



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, May 18, 2026

Timothy J. Nelson Innovation Center

Room 106/107

5:30 p.m. Regular Meeting

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. **Faculty Report: “Voices Project”**—*Shilo Smith, Psychology Instructor*
- F. **Advancement & Community Engagement**—*Katharine Marvin, Vice President*
 Denno Brand Refresh—*Chelsie Niemi, Audience Engagement & Communication Manager*
 AAM Accreditation—*Dr. Craig Hadley, Executive Director & Chief Curator*
- G. **Anchor and Edge Strategic Plan—Strategy 3: Vibrant College Community**
 Jason Slade, Vice President, Strategic Initiatives
 Strategy Champions: *Troy Kierczynski, Hollie DeWalt, Katharine Marvin, Todd Neibauer*
 Brand Lead (all strategies): *Joan Sodini, Creative Director*
- H. **FY27 Budget Update**—*Troy Kierczynski, Vice President, Finance and Administration*
 - i. Composite Financial Index

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

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

- K. Minutes of the April 27, 2026, regular meeting
- L. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- M. Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- N. Public Relations, Marketing, & Communications—*Diana Fairbanks, Associate Vice President, Strategic Communications and Change Initiatives*
- O. Advancement Report—*Katharine Marvin, Vice President of Advancement*
- P. Building and Site Committee—*Kennard Weaver, Committee Chair*
- Q. Executive Committee—*Mark Keely, Committee Chair*

ACTION ITEMS

- R. **Notice of Truth-in-Taxation Hearing** (Pursuant to Policy A-106.00 Finance)
Recommend that the Truth-in-Taxation Resolution be adopted as presented.
- S. **DTE Easements** (Pursuant to Policy A-106.00 Facilities)
Recommend authorization for administration to sign and grant two easement requests from DTE Energy.
- T. **Cell Tower Lease** (Pursuant to Policy A-106.00 Finance)
Recommend authorization for administration to enter into a lease extension contract with American Tower Corporation.
- U. **Strategic Fund Investment** (Pursuant to Policy A-106.00 Finance)
Recommend approval of a five-year aggregate investment of \$500,000 from FY27 through FY31 to support operational expenses for a comprehensive fundraising campaign.
- V. **MACC Grant Application** (Pursuant to Submission Requirements)
Recommend authorization for the Dennis Museum Center at Northwestern Michigan College to submit an application for grant funding in the amount of \$45,000 for the MACC Project Experience Grant for FY27.

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

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

X. Sentinel One Renewal (Pursuant to Policy A-106.00 Finance)

Recommend authorization for administration to enter into a contract with People Driven Technologies for the renewal of the Sentinel One software at a cost of \$56,008.22 to be funded from the SLM E&G budget.

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.

