over those 30 years – affording students from the region an opportunity to *start here, stay here*.

That same day, I signed an MOU with Ferris State University's president, Bill Pink – a formal agreement to launch "Direct Connect" – a dual admission program creating a streamlined path between Northwestern Michigan College and Ferris State University. Direct Connect

provides a streamlined path for students with guaranteed admission/transfer, and comprehensive support - from both NMC and Ferris. Most of all, our students will appreciate the efficiency and financial savings. Together, we'll leverage this student-centered strategy and move the needle on student success. NMC also offers Direct Connect programs with Davenport and Grand Valley.

MCCA's Student Success Summit

NMC was well represented at the recently held Michigan Community College Association's "Student Success Summit" in Lansing. It's an annual event for sharing ideas and best practices that strengthen our state's community colleges and support student success. At the event, the MCCA Leadership Academy Fellows participated in a graduation ceremony, marking their completion of the year-long leadership development program. We were able to cheer on NMC's fellows: Megan Bylsma (Director of Development) and Lindsey Lipke (Controller).

Blue Tech Challenge

On the heels of last month's groundbreaking ceremony for the Freshwater Research and Innovation Center, where we gathered with our partners (Discovery Pier, Traverse Connect, 20Fathoms, and Michigan Technological University) to begin construction on the \$28.9 million collaborative effort to build our region's blue tech capacity - NMC's Strategic Initiatives Department completed the first of four Blue Tech Challenges, which will run through 2028. The Blue Tech Challenge is affording a glimpse of the kind of work that we're envisioning at the Freshwater Research and Innovation Center - the intersection of blue tech and entrepreneurial endeavor - and we're seeing that envisioned future being realized right now! The three finalist start-up companies made their final pitch at the Oceans 2025 Conference in Chicago, on October 1. The first place winner was Wave Lumina (\$35,000), the second place winner was Meknology (\$15,000), and the third place winner was Sequestro (\$10,000). Wave Lumina is a Traverse City-based start-up and is currently working out of NMC lab space. Each start-up had a company display in the Northern Michigan Blue Tech Booth, along with the NMC Great Lakes Water Studies Institute, Discovery Pier's Freshwater Research and Innovation Center, Fish Pass, 20Fathoms, and Traverse Connect. The Blue Tech Challenge finale and Freshwater Research and Innovation Center displays drew significant conference attendee interest. Attendees learned more about what "Blue Tech" stands for and how NMC, and its partners, are contributing to Blue Tech education, industries, and the greater Blue Economy. It was an amazing collaborative effort!

Advancement Division

Strong momentum continues across the Advancement division this fall. On September 30, I attended the Foundation's first-ever Chicago alumni and industry event held in conjunction with the Oceans25 Conference, which took place in the Midwest for the first time. More than 60 water studies alumni, students, corporate partners, and donors joined us, and the

event created new networking, employment, and philanthropic opportunities. While in Chicago, members of the Foundation team also supported the Great Lakes Blue Tech Innovation Challenge and met with key donors.

The Foundation's feasibility study is entering its final stage. The Winkler Group has completed 53 in-person interviews and gathered more than 200 survey responses. They are now assessing donor capacity, priorities, and leadership readiness and will present their recommendations to the Foundation Board's Executive Committee on October 16 and to the full Foundation Board on October 22.

Planning for NMC's 75th anniversary continues to move forward. The steering committee met on September 24, and working groups are progressing on flagship events scheduled throughout 2025, including the Top 75 Alumni Recognition, Student and Community Block Party, History Walk and Time Capsule Event, and the Anniversary Celebration (Gala).

The Dennon Museum Center, International Affairs Forum, and WNMC Radio remain active contributors to community engagement and outreach. The Dennon is hosting seven public programs in October, IAF has three major events in October, and WNMC continues to elevate alumni and corporate voices through its speaker series.

National Association for Community College Entrepreneurship (NACCE)

Last month, I shared with you that the NACCE Board meeting gathered in Tennessee. This month, I attended their annual conference in San Diego. It afforded me an opportunity to 'say thanks' to the foundation supporting the "Pitch for the Trades" which was our first-in donation that supported our acquisition of the 3D concrete printer. Additionally, it allowed me to network with peers who are leveraging entrepreneurial mindedness in their colleges, and to hear/see what kind of strategic investments they're making, by leveraging innovative action. Lastly, NMC was afforded some time on the main stage to share more about our Office of Possibilities. My key message in describing OOPs to them: OOPs serves NMC as a sort of catalyst for innovation – it's not an actual office, rather it's a way of thinking, a means to shape our culture, to develop entrepreneurial mindedness and innovative action. I also shared some things we can draw a solid line of connection between OOPs and the innovation outcome, other things are more of a dotted-line influence. And, lastly, described how we're evolving into a 2.0 model - less skunkworks and more aligned to the college's strategic priorities.

Aviation Enrollment

As you're well aware, last month we held our Aviation Hangar Expansion Ribbon Cutting ceremony. The goal was simple: hangar and fleet expansion would allow us to serve more students aspiring to become pilots. I am proud to share that while we celebrated the completion of the physical construction and expansion last month, NMC's Aviation Director, Alex Bloye, has already begun delivering on the enrollment growth goals. Historically we have enrolled 30 new students each fall. Thanks to this expansion – of planes and hangar

space – it significantly grows our capacity to enroll and train pilots (doubling our hangar space to 33,530 sq. ft., with 19 planes now in our fleet). Alex and his team have already begun delivering on that enrollment growth this semester – with 50 new students started this fall, for a 66% increase. I can proudly say, this expansion demonstrates Northwestern Michigan College's responsiveness to the needs of our region and our ability to deliver results – thanks to the leadership of Alex Bloye, who visioned and executed this amazing endeavor!

State Budget

On October 2, the Legislature finally wrapped up work on the FY 2025–26 state budget, and the Governor signed it into law on October 7. While new revenue for roads has dominated the headlines, community colleges and higher education came out ahead of many in this year's deal. For community colleges, the budget delivers:

- Operations increase: 2%. NMC's state operational appropriation is \$11,163,900. We conservatively budgeted for \$11,100,000, so we're \$64k favorable.
- Reconnect: Fully funded, with boilerplate expanded so that students who enrolled at age 21 can still use the program to finish their credential.
- Michigan Achievement Scholarship (Community College Guarantee): Fully funded.
- Michigan Indian Tuition Waiver: Fully funded.
- MPSERS: Fully funded at the lower employer cap of 15.21%, consistent with the statutory changes for non-university units made last year.
- Dual Enrollment Task Force: Created within MiLEAP, keeping the momentum moving on expanding access and participation.
- Salary Cap: Retained, with improvements. The amended language excludes staff in categories such as teachers, facilities, public safety, technology, research, instruction, academic support, student services, auxiliary services, and public service from the administrative cost calculation, while keeping the 10% cap intact.

The tuition restraint policy remains in place, capping increases at 4.5% or \$227 per student (NMC raised 4.0%, so no concern), and the budget does not include ITEMS funding.

Compared to the cuts many other areas of state government are facing, community colleges and higher education overall fared better than most in this year's appropriation. While there was no capital outlay or earmark for Osterlin, we remain hopeful. We are hearing that there is growing leadership agreement to move a capital outlay supplemental before year end (and, we will continue to seek a commitment to include Osterlin).

Faculty Advising

Recall, the new three-year contract with the NMC Faculty Association and the NMC Faculty Chairs Association was approved by the Board on July 21, and introduces an

innovative new student advising initiative. Beginning in the academic year 2027, every NMC student will be required to meet with an advisor until they have a My Academic Plan (“MAP”) in place. Faculty will play an active role in this process, receiving training in AY26 and advising a minimum of 12 students annually starting in AY27. On October 3, faculty gathered for a Friday Forum to review and discuss the upcoming faculty advising responsibilities. Facilitators Brandon Everest from the Faculty Association and Lindsey Dickinson from Advising shared a big picture overview of the faculty advising program and gathered faculty feedback. We’re really proud of this example of entrepreneurial mindedness and innovative action, coming out of the collective bargaining process, designed to support student success. This past Friday’s event was an initial step as we seek to make the new endeavor effective for students and faculty.

Points of Pride

- The **Hawk Owl Café** is an example of tremendous growth (driven by growth in on-campus housing occupancy and our vibrant campus). Over the past 5 years, the Café’s sales have grown from \$354,000 in 2021 (when we brought this in house) to \$1,036,000 in 2025! Additionally, the team has innovated to support student demand, launching the kiosk that allows students 24/7 access, and addition of a waffle maker station.
- **Laura Stevens**, Director of Extended Educational Services, has been named one of the top twenty continuing educators in the country for 2026 by LERN (the largest lifelong learning association in the world). The recognition is for her pioneering research and work in documenting new financial contributions to the college, including continuing education student alumni donations. Her work will be showcased in a session, Know Your Value to the Institution, at the LERN 2025 Annual Conference Nov. 17-20, the country’s largest conference in continuing education, with 1,500 attendees.
- Fiscal Year 2025 revenue numbers are in for **Extended Education** support of academic and departmental revenue generation - and they have greatly increased since FY24. In FY25, the College earned over \$126,500 through these cross-listed classes which went directly to internal partner departments, such as Dennos, GLCI, and Aviation. This team is honored to uplift and make accessible to the community the distinguished educational opportunities here at NMC.

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:

- [Heading for a career readiness crisis?](#) *Community College Daily*
- [Can Colleges Be Run Using AI?](#) - *The Chronicle of Higher Education*

- [The Evidence that AI is Destroying Jobs for Young People Just Got Stronger](#) - Derek Thompson

Upcoming Dates of Note

- **October 14** - NMC October Conference Reimagining Learning and Work: The Transformative Impact of AI (Begins at Milliken Auditorium, Dennon Museum Center)
- **October 15** - Strategic Plan Community Input Session
- **October 16** - International Affairs Forum Gala
- **October 20** - Regular monthly meeting
- **October 22-25** - ACCT Leadership Congress
- **November 5** - Study Session re: Strategic Plan (10:00am - 12:00pm)



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Phone: (517) 449-6453
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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: October 13, 2025
Re: **State/Federal Legislative Update**

State

FY26 State Budget

After significant delay, including the passage of a short term funding bill to keep state government open, the legislature and governor reached agreement on a FY26 budget. The Governor signed the budget into law on October 7th. Overall, the budget was good for colleges including an overall operations funding increase. Key provisions include:

- 2.1% net increase via the performance funding formula
 - 2.3% increase for NMC
- In-district tuition and fee cap of 4.5% for this year and 4% for next year
- MPSERS fully funded
- Adds \$300 million to the Postsecondary Scholarship Fund (funds Michigan Achievement Scholarship)
- Level funding for the Public Safety Academy Assistance program (\$10 million)

While overall, the budget largely maintained funding levels, we were disappointed to see the Going Pro funding cut and shift to one-time that occurred. We also are working with the MCCA on how the administrative cost cap that was included in boilerplate language will impact colleges.

Capital Outlay/Earmark Funding

There were significantly fewer earmarks including in the FY26 budget than other budget years. For example, in FY24 there were \$1.6 billion dollars worth of earmarks, in FY25 there were \$1 billion and in this year's budget, there were only \$462 million. With this as context, it was disappointing but not unforeseen that we were unsuccessful in securing \$8 million dollars for the Student Services Hub. Further, there were no capital outlay projects authorized in the budget and so we were not able to have the Hub authorized this way either.

We remain optimistic and in discussions with lawmakers know that it will be a priority for them in a future supplemental appropriations bill and/or a capital outlay bill. We have heard from Senator Damoose and Representative Roth that the Hub is a priority and they will work with leadership to advocate for funding between now and the end of the year.

Michigan Achievement Scholarship Legislation

At the end of last month, the Senate passed SB 382 and 383 which would make the Michigan Achievement Scholarship and Michigan Achievement Skills Scholarship permanent in state law. The legislation passed with strong bipartisan support, signaling the potential for long-term stability for these programs that help thousands

of Michigan students and families afford college and career training. The bills are pending action in the House of Representatives.

Federal

Government Shutdown

There is no end in sight for the government shutdown. The next key date is October 15th when federal workers and the military would only get a partial check. As a result of the shutdown, agencies are largely closed, except for essential operations, though even those employees are working without pay until funding is restored.

For higher education, the U.S. Department of Education will continue disbursing mandatory funding, including Pell Grants, and expects student loan repayments to continue. The Office of Federal Student Aid will remain open, allowing students to submit FAFSAs, but call centers and other contracted support services will operate at reduced capacity, creating potential delays.

Civil rights investigations and new grant-making are paused, though colleges and universities can still draw down funds from awards made before September 30, 2025. As in previous shutdowns, the longer the impasse continues, the greater the risk of disruptions for colleges, students, and federal programs.

As has been the case in the past, the longer a shutdown lasts, the more programs and federal agencies that may be impacted by the closures, and the more likely it could impact our colleges and students.

What is uncertain is how the Department will move forward with negotiated rule-making for graduate loan caps and the new Repayment Assistance Plan, as passed into law by H.R. 1, the *One Big Beautiful Bill*. Initially, the Department stated it would continue with negotiated rulemaking virtually, yet it recently announced it would proceed with the process in person.

