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

**Meeting Agenda**

Monday, September 22, 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—*Sonya Laws, Marine Technology Student*
- F. Update on the new NMC Strategic Plan (2026-2029)—*Jason Slade, Vice President, Strategic Initiatives*
- G. Program Enhancement & Sustainability Review: Great Lakes Water Studies Institute  
*Jason Slade, Vice President, Strategic Initiatives*  
*John Lutchko, Director, Great Lakes Water Studies Institute*

**II. REPORTS AND PRESENTATIONS**

- H. Faculty Report—*Charley MacPhee, Construction Technology*
- I. FY27 Five-Year Capital Outlay Plan Overview—*Troy Kierczynski, Vice President, Finance and Administration*
- J. Enrollment—*Todd Neibauer, Vice President for Student Services and Technologies*

**III. 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.

#### IV. UPDATES

- K. President's Update—*Nick Nissley*
- L. Board Update—*Laura Oblinger, Chair*

- 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:

- M. Minutes of the August 18, 2025, regular meeting
- N. Minutes of the September 3, 2025, study session
- O. Financial Report—*Troy Kierczynski, Vice President, Finance and Administration*
- P. Public Relations, Marketing & Communications—*Diana Fairbanks, Associate Vice President, Strategic Communications and Change Initiatives*
- Q. Advancement Report—*Katharine Marvin, Vice President of Advancement*

#### VI. ACTION ITEMS

- R. **Local Strategic Value Resolution** (Pursuant to Policy A-106.00 Finance)  
Recommend adoption of 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.
- S. **Student Success Platform Renewal** (Pursuant to Policy A-106.00 Finance)  
Recommend authorization for 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.

#### 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.*

October 20, 2025 - Timothy J. Nelson Innovation Center, Room 106/107 *\*\*Third Monday*  
November 24, 2025 - Timothy J. Nelson Innovation Center, Room 106/107



To: Dr. Nick Nissley, President

From: Jason Slade, Vice President of Strategic Initiatives

Date: September 15, 2025

Subject: Strategic Initiatives Update: *September 22, 2025 Board of Trustees Meeting*  
Topic: *Board Update on the new NMC Strategic Plan (2026 - 2029)*

Strategic Initiatives looks to keep the NMC Board of Trustees updated on the process and development of the upcoming strategic plan (2026 - 2029). The goal will be to use the allotted board meeting time to provide updates on the engagement process, strategy refinement, objective development, and implementation. This month an overview of the entire process and the current status will be documented.

**Objectives for the Next Strategic Plan: The next strategic plan must:**

- fulfill our mission, vision, and values statements
- build on the existing strategic plan
- carryover key themes around enrollment, student success, future-focused education, and program enhancement
- support current and forthcoming initiatives including campus vibrancy related to the master plan and brand strategy; and provide space for bold ideas

**Comparison to current strategic plan (NMC Next):**

NMC NEXT (current plan)	Future Strategic Plan
Revised mission, vision and values statements	Mission, vision and values: no change
3-year plan using strategy/objective hierarchy	3-year plan using strategy/objective hierarchy
Scan Teams and Steering Committees under direction from CampusWorks were used for development.	<p>No consultants will be used for development.</p> <p>The Steering Committee will be responsible for overseeing the planning process. The Leadership Council will be relied upon to help develop strategies, objectives, and actions.</p> <p>Current groups and departments including HLC, PESR, and ESIMT will provide input and guide strategies. Regular Board of Trustee check-ins will occur throughout Fall 2025 along with a retreat.</p>
"Scan Teams" were used to broadly identify NMC challenges and areas of opportunities to develop strategies.	Carryover themes and forthcoming initiatives will inform the majority of the plan, a natural extension of a longer strategic plan. Input from faculty, staff, students, and key stakeholders will add, revise, and refine strategies. 80% of the plan is in place from carryover strategies or current initiatives (eg, master plan, brand leadership, etc.)

**Process: The process for this strategic plan must:**

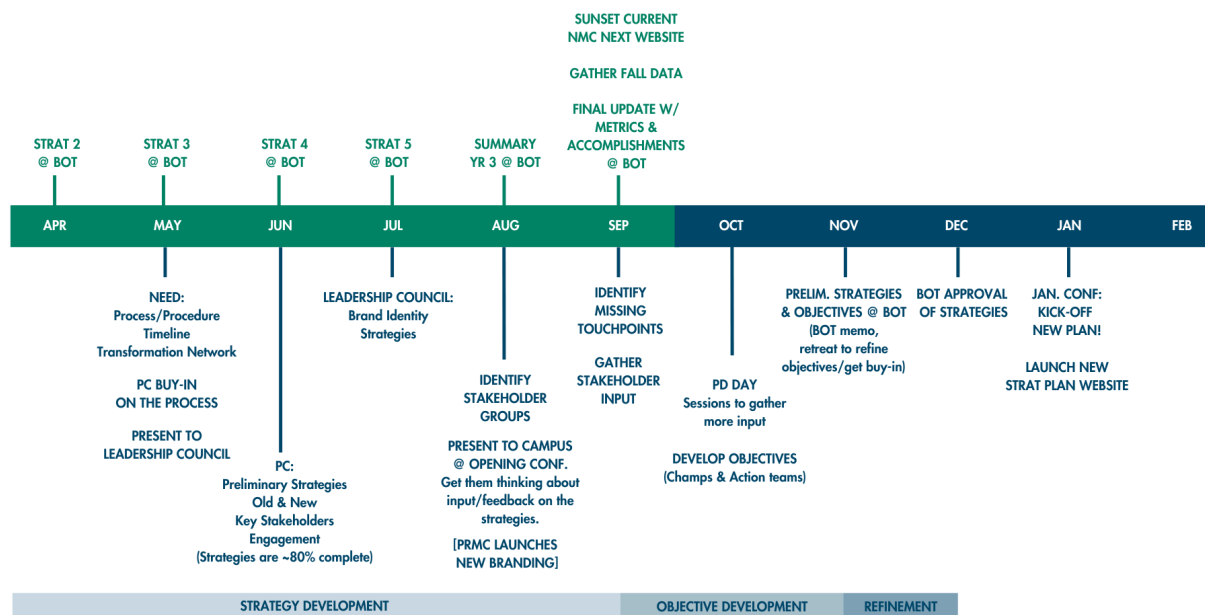
- be transparent
- allow opportunities for stakeholder feedback at the strategy and objective level
- be efficient and effective as the process is being handled internally without a consultant
- be time bound in order to meet the December 2025/January 2026 approval window

As part of this, a comprehensive engagement plan has been developed and is currently being executed. To date the following has occurred:

- Strategic Plan Steering Committee check-ins
- Leadership Council Workshop - a 3-hr large group working session of college leadership who are most likely to lead specific objectives and actions
- Leadership Council follow-ups
- Outreach and engagement sessions with faculty, staff, employee groups, and students have begun

**Brief Timeline of Process (green/top is current plan, blue/bottom is new plan):**

## NMC Next Strategic Plan 2022 - 2025



## NMC Strategic Plan 2026 - 2029

**Process and Procedure:** The strategic plan development process can be divided into four stages:

1. Strategy development
2. Objective development
  - a. Includes action steps
3. Refinement
4. Share and promote

### Stage 1: Strategy Development and Refinement (July - September 2025) (CURRENT PHASE)

The major themes of this strategic plan are already coming into focus based on the critical strategies being carried over from the previous plan *and* the transformative initiatives the college is in the midst of undertaking. This aligns with the roadmap CampusWorks recommended where each three year cycle was part of a longer strategic plan built from the themes of the previous. Rough outlines of potential strategies have been shared with the Steering Committee, Leadership Council, and college-wide through Opening Conference on August 19th. Initial revisions have been proposed. Ongoing department meetings, community sessions, and student input groups will continue to inform the strategies. The Steering Committee will guide the development of the plan and the process. The Leadership Council will provide significant input to the strategy language.

### Stage 2: Objective Development (October - November 2025)

Preliminary champions will be selected for the strategies and will identify teams to develop objectives. This work will include the creation of SMART objectives, identification of baseline data, and the creation of Year 1 action steps. Action leads will be identified.

### Stage 3: Refinement (November - December 2025)

Objectives and action plans will be refined. Baseline data and desired dashboards will be reviewed with ORPE. Strategic Initiatives VP will analyze workload and identify areas that may be overleveraged in Year 1. Strategy and high-level objectives will be shared with the Board of Trustees and other stakeholders. The Steering Committee will approve the strategies and objectives and recommend them to the Board of Trustees for approval.

### Stage 4: Share and Promote (December 2025 - open)

Upon approval of the plan, sharing the strategies and promoting the work will be critical. This work will include updates on the internal and external webpages, sharing the new plan with stakeholders, and continued work with the Steering Committee and Leadership Council as we move into implementation and change initiatives.

### Preliminary Strategy Development:

Given that the new strategic plan will carry forward a large percentage of the current strategies and ongoing college priorities, the **first revision** appeared as:

NMC Next 2022-2025	Draft Strategic Plan 2026-2029
<b>Strategy 1: Future-Focused Education:</b> Enhance offerings through flexible academic pathways, innovative instructional delivery models, and relevant, hands-on educational experiences to empower global learners for the future.	<b>Strategy 1: Future-Focused Education:</b> Position NMC as Michigan's most innovative community college by expanding AI-driven education, experiential learning, and industry partnerships. Through leading-edge programs and real-world learning experiences, we will prepare students for the future of work and global impact.
<b>Strategy 2: Student Engagement and Success:</b> Develop and deliver comprehensive support services, robust engagement opportunities, and a vibrant collegiate experience to foster learner success, goal completion, and employability.	<b>Strategy 2: Student Engagement, Success, and Enrollment:</b> Redefine lifelong learning by creating accessible, flexible, and stackable education pathways. NMC will meet learners where they are, providing clear, high-value credentials that drive career success and economic mobility.

<b>Strategy 3: Diversity, Equity, Inclusion, and Belonging:</b> Cultivate an inclusive environment that fosters a sense of belonging and delivers equitable opportunities so all students and employees are able to thrive and succeed.	<b>Strategy 3: Vibrancy and Belonging:</b> Establish NMC as a dynamic center for collaboration, learning, and innovation. By strengthening partnerships, creating an engaging campus experience, and fostering a culture of belonging, we will make NMC an essential educational and economic anchor for the region.
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Emerging College Priorities	Draft Strategic Plan 2026-2029
<b>Campus Vibrancy &amp; Master Plan</b>  <b>Living Our Brand</b>  <b>Revenue Diversification</b>	<b>Strategy X: Living Our Brand:</b> Position NMC as Michigan's most innovative and future-focused community college by embedding our brand ethos—innovation, collaboration, and impact—into every aspect of our institution, from student experiences to strategic partnerships.  <b>Strategy Y: Revenue Diversification:</b> Secure NMC's long-term sustainability through smart investments, innovative funding models, and forward-thinking partnerships. By aligning financial strategy with educational excellence, we will expand access and opportunity for generations to come.

Based on feedback from the Strategic Plan Steering Committee and Leadership Council, refinements were made. In general, all participants have supported the strategy suggestions and emerging themes. The following feedback has been shared at a high frequency concerning the first revision of the strategies:

- **Structure:** Supported investigation of 3 strategic goals AND supporting/enabling strategies
  - Enabling strategies will be woven through the three goals which will allow for greater effect/more focus.
    - This approach will need to be refined.
- **Silos → Collaboration:** Looking to eliminate silos and spread strategies across departments.
- **Potentially missing:**
  - Community partnerships - as standalone or integrated
  - Integration of “living the brand” across strategies
  - Revenue diversification needed to be modified or revised
  - Include operational efficiencies across *all* areas (an enabling strategy format)
  - Stewardship
  - NMC as the employer of choice in the region
  - Human-centered / durable skills
  - Modification to “AI-driven” phrasing
  - Positions - say community partnerships or stewardship - across all areas
  - Strategic Intent / Theme Statement
    - Ties together strategies, creates the reason WHY we are working on this plan, at this time.

The results were the development of these revised strategies that are now being shared and receiving additional feedback. Recall, objectives will be developed based on these strategies.

The second revision of the strategies are:

Draft Strategic Plan 2026-2029 Strategic Goals
<b>Strategic Goal 1: Future-Focused Education:</b> Position NMC as Michigan's most innovative community college by expanding the use of emerging technologies, experiential learning, and industry partnerships. Through leading-edge programs and real-world learning experiences, we will prepare students for the future of work and global impact.
<b>Strategic Goal 2: Student Engagement, Success, and Enrollment:</b> Redefine lifelong learning by creating accessible, flexible, and stackable education pathways. NMC will meet learners where they are, providing clear, high-value credentials that drive career success and economic mobility.
<b>Strategic Goal 3: Vibrancy and Belonging:</b> Cultivate NMC as a dynamic center for collaboration, learning, and innovation. By strategically implementing our Master Plan and upcoming campus transformations to create an engaging experience, fostering a culture of belonging, and investing in our employees to become an employer of choice, we will solidify NMC's role as an essential educational and economic anchor for the region.