- 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

“Voices” Project

Shilo Smith Introduction to Social Psychology



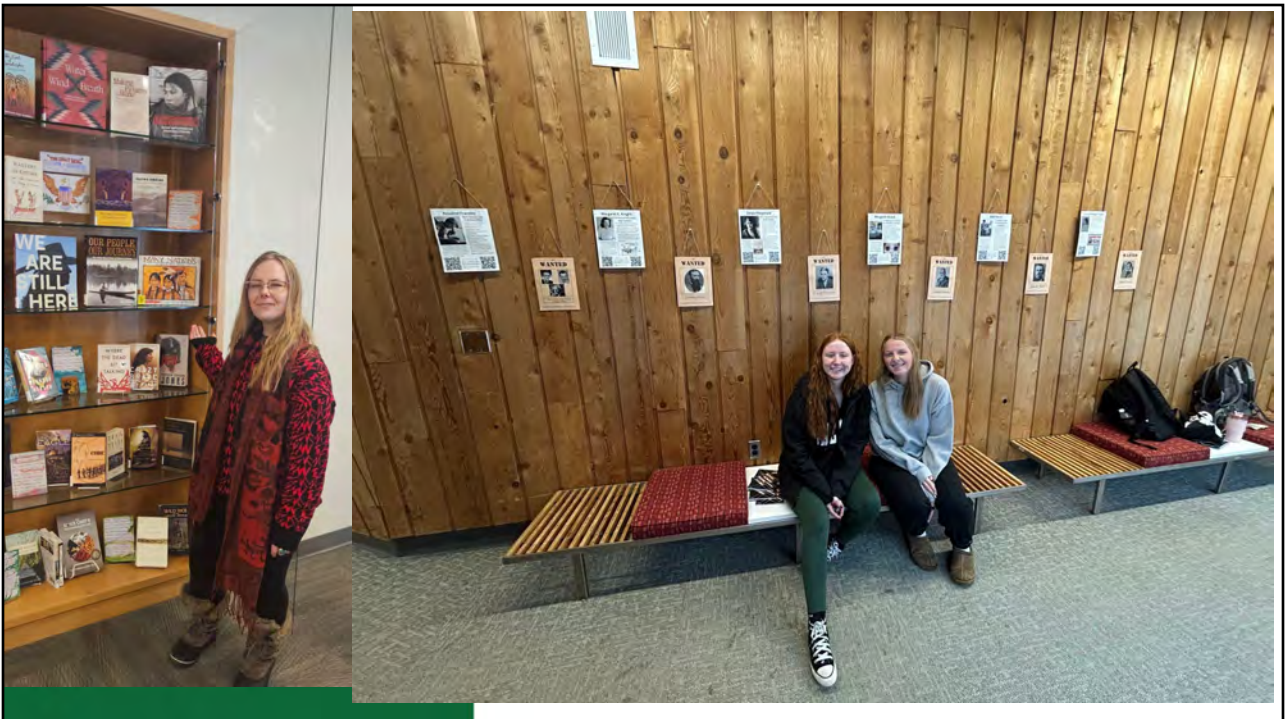
How it Started

- Began during Professional Development day Oct. of 2022.
 - The Voices Project brings awareness to lesser-known but major contributors, or Voices, to the arts, sciences and occupations.
- Posters placed throughout campus Jan. 2023

The Assignment

Semester long project

- Identify 2 “Voices” that contributed to an area of study at NMC
 - Contributions suppressed due to discrimination
 - [Current Voices Link](#)



Student Reflections & Questions

- [Student Reflections](#)

Thank You.



ACE Division

Powering Campus Vibrancy



Connect to the Global Dialogue

**Students
with IAF
Presenter**



Enhance the Student Experience

**Police
Academy
students
at The
Dennos**



Community's "Front Door"

**WNMC
Volunteer
DJ**



Foster Tradition & Pride

Swoop at Graduation



\$2 Million Gift to The Dennos Operating Endowment



Facilities 

Programs 

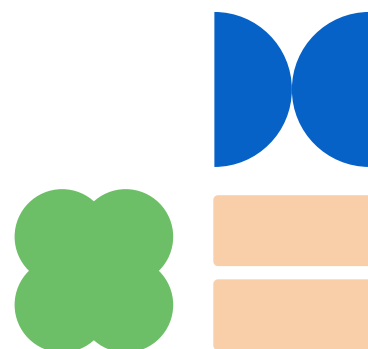


Brand Refresh

Overview

Chelsie Niemi

Audience Engagement & Communication Manager



Why Now?

GREAT TIMING

- Following NMC's brand refresh
- NMC 75th & Denmos 35th anniversaries
- Alignment with upcoming campaign
- Applying for AAM accreditation fall 2026

STRATEGIC

- Branding identified as a key strategic objective following 2024 AAM Community Engagement Assessment
- An opportunity for greater alignment with NMC

FULLY FUNDED

- Made possible by an anonymous gift



Process

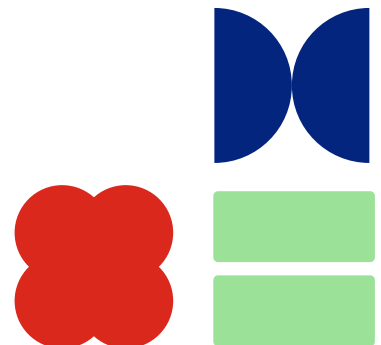
- Working with Phire Group (Ann Arbor, MI)
- Months of discovery & foundational work guided by an internal steering committee of Dennos & NMC staff, volunteers & community partners:
 - 94 survey responses
 - Stakeholder interviews
 - Competitive analysis
 - Intentional integration with NMC brand guidelines



Brand Foundation

The Goal:

Rediscover ourselves and reinvigorate our purpose by setting intention for the next era of The Dennos.