REPORT ON FALL 2025 BOARD OF DIRECTORS MEETING

Kellogg Community College Battle Creek

September 25-26, 2025

The MCCA Fall Board of Directors was held on September 25-26, 2025, at Kellogg Community College. Trustee Sherry Wyman, MCCA Board Chair, opened the meeting.

Guest speakers included Sarah Spreitzer, Vice President and Chief of Staff, Government Relations, American Council on Education, and Susan Corbin, Director, Michigan Department of Labor and Economic Opportunity. Spreitzer discussed the new rules to be issued relating to Pell grants and other financial aid. The new rules will not be implemented in the near future, and the direction they will take is still unknown. Corbin reported on the apprenticeship programs and on college credit for past knowledge acquired on the job, which will enable more people to earn associate degrees and certifications leading to improved economic results. Reconnect incubators were also explained, and their role in elevating the knowledge and skills of Michigan's labor force.

Katie Witkowski, MCCA Director of Government & External Affairs, provided a Michigan State legislative update, including no cuts for community college support. She also described the legislative priority setting process and current legislative engagement.

Evan Pauker, Director of Student Success, and Precious Miller, Program Director, reported on progress towards their goals and on grants updates.

Brandy Johnson, MCCA President, reported on the State of the Association and progress on its goals. The meeting adjourned.

Kennard Weaver, Alternate Delegate to the MCCA Board



Northwestern Michigan College

MEMO

Office of the President

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

Notes regarding Key Action Items on October Agenda

- The complete **FY27 Five-Year Capital Outlay Plan** is posted alongside the Board materials, as the document is significant in size (206 pages). The **Project Request**, while included in the larger document, is independently included in the Board packet under **Action Item W**.
- Both the **Dennos Museum Center Strategic Plan** and **Tribal Council Funds Application** action items are on the agenda per submission requirements.
- Action Item **Z** for **Foundation Fundraising and Accounting Software** is a unique authorization as it is funded equally by the College's General Fund and the NMC Foundation operating budget. Since the yearly amount is over the \$50,000 purchasing policy threshold, the approval is brought to the Board of Trustees in due diligence.

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

- **FY25 Audits** – The Board of Trustees and Foundation Audit Committees reviewed the respective audit reports at their committee meetings on October 15, 2025. Final audit presentations will occur at the October 20 regular meeting of the Board of Trustees and October 22 meeting of the Foundation Board.
- This month's packet includes the quarterly **Realized and Unrealized Investment Gains & Losses** memo.

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

- Early in the spring cycle, applications are down 11.1% from last spring.
- Spring 2025 registration began on October 15, 2025.
- New student orientations will take place starting November 7, 2025 with both face to face and online options available through the beginning of the spring semester.

PRMC—Diana Fairbanks, Associate Vice President of Strategic Communications & Change Initiatives

Paid Media- ↑

- Applications: 79
- Accounts: 73
- We earned nationwide media coverage with a positive [GLMA story](#) picked up by Marketplace and distributed to more than 100 stations. This includes 13 markets where we are working to grow awareness of GLMA and GLWSI.

Strategic Plan 2026 - 2029 –Jason Slade, Vice President for Strategic Initiatives

- The Steering Committee and Leadership Council continue to drive the development of the strategic plan. Through listening sessions, feedback workshops and group activities, we are beginning to streamline the strategies to:
 - Future-Focused Education
 - Enrollment and Student Success
 - Vibrant Campus and Colleagues

These strategic goals will be supported by strategic drivers. Strategic drivers create the framework for objectives that reach across departments and exhibit the characteristics that our stakeholders felt were a MUST in the next plan.

- Living Our Brand
- Community Partnerships
- Stewardship & Sustainability
- Human-Centered Excellence

Objective development has begun by looking at the “big rocks” and “big ideas” this plan must have to support the strategies. Remainder of October and early November will be spent on ideation, development and refinement.

**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
STUDY SESSION MINUTES
Monday, September 22, 2025
Timothy J. Nelson Innovation Center
Room 106/107**

CALL TO ORDER—Chair Laura J. Oblinger called the regular meeting to order at 3:30 p.m.

ROLL CALL

Trustees present: Laura J. Oblinger, Mark B. Keely, Andrew K. Robitshek, Kennard R. Weaver, Kenneth E. Warner, Jody N. Lundquist

Trustees absent: Pamela T. Horne

Also present: President Nick Nissley, Lynne Moritz, Katharine Marvin, Diana Fairbanks, Todd Neibauer, Jason Slade, Hollie DeWalt, Molly Norville, Kathryn DePauw

REVIEW OF AGENDA—The agenda was accepted as presented.

PUBLIC INPUT—There was no public input offered.

DISCUSSION: Reimagining Boardman Lake Campus—The Board of Trustees provided input on the request for proposals that is recommended by President Nissley and NMC executive staff, with the help of Cunningham-Limp, to gather market data regarding future use of underutilized space at the Boardman Lake Campus.

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.

- The draft RFP will be updated to include tiered lease lengths and to clarify that final selection and approval of any proposal will rest solely with the Board of Trustees. The RFP will also be reviewed by legal counsel.

ADJOURNMENT—The meeting adjourned at 4:56 p.m.

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

SIGNED _____
Laura J. Oblinger, Chair

ATTESTED _____
Mark B. Keely, Vice Chair

September 19, 2025

To My Fellow Trustees of Northwestern Michigan College

Colleagues,

I regret that due to an overseas trip booked over a year ago, I am unable to be present for the study session and the Board meeting on Monday, September 22.

I concur with Chair Oblinger's recent public statements that the future of the Boardman Lake Campus is the most important issue before the Board of Trustees. I also concur with members of the Building and Site Committee who, according to the minutes of their meeting on August 12, "expressed concern about a lease longer than ten years." Taking our responsibility for stewardship of the financial and physical assets of the College very seriously, I am sharing my comments and concerns for your consideration.

I do not support the issuance of the RFP in its present form at this time for a long-term lease of the building on the Boardman Lake Campus. I understand that an RFP could be withdrawn at any time, and that proposals do not have to be accepted. Although the study session slides about the RFP state that the RFP would be a way to gather information about potential revenue, the RFP itself specifically cites "selection" of one or more proposals in its timeline. Those who submit proposals and the community will expect a selection.

A single two-hour study session with only one specific option on the table does not provide enough time, information, or opportunity for the Board to have careful thought and input.

As written, the RFP solicits proposals only for lease(s) of 30-50 years, which, if realized, would effectively prevent the College from using the property for its educational mission for two generations. The hands of future Boards and Presidents would be tied for decades. I am also concerned about the fiscal impact that, should the College need additional classroom or other space in the coming decades, expensive construction on the Front Street campus would be required. The College would be unable to use a suitable asset already owned by the College.

I understand that a long-term lease is likely the most financially lucrative of any option. A decades-long lease for the entire building may be the final decision at the end of this process. However, I believe that further consideration should be given to shorter term lease(s) and to at least temporarily exclude some space for potential future College use. For example, the space currently leased by Greenspire and the current office space of Extended Education could be excluded from, rather than incorporated into, proposals. That would provide four years for a thorough assessment of the College's and the community's future needs. Among such needs may include more space for expanded

Workforce Development and Life Enrichment courses and programs, for which the Boardman Lake Campus is very well-suited and located. Such a compromise would provide both revenue opportunities and future flexibility for the College.

In addition, the RFP needs to be edited around “selection” of proposals. The wider group described in the RFP should be called a review committee that will choose (or perhaps rank) proposals that would then be considered and voted upon by the Board of Trustees. By policy, only the Board can approve leases beyond three years or \$50,000. This final step should be included in the RFP so that those considering submitting a proposal will have a complete understanding of the process.

I also recommend that the President and Board ask the College’s attorney to review two items:

- The process for Board review of the RFP. Although technically a vote on the RFP terms and timeline is not required, does Counsel think that it would be prudent for a vote to take place on an issue of this magnitude?
- The RFP itself before it is issued.

I recommend a pause for the Administration and the Board to re-consider the terms of the RFP to seek compromise and consensus. It would be much better to do that in the next several weeks or months rather than after proposals conforming to the present RFP would be received, evaluated, and voted upon by the Board. The Building and Site Committee or an ad hoc group of Trustees could be charged with obtaining additional information and analysis and subsequently bringing several options to the full Board in a timely manner.

Thank you for your consideration of my remarks and I wish you well in the deliberations.

Pam Horne

Trustee

**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, September 22, 2025
Timothy J. Nelson Innovation Center
Room 106/107**

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, Mark B. Keely, Andrew K. Robitshek (left at 6:50), Kennard R. Weaver, Kenneth E. Warner, Jody N. Lundquist

Trustees absent: Pamela T. Horne

Also present: President Nick Nissley, Lynne Moritz, Diana Fairbanks, Troy Kierczynski, Todd Neibauer, Stephen Siciliano, Jason Slade, Lindsey Lipke, Kyle Morrison, Becca Richardson, Charley MacPhee, Megan Holtrey, Jim Peress, Hollie DeWalt, Katharine Marvin, Molly Norville, Clifton Murie

REVIEW OF AGENDA—The agenda was accepted as presented, with Chair Oblinger noting that earlier today, Action Item “S” was added to authorize renewal of a five-year contract for the student success platform.

STRATEGIC FOCUS

Mission & Values in Action—Sonya Laws, Marine Technology Student, spoke to her experience that led to joining the Marine Tech program and a recent internship experience that applied her course work learning.

Update on the new NMC Strategic Plan (2026-2029)—Jason Slade, Vice President for Strategic Initiatives, noted the development of the new strategic plan is active and engaging with numerous stakeholder groups.

Program Enhancement & Sustainability Review: Great Lakes Water Studies Institute—Vice President Slade and John Lutchko, Director of the Great Lakes Water Studies Institute (GLWSI), shared outcomes from the recent review process that included GLWSI as one of three programs reviewed for opportunities to enhance the program and its sustainability. Lutchko highlighted the academic programs, professional development, applied research and innovation aspects of GLWSI, including a partnership with GVSU and Notre Dame.

REPORTS AND PRESENTATIONS

Faculty Report—Charley MacPhee, Construction Technology, shared the “Anatomy of a Construction Cost Estimate” project in CMT 207 - Construction Cost Estimate. MacPhee discussed the industry at large and emphasized the role of community partnerships and students building their professional network through the course.

FY27 Five-Year Capital Outlay Plan Overview—Troy Kierczynski, Vice President, Finance and Administration, reminded the Board of Trustees that next month the annual five-year capital outlay plan will be submitted for their approval.

Enrollment—Todd Neibauer, Vice President for Student Services and Technologies, shared that contact hours are up 8.2% and highlighted that dual enrollment and early college students are at their highest number ever. In January 2024, the Board approved an in-district dual enrolled tuition discount. The goal was to have at least 128 new dual enrolled students; thus far, 157 additional students have been added.

UPDATES

President's Update—President Nick Nissley thanked trustees for volunteering their time during Welcome Week at the start of the semester, at events such as residence hall move-in and August Conference. This year's August Opening Conference included launch of the brand refresh and a celebration of completing the "NEXT" strategic plan.

PUBLIC INPUT—There was public input offered by Clifton Murie.

Board Chair Update—Chair Laura Oblinger recognized the trustees that plan to attend this year's Association of Community College Trustees (ACCT) Leadership Congress. Attending trustees will share their key takeaways at the following Board meeting.

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

Minutes of the August 18, 2025, regular meeting

Minutes of the September 3, 2025, study session

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

Public Relations, Marketing & Communications—*Diana Fairbanks, Associate Vice President, Strategic Communications and Change Initiatives*

Advancement Report—*Katharine Marvin, Vice President of Advancement*

ACTION ITEMS
Local Strategic Value Resolution—On a motion by Jody Lundquist, seconded by Mark Keely, the Board adopted the presented Local Strategic Value Resolution certifying that Northwestern Michigan College meets the best practices standards required by the State School Aid Act (MCL 388.1830) and appropriations law for fiscal year 2026. The motion passed with a unanimous vote.

Student Success Platform Renewal—Kennard Weaver made a motion, seconded by Jody Lundquist, to authorize administration to renew a five year contract with EAB for the Starfish Enterprise Success Platform, at an initial cost of \$59,564 and an overall, five year contract cost of \$338,279. The motion passed with a unanimous vote.

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

- *Added ACCT Leadership Congress follow up to November Board agenda*

ADJOURNMENT—The meeting adjourned at 6:58 p.m.

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

SIGNED _____
Laura J. Oblinger, Chair

ATTESTED _____
Mark B. Keely, Vice Chair



MEMO Enrollment Services

To: Dr. Nick Nissley, President
 From: Todd Neibauer, VP for Student Services and Technologies
 Date: October 14, 2025
 Subject: Spring 2026 Enrollment Update

Spring 2026

Registration for the 2026 spring and summer semesters opens on October 15, 2025. Currently, applications are down 11.1% from the same time in the spring 2025 cycle.