These strategic goals will be supported by a set of enabling strategies that are still in development. Currently, these enabling strategies are:

Draft Enabling Strategies
<b>Enabling Strategy 1: Living NMC's Brand:</b> Embed our brand ethos—innovation, collaboration, and impact—into every aspect of our institution, from student experiences to strategic partnerships.
<b>Enabling Strategy 2: Be the community's college (Community Partnerships):</b> 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.
<b>Enabling Strategy 3: Sustaining NMC's Growth (Stewardship):</b> Secure NMC's long-term vitality and growth by strategically leveraging smart resource investments, innovative funding models, optimized operations, and forward-thinking partnerships.
<b>Enabling Strategy 4: Human-Centered Excellence:</b> Foster an inclusive, supportive, and empowering environment that prioritizes the holistic well-being, success, and continuous development of every student and employee.

The feedback stage of the second revision is underway and early feedback has included:

- Revising Strategic Goal 3 so it focuses on both the campus master plan, belonging, and the human element (BoT)
- Consideration of combining enabling strategy 4 (Human-Centered Excellence) and the human element of Strategic Goal 3 (Campus Vibrancy & Belonging)
- Identification of support(s) desired by students to aid in their success (this would be more at the objective level but validates the consents in Strategic Goal 2 - Student Engagement, Success and Enrollment)
- Revision, refinement, and wordsmithing of all strategic goals and enabling strategies.





Northwestern Michigan College



## Program Enhancement & Sustainability Review (PESR) Great Lakes Water Studies Institute (GLWSI) for the Board of Trustees



Why PESR?

- Proactive financial planning
- Continuous improvement
- Resource allocation





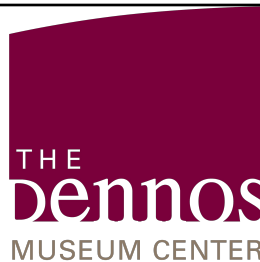
## PESR Selection Criteria

- Financial trends
- Enrollment trends
- Viability of job market



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## 2024-2025 PESR Programs & Top Level Summary



GREAT LAKES  
WATER STUDIES  
INSTITUTE



### GLMA:

- Actions:
  - Curriculum revision (elimination a cruise)
  - Staffing (asst. Engineer not replaced)
  - Revenue from Robinson Bay (TOAR - tow endorsement)
- Estimated impact: +\$400,000

### Dennos:

- Actions:
  - Increase facility rental revenue
  - 75th Fundraiser
  - DMC store profitability
- Estimated impact: +\$150,000

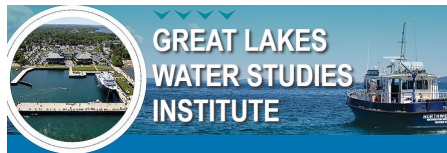
### GLWSI:

- Actions:
  - Staff reduction (pause on position)
  - Adjust tuition tier (WSI courses)
  - National recruiter
- Estimated impact: +\$250,000

Total estimated impact: \$800,000



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## GREAT LAKES WATER STUDIES INSTITUTE

# What is GLWSI?



## GREAT LAKES WATER STUDIES INSTITUTE



### ACADEMIC PROGRAMS

Marine Technology  
Bachelor of Science  
Associates degree

Freshwater Studies  
Associates degree

Water Quality  
Environmental Technology  
Associates degree



### PROFESSIONAL DEVELOPMENT Marine Center

Technical training

CEUs/PDUs

Micro-credentials

Webinars

Conferences & events



### APPLIED RESEARCH

NOAA  
DOI - NPS  
USCG  
ONI

Law Enforcement  
Thunder Bay Marine  
National Sanctuary

US Army Corps of  
Engineers

GL Fisheries Trust  
Consumers Energy



### INNOVATION

#### Innovation Challenge

- Focused on Great Lakes issues
- 200+ participants from the US and Canada
- \$50,000 in seed funding for the top 3 teams

#### Freshwater Research & Innovation Center

- 38,000 sq ft facility
- Open spring 2027
- Focused on blue tech



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## GREAT LAKES WATER STUDIES INSTITUTE

# Financial Performance - from Strategy #5 of NMC NEXT

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

Status of Action Steps	Baseline	FY22	FY23	FY24	FY25	Target	Notes
14 On Schedule	June 30, 2021	June 30, 2022	June 30, 2023	June 30, 2024	June 30, 2025	June 30, 2025	ADCI ROV Pilot Training program being planned again for Spring '26
2 Completed	Headcount: F57, S53	Headcount: F53, S49	Headcount: F49, S50	Headcount: F59, S50	Headcount: F50, S51	Headcount: F75, S75	Marine Technology Society Summer '25 Workshop was successful with 7 participants and will be held again next June 15-19.
1 In Progress	Contact hrs: 460	Contact hrs: 468	Contact hrs: 426	Contact hrs: 593	Contact hrs: 534	Contact hrs: 600	Yellow River cohort completed Fall '24 virtual component for over 70 students. In-person scheduled for April '25. 100 students will take part in the '25/'26 delivery.
	Net Loss: (-\$340,080)	Net Loss: (-\$303,698)	Net Loss: (-\$344,708)	Net Loss: (-\$339,308)	Net Loss: (-\$296,855)	Net Rev: \$1	Part of PESR process

#### High Level Analysis of the Financials:

Revenue annually is approximately \$250k - 275k  
Annual expense is approximately \$600k - 625k

- Wages and benefits accounting for ~ \$450k
- GLWSI staffing:
  - 1 FTE Director
  - 0 FTE Manager (*position paused*)
  - 1 FTE Coordinator
  - 0.5 FTE Faculty
  - 0.25 FTE Marine Center / PD Director
  - Other: adjunct instructors, additional captain (when needed), student / supplemental workers during peak
- Northwestern R/V used heavily for hands-on learning. Technology heavy program.
- Average annual loss is approximately \$350k

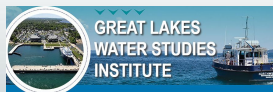
**Not captured:** GLWSI bring in an **additional \$275k** to the college in NON-WSI prefixed courses (tech classes, science, math, etc)



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## GLWSI Enrollment



Program	Fall 22	Fall 23	Fall 24
<b>Marine Technology*</b> (BS/AAS degrees)	26 + 3 = <b>29</b>	36 + 4 = <b>40</b>	34 + 14 = <b>48</b>
<b>Water Quality &amp; Environmental Technician</b> (ASA) (new program)	<b>0</b>	<b>5</b>	<b>9</b>
<b>Freshwater Transfer (AAS)</b>	<b>20</b>	<b>17</b>	<b>15</b>
<b>TOTAL</b>	<b>49</b>	<b>62</b>	<b>72</b>

- Enrollment opportunities:
  - One of only two 4-year degree programs offered by NMC
  - Unique program at a national level
  - Current enrollment is trending up due to the marine technology being identified as a distinctive program resulting in increased marketing support

→ Conclusion: need more recruitment / recruitment strategy

\*Combined 4 & 2-year pathway as CCG is driving some students to AAS to begin the program. Most AAS will continue on to BSMT.



## PESR Actions



Scenarios were analyzed, and a growth model was developed.

- **Increase enrollment with national recruitment efforts (tuition revenue +\$52k-\$98k)**
  - Hire recruiter, 3 year commitment from Strategic Fund
  - Excludes additional revenue from gen. ed. courses
  - Target gulf coast, east coast, west coast, military bases
  - Align with recruiting for GLMA (not compete)
- **Reevaluate tuition & fee structure (+\$55k)**
  - Move 100-200 level courses to Tier II (+\$30k)
  - 300-400 level courses remain at Tier III
  - Additional fees for courses on the water (+\$25k)
- **Program Manager position paused (+\$113k)**
  - Re-hire modified position once enrollment steadies
- **Reposition Marine Center (+\$25k)**
  - Focus = high-return professional training, industry certs
- **Seek industry support, particularly for equipment, conferences, and events (+\$25k)**
- **Continue Yellow River (China) for FY26 and FY27 while enrollment builds (\$90k net)**

**Estimated net revenue impact: +\$250,000\***

\*WSI only, college as a whole would have much greater impact due to gen ed classes



## Deeper Dive / FAQ



1. **Why doesn't GLWSI breakeven as enrollment increases?**
  - a. GLWSI uses many classes across the entire college for the 120 credits in the bachelor's degree program. This includes technical classes (CADD, programming, electronics), math and science classes, etc. For example, if enrollment in marine technology hits 65 students, GLWSI makes ~\$450k in revenue, but the college gains an additional \$350k to non WSI classes. At 90 students, college gains an additional \$500k.
2. **What is the breakeven point for GLWSI based off of the revenue from WSI-prefixed classes?**
  - a. Approximately 130 students in Marine Technology to breakeven (includes some staffing changes)
3. **How long will we teach in China (Yellow River)?**
  - a. Currently scheduled for FY26 and FY27 (2 cohorts). Will continue to reevaluate
4. **Federal impacts?**
  - a. Our professional development arm, the Marine Center, saw a significant loss of training due to changes at the Federal level (NOAA, Office of Naval Intelligence). We are looking to offset those by offering more diver training this upcoming year.
5. **Other improvements?**
  - a. We are looking to grow our freshwater studies pathway which is a transfer pathway. Most of the courses are general college courses (benefits the college as a whole) but we do see students move into marine tech or Water Quality & Environmental Technology. In addition, working to build a strong industry pipeline from our Water Quality & Environmental Technology.
  - b. Side work for Consumer's Energy and others as well as grants are used to offset costs.

# NMC BOT Faculty Presentation Form

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

Name \*

Charles MacPhee

Your Title \*

Adjunct Professor - Construction Technology

Presentation Title \*

The Anatomy of a Construction Cost Estimate

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

Executive Summary / Course Overview: Explore and understand the industry standard processes, procedures, and controls used to develop a construction cost estimate.

Who are you? Please upload or type a bio here. If you do not have one, just tell The BOT a bit about yourself. This info will be given to them before the meeting. \*

Charles MacPhee is an accomplished design and construction executive with over four decades of experience leading complex capital construction programs across North America.

He currently serves as Adjunct Professor at Northwestern Michigan College, where he trains future leaders in Construction Management and Sustainable Building Design, sharing insights from his extensive career in the architecture, engineering, construction, and real estate industries.

Previously, Charles held senior leadership roles with global firms such as Deloitte Consulting, Cushman & Wakefield, and Mobilitie Wireless Infrastructure.

As Deloitte Consulting's National Practice Leader for Construction Advisory Services, he built a \$5M consulting practice that complemented the firm's tax and attest eminence in the real estate and construction industries. Select higher education clients included Harvard, Northwestern, and Ohio State Universities, where he improved the governance of their multi-billion dollar capital programs.

At Cushman & Wakefield - Chicago, he was Managing Director for the firm's largest U.S. Project Management office, overseeing \$150 million annually in new facility developments.

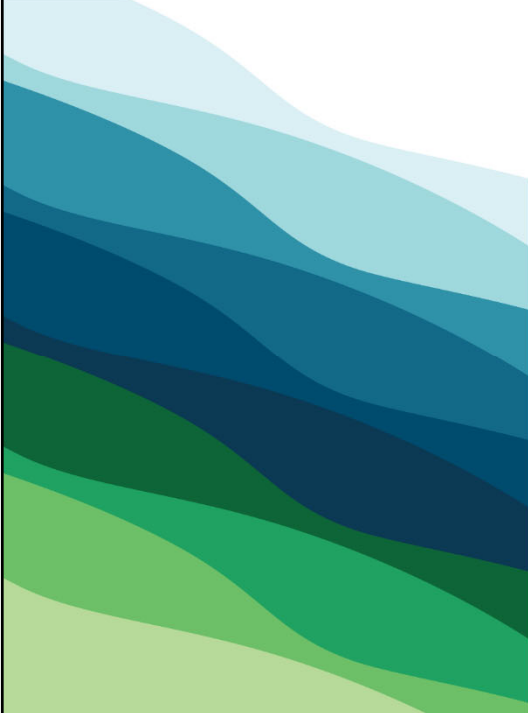
Serving as Mobilitie's Vice President of Design and Construction, he led the development of a \$450 million national wireless infrastructure program for a global top-five telecom carrier; and,

Earlier in his career, Charles served as Project Architect for HKS Architects (A Top-10 US firm) and as Construction Manager for Lee Lewis Construction, delivering large-scale healthcare and high-rise projects. He holds a BS in Architecture from Lawrence Technological University and is recognized for his ability to improve governance, streamline operations, and align capital programs with strategic business objectives. His project portfolio can be viewed on his LinkedIn site.


This form was created inside of Northwestern Michigan College.