Pillars

How we understand ourselves and what we aspire to be.

- Relevant > *Purposeful Education Pathways*
- Engaging > *Distinguished Academic Programs*
- Community-Anchored > *Community Cornerstone*
- Evolving > *Culture of Innovation*

Traits

How the brand looks, feels, and sounds.

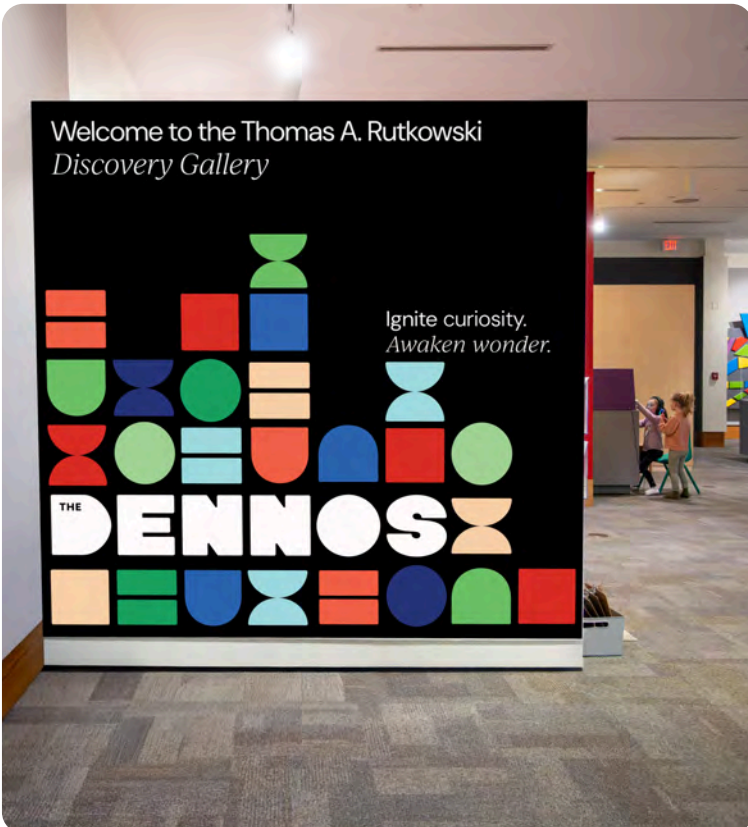
- Inviting > *Collaborative & Inclusive*
- Dynamic > *Vibrant*
- Inspiring > *Unique*
- Curious > *Nurturing & Innovative*

Brand Visuals

Now, after many months, we are thrilled to share the results!

Our entire presentation is infused with the new energy and perspective of our updated brand. Now we want to share how the brand will exist within the museum ecosystem.

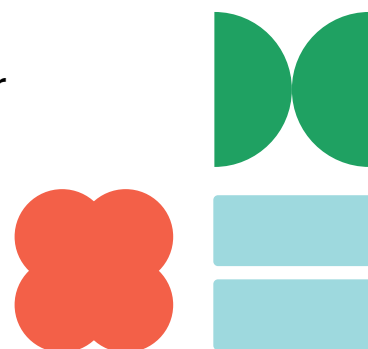




Questions?

Thank you!

Chelsie Niemi
Audience Engagement & Communication Manager

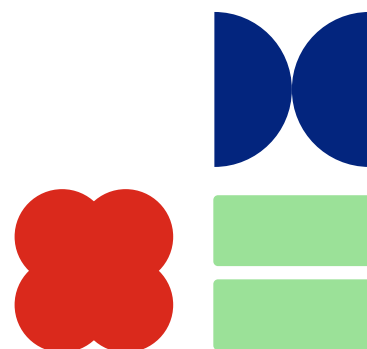


AAM Accreditation

Progress Report

Craig Hadley, Ed.D.