New student orientations will take place starting November 7, 2025 with both face to face and online options available through the beginning of the spring semester.

As October is College Month in Michigan, the staff is busy visiting college fairs around the state and hosting events on campus including a Quick Start event on October 13 to assist students exploring our programs and completing enrollment tasks.

	Spring 2023	Spring 2024	Spring 2025	Spring 2026	Δ
Inquiries	538	604	732	655	-10.5%
Applicants	535	589	721	641	-11.1%
% Applied	99.4%	97.5%	98.5%	97.9%	-0.6%
Admits	330	351	453	416	-8.2%
% Admitted	61.7%	59.6%	62.8%	64.9%	2.1%

(Resources: Digital Dashboard – Same Date Comparison SP2023-2026)



**Northwestern
Michigan College**

MEMO

Administrative Services

To: Dr. Nick Nissley, President

From: Troy Kierczynski, Vice President of Finance and Administration

Date: October 15, 2025

Subject: Summary Report for the General Fund as of September 30, 2025

The attached reports summarize the financial results for the General Fund as of September 30, 2025. The third month represents 25% 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.

As of year-to-date September 2025, the General Fund shows a surplus of \$3,762,716, with revenues exceeding expenses. Revenue increased by 16% compared to the same period in September 2024 due primarily to timing of property tax receipts. Expenses increased by 2% over the same timeframe.

Revenue (letters refer to the attached General Fund summary)

- A. Tuition and fees: For Fall 2025, the budget was set at 36,416 contact hours for a total budget revenue of \$8,371,338. Actual fall contact hours are projected at 38,097 with an actual projected revenue of \$8,545,303. Fall revenue is trending over budget by \$173,965.
- B. Property Taxes: Tax revenue is recorded as payments are received. The overall increase for the fiscal year is expected to be 5% over the previous fiscal year.
- C. State Sources include operational appropriations, personal property tax payments and MPSERS offset payments. State appropriations payments will begin in October 2025.
- D. Actual year-to-date investment income recorded for fiscal year 2026 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 at budget.
- 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



**Northwestern
Michigan College**

Summary Report for General Fund Accounts

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

Fiscal Year 2026, Period 03

Funds	Accounts	2025-2026 Adjusted Budget	YTD Activity	% of Annual Budget	
TOTAL GENERAL FUND					
50	Revenues				
	Tuition and Fees	27,071,058	7,507,621	27.73%	A
	Property Taxes	15,714,472	6,089,338	38.75%	B
	Other Local	<u>0</u>	<u>0</u>	*	
	Local Sources	42,785,530	13,596,959	31.78%	
	State Sources	11,550,000	17,864	0.15%	C
	Federal Sources	0	0	*	
	Private Sources	1,346,714	132,505	9.84%	E
	Investment Income	400,000	160,925	40.23%	D
	Other Sources	<u>702,025</u>	<u>132,966</u>	18.94%	E
	Total Revenues	56,784,269	14,041,219	24.73%	
60	Labor				
	Salaries and Wages	26,169,965	4,651,363	17.77%	F
	Benefits	<u>10,846,688</u>	<u>2,204,288</u>	20.32%	F
	Total Labor	37,016,653	6,855,651	18.52%	
70	Expenses				
	Purchased Services	4,824,433	933,234	19.34%	G
	Supplies and Materials	3,708,350	931,801	25.13%	G
	Internal Services	141,840	6,613	4.66%	G
	Other Expenses	1,667,718	388,558	23.30%	G
	Institutional Expenses	2,023,730	370,976	18.33%	G
	Maintenance and Renovation	2,459,578	569,549	23.16%	G
	Prof Develop, Travel and Events	731,955	141,707	19.36%	G
	Capital Outlay	<u>145,812</u>	<u>85,298</u>	58.50%	H
	Total Expenses	15,703,416	3,427,736	21.83%	
	Total Expenditures	52,720,069	10,283,387	19.51%	
80	Transfers				
	Transfers	4,064,200	-4,884	-0.12%	
	Total Transfers	<u>4,064,200</u>	<u>-4,884</u>	-0.12%	
	Total Expenditures and Transfers	56,784,269	10,278,503	18.10%	
	Net Revenues over (under) Expenditures	0	3,762,716		



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

INTERIM
This statement does not
reflect year-end results.

	YTD 9/30/2025	YTD 9/30/2024	\$ Diff	% Diff	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 7,507,621	\$ 6,975,752	\$ 531,869	8%	Higher tuition and fees in FY26; partially offset by lower workshop and training revenue in 2025 and lower Maritime cruise revenue (3 cruises operated in summer 2024 vs 2 cruises operated in summer 2025)
Property Taxes	6,089,338	4,482,108	1,607,230	36%	Timing of property tax payments received
Total Local Sources	13,596,959	11,457,860	2,139,099	19%	
State Sources	17,864	5,661	12,203	216%	Receipt of Small Business Taxpayer Exemption (SBTE) reimbursement from State (annual reimbursement beginning 2025)
State PPT Reimbursement	-	-	-	0%	Consistent with prior year
Federal Sources	-	-	-	0%	Consistent with prior year
Private Sources	132,505	287,486	(154,981)	-54%	Timing of Foundation gifts
Investment Income	160,925	226,202	(65,277)	-29%	Lower interest and dividend earnings received in September 2025 than in September 2024
Other Sources	132,966	108,268	24,698	23%	Primarily due to timing of insurance claims received in FY26
Total Revenue	14,041,219	12,085,477	1,955,742	16%	
Expenses					
Salaries and Wages	4,651,363	4,577,324	74,039	2%	Consistent with prior year
Benefits	2,204,288	2,206,838	(2,550)	0%	Consistent with prior year
Purchased Services	933,234	1,009,762	(76,528)	-8%	Primarily due to lower purchased service expenses, lower food service costs for the Maritime cruises, and timing of audit expenses in FY26; partially offset by increased EduStaff activity in FY26
Supplies & Materials	931,801	824,132	107,669	13%	Primarily impacted by increased printing expenses with new branding initiatives
Internal Services	6,613	35,732	(29,119)	-81%	Timing of internal charges
Other Expenses	388,558	317,276	71,282	22%	Primarily due to increased promotional/marketing expenses in FY26 and higher student assistance expenses (which will be offset by Foundation support)
Institutional Expenses	370,976	336,429	34,547	10%	Due to timing of utility expenses in FY26
Maintenance & Renovation	569,549	636,285	(66,736)	-10%	Primarily due to timing of NMC equipment and lower maintenance of facility expenses in FY26; partially offset by timing of software maintenance expenses
Professional Development	141,707	111,020	30,687	28%	Higher professional development expenses in FY26
Capital Outlay	85,298	66,565	18,733	28%	Timing of capital expenses (\$49,999 Maven Technologies [simulator for law enforcement training] and \$35,299 multiple vendors for East Hall flood damage)
Total Expenses	10,283,387	10,121,363	162,024	2%	
Transfers	(4,884)	186,259	(191,143)	-103%	Indirect grant costs, strategic fund support for rebranding, and Aviation flight hours transfer
Total Expenses & Transfers	10,278,503	10,307,622	(29,119)	0%	
Net Revenue Over (Under) Expenses	\$ 3,762,716	\$ 1,777,855	\$ 1,984,861	112%	



Northwestern Michigan College
Comparison - Month Over Month
General Fund
Sept 2025 vs. Aug 2025

INTERIM
This statement does not
reflect year-end results.

	YTD 9/30/2025	YTD 8/31/2025	Sept 25 Activity	Aug 25 Activity	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 7,507,621	\$ 3,051,480	\$ 4,456,141	\$ 1,186,747	September had 4 weeks of fall tuition allocated; August had 1 week of summer & 1 week of fall tuition allocated. Additionally, fall general fees were recognized in September.
Property Taxes	6,089,338	2,134,318	3,955,020	1,852,429	Timing of tax collections received
Total Local Sources	13,596,959	5,185,798	8,411,161	3,039,176	
State Sources	17,864	407	17,457	407	Small Business Taxpayer Exemption (SBTE) reimbursement from State received in September (annual reimbursement beginning 2025)
State PPT Reimbursement	-	-	-	-	- Consistent with prior month
Federal Sources	-	-	-	-	- Consistent with prior month
Private Sources	132,505	-	132,505	-	- Timing of quarterly Foundation support
Investment Income	160,925	108,278	52,647	68,902	Slightly lower interest activity from investments in September
Other Sources	132,966	100,711	32,255	62,178	Primarily due to higher Lobdell's sales for the fall semester opening and higher prior year write-off reversals in September
Total Revenue	14,041,219	5,395,194	8,646,025	3,170,663	
Expenses					
Salaries and Wages	4,651,363	2,703,294	1,948,069	1,871,520	Consistent with prior month
Benefits	2,204,288	1,369,012	835,276	811,509	Consistent with prior month
Purchased Services	933,234	405,212	528,022	233,536	Primarily due to higher purchased service expenses, higher advertising/publicity expenses, and higher EduStaff expenses in September as the semester begins
Supplies & Materials	931,801	486,452	445,349	257,819	Primarily due to higher printing expenses and higher classroom and fee related expenses in September
Internal Services	6,613	16,838	(10,225)	14,796	Timing of internal events/charges (including opening conference, leadership council, HR new employee orientation)
Other Expenses	388,558	210,054	178,504	148,586	Primarily driven by higher Native Tuition waiver allocations in September; partially offset by timing of uncollectible debt write offs in August
Institutional Expenses	370,976	181,036	189,940	136,959	Primarily due to timing of insurance expenses in September
Maintenance & Renovation	569,549	380,088	189,461	255,624	Due to timing of software maintenance expenses in August
Professional Development	141,707	98,695	43,012	70,154	Driven by timing of professional development expenses
Capital Outlay	85,298	49,999	35,299	49,999	Timing of capital expenses (\$49,999 Maven Technologies [simulator for law enforcement training] and \$35,299 multiple vendors for East Hall flood damage)
Total Expenses	10,283,387	5,900,680	4,382,707	3,850,502	
Transfers	(4,884)	(145,714)	140,830	(145,714)	Indirect grant costs, strategic fund support for rebranding, and Aviation flight hours transfer
Total Expenses & Transfers	10,278,503	5,754,966	4,523,537	3,704,788	
Net Revenue Over (Under) Expenses	\$ 3,762,716	\$ (359,772)	\$ 4,122,488	\$ (534,125)	



**Northwestern
Michigan College**

MEMO

Administrative Services

To: Troy Kierczynski, VP Finance and Administration

From: Lindsey Lipke, Controller

Date: October 13, 2025

Subject: Realized and Unrealized Investment Gains & Losses for the Quarter Ended September 30, 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 2024	June 30 2025	September 30 2025
Realized gains (losses)	\$ -	\$ -	\$ -
Unrealized gains (losses)	411,665	969,065	258,495
Dividends and interest	1,149,323	936,834	160,925
Investment income, net	1,560,988	1,905,899	419,420

The College had no realized gains in fiscal years 2024, 2025, or 2026 (year to date) related to investments.

In fiscal years 2024 and 2025, we began recognizing unrealized gains again after a period of unrealized losses. This trend is continuing into fiscal year 2026 (year to date).

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 with anticipated further cuts in October and December 2025.

An peak in dividends and interest 2024 was partially due to 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 has continued to see favorable conditions in fiscal years 2025 and 2026.