Google Forms





**The Anatomy of a Construction Cost Estimate**  
Class Project: Culver's Restaurant, Munson Ave., TC  
**NMC - Construction Technology**  
**CMT 207 - Construction Cost Estimation**





# CONSTRUCTION INDUSTRY RESEARCH SUMMARY 2024/25

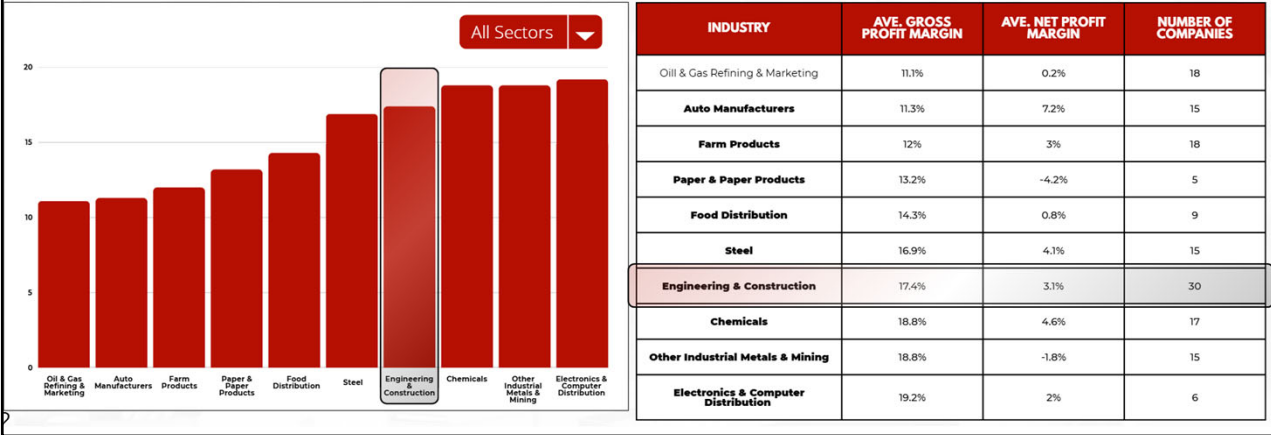
The global construction market value is approximately \$12 - \$15 trillion per year.

The three largest global construction markets:  
China - \$3.5 trillion; (estimated)  
**United States - \$2.5 trillion;**  
India - \$900 billion (estimated)

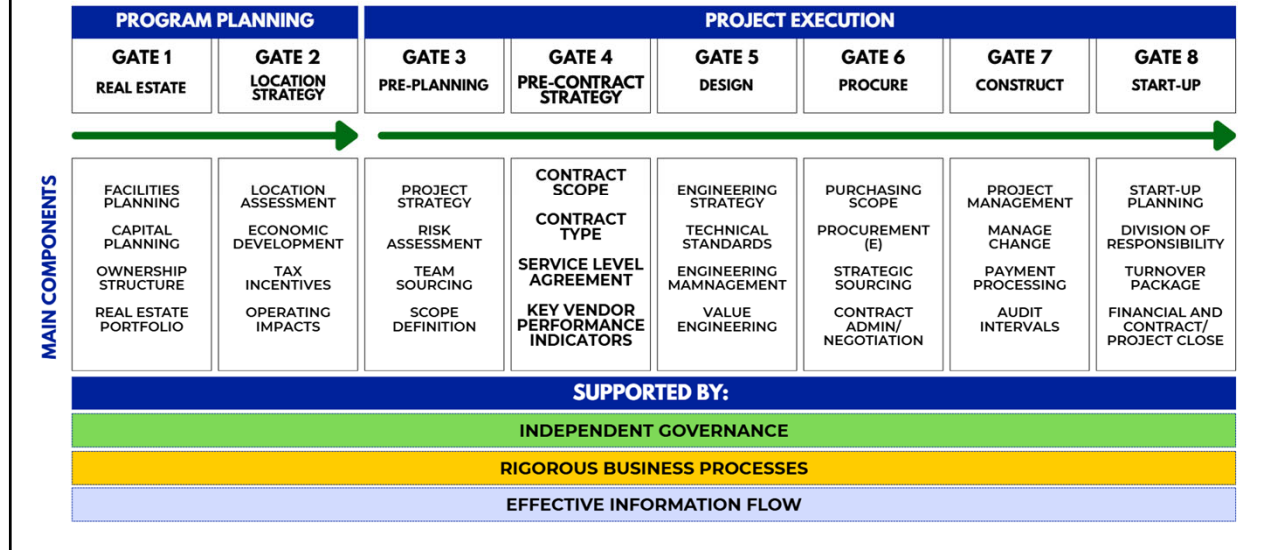
- Approximately 8.3 million people are employed by the US construction industry, which is about 5% of the U.S. workforce. The construction industry accounts for approximately 4.5% of U.S. GDP;
- 78% of national/regional construction firms had difficulty filling trade positions;
- The US construction industry is short 500,000 skilled trade positions; and
- Between 2025 and 2033, Projected Global Growth (CAGR) is 5.5%; Driven by Increased Government Investment, BIM, AI, IoT, Sustainability, Smart Energy Systems, and 3D Printing.

# INDUSTRIES WITH LOWEST GROSS PROFIT MARGIN

You can explore the top industries with highest gross profit margin in the chart and table below.  
The chart allows you to apply additional sector-based filters to the industries, enabling you to explore a breakdown of the industries with highest gross profit margin within each sector.

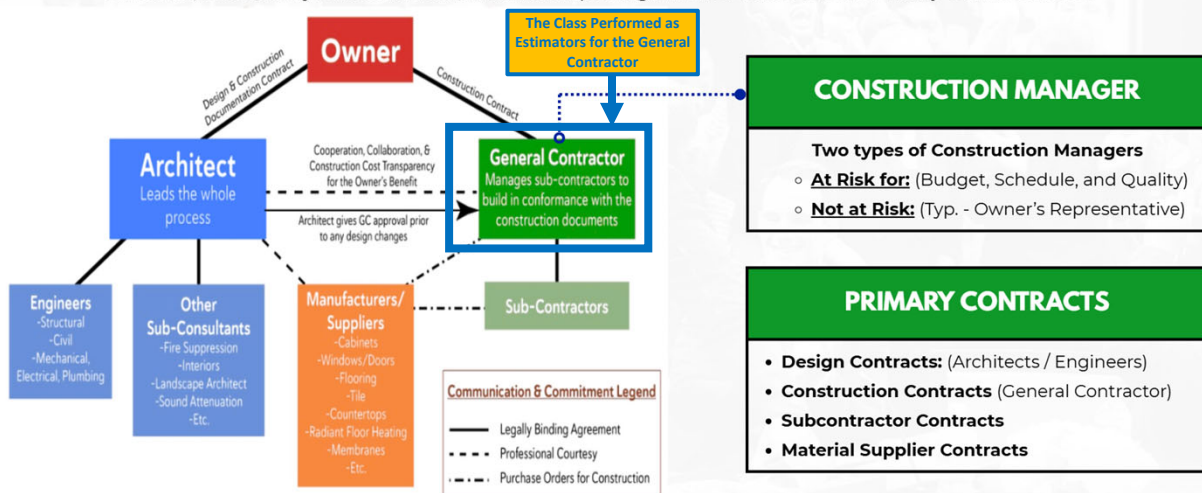


## THE 'BIG PICTURE' | PROGRAM RISK MANAGEMENT PROJECT LIFE CYCLE GOVERNANCE - STAGE GATE FRAMEWORK



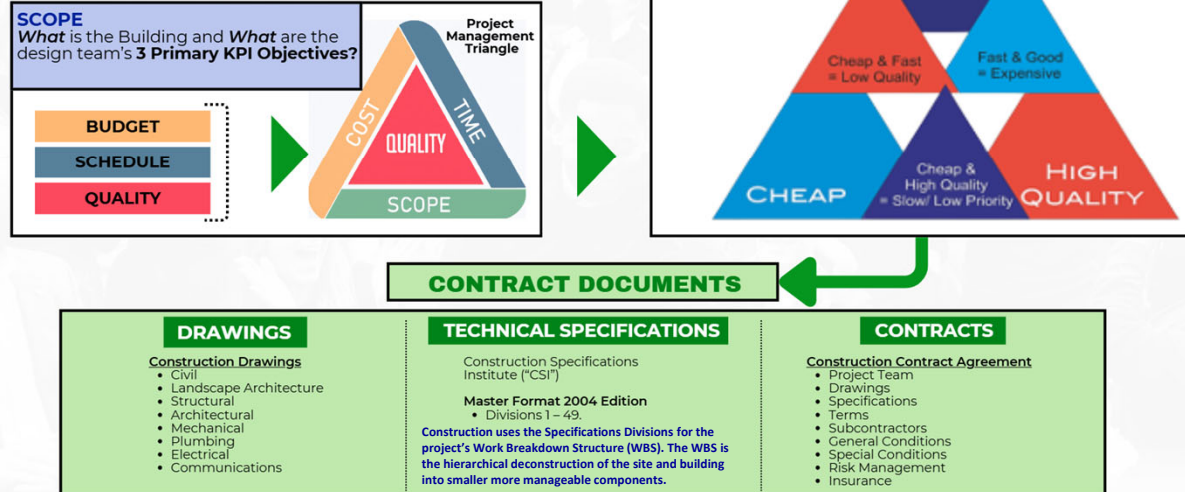
## THE TEAM: OVERVIEW

The **Form of Contract** used and the contractual relationships between the Owner, Architect, Engineers, and Contractors varies to accommodate the Owner's project Goals, Objectives, and Risk Tolerance. Such includes Scope, Budget, Schedule, and Quality. The contractual relationships diagrammed below are for a **Lump Sum Contract**.



**"How do we translate the Need for a Real Estate Asset into a Building?"**

**BY DEFINING THE REAL ESTATE PROJECT'S: SCOPE, BUDGET, SCHEDULE, AND LEVEL OF QUALITY**



## THE ANATOMY OF A CONSTRUCTION COST ESTIMATE

### EXECUTIVE SUMMARY / COURSE OVERVIEW

Explore and understand the industry standard processes, procedures, and controls used to develop a professional construction cost estimate. Such includes:

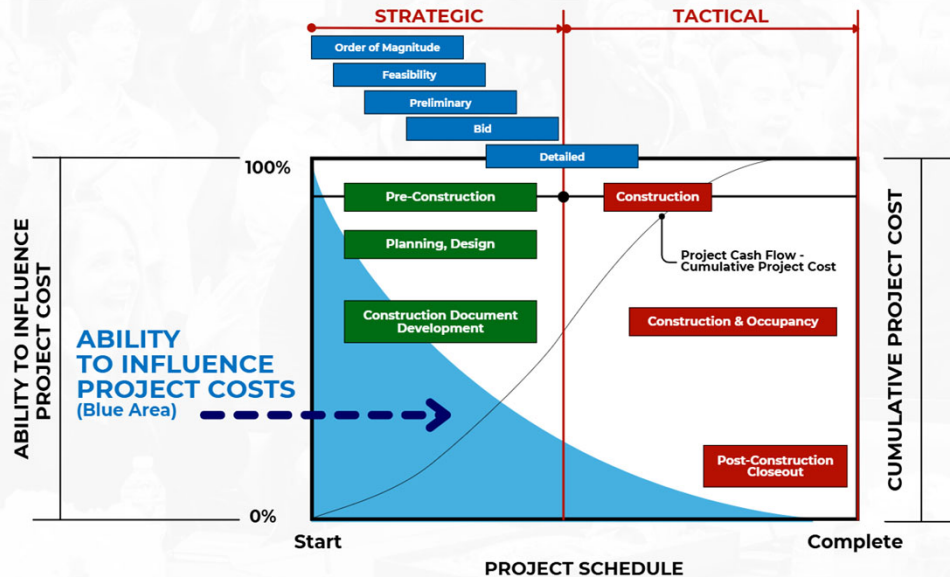
- **Estimation Process:** The utilization of the **Association for the Advancement of Cost Engineering (AACE) process**, which is the pre-eminent professional association. They developed the technical expertise, recommended practices, and professional documentation used to support all related disciplines of cost engineering.
- **Topics Studied:** Drawings, Specifications, Contracts, Estimation Strategies, Construction Management, and the contractual relationships between the Owner, Architect, Engineers, and Contractors.
- **The class** will learn that the cost estimate is only one of **Six Key Performance Indicators (KPIs)** used to measure the success of a project that include: Scope, Estimate/Budget, Schedule, Level of Quality, Risk Management, and **Owner Expectations**.

### KEY LEARNING OBJECTIVES:

- **Estimation Fundamentals:** Develop a foundational understanding of the Construction Documents: (Drawings, Specifications, and Contracts).
- **The Students Acquire - 'Hands-On'** project experience; Initiate/augment, their construction industry professional network; and buttress NMC's relationship with the regional construction industry.
- **Estimate Types / Classes per AACE:**
  - 5 - Order of Magnitude
  - 4 - Feasibility
  - 3 - Preliminary
  - 2 - Bid, and
  - 1 - Detailed
- **Estimation Tools:** Excel Templates, Textbook, Overview of Estimation Software Products, Published Cost Data: RS Means, Engineering News Record, Marshall & Swift; and **Interviews with Local Contractors**.