Executive Director & Chief Curator



Why Accreditation?

A distinguished achievement

- A rigorous, multi-year process that benchmarks our program against national standards
- Fewer than 5% of the nation's 33,000 museums achieve AAM accreditation

Build Supporter
Trust

Secure loans
and exhibits

Enhanced
funding
opportunities

Continuous
process
improvement

Best practices,
best processes

Leaders in our
field





Recognition

Leadership that spans local to national

- One of the nation's largest community college museums
- Incredible community support
- World class Inuit art collection
- We provide leadership for the field
 - AAMG, Terra
- Strong Smithsonian partnership
- 1000% growth in program attendance



Our Journey

PREPARATION

- 2020–25: Three external reviews
- 2021: Core Documents Verification
- 2020–26: Grants and improvements:
 - Preservation and inventory
 - PESR and financial stability
 - Security and facility upgrades
- 2018–26: AAM volunteer site reviewer

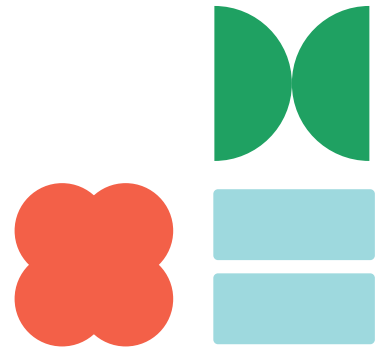
NEXT STEPS

- Application: October 2026
 - Self Study
- Site visit: Spring 2027
- Decision: Fall 2027

Questions?

Thank you!

Craig Hadley
Executive Director & Chief Curator



To: NMC Board of Trustees

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

Date: May 8, 2026

Subject: *Strategy 3 - Vibrant College Community: 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 distinguished 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 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.

- **Champion Team:** Troy Kierczynski, Hollie DeWalt, Katharine Marvin, Todd Neibauer
- **Brand Lead (all strategies):** Joan Sodini

OBJECTIVE 1: Deliver near-term master-plan projects, Osterlin student hub, and new student housing, as visible commitments to a modern, student-centered campus.

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

WHAT DOES SUCCESS LOOK LIKE?

- The opening of a new student success hub in a remodeled and reimagined Osterlin Building
- A completed geothermal project resulting in a reduced carbon footprint, modernized energy infrastructure, decreased energy costs, and a learning opportunity for skilled trade students
- Continued branding updates to campus for better wayfinding and vibrancy
- The implementation of an initial housing project (most likely apartments) and a timeline for additional on campus housing options per the NMC Thrive master plan
- Increased awareness of our capital needs to donors and the public, including the identification of additional project funding sources

HOW WILL WE MEASURE SUCCESS?

Objective 1 Key Performance Indicators:

- Completed master plan projects: Geothermal, FRIC, Osterlin, and planning for housing
 - Baseline: 0 Goal: 4+
- Brand updates
 - Baseline: Phase 1 completed Goal: Implementation of branding phases 2 and 3

Secondary Indicators:

- Funding opportunities from legislative advocacy, millage, bonding, and donor support

FOCUS FOR PRELIMINARY STAGE AND INTO YEAR 1:

- Development of a funding plan including continued legislative advocacy, millage, and bonding
- Test donor interest in master plan projects through the Foundation's campaign feasibility study
- Implement the next phase of branding in new buildings and projects
- Internal space planning and preparation for the construction period of Osterlin
- Formulate a financing plan and operating model to ensure a sustainable housing operation
- Execute Boardman Lake Campus sale to help fund Osterlin, Freshwater Research and Innovation Center, and Geothermal projects.

OBJECTIVE 2: Renew and improve campus spaces, addressing aging facilities in need of renewal, and enhancing landscaping and gathering areas to create a functional, welcoming environment that reflects NMC’s quality and community.

