



**Northwestern  
Michigan College**

**Board of Trustees**  
1701 E. Front Street  
Traverse City, MI 49686-3061  
231.995.1010  
**nmc.edu**

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

### **Meeting Agenda**

Monday, March 23, 2026

NMC Hagerty Center

Room C

4:45 p.m. Reception with Student Government Association—Room A

5:30 p.m. Regular Meeting—Room C

#### **GENERAL BUSINESS**

- A. Call to Order
- B. Roll Call
- C. Pledge of Allegiance
- D. Review of Agenda and Approval of Additions, Deletions, or Rearrangements

#### **REPORTS AND PRESENTATIONS**

- E. Mission & Values in Action—*Hannah Rodriguez, Student Success Coordinator*
- F. Student Government Association—*SGA Members and Advisors*
- G. Faculty Report—*Melissa Sprenkle, Communications Instructor*
- H. Strategic Plan—Anchor and Edge: Future-Focused Education  
*Jason Slade, Vice President, Strategic Initiatives*  
*Stephen Siciliano, Vice President, Educational Services*  
*Terri Gustafson, Director, Academic Affairs*
- I. FY27 Budget Process—*Troy Kierczynski, Vice President, Finance & Administration*

#### **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.

## UPDATES

- J. President's Update—*Nick Nissley*
- K. Board Chair Update—*Mark Keely*

## CONSENT ITEMS (Pursuant to Policy A-105.00 Consent Agenda Items)

These items will be adopted as a group without specific discussion. When approving the meeting agenda, any Board member may request that a consent agenda item be moved to the regular agenda for discussion or questions.

Recommend that the following items be approved:

- L. Minutes of the February 23, 2026, regular meeting
- M. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- N. Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- O. FY27 Working Budget Update—*Troy Kierczynski, Vice President of 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*
- R. Policy Committee—*Pam Horne, Committee Chair*
- S. Building and Site Committee—*Kennard Weaver, Committee Chair*
- T. Executive Committee—*Mark Keely, Committee Chair*

## ACTION ITEMS

### U. Policies for First Reading (Pursuant to Policy A-106.00 Other)

Recommend adoption of the following Board policies on a first-reading basis:

- **Policy A-105.01 Gift Acceptance**
- **Policy A-106.02 Investment**
- **Policy A-107.00 Board Attendance at Civic and College Events**
- **Policy A-108.00 Board of Trustees Electronic Communications**

### V. Managed Detection and Response (Pursuant to Policy A-106.00 Finance)

Recommend authorization for administration to enter into a two-year contract with Sentinel One to provide Managed Detection and Response (MDR) with Identity Management at a cost of \$107,923.68.

## REVIEW OF FOLLOW-UP REQUESTS

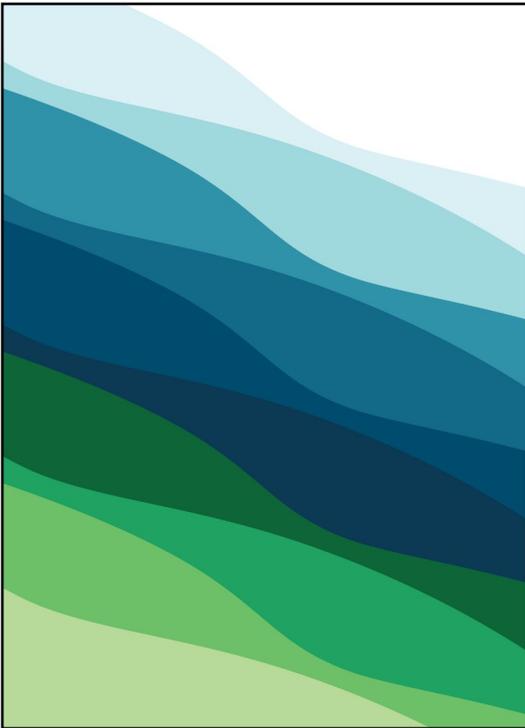
Confirm requests made by the Board that Require administrative follow-up information to be provided to the Board at a later date.

**ADJOURNMENT**

**Upcoming Board Meeting Dates:**

*All Board meetings are open to the public.*

- April 27, 2026 - Timothy J Nelson Innovation Center, Room 106/107
- May 18, 2026 - Timothy J Nelson Innovation Center, Room 106/107 *\*\*Third Monday*
- June 22, 2026 - Timothy J Nelson Innovation Center, Room 106/107
- July 20, 2026 – Aeropark Campus, Parsons-Stulen Room 222/224 *\*\*Third Monday*
- August 17, 2026 - Timothy J. Nelson Innovation Center, Room 106/107 *\*\*Third Monday*
- September 28, 2026 - Timothy J. Nelson Innovation Center, Room 106/107
- October 19, 2026 - Timothy J. Nelson Innovation Center, Room 106/107 *\*\*Third Monday*
- November 23, 2026 - Timothy J. Nelson Innovation Center, Room 106/107
- December 14, 2026 - Timothy J. Nelson Innovation Center, Room 106/107 *\*\*Second Monday*
  
- January 25, 2027 - Timothy J. Nelson Innovation Center, Room 106/107
- February 22, 2027 - Timothy J. Nelson Innovation Center, Room 106/107
- March 22, 2027 - NMC Hagerty Center, Room C
- April 26, 2027 - Timothy J. Nelson Innovation Center, Room 106/107
- May 24, 2027 - Timothy J. Nelson Innovation Center, Room 106/107
- June 28, 2027 - Timothy J. Nelson Innovation Center, Room 106/107



# Student Government Association

## 2026 Board Presentation



### Meet Our Members

(Add Group Photo Here)

#### Officer Team:

President - **Ava Moomey**

Vice President - **Jonathan Milkowski**

Secretary - **Rylee Kulakowski**

Treasurer - **Sebastian Eaton-Ellison**

Public Relations - **Jace Dunlap**

#### Voting Members:

- **El Young**

- **Matt Romeo**

- **Matt Kithinji**

#### Advisors:

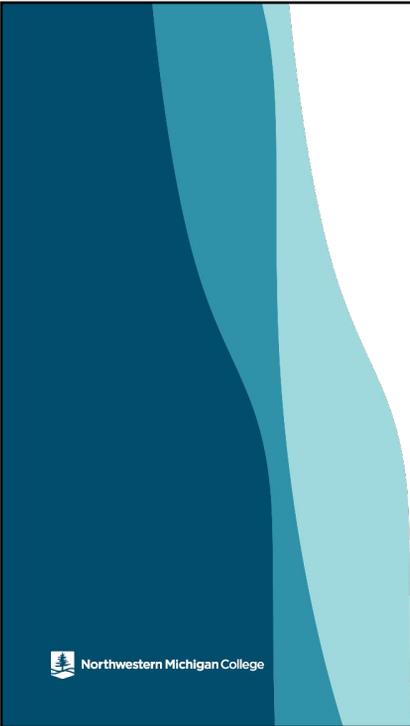
- **Alison Thornton**

- **Lisa Thomas**

- **Marcus Bennett**



# So, What Have We Been Up To?



## Starting Goals

- Fostering new connections between student group leaders and SGA
- Effectively advertising SGA happenings to the student body
- Addressing top concerns from the student body on day-to-day issues
- Building camaraderie and encouraging teamwork within SGA

## Progress

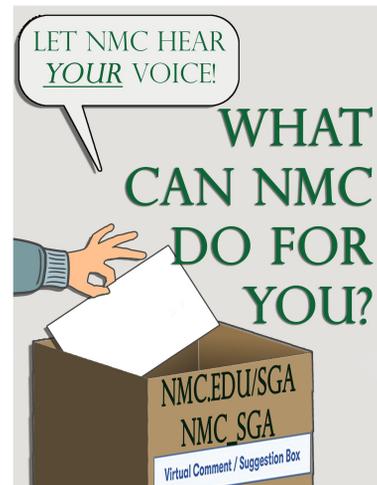
- Opened the route 5 and 14 BATA routes and included student discounts
- Added baby changing stations in Scholar's Hall
- 20 Student groups attended a Luncheon Event promoting student events and event coordination
- 50+ Students responding to the "Speakeasy" Campaign gathering student opinions and suggestions
- Held an SGA retreat to encourage team bonding

## Student Outreach

### Logo Rebranding



### Student Engagement Poster



# Funds for Student Groups

Student groups may apply for additional aid from SGA through our proposal process. Their bid is evaluated based on a set of criteria, and rated on a number scale by each member present. The scores are calculated into a percentage, applied to what the group was asking for, and the funds are awarded.

## Funds for New Student Groups

**8** New Groups  
Formed

**\$100**  
Provided to Each

- Clay Club
- Club of Cards
- Film Club
- Mind Readers
- Robotics Club
- Student Managed Investment Funds
- Turning Point USA
- Young Democratic Socialists of America

## Funds Provided for Student Groups

**\$14,470**

Was Distributed

**33% of Groups**

Requesting ≤ \$500

**Photography Club**

**\$900**

3x4 Film Camera and Artist Meeting in Grand Rapids

**Multicultural Club**

**\$1,750**

Chicago Trip for Cultural Exploration

**Clay Club**

**\$2,450**

For Clay and NCECA Detroit conference

**Women in Aviation**

**\$2,750**

WIA Career Symposium and Wings Ceremony

**Phi Theta Kappa**

**\$2,900**

For Costs Associated with Attending Catalyst International PTK Conference

# Questions, Comments, Concerns?

## Thank You Board Members!



## An Example of GenAI Literacy Instruction in ENG 112

Dr. Melissa Sprenkle  
March 23, 2026



# The Context

Resources for developing the course assignments  
on GenAI

- My sabbatical research focus on GenAI
- The need for a shared research topic in ENG 112
- The potential benefits and threats GenAI presents for student learning
- The opportunity to model co-learning

# The Goals

- Help students understand what GenAI technology is and how it works
- Give students practice with GenAI technology in a safe space with articulated boundaries
- To use the topic of the GenAI context to teach research writing skills

# Final Reflection Prompts

1. Using ideas from your reading and research for this class, highlight elements or qualities of GenAI technology you think have the potential to help students learning how to write academic work.
2. In what ways do you think GenAI technology could create barriers to student learning or disrupt the learning process? Note examples from our readings, from your research, from your own experience or what you've heard about the experiences of others with this technology.

## Student's Ideas About Potential GenAI Benefits (A)

"Analyzing large amounts of data can take weeks or even months, limiting many research projects to a small portion of possible information. According to the article "Out of the Wild: How A.I. Is Transforming Conservation Science" on *Yale360*, the usage of this technology is helping many researchers analyze data at incredible rates, making conservation research to for the first time, keep up with how quickly the environment changes"

## Student's Ideas About Potential GenAI Benefits (B)

" After I free-write a section, I ask the model to label each paragraph's function and suggest clearer signposts. This nudges me from writer-based structure to reader-based structure, the move emphasized in *How Scholars Write*."

## Student's Ideas About Potential GenAI Benefits (C)

“Students can use AI to gather background knowledge quickly, explore unfamiliar concepts, and see examples of how ideas are typically discussed in academic contexts. This accessibility helps students feel more confident and informed before they start writing.”

## Student's Ideas About Potential GenAI Drawbacks (A)

“Over time, this can make it harder for students to build confidence in their thinking skills, because they get used to choosing from AI generated suggestions rather than working through challenges themselves.”

## Student's Ideas About Potential GenAI Drawbacks (B)

“Over-reliance early in a project can short-circuit close reading and note-taking, which are where most real understanding happens. False or broken citations can sneak in if I don't build the bibliography directly from library databases or publisher pages.”

## Student's Ideas About Potential GenAI Drawbacks (C)

“Another pitfall of GenAI in learning is its tendency to hallucinate. As we read in the article “ChatGPT Isn't ‘Hallucinating’—It's Bullshitting,” AI does not always give accurate outputs. Because it simply recognizes and responds to patterns based on how it's trained, it cannot fact check itself.”

## Conclusions and Takeaways



## MEMO

Strategic Initiatives

**To:** NMC Board of Trustees

**From:** Nick Nissley, Ed.D.  
Jason Slade, Vice President, Strategic Initiatives

**Date:** March 18, 2026

**Subject:** *Strategy 1 - Future-Focused Education: Success, Metrics, and Year 1 Focus*

### NMC Strategic Plan 2026 - 2029: ANCHOR AND EDGE

We deliver education and training that is essential for our region, and we grow through the distinctive programs that set us apart and help drive northern Michigan's future.

#### STRATEGIES

1. **Future-Focused Education:** Equip learners for a rapidly changing world through purposeful academic pathways, durable skills, and technology literacy.
2. **Enrollment and Student Success:** Advance enrollment and student success by removing barriers and ensuring every learner experiences the coordinated support needed to persist and achieve their goals.
3. **Vibrant College Community:** Improve the places, systems, and supports that shape life at NMC, making it easier for students and employees to connect, succeed, and take pride in their work and learning.

#### STRATEGIC DRIVERS

1. **Living Our Brand:** Strengthen NMC's distinct identity by focusing investments on what makes the college unique and in demand among students, employees, and the community.
2. **Community Partnerships:** Leverage strategic partnerships to deepen community engagement, drive regional prosperity, and expand opportunities for lifelong learning.
3. **Stewardship & Sustainability:** Secure NMC's long-term vitality and growth by strategically leveraging smart resource investments, innovative funding models, optimized operations, and forward-thinking partnerships.
4. **People First:** Foster an inclusive, supportive, and empowering environment that prioritizes the well-being, success, and continuous development of every student and employee.

**STRATEGY 1 - FUTURE-FOCUSED EDUCATION:** Equip learners for a rapidly changing world through purposeful academic pathways, durable skills, and technology literacy.

- **Champion Team:** Stephen Siciliano and Terri Gustafson

**OBJECTIVE 1:** Strengthen student outcomes, institutional performance, and workforce readiness by embedding responsible and effective use of AI across teaching, learning, and operations.

**STRATEGIC DRIVERS:** *Living Our Brand, People First, Community Partnerships, and Stewardship & Sustainability*

### WHAT DOES SUCCESS LOOK LIKE?

- Our occupational programs develop industry-informed course outcomes to continue to improve and adapt to meet the needs of employers.
- Our traditional students learn the digital skills necessary for AI proficiency at their 4-year transfer institution.
- Our faculty and staff have the training needed to add ethical and impactful AI enhancements to their courses, programs, and operations.
- Faculty and staff leverage AI and digital literacy creating more time to focus on students, faculty, and staff interactions.

### HOW WILL WE MEASURE SUCCESS?

#### Objective 1 Key Performance Indicators:

- Industry AI Expectations and Student Preparedness:\*
  - Baseline: NA      Goal: 20% improvement\*
- Transfer Institution AI Expectations:\*
  - Baseline: NA      Goal: 20% improvement

*\* poll industry partners on needs / student preparedness, begin with pilot groups, projected target*

#### Secondary Indicators:

- Increase the number of AI professional use norming sessions with all areas.
- Increase AI training/professional development attendance and participation for all employee groups.

### FOCUS FOR PRELIMINARY STAGE AND INTO YEAR 1:

- Identify department-level AI navigators and liaisons to lead actions and alignment with department goals and program outcomes.
- Identify employer and transfer institution needs and expectations.
- Develop an AI decision-making framework across departments (critical evaluation and assessment of AI integration or nonintegration [ethics, cost, value, impact, tradeoff]).
- Continue and enhance faculty and staff AI and technologies education.
- Collaborate with the Curriculum Committee to identify areas to incorporate AI into program outcomes.



**OBJECTIVE 3:** Strengthen programs that attract students from beyond northwest Michigan through targeted investment, innovation, and advanced pathways that extend opportunity for students and visibility for NMC.

**STRATEGIC DRIVERS:** *Living Our Brand, Community Partnerships, Stewardship & Sustainability*

#### WHAT DOES SUCCESS LOOK LIKE?

- Increased visibility and stature for our distinguished programs: Aviation, Uncrewed Aerial Systems (UAS), Great Lakes Culinary Institute, Great Lakes Maritime Academy, Great Lakes Water Studies Institute (GLWSI).
- Continued execution of GLWSI’s program review, and leveraging of the Freshwater Research and Innovation Center resulting in increased enrollment, better financial improvement, and a return to full staffing.
- Development of advanced certification courses that positions NMC’s UAS program as the cornerstone of the State’s advanced aerial mobility initiatives.
- Alignment and blending with Strategy 2, Objective 1 (marketing funding)

#### HOW WILL WE MEASURE SUCCESS?

##### Objective 3 Key Performance Indicators:

- Program Enrollment and Financial Performance for Each Distinguished Program
  - Baseline: Fall 2025/FY25 data
  - Goal: Stability or growth targets for each program (identified individually), includes out-of-region.
- Improvements in Market Perception, Visibility, and Employability Resulting from Our Programs.
  - Baseline: in development\*                      Goal: 10% improvement

*\* key measurables such as graduate placement, industry recognition, partnerships*

##### Secondary Indicators:

- Recruitment activity and earned media
- Increase in strategic partnerships
- Employability and placement of graduates and near-graduates

#### FOCUS FOR PRELIMINARY STAGE AND INTO YEAR 1:

- Development of a comprehensive UAS strategy and curriculum that incorporates emerging fields and outreach strategy for partnership opportunities.
- Alignment of the GLWSI with the Freshwater Research and Innovation Center, ensuring the institute is featured prominently and positioned as the lead for academic and professional training.
- Execution of Year 1 GLWSI Program Enhancement and Sustainability Review goals (recruitment, outreach, enrollment, and financial improvements).
- Develop and test donor interest in distinguished programs and adjacent initiatives such as “Blue Tech,” innovation challenges, and partnerships.
- Execution of GLMA’s operational changes including the full utilization of the *Robinson Bay*.

**OBJECTIVE 4:** Proactively identify at-risk students enrolled in courses with high D, F, or withdrawal rates (DFW) and create a unified, data-driven, and comprehensive approach to supporting students, instructors, and courses that expands and sustains college preparedness programming (CollegeEdge) and institutionalizes integrated academic and faculty support for all students.

**STRATEGIC DRIVERS:** *Living Our Brand, People First, Stewardship & Sustainability*

#### WHAT DOES SUCCESS LOOK LIKE?

- Coordinated early interventions and ongoing support connecting students to resources and improving course outcomes in high DFW gateway courses while scaling initiatives such as CollegeEdge and normalizing instructor support practices
- At-risk students in courses with high DFW rates that serve as gateway courses are proactively identified and connected with timely, consistent, and integrated supports so that they feel supported and demonstrate improved success (e.g., lower DFW rates)
- Success and retention rates increase for at-risk students identified in courses with high DFW rates

#### HOW WILL WE MEASURE SUCCESS?

##### Objective 4 Key Performance Indicators:

- College-level Course Completion Rates (high DFW, gateway courses, highly enrolled)
  - Baseline: 81%                      Goal: 91%
- Enrollee Success Rates
  - Baseline: 66%                      Goal: 76%
- Fall-to-Fall Retention Rates
  - Baseline: FT 63%                  Goal: FT 70%
  - Baseline: PT 50%                  Goal: PT 53%

##### Secondary Indicators:

- Next-course progression
- Instructor participation rate and satisfaction
- Student reported sense of support, belonging, and confidence

#### FOCUS FOR PRELIMINARY STAGE AND INTO YEAR 1:

- Identify courses with high DFW rates and high enrollment.
- Define the term “at-risk.”
- Identify relationships between DFW rates and student, course, and instructional variables.
- Assess embedded tutoring, with the addition of embedded coaching, in high DFW, high-enrollment gateway courses.
- Formalize a workload calculator.
- Formalize an early alert process in Canvas.
- Improve My Success workflows.
- Evaluate recent iterations of CollegeEdge programming (Adult CollegeEdge, Math CollegeEdge, etc.); develop and implement Summer 2026 and academic year programming based on findings.
- Establish a sustainable funding model for CollegeEdge programming.
- Empower faculty with foundational pedagogical methods and how to adapt to different learners.