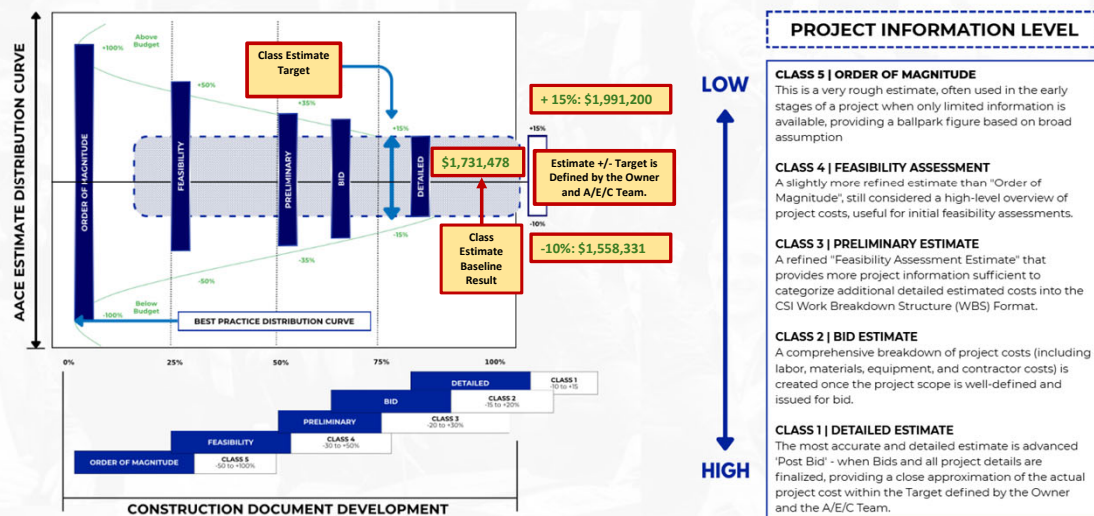
## PROJECT COST AND INFLUENCE CURVE

The greatest opportunity to manage the project's cost is during the **Preconstruction - (STRATEGIC STAGE)**. Integrate and coordinate the expertise of the Owner, Design and Construction Teams as early as possible.



## THE AACE ESTIMATION GRAPH

### THE ESTIMATE EVOLVES AS PROJECT INFORMATION ADVANCES VIA THE CONSTRUCTION DOCUMENTS





# Culver's Restaurant - Munson Ave., Traverse City, MI

## Detailed Estimate<sup>(1)</sup> - Hard plus Soft Costs<sup>(2)</sup>

GROSS SQUARE FEET		4207	In Assumptions Column, Note Contractors and Vendors Contacted for Pricing		April 7, 2025, Version 6							
DESCRIPTION OF WORK		MATERIAL COSTS				LABOR COST <sup>(1)</sup>		EQUIPMENT ALLOWANCE	Material + Labor + Equipment Total	Cost per GSF		
		Estimator Initials	Assumptions	Material Quantity	Unit of Measure	Unit Cost	Material Extended Price	Labor Cost	Equipment Allowance Cost	Material + Labor + Equipment Total	Cost per GSF	
Divisions 31, 32, & 33 - Earthwork, Exterior Improvements, and Utilities												
Clear and Grub	LK	Equipment Allowance \$15,000 (M-Auster Rental)	8,400	SF	\$ 1.00	\$8,400	\$8,400	\$15,000	\$31,800	\$7.56		
Cut and Fill with Final Grading: Building Pad	LK	gbmsandandgravel.com	100	CY	\$ 6.40	\$640	\$640		\$1,280	\$0.30		
Cut and Fill with Final Grading: Parking and Ingress/Egress Curb Cut	LK	gbmsandandgravel.com	640	CY	\$ 6.40	\$4,096	\$4,096		\$8,192	\$1.95		
Cut and Fill with Final Grading: Balance of Site	LK	gbmsandandgravel.com	20	CY	\$ 15.00	\$300	\$300		\$600	\$0.14		
Utilities	LK					\$0	\$0		\$0	\$0.00		
Domestic Water	LK	Jollyplumbing.com	200	LF	\$ 75.00	\$15,000	\$15,000		\$30,000	\$7.13		
Domestic Sewer	LK	sewerinspection.com	200	LF	\$ 75.00	\$15,000	\$15,000		\$30,000	\$7.13		
Storm Drainage System	LK	nrcsolutions.com	11,680	CF	\$ 0.50	\$5,840	\$5,840		\$11,680	\$2.78		
Electrical Service	LK	electricalestimating.us	200	LF	\$ 10.00	\$2,000	\$2,000		\$4,000	\$0.95		
Natural Gas	LK	Allowance, Jolly plumbing	1	AL	\$ 1,000.00	\$1,000	\$1,000		\$2,000	\$0.48		
WiFi/Internet Service	LK	thenetworkinstallers.com	200	LF	\$ 12.00	\$2,400	\$2,400		\$4,800	\$1.14		
Asphalt Paving	LK	petrosaving.com	34,000	SF	\$ 1.50	\$51,000	\$51,000		\$102,000	\$24.25		
Curbs	LK	everythingbackyard.net	520	LF	\$ 9.00	\$4,680	\$4,680		\$9,360	\$2.22		
Sidewalks	LK	paradigmconcreteft.com	1,060	SF	\$ 3.00	\$3,180	\$3,180		\$6,360	\$1.51		
Site Lighting	LK	electriclabargainstores.com	8	Ea	\$ 1,300.00	\$10,400	\$10,400		\$20,800	\$4.94		
Landscape and Hardscape	LK	acerslandscape.com	1	AL	\$ 4,000.00	\$4,000	\$4,000		\$8,000	\$1.90		
Demolition, Existing Building	LK	droukewrecking.com	1,600	SF	\$ 8.00	\$12,800	\$12,800		\$25,600	\$6.09		
						\$0	\$0		\$0	\$0.00		
						\$0	\$0		\$0	\$0.00		
SUBTOTAL						\$140,736	\$140,736	\$15,000	\$296,472	\$70.47		

<b>TOTAL HARD COST: SITE and RESTAURANT</b>						<b>\$683,715</b>	<b>\$692,705</b>	<b>\$32,850</b>	<b>\$1,407,070</b>	<b>\$334.46</b>
<b>PROJECT SOFT COSTS</b>										
Division 01 & 02: General Conditions & Existing Conditions PLUS Misc. Other Fees and Costs						Percentage		Material + Labor + Equipment Total	Extended Cost	Cost per GSF
State Taxes						0.06		\$716,565	42,994	\$10.22
Contractor's General Conditions						0.10		\$1,407,070	140,707	\$33.45
Contractor's Fee						0.10		\$1,407,070	140,707	\$33.45
<b>TOTAL SOFT COSTS</b>									<b>\$324,408</b>	<b>\$77.11</b>
<b>TOTAL PROJECT COST: HARD Plus SOFT</b>									<b>\$1,731,478</b>	<b>\$411.57</b>
<b>PARAMETRIC ESTIMATE LOW / HIGH ADJUSTMENTS</b>							Low (-10%)	High (+15%)		
							\$1,558,331	\$1,991,200		
<b>NOTES</b>										
1. Labor Costs are calculated using the 50/50 General Rule as Follows: Material Cost (50%) + Labor Cost (50%) = Total Hard Cost of 100%. Thus, Labor Cost = Material Cost.										
2. This Draft Parametric Estimate is for Educational Purposes Only - for Northwestern Michigan College's Construction Cost Estimation Class CMT-207. It Shall Not be Used for Any Other Purpose.										

**SUMMARY:**

- CMT207 provides pedagogical continuity to its prerequisite class (*CMT102 Construction Blueprint Reading*), as the same Drawings and Specifications for Culver's are used for both classes. CMT207 builds upon and advances each student's skill set; and
- Each Student Achieved Hands-On Experience via:
  - ❑ Learning and Deploying the AACE Estimation Process;
  - ❑ Direct telephone contact with numerous local contractors to source project pricing;
  - ❑ The Culver's Project Bidding Lecture by the local Architect of Record;
  - ❑ Estimate Benchmarking: Interviews with Culver's CMs at their HQs in Wisconsin to source their 2025 construction cost pricing parameters;
  - ❑ One student, who served as Team Leader, used the class lectures and work products to develop and refine an Honors Project, and presented it at the ELI student presentations at the end of the Spring/25 Semester; and
  - ❑ Aviation Hangar Drawing Review and Site Visit with NMCs Owner's Representative Cunningham Limp.

**IDEAS / GOALS / NEXT STEPS:**

- Expand and leverage NMC's community network to facilitate ROBUST Hands-On industry opportunities for the students;
- Support each student's ability to successfully build a professional network within the regional construction industry; and
- Develop Student Skills: Leadership, Technical, Business, Communications - Written & Public Speaking, and Ability to Manage Ambiguity.

**IDEAS / HOW to ACHIEVE:**

- **STRATEGIC:** Augment/Align/Connect - Construction Technology with NMC's Capital Construction Program and Facilities; and through NMC, connect with Traverse City, GT County, the State, and the Business and Institutional Communities that manage and deliver capital construction to the region.
- **TACTICAL:**
  - ❑ Provide student access to the Projects and Project Teams that will deliver Capital Construction Improvements to NMC; such as the Freshwater, Research & Innovations Center (FRIC);
  - ❑ Initiate stakeholder coordination to get Students from a variety of programs, e.g., Construction Technology, Sciences, Marine Technology, etc., access to the Project and Project Team for the Great Lakes Fish Pass; and
  - ❑ For NMC's Capital Program and Facilities Services, consider writing a rider into select vendor contracts that states:  
*As a leading Higher Education Institution, one of NMC's strategic initiatives is to provide 'Hands-On' learning opportunities for our students. Accordingly, in coordination with NMC and its instructors, your organization will endeavor to provide such learning experiences for our students as outlined herein.*
    - ❑ Present via Lecture - An overview of the Project's: Scope, Estimate/Budget, Schedule, and Level of Quality; and review the project drawings, specifications, and contract form;
    - ❑ Outline how the vendor manages the Project including: Budget, Schedule, Quality, Risk, Safety, Forecasting, and Reporting;
    - ❑ Provide Project Tours;
    - ❑ Allow Students to Attend Select Project Meetings to – Just Listen and/or Take Meeting Minutes; and
    - ❑ Support Apprenticeships / Internships to Select Students, Etc...



**Northwestern  
Michigan College**

## ***MEMO***

*Administrative Services*

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

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

**Date:** September 16, 2025

**Subject:** **FY2027 Five-Year Capital Outlay Plan**

This document provides an overview of the annual Five-Year Capital Outlay Plan. The FY2027 Five-Year Capital Outlay Plan will be submitted to the NMC Board of Trustees at their October 20, 2025 meeting. The Plan will include the information indicated below:

### **Overview (Executive Summary) – Mission, Vision, Values, Purpose, Programming**

#### **Capital Project – FY2027**

Appendix A NMC Catalogue and Economic Impact Study

#### **Staffing and Enrollment**

Appendix B Current Enrollment Report Fall

Appendix C Faculty/Staff Headcount History

Appendix D Class Size & Projected Class Size Needs - Course Efficiency Report

#### **Facility Assessment**

Appendix E Facilities Assessment Report – Sodexo FCI

Appendix F Summary description of each facility (net to gross ratios)

Appendix G Building and/or Classroom Utilization Rates

Appendix H Replacement Value - Appraisal of Buildings

Appendix I Map of Parking and Roads





## Enrollment Services Memo

To: Dr. Nick Nissley, President  
 From: Todd Neibauer, VP for Student Services and Technologies  
 Date: September 3, 2025  
 Subject: Fall 2025 Enrollment Report

### Fall 2025

Contact hours ended higher by 8.2% over last fall and there were 205 more students registered than last year. There was an increase in the percentage of retained students of 1.9%.

Also of note, our combination of dual enrolled and early college students reached 544, 13% more than last fall, and our highest number ever for a fall semester.

	FA 2022	FA 2023	FA 2024	FA 2025	△
<b>Inquiries</b>	3,840	3,963	4,049	4,027	-0.5%
<b>Applicants</b>	3,236	3,511	3,805	3,872	1.8%
<b>% Applied</b>	84.3%	88.6%	94.0%	96.2%	2.2%
<b>Admits</b>	2,350	2,402	2,558	2,574	0.6%
<b>% Admitted</b>	72.6%	68.4%	67.2%	66.5%	-0.8%
<b>Admits Registered</b>	1,285	1,379	1,477	1,505	1.9%
<b>% Admits Registered</b>	54.7%	57.4%	57.7%	58.5%	0.7%
<b>Prior Admits Registered</b>	19	38	31	28	-9.7%
<b>Retained Students</b>	1,621	1,518	1,543	1,707	10.6%
<b>% Retained</b>	52.5%	52.9%	52.3%	54.2%	1.9%
<b>Return Students</b>	182	215	205	222	8.3%
<b>Average Contact Hours</b>	10.75	10.68	10.82	11.01	1.8%
<b>Total Headcount</b>	3,100	3,148	3,255	3,460	6.3%
<b>Total Contact Hours</b>	33,320	33,613	35,213	38,097	8.2%
<b>Tuition</b>	6,736,361	7,218,218	7,550,881	8,545,303	13.2%

(Resources: Digital Dashboard – Same Date Comparison FA2022-2025)

### Additional Enrollment Reports

- [Report Day Status](#) - Executive summary which includes inquiries, applications, financial aid, headcount, credit hours, contact/billing hours, and assessed tuition and fees
- [Student Demographic](#)- Comparison of students registered by residency, financial need, age range, credit load, ethnicity, gender, student type, and count of residence
- [Program Analysis](#)- Contact hours of students enrolled in specific programs

College	% change in credit hours	% change in headcount	Total credit hours	Total headcount
Alpena	5.4%	1.9%	14,710	1,638
Delta	0.2%	-2.9%	66,636	7,603
Glen Oaks	28.0%	15.0%	11,225	1,238
Gogebic	9.6%	4.8%	9,348	925
Grand Rapids	5.3%	1.6%	102,961	11,799
Henry Ford	7.2%	3.7%	112,992	12,102
Jackson	5.4%	8.3%	47,348	5,742
Kalamazoo Valley	3.4%	1.3%	50,472	5,862
Kellogg	5.9%	9.0%	30,471	3,785
Kirtland	13.5%	-1.0%	13,543	1,474
Lake Michigan	-4.0%	-5.0%	22,359	2,316
Lansing	9.3%	5.6%	94,974	10,335
Macomb	6.5%	3.8%	149,667	16,258
Mid Michigan	4.5%	1.5%	30,954	3,734
Montcalm	15.3%	16.6%	15,865	2,045
Mott	20.9%	19.1%	65,971	7,244
Muskegon	9.0%	8.0%	29,418	3,362
North Central Michigan	7.3%	1.8%	13,562	1,387
Northwestern Michigan	8.8%	6.3%	28,980	3,460
Oakland	6.7%	2.2%	136,705	14,979
Schoolcraft	14.8%	12.8%	84,480	9,112
Southwestern Michigan	12.2%	12.0%	23,947	2,321
Washtenaw	5.3%	4.7%	93,252	11,118
West Shore	4.6%	9.3%	10,481	1,237

*\*Not all schools reported fall enrollment*

## Housing

The housing stats in this report reflect a specific day in time and show housing near capacity. In reality, all housing options were full to begin the semester and each facility is operating with a waitlist. It is common to have some daily fluctuation in numbers once the semester starts as we work through those wait lists.