Northwestern Michigan College
Investments Held
September 30, 2025

Financial Institution	CUSIP	Security Issuer	Abbr.	Security Type	Maturity	Coupon or Interest Rate	Interest Frequency	Cost	NMC Notes
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 11/27/25
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	3135GA3L3	Federal National Mortgage Association	FNMA	U.S. Agency Bond	11/23/2029	1.070%	Semi-Annual	\$ 5,000,000	callable on 11/23/25
Huntington Bank	3136G45G4	Federal National Mortgage Association	FNMA	U.S. Agency Bond	10/27/2028	0.750%	Semi-Annual	\$ 5,000,000	callable on 7/27/25
Huntington Bank	3133ETTR8	Federal Farm CR BKS Cons Systemwide BDS	FFCB	U.S. Agency Bond	8/25/2031	4.590%	Semi-Annual	\$ 3,000,000	callable on 8/25/26
Huntington Bank	3134HBK67	Federal Home Loan Mortgage Corporation	FHLM	U.S. Agency Bond	9/3/2030	3.860%	Semi-Annual	\$ 3,000,000	callable on 9/3/26
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	55458EXE5	Mackinac Fdg Co LLC Asset BKD Disc Coml Paper		Commercial Paper	10/14/2025	4.400%	Maturity	\$ 1,500,000	matures 10/14/2025
Huntington Bank	40060XAU4	GTA FDG LLC Disc Commercial Paper		Commercial Paper	1/28/2026	4.270%	Maturity	\$ 1,500,000	matures 1/28/2026
Huntington Bank	52953AYK5	Lexington Parker Cap Co LLC Disc Commercial Paper		Commercial Paper	11/19/2025	4.240%	Maturity	\$ 1,375,000	matures 11/19/2025
Huntington Bank	92544WZJ1	Verto Cap I 144A Disc Commercial Paper		Commercial Paper	12/18/2025	4.100%	Maturity	\$ 1,000,000	matures 12/18/2025

Total Investments Held \$ 28,375,000

Northwestern Michigan College
Investments Held
September 30, 2025

Financial Institution	CUSIP	Security Issuer	Abbr.	Security Type	Maturity	Coupon or Interest Rate	Interest Frequency	Cost	NMC Notes
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 11/27/25
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	3135GA3L3	Federal National Mortgage Association	FNMA	U.S. Agency Bond	11/23/2029	1.070%	Semi-Annual	\$ 5,000,000	callable on 11/23/25
Huntington Bank	3136G45G4	Federal National Mortgage Association	FNMA	U.S. Agency Bond	10/27/2028	0.750%	Semi-Annual	\$ 5,000,000	callable on 7/27/25
Huntington Bank	3133ETTR8	Federal Farm CR BKS Cons Systemwide BDS	FFCB	U.S. Agency Bond	8/25/2031	4.590%	Semi-Annual	\$ 3,000,000	callable on 8/25/26
Huntington Bank	3134HBK67	Federal Home Loan Mortgage Corporation	FHLM	U.S. Agency Bond	9/3/2030	3.860%	Semi-Annual	\$ 3,000,000	callable on 9/3/26
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	55458EXE5	Mackinac Fdg Co LLC Asset BKD Disc Coml Paper		Commercial Paper	10/14/2025	4.400%	Maturity	\$ 1,500,000	matures 10/14/2025
Huntington Bank	40060XAU4	GTA FDG LLC Disc Commercial Paper		Commercial Paper	1/28/2026	4.270%	Maturity	\$ 1,500,000	matures 1/28/2026
Huntington Bank	52953AYK5	Lexington Parker Cap Co LLC Disc Commercial Paper		Commercial Paper	11/19/2025	4.240%	Maturity	\$ 1,375,000	matures 11/19/2025
Huntington Bank	92544WZJ1	Verto Cap I 144A Disc Commercial Paper		Commercial Paper	12/18/2025	4.100%	Maturity	\$ 1,000,000	matures 12/18/2025

Total Investments Held \$ 28,375,000



Northwestern Michigan College
Statement of Net Position
General Fund
September 30, 2025

	As of September 30,		
Assets	2025	2024	2023
Current assets			
Cash and cash equivalents	\$ 16,324,715	\$ 13,869,969	\$ 10,058,092 A
Accounts receivable, net	7,773,024	6,968,003	3,649,439 B
Prepaid expenses and other current assets	3,490,705	3,094,518	3,302,572
Total current assets	27,588,444	23,932,490	17,010,103
Noncurrent assets			
Long-term investments	20,181,663	20,901,027	24,873,350 A
Due to other funds	(18,044,225)	(21,778,476)	(20,887,720)
Total noncurrent assets	2,137,438	(877,449)	3,985,630
Total assets	\$ 29,725,882	\$ 23,055,041	\$ 20,995,733
Liabilities			
Current liabilities			
Accounts payable	\$ 2,590,821	\$ 1,181,102	\$ 1,023,366 C
Accrued payroll	1,956,211	2,032,186	2,022,687
Unearned revenue	7,420,774	6,351,762	5,769,500 D
Total current liabilities	11,967,806	9,565,050	8,815,553
Noncurrent liabilities			
Voluntary separation plan	\$ 40,922	\$ 120,356	\$ 20,800
Total noncurrent liabilities	40,922	120,356	20,800
Total liabilities	\$ 12,008,728	\$ 9,685,406	\$ 8,836,353
Net position			
Net position, beginning of year	\$ 13,954,438	\$ 11,591,780	\$ 10,504,396
Change in net position	3,762,716	1,777,855	1,654,984
Total net position	17,717,154	13,369,635	12,159,380
Total liabilities and net position	\$ 29,725,882	\$ 23,055,041	\$ 20,995,733

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
- D** - Unearned Revenue fluctuates year to year and highly impacted by deferred tuition revenue amounts



To: Nick Nissley, President

From: Diana Fairbanks, Associate VP of Strategic Communications and Change Initiatives

Date: 10-13-25

Subject: September 2025 Monthly Report

September was a strong month with growth across all media categories. For paid media, we continue our fall enrollment push with the updated brand across traditional and digital media in our "Boundless Momentum" campaign. Digital campaign performance was up after making optimization adjustments with our partner agency. Earned media performance saw an unusually high month after a positive [GLMA story](#) from IPR was picked up by Marketplace and distributed to more than 100 National Public Radio affiliates nationwide. Those stations include 13 markets where we are working to grow awareness of GLMA and GLWSI. Other top stories include the aviation, FRIC and University Partner events. NMC Now also highlighted the [Aviation ribbon cutting](#) and [FRIC groundbreaking](#). Shared media followers continue to increase with highest performing posts including the Aviation event, TC mural contest and the new brand . NMC Public Relations, Marketing and Communication key performance indicators for September 2025 include:

Paid Media- ↑

- Applications: 79
- Accounts: 73

Earned Media- ↑

- Media mentions: 296
- Positive/neutral sentiment: 100%
- Publicity value: \$163,600

Owned Media - ↑

- NMC Now:
 - Subscribers: 1,494
 - Open Rate: 29.1%

Shared Media ↑

- Facebook followers: +5% YOY
- Total followers: 14,510
- Instagram followers: +1% YOY
- Total followers: 4,317



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

From: Katharine Marvin, Vice President of College Advancement

Date: October 20, 2025

Subject: Foundation Update

Update on Philanthropic Activity

As of October 8, 2025, the fiscal year is 27% completed and 46.55% of the budgeted goal of \$4,300,000 in fundraising activity, with \$2,001,451 in new gifts and pledges having been recorded.

FY25 Total Dollars Raised Through the NMC Foundation

\$1,909,119	Total cash gifts and pledges received to date (including The Fund for NMC)
\$92,332	Gross event revenue
\$2,001,451	Total raised through donations and event revenue
+ \$7,125,000	New documentation of planned gift intentions
+ <u>\$23,516</u>	In-Kind Gifts
\$9,149,966	Total Fundraising Activity

Of the total raised (cash, pledges, and planned gifts), donors are impacting the following areas of the college as of October 8, 2025:

- Unrestricted gifts to the Fund for NMC - \$60,599 (0.67% of total giving)
- Scholarships, both restricted and endowed funds - \$3,827,720 (57% of total giving)
- Program support and capital projects at NMC - \$5,145,800 (42.33% of total giving)

Foundation Initiatives

- The Foundation Team hosted its first-ever Chicago alumni and industry event on September 30, bringing together more than 60 water studies alumni, current students, corporate partners, and donors during the Oceans25 Conference (held in the Midwest for the first time). Led by Zach Whitaker, Manager of Alumni Relations, the event sparked new networking, employment, and partnership opportunities. While in Chicago, the team also supported the Great Lakes Blue Tech Innovation Challenge and met with key donors.
- The family of Loretta DeYoung Siniff, an Aviation Division alumna (NMC '85), established in her memory an endowed scholarship for young aviators.
- A partner behind The Mill Glen Arbor, who also launched the Delamar Scholarship for GLCI students, has now established a second endowed scholarship specifically for culinary students working at its businesses (The Mill Glen Arbor Bakery, Millie's Pizza & Ice Cream, Outpost, and the Riverside Inn), reinforcing our growing model of corporate-connected philanthropy.
- Corporate-connected philanthropy was also visible this September with Golden-Fowler Home Furnishing's 'Local's Summer' promotion, with a portion of every purchase in September supporting NMC. Thank you Golden-Fowler!
- The Winkler Group concluded data gathering for the campaign feasibility study. Based on 53 in-person interviews and more than 200 survey responses, they are preparing a recommendation as to whether or not NMC should move forward with a comprehensive fundraising campaign. The Winkler Group will present their recommendation to the NMC Foundation Board's Executive Committee on October 16 and the full Board on October 22.

- The 75th Anniversary Steering Committee met on September 24. Working groups have launched and set dates for key initiatives and events including the Top 75 Alumni Recognition (January), Student & Community Block Party (April 25), History Walk & Time Capsule Event (late July), and the Anniversary Celebration (September 19).
- An employment offer was made to a new Individual Giving Officer. Should it be accepted, the final open staff position in the Foundation will be filled.

Advancement Division Initiatives

- The Dennon Museum Center continues to be a vibrant cultural hub this fall, hosting 7 public events in October alone, ranging from performances and film screenings to community celebrations. Highlights include the Northern Michigan Dance Festival featuring Grand Rapids Ballet on October 11, and a free Indigenous Peoples' Day celebration on October 13.
- The International Affairs Forum is hosting three major public events in October: the *Powerful Women* film screening with guest speaker Madhvi Dalal on October 8, the inaugural IAF Gala at the Hagerty Center featuring keynote speaker Peter Meijer on October 16, and the *Putting the Global Order Back Together* lecture with Christopher Preble on October 23.
- The WNMC Speaker Series continues this fall, with Station Manager Eric Hines interviewing Mike Mahn and Amanda Eshleman (NMC '19) of Golden-Fowler Home Furnishings in September. WNMC Radio continues to be a key player in the college's corporate and community outreach.

NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
Audit Committee Minutes
 Wednesday, October 15, 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 10:03 a.m.

Members Present: Kennard Weaver, Ken Warner

Members Absent: Andy Robitshek

Others Present: Nick Nissley, Lynne Moritz, Troy Kierczynski, Chris Lamb, Barbara Garza, Stephanie Cleaver

Review of draft audited financial statements—Stephanie Cleaver, Partner, Andrews Hooper Pavlik PLC, shared the FY25 financial audit process went smoothly. Barbara Garza, Senior Manager with AHP, reviewed the Board Report, Management Letter, and draft audited financial statements. Garza also reviewed GASB updates for the FY26 audit. No material audit adjustments were required as a result of the audit, and no material weaknesses in internal controls were identified. Other internal control matters were reported and discussed with the committee regarding timely preparation and review of the general operating account bank reconciliation. A \$326,000 overstatement in the previous year's financial statements was corrected by understating that same amount in the statement being audited. One error in return of Title IV funds processing for one student was identified as part of the single audit, which remains open and cannot be completed until the 2025 Compliance Supplement is released by the Federal Office of Management and Budget.

The committee members met with the AHP auditors without college staff for direct feedback on the FY25 audit.

Public Input—There was no public comment offered.

Other Discussion—VP Kierczynski confirmed the final report will be presented at the regular meeting of the Board of Trustees on October 20, 2025.

The meeting was adjourned at 10:39 a.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

Wednesday, October 15, 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 1:33 p.m.

Members Present: Kennard Weaver, Ken Warner, Laura Oblinger

Others Present: Nick Nissley, Lynne Moritz, Troy Kierczynski, Patrick Quinlan, Lynne Moon, Blake Bernard, Rob Kalbfleisch, Kevin Query

Aviation Hangar and University Partner Migration—The recent ribboncutting of the aviation hangar expansion and open house for University Partners at the Beckett Building were successfully held in September.

Boardman Lake Campus Request for Proposals (RFP) Process—The RFP that was released on October 3 will be updated to remove “master” to any areas where a lease is reflected, to align with language in other areas of the RFP to broaden the scope of proposals. Development of assessment criteria and a recommendation process will be developed before the February proposal deadline. It was confirmed that the full Board of Trustees will not need to approve the criteria, but input will be sought from the Building & Site Committee. The Building & Site Committee will review proposals prior to them going to the full Board, Committee Chair Weaver asked that staff attempt to correct an article published by the *Record-Eagle* on October 5 to clarify that executive staff contracted with Cunningham-Limp (i.e., the Board of Trustees did not enter the contract).

Geothermal Project Update—VP of Finance and Administration Troy Kierczynski and Director of Facilities Patrick Quinlan provided an overview on three options for the geothermal project. Once one of the three options are selected, a more accurate financial projection will be feasible. There was discussion regarding placing the bore field in the Cherry or Cedar parking lots.

Mayfield Property—The property does not have a clear title and correcting it does not appear to be likely short of litigation with the State of Michigan; this gift would not be accepted under NMC's standards today and granting it to the State is the best option. Laura Oblinger made a motion, seconded by Ken Warner, to recommend the full Board of Trustees consider authorizing administration to convey without consideration the College's interests to the State through a quit claim deed. The committee unanimously agreed to place this item on the October 20 regular meeting agenda.

Public Input—There was no public comment offered.

The meeting was adjourned at 2:07 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
Thursday, October 16, 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 2:00 p.m.

Members Present: Laura Oblinger, Mark Keely, Kennard Weaver

Others Present: Nick Nissley, Lynne Moritz

President's Update—President Nissley shared updates on the NMC Foundation's campaign feasibility study and the strategic planning process, amongst other topics.

Review of upcoming meeting agendas—The committee reviewed the agenda for the regular Board meeting scheduled for October 20. The committee provided input on topics they would like mentioned in the President's & Board Chair Updates for October 20.

Public Input—There was no public comment offered.

Other Discussion—There was discussion regarding the anticipated Tax Increment Financing proposed for the East Bay Beach Corridor.