**MEMO**  
*Office of the President*

---

**To:** NMC Board of Trustees  
**From:** Nick Nissley, President  
**Subject:** March Mid-Month Update  
**Date:** Thursday, March 12, 2026

---

Dear Board of Trustees,

Since our February Board meeting the following are key updates.

**Boardman Lake Campus**

The sale process continues to move forward with an anticipated closing date of April 2. There has been a significant amount of work required as part of the title work over this past month - the 'details' that allow for a clean transfer of title. Special thanks to Troy Kierczynski who has responded to countless title company and legal counsel requests, keeping the process moving forward. Additionally, significant time and energy has been expended to begin transitioning the College to a lessee role (versus our owner role). And again, Troy has been helping us navigate that, as well.

The College has established a clear planning and decision framework to guide the ultimate relocation of our four NMC departments that are located at the Boardman Lake Campus (Extended Education, the Foundation, Human Resources, Business Office, and Strategic Initiatives, as well as IAF and ORPE). The move is being approached as part of Strategy 3 of the Strategic Plan and is grounded in our Strategic Drivers of People First and Stewardship & Sustainability. Leadership has set a target to fully vacate the campus by December 31, 2026. A structured engagement process is underway to understand departmental work requirements and stakeholder needs before space solutions are finalized. Facilities and the Strategic Initiatives team are partnering under a defined collaboration framework to ensure decisions reflect both operational realities and the needs of the work. This sequencing is designed to minimize disruption, steward resources carefully, and provide clear rationale as relocation decisions advance. A big thank you to Diana Fairbanks who is leading this process and further highlighting the importance of the *Strategic Communications and Change Initiatives* function and capability that she is developing at the College

### **Alliance for Innovation and Transformation (AFIT)**

Jason Slade and I attended the Alliance for Innovation and Transformation (AFIT) CEO and Representatives meeting in Albuquerque, NM this past month. NMC is an active member of AFIT and this year's theme is "Exponential Resilience" with the aspirational goal of "harnessing emerging technologies, data, and community to drive impact at a pace and scale that leaves traditional models behind." This event offered a sneak peek of the topics being planned for the "Summer Institute" where the college will bring a team to focus on this Exponential Organization (ExO) strategy, most likely through the lens of the strategic plan.

### **CCID**

CCID (Community Colleges for International Development) is the premier association for international education within community colleges, held their annual conference this past month, and NMC figured prominently in the presentations. Jim Bensley and Marina Call led a session on how to leverage AI in short-term study abroad planning, delivery, and assessment. Also, NMC staff Christa Abdul-Karim, Marina Call, and NMC adjunct faculty member Sarah Montgomery-Richards presented on NMC's global education programming in the non-credit arena. I was very grateful to see our NMC team 'in action' and they both were outstanding, speaking to innovations in international education - through the use of AI, and non-credit programs through Extended Ed. I really appreciated being able to 'cheer our folks on' and deepen my sense of pride for them and the work they do, making NMC's international education programming truly excellent.

A reminder for you, in terms of international experiences at the College, we have robust offerings in short-term study abroad, the International Affairs Forum, World Quest, Aviation's Summer International Program, our Yellow River Partnership and Programming, the Multicultural Club, coursework (like Culinary's 'International Cuisine'), international internships, the Dennis Museum, and so much more.

A very special thanks to Jim Bensley, NMC's Director of International Services & Service Learning, for all that he does and has done over the years - to build strong international programming and a culture that values transformative international experiences, throughout NMC.

### **Aspen President and Trustee Collaborative**

The MCCA was one of two states (Texas and Michigan) to be selected for the first ever Aspen Institute Presidents and Trustees Collaborative. This reflects our MCCA colleges' strong commitment to Community College 3.0, guided pathways, and advancing a student success reform agenda. NMC has been invited to join the inaugural cohort of 10-12 colleges. The college is being asked to bring a 3-person team, including the president, board chair, and another trustee to the collaborative. I believe this experience will strengthen all of the ongoing work at the college to improve student outcomes. In short, the college will send a 3-person team of the president, board chair, and another trustee to

an in-person convening on Thursday, November 12, 2026, at Schoolcraft College. The event will be followed by a reception and the MCCA Presidents Committee meeting on Friday, November 13. Two virtual convenings will follow. There is no fee to participate.

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

[The Freshwater Research and Innovation Center](#) remains on track for a Spring 2027 opening, with construction progressing. Steel structures, including the elevator shaft, are being erected. With the funding support from the Board of Trustees, fundraising has shifted to operations and programming/benefits for the tenants and partners in the facility. Recent outreach has occurred with: the Erb Foundation, the Cooperative Institute for Great Lakes Research (CIGLR), Fishpass Advisory Board, and a planned visit with GVSU on March 18. An RFP has been released for marketing and promotional support.

In addition, there was a great article in the March Traverse City Business News, speaking to the \$60 billion impact of the Blue Economy in Michigan (and the 1 million jobs that support the Blue Economy). While the article focuses on the water technology aspect, it also addresses tourism, fishing, boating, shipping). Best of all, it centers NMC - our people (past and present) and programs - from Hans VanSumeren to John Lutchko and Denver Peters, as well as the GLWSI and Freshwater Research and Innovation Center. Much to be proud of here - especially, NMC's leadership role in the Blue Economy!

### **Implementation of Strategic Plan, *Anchor and Edge* (2026 - 2029)**

The Board of Trustees will receive an in-depth review of *Strategy 1: Future-Focused Education* this month. Preliminary metrics are identified, data gathering, and preliminary actions have begun. Similar work is occurring for the other two strategies as we work to ensure alignment with the strategic drivers. Resource needs are currently being identified and aligned with the college's budget process. Prioritization will occur over the coming months.

### **75th Anniversary**

Planning for NMC's 75th Anniversary is progressing well, with the Steering Committee and Working Groups meeting regularly as events prepare to launch this spring. Engagement is already underway through NMC History Trivia, airing the last Thursday of each month on WNMC (90.7 FM) during the morning show and continuing throughout the anniversary year.

Earlier this week, I spent some time meeting with the College's Phi Theta Kappa - Alpha Rho Pi students. Their honors project - video recorded interviews - intersects with NMC's 75th Anniversary celebrations and their desire to use interviewing as an opportunity to listen and learn about the College. I felt fortunate to be an interviewee, and also bear witness to their passion and pride for NMC. They didn't simply 'do an interview'. They invited me to reflect upon their thoughtfully crafted questions, and enter a conversation about something very profound. An exploration of why NMC matters and the impacts made by NMC.

I am so proud of the work these students have done on this PTK project, and in helping the broader NMC community celebrate our 75th anniversary. If you're interested in the interview videos, you'll have to come back in 25 years, for NMC's 100th anniversary, when the time capsule containing these videos will be opened! A big thank you and congratulations to all of our NMC Phi Theta Kappa - Alpha Rho Pi students.

Anniversary events begin in April:

- **April 11** – *T/S State of Michigan Open Ship*
- **April 25** – *Student & Community Block Party (First of three “Signature Events”)*
- **May 2** – *Commencement*

More information is available at [nmc.edu/75](http://nmc.edu/75).

### **Advancement Division**

#### **NMC Foundation**

The NMC Foundation is having its strongest fundraising year on record. To date, the Foundation has raised \$3.6 million toward its \$4.3 million cash goal, along with \$8.5 million in planned and in-kind gifts, for total fundraising activity of \$12.1 million—surpassing even the strongest year of the *Be What's Possible* campaign.

In a major milestone, the NMC Foundation Board voted to authorize the College's next comprehensive campaign based on recommendations from The Winkler Group's feasibility study. This action moves the campaign into a planning (“pre-quiet”) phase, with next steps including securing campaign counsel and assembling a Campaign Steering Committee.

#### **International Affairs Forum (IAF)**

On February 19, IAF hosted Dr. Kori Schake at Milliken Auditorium, launching a new annual partnership with Central Michigan University. The event drew 320 total attendees, including 179 in person and 141 online participants across multiple northern Michigan locations. A Leadership Circle Salon that evening included 25 attendees.

Also, this past month, IAF hosted the 13th Annual Academic WorldQuest regional competition at the Hagerty Center. The quiz-bowl-style competition hosted 85 students from 7 local high schools. Students prepared for months, studying topics like migration & immigration, the U.S. Constitution & foreign policy, FIFA World Cup, nuclear policy issues, and more. For the winning team and its faculty advisor, IAF and its supporters fund a trip to the AWQ National Competition in Washington, DC April 27-28. The team represents its high school – this year's winners hail from TC West Senior High – as well as IAF, NMC, Traverse City, and the State of Michigan among teams from 40+ councils nationwide. This year's IAF AWQ competition was supported by NMC's Admissions and Educational Media Technologies teams, along with fundraising assistance from the Foundation. We are also grateful to our IAF supporting members and more than 30 donors who contributed lunch and prizes.

In addition, the International Affairs Forum is honored to welcome Ambassador Leena-Kaisa Mikkola, Ambassador of Finland to the United States, for a special dinner on Tuesday, March 17 at the Hagerty Center. This rare opportunity to host a sitting Ambassador is timely, as five of our faculty members recently returned from a trip to Finland, during which they studied Finnish educational practices with the ultimate goal of bringing back ideas to support NMC's strategic plan.

### **Dennos Museum Center**

The Dennos Museum Center is in the final stages of selecting new branding concepts. The project was completely funded by an anonymous donor, and has been guided by a community-based steering committee. The steering committee included members of NMC's PR, Marketing, and Communications team, ensuring it aligns with the College's broader brand. The new brand will be unveiled this summer in conjunction with the Dennos' 35th anniversary.

### **MCCA Leadership Academy**

For the fourth year, I was invited by MCCA to facilitate the "Leading Effective Teams" session for MCCA's Leadership Academy, which serves to provide professional development for emerging community college leaders. Two NMC leaders, Dan Goodchild (Technical Division) and Kelly Yauk (PRMC) are fellows in this year's Leadership Academy cohort. It's a real privilege to be asked to contribute to the development of the next generation of leaders who will serve Michigan's community colleges. I appreciate the opportunity to thoughtfully reflect upon my own leadership as I prepare to facilitate the session. And, even more so, I find it richly rewarding to hear the challenges and hopes held by our present community college leaders. Most of all, I appreciate the opportunity to 'cheer them on' as they seek to identify and name their unique strengths/gifts as leaders.

### **Points of Pride**

- The March/April Issue of [BayLife Magazine](#) features the college's **75th anniversary**. The article helps tell our story - the story of the passionate people, our distinctive programs, and our role as an invaluable community asset - *the people's college*. It's often said that NMC isn't just a community college, rather *we're the community's college*. The article is also a wonderful way for us to say *thank you* - to our students, faculty, staff, alumni, community, industry and university partners, donors - everyone who helps support our NMC mission - delivering lifelong learning opportunities to transform lives and enrich our communities!
- NMC's Phi Theta Kappa has been named a **2025 REACH Chapter**. Phi Theta Kappa's REACH Rewards program recognizes and rewards Phi Theta Kappa chapters that excel in membership development.
- There was strong NMC representation at the **Great Indoor Folk Festival** on February 22. It was great to see not only the Audio Tech students, but faculty/staff, retirees,

and alumni on stage performing. Our mission statement, which speaks to "enriching our communities" was on full display!

- NMC's surveying program was honored for winning the **NCEES Surveying Education Award** grand prize in the two-year program category at the Michigan Society of Professional Surveyors conference. In addition to winning this program award, Ryan Deering also won the Ralph Moore Berry Award, recognizing a non-licensed individual giving back to the profession. At the event, some of our more experienced graduates earned their professional surveying license and a current student a MSPS scholarship.
- Former NMC Board of Trustees Chair and current Cherryland Electric Cooperative CEO, Rachel Johnson, shared a [powerful video](#) of NMC's **UAS Program Partnership with Cherryland Electric Cooperative**. I'm incredibly proud of the work that NMC's Uncrewed Aerial Systems (UAS), under the leadership of Tony Sauerbrey, is doing in partnership with Cherryland Electric Cooperative- enhancing grid reliability through advanced UAS technology. This is a great example of NMC supporting our local businesses through powerful partnerships.
- We earned positive media attention this month, with a great article in the TCBN, chronicling **three NMC employees' founding of Memory Bright**, and their ongoing successes. From last November's TCNewTech pitch to December's 20Fathoms win and a \$5000 grand prize, to the scaling through local partnerships (especially, Comfort Keepers) - they are 'doing us proud'. Really, we couldn't be prouder of their entrepreneurial mindedness and innovative action that led to the founding of Memory Bright. Obviously, it's neat that here's a real-life example of NMC faculty+staff innovating. I am more touched by the profound impact that this product will have on the lives of those living with dementia as it becomes part of the Alzheimer care regimen possibilities.

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

Below are relevant articles 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:

- [AI meets the search for a BA](#) - *Marketplace*
- [Re-enrolling 43 million learners will have big ripple effects](#) - *University Business*

### **Upcoming Dates of Note**

- **March 18** - Traverse Connect Economic Strategy Session - Jason Slade presenting on the College's Future Focused Education strategy and the region's workforce development needs
- **March 23** - Student Government Association Dinner and Regular Monthly Board Meeting (Hagerty Center)

- **March 30-April 5** - Spring Break (No Classes)
- **April 11** - Open Ship
- **April 17** - Scholarship Celebration
- **April 18** - Hero Race
- **April 24** - Taste of Success
- **April 25** - 75th Anniversary Student & Community Block Party
- **May 2** - Commencement



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

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

## MEMO

**To:** Northwestern Michigan College Board of Trustees  
**Cc:** Dr. Nick Nissley, Ed.D.  
**From:** Gabe Schneider, Founder/Principal, Northern Strategies 360  
**Date:** March 16, 2026  
**Re:** **State/Federal Legislative Update**

### State

#### **FY27 Budget**

Following the Governor's FY27 Executive Budget recommendation last month, the House and Senate Appropriations Committees have begun to meet and consider their own budget proposals. This includes a meeting of the House Appropriations Higher Education and Community Colleges Subcommittee last week that featured testimony from MCCA President, Brandy Johnson. Brandy outlined the MCCA FY27 Community College Priorities including:

- A 4% ongoing operations funding increase above FY26 ongoing (base) and one-time (3%) funding
- Continue to fund the Postsecondary Scholarship Fund to stay on track for full implementation as the program enters year four
- Appropriate \$67 million to sustain and expand the Michigan Reconnect program
- Establish a new funding stream outside the K-12 foundation alliance to fund dual enrollment
- Pass a capital outlay bill alongside the budget and reduce the capital outlay institutional match from 50% to 25%
- Support the inclusion of \$33.3 million for Infrastructure, Technology, Equipment, Maintenance, Safety and Housing

It is likely that the House and Senate will begin to move their budgets in April.

#### **Work Project Cuts: Sixty by 30 Grant**

After initially hearing from MiLEAP that our \$1.2 million workforce grant was cut as a result of House Republican's actions last year, we have since learned from MiLEAP that funds will continue to be disbursed. As a result, Rep. Roth is not actively pursuing restoring the cut funds through a legislatively directed spending item.

#### **Legislative Directed Spending Items (LDSI)**

We continue to advocate for a \$10 million LDSI for the Student Services Hub. Rep. Coffia is the sponsor and Rep. Roth is the co-sponsor of this request. The next step would be for the House Appropriations Committee to take testimony in support of our LDSI request, which may be scheduled in the next few weeks

#### **Capital Outlay**

We continue to work with Kelley Cawthorne on a strategy for funding for the Osterlin Student Services Hub. This includes seeking a LDSI as well as a Capital Outlay Planning and Construction Authorization. There are some additional pressures on the legislature to pass a capital outlay bill including:

- Several colleges have planning authorizations expiring September 30<sup>th</sup> of this year and need a bill to pass and include their construction authorizations before this date.
- The legislature continues to consider increasing the state's bonding capacity for capital outlay projects through the passage of SB 729 (McCann), which would restore \$421.3 million in bonding capacity to the Michigan School bond Loan Fund. Even without SB 729, bonding capacity will gradually return over time as existing bonds are retired.
- Under current projects, approximately \$140 million in bonding capacity would still remain available by FY30 even if the bill is not enacted.

### **Michigan Reconnect Expansion (Reconnect 21)**

We continue to support passage of legislation that would permanently expand the Michigan Reconnect program to age 21. This includes supporting SB 232 and 233 which passed the Senate and is currently referred to the House Appropriations Committee. The State of Michigan has as Michigan Reconnect Data Dashboard that provides information and data about the program's implementation to-date:

<https://www.michigan.gov/reconnect/about/reconnect-data-dashboard>

### **Local Millage Proposal Legislation**

[House Bill 4583](#), sponsored by Rep. Maddock (R-Oakland), which would require local millage proposals including those for community college districts to appear on the ballot only during the November general election, was reported from the House Election Integrity Committee along party lines. The MCCA opposes the legislation alongside school and municipal organizations due to concerns about reduced local flexibility and the potential impact on communities' ability to respond to funding needs. The bill is expected to pass the House.

### **Federal**

#### **FY27 Community Project Funding**

Federal community project funding requests are due starting march 20<sup>th</sup> to congressional offices. However given the constraints and limitations on availability of federal community projects funding, we are not planning on pursuing a federal earmark request this year.

#### **FY27 Priorities**

We have communicated the following to Congressman Bergman and Congressman Moolenaar as our key priorities for FY27

#### *Pell Grants*

- We appreciate that Congress made bipartisan commitments to expanding Pell eligibility through the FAFSA Simplification Act
- As result, more students are now applying and qualifying for Pell Grants.
- Therefore, we are asking Congress to provide sufficient funding to preserve the Pell Grant program without any cuts to eligibility or benefits.
- You can view Pell Grants by school, district, and state [here](#) (APLU) or in pdf [here](#) (NAICU).
- Our Ask
  - Sign Rep. Tom Kean's (R-NJ) letter supporting "robust" funding for Pell Grants, Work-Study, and Supplemental Educational Opportunity Grants. [Letter Text](#) - [Internal Quill Link to sign](#). Contact: Tara Snowden.

#### *Strengthening Community Colleges Training Grants (SCCTG)*

- This program provides competitive grants for expanded workforce training capacity.
- Reps. Virginia Foxx (R-NC) and Bobby Scott (D-VA) included SCCTG in the Stronger Workforce for America Act, which passed the House which passed the House with an overwhelming vote of 378-26.

- View a map and abstracts of SCCTG grantees in rounds 1-5 [here](#).
- The Trump Administration is competing round 6 now.
- Our Ask:
  - Sign the [letter](#) with Rep. Lucy McBath (D-GA) and Rep. Carol Miller (D-GA) requesting robust funding for SCCTG. [Internal Quill link to sign](#). Contact: Matthew Golden.

#### *Child Care Access Means Parents in School (CCAMPIS)*

- As you know, the CCAMPIS program supports the participation of low-income parents in postsecondary education through campus-based childcare services.
- Childcare is essential to the academic success of thousands of community college students. CCAMPIS does not duplicate other child care or Head Start programs, which have large waitlists and may not have convenient times, locations, or state rules for students.
- A study found CCAMPIS participants have triple the graduation rate as comparable nonparticipants.
- To see the latest available CCAMPIS funding by college, district, and state, click [here](#).
- Our Ask
  - Sign the letter led by Rep. Bill Foster (IL) for robust funding. Contact: Kim Soffen ([FY27 link](#))

#### **Farm Bill Community College Grant Provision**

The House Agriculture Committee reported (approved) Farm Bill includes a new grant program that would provide funding for community college agriculture and natural resources programs. It would provide competitive grants to community colleges, consortia of community colleges and career and technical education schools that provide workforce training in agricultural fields, with a priority for applicants that offer work-based learning opportunities. The proposal differs slightly from the bipartisan Community College Agriculture Advancement Act that the AACC supports. That bill places more emphasis on capacity-building for institutions to enhance agriculture programs and promotes greater coordination between community colleges and other higher education institutions. The new proposal is more directly focused on workforce and industry partnerships.