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

WHAT DOES SUCCESS LOOK LIKE?

- Prioritization of our campus spaces and facilities needing renewal that result in the biggest impact to campus
- A “People First” relocation plan that aligns and supports departments during both interim and permanent moves
- Revived outdoor spaces with learning opportunities for our students
- A more welcoming environment for students and employees
- Implement the next phase of branding in existing buildings and spaces
- A vibrant, modern college campus as this objective is coupled with objective 1

HOW WILL WE MEASURE SUCCESS?

Objective 2 Key Performance Indicators:

- Completed facilities condition assessment
- Completed projects on campus:
 - Baseline: 0 Goal: TBD
- Brand updates
 - Baseline: Phase 1 completed Goal: Implementation of phases 2 and 3

Secondary Indicators:

- Funding opportunities from legislative advocacy, millage, bonding, and donor support
- Pulse surveys and feedback from Leadership Council on projects and prioritizations

FOCUS FOR PRELIMINARY STAGE AND INTO YEAR 1:

- Conduct facilities condition assessment (FCA)
- Assessment of student extra curricular activities and employee opportunities survey
- Assessment and prioritization of recreational/gathering space/beautification projects
- Implement the next phase of branding in new buildings and projects
- Execute the Denno's brand refresh and outdoor sculptures (grant application submitted)
- Review Association of Physical Plant Administrators (APPA) recommended resources related to facility upkeep
- Explore adding a "Campus Beautification" or dual ask mechanism (gift to a capital project includes a dual ask for upkeep and maintenance) as philanthropic option to the Foundation's final campaign Case for Support

OBJECTIVE 3: Strengthen the student experience outside the classroom by improving connection, community, and support across all campuses, creating consistent opportunities for students to engage with each other and with NMC in ways that enhance satisfaction and persistence.

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

WHAT DOES SUCCESS LOOK LIKE?

- Our students living the dorms have more opportunities and activities both on campus and in the community
- Our adult and commuter students feel more connected to the campus and have supports and opportunities that draw them to campus
- More student engagement resulting in improved retention
- An increase in student groups providing support towards the personal and professional goals of our learners
- Increased student-centric programming and events across campus

HOW WILL WE MEASURE SUCCESS?

Objective 3 Key Performance Indicators:

- Student belonging, satisfaction, and engagement survey (sliced by student type)
 - Baseline: Belonging at NMC (Spring 2023) 63% Goal: 68% (may refine)
 - Baseline: Satisfaction (2025/2026 avg) 86% Goal: 90%

Secondary Indicators:

- Increased student group participation
- Increased number of student groups/newly established groups

FOCUS FOR PRELIMINARY STAGE AND INTO YEAR 1:

- Assessment of student needs/priorities for extra curricular activities/opportunities (NMC students and students at comparable colleges)
- Develop detailed resourcing plan to address student needs for increased engagement
- Identify connections and supports tied to alumni relations: mentor networks, connections to alumni/retirees, as well as community networks
- Explore how this might connect to [experiential majors maps](#) (plans in MAP) that give students guidance on how to further engage with their major pathway/future career
- Identify ways to connect with Extended Education opportunities such as “Adulting 101” and wellness classes
- Explore an NMC version of "Haalarit" and other takeaways from the Finland visit for improving student connection and belonging, investigate ties to nEXt Endorsement, global endorsement (existing processes/systems)

OBJECTIVE 5: Processes/Systems: Assess and modernize NMC's core operational systems including budgeting, human resources, information technology, and decision-making workflows to reduce friction, improve coordination, and strengthen efficiency and trust across the college.

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

WHAT DOES SUCCESS LOOK LIKE?

- The highest priority pinchpoints and frustrations identified by employees have been addressed
- Operational systems have become more efficient via streamlining and technological improvements
- Employees have more time to spend on other aspects of their jobs and less on the backend systems and operations

HOW WILL WE MEASURE SUCCESS?