The meeting was adjourned at 2:22 p.m.

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



Northwestern Michigan College Capital Outlay Project Request Fiscal Year 2027

Project Title: Integrated Student Services Hub (ranked 3rd in FY26 scoring)

Type of Project: ☒ Renovation ☐ Addition ☐ New Construction

Project Focus: ☐ Academic ☐ Research ☒ Administrative/Support

Approximate Square Footage: 26,000 square feet

Estimated Duration: Two years; one year of planning, one year of construction

Institutional Share Amount: \$5,000,000 **State Share Amount:** \$5,000,000

Total Estimated Cost: \$10,000,000

Is the Five-Year Plan posted on the institution's public internet site? ☒ Yes ☐ No

Is the requested included in the Five-Year Capital Plan? ☒ Yes ☐ No

Is the requested project the top priority in the Five-Year Capital Plan? ☒ Yes ☐ No

Program Focus of Occupants: Student Wraparound Services

Note: Attached to this request is a 1-page condensed project summary.

EXECUTIVE SUMMARY

Project Overview

Northwestern Michigan College is applying for Capital Outlay funding to renovate and upgrade the Osterlin Building on central campus into an Integrated Student Services Hub ("the Hub") or ("the project"). The Hub would become a central building for the College's key student service departments including admissions, advising, tutoring, counseling, financial aid, cashier's, international outreach, and more; it would add a Veteran's Lounge, testing center, and talent development services area. These services are currently spread out among three different buildings on central campus.

Built in 1961 and expanded in 1984, Osterlin has reached the end of its functional life and is in need of significant repairs and upgrades. This includes upgrades to the building envelope, HVAC system and a reconfiguration of the layout to maximize use of the existing building footprint. The project will also include energy efficiency upgrades and student focused spaces to enable collaboration and learning. The project will not impact tuition and will be cost shared from existing NMC reserves.



Project Purpose

The purpose of this project is to address 3 main needs for NMC's central campus:

1. **Enhance an Existing Asset:** The Osterlin building is over 60 years old and has reached the end of its functional life. Instead of demolishing the structure, NMC intends to repurpose, transform, and extend the life of the building while creating a functional, centralized hub for key student services.
2. **Improve Student Efficiency:** Currently, students must travel to several different buildings for their support service needs. Consolidating all of our student support services into one area will allow students to access resources in one location. We believe this holistic customer service experience will lead to increased student retention and completion due to the enhanced experience.
3. **Improve Energy Efficiency:** The project would include a complete envelope overhaul including new energy efficient windows and doors, new insulation and a new exterior that would increase efficiency and sustainability. Additional project elements would include a new HVAC system and the installation of LED lights, all of which will help reduce the carbon footprint for this building.

Project Scope

The project is the complete renovation and modernization of the College's 60-year-old Osterlin Building. The scope includes addressing deficiencies identified in the facility assessment report (**Appendix E** of NMC's Five-Year Capital Outlay Plan) and other overdue upgrades to transform the space into a centrally located hub for student services.

Specific project elements include:

- Updated information technology infrastructure
- Revised or improved building entrances
- Replace existing windows and exterior doors to increase efficiency
- Replace deteriorating stucco with new insulated metal panels to increase efficiency and sustainable design
- Updated facility to address ADA accessibility
- Upgrade/replace lighting with LED lights
- Replace inefficient HVAC system with new energy efficient system
- Elevator upgrades
- Electrical upgrades
- New interior finish
- Flexible and adaptable learning spaces for group and individual learning, spaces for career advising and workforce readiness partners
- Breakout spaces to support services to students
- Improved operating efficiencies
- Consolidation of student support offices



Once completed the Osterlin Building will be home to:

- Admissions
- Financial Aid
- Student Financial Services / Cashiers
- Registrar
- Counseling
- Career Services
- Health Services
- Veterans Lounge
- Advising and Tutoring
- Learning Services and Student Testing Center
- International Outreach and Service Learning

The project outcomes for our learners include:

- Integrated student support services
- Holistic advising experience to help them with their student success
- Improved customer service to students
- Increased use of student support services
- Improved retention rates

ADDITIONAL INFORMATION

1. How does the project enhance Michigan's talent enhancement, job creation and economic growth initiatives on a local, regional and/or statewide basis?

Northwestern Michigan College plays a pivotal role in talent enhancement and economic growth initiatives at the local, regional, state and national basis. A 2024 study conducted by Lightcast concluded that NMC benefits the region “beyond influencing the lives of students. The College’s program offerings supply employers with works to make their businesses more productive.” The study further states that the College’s “day-to-day and construction operations, and the expenditures of its students support the regional economy through the output and employment generated by regional vendors. The benefits created by the College extend as far as the state treasury in terms of the increased tax receipts and decreased public sector costs generated by students across the State.”

Specifically, the study found that 1 out of every 42 jobs in the region is supported by the activities of NMC and its students. The study also reported that NMC added \$37.4 million in income to the region during the analysis year, which is the equivalent of supporting 749 jobs.



Therefore, the proposed integrated student services hub is critically important to ensure that NMC is able to continue meeting its goal of providing our communities and learners with the skills, experiences and values that help them create social and economic wealth during their lifetime.

2. How does the project enhance the core academic, development of critical skill degrees, and/or research mission of the institution?

This project directly supports NMC's mission of "delivering lifelong learning opportunities to transform lives and enrich our communities." The program focus of our proposed renovation project will enhance the quality and accessibility of critical student support services such as advising, tutoring, financial aid, counseling, career services, health services, and more. These services play a key role in student success and completion.

A RAND study¹ and a separate University of Chicago study² each found that **providing community college students with comprehensive wraparound services increases full-time enrollment, retention, and completion rates.** The 2019 study by the University of Chicago Poverty Lab found that providing wraparound support for community college students can improve their chances of persisting, resulting in nearly doubling their retention to the next term and leading to a 35% increase in full-time enrollment.

This project will support the success and completion for our approximately 4,000 students, allowing NMC to provide a singular location to help students navigate admissions, advising, financial aid, cashier's, counseling, and other critical supports. This transformed student services hub will provide a more customized, holistic student experience that will help attract and retain students, thus supporting the State's 60x30 goal.

3. Describe how the project will address, incorporate, or enhance the efforts, policies, or goals to grow and expand opportunities for enrollment for the academic programs within the scope of the project or as a component of your institution and campus at large?

The "one-stop shop" philosophy is not new to higher education. In addition to the positive impacts on student success previously shared, "one-stop shops" for wraparound services result in more satisfying experiences for students, and therefore increase a student's likelihood of enrolling. NMC's proposed project serves all students (vs. select academic programs).

¹ <https://www.rand.org/news/press/2016/11/30/index2.html>

² <https://news.uchicago.edu/story/study-evaluates-model-helping-students-complete-community-college>



4. Is the requested project focused on a single, stand-alone facility? If no, please explain.

Yes, the proposed project is a renovation of a 60-year old single, stand-alone facility.

5. How does the project support investment in or adaptive re-purposing of existing facilities and infrastructure?

The integrated student services hub will be an adaptive repurposing of a centrally located but outdated facility. The project maximizes the use of an existing building to accommodate the vast majority of our student support services in one location. In addition, the project leverages vacated space once home to the College's library, which has moved to our new Timothy J. Nelson Innovation Center. This transition leaves vacant 26,000 square feet of centrally located space in the Osterlin Building.

6. Does the project address or mitigate any current health/safety deficiencies relative to existing facilities? If yes, please explain.

Yes, the project will address several health/safety deficiencies in the existing structure. The building was built in 1961 and expanded in 1984. A renovation and re-purposing of the building will allow us to update the building based on current emergency management protocol and today's ADA requirements. Examples of deficiencies addressed with this project include:

- Remodel of interior of buildings to eliminate non-ADA compliant ramps
 - Currently the building utilizes a series of ramps to access portions of the building that are not compliant with the current ADA standards
- HVAC heating and cooling upgrades
 - Dated equipment will be replaced with a high-efficiency sustainable energy system
- Window and exterior door replacement
 - Replace dated windows with energy-efficient windows, and remodel entryways to minimize energy loss
- Additional barrier free restrooms

7. How does the institution measure utilization of its existing facilities, and how does it compare relative to established benchmarks for educational facilities? How does the project help to improve the utilization of existing space and infrastructure, or conversely how does current utilization support the need for additional space and infrastructure?

NMC utilizes a robust analytic process for determining efficient use and utilization of our classrooms and spaces. We were one of the first colleges to use classroom efficiency rather than "go numbers" to determine enrollment decisions. Starting in 2000, NMC adopted an efficiency model whereby the college set an ambitious target to achieve an average of 90% fill rate for our classes. While not reaching that goal in



every area due to the need to support smaller efficiency in some key specialty areas, the college averages approximately 75% in the last five academic years. Classes in some disciplines are entirely full.

The College also analyzes the utilization of our current buildings using our 25Live scheduling software. Our current utilization reports show that our adaptive learning spaces are at maximum use. These spaces are scheduled for large and small student study groups. Additionally, our reports show that simulation space is at capacity. These adaptive rooms are used by both credit and certificate programs.

This project would greatly assist in improving the utilization of existing space on campus. Specifically, the relocation of our student services to this building would create additional flexibility in other spaces. Further, as the building is currently configured, space is non-congruent and prevents students from seamlessly utilizing space and service. Once completed, the project would create a more holistic space for student support service activity, and free up other space for more efficient usage. With a record number of students living on campus (nearly 100% occupancy with 488 total beds in academic year 2025-2026), demand for non-academic services such as counseling, health services, and food services are also on the rise. These departments are strained for space in their current locations, and would benefit greatly from this project.

8. How does the institution intend to integrate sustainable design principles to enhance the efficiency and operations of the facility?

Over the years, NMC has shown a commitment to sustainable design principles for its construction and renovation projects. Although this is a relatively small renovation project, we will strive to incorporate facility efficiencies wherever possible. This project will receive the same level of commitment to integrating sustainable design principles as all of our building and renovation projects have seen historically.

An example of how NMC's projects have adhered to sustainable design principals can be found in NMC's self-funded purchase and renovation of a former manufacturing facility in 2010 that has led to LEED certification. The new facility is used to teach our sustainable energy, construction technology, and other technical programs supporting sustainable design fields. Each year the College commits to certain projects that will result in direct energy efficiencies. We have converted exterior and interior lighting to LED efficient lighting and installed occupancy sensors in classrooms, hallways, and restrooms, and are embarking on a massive geothermal energy infrastructure on our Front St. Campus this year.

The following sustainability elements are planned for the Student Services Hub:

- Upgraded lighting
- Occupancy sensors



- Energy efficient HVAC upgrades
- Improved building envelope design around exterior doors
- Improved roofing and other insulation

9. Are match resources currently available for the project? If yes, what is the source of the match resources? If no, identify the intended source and the estimated timeline for securing said resources.

Yes. The college has reserve funds available to match state dollars for this project as well as potential resources from private contributions through the NMC Foundation.

10. If authorized for construction, the state typically provides a maximum of 75% of the total cost for university projects and 50% of the total cost for community college projects. Does the institution intend to commit additional resources that would reduce the state share from the amounts indicated? If so, by what amount?

NMC is committed to matching 50% for this project, and does not currently intend to commit additional resources beyond the 50% share.

11. Will the completed project increase operating costs to the institution? If yes, please provide an estimated cost (annually, and over a five-year period) and indicate whether the institution has identified available funds to support the additional cost.

No, we do not anticipate an increase in operating costs if this project were funded. The improvement to the building should yield energy cost savings, and frees up other spaces to be used more efficiently as envisioned in NMC's "space migration" strategy in our 2024 Campus Master Plan. Combining multiple departments will reduce labor redundancies in our student service areas.

12. What impact, if any, will the project have on tuition costs?

The project will have no impact on tuition costs as NMC's share will be funded by College reserves.

13. If this project is not authorized, what are the impacts to the institution and its students?

If this project is not authorized, it will be a detriment to our current and future students. This project is absolutely critical for NMC's student success and space efficiency initiatives; if not authorized, NMC will continue to serve our students in the spaces we have, which are in most cases "a step down" for traditional aged students who came from more modern learning environments in their respective high schools. Further, if not authorized, the space would not be able to provide a more robust student support services area that could allow students the ability to access a



multitude of student support services in one location. Once completed, the Student Services Hub will be a more efficient way for students to access these services, which translates to a more efficient student experience, and fewer time constraints.

14. What alternatives to this project were considered? Why is the requested project preferable to those alternatives?

There is no viable alternative to this project. The project allows us to consolidate student support services in one area. This will result in a more holistic approach for our students and a more efficient delivery system for staff. We expect this to result in time savings for students with greater results.

There are no other alternative spaces on campus large enough to be repurposed for this function. Our alternatives all lead to our current disaggregated service model (various service offerings spread out across multiple campus buildings). Additionally, the alternatives do not address the aging building and ADA compliance concerns of our Osterlin Building.

Based on the age of the facility and the potential benefits of a unified student service center, we believe that this project would undeniably benefit NMC, our students, taxpayers, and the region as a whole.