**To:** NMC Board of Trustees  
**From:** Nick Nissley, President  
 President's Council  
**Subject:** March 2026 Executive Summary

### Notes regarding Key Items on March Agenda

- Action Item V on the March agenda is sole-source because of current licensing. (See the corresponding memo for more information.)
- Vice President of Finance and Administration Troy Kierczynski will provide a brief update on the initial draft of the FY27 budget. A more detailed version will be presented in May, when trustees will have the opportunity to ask questions and engage in discussion ahead of budget adoption in June.
- The Building & Site Committee recommends investing an additional \$5 million of the Boardman Lake Campus proceeds to the geothermal project to reduce the overall borrowing costs of the project. However, the Executive Committee requested more robust analysis before the recommendation moves forward to the full Board of Trustees for decision.

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

- **FY26 YTD General Fund Results**—For FY26, through February 28, 2026, the College's general fund has net revenue of \$10.4 million compared to net revenue of \$9.0 million through the same period last year. The variance year-over-year is largely due to timing of property tax receipts (\$2m ahead in collections through this same point last year, but projected to increase only \$800k from prior year).
- **FY26 General Fund Projection**—Our financial projection for FY27 anticipates a net surplus of \$1.3 million for the year ended June 30, 2026 driven by higher than expected enrollment and stronger than expected investment income.
- **FY27 Budget**—Our initial draft budget includes a \$538k deficit at this stage of the process, which is not abnormal or alarming. Expense growth is outpacing revenue growth (with assumptions of flat enrollment and state funding). Departmental budget requests for non-labor wants/needs were up 10%, creating an opportunity to analyze and prioritize to align with strategic plan. A balanced budget will be presented in June.

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

- Summer 2026 contact hours are up 12.1% over the summer 2025 cycle.
- Total headcount is up 5.7%

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

All media categories were up except paid which dropped due to campaign adjustments that temporarily reduced performance. These numbers are showing improvements for March.

*Paid Media*- ↓

- Applications: 69
- Accounts: 76

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

- The March 2026 update will focus on the objectives of Strategy 1 - Future Focused Education including key performance indicators, secondary indicators and preliminary actions. The objectives for this strategy are:
  - OBJECTIVE 1: Strengthen student outcomes, institutional performance, and workforce readiness by embedding responsible and effective use of AI across teaching, learning, and operations.
  - OBJECTIVE 2: Expand and integrate experiential and work-based learning across all programs so every student builds durable skills and real-world experience that lead to regional employment or further education.
  - OBJECTIVE 3: Strengthen programs that attract students from beyond northwest Michigan through targeted investment, innovation, and advanced pathways that extend opportunity for students and visibility for NMC.
  - OBJECTIVE 4: Proactively identify at-risk students enrolled in courses with high D, F, or withdrawal rates (DFW) and create a unified, data-driven, and comprehensive approach to supporting students, instructors, and courses, that expands sustained college preparedness programming (CollegeEdge), and institutionalizes integrated academic and faculty support for all students.
- A different approach will be taken where the report will contain more details and the board presentation will be at a higher level, highlighting success, challenges and opportunities.

**NORTHWESTERN MICHIGAN COLLEGE  
BOARD OF TRUSTEES  
MINUTES  
Monday, February 23, 2026  
Timothy J. Nelson Innovation Center  
Room 106/107**

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

**ROLL CALL**

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

**Trustees absent:** None

**Also present:** President Nick Nissley, Lynne Moritz, Diana Fairbanks, Troy Kierczynski, Todd Neibauer, Stephen Siciliano, Jason Slade, Katharine Marvin, Lindsey Lipke, Kyle Morrison, Becca Richardson, Matt McDonough, Greg Luyt, Hollie DeWalt, Kathryn DePauw, Lindsey Dickinson, Molly Norville, Taw Murphy, Kennedy Stoudt, Gracie Porter

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

**REPORTS AND PRESENTATIONS**

**Freshwater Research and Innovation Center**—Greg Luyt, Chair of the Freshwater Research and Innovation Center (FRIC) Board, thanked the Board of Trustees for their support and partnership. Luyt also thanked NMC Vice President of Strategic Initiatives Jason Slade for his efforts. Matt McDonough, CEO, Discovery Pier, shared the mission of FRIC, building design and funding. BlueTech Innovation Hub consortium partners include Traverse Connect, 20 Fathoms, and FishPass. Emerging partners include Cleveland Water Alliance, Cooperative Institute for Great Lakes Research (CIGLR), and Aqua Action. Tenant commitments include NV5, Great Lakes Fisheries Commission (FishPass) and Wave Lumina. FRIC is currently pursuing Michigan Technological University, Grand Valley State University, NOAA, USGS, and early start-up businesses as additional tenants. The building is anticipated to open in the spring of 2027.

**PUBLIC INPUT**—There was public input offered by Kennedy Stoudt, Taw Murphy, and Gracie Porter.

**UPDATES**

**President's Update**—President Nick Nissley thanked the public input participants before providing an update on the Boardman Lake Campus sale. Nissley also reviewed Governor Whitmer's proposed budget and highlighted college initiatives such as the Office of Possibilities for Education, Freshwater Research and Innovation Center, and Uncrewed Aerial Systems.

**Board Chair Update**—Chair Mark Keely highlighted the calendar of events for the [75th Anniversary](#) of the college and encouraged trustees to attend events and bring guests.

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

- Minutes of the January 26, 2026, regular meeting
- Strategic Plan Timing and Milestones—*Jason Slade, Vice President, Strategic Initiatives*
- Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*

- Public Relations, Marketing, & Communications—*Diana Fairbanks, Associate Vice President, Strategic Communications and Change Initiatives*
- Advancement Report—*Katharine Marvin, Vice President of Advancement*
- Executive Committee—*Mark Keely, Committee Chair*
- Fellows Nominating Committee—*Andy Robitshek, Committee Chair*

## **ACTION ITEMS**

**Appointment of Fellows**—On a motion by Laura Oblinger, seconded by Ken Warner, the following were recommended for appointment as 2026 Fellows of Northwestern Michigan College with all honors and privileges pertaining hereto: Doug Bishop, Jim & Diana Huckle, and Peg Jonkhoff. The motion passed with a unanimous vote.

**Conditions for Boardman Lake Campus Sale Proceeds**—Laura Oblinger made a motion, seconded by Jody Lundquist, recommending approval of the conditions for the net proceeds of the Boardman Lake Campus sale, as presented in the corresponding memo, including the establishment of a segregated, board-designated fund and the stated parameters on use, oversight, and reporting. The motion passed unanimously.

**Funding for Freshwater Research and Innovation Center**—On a motion by Ken Warner, seconded by Laura Oblinger, the Board unanimously authorized investment of \$2 million in funding for the Freshwater Research and Innovation Center, contingent upon the anticipated closing of the sale of the Boardman Lake Campus real property.

**Geothermal Project Financing**—Kennard Weaver made a motion, seconded by Laura Oblinger, to authorize administration to utilize up to \$5,000,000 of the anticipated Boardman Lake Campus sale proceeds towards the Front Street Campus geothermal project. There was discussion regarding the previously authorized amount for bonds. The amount of bonds will be realigned with the financing needs for the project. It will be determined whether the Board will need to reauthorize the sale of the bonds for a lower amount. The motion passed unanimously.

**Evisions Argos Reporting Renewal**—On a motion by Laura Oblinger, seconded by Ken Warner, it was recommended to authorize administration to renew a three year contract with Evisions for the Argos reporting system, for a total three year cost of \$167,378. The motion passed unanimously.

**Door Access Controller Replacements**—Kennard Weaver made a motion, seconded by Laura Oblinger, recommending authorization for the administration to enter into contract with People Driven Technology for the replacement of 100 door access controllers at a cost of \$132,765.71 to be funded by the Plant Fund. There was a question related to how the door access controls are connected to other networks and the nature of the sole bid/vendor for the system and controls. The motion passed unanimously.

**Firewall Replacement**—On a motion by Laura Oblinger, seconded by Jody Lundquist, it was recommended to authorize for administration to enter into a contract with Frontier Computer Corp for the replacement of the Firewall system at a cost of \$96,747.28 to be funded by the Technology

Plant Fund. The motion passed unanimously.

**Special Liquor License**—Laura Oblinger made a motion, seconded by Andy Robitshek, to authorize the organization, through its duly authorized officers, make application to the Liquor Control Commission for a special events tasting and wine auction license to be in effect on Friday, April 24, 2026, for the Taste of Success event held at the NMC Hagerty Center. The motion passed unanimously.

**Housing and Meal Plan Rates**—Laura Oblinger made a motion, seconded by Jody Lundquist, to approve the Housing and Board Rates for the 2026-2027 fiscal and academic year as presented. The motion passed unanimously.

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

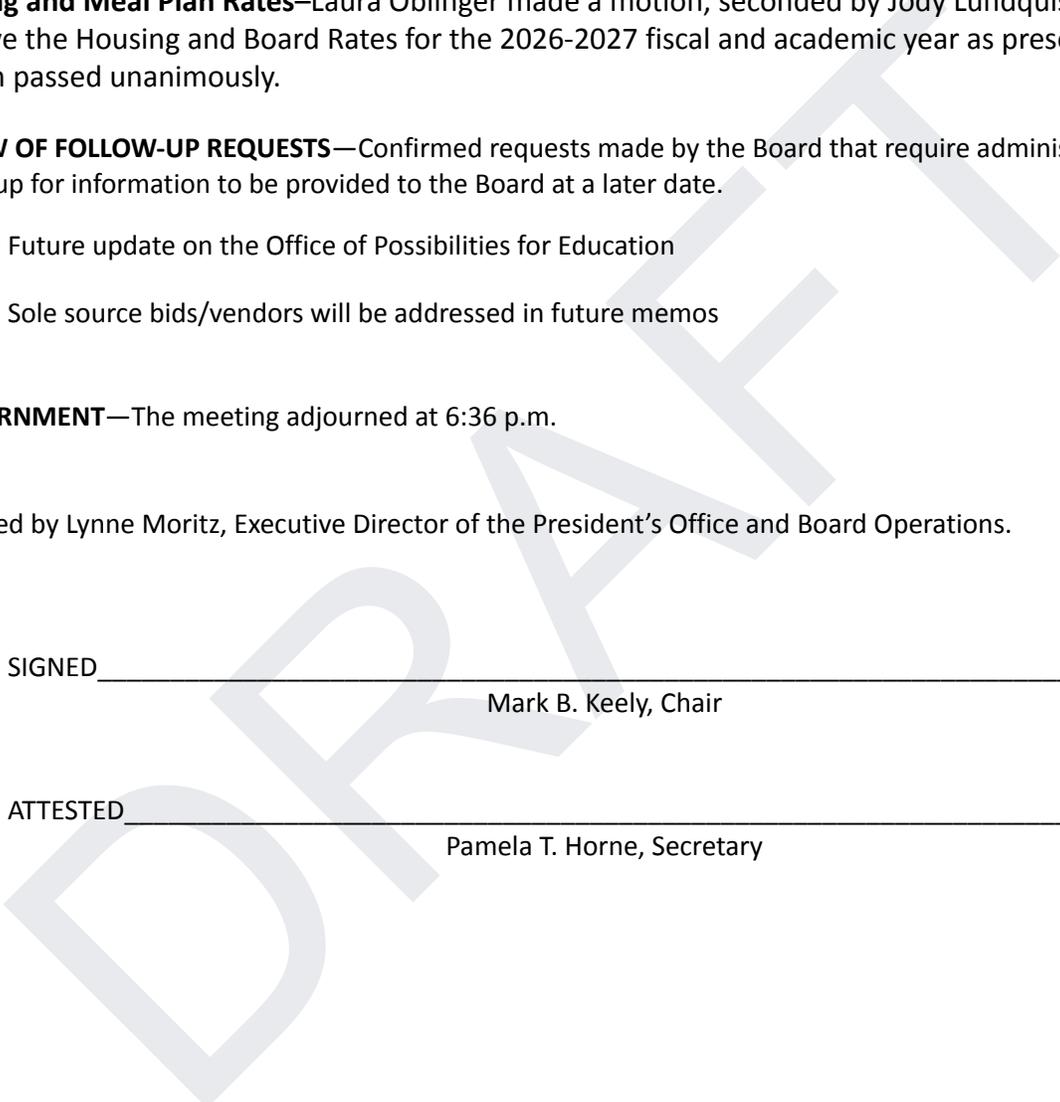
- Future update on the Office of Possibilities for Education
- Sole source bids/vendors will be addressed in future memos

**ADJOURNMENT**—The meeting adjourned at 6:36 p.m.

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

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

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





**MEMO**  
Student Services &  
Technologies

To: Dr. Nick Nissley, President  
From: Todd Neibauer, VP for Student Services and Technologies  
Date: March 16, 2026  
Subject: Summer 2026 Enrollment Update

**Summer 2026**

Currently, contact hours are up 12.1% over summer 2025. While most categories of students are similar to last year, there is an increase in new transfers, and new - never attended over the same time last year.

Orientations for Summer/Fall start on April 17, 2026 and continue through the beginning of the fall semester. Two in-person sessions and one online session are available before the beginning of the summer semester.

	<b>SU 2023</b>	<b>SU 2024</b>	<b>SU 2025</b>	<b>SU 2026</b>	<b>△</b>
<b>Inquiries</b>	505	514	557	548	-1.6%
<b>Applicants</b>	501	510	553	544	-1.6%
<b>% Applied</b>	99.2%	99.2%	99.3%	99.3%	0.0%
<b>Admits</b>	283	352	348	369	6.0%
<b>% Admitted</b>	56.5%	69.0%	62.9%	67.8%	4.9%
<b>Admits Registered</b>	71	108	102	86	-15.7%
<b>% Admits Registered</b>	25.1%	30.7%	29.3%	23.3%	-6.0%
<b>Prior Admits Registered</b>	4	2	8	4	-50.0%
<b>Retained Students</b>	584	593	622	697	12.1%
<b>% Retained</b>	20.3%	20.1%	19.8%	21.9%	2.1%
<b>Return Students</b>	55	60	52	42	-19.2%
<b>Average Contact Hours</b>	5.91	5.79	5.73	6.07	5.9%
<b>Total Headcount</b>	714	763	784	829	5.7%
<b>Total Contact Hours</b>	4,220	4,420	4,491	5,035	12.1%
<b>Tuition</b>	957,963	1,055,880	1,135,359	1,392,492	22.7%

*(Resources: Digital Dashboard – Same Date Comparison SU2023-2026)*



MEMO  
Administrative Services

**To:** Nick Nissley, President  
**From:** Troy Kierczynski, Vice President of Finance & Administration  
**Date:** March 9, 2026  
**Subject:** Summary Report for the General Fund as of February 28, 2026

The attached reports include a summary, month-over-month, and year-to-date comparative financial results for the General Fund through February 28, 2026. The 8<sup>th</sup> month represents 67% of the year. The month-end reports are interim reports and not a reflection of year-end results.

### Month-End Results

As of year-to-date February 2026, the General Fund shows a surplus of \$10,383,876 with revenues exceeding expenses. Revenue increased by 7% compared to the same period in February 2025 due primarily to increased enrollment and property tax receipts. Expenses increased by 4% over the same timeframe.

### Revenues

- A. **Tuition and Fees:** For Spring 2026, the budget was set at 34,048 contact hours for a total budget revenue of \$7,850,278. Actual Spring contact hours were 34,717 with an actual revenue of \$7,824,287. Spring revenue is under budget by \$25,991.
- B. **Property Taxes:** Tax revenue is recorded as payments are received. The overall increase for the fiscal year is expected to be 5% over the previous fiscal year.
- C. **State Sources** include operational appropriations, personal property tax payments, and MPSERS offset payments. State appropriations payments began in October 2025.
- D. **Investment Income:** 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. **Private Sources** and **Other Sources** are timing and event-dependent.

### Expenses

- A. **Salaries and Benefits** are tracking at budget.
- B. Overall expenses are under budget at this time.
- C. **Capital Outlay** reflects expenditures budgeted through the allocation of COAT dollars.

# Northwestern Michigan College

## Unaudited



### Summary Report for General Fund Accounts Fiscal Year 2026, Period 08

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	20,535,160	75.86%
	Property Taxes	15,714,472	14,025,860	89.25%
	Other Local	<u>0</u>	<u>0</u>	*
	Local Sources	42,785,530	34,561,020	80.78%
	State Sources	11,550,000	6,897,660	59.72%
	Federal Sources	0	0	*
	Private Sources	1,346,714	478,561	35.54%
	Investment Income	400,000	655,903	163.98%
	Other Sources	<u>702,025</u>	<u>348,507</u>	49.64%
	<b>Total Revenues</b>	<b>56,784,269</b>	<b>42,941,651</b>	<b>75.62%</b>
<b>60</b>	<b>Labor</b>			
	Salaries and Wages	26,169,965	15,377,121	58.76%
	Benefits	<u>10,846,688</u>	<u>7,131,391</u>	65.75%
	<b>Total Labor</b>	<b>37,016,653</b>	<b>22,508,512</b>	<b>60.81%</b>
<b>70</b>	<b>Expenses</b>			
	Purchased Services	4,824,433	2,975,309	61.67%
	Supplies and Materials	3,708,350	2,250,940	60.70%
	Internal Services	141,840	59,082	41.65%
	Other Expenses	1,667,718	1,143,884	68.59%
	Institutional Expenses	2,023,730	1,405,053	69.43%
	Maintenance and Renovation	2,459,578	1,607,547	65.36%
	Prof Develop, Travel and Events	731,955	346,902	47.39%
	Capital Outlay	<u>145,812</u>	<u>191,745</u>	131.50%
	<b>Total Expenses</b>	<b>15,703,416</b>	<b>9,980,462</b>	<b>63.56%</b>
	<b>Total Expenditures</b>	<b>52,720,069</b>	<b>32,488,974</b>	<b>61.63%</b>
<b>80</b>	<b>Transfers</b>			
	Transfers	4,064,200	68,801	1.69%
	<b>Total Transfers</b>	<b>4,064,200</b>	<b>68,801</b>	<b>1.69%</b>
	<b>Total Expenditures and Transfers</b>	<b>56,784,269</b>	<b>32,557,775</b>	<b>57.34%</b>
	<b>Net Revenues over (under) Expenditures</b>	<b>0</b>	<b>10,383,876</b>	



**Northwestern Michigan College**  
**Comparison - Fiscal Year to Date**  
**General Fund**  
**Feb 2026 vs. Feb 2025**

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

	YTD <u>2/28/2026</u>	YTD <u>2/28/2025</u>	<u>\$ Diff</u>	<u>% Diff</u>	<u>Comments</u>
<b>Revenue</b>					
Local Sources:					
Tuition & Fees	\$ 20,535,160	\$ 18,683,258	\$ 1,851,902	10%	Increase is driven by higher fall and spring enrollment in FY26
Property Taxes	14,025,860	11,928,701	2,097,159	18%	Timing of property tax payments received
Total Local Sources	34,561,020	30,611,959	3,949,061	13%	
State Sources	6,834,931	7,859,030	(1,024,099)	-13%	Primarily due to one time MPERS reimbursement received in FY25
State PPT Reimbursement	62,729	71,206	(8,477)	-12%	Higher LCSA/PPT payment received in FY25 than in FY26
Private Sources	478,561	644,509	(165,948)	-26%	Timing of Foundation gifts
Investment Income	655,903	563,685	92,218	16%	Higher interest income from Investments in FY26
Other Sources	348,507	385,320	(36,813)	-10%	Primarily due to timing of insurance claims activity between fiscal years; partially offset by higher administrative fees earned in FY26 from NJTP activity
<b>Total Revenue</b>	<b>42,941,651</b>	<b>40,135,709</b>	<b>2,805,942</b>	<b>7%</b>	
<b>Expenses</b>					
Salaries and Wages	15,377,121	14,606,616	770,505	5%	In line with budget; primarily impacted by increases in faculty wages and staffing changes at the professional salary level
Benefits	7,131,391	6,771,101	360,290	5%	In line with budget; impacted by changes noted above
Purchased Services	2,975,309	3,143,482	(168,173)	-5%	Primarily due to cost savings recognized from facilities transition during FY25; partially offset by higher EduStaff activity in FY26
Supplies & Materials	2,250,940	2,195,672	55,268	3%	Primarily impacted by increased printing expenses with new branding initiatives and higher furniture/fixture expenses in FY26; partially offset by timing of international trip expenses
Internal Services	59,082	82,672	(23,590)	-29%	Timing of internal charges
Other Expenses	1,143,884	956,376	187,508	20%	Primarily due to increased promotional/marketing expenses, higher Native Tuition waiver, and higher student assistance expenses (which are offset by Foundation reimbursements) in FY26
Institutional Expenses	1,405,053	1,261,197	143,856	11%	Primarily due to higher snow removal and electric expenses in FY26
Maintenance & Renovation	1,607,547	1,519,535	88,012	6%	Primarily due to higher software maintenance expenses and equipment maintenance expenses in FY26
Professional Development	346,902	390,802	(43,900)	-11%	Timing of Professional Development Events
Capital Outlay	191,745	108,559	83,186	77%	Timing of capital expenses (\$49,999 Maven Technologies [simulator for law enforcement training], \$35,299 multiple vendors for East Hall flood damage, \$56,993 Lark Lawn and Garden [salt spreaders and related equipment for facilities], \$9,198 BSB Communications [down payment for emergency communication system], \$23,200 Byte Technology [Smart Cabinet Vending Systems], \$15,494 Bouma Corporation [Flood Repairs Scholars Hall], \$1,562 Dell Power Edge Servers [large portion covered by Perkins Grant])
<b>Total Expenses</b>	<b>32,488,974</b>	<b>31,036,012</b>	<b>1,452,962</b>	<b>5%</b>	
<b>Transfers</b>	<b>68,801</b>	<b>139,139</b>	<b>(70,338)</b>	<b>-51%</b>	Primarily due to timing of Indirect grant costs, strategic fund support for rebranding, and Aviation flight hours transfer
<b>Total Expenses &amp; Transfers</b>	<b>32,557,775</b>	<b>31,175,151</b>	<b>1,382,624</b>	<b>4%</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 10,383,876</b>	<b>\$ 8,960,558</b>	<b>\$ 1,423,318</b>	<b>16%</b>	



**Northwestern Michigan College**  
**Comparison - Month Over Month**  
**General Fund**  
**Feb 2026 vs. Jan 2026**

**INTERIM**

This statement does not  
reflect year-end results.