### Apartments

Building	Units	Leased	FA 2025 Occupancy Rate*
College Drive	36	36	100%
Front Street Flats	24	22	92%
<b>Totals</b>	60	58	97%

*\*Two units at Front Street Flats are offline for renovation/maintenance*

*\*We currently have a waiting list of 84 for apartments*

### Residence Halls

Building	FA 2022	FA 2023	FA 2024	FA 2025	FA 2025 Occupancy Rate*
North Hall	123	131	128	130	99%
East Hall	186	210	194	227	95%
<b>Totals</b>	309	341	322	357	97%

*\* North Hall capacity = 131, East Hall capacity = 238*

*\*\* All available apartments are leased.*

### Summer Housing Revenue

Building	2021	2022	2023	2024	2025
East Hall	\$3,080	\$56,578	\$62,812	\$43,987	\$116,563.80
North Hall	\$235,507	\$298,125	\$283,636	\$210,460	\$233,430.00
<b>Total</b>	\$238,587	\$354,703	\$346,447	\$254,447	\$349,993.80

Summer revenue is derived from students and interns from NMC and other colleges as well as several groups that arrange long term stays in the summer. We rarely accept short term rentals due to the cost and unavailability of personnel to clean rooms on a regular basis. All revenue from housing remains in the Housing auxiliary fund used for building operating expenses, repairs and renovations.



**MEMO**  
*Office of the President*

---

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

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Dear Board of Trustees,

Since our August Board meeting the following are key updates. Thank you for your time and thoughtful input during the strategic planning study session on September 3.

**Welcome Week!**

The NMC family showed up for our students, including trustees, by attending and participating in the many 'welcome back' events that welcome students and launch the start of the new school year. From the Opening Conference to all of the Welcome Week activities (including 'Pancakes With the President's Crew' and the annual 'Kayaking on the Bay'), it was heartwarming to see our belonging and vibrancy strategies being enacted.

**Development of the Next Strategic Plan**

The development of the next strategic plan, spanning 2026 - 2029, continues following the process confirmed by the Strategic Plan Steering Committee (SPSC). Through Leadership Council development and SPSC input, the current revision of the next strategic plan is focused on three strategic goals (future focused education, student enrollment & success, and campus vibrancy & belonging), with enabling strategies connecting them. The BoT engaged during the Study Session on September 3, 2025, and provided additional feedback to further shape the plan. Outreach sessions are planned throughout the month of September to continue to gather input at the strategy level.

**Brand Strategy Implementation**

We have had an exciting and successful phase one launch of the refreshed NMC brand. It has received great support from students to employees, business partners and community members. Over the last month we updated wayfinding and directional signage and environmental branding on all NMC campuses. We hosted a special August Opening

Conference event for employees to both inform and excite them about the new brand. The celebratory event had record attendance and was enthusiastically received. We also rebranded Welcome Week for current students with a wide variety of new NMC swag and games. Finally, we just completed our new admissions materials for the big fall recruitment period. Prospective students will experience all new printed pieces and event assets informed by the brand strategy. We will now move into planning phases 2 and 3 of the brand refresh aligned with the new strategic plan with an emphasis on brand management and brand leadership.

### **State Budget**

As you know, the state budget is still in limbo. Our Michigan lawmakers missed the self-imposed July 1 deadline to finalize the state budget, with major disagreements between the House and Senate. Obviously, the delay creates uncertainty for institutional planning. I shared, last month, in shaping our budget, we budgeted conservatively given the unpredictability. Lawmakers are required to adopt a budget by October 1; if they fail to pass a budget by then, the State could face a shutdown which will impact timing of state operational aid and reimbursements for state tuition programs for NMC. It appears likely that there will be a state government shutdown. We are continuing to advocate, as the College and through the Michigan Community College Association for: operations funding increase; ITEMS (Infrastructure, Technology, Equipment, Maintenance, Safety) funding; MPSERS funding; removal of the proposed cap on non-instructional salaries; restored funding for the Public Safety Academy Assistance program; and, our proposed \$ 8 million earmark for the Student Services Hub (lawmakers are weighing over \$3 billion in earmark funding requests).

### **Advancement Division Updates**

The feasibility study for the College's next comprehensive campaign continues. A representative from the Winkler Group conducted on-site interviews, as well as some virtual interviews, during the weeks of August 25, September 1, and September 8. More than 50 of the college's top 100 donors participated in interviews which is, according to the Winkler Group, a very strong showing for a community college. Additionally, a digital survey has been sent to more than 3,800 donors to capture their views on a potential fundraising campaign. Early results show a high level of trust in NMC and its administration. We expect a full report in early October on the Winkler Group's assessment of campaign readiness, as well as a recommendation on funding priorities and a revenue goal.

September is an events-heavy month for the Foundation, with staff playing an active role in all of the following events: Mike McIntosh Memorial Car & Truck Show, Hawk Owls at the TC Horse Show, Freshwater Research and Innovation Center Groundbreaking, Aviation Hangar Ribbon Cutting, Farm to Stable Dinner at the TC Horse Show, and Alumni & Partners Social at the Oceans 2025 Conference in Chicago.

Additionally, the Dennon Museum Center has a busy fall schedule of events and concerts, kicking things off with their Fall Opening Reception on September 18.

The International Affairs Forum (IAF) had a strong start to their 32nd season with a well-attended lecture titled “Breaking the Engagement: How China Won & Lost America” on September 4. There were 442 in total in the audience (including 306 in-person, 42 NMC and high school students, as well as 44 in-person at the Leland Old Art Building), which is a post-Pandemic record for IAF.

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

The groundbreaking for the Freshwater Research and Innovation Center (FRIC) will occur on Friday, September 12, 2025, with remarks from Warren Call (Traverse Connect), Matt McDonough (Discovery Pier), Greg Luyt (FRIC board chair), and myself. Prior to the groundbreaking, the FRIC Board of Directors will be meeting for their fall meeting with a focus on branding, tenant attraction, fundraising, and construction. Construction will begin immediately following the groundbreaking, with completion scheduled for the spring of 2027. Blue Tech Challenge updates, one method to attract start-ups and jobs to the region and the center, are listed below.

### **Blue Tech Challenge**

This year’s Blue Tech Challenge finalists have been narrowed down to three teams. The teams are competing for a first place prize of \$35K, a second place prize of \$15K, and a third place prize of \$10K. The finalists are: Meckology; Sequestro; and Wave Lumina.

Mecknology, led by Daniel Hodges, is located in Southfield, Michigan. Mecknology’s innovative technology is an enhanced vacuum evaporator for brewers and distillers that converts stillage, spent wash, and wash-down water to create potable water for closed-loop wash systems, dried distiller grains, and phos+biochar fertilizer, for revenue generation. This innovation creates a zero waste system, minimizing the load on waste treatment plants and aquatic bodies of environmentally hazardous waste that feeds cyanobacteria and algae blooms.

Sequestro, led by Juergen Koller, is located in Ann Arbor, Michigan. Sequestro’s innovative technology is a biobased material, in this case wood fibers, and they attach functional groups to the fibers that act like Polyfluoroalkyl Substances (PFAS) magnets. The simple process uses inexpensive feed stocks that yield material that is super effective at removing PFAS from water.

Wave Lumina, led by Vernon LaLone, is located in Traverse City, Michigan. Wave Lumina’s innovative technology is a rapid, field-ready PFAS detection device to address the urgent need for onsite testing of “forever chemicals.” Unlike traditional laboratory testing, which can take weeks to deliver results, their technology provides actionable data within 30 minutes, enabling environmental engineers, remediation firms, and governmental agencies to make immediate decisions. Their new technology will streamline cleanup efforts, protect local communities, and help safeguard the Great Lakes region, and other freshwater ecosystems, from PFAS contamination.

The three teams will present their final pitch on October 1, 2025, at this year's Oceans 2025 Great Lakes conference in Chicago, Illinois.

### **Great Lakes Water Studies Institute**

This month we were notified that John Lutchko (Director of NMC's Great Lakes Water Studies Institute) successfully partnered with Grand Valley State University (GVSU) in submitting - and landing - a National Science Foundation (NSF) grant. I am sure you know, NSF grants are highly competitive and difficult to earn. In fact, we believe that this might be a 'first ever' for the College (we're still trying to determine). The \$873,634 grant will provide the Great Lakes Water Studies Institute autonomous underwater vehicle capacities, and expands GVSU's role in northern Michigan, creating greater alignment with the Freshwater Research and Innovation Center.

### **Positioning Our Region as a National Leader in Advanced Aerial Mobility (AAM) and Uncrewed Aerial Systems (UAS)**

NMC leaders - Tony Sauerbrey, Alex Bloye, Scott Dennis, and Jason Slade - are continuing to collaboratively shape the NorthSky Consortium, working closely with Traverse Connect. It was their initial vision, and now their ongoing collaboration that is breathing life into the NorthSky Consortium and our strategy to evolve the region into a center for aerial mobility. Warren Call's article in this month's Traverse City Business News highlights the visionary leadership that they've initiated and continue to advance in collaboration with Traverse Connect, and the newly formed NorthSky Consortium.

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

The 75th Anniversary working groups are now fully underway, with each group provided a purpose statement, budget, and member roster. Leads are expected to meet once or twice before the next Steering Committee meeting on September 24, where all groups will report on their initial progress.

The four working groups and their leaders include:

- Community Celebration (spring): Rachel Urkowitz, NMC Foundation
- History Event (summer): Steven Siciliano, VP for Educational Services
- Founders Day Gala (fall): Peg Jonkoff, NMC alumna & Foundation Board member
- Campus Events Vetting (year-round): Lynne Moritz, President's Office

The total anniversary budget is \$100,000: \$70,000 for signature events and \$30,000 to enhance other campus events.

### **National Association for Community College Entrepreneurship (NACCE)**

This past year I was invited to join the Board of Director for The National Association for Community College Entrepreneurship (NACCE). The board recently gathered in Knoxville, TN, for an energizing Board retreat graciously hosted by Roane State Community College.



We experienced: thought-provoking discussions with entrepreneurial leaders at the Knoxville Entrepreneur Center; toured the Manufacturing Demonstration Facility at Oak Ridge National Laboratory, gaining insight into next-gen manufacturing; and, visited the Knox Regional Health Science Education & Simulation Center, which showcased the college's cutting-edge clinical training. I have also been asked to present on the main stage at NACCE's annual conference coming up next month, speaking to the nationally recognized entrepreneurial mindedness and innovative action at NMC.

### **Points of Pride**

I'd like to share a few 'points of pride' - in addition to all of the previously mentioned updates - to shine the light on our NMC family/success stories:

- **Congratulations to Dr. Craig Hadley!** Craig Hadley, Executive Director & Chief Curator of the Dennon Museum, successfully defended his dissertation this past week, earning his Doctorate in Educational Leadership from Central Michigan University. His dissertation was titled, "The Application of Bolman and Deal's Four Frame Model to Organizational Leadership in Academic Museums".
- NMC was well represented in the **Traverse City Business News's "40 Under 40"** listing of our most influential regional leaders - with 15 NMC alums making this year's list!
- Our entire campus, focused on our Strategic Plan goal to grow enrollment, is continuing to deliver. Our Fall 2025 numbers are showing a 8.2% increase in contact hours, making this the **7th consecutive semester of enrollment growth** at NMC! When comparing our performance with the state's other community colleges, only 9 colleges reported higher growth rates with 14 falling below NMC's 8.2% growth rate - placing NMC solidly in the top-tier for enrollment growth in the state of Michigan. Additionally, and connected with the enrollment growth, NMC is experiencing **student housing being filled to capacity**: apartments are at 100% occupancy rate (with a waiting list of 84), and residence halls are at 97% occupancy.