Integrated Student Service Hub Overview

This project will transform Northwestern Michigan College's 60 year-old Osterlin Building on the Front Street Campus into an integrated student service hub. The hub will efficiently serve student needs for admissions, financial aid, cashiers, advising, counseling, international outreach, health and veteran services.

Benefits and new features

- > Centralize key student needs from three buildings to one
- > Reduce operating costs
- > Reduce environmental footprint through use of sustainable technologies (geothermal/HVAC upgrades)
- > Testing center
- > Integration with regional talent development strategy through career readiness services
- > Create a dedicated veterans lounge

How will NMC students benefit?

This project will increase student retention and completion due to an improved, holistic customer service experience via the hub.



Main
entrance



Exterior

Current condition



Student
Success
Center

What will it cost?

Total Project Cost

\$10M

State Funding Request

\$5M

- NMC commits to a \$5M local match.
- This project will have no impact on tuition rates.
- NMC's last state funded capital project was in 2018.

How will NMC use the money?

The funds will be used for demolition, reconstruction and renovation of the interior of the entire first floor of the 26,000 ft.² space.

Key upgrades

- > Exterior upgrades
- > Energy efficient windows
- > HVAC modernization
- > Improve ADA accessibility
- > IT infrastructure upgrades
- > Elevator upgrade
- > Lighting and electrical upgrades



Strategic Plan (2026-30)

Denmos Museum Center at Northwestern Michigan College



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Above: DMC received firrst-time Certified Autism Center (CAC) recognition in 2024.

EXECUTIVE SUMMARY

2019: Leadership Transition

Following over 30 years of leadership and growth under founding director Eugene Jenneman (1989-2019), the Dennos Museum Center hired its first new director in the museum's history. Craig Hadley began his new role as executive director in fall 2019. Hadley spent the previous 8 years at DePauw University, where he led the program through first-time accreditation from the American Alliance of Museums (AAM) and co-created a museum studies minor curriculum for undergraduates.

Looking Back: Expansion and *The New Dennos Campaign*

The Dennos Museum Center serves many audiences through many different points of engagement. Its previous mission (2000-2021) reflects the multipurpose nature of the DMC to deliver performances, films, concerts, lectures, temporary exhibitions, and semi-permanent displays to a variety of campus and community audiences.¹

As an embedded community college museum program, the DMC reaches over 62,000 visitors and learners of all ages through a wide variety of programs, exhibitions, and concerts. Approximately 2,000 NMC students and faculty utilize the museum each academic year, while the remaining 60,000 visitors are comprised largely of residents, adult and K-12 learners, and tourists during the summer months.

Under Eugene Jenneman's leadership, the museum underwent a two-year 15,000 square foot facility expansion and was dedicated in January 2018. Thanks to leadership gifts from the Milock and Smith families along with 16 other donors who together gave nearly \$4 million, the expansion added 10,000 square feet of new semi-permanent exhibition space for the nearly 3,000 works in the permanent art collection, along with additional space for the museum's core holdings of Canadian Inuit artwork. The remaining 5,000 square feet included expanded mechanical rooms, a new classroom space for NMC audio technology courses, and expanded storage and access for Milliken auditorium.

Looking Back: The 2000 Strategic Plan

The last strategic plan for the museum dates to 2000 and encompassed three main goals defined by a Task Force of community stakeholders and museum staff. Those goals included:

Goal One: Regional Ownership²

Strengthen the region's sense of ownership in the Dennos; developing an understanding of its vision, mission, and strategic plan; assuring that the region is involved in its programming, committed to its excellence, and invested in its long-term wellbeing.

Goal Two: Financial Position

Strengthen the Dennos Museum Center's financial position, assuring its ability to continue to provide excellence in the arts, culture, and sciences in the region through a variety of initiatives

¹ 2000 Mission Statement: The Dennos Museum Center seeks to engage, entertain, and enlighten its audiences through the collection of art and the presentation of exhibitions and programs in the visual arts, sciences and performing arts.

² 2000 Vision Statement: We will be respected by our peers and appreciated by a growing audience.

to bring the Museum's fund-raising efforts to the highest standards of the profession.

Goal Three: Collaboration

Strengthen collaboration between the Museum Center and its various audiences and constituencies, including NMC students and faculty, K-12 schools and the wide array of arts communities in the Grand Traverse region.

The previous plan created goals that are, in many respects, still relevant for the museum in 2019-2020. Several strategic initiatives were created to guide progress towards each of the three primary goals; however, the 2000 plan lacked timetables, assignment of staffing resources, budgets, and metrics for success.

Recap: 2020-25 Strategic Plan

The Dennon Museum Center created its first NMC board-approved strategic plan in fall 2021. Nine strategic goals were initially identified during the fall of 2019 through a series of staff SWOT exercises, a priority matrix, and group discussion. In light of COVID-19 pandemic, staff revisited goals throughout 2020 and reprioritized based on operational needs and modified timelines that accounted for reduced on-site staff time and new virtual programs.

As a result, eight core priorities emerged for 2020-25:

1. Review, revise, and communicate DMC mission and vision for 2020 and beyond.
2. Strengthen care, stewardship, and access to the permanent art collection.
3. Ensure proper staff alignment with mission and support professional development opportunities.
4. Work toward first-time accreditation from the American Alliance of Museums.
5. Strengthen financial stewardship and optimize operations.
6. Create and implement facility improvement plans.
7. Build and enhance campus partnerships.
8. Build and enhance regional and community partnerships.

Looking Forward: 2026-30 Strategic Plan

Following completion of the DMC's 2020-25 strategic plan, museum staff aligned the next phase of strategic planning with NMC's performance enhancement and sustainability review (PESR) process. Completed in spring 2025, the PESR review brought together DMC staff, NMC stakeholders and administration, and the NMC board of trustees to review and approve a financial path to sustainability for the museum. The next iteration of DMC's strategic plan builds upon the professionalization of the museum outlined in the previous plan.

DMC recognizes that a solid strategic plan includes realistic strategic objectives, alignment with campus and community resources, and is driven by a revised mission and a compelling vision statement. A new strategic plan will also provide detailed initiatives (i.e. subgoals) that define *tangible* progress towards each goal, with metrics that track success: timeline, staff assignment(s), status, funding requirements, and methods of evaluation.

The executive director and DMC staff, with feedback from the DMC exhibitions advisory committee, DMC collections committee, DMC docents and volunteers, and NMC PESR

committee, defined the following strategic priorities in alignment with the forthcoming NMC campus master plan, the new NMC strategic plan, and PRMC's communications strategy:

1. Improve financial stewardship and operational sustainability.
2. Earn first-time accreditation from the American Alliance of Museums.
3. Complete DMC rebrand and launch new marketing efforts.
4. Strengthen care, stewardship, and access to the permanent art collection.
5. Expand campus (e.g., experiential learning opportunities), community, and regional partnerships and accessibility.

AAM accreditation, while competitive and rigorous³, translates directly into tangible benefits for the many different constituents that we serve. Students, for example, will now have the opportunity to intern with an accredited museum program without leaving Traverse City—a benefit that extends beyond the classroom and into future internships and museum careers. Accreditation also builds confidence and trust in our patrons and donors who entrust us with their collections for future generations.

We look forward to the immense opportunities that strategic planning will provide for the Dennos Museum Center and its many audiences and supporters.

Sincerely,



Craig R. Hadley
Executive Director and Chief Curator

³ 2025 AAM Accreditation statistics: 1,110 of 33,000 museums nationwide are accredited by the AAM.

WHO WE ARE

MISSION

The Denno Museum Center builds community, sparks conversation, and inspires change for audiences of all ages through its exhibitions, programs, and the collection and preservation of art.

Mission revised spring 2021 and approved summer 2021 by NMC Board of Trustees.

VISION

The Denno will serve as a vibrant hub for the campus and community to engage in dialogue, discovery, and connection through thoughtfully curated exhibitions and experiences.

Vision revised fall 2025.



Above: Programming for NMC students is central to the DMC's mission to build an inclusive and welcoming museum experience for all.

INTRODUCTION



Above: Installation view from Teresa Dunn's 2023 solo exhibition at DMC.

This plan represents the second comprehensive strategic plan for the Dennos Museum Center at Northwestern Michigan College.

Dennos Museum Center staff provided created this plan by leveraging data from old plans, the Museum Assessment Program, Conservation Assessment Program, and the NMC Performance Enhancement and Sustainability Review (PESR) process. Museum staff participation included:

- Liz Celeste, Curator of Education and Exhibitions
- Megan Heator, Operations Manager
- Kim Hanninen, Registrar/Preparator
- Chelsie Niemi, Audience Engagement Manager
- Nicole Zeiler, Museum Store Manager

Campus committees—comprised of faculty, staff, student, and community representation—also offered feedback and comment on this document throughout the process:

- DMC Collections Committee
- DMC Exhibition Advisory Committee
- DMC docents and volunteers (survey form)
- NMC President's Council (PC/PESR committee)

Several of the strategic goals in this document include ongoing tasks from the previous 2020-25 strategic plan, along with recommendations from several external assessors:

- 2024 Community Engagement MAP Final Report
- 2024 Outdoor Sculpture Collection Conservation Survey
- 2022 General Conservation Assessment Program Final Report
- 2020 Organizational MAP Final Report

The 2026-30 strategic plan seeks to prepare the Dennos Museum Center for the AAM accreditation process by October 2026. Ideally, the MAP and CAP programs should be repeated for any reports older than 10 years.

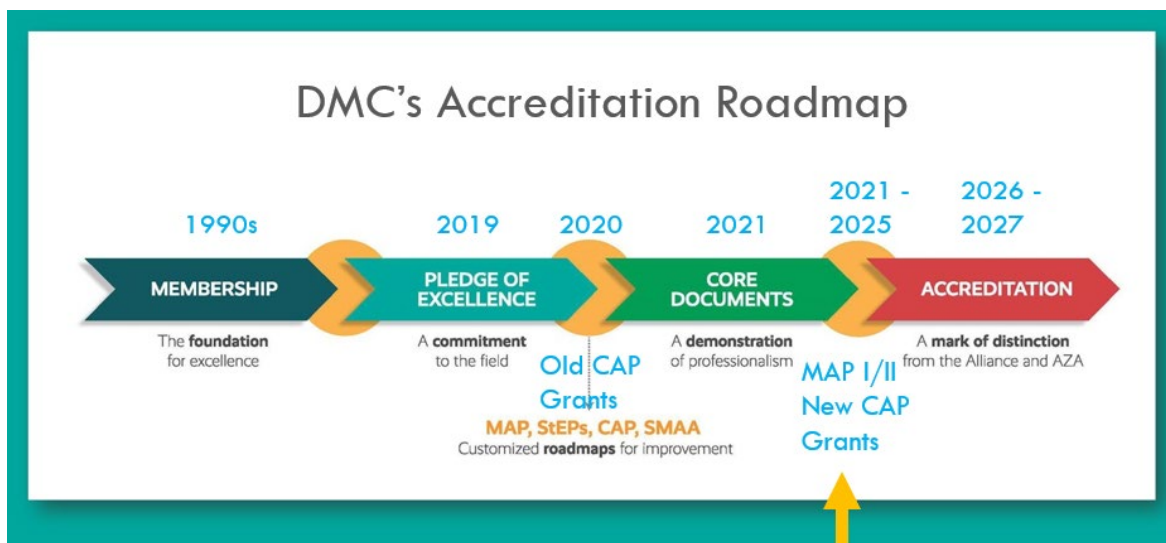
AAM ACCREDITATION

Why Seek Accreditation?

DMC continues to work toward accreditation from the American Alliance of Museums (AAM). A core pillar in the previous strategic plan and this revised plan, accreditation conveys a number of practical and strategic benefits to the fewer than 5% of museums nationwide who complete the rigorous process:



The graphical timeline below illustrates all that DMC has accomplished toward this goal, resulting in application for accreditation in fall 2026:



AAM Accreditation by the Numbers:

41% are art museums/centers

18% are in the Midwest

21% have approx. 6 FTE

16% operate within a college

30% have a budget of \$1-2.9M

INTERNAL AND EXTERNAL REVIEW

DMC has fully embraced continuous improvement as part of its strategic planning process. Since 2020, the museum has undergone three external reviews: two conducted by the American Alliance of Museum's Museum Assessment Program (MAP) and one by the Foundation for Advancement in Conservation's Collections Assessment for Preservation (CAP) program. Short and long-term goals and objectives from these assessments were embedded in the previous strategic plan and also appear in the current plan document.

Additionally, NMC's Performance Enhancement and Sustainability Review (PESR) process provided an opportunity for DMC to conduct benchmarking and modeling for the museum's next strategic plan. The PESR process is intended to guide college programs through a structured and thoughtful review to maximize long-term sustainability and growth.

A summary of these reviews is presented on the following pages.

INTERNAL REVIEW: PESR

Current Situation

DMC has historically offset operational deficits with quasi-endowment, annual fund revenue, and NMC auxiliary revenue. Recent challenges include the elimination of NMC auxiliary revenue support, the shuttering of rental partners due to the COVID-19 pandemic (TCFF, TEDx, ballets, etc.), and the addition of expansion bond interest debt. A combination of earned revenue, sponsorships, endowment growth, and expense reduction will guide the museum's PESR plan.