	YTD <u>2/28/2026</u>	YTD <u>1/31/2026</u>	Feb 26 <u>Activity</u>	Jan 26 <u>Activity</u>	<u>Comments</u>
<b>Revenue</b>					
Local Sources:					
Tuition & Fees	\$ 20,535,160	\$ 18,210,944	\$ 2,324,216	\$ 3,235,126	Primarily due to the allocation of spring fees in January (allocations for semester fees are allocated at the beginning of fall/spring semesters); also impacted by higher flight fees in January
Property Taxes	14,025,860	11,160,326	2,865,534	3,715,061	Timing of tax collections received
<b>Total Local Sources</b>	<b>34,561,020</b>	<b>29,371,270</b>	<b>5,189,750</b>	<b>6,950,187</b>	
State Sources					
State PPT Reimbursement	6,834,931	5,459,669	1,375,262	1,240,433	Higher MPSERS payouts received in February
Private Sources	62,729	62,729	(0)	-	Consistent with prior month
Investment Income	478,561	478,561	-	231,057	Timing of quarterly Foundation support
Other Sources	655,903	584,274	71,629	140,640	Higher interest activity from investments in January
	348,507	275,534	72,973	76,732	Consistent with prior month
<b>Total Revenue</b>	<b>42,941,651</b>	<b>36,232,037</b>	<b>6,709,614</b>	<b>8,639,049</b>	
<b>Expenses</b>					
Salaries and Wages	15,377,121	13,363,201	2,013,920	1,858,269	Primarily due to lower adjunct pays in January - consistent with the beginning of a new semester
Benefits	7,131,391	6,277,272	854,119	1,166,116	HSA payments issued in January
Purchased Services	2,975,309	2,564,087	411,222	389,917	Primarily due to lower adjunct/supplemental pays in January - consistent with the beginning of a new semester
Supplies & Materials	2,250,940	2,023,455	227,485	360,377	Due to timing of fuel expenses, and higher class supplies, furniture/fixture, and printing expenses in January
Internal Services	59,082	49,120	9,962	3,769	Timing of internal events/charges (including opening conference, leadership council, HR new employee orientation)
Other Expenses	1,143,884	985,307	158,577	126,002	Due to higher non-professional development event expenses in February
Institutional Expenses	1,405,053	1,142,227	262,826	210,313	Primarily due to higher snow removal expenses in February
Maintenance & Renovation	1,607,547	1,427,616	179,931	216,589	Higher equipment maintenance expenses and software maintenance expenses in January
Professional Development	346,902	298,282	48,620	19,801	Timing of professional development expenses
Capital Outlay	191,745	190,183	1,562	38,694	Timing of capital expenses (\$49,999 Maven Technologies [simulator for law enforcement training], \$35,299 multiple vendors for East Hall flood damage, \$56,993 Lark Lawn and Garden [salt spreaders and related equipment for facilities], \$9,198 BSB Communications [down payment for emergency communication system], \$23,200 Byte Technology [Smart Cabinet Vending Systems], \$15,494 Bouma Corporation [Flood Repairs Scholars Hall], \$1,562 Dell Power Edge Servers [large portion covered by Perkins Grant])
<b>Total Expenses</b>	<b>32,488,974</b>	<b>28,320,750</b>	<b>4,168,224</b>	<b>4,389,847</b>	
<b>Transfers</b>	<b>68,801</b>	<b>71,364</b>	<b>(2,563)</b>	<b>(2,629)</b>	Primarily due to timing of Indirect grant costs, strategic fund support for rebranding, and Aviation flight hours transfer
<b>Total Expenses &amp; Transfers</b>	<b>32,557,775</b>	<b>28,392,114</b>	<b>4,165,661</b>	<b>4,387,218</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 10,383,876</b>	<b>\$ 7,839,923</b>	<b>\$ 2,543,953</b>	<b>\$ 4,251,831</b>	



**Northwestern Michigan College**  
**Income Statement Projections - General Fund**  
**For the Year Ended June 30, 2026**  
**As of 3/9/2026**

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

	<b>FY25 Actual</b>	<b>FY 26 Budget</b>	<b>YTD 3/9/2026</b>	<b>FY 26 Projected</b>	<b>Difference vs. Budget</b>	<b>Comments</b>
<b>Revenue</b>						
Local Sources:						
Tuition & Fees	\$ 25,184,473	\$ 27,071,058	\$ 20,552,409	\$ 27,764,114	693,056	Enrollment was higher than expected in both Fall / Spring
Property Taxes	14,890,963	15,714,472	14,283,687	15,723,436	8,964	In line with budget
<b>Total Local Sources</b>	<b>40,075,436</b>	<b>42,785,530</b>	<b>34,836,096</b>	<b>43,487,551</b>	<b>702,021</b>	
State Sources	14,631,009	11,400,000	6,834,931	11,888,808	488,808	Currently trending slightly above budget due to payments from MPERS; partially offset by MPERS expenses
State Property Tax Reimbursement	207,430	150,000	62,729	125,457	(24,543)	Trending below budget
Private Sources	2,050,126	1,346,714	478,561	1,496,714	150,000	Timing of Foundation gifts
Dividend and Interest Income	936,834	400,000	655,907	1,049,451	649,451	The College continues to take advantage of a favorable interest rate environment
Unrealized Gain (Loss) on Investments	968,867	-	-	-	-	Not projected due to volatility of unreal. losses; see quarterly investments memo (Jan/Apr/Jul/Oct)
Other Sources	814,132	702,025	363,522	823,685	121,660	Increase in extra sales including administrative fee revenue and office rental income trending above budget
<b>Total Revenue</b>	<b>59,683,834</b>	<b>56,784,269</b>	<b>43,231,746</b>	<b>58,871,666</b>	<b>2,087,397</b>	
<b>Expenses</b>						
Salaries and Wages	24,788,478	26,169,965	16,551,668	25,640,397	(529,568)	Trending slightly below budget
Benefits	13,335,231	10,846,688	7,292,283	11,137,602	290,914	Trending near budget
Purchased Services	4,832,160	4,824,433	3,133,928	4,964,158	139,725	Trending above budget due to impacts of EduStaff
Supplies & Materials	3,375,137	3,708,350	2,375,726	3,988,542	280,192	Trending above budget for classroom supplies, software expenses, and international trip expenses
Internal Services	147,374	141,840	59,146	130,438	(11,402)	In line with budget
Other Expenses	1,326,644	1,667,718	1,169,929	1,934,856	267,138	Trending above budget for student assistance expenses (offset by Foundation gifts), recruiting expenses, and Native tuition waivers
Institutional Expenses	2,188,867	2,023,730	1,535,797	2,345,361	321,631	Budgeted for increases in utilities; electric and snow removal expenses are each trending above budget
Maintenance & Renovation	2,292,543	2,459,578	1,619,603	2,623,896	164,318	Maintenance of equipment and maintenance of grounds trending above budget; partially due to outsourced services for ground services
Professional Development	634,906	731,955	353,423	774,893	42,938	Increased activity in PD events and travel
Capital Outlay	825,084	145,812	191,745	505,895	360,083	Trending above budget due to equipment and building expenditures
<b>Total Expenses</b>	<b>53,746,424</b>	<b>52,720,069</b>	<b>34,283,249</b>	<b>54,046,039</b>	<b>1,325,970</b>	
<b>Transfers Out (In)</b>						
Plant Fund - General Maintenance	1,400,000	1,750,000	-	1,750,000	-	Budgeted transfer for maintenance of capital
Plant Fund - Technology Maintenance	600,000	650,000	-	650,000	-	Budgeted transfer for maintenance of technology
Plant Fund - Aviation Capital Fund	553,819	690,000	289,378	690,000	-	Budgeted transfer for Aviation equipment fund; based on revenue, calculated using tach hours
Plant Fund - Aviation Debt Service	250,000	814,200	-	814,200	-	Budgeted transfer for debt service for 2024 bonds issued for the Aviation hangar expansion
Plant Fund - New Capital Projects	500,000	750,000	-	750,000	-	Transfer current year surplus towards new projects
Plant Fund - Dennon Debt Service	500,000	110,000	-	110,000	-	Budgeted transfer for debt service for 2016 bonds that in part financed Dennon expansion
Bd Designated - Strategic Projects	850,000	325,000	-	325,000	-	Budgeted transfer for strategic projects, plus \$150k in additional surplus
Bd Designated - Funds for Transformation	150,000	75,000	-	75,000	-	Budgeted transfer for funds for transformation
Restricted Fund - GLMA Direct Support	(908,167)	(1,100,000)	-	(1,100,000)	-	Transfer MARAD restricted funds to the general fund to support academy operations
Program Specific - Yellow River	(291,264)	-	-	(291,000)	-	
Program Specific - Other Programs	(29,250)	-	(150,239)	(211,805)	(211,805)	
<b>Total Transfers</b>	<b>3,575,138</b>	<b>4,064,200</b>	<b>139,139</b>	<b>3,561,395</b>	<b>(502,805)</b>	
<b>Total Expenses &amp; Transfers</b>	<b>57,321,562</b>	<b>56,784,269</b>	<b>34,422,388</b>	<b>57,607,434</b>	<b>823,165</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 2,362,272</b>	<b>\$ -</b>	<b>\$ 8,809,359</b>	<b>\$ 1,264,233</b>	<b>\$ 1,264,233</b>	



**Board of Trustees  
FY27 Working Budget Update**

**July 1, 2026 – June 30, 2027**

**March 16, 2026**

## TABLE OF CONTENTS

### EXECUTIVE SUMMARY

FY27 SUMMARY MEMO .....	3
FY27 WORKING BUDGET .....	6

### FY27 WORKING BUDGET ASSUMPTIONS

TUITION AND FEES REVENUE .....	7
STATE APPROPRIATIONS REVENUE.....	9
PROPERTY TAX REVENUE.....	9
LABOR EXPENSES .....	9
NON-LABOR EXPENSES .....	10
TRANSFERS.....	10

### MICHIGAN COMMUNITY COLLEGE COMPARATIVE DATA

ANNUAL TUITION & FEES COMPARISON.....	11
IN-DISTRICT TUITION RATE COMPARISON .....	12
OUT-OF-DISTRICT TUITION RATE COMPARISON.....	13
OUT-OF-STATE TUITION RATE COMPARISON.....	14
OPERATING REVENUE SOURCES COMPARISON .....	15
TOTAL INSTITUTIONAL REVENUE SOURCES COMPARISON .....	16
EXPENSES BY ACTIVITY COMPARISON .....	17
SALARY AND FRINGE BENEFIT COMPARISON.....	18

### OTHER DATA

UNEMPLOYMENT BY COUNTY RANK.....	19
----------------------------------	----



MEMO  
Administrative Services

**To:** Nick Nissley, President  
**From:** Troy Kierczynski, Vice President of Finance & Administration  
**Date:** March 16, 2026  
**Subject:** Fiscal Year 2027 Working Budget Update

This memo provides an executive summary of the College’s FY27 general fund (“operating”) initial draft budget, including key revenue and expense assumptions used in its development. It also lays out the timeline and next steps in the budgeting process. Categories **A-I** in sections II & III below correspond to specific line items on the FY27 draft budget attached to this memo.

## I. Executive Summary

The College’s FY27 budgeted revenues are projected to grow 5.2% (\$3.0M) in the coming year due to retention of enrollment gains realized in academic year 2025-26 and despite stagnant state funding. Expenses, however, are growing at an equal or faster pace due to wage commitments, new debt service commitments, rapidly rising technology and insurance costs, and new funding requests in support of NMC’s strategic plan initiatives.

These factors are driving a budgeted operating deficit of \$538,000 at this time, which is approximately 1% of budgeted revenue. Projecting a deficit at this stage of the process is not abnormal; however, it reinforces the need for diligence over the next 3 months in vetting departmental requests, analyzing spending patterns, exploring revenue opportunities, and seeking cost efficiencies to arrive at a balanced budget in June.

## II. Revenue Assumptions

### A. Enrollment and Tuition Rates

- 0.2% increase in enrollment, anticipated ‘leveling-off’ of state tuition programs
- 3.0% increase in tuition rates & general fee; increase cannot exceed 4% based on tuition restraint law

### B. Property Taxes

- 4.0% growth in taxable values in Grand Traverse County
- Offset by 2.0% millage rate reduction due to Headlee Amendment

### C. State Sources

- Flat operational appropriations based on Governor’s FY27 Executive Budget Recommendation
- Increase in MPSERS offset payments due to recent law change decreasing the employer contribution cap from 20.96% of reportable wages to 15.21%
- One-time ITEMS funding for community colleges (\$1M for NMC) is being considered by lawmakers for FY27. This funding is not included in the FY27 budget, and therefore offers potential budget upside if secured.

### D. Private Sources (NMC Foundation)

- Budget is based on known gifts/commitments and historical trends
- No direct, immediate operating budget impact from 75<sup>th</sup> anniversary campaign.

### E. Investment Income

- Increased budget based on historical returns and growth in principal. Rate cuts are expected to decrease returns in long-term / future years.

## III. Expense Assumptions

### F. Salaries, Wages, and Benefits

- 3.0% scale increase for faculty (on 8/1/26) based on CBA
- 2.5% scale increase for maintenance, custodial, & grounds (1/1/27) based on CBA
- 3.0% scale increase for staff (1/1/27), adjuncts (8/1/26), & supplementals (8/1/26)
- Step increases for all eligible staff, faculty, adjuncts
- 1 new position—Aviation Instructor based on strategic growth
- 5.5% (\$191,000) increase in health insurance based on market conditions

### G. Purchased Services

- 19.0% (\$237,500) increase in contracted (Edustaff) adjunct expenses based on enrollment / instructor needs, and more expected new hires into EduStaff
- 28.0% (\$146,000) increase in contracted (EduStaff) supplemental expenses based on attrition of NMC-employed supplemental staff.
- These increases for contracted employees are offset by reduction in salaries/wages/benefits

### H. All Other Non-Labor Expenses

- The budgeted figures for supplies, internal services, other expenses, institutional expenses, maintenance & renovation, events & professional development, and capital outlay are based on departmental requests. More vetting of these line items is needed.

### I. Transfers

- New debt service line item (\$963k) for the 2026 bonds (geothermal)
- Elimination of transfer for “new capital projects” (\$750,000 in FY26)
- Increased transfers out for deferred maintenance (↑\$175k), technology (↑\$100k) and Strategic Fund (↑\$125k)

#### IV. Timeline and Action Steps

- **March-May 2026**—Review and update key variables, drill-down into departmental budgets with department managers, monitor and update revenue assumptions, historical trend and cost overlap analysis
- **April 2026**—Property tax values/headlee impact released by Grand Traverse County equalization; capital outlay + plant fund prioritization occurs; auxiliary fund budgets
- **May 18, 2026 (regular meeting)**—Budget Update #2 delivered to Board of Trustees
- **June 1-5, 2026**—Budget Town Hall presentations
- **June 22, 2026 (regular meeting)**—Board approval of budget and tuition rates

## Northwestern Michigan College General Fund Working Budget FY27 (Draft)

	Budget FY25	Actual FY25	Budget FY 26	3/9/2026 Projected FY26	Draft Budget FY 27	
<b>Operating Revenue</b>						
51 Local Sources						See memo ↓
Tuition & Fees	\$ 23,905,070	\$ 25,184,472	\$ 27,071,058	\$ 27,764,114	\$ 29,216,133	A
Property Taxes	14,933,023	14,890,963	15,714,472	15,723,436	16,102,973	B
Total Local Sources	38,838,093	40,075,435	42,785,530	43,487,550	45,319,106	
53 State Sources	11,155,934	12,916,423	11,550,000	12,014,265	11,713,900	C
55 Private Sources	1,346,370	2,059,326	1,346,714	1,496,714	1,400,325	D
57 Investment Income	450,000	1,905,702	400,000	1,049,451	650,000	E
59 Other Sources	617,000	804,932	702,025	823,685	693,800	
<b>Total Revenues</b>	<b>52,407,397</b>	<b>57,761,818</b>	<b>56,784,269</b>	<b>58,871,665</b>	<b>59,777,131</b>	
<b>Operating Expenditures</b>						
61 Salaries and Wages	24,638,366	24,788,478	26,169,965	25,640,397	27,090,058	F
65 Benefits	10,588,846	11,413,215	10,846,688	11,137,602	11,281,335	F
<b>Total Labor Costs</b>	<b>35,227,212</b>	<b>36,201,693</b>	<b>37,016,653</b>	<b>36,777,999</b>	<b>38,371,393</b>	
71 Purchased Services	4,281,886	4,832,160	4,824,433	4,964,158	5,462,187	G
72 Supplies & Materials	3,384,460	3,375,137	3,708,350	3,988,542	4,006,646	H
73 Internal Services	143,940	147,374	141,840	130,438	139,770	H
74 Other Expenses	1,634,903	1,326,644	1,667,718	1,934,856	1,680,668	H
75 Institutional Expenses	1,954,864	2,188,867	2,023,730	2,345,361	2,201,910	H
76 Maintenance & Renovation	2,317,272	2,292,543	2,459,578	2,623,896	2,757,334	H
77 Events/Trvl/Prof. Devel.	662,860	634,906	731,955	774,893	775,619	H
78 Interest & Amort. (GASB 96)	-	262,588	-	-	-	
79 Capital Outlay	150,000	562,496	145,812	505,895	200,000	H
80 Transfer - Deferred Maint.	1,400,000	1,400,000	1,750,000	1,750,000	1,925,000	I
<b>Total Op. Expenditures</b>	<b>51,157,397</b>	<b>53,224,408</b>	<b>54,470,069</b>	<b>55,796,038</b>	<b>57,520,527</b>	
<b>Other Transfers</b>	1,250,000	2,175,138	2,314,200	1,811,395	2,795,065	I
<b>Net Revenue (Loss)</b>	<b>-</b>	<b>2,362,272</b>	<b>-</b>	<b>1,264,232</b>	<b>(538,462)</b>	