### **Farm to Stable - Benefit Dinner for the Great Lakes Culinary Institute (GLCI)**

On Saturday, September 20, you can enjoy a four-course dinner prepared by GLCI students alongside some of the region's top chefs at Flintfields Horse Park. All proceeds benefit scholarships for GLCI students. Tickets are \$150 and [can be purchased following this link](#). -- **Note: this event has been canceled.**

### **Trends in Higher Education Articles**

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

- [What do colleges mean by 'Student Success'?](#) *The Chronicle of Higher Education*
- The Typical College Student is Not Who You Think, *The New York Times* (attached)
- [Leadership at risk: How AI could reshape university governance](#), *University Business*

### **Upcoming Dates of Note**

- **September 12** - Freshwater Research and Innovation Center Groundbreaking
- **September 15** - Aviation Hangar Ribbon Cutting
- September 20 - Farm to Stable Benefit Dinner for GLCI
- **September 22**
  - **Study Session** - Optimizing the Boardman Lake Campus Property as a Strategic Real Estate Asset
  - **Regular Monthly Meeting**
- **September 23** - University Partners Open House & Welcome at Beckett Building
- **September 30 + October 1** - BlueTech Challenge and Chicago Alumni Gathering at Oceans 2025 Conference
- **October 14** - NMC October Conference Reimagining Learning and Work: The Transformative Impact of AI (Begins at Milliken Auditorium, Dennos Museum Center)



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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:** September 15, 2025  
**Re:** **State/Federal Legislative Update**

### State

#### **FY26 State Budget**

The Michigan Legislature continues to barrel toward a state government shutdown with no real movement on a budget deal prior to the start of the fiscal year on October 1<sup>st</sup>. As you will recall, the Senate passed their budgets back in June. Then the House passed an education only budget including community colleges in June. Then the House passed their remaining budgets in late August. However, the challenge now is that the full House and Senate budgets are \$5 billion apart and the House and Executive budgets are \$4 billion apart. We continue to meet with state lawmakers, with a focus on the House to ask that funding is not cut for community colleges, that MPSERS is fully funded and that the cap on non-instructional salaries is rejected.

#### **Capital Outlay/Earmark Funding**

We continue to prioritize our request for funding for the Osterlin Student Services Hub either through a capital outlay bill or the earmark process.

#### **Legislative Outreach**

We continue to engage with our lawmakers on all of our key state priorities. This includes communicating with Rep. Coffia's staff while she is on medical leave, meeting several times with Rep. Roth to discuss the state budget (with his role on the Appropriations Committee) and meeting with Senator Damoose (with his role on the Appropriations Committee). We also had the opportunity to host Rep. Roth and Rep. Carol Glanville (D-Walker) on campus as part of a legislative exchange program facilitated by MSU.

### Federal

#### **FY26 Budget**

Similar to the state, Congress is also barreling towards a federal government shutdown. There is a possibility that they reach agreement on a short term funding bill, but a full year appropriations is unlikely at this time. So far, we know the following about the federal Labor-HHS-Education budget

##### Senate Committee

- Overall, level funds most programs

##### House Subcommittee

- Cuts Department of Education funding by \$12 billion (15%) and the Department of Labor by \$4 billion (30%).
  - **Eliminates funding for:**
    - Adult Basic Education (ABE)

	<ul style="list-style-type: none"> <li>▪ Child Care Access Means Parents In School (CCAMPIS)</li> <li>▪ Supplemental Educational Opportunity Grant (SEOG)</li> <li>○ <b>Reduces funding for:</b> <ul style="list-style-type: none"> <li>▪ Federal Work Study (FWS) by 37 percent</li> </ul> </li> <li>○ <b>Level funds:</b> <ul style="list-style-type: none"> <li>▪ Maximum Pell award at \$7,395,</li> <li>▪ Strengthening Community College Training Grant (SCCTG)</li> <li>▪ TRIO and Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR-UP)</li> <li>▪ Head Start</li> </ul> </li> <li>○ <b>Increases funding for:</b> <ul style="list-style-type: none"> <li>▪ Career and Technical Education (CTE) state grants.</li> </ul> </li> </ul>
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### DEI Guidance

A federal court has [ruled](#) that the Department of Education acted unlawfully in issuing its February 14 [Dear Colleague Letter](#) requiring institutions to eliminate DEI programming by February 28, 2025. The ruling vacated the letter and related guidance.

### TRIO Grants

Roughly 35 TRIO grants, including Upward Bound and TRIO Training Grants, have been discontinued or not considered for the 2025–2026 cycle due to DEI-related concerns. ACCT is monitoring these developments.



**Northwestern Michigan College**

**MEMO**

Office of the President

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

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

- **FY25 Audits** - Audit fieldwork concluded for the College and Foundation audits. Final reports will be presented to respective Audit Committees at their mid-October meetings.
- **FY26 Year-To-Date Financials** - As of year-to-date August 2025, the General Fund shows a deficit of \$359,772 (vs. a deficit of \$986,697 at this time last year), with expenses exceeding revenues. Revenue increased by 7% year over year, which is largely due to timing of property tax receipts offset by lower flight fee revenue due to disruption with the hangar expansion project. Expenses declined by 3% over the same timeframe, primarily due to lower food services costs for GLMA's sea projects in summer 2025 vs. summer 2024 (2 cruises in 2025, 3 cruises in 2024).
- **FY26 State Budget** - Uncertainty remains with the State Budget, and timing of state aid payments. Most concerning is the House Bill 4579 proposal capping non-instructional salaries at 10% of total institutional salaries, with any overage resulting in loss of state funds.

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

- Contact hours ended **higher by 8.2%** over last fall and there were 205 more students registered than last year. There was an **increase in the percentage of retained students of 1.9%**.
- Also of note, our combination of **dual enrolled and early college students** reached 544, **13% more than last fall**, and our highest number ever for a fall semester.

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

***Paid Media***- flat

- Applications: 61
- Accounts: 66
- Phase 1 of the brand launch was highly successful across stakeholder groups. We appreciate the support of college leadership and our colleagues in this important work. The full brand implementation is expected to take 3 years with full integration into the next strategic plan.

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

- The Study Session originally scheduled for August 14 was completed on September 3 with a focus on getting trustee input on the timeline, process, and draft strategies. We are currently in the strategy development phase, which frames the themes for the next strategic plan. Currently, we are focusing on three strategic goals:
  - Future-Focused Education

- Student Engagement, Success, and Enrollment
- Vibrancy and Belonging

These strategic goals will be supported by enabling strategies including living our brand, community partnerships, sustainability and human-centered excellence. Input sessions on strategies continue this month and will grow to objective development beginning in October.

**NORTHWESTERN MICHIGAN COLLEGE  
BOARD OF TRUSTEES  
MINUTES  
Monday, August 18, 2025  
Timothy J. Nelson Innovation Center  
Room 106/107**

**CALL TO ORDER**—Vice Chair Mark B. Keely called the regular meeting to order at 5:30 p.m.

**ROLL CALL**

**Trustees present:** Mark B. Keely, Kennard R. Weaver, Jody N. Lundquist, Pamela T. Horne, Kenneth E. Warner, Andrew K. Robitshek

**Trustees absent:** Laura J. Oblinger

**Also present:** President Nick Nissley, Lynne Moritz, Diana Fairbanks, Troy Kierczynski, Todd Neibauer, Stephen Siciliano, Jason Slade, Hollie DeWalt, Katharine Marvin, Molly Norville, Becca Richardson, Jay Smith, Jim Peress

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

**STRATEGIC FOCUS**

**Mission & Values in Action**—2023 Alum Matt Haelterman shared his NMC story, highlighting his time as a Michigan Reconnect student and participating in hybrid and remote classes while also working full-time. Haelterman earned his Associate in Science Engineering degree through NMC and went on to earn his bachelor's degree in Engineering from the University of Michigan and is currently pursuing his master's degree there as well.

**Strategic Initiatives Update: Year 3**—Jason Slade, Vice President of Strategic Initiatives, presented a summary of the third year of the NMC Next strategic plan.

**REPORTS AND PRESENTATIONS**

**Faculty Report: Planetary Astronomy Online (revisited)**—Dr. Jerry Dobek, provided an update on the online astronomy course he began two years ago. Dobek noted students' preferred course mode has changed throughout the past two years, with some preferring online and others wanting to meet in person. The course has also drawn students from outside of the Grand Traverse County area.

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

**UPDATES**

**President's Update**—President Nick Nissley thanked trustees for attending the MCCA Summer Conference and highlighted NMC's accolades including Chair Oblinger and AVP Fairbanks for their presentation on brand strategy and Kristy McDonald receiving the Outstanding Faculty Award at the conference. President Nissley congratulated Public Relations, Marketing, and Communications on their work with the brand refresh, noting the full launch will occur at the August Conference for employees. The college hosted the staff of U.S. Senator Gary Peters and State Representatives Roth and Glanville earlier this month. Other notable college events and recognitions include the return of the NMC Foundation Scholarship Open, a \$1.2 million gift from a donor, which will go toward renovation of the Osterlin Building into a Student Services Hub and endowment of the food pantry.



**Board Chair Update**—Vice Chair Mark Keely commended the level of NMC talent and success showcased at the MCCA Summer Conference and noted the upcoming Welcome Week events to begin the fall semester.

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

- Minutes of the July 21, 2025, regular meeting and closed sessions
- Enrollment Report
- Financial Report
- Public Relations, Marketing, & Communications Report
- Advancement Report
- Building and Site Committee Minutes
- Audit Committee Minutes

## **ACTION ITEMS**

**Resolution Authorizing the Issuance and Delegation of the Sale of Bonds**—On a motion by Kennard Weaver, seconded by Ken Warner, the Board approved the Resolution Authorizing the Issuance and Delegating the Sale of Bonds as prepared by bond counsel, and as presented by the Administration, and that the Secretary of this Board be authorized to sign the same. The motion passed with a unanimous vote.

**Bond Proceeds Banking Recommendation**—Pam Horne made a motion, seconded by Jody Lundquist for the administration to establish a new account with, and invest in, the Michigan Liquid Asset Fund Plus (“MILAF+”) for the purpose of holding the proceeds from NMC’s 2025 facilities bonds anticipated in October 2025. The account will remain active until the bond proceeds are fully utilized for their intended purpose. The motion passed with a majority vote, with Trustee Robitshek abstaining.

**REVIEW OF FOLLOW-UP REQUESTS**—No requests were made by the Board that require administrative follow-up for information to be provided to the Board at a later date.

**ADJOURNMENT**—The meeting adjourned at 6:26 p.m.

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

SIGNED \_\_\_\_\_  
Mark B. Keely, Vice Chair

ATTESTED \_\_\_\_\_  
Pamela T. Horne, Secretary

**NORTHWESTERN MICHIGAN COLLEGE  
BOARD OF TRUSTEES  
MINUTES  
Wednesday, September 3, 2025  
Timothy J. Nelson Innovation Center  
Room 106/107**

**CALL TO ORDER**—Chair Laura J. Oblinger called the regular meeting to order at 2:00 p.m.

**ROLL CALL**

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

**Trustees absent:** None

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

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

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

**DISCUSSION: Developing Our Next Strategic Plan**—President Nick Nissley reminded everyone of the college’s mission to deliver lifelong learning opportunities to transform lives and enrich our communities as the foundation for the work underway to develop the next strategic plan.

Vice President of Strategic Initiatives Jason Slade reviewed the process, timeline, and draft strategies. Slade explained which of the current strategies will carry over to the next plan (Future-Focused Education; Student Engagement Success, and Enrollment; Vibrancy and Belonging), and which new college priorities are emerging as various stakeholder groups provide input. The Strategic Planning Steering Committee (SPSC) is considering three strategies with three enabling strategies that weave throughout the plan. Suggested enabling strategies include: living NMC’s brand, community partnerships, sustaining growth, and human-centered excellence.

The Board provided input on opportunities for community engagement in the process, desired data, and themes and topics to emphasize in the strategies.

The SPSC will continue to gather input as monthly updates are provided to the trustees at their regular monthly meetings, and future study sessions are planned for the fall.

**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.

- Single dashboard of KPIs will be recommended by executive staff
- Detailed notes regarding strategic planning input will be shared back to trustees to confirm accuracy and completeness

- Confirmed the next study session date and time: 9/22/25 from 3:30-5:00pm; holding both meetings at the Boardman Lake Campus will be considered

**ADJOURNMENT**—The meeting adjourned at 3:33 p.m.

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

SIGNED \_\_\_\_\_  
Laura J. Oblinger, Chair

ATTESTED \_\_\_\_\_  
Pamela T. Horne, Secretary



**Northwestern  
Michigan College**

## **MEMO**

*Administrative Services*

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

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

**Date:** September 15, 2025

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

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The attached reports summarize the financial results for the General Fund as of August 31, 2025. The first month represents 17% 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 August 2025, the General Fund shows a deficit of \$359,772, with expenses exceeding revenues. Revenue increased by 6% compared to the same period in August 2024. Expenses declined by 5% over the same timeframe, primarily due to lower food services costs for GLMA summer cruises.