Objectives

The objective of the Program Enhancement and Sustainability Review (PESR) is to develop an effective strategy and specific implementation plans for the DMC. The key objectives of the plan are as follows:

1. Develop scenarios and associated action plans to significantly reduce program deficit through increased earned revenue streams, philanthropic support, and/or expense reduction.
2. Continue offering DMC programming in alignment with the museum's BOT approved mission.
3. Ensure that plan elements align with museum best practice set forth by the American Alliance of Museums (AAM) in advance of the museum's forthcoming application for first-time accreditation.

EXTERNAL REVIEW: 2024 Community Engagement MAP



About MAP

Since its inception in 1981, the Museum Assessment Program (MAP) has helped more than 5,000 small and mid-sized museums of all types strengthen operations, plan for the future, and meet standards.

Through a one-year process of self-assessment, institutional activities, and consultative peer review with a site visit and recommendations, your museum emerges with:

- Greater alignment of activities, mission, and resources
- Analysis of its strengths, weaknesses, and opportunities
- Prioritized roadmap for improving operations and meeting standards
- Practices benchmarked to standards
- Enhanced credibility with potential funders and donors
- Improved communications between staff, board, and other constituents
- Expert advice, recommendations, and resources
- Increased capacity for strategic planning
- Preparation for core document verification, accreditation or reaccreditation

Highlights From the MAP Reviewer:

“Stability in leadership and clarity in reporting structures are essential for the museum to stay on course and achieve its strategic goals.”

“Expanding the team and streamlining volunteer management will be crucial steps in enabling the museum to continue its growth trajectory.”

“The museum has continually evolved to meet the changing needs of its audience. This includes the adoption of digital initiatives and interactive experiences that enhance visitor engagement and accessibility.”

“Over the years, the Dennon Museum Center has distinguished itself through its commitment to enriching the cultural life of its community.”

Petra Kralickova, Executive Director

The National Museum of Toys and Miniatures, Kansas City, MO

EXTERNAL REVIEW: 2022 CAP



Collections Assessment for Preservation

The Collections Assessment for Preservation (CAP) program provides small and mid-sized museums with partial funding toward a general conservation assessment. The assessment is a study of all the institution's collections, buildings, and building systems, as well as its policies and procedures relating to collections care. Participants who complete the program receive an assessment report with prioritized recommendations to improve collections care. CAP is often a first step for small institutions that wish to improve the condition of their collections.

Highlights from the 2022 CAP Report:

“The Dennen Museum Center has an incredibly knowledgeable, experienced, and engaged staff who call upon their vast and varied skills to maintain the building and collections. Executive Director and Chief Curator Craig Hadley, with a hands-on and very proactive approach, is rapidly contributing to the ongoing improvements in collections stewardship. Registrar Kim Hanninen is a veritable jack-of-all trades whose resourcefulness and dedication to collections care is the reason that the collections are so well maintained.

“The majority of the tenure of Director Craig Hadley has taken place in a particularly challenging time; however, he and staff members have taken advantage of covid-related disruptions to make great strides in fundraising, policy development, and collections storage updates, quickly addressing many of the recommendations outlined in the previous 2010 CAP report.

“Due to the dedicated efforts of current staff and college facility partners, DMC is operating at a very high-level regarding collections storage, display, and general operations. The primary objective identified by the assessment team is to: provide recommendations to further improve storage and environmental conditions, to increase outside awareness of collections conservation concerns, and to help with the development of a long-range preservation plan—all in preparation for the upcoming application for accreditation.”

These and other recommendations are summarized in the full report.

Melissa Amundsen
Assistant Preventive Conservator
Midwest Art Conservation Center, Minneapolis

EXTERNAL REVIEW: 2020 Organizational MAP



About MAP

Since its inception in 1981, the Museum Assessment Program (MAP) has helped more than 5,000 small and mid-sized museums of all types strengthen operations, plan for the future, and meet standards.

Through a one-year process of self-assessment, institutional activities, and consultative peer review with a site visit and recommendations, your museum emerges with:

- Greater alignment of activities, mission, and resources
- Analysis of its strengths, weaknesses, and opportunities
- Prioritized roadmap for improving operations and meeting standards
- Practices benchmarked to standards
- Enhanced credibility with potential funders and donors
- Improved communications between staff, board, and other constituents
- Expert advice, recommendations, and resources
- Increased capacity for strategic planning
- Preparation for core document verification, accreditation or reaccreditation

Highlights from Our MAP Reviewer:

I found the Dennos to be a **multi-faceted, strong** institution; yet ... the attainment of **accreditation**, this institution will be *truly great!*

I witnessed strong **alliances** between [DMC and NMC]; these individuals share a common trust, understanding, and desire to advance the DMC.

A larger **endowment** will mean **improved sustainability** and amplified capacity for creative exhibitions, instruction, programs, and partnerships.

In the Mission statement review, acknowledge your **collections stewardship** obligations

Linda Steigleder, former CEO
Hancock Shaker Village, Pittsfield, MA



ORGANIZATIONAL HISTORY

The Dennon Museum Center is a fine art museum and cultural center located in Traverse City, Michigan on the campus of Northwestern Michigan College (NMC). Most notable for its permanent collection of Inuit art, the Dennon Museum opened in 1991 and features rotating exhibitions of modern and contemporary art.

The museum consists of three changing exhibit galleries, a sculpture court, an Interactive Discovery Gallery for children and adults, and semi-permanent galleries for Inuit art and the museum's permanent collections. The museum has a permanent collection of 3,100 works, of which nearly 2,000 are Inuit art prints and sculptures. The museum is home to three temporary exhibition galleries that cover 8,000 square feet combined with an additional 12,000 square feet of semi-permanent exhibition space for the museum's permanent collection.

As a cultural center, the Dennon Museum Center also provides exhibitions and programs in the sciences and performing arts. It includes the Milliken Auditorium, a 367-seat concert hall that hosts an annual concert series emphasizing world, jazz and blues music along with NMC and community events. The museum also oversees a collection of 14 outdoor sculptures by international and Michigan artists on the grounds of the college campus. In 2000, the museum was recognized by ArtServe Michigan with the Governor's Award for Arts and Culture.

The Inuit art collection was started in 1960 by Northwestern Michigan College librarian Bernie Rink, who began collecting sculptures and prints for a library exhibition fundraiser. Rink organized the event as an annual sale of Canadian Inuit Art. Many of the items sold by Rink were prints. He retained some of the items each year, both prints and sculptures, resulting in the gradual growth of the Inuit art collection to 500 pieces by 1991, and 1500 pieces by 2015.

A need for an art collection and cultural center in Traverse City was identified in the 1980s. Barbara and husband Michael Dennon, then an executive with Chef Pierre (Sarah Lee Corporation), were both instrumental in the formation and funding of the museum. In 1988, founding director Eugene Jenneman was hired by Northwestern Michigan College to work with architect Bob Holdeman to design and oversee the building of the museum. After a \$6.5-million community campaign, the museum, named for Michael and Barbara Dennon, was opened in July 1991. The Barbara and Michael Dennon Museum Center was one of the first collections of Inuit art open to the public in the United States.

Following fundraising efforts which began in 2015, the museum received significant funds from local benefactors, including a \$1 million gift from Barbara and Dudley Smith for the Inuit art gallery expansion and a \$2 million gift from Diana and Richard Milock, the museum expanded its Inuit Gallery and added an additional 10,000 square feet of semi-permanent exhibition space as part of a \$5 million building expansion that opened in 2018. The addition for the Inuit Collection was named the Barbara and Dudley Smith Wing for Inuit Art.

Looking Back: Collecting⁴

The Dennos Museum Center's collection houses one of the largest Inuit art collections in the United States. As it exists today, the collection and gallery spaces owe much to a dedicated group of collectors and supporters.

The Inuit art collection was established in the 1960s by Bernie Rink, then director of the Osterlin Library at Northwestern Michigan College. Beginning with a small group of carvings and prints gifted by Chicago businessman Wilbur C. Munnecke, Mr. Rink grew the collection to around 500 works through donations and annual purchases from the NMC Inuit (Eskimo) art sale and its proceeds. With the opening of the Dennos Museum Center in 1991, the collection was moved to its new home. In 1995, Philip Power donated over 200 works from his father Eugene's collection. The Power Family Inuit Gallery was named in recognition of this gift and Eugene Power's involvement in bringing Inuit art to the United States. The Dudley and Barbara Smith Wing for Inuit Art was built in 2017 and represents the Smith family's longtime support of Inuit art and patronage of the Dennos Museum Center.

Today, thanks to many collectors and supporters, the Inuit art collection includes works from master artists like Kenojuak Ashevak, Pitseolak Ashoona, Kananginak Pootoogook, Pudlo Pudlat, Judas Ullulaq, and Jessie Oonark. Celebrated 21st century artists include Shuvanai Ashoona, Annie Pootoogook, Ningeokuluk Teevee, and the Ruben brothers: David Ruben Piqtoukun and Abraham Anghik Ruben. With shared traditions and continually innovative approaches, these artists express the culture and experiences of the Inuit people—past, present, and future.

Throughout Eugene Jenneman's tenure as executive director of the DMC, the collections grew beyond mid-20th century Inuit art to encompass local, regional, and national and international artists. Examples include gifts from the Andy Warhol Foundation, a growing collection of American mid-20th century works on paper, and contemporary ceramics and glass by Chinese and Japanese artists. An outdoor sculpture collection was also created, which spans museum and NMC campus grounds, with approximately 13 works by notable Michigan-based artists. Additional indoor sculptures and installations have grown in recent years, primarily from local and regional artists.

⁴ See Collections Plan for additional details.

FINANCIAL OVERVIEW

DMC Financial Breakdown:

	FY22	FY23	FY24	3-Year Total	FY25 YTD
TOTAL Revenue (A+B)	\$1,461,774	\$927,028	\$1,423,448	\$3,812,250	\$548,141
TOTAL Expenditures	\$975,011	\$1,094,845	\$1,347,615*	\$3,417,471	\$545,185
DMC Net Operating Surplus/Deficit	\$486,763	-\$167,817	\$75,833	\$394,779	\$2,956
Interest on 2016 Bond	-\$133,429	-\$127,867	-\$122,076	-\$383,372	-118,176
DMC Net Operating w/ 2016 Bond	\$353,334**	-\$295,684	-\$46,243	\$11,407	\$115,220

NOTE: All operating deficits are covered by DMC-R and/or DMC MacFarlane Fund and do NOT draw upon the NMC General Fund.

*Includes one-time expenditure to upgrade Milliken auditorium lighting to LED. Majority of upgrade was covered by a private gift with NMC support.

**The NMC Business Office over-transferred from the NMC Foundation during FY22. The FY23 "loss" was offset by this surplus transfer in FY22.

Simplified Financial Analysis:

- DMC earned revenue averages \$417,890 per year.
- DMC-specified endowments and annual fund performance averages \$852,860 per year.
- Annual expense averages approximately \$1,266,948 per year with wages and benefits accounting for ~\$605,658 or 48% per year.
- Average annual operating deficit is approximately -\$170,964 including the 2016 declining bond interest debt (average -\$127,791 per year for the past three years).
Operating deficit + bond = -\$298,755 per year.

STRATEGIC GOALS & OBJECTIVES

The plan outlines core objectives for the 2026-2030 plan. Each core objective has a number of supporting objectives that support the core objective. They are arranged in descending priority. Detailed work tables outlining supporting objectives and metrics for success can be found in the appendices.

Core Objectives 2026-2030

1. Improve financial stewardship and operational sustainability.
2. Earn first-time accreditation from the American Alliance of Museums.
3. Complete DMC rebrand and launch new marketing efforts.
4. Strengthen care, stewardship, and access to the permanent art collection.
5. Expand campus and community partnerships and accessibility.

Previous Core Objectives⁵ 2020-25

1. Review, revise, and communicate DMC mission and vision for 2020 and beyond
2. Strengthen care, stewardship, and access to the permanent art collection
3. Ensure proper staff alignment with mission and support professional development opportunities
4. Work toward first-time accreditation from the American Alliance of Museums
5. Strengthen financial stewardship and optimize operations
6. Create and implement facility improvement plans
7. Build and enhance campus partnerships
8. Build and enhance regional and community partnerships

⁵ Provided for reference and comparison to 2026-30 objectives.

EVALUATION & COMMITTEE ASSIGNMENTS

Evaluation

DMC staff will review the plan two times per year (spring and fall) and will make adjustments to the work plan as needed. An annual report, published on the museum's website, also summarizes plan progress and adjustments.

Committee Assignments

Collections Committee

Co-chair: Executive Director and Chief Curator

Co-chair: Registrar and Preparator

Exhibition Advisory Committee

Co-chair: Executive Director and Chief Curator

Co-chair: Curator of Education and Exhibitions



Above: a floral mural created by artist Louise Jones (Ouizi) in 2024.