**Revenue Assumptions**

Enrollment (% change)	-2%		11%		0%	A
Tuition Rate (% change)	3%		4%		3%	A
Property Taxes (% change-TV)	9%		8%		4%	B
State Funding (% change)	2%		2%		0%	C

**Expense Assumptions**

Wage Scale (% change)	2%		3%		3%	F
Non-Labor Expenses (% change)	5%		3%		10%	H

**Expense Metrics**

Wages/benefits - % of revenues	67%	63%	65%	62%	64%
Benefits - % of salaries & wages	43%	46%	41%	43%	42%
Non-labor exp - % of revenue	28%	27%	28%	29%	29%
Non-labor exp - % of OpEx	28%	29%	29%	31%	30%
Transfers out	5%	6%	7%	6%	8%

**Revenue Sources**

Tuition and Fees	46%	44%	48%	47%	49%
State Appropriations	21%	22%	20%	20%	20%
Property Taxes	28%	26%	28%	27%	27%
<b>TOTAL ("3 legged stool")</b>	<b>95%</b>	<b>92%</b>	<b>96%</b>	<b>94%</b>	<b>95%</b>

# FY27 General Fund Working Budget Assumptions

## Tuition & Fees Revenue (44% of revenues)

### Overview

NMC's tuition & fees revenue is comprised of the following sub-categories for budgeting purposes:

	FY25		FY26 Projected	
Academic Tuition	\$ 15,975,012	63%	\$ 18,011,976	65%
Aviation Flight Fees	3,691,551	15%	4,042,587	15%
General Fee	2,286,028	9%	2,613,320	9%
Academic Course Fees	1,287,924	5%	1,411,657	5%
GLMA Vessel & Technology Fees	387,400	2%	320,467	1%
EES Tuition & Fees	1,007,925	4%	869,730	3%
Workshops & Training [non-EES]	320,332	1%	263,500	1%
Other Fees	228,302	1%	230,879	1%
	<u>\$ 25,184,472</u>	<u>100%</u>	<u>\$ 27,764,114</u>	<u>100%</u>

Academic-related programs and fees comprise ~95% of all tuition & fee revenues for NMC. *Academic tuition* and *general fees* are a factor of **enrollment** (in contact hours) and **tuition and general fee rates**. Tuition rates are based on residency, while general fees are the same for all residencies. Demographic, economic, and social conditions significantly influence academic enrollment. In terms of demographics, Michigan high school graduates are expected to drop from 104,326 graduates in 2025 to 85,131 graduates in 2041, a 20% decline over that period stemming from declining birth rates in Michigan from 2007-2023.<sup>1</sup> Despite the longer-term outlook for high school graduates, NMC anticipates stable enrollment next fiscal year (+0.2%) due to successful efforts growing our early college and dual enrollment programs. In Fall 2025, NMC experienced a tremendous 14% enrollment growth in the 18-20-year-old age group, demonstrating the impact of the Michigan Community College Guarantee (CCG). However, we ultimately expect enrollment for this age group to succumb to demographic trends following CCG's "honeymoon phase".

### Demographic Factors—Contact Hours by Age Group

Observing enrollment by age buckets helps illustrate the demographic trend. NMC contact hours by age group were as follows, per NMC's Digital Dashboard:

Age	Total Contact Hours				% Change				Composition			
	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2022	Fall 2023	Fall 2024	Fall 2025	Fall 2022	Fall 2023	Fall 2024	Fall 2025
<=17	2,532	3,253	3,736	4,057	-20%	28%	15%	9%	8%	10%	11%	11%
18-20	15,609	15,453	15,205	17,383	3%	-1%	-2%	14%	47%	46%	43%	46%
21-25	7,192	7,037	7,780	8,033	-7%	-2%	11%	3%	22%	21%	22%	21%
26+	7,987	7,869	8,492	8,624	-14%	-1%	8%	2%	24%	23%	24%	22%
	<u>33,320</u>	<u>33,613</u>	<u>35,213</u>	<u>38,097</u>	<u>-6%</u>	<u>1%</u>	<u>5%</u>	<u>8%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>	<u>100%</u>

The prior tables above show contact hour increases in Fall 2025 for every age group, with the greatest volume increase in the 18-20-year-old demographic due to the launch of CCG. Prior to CCG, 18-20-year-old enrollment was steadily declining. Further, Michigan Reconnect has helped boost

<sup>1</sup> "Report: U.S. High School Graduates Will Peak Next Year, Then Most States Will See Steady Declines through 2041." Western Interstate Commission for Higher Education (WICHE), Dec. 2024, [www.wiche.edu/resources/report-u-s-high-school-graduates-will-peak-next-year-then-most-states-will-see-steady-declines-through-2041/](http://www.wiche.edu/resources/report-u-s-high-school-graduates-will-peak-next-year-then-most-states-will-see-steady-declines-through-2041/). Accessed 9 Mar. 2026.

enrollment in the 21-25 and 26+ categories. Enrollment for students aged 17-and-under (generally, early college & dual enrollment) continues to grow, yet it remains a small portion of total enrollment (11%).

### **Economic & Social Factors**

Generally, fewer students pursue community college when a strong regional labor market exists; Grand Traverse County currently boasts the **3<sup>rd</sup> lowest** unemployment rate in Michigan (December 2025)<sup>2</sup>. The inverse of high-unemployment historically drives more students back to community college to obtain a degree, upskill, or retool. However, current social factors and changing perceptions about higher education may hinder the traditional enrollment ‘rebound’ we’ve experienced during down economies. The most common reasons students forgo college today include:

- fear of amassing student debt / uncertainty of federal student aid programs
- too stressful / mental health
- family reasons
- lack of career certainty [e.g. A.I. disruption of labor markets]
- value perception— college is “not worth the money”

Recent state-funded tuition programs like CCG and Reconnect have helped mitigate fears of amassing debt, uncertainty of federal aid programs, and value perception. However, State-funded programs are never “permanent”. Success rates for these programs will be monitored and scrutinized in years ahead, particularly in years when the State faces lower revenues during an economic downturn.

### **Key Assumptions for FY27 Budget**

The College charges academic tuition at a rate per contact hour based on residency. Class sizes and course efficiency (% seats filled) influence net return on tuition. The FY27 working budget includes the following assumptions:

- A **0.2% increase** in contact hours for academic year 2026-2027
- A **3.0% (\$4) increase** in tuition rates for academic year 2026-2027

Tuition restraint language as proposed by the Governor caps increases for in-district tuition at 4.0% or \$199 per student, whichever is greater. The proposed FY28 cap is 5.0% or \$255, whichever is greater. Tuition restraint was first enacted in FY23.

NMC’s historical and budgeted FY27 contact hours by semester are as follows:

Semester	FY21	FY22	FY23	FY24	FY25	Projected FY26	Budget FY27
<b>Fall</b>	35,167	35,329	33,320	33,613	35,213	38,097	38,275
<b>Spring</b>	29,670	32,899	29,688	30,621	33,288	34,717	34,823
<b>Summer</b>	6,443	5,504	5,462	5,918	6,069	6,566	6,411
<b>Total</b>	<b>71,280</b>	<b>73,732</b>	<b>68,470</b>	<b>70,152</b>	<b>74,570</b>	<b>79,380</b>	<b>79,509</b>
	<b>-10.2%</b>	<b>3.4%</b>	<b>-7.1%</b>	<b>2.5%</b>	<b>6.3%</b>	<b>6.5%</b>	<b>0.2%</b>

<sup>2</sup> "Unemployment by County." Michigan Labor Market Information, Michigan Center for Data and Analytics, milmi.org/datasearch/unemployment-by-county. Accessed 9 Mar. 2026.

## State Appropriations Revenue (22% of revenues)

The Governor's Fiscal Year 2027 Executive Budget Recommendation released in February proposes flat operational funding for community colleges. By way of process, House and Senate appropriation committees will each introduce their own education bills, and the chambers eventually reconcile their bills and send an agreed-upon version the Governor's desk prior to June 30. The College's working FY27 budget assumes flat funding.

## Property Tax Revenue (26% of revenues)

The working budget is built with an assumption of 4.0% increase in taxable values, offset by a 1.5% millage rate reduction due to the Headlee rollback. The below table shows historical property tax values, millage rates, abatements, and revenues:

Fiscal Year	Taxable Value	% Chg in TV	Maximum Allowable Millage Levy	Headlee Rollback	Subtotal	Less: TIF 97, Old Town TIF, Brownfield, and other tax abatements	Property Tax Revenues
FY12	\$ 4,285,384,931	-2.2%	2.1700	0.0%	\$ 9,299,285	\$ (169,585)	\$ 9,129,700
FY13	\$ 4,285,338,798	0.0%	2.1700	0.0%	\$ 9,299,185	\$ (103,134)	\$ 9,196,051
FY14	\$ 4,396,631,123	2.6%	2.1700	0.0%	\$ 9,540,690	\$ (187,985)	\$ 9,352,705
FY15	\$ 4,473,291,394	1.7%	2.1700	0.0%	\$ 9,707,042	\$ (176,394)	\$ 9,530,648
FY16	\$ 4,620,528,695	3.3%	2.1700	0.0%	\$ 10,026,547	\$ (208,594)	\$ 9,817,953
FY17	\$ 4,698,287,253	1.7%	2.1692	0.0%	\$ 10,191,525	\$ (156,737)	\$ 10,034,788
FY18	\$ 4,868,438,486	3.6%	2.1520	-0.8%	\$ 10,476,880	\$ (126,638)	\$ 10,350,242
FY19	\$ 5,106,798,342	4.9%	2.1439	-0.4%	\$ 10,948,465	\$ (262,760)	\$ 10,685,705
FY20	\$ 5,368,654,721	5.1%	2.1339	-0.5%	\$ 11,456,172	\$ (293,000)	\$ 11,163,172
FY21	\$ 5,651,352,613	5.3%	2.1137	-0.9%	\$ 11,945,264	\$ (376,123)	\$ 11,569,141
FY22	\$ 5,901,559,989	4.4%	2.0935	-1.0%	\$ 12,354,916	\$ (404,650)	\$ 11,950,266
FY23	\$ 6,383,535,930	8.2%	2.0574	-1.7%	\$ 13,133,487	\$ (470,960)	\$ 12,662,527
FY24	\$ 6,958,129,076	9.0%	2.0574	0.0%	\$ 14,315,655	\$ (603,757)	\$ 13,711,898
FY25	\$ 7,625,687,860	9.6%	2.0331	-1.2%	\$ 15,503,786	\$ (626,787)	\$ 14,876,999
FY26 Projected	\$ 8,196,743,941	7.5%	2.0050	-1.4%	\$ 16,434,472	\$ (720,000)	\$ 15,714,472
FY27 Budget	\$ 8,524,613,699	4.0%	1.9749	-1.5%	\$ 16,835,473	\$ (740,000)	\$ 16,102,973

## Labor Expenses (65% of expenses)

### Salaries & Wages

The College has three employee bargaining units—faculty, faculty chairs, and maintenance, custodial, and grounds (SEIU). During summer 2025, the College negotiated agreements with faculty and faculty chairs for contract years ending July 31, 2026, 2027, and 2028. During fall 2025, the College negotiated an agreement with the SEIU for contract years ending December 31, 2026, 2027, and 2028. The following scale increases are planned for FY27 based on CBAs:

- Faculty & Faculty chairs—3.0% scale increase, plus 3.72% step increases for eligible faculty currently on steps 1-14 (all effective 8/1/26)
- Maintenance, Custodial, and Grounds—2.5% scale increase, plus 2-3% step increases for eligible members on steps 1-8 (all effective 1/1/27)

For non-bargaining units including staff, adjuncts, and supplementals, the working budget assumes a 3.0% increase and eligible step increases (steps not applicable for supplemental staff).

### **Benefits**

FY27 benefits assumptions include another noteworthy increase in health insurance expenses (5.5%) based on calendar 2025 experience and market conditions. Retirement and FICA are %-based benefits tied to salaries and wages. NMC's employer contributions to MPSERS were significantly lowered beginning in FY26 based on legislation passed in October 2024 lowering the employer contribution cap from 20.96% to 15.21% (decrease of 5.75% of reportable wages).

The following new position is included in the working FY27 budget:

- 1 new Aviation instructor, based on program growth

### **Non-Labor Expenses (68% of operating expenses)**

Non-labor expenses include the following sub-categories:

- Purchased services [examples include EduStaff adjuncts, supplementals, and certain full-time positions, 3<sup>rd</sup> party services for security, food services for GLMA summer cruises, EES and Marine Center contracted instructors, advertising management services, contracted advisors and coaches, tree trimming services, audit, legal, tax, environmental, architectural, engineering, and other planning services]
- supplies & materials
- internal services
- other expenses (bad debt expense, Indian tuition Waiver
- institutional expenses (utilities)
- maintenance and renovation
- professional development and events
- capital outlay

### **Transfers (68% of operating expenses)**

NMC's general fund working budget includes transfers out of the operating fund to other funds to support separately budgeted activities including deferred maintenance (plant fund), technology replacement and upgrades (plant fund), strategic initiatives (strategic fund), fund for transformation reserves, Aviation equipment renewal (plant fund), and debt service commitments.

The working budget also includes transfers in from program-specific funding sources; specifically, the Great Lakes Maritime Academy receives an annual \$1.0M federal direct appropriation from the U.S. DOT, which is budgeted for as a 'transfer in' to the general fund to offset academy operating costs (accounted for in the general operating fund).



## 2025-2026 Tuition & Fees Community College Summary Report

Data are current as of 3/10/2026

**\*Based on 30 contact or credit hours**

**Sorted ↓**

	Tuition			Mandatory Fees (Per Hour)			Mandatory Fees (Per Semester)		
	In District	Out of	Out of State	In District	Out of	Out of State	In District	Out of	Out of State
1 Washtenaw Community College	\$2,970.00	\$5,580.00	\$7,920.00	\$450.00	\$450.00	\$450.00			
2 Wayne County Community College	\$3,360.00	\$3,636.00	\$4,554.00	\$405.00	\$405.00	\$405.00	\$100.00	\$100.00	\$100.00
3 Macomb Community College	\$3,390.00	\$6,360.00	\$8,100.00	\$225.00	\$225.00	\$225.00	\$282.00	\$282.00	\$282.00
4 Oakland Community College	\$3,450.00	\$6,510.00	\$6,510.00				\$220.00	\$220.00	\$220.00
5 Henry Ford College	\$3,570.00	\$6,240.00	\$9,030.00	\$720.00	\$720.00	\$720.00	\$220.00	\$220.00	\$220.00
6 Lansing Community College	\$3,600.00	\$7,200.00	\$10,800.00	\$450.00	\$450.00	\$450.00	\$50.00	\$50.00	\$50.00
7 Montcalm Community College	\$3,690.00	\$7,080.00	\$11,580.00	\$1,290.00	\$1,290.00	\$1,290.00			
8 Grand Rapids Community College	\$3,810.00	\$8,010.00	\$12,060.00	\$165.00	\$165.00	\$165.00	\$294.00	\$294.00	\$294.00
9 Kalamazoo Valley Community College	\$3,900.00	\$6,720.00	\$8,970.00				\$342.00	\$342.00	\$342.00
10 <b>Northwestern Michigan College</b>	<b>\$3,930.00</b>	<b>\$8,400.00</b>	<b>\$10,920.00</b>	<b>\$1,057.50</b>	<b>\$1,057.50</b>	<b>\$1,057.50</b>	<b>\$80.00</b>	<b>\$80.00</b>	<b>\$80.00</b>
11 West Shore Community College	\$3,930.00	\$5,880.00	\$8,280.00	\$720.00	\$720.00	\$720.00			
12 Monroe County Community College	\$4,029.90	\$6,884.10	\$7,668.60	\$847.80	\$847.80	\$847.80	\$80.00	\$80.00	\$80.00
13 Delta College	\$4,080.00	\$6,870.00	\$7,200.00	\$750.00	\$750.00	\$750.00	\$80.00	\$80.00	\$80.00
14 Kellogg Community College	\$4,095.00	\$6,630.00	\$9,420.00	\$900.00	\$900.00	\$900.00			
15 Glen Oaks Community College	\$4,170.00	\$6,210.00	\$7,320.00	\$1,170.00	\$1,170.00	\$1,170.00	\$0.00	\$0.00	\$0.00
16 Schoolcraft College	\$4,170.00	\$6,000.00	\$8,100.00	\$870.00	\$870.00	\$870.00	\$112.00	\$112.00	\$88.00
17 Muskegon Community College	\$4,230.00	\$7,920.00	\$11,070.00	\$1,380.00	\$1,380.00	\$1,380.00	\$70.00	\$70.00	\$70.00
18 Gogebic Community College	\$4,470.00	\$6,390.00	\$7,320.00	\$540.00	\$540.00	\$540.00			
19 Kirtland Community College	\$4,470.00	\$6,750.00	\$9,300.00	\$900.00	\$900.00	\$900.00			
20 Southwestern Michigan College	\$4,537.50	\$6,000.00	\$6,532.50	\$1,950.00	\$1,950.00	\$1,950.00			
21 North Central Michigan College	\$4,560.00	\$7,800.00	\$9,900.00	\$1,080.00	\$1,080.00	\$1,080.00			
22 St. Clair County Community College	\$4,740.00	\$8,730.00	\$12,600.00	\$1,200.00	\$1,200.00	\$1,200.00			
23 Alpena Community College	\$4,770.00	\$7,590.00	\$7,590.00	\$600.00	\$600.00	\$600.00	\$60.00	\$60.00	\$60.00
24 Bay de Noc Community College	\$4,800.00	\$8,250.00	\$10,110.00	\$1,470.00	\$1,470.00	\$1,470.00	\$0.00	\$0.00	\$0.00
25 Mid Michigan College	\$4,800.00	\$7,980.00	\$10,710.00	\$1,185.00	\$1,185.00	\$1,185.00	\$100.00	\$100.00	\$100.00
26 Mott Community College	\$4,800.00	\$6,300.00	\$8,970.00	\$640.50	\$640.50	\$640.50	\$320.00	\$320.00	\$320.00
27 Lake Michigan College	\$5,610.00	\$5,610.00	\$10,995.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00
28 Jackson College	\$6,030.00	\$7,020.00	\$9,000.00	\$1,650.00	\$1,650.00	\$1,650.00			