### **Revenue (letters refer to the attached General Fund summary)**

- A. Tuition and fees: For Summer 2025, the budget was set at 5,218 contact hours for a total budget revenue of \$1,247,604. Actual summer contact hours are projected at 6,268 with an actual projected revenue of \$1,536,258. Summer revenue is trending over budget by \$288,654. 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 MPERS offset payments. State appropriations payments will begin in October 2025 unless the FY26 State budget does not pass by early October (payments could be delayed)
- 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



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

### Summary Report for General Fund Accounts Fiscal Year 2026, Period 02

Funds	Accounts	2025-2026 Adjusted Budget	YTD Activity	% of Annual Budget	
<b>TOTAL GENERAL FUND</b>					
<b>50</b>	<b>Revenues</b>				
	Tuition and Fees	27,071,058	3,051,480	11.27%	A
	Property Taxes	15,714,472	2,134,318	13.58%	B
	Other Local	<u>0</u>	<u>0</u>	*	
	Local Sources	42,785,530	5,185,798	12.12%	
	State Sources	11,550,000	407	0.00%	C
	Federal Sources	0	0	*	
	Private Sources	1,346,714	0	0.00%	E
	Investment Income	400,000	108,278	27.07%	D
	Other Sources	<u>702,025</u>	<u>100,711</u>	14.35%	E
	<b>Total Revenues</b>	<b>56,784,269</b>	<b>5,395,194</b>	<b>9.50%</b>	
<b>60</b>	<b>Labor</b>				
	Salaries and Wages	26,169,965	2,703,294	10.33%	F
	Benefits	<u>10,846,688</u>	<u>1,369,012</u>	12.62%	F
	<b>Total Labor</b>	<b>37,016,653</b>	<b>4,072,306</b>	<b>11.00%</b>	
<b>70</b>	<b>Expenses</b>				
	Purchased Services	4,824,433	405,212	8.40%	G
	Supplies and Materials	3,708,350	486,452	13.12%	G
	Internal Services	141,840	16,838	11.87%	G
	Other Expenses	1,667,718	210,054	12.60%	G
	Institutional Expenses	2,023,730	181,036	8.95%	G
	Maintenance and Renovation	2,459,578	380,088	15.45%	G
	Prof Develop, Travel and Events	731,955	98,695	13.48%	G
	Capital Outlay	<u>145,812</u>	<u>49,999</u>	34.29%	H
	<b>Total Expenses</b>	<b>15,703,416</b>	<b>1,828,375</b>	<b>11.64%</b>	
	<b>Total Expenditures</b>	<b>52,720,069</b>	<b>5,900,680</b>	<b>11.19%</b>	
<b>80</b>	<b>Transfers</b>				
	Transfers	4,064,200	-145,714	-3.59%	
	<b>Total Transfers</b>	<b><u>4,064,200</u></b>	<b><u>-145,714</u></b>	<b>-3.59%</b>	
	<b>Total Expenditures and Transfers</b>	<b>56,784,269</b>	<b>5,754,966</b>	<b>10.13%</b>	
	<b>Net Revenues over (under) Expenditures</b>	<b>0</b>	<b>-359,772</b>		



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

**INTERIM**

This statement does not  
reflect year-end results.

	YTD 8/31/2025	YTD 8/31/2024	\$ Diff	% Diff	Comments
<b>Revenue</b>					
Local Sources:					
Tuition & Fees	\$ 3,051,480	\$ 3,155,148	\$ (103,668)	-3%	Higher tuition and fees in FY26; offset by lower flight fee revenue in 2025 and lower Maritime cruise revenue (3 cruises operated in summer 2024 vs 2 cruises operated in summer 2025)
Property Taxes	2,134,318	1,694,138	440,180	26%	Timing of property tax payments received
Total Local Sources	5,185,798	4,849,286	336,512	7%	
State Sources	407	-	407	0%	Consistent with prior year
State PPT Reimbursement	-	-	-	0%	Consistent with prior year
Federal Sources	-	-	-	0%	Consistent with prior year
Private Sources	-	-	-	0%	Consistent with prior year
Investment Income	108,278	158,335	(50,057)	-32%	Lower interest and dividend earnings received in August 2025 than in August 2024
Other Sources	100,711	87,831	12,880	15%	Primarily due to timing of insurance claims received in FY26
<b>Total Revenue</b>	<b>5,395,194</b>	<b>5,095,452</b>	<b>299,742</b>	<b>6%</b>	
<b>Expenses</b>					
Salaries and Wages	2,703,294	2,685,659	17,635	1%	Consistent with prior year
Benefits	1,369,012	1,372,352	(3,340)	0%	Consistent with prior year
Purchased Services	405,212	616,659	(211,447)	-34%	Primarily due to lower purchased service expenses and lower food service costs for the Maritime cruises in FY26; partially offset by increased EduStaff activity in FY26
Supplies & Materials	486,452	508,997	(22,545)	-4%	Primarily impacted by timing of fuel and postage expenses between fiscal years
Internal Services	16,838	19,606	(2,768)	-14%	Timing of internal charges
Other Expenses	210,054	188,390	21,664	11%	Impacted by timing of equipment rental expenses and uncollectible account write offs in FY26
Institutional Expenses	181,036	159,206	21,830	14%	Primarily due to timing of utility expenses in FY26
Maintenance & Renovation	380,088	378,856	1,232	0%	Consistent with prior year
Professional Development	98,695	85,859	12,836	15%	Higher professional development expenses in FY26
Capital Outlay	49,999	66,565	(16,566)	-25%	Timing of capital expenses (\$49,999 Maven Technologies [simulator for law enforcement training])
<b>Total Expenses</b>	<b>5,900,680</b>	<b>6,082,149</b>	<b>(181,469)</b>	<b>-3%</b>	
<b>Transfers</b>	<b>(145,714)</b>	<b>-</b>	<b>(145,714)</b>	<b>0%</b>	Indirect grant costs and strategic fund support for rebranding
<b>Total Expenses &amp; Transfers</b>	<b>5,754,966</b>	<b>6,082,149</b>	<b>(327,183)</b>	<b>-5%</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ (359,772)</b>	<b>\$ (986,697)</b>	<b>\$ 626,925</b>	<b>-64%</b>	





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

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

	YTD 8/31/2025	YTD 7/31/2025	Aug 25 Activity	Jul 25 Activity	Comments
<b>Revenue</b>					
Local Sources:					
Tuition & Fees	\$ 3,051,480	\$ 1,864,733	\$ 1,186,747	\$ 1,864,733	July had 4 weeks of summer tuition; August had 1 week of summer & 1 week of fall tuition. Additionally, summer general fees and course fees were recognized in July
Property Taxes	2,134,318	281,889	1,852,429	281,889	Timing of tax collections received
Total Local Sources	5,185,798	2,146,622	3,039,176	2,146,622	
State Sources	407	-	407	-	- Consistent with prior month; small RenZone payment received in August
State PPT Reimbursement	-	-	-	-	- Consistent with prior month
Federal Sources	-	-	-	-	- Consistent with prior month
Private Sources	-	-	-	-	- Consistent with prior month
Investment Income	108,278	39,376	68,902	39,376	Lower interest activity from investments in July
Other Sources	100,711	38,533	62,178	38,533	Primarily due to timing of NJTP admin revenue and insurance claim payment received in August
<b>Total Revenue</b>	<b>5,395,194</b>	<b>2,224,531</b>	<b>3,170,663</b>	<b>2,224,531</b>	
<b>Expenses</b>					
Salaries and Wages	2,703,294	831,774	1,871,520	831,774	Faculty and adjuncts began in August and impact from timing of wage allocations crossing fiscal years in July
Benefits	1,369,012	557,503	811,509	557,503	Faculty and adjuncts began in August and slight impact from timing of wage allocations crossing fiscal years in July
Purchased Services	405,212	171,676	233,536	171,676	Primarily due to higher purchased service expenses in August and higher EduStaff expenses as the semester begins
Supplies & Materials	486,452	228,633	257,819	228,633	Consistent with prior month
Internal Services	16,838	2,042	14,796	2,042	Timing of internal events/charges (including opening conference, leadership council, HR new employee orientation)
Other Expenses	210,054	61,468	148,586	61,468	Primarily driven by timing of equipment rental expenses along with higher recruiting/promotional expenses (supported by the strategic fund) and uncollectible debt write offs in August
Institutional Expenses	181,036	44,077	136,959	44,077	Timing of electricity payments in August (impacted by fiscal year end processes)
Maintenance & Renovation	380,088	124,464	255,624	124,464	Due to timing of software, facilities, and grounds maintenance expenses in August
Professional Development	98,695	28,541	70,154	28,541	Driven by timing of professional development expenses
Capital Outlay	49,999	-	49,999	-	- Timing of capital expenses (\$49,999 Maven Technologies [simulator for law enforcement training])
<b>Total Expenses</b>	<b>5,900,680</b>	<b>2,050,178</b>	<b>3,850,502</b>	<b>2,050,178</b>	
<b>Transfers</b>	<b>(145,714)</b>	<b>-</b>	<b>(145,714)</b>	<b>-</b>	- Indirect grant costs and strategic fund support for rebranding
<b>Total Expenses &amp; Transfers</b>	<b>5,754,966</b>	<b>2,050,178</b>	<b>3,704,788</b>	<b>2,050,178</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ (359,772)</b>	<b>\$ 174,353</b>	<b>\$ (534,125)</b>	<b>\$ 174,353</b>	



## MEMO

*Public Relations, Marketing,  
and Communications*

To: Nick Nissley, President

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

Date: 9-16-25

Subject: August 2025 Monthly Report

August saw growth across most media categories. For paid media, we launched the updated brand across traditional and digital media in our “Boundless Momentum” campaign. Digital campaign performance was flat. We are reevaluating our approach with our partner agency. Earned media performance was up with highest coverage of Aquaction, Wave Lumina, the brand refresh and new tugboat. NMC Now highlighted the [brand refresh](#). Shared media followers continue to increase with highest performing posts including the new brand, Lobdell’s, Dean’s List and Wave Lumina. Phase 1 of the brand launch was highly successful across stakeholder groups. We appreciate the support of college leadership and our colleagues in this important work. The full brand implementation is expected to take 3 years with full integration into the next strategic plan. NMC Public Relations, Marketing and Communication key performance indicators for August 2025 include:

### *Paid Media- flat*

- Applications: 61
- Accounts: 66

### *Earned Media- ↑*

- Media mentions: 208
- Positive/neutral sentiment: 100%
- Publicity value: \$65,100

### *Owned Media - ↑*

- NMC Now:
  - Subscribers: 1,541
  - Open Rate: 40.3%

### *Shared Media ↑*

- Facebook followers: +1% YOY
- Total followers: 14,470
- Instagram followers: +1% YOY
- Total followers: 4,280



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

**From:** Katharine Marvin, Vice President of College Advancement

**Date:** September 22, 2025

**Subject:** Foundation Update

### Update on Philanthropic Activity

As of September 10, 2025, the fiscal year is 19% completed and 37.76% of the budgeted goal of \$4,300,000 in fundraising activity, with \$1,623,520 in new gifts and pledges having been recorded.

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

\$1,559,693	Total cash gifts and pledges received to date (including The Fund for NMC)
\$63,827	Gross event revenue
<b>\$1,623,520</b>	<b>Total raised through donations and event revenue</b>
+ \$7,125,000	New documentation of planned gift intentions
+ <u>\$23,516</u>	In-Kind Gifts
<b>\$8,772,036</b>	<b>Total Fundraising Activity</b>

Of the total raised (cash, pledges, and planned gifts), donors are impacting the following areas of the college as of September 10, 2025:

- Unrestricted gifts to the Fund for NMC - \$42,276 (0.5% of total giving)
- Scholarships, both restricted and endowed funds - \$3,630,941 (41.8% of total giving)
- Program support and capital projects at NMC - \$5,011,477 (57.7% of total giving)

#### Foundation Initiatives

- The Foundation's increase in Total Fundraising Activity this month reflects the recent documentation of a seven-figure planned gift intention. When the gift is realized, it will establish an endowment to support both the Nursing Program Fund and a nursing scholarship, and will no doubt have a transformational impact on NMC's nursing program. While the donor asked that their name and the gift amount remain confidential, we are happy to share that the donor is a student from the mid-1960s who is "very appreciative of the support I received while at NMC."
- The Winkler Group conducted 53 in-person interviews and collected more than 200 survey responses during the data collection process for the Foundation's campaign feasibility study. We expect a final report in early October that will inform NMC's decision whether or not to embark on a comprehensive fundraising campaign and, if so, with what revenue goal.
- 75th Anniversary working groups are underway, each with a purpose statement, budget, and member roster. They are planning three signature events—spring community celebration, summer history event, and fall Founders Day Gala—and vetting 12 other campus events for funding support.
- September is an events-heavy month for the Foundation, with staff playing an active role in all of the following events: Mike McIntosh Memorial Car & Truck Show, Hawk Owls at the TC Horse Show, Freshwater Research and Innovation Center Groundbreaking, Aviation Hangar Ribbon Cutting, Farm to Stable Dinner at the TC Horse Show, and Alumni & Partners Social at the Oceans 2025 Conference in Chicago

**Advancement Division Initiatives**

- Additionally, the Dennon Museum Center has a busy fall schedule of events and concerts, kicking things off with their Fall Opening Reception on September 18.
- The International Affairs Forum (IAF) had a strong start to their 32nd season with a well-attended lecture titled “Breaking the Engagement: How China Won & Lost America” on September 4. There were 442 in total in the audience (including 306 in-person, 42 NMC and high school students, as well as 44 in-person at the Leland Old Art Building), which is a post-Pandemic record for IAF.