Build community. Spark conversation. Inspire change.



1701 East Front Street
Traverse City, MI 49686
dennosmuseum.org
231-995-1055



To: Dr. Nick Nissley, President
From: Alex Tank, Director, International Affairs Forum
CC: Katharine Marvin, VP College Advancement/Exec. Dir. NMC Foundation
Date: October 5, 2025
Subject: International Affairs Forum (IAF) 2% Grant Request

Background:

Twice a year the Grand Traverse Band of Ottawa and Chippewa Indians accepts grant applications from local government entities for funding from 2% of their gaming revenue. The grant request requires the approval of the institution's governing board, which for NMC is the Board of Trustees. The application in process would be submitted to GTBOCI prior to November 31, 2025, the published submission deadline.

Request:

This is a request for the Board of Trustees to approve the submission of this grant application at the October 20, 2025 meeting. IAF is requesting \$10,000 for programming centering on the natural environment, the global movement referred to as the "Rights of Nature", and related issues of significance to the indigenous community. The programming would utilize local and international expertise and reinforce the established IAF connection with the Grand Traverse Band of Ottawa and Chippewa Indians, expanding reach and aligning with program initiatives focused on the environment. This application has the input and approval of IAF's Advisory Board leadership.

Thank you for your consideration.



MEMO: Foundation Team

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

From: Katharine Z. Marvin
Vice President of College Advancement, NMC
Executive Director, NMC Foundation

Date: October 6, 2025

Subj: Raiser's Edge Database Renewal

Recommendation

Authorize administration to enter into a three year contract with Blackbaud for its fundraising and financial accounting software package at a total cost of \$265,498 over a three year period.

Background

The NMC Foundation staff seeks the Board of Trustees' authorization for a three-year renewal of Blackbaud's Raiser's Edge Customer Relationship Management (CRM) and Financial Edge accounting software. This package includes Online Express; Payment Services; Blackbaud Analytics; Data Enrichment; FENXT; JustGiving from BLKB; Raisers Edge NXT and is foundational to both the College and the Foundation's operations, housing more than 195,000 vital records that encompass a multitude of data points including alumni data, comprehensive foundation giving records, and contact information.

Raiser's Edge facilitates the accurate distribution of targeted mailing lists and critical support for a wide array of campus and outreach events, including those hosted by the Dennon Museum Center, WNMC Radio, and the International Affairs Forum, as well as signature events like A Taste of Success, Women on the Water, and the Scholarship Open. Financial Edge provides the College's Business Office the accurate and reliable financial tracking and reporting capabilities required for robust financial analysis and fiscal transparency.

The NMC Foundation has used the Blackbaud Raiser's Edge fundraising database software since 2001. Raiser's Edge is one of the most robust fundraising database software on the market, and integrates seamlessly with its co-packaged financial accounting platform, Financial Edge, which is utilized by the Business Office.

Maintaining the Raiser's Edge database is crucial for ensuring the consistency and integrity of data across NMC to operate with the most current, accurate, and uniform information, which is fundamental for reliable reporting, accurate forecasting, and delivering a consistent, high-quality donor and alumni experience. Switching the college's core database would be a time consuming endeavor requiring extensive data migration, meticulous system integration, and comprehensive staff training to ensure a successful transition. We are satisfied with Blackbaud's software and believe it would be inappropriate to pursue a major data migration and system change as we launch our 75th Anniversary Celebration and look to a potential comprehensive fundraising campaign.

This proposed software contract is for the period December 21, 2025 - December 20, 2028, with costs of \$81,827, \$88,326, and \$95,344 (total of \$265,497) for years 1, 2, and 3, respectively.

Funding Source

This 3-year contract will be funded equally by the College's General Fund (\$132,749 - 50%) and the NMC Foundation operating budget (\$132,749 - 50%).



**Northwestern
Michigan College**

MEMO

Administrative Services

To: Board Building & Site Committee
From: Troy Kierczynski, Vice President of Finance and Administration
Date: October 13, 2025
Subject: Valleau Property – Proposed Action

This document provides a recommended course of action regarding a vacant 60-acre vacant parcel in Mayfield Township. The property was donated to NMC in 1960 by Nettie Valleau, but has a competing claim of title from Michigan Department of Natural Resources (MDNR).

Recommendation

Authorize administration to convey without consideration the College's interests to the State through a quit claim deed, for the reasons offered in the rationale section below. Note, this must be approved by the full board of Trustees at a future meeting.

Background

See attached legal opinion from Robert Parker of Parker Harvey dated September 3, 2025, which includes a brief history of this property matter, including how it was acquired by NMC, an explanation of the title conflict, recent efforts made by administration to assert NMC's ownership claim, and proposed options for NMC. Also included as attachments are a map and property detail from the Grand Traverse County parcel mapping gallery.

Rationale

My recommendation is based on the following facts and circumstances:

- The MDNR feels strongly its ownership claim is superior to NMC's; they've rejected all offers of resolution, and offered none in return.
- A previous attempt to resolve this matter in 2019 under previous NMC administration ended with a similar result; at the time, the College determined to take no action.
- Further investigation and/or legal action is costly and time consuming with highly uncertain results.
- NMC has no current or future plans for the property. In the 2024 approved campus master plan, our course of action was to "Resolve title issues with MDNR; if NMC [successfully] claims the property, sell the property & use proceeds to support the Campus Plan."
- The property was appraised at \$265,000 in 2023; however, that appraisal did not take into consideration the title issues, which significantly diminishes its value.
- Per inquiry with the Talon Group title agency in April 2024, this property is only insurable if the State's interest were eliminated voluntarily or through legal action.
- The property will remain unmarketable and unproductive until this matter is settled via legal action, or until one party surrenders their claim.
- Taking no action (given the facts and circumstances we know today) almost guarantees future administrative and legal costs will be incurred on this matter, taking attention away from other more strategic property matters.



September 3, 2025

Mr. Troy Kierczynski
VP of Finance & Administration
Northwestern Michigan College
1701 E. Front Street
Traverse City, MI 49686

Via email only to:
tkierczynski@nmc.edu

RE: Northwestern Michigan College / Mayfield Township property
Our File No. 293.52

Dear Mr. Kierczynski:

This letter serves as a follow-up to our discussions over the past year concerning the 60-acre parcel owned by the College and located in Mayfield Township.

As you may recall the property consists of two adjacent parcels, both located in Section 32 of Mayfield Township. They are described as the South Forty (40) acres of the East Ninety (90) acres of the SE ¼ of Section Thirty-Two (32) and the East half of the South Forty (40) acres of the West Seventy acres of the SE ¼ of Section Thirty-Two (32).¹

The College received a conveyance of this property in 1960 from Nettie Valteau, as survivor of herself and her deceased husband, Gilbert Valteau. Nettie and her husband had acquired the property from Roy and Mary Litchfield in September of 1927. The record does not disclose any conveyance of the property from the date of the Valleaus' acquisition in 1927 until Nettie Valteau's conveyance to the College in 1960.

There is a competing deed for a portion of the property which is a conveyance from the State Auditor General to the State of Michigan by tax deed dated July 22, 1931. The tax deed conveys three parcels to the State of Michigan, including a portion of the College's property. The property conveyed is described as the "East part of the S ½ of the SE ¼ of Section 32". This is another way of describing the SE ¼ of the SE ¼ of Section 32. The tax deed was recorded on August 20, 1931.

Historically, the Department of Equalization's records have noted that the entire 60 acres was owned by the College. Sometime in the past the Department's records were revised to indicate that the State owned the 40 acres but that the remaining 20 acres was owned by the College.

¹ Currently Parcel # 28-09-032-017-00

Mr. Troy Kierczynski
September 3, 2025
Page 2

More recently, for some unexplained reason, the tax records show the entire 60 acres owned by the Michigan Department of Natural Resources.

Given the current condition of title, the property is most likely not marketable by either the College or the State.

You and I had several phone conferences with representatives of the State attempting to resolve this matter and make the case that the College's claim of title is superior to the State's. Alternatively, we have argued that even if the State's tax deed is effective, this only vested title to the 40 acres and the remaining 20 acres remained vested with the College.

We discussed with the State its voluntary relinquishment of its interests, the possible purchase of its interest by the College, the sale of the College's interests to the State, and the possible sale of the property with an agreed upon division of the sales proceeds. The State is unwilling to compromise and instead asserts that it has good title to the entire 60 acres. The State has rejected all offers of resolution and has offered none in return.

Litigating this matter with the State of Michigan would be a time consuming and expensive endeavor with an uncertain outcome. A lawsuit to quiet title would need to be filed with the Court of Claims which is located in Lansing.

Assuming the College has little appetite for bringing a quiet title action, options going forward appear to be as follows:

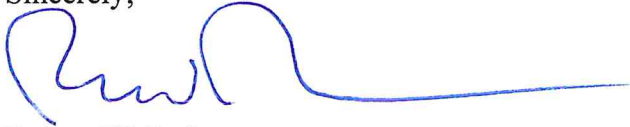
1. Take no action. There are little or no holding costs associated with the property (it is vacant) and it is conceivable that at some point the State might be inclined to resolve this matter. I had no sense in our discussions with the State that it has any immediate plans for the property and as such I would be surprised if it sought to have the College's interests extinguished through litigation.
2. Convey by quit claim the College's interests to the State. As the State is convinced of the superiority of its title, this would be without consideration. This would have the effect of removing the property from the College's inventory of real estate held.
3. After full disclosure, offering the property for sale to a neighboring property owner. The property was appraised in the fall of 2023 as having a value of approximately \$265,000.² Because of the uncertainty of title, its value is surely substantially less than the appraised value. However, a neighboring property owner might be willing to offer a highly discounted amount to acquire the College's interest.

² The interest appraised was assumed to be a "fee simple estate" which the appraiser defined to be "absolute ownership unencumbered by any other interest or estate, subject only to the limitations imposed by the governmental powers of taxation, eminent domain, police power, and escheat."

Mr. Troy Kierczynski
September 3, 2025
Page 3

Should you wish to discuss this matter further or should you have further questions, please feel free to contact me.

Sincerely,

A handwritten signature in blue ink, appearing to be 'R. Parker', followed by a long horizontal flourish.

Robert W. Parker
RWP:ekb

Enclosures

GRAND TRAVERSE COUNTY Parcel Viewer | Grand Traverse County 09-032-017-00

Show search results for 09-032-017-00

TaxParcel: 09-032-017-00

Property data sheet [Click Here](#)

Delinquent Tax Information [Click Here](#)

BS&A Record Card [Click Here](#)

Site Address W COUNTY LINE RD

Site City BUCKLEY, MI
State ZIP 49620

Owner Name 1 MI DEPT OF NATURAL RESOURCE

[Zoom to](#)

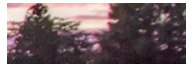
Esri Community Maps Contributors, GTC Equalization/GIS, © OpenStreetMap, Microsoft, Esri, TomTom, Garmin, SafeGra...

-85.66120 44.51101 Degrees

600ft




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PROPERTY DETAILS

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Grand Traverse County Property Information 2025 - June 1st PRE update

Parcel: 09-032-017-00

Jurisdiction: Mayfield Township

Owner Name: MI DEPT OF NATURAL RESOURCE

Property Address: W COUNTY LINE RD
BUCKLEY, MI 49620

Mailing Address: P O BOX 30735
LANSING, MI 48909-8235

2025 - June 1st PRE update Property Information

Current Taxable Value: \$0

School District: 28035

Current Assessment: \$0

Current S.E.V.: \$0

Current P.R.E.*: 0%

* This percentage may pertain to exemptions other than the Principal Residence Exemption.

Current Property Class: 402 - Residential - Vacant

Tax Information

Taxable Year	Summer Tax Amount	Winter Tax Amount
2024	\$0.00	\$0.00
2023	\$0.00	\$0.00
2022	\$0.00	\$0.00

Delinquent Tax Information

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Sale information is not available for this

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Tax Description

M 409 S 40 A OF E 90 A OF SE 1/4 & E 1/4

Grand Traverse County

Governmental Center

400 Boardman Avenue

Traverse City, MI 49684

Editors

Search By LIAA



**Northwestern
Michigan College**

MEMO

Systems & LAN Management

To: Dr. Nick Nissley, President
From: David Hosler, Director of Systems and LAN Management
Date: October 15, 2025
Subject: Campus wireless access

This document provides an overview and recommendation to renew a single-year contract to continue providing wireless access to our campuses.

Recommendation

Authorize the administration to enter into a contract with People Driven Technologies in the amount of \$52,723.86 to renew maintenance and licensing for the college's wireless infrastructure equipment and management software. This is a single source arrangement connected to our Cisco-based network infrastructure.

Background/Scope of Work

Our campus wireless, which is more important than ever with an increasing number of students utilizing personal devices to complete course work, requires regular renewal to continue providing the wireless signal as well as the ability to administer the networks to provide optimal service.

With the additional wireless access that we have provided over the intervening years, the price for renewal has risen to \$52,723.86 annually. This extension will be purchased through People Driven Technologies, our current Cisco vendor.

Funding Source

The source for this contract is the general fund.