## In-District Tuition Rate History

### Michigan Community Colleges

Fall 2021-2025

Rank	Community College	Tuition Basis	Fall 2021		Fall 2022		Fall 2023		Fall 2024		Fall 2025		5-Year Average
			% change	% change									
1	Washtenaw Community College	Credit	\$ 95.00	0.0%	\$ 95.00	0.0%	\$ 99.00	4.2%	\$ 99.00	0.0%	\$ 99.00	0.0%	<b>0.8%</b>
2	Wayne County Community College	Credit	\$109.10	0.0%	\$109.10	0.0%	\$112.00	2.7%	\$112.00	0.0%	\$ 112.00	0.0%	<b>0.5%</b>
3	Macomb Community College	Credit	\$104.00	2.0%	\$106.00	1.9%	\$111.00	4.7%	\$113.00	1.8%	\$ 113.00	0.0%	<b>2.1%</b>
4	Oakland Community College	Credit	\$ 99.00	2.1%	\$103.00	4.0%	\$107.00	3.9%	\$111.00	3.7%	\$ 115.00	3.6%	<b>3.5%</b>
5	Henry Ford Community College	Credit	\$105.75	4.2%	\$108.00	2.1%	\$111.00	2.8%	\$115.50	4.1%	\$ 119.00	3.0%	<b>3.2%</b>
6	Lansing Community College	Credit	\$114.00	2.7%	\$114.00	0.0%	\$117.00	2.6%	\$120.00	2.6%	\$ 120.00	0.0%	<b>1.6%</b>
7	Montcalm Community College	Contact	\$115.00	1.8%	\$117.00	1.7%	\$119.00	1.7%	\$121.00	1.7%	\$ 123.00	1.7%	<b>1.7%</b>
8	Grand Rapids Community College	Contact	\$117.00	0.0%	\$118.00	0.9%	\$120.00	1.7%	\$124.00	3.3%	\$ 127.00	2.4%	<b>1.7%</b>
9	Kalamazoo Valley Community College	Credit	\$118.00	3.5%	\$120.00	1.7%	\$124.00	3.3%	\$127.00	2.4%	\$ 130.00	2.4%	<b>2.7%</b>
10	<b>Northwestern Michigan College</b>	<b>Contact</b>	<b>\$112.00</b>	<b>2.8%</b>	<b>\$118.00</b>	<b>5.4%</b>	<b>\$122.00</b>	<b>3.4%</b>	<b>\$126.00</b>	<b>3.3%</b>	<b>\$ 131.00</b>	<b>4.0%</b>	<b>3.7%</b>
11	West Shore Community College	Credit	\$110.00	3.8%	\$115.00	4.5%	\$120.00	4.3%	\$125.00	4.2%	\$ 131.00	4.8%	<b>4.3%</b>
12	Monroe County Community College	Credit	\$116.75	2.0%	\$119.75	2.6%	\$124.54	4.0%	\$129.52	4.0%	\$ 134.33	3.7%	<b>3.2%</b>
13	Delta College	Credit	\$119.00	1.7%	\$121.00	1.7%	\$127.00	5.0%	\$133.00	4.7%	\$ 136.00	2.3%	<b>3.1%</b>
14	Kellogg Community College	Credit	\$124.50	2.3%	\$127.50	2.4%	\$131.25	2.9%	\$133.50	1.7%	\$ 136.50	2.2%	<b>2.3%</b>
15	Glen Oaks Community College	Contact	\$126.00	0.0%	\$130.00	3.2%	\$133.00	2.3%	\$135.00	1.5%	\$ 139.00	3.0%	<b>2.0%</b>
16	Schoolcraft College	Credit	\$126.00	2.4%	\$131.00	4.0%	\$135.00	3.1%	\$139.00	3.0%	\$ 139.00	0.0%	<b>2.5%</b>
17	Muskegon Community College	Credit	\$121.50	0.0%	\$125.00	2.9%	\$130.00	4.0%	\$135.00	3.8%	\$ 141.00	4.4%	<b>3.0%</b>
18	Gogebic Community College	Credit	\$130.00	2.4%	\$134.00	3.1%	\$138.00	3.0%	\$144.00	4.3%	\$ 149.00	3.5%	<b>3.2%</b>
19	Kirtland Community College	Credit	\$126.00	4.1%	\$132.00	4.8%	\$138.00	4.5%	\$143.00	3.6%	\$ 149.00	4.2%	<b>4.3%</b>
20	Southwestern Michigan College	Credit	\$126.75	1.0%	\$133.00	4.9%	\$139.00	4.5%	\$144.75	4.1%	\$ 151.25	4.5%	<b>3.8%</b>
21	North Central Michigan College	Credit	\$132.00	2.3%	\$138.00	4.5%	\$144.00	4.3%	\$148.00	2.8%	\$ 152.00	2.7%	<b>3.3%</b>
22	St. Clair County Community College	Contact	\$139.00	2.2%	\$146.00	5.0%	\$149.00	2.1%	\$153.00	2.7%	\$ 158.00	3.3%	<b>3.0%</b>
23	Alpena Community College	Contact	\$141.00	2.9%	\$145.00	2.8%	\$150.00	3.4%	\$154.00	2.7%	\$ 159.00	3.2%	<b>3.0%</b>
24	Bay De Noc Community College	Contact	\$140.00	3.7%	\$144.00	2.9%	\$150.00	4.2%	\$155.00	3.3%	\$ 160.00	3.2%	<b>3.5%</b>
25	Mid-Michigan Community College	Contact	\$137.00	3.8%	\$142.00	3.6%	\$148.00	4.2%	\$155.00	4.7%	\$ 160.00	3.2%	<b>3.9%</b>
26	Mott Community College	Contact	\$145.02	1.0%	\$145.02	0.0%	\$151.55	4.5%	\$156.25	3.1%	\$ 160.00	2.4%	<b>2.2%</b>
27	Lake Michigan College	Credit	\$162.00	2.0%	\$168.25	3.9%	\$175.50	4.3%	\$181.50	3.4%	\$ 187.00	3.0%	<b>3.3%</b>
28	Jackson Community College	Contact	\$168.00	2.8%	\$176.00	4.8%	\$185.00	5.1%	\$193.00	4.3%	\$ 201.00	4.1%	<b>4.2%</b>

## Out-of-District Tuition Rate History

### Michigan Community Colleges

Fall 2021-2025

Rank	Community College	Tuition Basis	Fall 2021		Fall 2022		Fall 2023		Fall 2024		Fall 2025		5-Year Average % change
			% change	% change	% change	% change	% change	% change					
1	Wayne County Community College	Credit	\$ 118.30	0.0%	\$ 118.30	0.0%	\$ 121.20	2.5%	\$ 121.20	0.0%	\$ 121.20	0.0%	<b>0.5%</b>
2	Washtenaw Community College	Credit	\$ 167.00	1.8%	\$ 169.00	1.2%	\$ 176.00	4.1%	\$ 181.00	2.8%	\$ 186.00	2.8%	<b>2.6%</b>
3	Lake Michigan College	Credit	\$ 229.50	2.1%	\$ 238.25	3.8%	\$ 250.00	4.9%	\$ 258.50	3.4%	\$ 187.00	-27.7%	<b>-2.7%</b>
4	West Shore Community College	Credit	\$ 175.00	2.9%	\$ 185.00	5.7%	\$ 185.00	0.0%	\$ 190.00	2.7%	\$ 196.00	3.2%	<b>2.9%</b>
5	Schoolcraft College	Credit	\$ 182.00	2.8%	\$ 188.00	3.3%	\$ 194.00	3.2%	\$ 200.00	3.1%	\$ 200.00	0.0%	<b>2.5%</b>
6	Southwestern Michigan College	Credit	\$ 166.50	1.1%	\$ 174.50	4.8%	\$ 183.00	4.9%	\$ 191.50	4.6%	\$ 200.00	4.4%	<b>4.0%</b>
7	Glen Oaks Community College	Contact	\$ 192.00	0.0%	\$ 196.00	2.1%	\$ 199.00	1.5%	\$ 201.00	1.0%	\$ 207.00	3.0%	<b>1.5%</b>
8	Henry Ford Community College	Credit	\$ 184.50	4.2%	\$ 188.00	1.9%	\$ 194.00	3.2%	\$ 202.00	4.1%	\$ 208.00	3.0%	<b>3.3%</b>
9	Mott Community College	Contact	\$ 185.23	1.0%	\$ 185.23	0.0%	\$ 193.57	4.5%	\$ 199.57	3.1%	\$ 210.00	5.2%	<b>2.8%</b>
10	Macomb Community College	Credit	\$ 194.00	2.1%	\$ 198.00	2.1%	\$ 208.00	5.1%	\$ 212.00	1.9%	\$ 212.00	0.0%	<b>2.2%</b>
11	Gogebic Community College	Credit	\$ 185.00	2.8%	\$ 191.00	3.2%	\$ 197.00	3.1%	\$ 205.00	4.1%	\$ 213.00	3.9%	<b>3.4%</b>
12	Oakland Community College	Credit	\$ 192.00	2.1%	\$ 199.00	3.6%	\$ 205.00	3.0%	\$ 211.00	2.9%	\$ 217.00	2.8%	<b>2.9%</b>
13	Kellogg Community College	Credit	\$ 202.25	2.3%	\$ 206.75	2.2%	\$ 212.50	2.8%	\$ 216.00	1.6%	\$ 221.00	2.3%	<b>2.2%</b>
14	Kalamazoo Valley Community College	Credit	\$ 204.00	3.6%	\$ 207.00	1.5%	\$ 214.00	3.4%	\$ 219.00	2.3%	\$ 224.00	2.3%	<b>2.6%</b>
15	Kirtland Community College	Credit	\$ 187.00	2.7%	\$ 194.00	3.7%	\$ 205.00	5.7%	\$ 215.00	4.9%	\$ 225.00	4.7%	<b>4.3%</b>
16	Delta College	Credit	\$ 202.00	1.5%	\$ 205.00	1.5%	\$ 214.00	4.4%	\$ 224.00	4.7%	\$ 229.00	2.2%	<b>2.9%</b>
17	Monroe County Community College	Credit	\$ 207.50	2.0%	\$ 212.75	2.5%	\$ 221.26	4.0%	\$ 221.26	0.0%	\$ 229.47	3.7%	<b>2.4%</b>
18	Jackson Community College	Contact	\$ 190.00	-22.5%	\$ 199.00	4.7%	\$ 209.00	5.0%	\$ 225.00	7.7%	\$ 234.00	4.0%	<b>-0.2%</b>
19	Montcalm Community College	Contact	\$ 218.00	1.9%	\$ 222.00	1.8%	\$ 226.00	1.8%	\$ 231.00	2.2%	\$ 236.00	2.2%	<b>2.0%</b>
20	Lansing Community College	Credit	\$ 228.00	2.7%	\$ 228.00	0.0%	\$ 234.00	2.6%	\$ 240.00	2.6%	\$ 240.00	0.0%	<b>1.6%</b>
21	Alpena Community College	Contact	\$ 224.00	3.2%	\$ 231.00	3.1%	\$ 239.00	3.5%	\$ 246.00	2.9%	\$ 253.00	2.8%	<b>3.1%</b>
22	North Central Michigan College	Credit	\$ 219.00	2.3%	\$ 229.00	4.6%	\$ 240.00	4.8%	\$ 250.00	4.2%	\$ 260.00	4.0%	<b>4.0%</b>
23	Muskegon Community College	Credit	\$ 227.00	0.0%	\$ 234.00	3.1%	\$ 243.00	3.8%	\$ 253.00	4.1%	\$ 264.00	4.3%	<b>3.1%</b>
24	Mid-Michigan Community College	Contact	\$ 229.00	4.1%	\$ 237.00	3.5%	\$ 247.00	4.2%	\$ 258.00	4.5%	\$ 266.00	3.1%	<b>3.9%</b>
25	Grand Rapids Community College	Contact	\$ 247.00	0.0%	\$ 249.00	0.8%	\$ 253.00	1.6%	\$ 261.00	3.2%	\$ 267.00	2.3%	<b>1.6%</b>
26	Bay De Noc Community College	Contact	\$ 240.00	3.9%	\$ 247.00	2.9%	\$ 258.00	4.5%	\$ 267.00	3.5%	\$ 275.00	3.0%	<b>3.6%</b>
27	<b>Northwestern Michigan College</b>	<b>Contact</b>	<b>\$ 234.00</b>	<b>3.1%</b>	<b>\$ 246.00</b>	<b>5.1%</b>	<b>\$ 261.00</b>	<b>6.1%</b>	<b>\$ 269.00</b>	<b>3.1%</b>	<b>\$ 280.00</b>	<b>4.1%</b>	<b>4.3%</b>
28	St. Clair County Community College	Contact	\$ 260.00	1.2%	\$ 275.00	5.8%	\$ 276.00	0.4%	\$ 284.00	2.9%	\$ 291.00	2.5%	<b>2.5%</b>

## Out-of-State Tuition Rate History

### Michigan Community Colleges

Fall 2021-2025

Rank	Community College	Tuition Basis	Fall 2021		Fall 2022		Fall 2023		Fall 2024		Fall 2025		5-Year Average % change
			% change	% change	% change	% change	% change	% change					
1	Wayne County Community College	Credit	\$ 148.90	0.0%	\$148.90	0.0%	\$151.80	1.9%	\$151.80	0.0%	\$151.80	0.0%	<b>0.4%</b>
2	Oakland Community College	Credit	\$ 192.00	2.1%	\$199.00	3.6%	\$205.00	3.0%	\$211.00	2.9%	\$217.00	2.8%	<b>2.9%</b>
3	Southwestern Michigan College	Credit	\$ 181.25	1.0%	\$190.00	4.8%	\$199.00	4.7%	\$208.50	4.8%	\$217.75	4.4%	<b>3.9%</b>
4	Delta College	Credit	\$ 210.00	-43.7%	\$214.00	1.9%	\$224.00	4.7%	\$235.00	4.9%	\$240.00	2.1%	<b>-6.0%</b>
5	Glen Oaks Community College	Contact	\$ 228.00	0.0%	\$232.00	1.8%	\$235.00	1.3%	\$237.00	0.9%	\$244.00	3.0%	<b>1.4%</b>
6	Gogebic Community College	Credit	\$ 214.00	2.4%	\$220.00	2.8%	\$226.00	2.7%	\$235.00	4.0%	\$244.00	3.8%	<b>3.1%</b>
7	Alpena Community College	Contact	\$ 224.00	3.2%	\$231.00	3.1%	\$239.00	3.5%	\$246.00	2.9%	\$253.00	2.8%	<b>3.1%</b>
8	Monroe County Community College	Credit	\$ 231.00	2.0%	\$237.00	2.6%	\$246.48	4.0%	\$246.48	0.0%	\$255.62	3.7%	<b>2.5%</b>
9	Washtenaw Community College	Credit	\$ 234.00	3.1%	\$239.00	2.1%	\$249.00	4.2%	\$256.00	2.8%	\$264.00	3.1%	<b>3.1%</b>
10	Macomb Community College	Credit	\$ 247.00	2.1%	\$252.00	2.0%	\$265.00	5.2%	\$270.00	1.9%	\$270.00	0.0%	<b>2.2%</b>
11	Schoolcraft College	Credit	\$ 262.00	0.8%	\$265.00	1.1%	\$268.00	1.1%	\$270.00	0.7%	\$270.00	0.0%	<b>0.8%</b>
12	West Shore Community College	Credit	\$ 250.00	4.2%	\$255.00	2.0%	\$265.00	3.9%	\$270.00	1.9%	\$276.00	2.2%	<b>2.8%</b>
13	Kalamazoo Valley Community College	Credit	\$ 273.00	3.4%	\$276.00	1.1%	\$285.00	3.3%	\$292.00	2.5%	\$299.00	2.4%	<b>2.5%</b>
14	Mott Community College	Contact	\$ 264.01	1.0%	\$264.01	0.0%	\$275.89	4.5%	\$284.44	3.1%	\$299.00	5.1%	<b>2.7%</b>
15	Jackson Community College	Contact	\$ 327.00	0.0%	\$264.00	-19.3%	\$277.00	4.9%	\$288.00	4.0%	\$300.00	4.2%	<b>-1.2%</b>
16	Henry Ford Community College	Credit	\$ 267.50	4.1%	\$273.00	2.1%	\$281.00	2.9%	\$292.50	4.1%	\$301.00	2.9%	<b>3.2%</b>
17	Kirtland Community College	Credit	\$ 260.00	0.0%	\$270.00	3.8%	\$285.00	5.6%	\$299.00	4.9%	\$310.00	3.7%	<b>3.6%</b>
18	Kellogg Community College	Credit	\$ 288.00	2.1%	\$294.25	2.2%	\$302.25	2.7%	\$307.00	1.6%	\$314.00	2.3%	<b>2.2%</b>
19	North Central Michigan College	Credit	\$ 284.00	2.2%	\$297.00	4.6%	\$310.00	4.4%	\$320.00	3.2%	\$330.00	3.1%	<b>3.5%</b>
20	Bay De Noc Community College	Contact	\$ 293.00	3.9%	\$302.00	3.1%	\$316.00	4.6%	\$327.00	3.5%	\$337.00	3.1%	<b>3.6%</b>
21	Mid-Michigan Community College	Contact	\$ 229.00	4.1%	\$237.00	3.5%	\$247.00	4.2%	\$347.00	40.5%	\$357.00	2.9%	<b>11.0%</b>
22	Lansing Community College	Credit	\$ 342.00	2.7%	\$342.00	0.0%	\$351.00	2.6%	\$360.00	2.6%	\$360.00	0.0%	<b>1.6%</b>
23	<b>Northwestern Michigan College</b>	<b>Contact</b>	<b>\$ 305.00</b>	<b>3.0%</b>	<b>\$320.00</b>	<b>4.9%</b>	<b>\$340.00</b>	<b>6.3%</b>	<b>\$350.00</b>	<b>2.9%</b>	<b>\$364.00</b>	<b>4.0%</b>	<b>4.2%</b>
24	Lake Michigan College	Credit	\$ 229.50	2.1%	\$238.25	3.8%	\$250.00	4.9%	\$258.50	3.4%	\$366.50	41.8%	<b>11.2%</b>
25	Muskegon Community College	Credit	\$ 318.00	0.0%	\$327.00	2.8%	\$340.00	4.0%	\$354.00	4.1%	\$369.00	4.2%	<b>3.0%</b>
26	Montcalm Community College	Contact	\$ 357.00	2.0%	\$364.00	2.0%	\$371.00	1.9%	\$378.00	1.9%	\$386.00	2.1%	<b>2.0%</b>
27	Grand Rapids Community College	Contact	\$ 371.00	0.0%	\$374.00	0.8%	\$380.00	1.6%	\$392.00	3.2%	\$402.00	2.6%	<b>1.6%</b>
28	St. Clair County Community College	Contact	\$ 378.00	0.8%	\$396.00	4.8%	\$399.00	0.8%	\$410.00	2.8%	\$420.00	2.4%	<b>2.3%</b>



Table 22: Total Operating Funds Revenue 2024-25

↓ sorted

Community College Name	Gross Tuition & Fees %	Property Tax %	State Appropriations %	Personal Property Tax Replacement %	Other Revenue %
Mid Michigan College	56.6%	15.5%	24.1%	0.2%	3.7%
Jackson College	54.7%	12.3%	28.9%	0.5%	3.6%
Henry Ford College	47.4%	14.3%	30.0%	4.2%	4.1%
Northwestern Michigan College	42.3%	24.7%	24.3%	0.3%	8.5%
Bay de Noc Community College	41.2%	13.3%	30.6%	2.6%	12.4%
St. Clair County Community College	40.4%	34.2%	21.1%	0.8%	3.5%
Kellogg Community College	39.4%	25.9%	29.0%	1.6%	4.1%
Muskegon Community College	39.2%	28.8%	27.9%	1.6%	2.6%
Southwestern Michigan College	39.1%	26.8%	30.5%	0.6%	3.0%
Alpena Community College	38.4%	16.8%	38.5%	1.0%	5.4%
Schoolcraft College	37.9%	35.1%	19.6%	1.7%	5.8%
Mott Community College	37.8%	27.7%	27.7%	0.6%	6.3%
Delta College	37.5%	29.4%	26.1%	3.3%	3.8%
Grand Rapids Community College	37.2%	31.5%	23.8%	1.9%	5.5%
Kirtland Community College	35.1%	42.2%	20.7%	0.6%	1.4%
Macomb Community College	33.5%	30.3%	23.4%	2.6%	10.2%
North Central Michigan College	33.0%	35.9%	24.0%	0.2%	7.0%
Gogebic Community College	32.1%	15.6%	48.2%	0.0%	4.1%
Kalamazoo Valley Community College	31.9%	34.1%	24.9%	4.1%	5.0%
Montcalm Community College	30.7%	42.4%	24.8%	0.5%	1.6%
Lansing Community College	28.8%	38.1%	27.6%	0.6%	4.9%
Glen Oaks Community College	25.5%	42.5%	21.9%	8.6%	1.6%
West Shore Community College	25.3%	47.2%	20.0%	3.8%	3.7%
Monroe County Community College	24.5%	43.6%	17.9%	3.1%	10.9%
Washtenaw Community College	24.4%	49.8%	14.0%	1.2%	10.6%
Oakland Community College	23.7%	48.8%	13.7%	1.2%	12.5%
Lake Michigan College	23.6%	53.8%	15.4%	0.8%	6.4%
Wayne County Community College	16.8%	53.3%	15.0%	3.6%	11.2%
<b>State Aggregate</b>	<b>32.8%</b>	<b>35.7%</b>	<b>22.3%</b>	<b>1.9%</b>	<b>7.3%</b>