**MEMO***Office of Research, Planning and Effectiveness*

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To: Dr. Nick Nissley, President

From: Joy Goodchild, Executive Director of Research, Planning, & Effectiveness

Subject: NMC Local Strategic Value Resolution

Date: September 17, 2025

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In accordance with the requirement in the applicable fiscal year 2026 appropriations act for community colleges, NMC must satisfy four of the five best practices in three different categories related to local strategic value. In order to receive our portion of the performance funding appropriation, we must demonstrate compliance by means of a Board of Trustees resolution certifying that we have met these requirements. In the attached resolution, NMC has provided specifics as to how we meet each best practice measure.

We request that the NMC Board of Trustees review and approve our Local Strategic Value resolution. NMC not only meets, but also exceeds the best practice standards required by the appropriations law, as the following table demonstrates.

## NORTHWESTERN MICHIGAN COLLEGE LOCAL STRATEGIC VALUE RESOLUTION

A regular meeting of the Board of Trustees of Northwestern Michigan College was held at the Timothy J. Nelson Innovation Center of Northwestern Michigan College, on the 22nd of September, 2025, at 5:30 o'clock in the evening.

The meeting was called to order by Laura J. Oblinger, Chair.

Present:

Absent:

The following preamble and resolution were offered by \_\_\_\_\_ and seconded by \_\_\_\_\_:

**WHEREAS**, Section 230(2) of the State School Aid Act (MCL 388.1830), as incorporated in the *applicable fiscal year appropriations act for community colleges*, requires each community college to certify by Board resolution that it meets the required number of “best practices” in each of three categories—(A) Economic Development and Business or Industry Partnerships; (B) Educational Partnerships; and (C) Community Services—in order to receive the portion of performance funding designated for Local Strategic Value; and

**WHEREAS**, the Resolution must include specific details about how each best practice is met, and must be approved by the Board and submitted to the State Budget Office by October 15 of each academic year; and

**NOW, THEREFORE, BE IT RESOLVED THAT**, the Board of Trustees of Northwestern Michigan College certifies that the College not only meets, but also exceeds the best practice standards in each category, as demonstrated in the attached compliance summary.

**BE IT FURTHER RESOLVED**, that the Board directs the College to file this Resolution with the State Budget Office no later than October 15, 2025, in compliance with Section 230(2) of the State School Aid Act (MCL 388.1830) and the *applicable fiscal year appropriations act for community colleges*, and to retain a copy in official College records.

## Community Colleges Local Strategic Value Template

Please use this table as a method to **briefly** detail what your community college is doing to meet the best practices in each category. Each category is worth one-third of the total amount available for your institution. Your institution must meet 4 out of 5 best practices in a category to receive funding associated with that category.

Best Practices by Category	Examples of Adherence
<b>Category A: Economic Development and Business or Industry Partnerships (must meet 4 of 5)</b>	
(i) The community college has active partnerships with local employers including hospitals and health care providers.	NMC partners with Munson Medical Center in nursing degree education (clinical site for ADN and PN student rotations), accredited surgical technology degree education (financial support and clinical site for AAS student labs), biomedical technologist associate's degree, professional development for staff (LEAN medical office), community education specifically related to wellness and nutrition programs (joint listing in Extended Education Catalog), consultation regarding specialized needs for technical training such as CNA's, phlebotomists, and medical coders. Through NMC University Partnerships, NMC GVSU's Masters in Physician Assistant degree program and allied health pathways. NMC, Davenport and Munson, through a state of Michigan grant, are collaborating to create a more streamlined pathway into the field of nursing.
(ii) The community college provides customized on-site training for area companies, employees, or both.	NMC provides various levels of noncredit, workforce, professional development and on-site customized training for area employers. Training is delivered by the professional development arm of NMC's Extended Education and Marine Center, as well as, the Michigan Manufacturing Training Center (MMTC) Northern Michigan Office. Over \$11.8 million dollars of specialized training through the Michigan New Jobs Training Program leading to the development of 1171 projected jobs paying above the region's ALICE wage. Industry certifications and shorter programs are being implemented to better meet industry's needs.



Best Practices by Category	Examples of Adherence
<p>(iii) The community college supports entrepreneurship through a small business assistance center or other training or consulting activities targeted toward small businesses.</p>	<p>NMC facilitates meeting and consulting resources targeted at small business support. In September 2017, NMC and Networks Northwest entered into an agreement supporting the implementation of the Workforce Innovation and Opportunity Act (WIOA). In 2021, NMC partnered with the Northwest Michigan Small Business Development Center to create the Business Development Certificate, a cost effective and efficient set of classes geared towards startups and entrepreneurs. From 2022 forward, NMC participated and sponsored Northern Michigan Start-up Week activities focused on innovation and entrepreneurship in collaboration with 20Fathoms and Traverse Connect. Beginning in 2023, the college supported the “Office of Possibilities” to assist local entrepreneurs as they look to grow their business. The college also provides SCORE mentors and training to our students looking to grow or start a business.</p>
<p>(iv) The community college supports technological advancement through industry partnerships, incubation activities, or operation of a Michigan technical education center or other advanced technology center.</p>	<p>NMC Aero-Park campus emphasizes automotive technology, engineering technologies, manufacturing, renewable energy, construction technology, PLC certificate training, robotics and unmanned systems, and associate and bachelor’s level marine technology remotely operated vehicles and acoustical sonar training. In 2017, the Great Lakes Water Studies Institute became the only academic institution, world-wide, offering international credentialing from the Association of Diving Contractors International (ADCI). Industry specific advanced professional development leverages NMC’s state-of-the-art technical resources, including advanced simulation training for welding, unmanned aerial systems, IT. In 2021, NMC received a Michigan Economic Development Corporation grant to develop an advanced manufacturing / Industry 4.0 lab in conjunction with industry partners including the Grand Traverse Manufacturing Council and Traverse Connect. The lab went live in May 2022 supporting Industry 4.0 training including collaborative robotics. In 2025, the college acquired one of the state’s first</p>

Best Practices by Category	Examples of Adherence
	3D concrete printers designed to “print” lower cost housing. Training will begin in the Fall of 2025 for this forward thinking program. This work continues across all key technical areas.
(v) The community college has active partnerships with local or regional workforce and economic development agencies.	NMC has a long-standing collaboration with the NW Michigan Council of Governments, is a member of the MMTC and the Career and Education Advisory Council, and similar agencies. NMC is also a founding member of the Traverse Area Chamber of Commerce, Chamber EDC, and regional, state, and national organizations supporting workforce and economic development in the region. NMC is a regional host for MI Lean Manufacturing Summit. In addition, NMC and MIWork! / Networks Northwest has collaborated on grant opportunities including the successful hiring of a navigator to assist and fund students and job seekers in 2021 under the MiLEAP initiative. Apprenticeship alignment continues between the organizations. In 2025, NMC and MiWorks received a MiLEAP grant dedicated to expanding workforce collaboration and to develop a collaboration focused on increasing the number of individuals with credentials of value in the region.
<b>Category B: Educational Partnerships (must meet 4 of 5)</b>	
(i) The community college has active partnerships with regional high schools, intermediate school districts, and career-tech centers to provide instruction through dual enrollment, concurrent enrollment, direct credit, middle college, or academy programs.	NMC actively engages local educational entities to provide early college programming. Additionally, NMC has a strong dual enrollment program for high school students and direct credit opportunities. NMC has expanded articulation agreements for programs such as pilot training (Cheboygan ISD, Crosswinds Academy) and Computer Information Technology (Elk Rapids Schools, Traverse City St. Francis High School).
(ii) The community college hosts, sponsors, or participates in enrichment programs for area K-12 students, such as college days, summer or after-school programming, or science Olympiad.	NMC’s Extended Educational Services (EES) provides the <i>College for Kids</i> catalog, featuring week-long courses, filling over 1200 College for Kids seats during the summer. Working with Traverse City Area Public Schools, Northwest Education Services, private and charter schools, NMC supports multiple activities that

Best Practices by Category	Examples of Adherence
	introduce K-12 students to higher education opportunities such as national robotics and unmanned aerial systems (UAS) competitions. The CIT program hosts the IT Olympics annually for regional career and technical education centers and local high school IT programs.
(iii) The community college provides, supports, or participates in programming to promote successful transitions to college for traditional age students, including grant programs such as talent search, upward bound, or other activities to promote college readiness in area high schools and community centers.	NMC partners with area high schools by discussing alignment of their curriculum with our coursework. Additionally, we have created pathways for placement utilizing a student's high school GPA. Students may take a writing inventory or complete math placement testing to improve their course placement. Our Commitment Scholarship program provides access and support for first generation learners in our five county area for ninth grade students selected by the high schools. NMC also hosts advisor days designed to help high school counselors better advise their high school students into college programs.
(iv) The community college provides, supports, or participates in programming to promote successful transitions to college for new or reentering adult students, such as adult basic education, GED preparation and testing, or recruiting, advising, or orientation activities specific to adults.	Through collaboration with Michigan Works!, NMC offers activities specifically designed for new and returning adult learners. Examples of expanded services are the testing prep and certified testing services through the NMC Student Success center and the Pro-metric testing center located at the college's testing center.
(v) The community college has active partnerships with regional 4-year colleges and universities to promote successful transfer, such as articulation, 2+2, or reverse transfer agreements or operation of a university center.	Through NMC's University Center and partnerships, dating back to 1996, the community has access to education opportunities beyond the Associate level in undergraduate and graduate level degree programs offered by five university partners. Over 40 bachelor's completion, master's, and professional post-associate certificates are available. Through the University partnerships, specific 3+1 and concurrent enrollment programs have been developed by partner institutions in response to regional needs such as in Aviation and Nursing (Davenport University) and Clinical Social Work (Ferris State

Best Practices by Category	Examples of Adherence
	University)), in addition to extensive articulation agreements across the disciplines. In the Fall of 2025, NMC relocated the partners back to the Front St. campus in order to better advise students and encourage collaboration across academic areas.
<b>Category C: Community Services (must meet 4 of 5)</b>	
(i) The community college provides continuing education programming for leisure, wellness, personal enrichment, or professional development.	Broad range of courses offered through the NMC Extended Education Services (EES) catalog. This is distributed three times per year to about 50,000 households, plus to 30,000 households for summer College for Kids programming. The catalog features special sections on wellness, leisure, personal enrichment, workforce & professional development, and more. Each term/catalog offers 200-300+ individual classes and 8+ certificate opportunities.
(ii) The community college operates or sponsors opportunities for community members to engage in activities that promote leisure, wellness, cultural or personal enrichment such as community sports teams, theater or musical ensembles, or artist guilds.	Arts and Cultural enrichment programs are a specialty in the NMC Extended Education Services (EES) catalog including but not limited to: community choirs and bands, broad menu of physical fitness and exercise clubs and certificate programs such as Northern Naturalist, Global, and Business Development. The college also hosts the region's International Affairs Forum bringing global speakers to Traverse City focused on today's most pressing topics.
(iii) The community college operates public facilities to promote cultural, educational, or personal enrichment for community members, such as libraries, computer labs, performing arts centers, museums, art galleries, or television or radio stations.	The community has access to WNMC 90.7 FM, NMC's public radio station; monthly community observation nights for the Rogers Astronomical Observatory provided in person and virtually; senior discounts at the Denno's Museum Center, Extended Education's virtual Coffee Chats series.
(iv) The community college operates public facilities to promote leisure or wellness activities for community members, including gymnasiums, athletic fields, tennis courts, fitness centers, hiking or biking trails, or natural areas.	Community open times for basketball and other team sports hosted through the Rajkovich Physical Education Building. EES catalog provides a number of short-format courses under the "Naturalist Certificate," with emphasis in outdoor and recreation pursuits. EES registers community members for the

Best Practices by Category	Examples of Adherence
	fitness center in North Hall when it is open to the public (it has been closed to the public since March 2020).
(v) The community college promotes, sponsors, or hosts community service activities for students, staff, or community members.	NMC offers many opportunities for community service through student service learning programs (e.g., Commitment Scholars program, Late Night of Procrastination at the library), community outreach projects (e.g., Big Brothers Big Sisters Big Little Hero Race organized by students in a business course in which \$5,000 in funds are raised annually for “littles” to take College for Kids classes, Food for Thought, a community-wide food drive to support families in need at Thanksgiving) and Student Government Association sponsored activities, to name a few.

## MEMO

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**To:** Dr. Nick Nissley, President  
**From:** Todd Neibauer, Vice President for Student Services and Technologies  
**Date:** September 19, 2025  
**Subject:** Student Success Platform Renewal

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### **Board Authorization Requested**

Authorize the 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.

### **Background**

In 2017, the Board originally approved the purchase of Starfish and it has been our primary student success system since that time. Over that time we have used Starfish(referred to as My Success at NMC) to:

- schedule all student services appointments, track notes and information on these meetings, and evaluate the use and effectiveness of all student services.
- create communication cohorts for students in need.
- receive referrals from other employees at the college for services.
- accomplish required reporting at the college for financial aid and student financial services..
- complete student need inventories to share with appropriate staff to identify and address potential roadblocks to success.

This has been a successful partnership and we seek to renew for another five year term.

### **Funding Source**

The funding source is the General Fund.