Other Revenue includes revenue sources such as grant and contract revenue, investment income, rental income, indirect cost recovery, non-

[Table of Contents Page](#)

sorted ↓

Community College Name	Gross Tuition & Fees %	Property Tax %	State Appropriations %	Personal Property Tax Replacement %	Contracts and Grants %	Other Revenue %
St. Clair County Community College	30.36%	28.13%	17.32%	0.69%	5.33%	18.18%
Alpena Community College	25.03%	13.83%	28.12%	0.81%	21.38%	10.82%
Bay de Noc Community College	23.40%	11.85%	25.20%	2.32%	7.69%	24.39%
Northwestern Michigan College	21.06%	19.68%	20.52%	0.22%	10.56%	27.96%
Kirtland Community College	20.30%	33.85%	16.62%	0.47%	7.19%	17.88%
Grand Rapids Community College	19.09%	23.84%	18.55%	1.45%	8.80%	22.01%
Montcalm Community College	19.06%	34.56%	16.76%	0.40%	3.55%	25.67%
Delta College	18.56%	23.00%	21.69%	2.56%	7.37%	26.81%
Kellogg Community College	18.20%	20.31%	24.34%	1.56%	12.06%	18.35%
Schoolcraft College	17.70%	29.56%	17.92%	1.40%	9.96%	23.46%
Kalamazoo Valley Community College	17.51%	27.35%	21.72%	3.87%	5.43%	19.53%
Lansing Community College	17.33%	34.70%	27.13%	0.54%	6.03%	14.26%
Southwestern Michigan College	16.88%	23.30%	27.03%	0.53%	5.35%	26.91%
North Central Michigan College	16.10%	28.17%	16.71%	0.15%	6.22%	32.66%
Jackson College	15.48%	10.80%	24.25%	0.45%	16.26%	32.76%
Henry Ford College	14.21%	11.30%	24.70%	3.33%	14.45%	32.02%
Mott Community College	13.86%	20.64%	17.64%	0.62%	13.68%	26.91%
Macomb Community College	13.53%	24.31%	22.05%	2.11%	12.86%	25.13%
Washtenaw Community College	13.48%	41.28%	15.94%	1.01%	5.49%	22.81%
Lake Michigan College	12.15%	48.94%	14.59%	0.72%	8.81%	14.80%
Mid Michigan College	11.72%	13.38%	20.80%	0.16%	28.42%	25.51%
Monroe County Community College	11.56%	33.57%	17.69%	2.41%	0.03%	21.65%
Gogebic Community College	10.51%	13.10%	38.57%	0.00%	18.90%	18.91%
Muskegon Community College	10.08%	24.50%	24.97%	1.60%	19.02%	17.24%
Oakland Community College	9.82%	42.63%	15.73%	1.08%	1.89%	28.86%
Glen Oaks Community College	7.95%	35.12%	16.66%	7.10%	10.50%	22.66%
Wayne County Community College	7.56%	47.48%	16.10%	3.22%	2.41%	23.23%
West Shore Community College	2.76%	35.72%	13.17%	2.91%	8.58%	20.63%
<b>State Aggregate</b>	<b>14.83%</b>	<b>31.19%</b>	<b>19.93%</b>	<b>1.65%</b>	<b>8.56%</b>	<b>23.84%</b>

Other Revenue includes revenue sources such as grant and contract revenue, investment income, rental income, indirect cost

State appropriations include operations and MPSERS UAAL stabilization payments per the appropriations basis. Remaining

[Table of Contents Page](#)



**CENTER FOR EDUCATIONAL  
PERFORMANCE AND INFORMATION**

**Table 28: Expenses by Activity 2024-25**

Community College Name	Instruction	Information Technology	Public Service	Academic Support	Student Services	Institutional Support	Physical Plant Operations	Total
Alpena Community College	46.65%	5.61%	1.61%	9.29%	11.67%	14.27%	10.90%	100.00%
Bay de Noc Community College	34.95%	8.82%	0.91%	9.15%	19.05%	16.55%	10.57%	100.00%
Delta College	49.83%	5.64%	1.72%	8.79%	12.35%	12.09%	9.58%	100.00%
Glen Oaks Community College	29.09%	10.32%	2.14%	9.44%	14.88%	24.08%	10.05%	100.00%
Gogebic Community College	42.63%	5.10%	3.77%	8.21%	14.97%	16.30%	9.02%	100.00%
Grand Rapids Community College	42.94%	7.90%	2.14%	11.78%	10.51%	12.51%	12.22%	100.00%
Henry Ford College	51.94%	5.02%	0.00%	3.97%	14.03%	13.61%	11.44%	100.00%
Jackson College	34.37%	10.81%	0.93%	5.18%	15.70%	17.82%	15.19%	100.00%
Kalamazoo Valley Community College	43.27%	7.57%	4.08%	9.78%	12.50%	11.35%	11.46%	100.00%
Kellogg Community College	42.69%	4.26%	0.37%	17.20%	11.24%	12.59%	11.65%	100.00%
Kirtland Community College	34.35%	7.74%	0.29%	8.93%	21.89%	12.41%	14.39%	100.00%
Lake Michigan College	37.42%	6.80%	0.01%	10.54%	14.34%	18.14%	12.75%	100.00%
Lansing Community College	29.70%	12.76%	1.00%	17.44%	14.62%	13.46%	11.02%	100.00%
Macomb Community College	38.76%	6.35%	3.01%	14.93%	10.30%	14.58%	12.06%	100.00%
Mid Michigan College	45.53%	7.57%	4.19%	8.51%	12.24%	12.87%	9.10%	100.00%
Monroe County Community College	37.86%	7.72%	1.00%	11.73%	10.12%	17.14%	14.43%	100.00%
Montcalm Community College	36.94%	8.28%	2.98%	11.97%	11.75%	13.61%	14.47%	100.00%
Mott Community College	38.11%	8.26%	0.94%	9.19%	14.85%	13.24%	15.40%	100.00%
Muskegon Community College	43.55%	7.54%	1.69%	8.88%	12.96%	13.25%	12.13%	100.00%
North Central Michigan College	35.66%	9.16%	1.10%	11.63%	17.55%	14.47%	10.43%	100.00%
<b>Northwestern Michigan College</b>	<b>40.67%</b>	<b>7.94%</b>	<b>0.48%</b>	<b>14.79%</b>	<b>10.04%</b>	<b>15.69%</b>	<b>10.38%</b>	<b>100.00%</b>
Oakland Community College	39.26%	6.29%	0.17%	13.77%	9.18%	18.25%	13.08%	100.00%
Schoolcraft College	35.85%	7.13%	2.06%	15.81%	14.22%	10.71%	14.22%	100.00%
Southwestern Michigan College	32.27%	9.69%	0.00%	7.89%	20.08%	15.87%	14.21%	100.00%
St. Clair County Community College	43.61%	5.49%	0.77%	8.60%	12.71%	14.60%	14.22%	100.00%
Washtenaw Community College	40.39%	10.36%	1.26%	12.22%	12.50%	11.56%	11.70%	100.00%
Wayne County Community College	29.95%	6.11%	2.22%	14.00%	16.65%	15.61%	15.46%	100.00%
West Shore Community College	35.96%	6.95%	4.06%	11.11%	9.91%	17.48%	14.53%	100.00%
<b>State Average</b>	<b>39.08%</b>	<b>7.61%</b>	<b>1.60%</b>	<b>10.88%</b>	<b>13.67%</b>	<b>14.79%</b>	<b>12.36%</b>	

[Table of Contents Page](#)

**Table 35**  
**Salary and Fringe Benefit Costs**  
**2024-25**

Sorted ↓

Community College Name	Salaries	Fringe Benefits	Compensation	Total Expenses	Compensation % of Total Expenses
Jackson College	\$18,574,408	\$8,847,131	\$27,421,539	\$46,620,817	58.8%
Bay de Noc Community College	\$9,946,986	\$4,547,461	\$14,494,447	\$22,069,912	65.7%
Wayne County Community College	\$52,614,014	\$29,983,842	\$82,597,856	\$125,763,690	65.7%
Lake Michigan College	\$15,664,230	\$6,013,501	\$21,677,731	\$32,993,949	65.7%
West Shore Community College	\$7,124,935	\$4,484,905	\$11,609,840	\$17,410,356	66.7%
North Central Michigan College	\$9,408,573	\$5,000,638	\$14,409,211	\$21,511,067	67.0%
Mid Michigan College	\$11,426,049	\$7,510,047	\$18,936,096	\$27,716,423	68.3%
Kirtland Community College	\$7,289,519	\$3,281,140	\$10,570,659	\$15,027,334	70.3%
Montcalm Community College	\$8,774,289	\$4,786,227	\$13,560,516	\$19,268,790	70.4%
<b>Northwestern Michigan College</b>	<b>\$24,798,098</b>	<b>\$13,338,947</b>	<b>\$38,137,045</b>	<b>\$53,774,750</b>	<b>70.9%</b>
Southwestern Michigan College	\$11,503,265	\$5,341,411	\$16,844,676	\$23,738,866	71.0%
Gogebic Community College	\$6,007,820	\$3,187,550	\$9,195,370	\$12,689,312	72.5%
Mott Community College	\$41,036,176	\$23,249,544	\$64,285,720	\$87,708,253	73.3%
Glen Oaks Community College	\$7,556,210	\$3,518,946	\$11,075,156	\$14,984,428	73.9%
St. Clair County Community College	\$16,878,829	\$1,110,202	\$17,989,031	\$24,274,598	74.1%
Washtenaw Community College	\$59,783,688	\$26,834,832	\$86,618,520	\$116,016,871	74.7%
Oakland Community College	\$75,129,735	\$33,883,579	\$109,013,314	\$143,865,284	75.8%
Muskegon Community College	\$19,413,482	\$10,285,805	\$29,699,287	\$38,905,760	76.3%
Lansing Community College	\$66,709,108	\$30,579,471	\$97,288,579	\$126,924,137	76.7%
Kellogg Community College	\$25,281,860	\$9,815,905	\$35,097,765	\$45,264,171	77.5%
Monroe County Community College	\$15,449,230	\$7,360,324	\$22,809,554	\$29,108,066	78.4%
Schoolcraft College	\$54,488,079	\$29,025,430	\$83,513,509	\$104,406,392	80.0%
Delta College	\$40,406,463	\$24,707,202	\$65,113,665	\$80,813,584	80.6%
Kalamazoo Valley Community College	\$37,910,408	\$19,055,198	\$56,965,606	\$69,987,701	81.4%
Grand Rapids Community College	\$65,590,027	\$39,553,171	\$105,143,198	\$125,132,060	84.0%
Macomb Community College	\$83,955,536	\$42,848,023	\$126,803,559	\$149,474,720	84.8%
Henry Ford College	\$53,066,799	\$29,749,991	\$82,816,790	\$97,513,673	84.9%
Alpena Community College	\$9,854,506	\$5,346,440	\$15,200,946	\$17,893,849	85.0%
<b>State Aggregate</b>	<b>\$855,642,322</b>	<b>\$433,246,863</b>	<b>\$1,288,889,185</b>	<b>\$1,690,858,813</b>	<b>76.2%</b>

[Table of Contents Page](#)

# Michigan Unemployment by County Rank

## December 2025

Extracted from Michigan DTMB website: <https://milmi.org/datasearch/unemployment-by-county>

Area	Rate	Rank
Livingston County, MI	3.5%	1
Washtenaw County, MI	3.7%	2
Oakland County, MI	3.8%	3
<b>Grand Traverse County, MI</b>	<b>3.8%</b>	<b>3</b>
Clinton County, MI	3.9%	5
Ottawa County, MI	3.9%	5
Kent County, MI	3.9%	5
Branch County, MI	4.0%	8
Kalamazoo County, MI	4.2%	9
<b>Leelanau County, MI</b>	<b>4.2%</b>	<b>9</b>
St. Joseph County, MI	4.2%	9
Eaton County, MI	4.3%	12
Ionia County, MI	4.4%	13
Allegan County, MI	4.4%	13
Ingham County, MI	4.5%	15
Menominee County, MI	4.5%	15
Midland County, MI	4.6%	17
Monroe County, MI	4.6%	17
Macomb County, MI	4.6%	17
Hillsdale County, MI	4.6%	17
Dickinson County, MI	4.6%	17
Barry County, MI	4.6%	17
Cass County, MI	4.6%	17
Montcalm County, MI	4.7%	24
Lenawee County, MI	4.8%	25
Berrien County, MI	4.8%	25
Jackson County, MI	4.9%	27
Newaygo County, MI	5.0%	28
Alpena County, MI	5.0%	28
St. Clair County, MI	5.0%	28
Calhoun County, MI	5.1%	31
Muskegon County, MI	5.1%	31
Missaukee County, MI	5.2%	33
Charlevoix County, MI	5.2%	33
Isabella County, MI	5.2%	33
<b>Wexford County, MI</b>	<b>5.2%</b>	<b>33</b>
Shiawassee County, MI	5.3%	37
Houghton County, MI	5.3%	37
Gogebic County, MI	5.4%	39

Extracted from Michigan DTMB website:

<https://milmi.org/datasearch/unemployment-by-county>

Area	Rate	Rank
Otsego County, MI	5.4%	39
Van Buren County, MI	5.4%	39
Marquette County, MI	5.5%	42
Lapeer County, MI	5.5%	42
Gratiot County, MI	5.6%	44
Wayne County, MI	5.6%	44
Tuscola County, MI	5.7%	46
Genesee County, MI	5.8%	47
Bay County, MI	5.8%	47
<b>Benzie County, MI</b>	<b>5.8%</b>	<b>47</b>
Mecosta County, MI	5.9%	50
<b>Kalkaska County, MI</b>	<b>5.9%</b>	<b>50</b>
Osceola County, MI	5.9%	50
Saginaw County, MI	6.0%	53
Emmet County, MI	6.0%	53
Huron County, MI	6.0%	53
Sanilac County, MI	6.0%	53
Gladwin County, MI	6.1%	57
<b>Antrim County, MI</b>	<b>6.1%</b>	<b>57</b>
Lake County, MI	6.2%	59
Manistee County, MI	6.3%	60
Mason County, MI	6.4%	61
Delta County, MI	6.5%	62
Baraga County, MI	6.6%	63
Crawford County, MI	6.6%	63
Chippewa County, MI	6.9%	65
Keweenaw County, MI	7.0%	66
Ontonagon County, MI	7.1%	67
Roscommon County, MI	7.2%	68
Clare County, MI	7.2%	68
Oceana County, MI	7.3%	70
Luce County, MI	7.6%	71
Arenac County, MI	7.6%	71
Iosco County, MI	7.8%	73
Iron County, MI	8.0%	74
Montmorency County, MI	8.2%	75
Ogemaw County, MI	8.6%	76
Schoolcraft County, MI	8.7%	77
Alger County, MI	9.1%	78
Alcona County, MI	9.5%	79
Presque Isle County, MI	9.8%	80
Cheboygan County, MI	10.5%	81
Oscoda County, MI	11.6%	82
Mackinac County, MI	13.3%	83

**MEMO**Public Relations, Marketing  
& Communications

---

**To:** Nick Nissley, President

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

**Date:** 3-16-26

**Subject:** February 2026 Monthly Report

---

February was a mixed month for media. Paid was down due to campaign adjustments that temporarily reduced performance. These numbers are showing improvements for March. We are also in the process of reviewing bids for a new digital marketing partner and will bring forward a recommendation in April. Earned media performance was up for total mentions with the sale of the Boardman Lake Campus, but sentiment dipped slightly to 99% positive or neutral with coverage of a new student group launch. NMC Now highlighted [NMC's role Michigan's Maritime Strategy](#) and [Dual Enrollment growth. top 75 alumni](#) and [the Blue Tech Challenge](#). Both of these stories led to additional earned media on the topics. Shared media followers continue to increase with highest performing posts including 75th anniversary history, mobile food pantry and warm weather. NMC Public Relations, Marketing and Communication key performance indicators for February 2026 include:

*Paid Media*- ↓

- Applications: 69
- Accounts: 76

*Earned Media*- ↑

- Media mentions: 160
- Positive/neutral sentiment: 99%
- Publicity value: \$138,400

*Owned Media* - ↑

- *NMC Now*:
  - Subscribers: 1,415

- Open Rate: 33%

### *Shared Media* ↑

- Facebook followers: +7.2% YOY
- Total followers: 15,085
- Instagram followers: +14.4% YOY
- Total followers: 4,576




---

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

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

**Date:** March 23, 2026

**Subject:** Advancement Division Update

---

### Update on Philanthropic Activity

As of March 11, 2026, the fiscal year is 69% complete, and we have achieved 87.5% of the budgeted goal of \$4,300,000 in cash/pledge activity, with \$3,764,329 in new gifts and pledges having been recorded.

#### FY26 Total Dollars Raised Through the NMC Foundation

\$3,438,437	Total cash gifts and pledges received to date (including The Fund for NMC)
\$325,892	Gross event revenue
<b>\$3,764,329</b>	<b>Total raised through donations and event revenue</b>
+ \$8,469,350	New documentation of planned gift intentions
+ <u>\$39,542</u>	In-Kind Gifts
<b>\$12,273,221</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 March 11, 2026:

- Unrestricted gifts to the Fund for NMC - \$209,204 (1.8% of total giving)
- Scholarships, both restricted and endowed funds - \$5,887,467 (49.4% of total giving)
- Program support and capital projects at NMC - \$5,811,115 (48.8% of total giving)

#### Foundation Initiatives

- The Foundation Team is having the best fundraising year in its history. Cash and pledge activity is at \$3,764,329 (87.5% of goal). Total Fundraising Activity, which along with cash and pledges includes newly documented planned gift intentions and in-kind gifts, totals \$12,273,221. This exceeds even the best Be What's Possible campaign year, which saw Total Fundraising Activity at more than \$10,000,000.
- In a major milestone, the NMC Foundation Board voted to authorize the college's next comprehensive campaign based on recommendations from The Winkler Group's campaign feasibility study. This action moves the campaign into a planning phase, with next steps including securing campaign counsel and assembling a Campaign Steering Committee.
- Major gifts (\$25,000+) secured since our last report include a \$50,000 Tastemaker Sponsorship of A Taste of Success.
- A Taste of Success is on its way to another banner year. Sponsorships are at an all-time high, and 75% of tickets have already been sold. Don't miss your chance to attend the college's premiere fundraising event, taking place on Friday, April 24! All proceeds benefit student scholarships and the greatest needs of the Great Lakes Culinary Institute. Secure your sponsorship and buy your tickets today at [nmc.edu/tasteofsuccess](http://nmc.edu/tasteofsuccess).
- The Foundation Team will host its annual Scholarship Celebration on Friday, April 17. This beloved event is an opportunity for scholarship donors to meet scholarship recipients. The event includes a panel of students, moderated by President Nick Nissley, focused on their experiences at NMC and what scholarship support means to them.

- Our 75th Anniversary year launched on January 6 at the Employee Opening Conference with an alumni panel and the debut of "Top Alumni" honorees. Winter engagement included history-themed trivia via WNMC radio, and an alumni trivia event at Right Brain Brewery. The spring phase shifts toward broader community outreach, headlined by the *T/S State of Michigan* Open Ship (April 11) and our first Signature Event, the Student and Community Block Party (April 25). Full schedule available at [nmc.edu/75](http://nmc.edu/75).

### **Advancement Division Initiatives**

- The Dennon Museum Center is in the final stages of selecting new branding concepts. The re-branding project was completely funded by an anonymous donor, and has been guided by a community-based steering committee. The steering committee included members of NMC's PR, Marketing, and Communications team, ensuring it aligns with the college's broader brand. The new brand will be unveiled this summer in conjunction with the Dennon's 35th anniversary.
- WNMC continues to be a key player in the college's 75th Anniversary Celebrations. In addition to monthly NMC History Trivia segments, station Manager Eric Hines is planning interviews with our Top Alumni (those recognized on both our Legacy List and 2026 Outstanding Alumni list). Stay tuned to hear from our most accomplished Hawk Owls about their experiences at NMC, their careers, and more!

**NORTHWESTERN MICHIGAN COLLEGE**  
**BOARD OF TRUSTEES**  
**Policy Committee Minutes**  
 Tuesday, February 24, 2026  
 TJNIC 14 (Lower Level)  
 Tanis Building  
 1701 E. Front Street, Traverse City, MI 49686

Committee Chair Pam Horne called the meeting to order at 1:30 p.m.

Members Present: Pam Horne, Ken Warner, Jody Lundquist

Others Present: Nick Nissley, Lynne Moritz

**A-107.00 Board Attendance at Civic and College Events**—In addition to making clarifying edits to the policy, the committee inquired about the funding source used to support Board attendance at civic and college events. Administration confirmed that these expenses are not paid from the General Fund; accordingly, neither taxpayer nor tuition dollars are used to support trustee attendance at such events. Funding is provided by the NMC Foundation's unrestricted fund.

Chair Horne requested that this policy be addressed explicitly during Board orientation, particularly given that trustees serve in a volunteer capacity and do not receive compensation.

**D-700.01 Political Activities**—With no recommended revisions, the committee requested that administration consider re-numbering this policy so that it aligns within the Human Resources section of the policies.

**A-108.00 Board of Trustees Electronic Communications**—In addition to recommending punctuation, grammar, and title changes to the policy, the committee inquired about linking directly to the Record and Retention Schedule.

**Continued Review of Policy A-100.00 Board of Trustees Bylaws**—There was brief discussion regarding the interpretation of remote participation and electronic communications in the Michigan Open Meetings Act.

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

**Other Discussion**—Due to time constraints, the committee will continue review of the Bylaws at their next meeting scheduled for Tuesday, March 24, 2026. Chair Horne would like to consider including Policy A-109.00 Trustee Vacancy into the Bylaws, adopting a meeting procedure for filling a trustee vacancy, and designating the responsibility of officer nomination to a committee.

The meeting was adjourned at 3:38 p.m.

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

**NORTHWESTERN MICHIGAN COLLEGE**  
**BOARD OF TRUSTEES**  
**Building & Site Committee Minutes**  
 Wednesday, March 18, 2026  
 TJNIC 08  
 1701 E. Front Street, Traverse City, MI 49686

Committee Chair Kennard Weaver called the meeting to order at 2:31 p.m.

Members Present: Kennard Weaver, Ken Warner, Laura Oblinger

Others Present: Nick Nissley, Lynne Moritz, Troy Kierczynski, Patrick Quinlan, Noah Schneider

**Boardman Lake Campus Sale Update**—An anticipated closing date on the sale is set for April 15, 2026. The south end of BLC is anticipated to move prior to July 1, 2026, with the north end expected to follow before December 30, 2026. The timeline for the Osterlin project has not yet been determined. Some relocations will be temporary during Osterlin construction, while others will result in new permanent locations. Throughout this process, the goal is to minimize disruption for students, employees, and key stakeholders. Support and collaboration from employees across all campuses will be essential to a successful transition.

The Osterlin project is in the initial planning phase, and a definitive timeline has not yet been established. Input sessions with BLC departments have been completed, and their needs and preferences have been documented. The team is currently analyzing space feasibility and availability, while also evaluating options to accommodate both BLC and OB departments.

**Geothermal Project Financing**—In August of 2025, the Board authorized for the administration to issue up to Twenty Million Dollar (\$20,000,000) in tax-exempt facilities bonds to fund the Campus Geothermal Project. Given the anticipated proceeds from the BLC sale, the Board authorized to use \$5 million of the proceeds for the geothermal project, lowering the maximum issuance amount from \$20,000,000 to \$15,000,000. Bond counsel does recommend reauthorization for the lower amount.

Ken Warner made a motion, seconded by Laura Oblinger, for the Board to authorize utilizing an additional \$5,000,000 of the anticipated Boardman Lake Campus sale proceeds towards the Front Street Campus geothermal project (for a total of \$10 million).

Noah Schneider, Project Executive, Christman, provided an overview of the project timeline. Construction documents are being finalized, and will go out for bid for each trade, for recommendations to the Board anticipated in April.

**Appel Property**—VP of Finance and Administration Troy Kierczynski sought input for negotiating a 3-year non-developmental oil & gas lease with Gallatin Energy, Inc. for the College's Appel property. The committee recommended seeking advice from legal counsel with expertise

pertaining to oil and gas leases. While the amount and length of the proposed oil and gas lease falls below the threshold requiring Board approval, trustee guidance is appreciated.

The Grand Traverse Band of Ottawa and Chippewa Indians (GTB) has expressed formal interest in acquiring a 38-acre parcel on Sarns Road. NMC's low utilization of this property led to a partnership and license agreement with the GTB allowing them to utilize the property for fish hatchery research during Spring—Fall months. This agreement has been in place since April 2024. The property was donated to the college, with no deed restrictions, in 1971.

Administration sought input from the committee regarding the process, as outlined in [Policy D-504.06 Real Estate Disposition](#). The committee encouraged pursuing a public listing process.

**Cell Tower Lease**—A proposed lease extension with American Tower Corporation was discussed. Further legal review is recommended by the committee.

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

**Other Discussion**—The next meeting of the committee is scheduled for April 15, 2026, at 2:00 p.m., which will be confirmed once the official BLC closing date and time is determined on that same day.

The meeting was adjourned at 3:22 p.m.

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

**NORTHWESTERN MICHIGAN COLLEGE**  
**BOARD OF TRUSTEES**  
**Executive Committee Minutes**  
Thursday, March 19, 2026  
Timothy J. Nelson Innovation Center  
Room 104/105  
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Mark Keely called the meeting to order at 1:06 p.m.

Members Present: Mark Keely, Kennard Weaver, Jody Lundquist

Others Present: Nick Nissley, Lynne Moritz, Diana Fairbanks, Jacob Lokers

**President's Update**—Boardman Lake Campus has a closing date of April 15 and significant work is underway to plan department migration to other campuses. The NMC Foundation Board unanimously supported moving forward with planning a comprehensive campaign at their February meeting. The MCCA was one of two states (Texas and Michigan) to be selected for the first ever Aspen Institute Presidents and Trustees Collaborative sustain systemic reforms that improve student outcomes. Presidents and 2-3 trustees will participate beginning in November 2026.

**East Bay Beach Corridor TIF**—President Nissley shared updates on how Grand Traverse County is approaching and considering potentially opting out of the TIF. East Bay Charter Township held a Public Hearing on March 9, which begins a sixty-day window for the Board of Trustees adopting a resolution opting-out of the TIF. The committee expressed the importance of being good stewards of taxpayer dollars, noting that one of the only revenue streams the Board and college can control is tuition and they do not wish for tuition to increase as a result of the East Bay Beach Corridor TIF. While there is support for the beach corridor improvements, infrastructure investment like this is outside the college's purview.

**Review of March 23, 2026, Regular Meeting Agenda**—The draft agenda and packet for the upcoming regular meeting of the full Board of Trustees was reviewed. The committee requested further analysis on the impact of investing additional funds into the geothermal project, as recommended by the Building & Site Committee, before the recommendation is considered by the full Board.

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

The meeting was adjourned at 1:38 p.m.

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

## Board Policy A-105.01

### Board of Trustees Process

## Gift Acceptance

- 1) The Board of Trustees of Northwestern Michigan College (NMC) shall direct all gifts of private property, devise, or bequest to the Northwestern Michigan College Foundation (Foundation), which has been formed solely to receive gifts and administer funds for the benefit of NMC.
- 2) Such direction shall not be considered as a recommendation to accept gifts. Presentation of gifts, bequests, memorials, awards, property, or scholarships shall be accepted at the discretion of the Foundation and recognized and approved by the Board of Directors of the Foundation, and shall be subject to the current Foundation Gift Acceptance Policies and Procedures, as may be amended from time to time, and the applicable laws and regulations governing §501(c)(3) organizations. Such recognition and approval shall in no case be considered an endorsement of a particular product, service, or business.
- 3) The Board of Trustees shall exercise appropriate control with respect to directed gifts to the Foundation by establishing the following procedures:
  - a) It is expected that the Foundation will consult with NMC officials regarding the acceptability of tangible property or real property in advance of accepting those items. “Tangible property” and “real property” shall include, but not be limited to the following items: land, works of art, supplies, and equipment.
  - b) The President and the Executive Director of the Foundation may tentatively accept contributions subject to the final approval of the Foundation’s Board of Directors at its next meeting.
  - c) Acceptance by the Foundation of equipment or services that may require institutional support which involves, but may not be limited to, operating budget expenses or capital investment or other expenses (whether initial or continued) shall be presented to the President’s

Commented [LM1]: Added comma

Office for consideration and approval by the Board of Trustees prior to acceptance by the Foundation.

- d) All contributions to the Foundation of tangible property, excluding gifts of real property which, by attribute, shall be sold, conveyed, or otherwise disposed of in order to convert to cash as soon as possible, will ultimately become the property of NMC and subject to the same controls and regulations that govern the use of property owned by NMC.
- e) Attached to this policy is a copy of the current Foundation Gift Acceptance Policy. In the event that a gift, bequest, or devise is not directed to the Foundation, the procedures incorporated in the attached policy, as may be amended by the Foundation from time to time, shall govern the actions of the Board of Trustees, and the Executive Director of the Foundation shall consult with the Foundation's Board of Directors as appropriate for recommendations to be made to the Board of Trustees.

Commented [2]: Link

If any provision(s) of this policy or set of bylaws conflicts with laws applicable to Northwestern Michigan College, including the Community College Act of 1966, the Freedom of Information Act, or the Open Meetings Act, as each may be amended from time to time, such laws shall control and supersede such provision(s).

Adopted by the Northwestern Michigan College Board of Trustees November 19, 2007

Revised July 26, 2010

Revised May 18, 2015

Revised December 21, 2020

## Board Policy A-106.02

### Board of Trustees Process

## Investment Policy

1. Purpose: It is the policy of the Board of Trustees to invest its funds in a manner which will provide the highest investment return with the maximum security while meeting the daily cash flow needs of Northwestern Michigan College (hereinafter "The College") and comply with all state statutes governing the investment of public funds.
2. Scope: This policy on banking and investments applies to all financial assets of the College. These assets are accounted for in the various funds of the College and include the general fund, auxiliary funds, restricted funds, plant funds, and agency funds and any other funds established by the College. Investment income will be allocated to the general fund in accordance with generally accepted accounting principles.
3. Objectives: The primary objectives, in priority order, of the College's banking and investment activities shall be:
  1. Safety - Safety of principal is the foremost objective of the investment program. Investments shall be undertaken in a manner that seeks to insure the preservation of capital in the overall portfolio.
  2. Diversification - The investments will be diversified by security type, as allowed by regulation, financial institution, and maturity of securities in order to reduce portfolio and market risks.
  3. Liquidity - The investment portfolio shall remain sufficiently liquid to meet all operating requirements that may be reasonably anticipated.
4. Delegation of Authority to Make Investments: The College delegates the daily management responsibility for the investment program to the Vice President of Finance and Administration.
5. Permissible Investments: The Michigan Community College Act No. 331, as amended, provides the following permissible investments:

Commented [LM1]: Added comma

1. Bonds, bills, or notes of the United States, or of an agency or instrumentality of the United States, or obligations of this State.
2. Negotiable certificates of deposit, savings accounts, or other interest-earning deposit accounts of a financial institution. As used in this subdivision, "financial institution" means a bank that is a member of the Federal Deposit Insurance Corporation, ~~a~~A savings and loan association that is a member of the Federal Savings and Loan Insurance Corporation, or a credit union whose deposits are insured by the national Credit Union Administration.
3. Bankers' acceptances issued by a bank that is a member of the Federal Deposit Insurance Corporation.
4. Commercial paper that is supported by an irrevocable letter of credit issued by a bank that is a member of the Federal Deposit Insurance Corporation.
5. Commercial paper of corporations located in this ~~S~~state rated prime by at least one of the standard rating services.
6. Mutual funds, trusts, or investment pools composed entirely of instruments that are eligible collateral.

Additional funds of the College shall not be invested or deposited in a financial institution that is not eligible to be a depository of surplus funds belonging to this state under section 6 of 1855 PA 105, MCL 21.146.

If any provision(s) of this policy or set of bylaws conflicts with laws applicable to Northwestern Michigan College, including the Community College Act of 1966, the Freedom of Information Act, or the Open Meetings Act, as each may be amended from time to time, such laws shall control and supersede such provision(s).

Adopted by the Northwestern Michigan College Board of Trustees October 24, 2005

Revised May 18, 2015

Reviewed without revision December 21, 2020

## Board Policy A-107.00

### Board of Trustees Process

# Board Attendance at Civic and College Events

1. It is recognized that in their role of owner-trustee, it is important for members of the NMC board of trustees to attend civic events on behalf of the College or to attend College events. The purposes of such attendance include:
  - a. To provide visibility for the College in situations where the presence and support of the College's leadership is important;
  - b. To demonstrate College support for civic efforts which benefit the community as a whole;
  - c. To demonstrate board support for College activities;
  - ~~d.~~ d. To establish important contacts with potential significant donors to the College.
  
- ~~2.~~ It is understood that when attendance at said events entails a fee, charge, or contribution to the sponsoring organization, including College-sponsored events, the College may pay for each Board member and a guest attending. ~~will serve as the sponsor for each sponsor each of the board members and their spouse or guest attending.~~ At the same time, it is important for the board to maintain the public trust in ensuring appropriate expenditure of public funds. To that end, neither taxpayer nor tuition dollars will ~~not~~ be used to sponsor board attendance at such events. ~~Furthermore, board members and their spouses or guests shall be the guests of the College at all College-sponsored events.~~
  
- ~~3.2.~~ The college will not pay for the fee, charge, or contribution to events that:  
Events excluded from College sponsorship include:
  - a. ~~Those which are~~ Those which are politically partisan in nature;

Formatted: Space Before: 0 pt, After: 0 pt

Commented [1]: confirm source of funding

- b. ~~W~~Those which ~~I~~end support to one side or the other of a controversial or divisive community issue; or
- c. ~~W~~Those which ~~a~~re primarily sporting events.

If any provision(s) of this policy or set of bylaws conflicts with laws applicable to Northwestern Michigan College, including the Community College Act of 1966, the Freedom of Information Act, or the Open Meetings Act, as each may be amended from time to time, such laws shall control and supersede such provision(s).

Adopted by the Northwestern Michigan College Board of Trustees January 22, 1996

Revised October 27, 1997

Reviewed without revision December 19, 2005

Reviewed without changes July 27, 2015

Revised November 23, 2020

**Board Policy A-108.00****Board of Trustees Process**

## Board of Trustees Electronic Communications

The Board of Trustees (“Board”), and each of its ~~sub~~-committees, is committed to complying with all applicable laws while executing its duties, including Michigan’s Open Meetings Act (“OMA”), Freedom of Information Act (“FOIA”), and Historical Commission Act (“HCA”). This policy is designed to provide an overview of the Board’s obligations under these laws as they might apply to electronic communications, which include, but are not limited to emails, text messages, instant messages, blogs, and social media messages, whether created or used within or outside of Northwestern Michigan College’s information technology infrastructure. Each member of the Board is assigned a Northwestern Michigan College (“NMC” or “College”) email address, which he/she may use only for College-related business and communications. Use of a College email account for any other purpose is prohibited. The President and staff may develop and publish further guidelines as may be necessary to administer this policy effectively, and for the appropriate retention and disposal of electronic communications according to the College Record and Retention Schedule ([“Schedule”](#)) and the HCA.

**Open Meetings Act:** The OMA, with limited enumerated exceptions, requires the Board and its ~~sub~~-committees to conduct meetings in a manner that is open to the public. According to the OMA, a “meeting” means the convening of the Board or its ~~sub~~-committees at which a quorum is present for the purpose of deliberating toward or rendering a decision on a public policy. All deliberations and decisions of the Board and its ~~sub~~-committees shall take place at a meeting open to the public. Neither the Board nor its ~~sub~~-committees may circumvent these requirements by deliberating toward or

rendering a decision on a public policy by exchanging or using written electronic communications.

**Freedom of Information Act:** The FOIA, with enumerated exemptions, requires NMC and the Board to make available for copy or inspection by the public “public records,” which means writings prepared, owned, used, in the possession of, or retained by NMC or the Board in the performance of an official function, from the time such public records are~~it is~~ created. This requirement applies equally to electronic communications prepared, owned, used, in the possession of, or retained by members of the Board or its ~~sub~~-committees as part of their official functions, whether the electronic communications are created, received, or used within or outside of the College’s information technology infrastructure.

**Historical Commission Act:** Pursuant to the HCA, the College maintains the ~~Schedule~~~~a College Record and Retention Schedule~~ (“Schedule”), which details which College records, including Board records, must be retained by the College and for how long. The Schedule applies equally to electronic communications of the members of the Board and its ~~sub~~-committees, whether the electronic communications are created, received, or used within or outside of the College’s information technology infrastructure. Each member of the Board and its ~~sub~~-committees shall familiarize him/her-self with the Schedule, its application, and its requirements. A member of the Board or any of its ~~sub~~-committees who, in the performance of a College function, creates, receives, or uses an electronic communication outside of the College’s information technology infrastructure shall immediately provide a copy of the electronic communication to the ~~Chief of Staff to the President and Board of Trustees~~ Executive Director for the President’s Office and Board Operations for keeping and retention in accordance with the Schedule and the HCA.

Commented [1]: link

Commented [2]: update

Any ~~and all~~ questions related to the administration of this policy should be directed to Executive Director for the President's Office and Board Operations ~~Chief of Staff~~ to the President and Board of Trustees.

Commented [3]: update

If any provision(s) of this policy or set of bylaws conflicts with laws applicable to Northwestern Michigan College, including the Community College Act of 1966, the Freedom of Information Act, or the Open Meetings Act, as each may be amended from time to time, such laws shall control and supersede such provision(s).

Adopted by the Northwestern Michigan College Board of Trustees March 23, 2015

Revised November 23, 2020



**MEMO**  
Systems & LAN Management

---

**To:** Dr. Nick Nissley, President  
**From:** David Hosler, Director of Systems & LAN Management  
**Date:** 3/10/2026  
**Subject:** Managed Detection and Response

**Recommendation**

Authorize the administration to enter into a two-year contract with SentinelOne to provide Managed Detection and Response (MDR) with Identity Management at a cost of \$107,923.68.

**Background/Scope of Work**

Higher education institutions are at constant threat from threat actors attempting to compromise our network to get information about a large number of people. With an open campus policy, it leaves all of our computers at a high-level of risk of compromise. To offset this, we use a defense-in-depth approach, including antivirus software, Security Incident and Event Management (SIEM), and other tools. This is a good opportunity to augment our IT security staff with additional capacity largely through grant funding.

Managed Detection and Response (MDR) software allows organizations to work in concert with a team at Sentinel One to have an automated remediation of cybersecurity incidents within the network endpoints. The MDR platform will help to offset the size of the NMC security team by providing a team of security personnel from SentinelOne to help monitor our SIEM platform, and detect and remediate incidents more quickly than our team could manage.

**Bid Analysis**

People Driven Technology is the sole authorized provider for SentinelOne components for our institution, which is necessary because of our current licensing of the Sentinel One product as our endpoint protection. Instead of the one- or three-year terms, they were able to create a quote for a two-year plan, to match our grant funding opportunity, at a cost of \$107,923.68. We will use this two-year term to evaluate continued viability of usage. The Board approved a one-year contract with Sentinel One in January 2026. Because this is a two year MDR contract as stipulated by the grant, NMC will need to renew its one year contract for the endpoint approved in January 2026 to cover the length of the grant purchase.

**Funding Source**

The total amount of \$107,923.68 will have two funding sources. We qualified for a \$70,000 reimbursement grant from the State & Local Cybersecurity Grant Program by the Michigan State Police, which runs through December 2027. The remaining \$37,923.68 will be funded through the Technology Plant Fund.