Objective 5 Key Performance Indicators:

- Process time reduction (tentative)
 - Baseline: TBD Goal: TBD (based on processes improved)
- Accuracy improvement
 - Baseline: TBD Goal: TBD (based on processes improved)

Secondary Indicators:

- Institutional effectiveness survey revamped
- Staff satisfaction after implementation of a process improvement
- Leadership Council confirms positive impact to process

FOCUS FOR PRELIMINARY STAGE AND INTO YEAR 1:

- Identify the least efficient processes for improvement via pulse survey, Leadership Council, focus groups, value stream mapping (visual flowchart documenting process)
- Identify those tasks *where value is added* in quality of work and efficiency through the application of AI or other technologies
- Revise and improve critical processes
- Empower departments to review and optimize their processes
- Evaluate/acquire AI tools and/or workflow software to tie disparate systems together
- Determine short- and long-term budget implications and potential funding sources

FY27 Budget Update

May Board Packet

May 18, 2026



**Northwestern
Michigan College**

NMC Budgeting and Planning Process

The Planning and Budget Council (PBC) was formed during the 1999-2000 academic year by merging the former Planning Council and the former Budget Council. Its purpose is to make recommendations to the President regarding strategic planning design and implementation, operational planning, resource allocation, and the general fund budget. Membership consists of eleven regular members (4 faculty, 3 staff, 1 SGA member, 1 maintenance/custodial staff, and 2 at-large) and additional ex-officio members appointed by the President. The Council meets regularly during the academic year, and ad hoc during the summer months.

PBC's full responsibilities are listed as follows (per Governance Policy D-502.00):

- To assist the President in developing the strategic plan including recommending goals, measures and targets;
- To identify the institutional capacities needed to be developed to achieve the strategic plan;
- To assess service levels across the institution for providing input on the college budget;
- To recommend revisions to the budget guidelines;
- To help align budget recommendations with strategic and operational plans;
- To provide feedback and suggestions for the budget input variables;
- To recommend allocation of resources guided by the Vice President for Finance and Administration;
- To communicate with member constituencies;
- To orient new council members.
- To address other related topics as deemed necessary by the President

This Council improves budget transparency and communication at the College. Current members are listed as follows:

Hollie DeWalt – At Large	Stephen Siciliano - Chair
Nancy Durecki - At Large	Jay Smith - Faculty
Megan Holtrey– Staff	Shilo Smith - Faculty
Katharine Marvin – Ex-officio	Doug Sieffert–Maintenance/Custodial
Troy Kierczynski – Ex-officio	Jason Slade – Ex-officio
Tamella Livengood - Faculty	Lisa VonReichenbauer - Staff
Todd Neibauer – Ex-officio	Jane Zlojutro - Faculty
Shea O'Brien - Staff	Cathy Brown - Recorder
SGA Representative	

NMC BOARD OF TRUSTEES 2026-2027 RESOURCE GUIDELINES

1 – Strategic and Financial Planning

The budget is a financial plan for the priorities of the institution. The budget proposed to the Board of Trustees for adoption should reflect the Strategic Plan and the area operational plans.

2 – Tuition and Fee Rates

Tuition and fee rates should be considered within the context of the most reasonable estimates of State, local, and private support and projected expenses to support the College's plans, and projected enrollment and unique program characteristics. Tuition should balance the goal of affordable access to learning opportunities with the goal of high-quality service levels for NMC offerings. Regular tuition increases should be considered as a means to sustain this portion of the revenue mix, while minimizing the year-to-year increases. Fees should be reviewed regularly and increases considered when the cost elements to which they contribute increase. Our in-district students will pay less than out-of-district students because the College receives local tax support from Grand Traverse County residents. For some programs, the College uses differential tuition and fees in excess of the general rates.

Tuition and fee changes must also comply with the State of Michigan's tuition restraint regulations. For fiscal year 2027, in-district tuition and fee increases are limited to the greater of 4.0% or \$199 per student (based on 30 credit hours).

3 – Salaries and Benefits Equity

Northwestern Michigan College is committed to attracting and retaining a quality workforce. Equity in salary and benefits is part of the NMC culture and should be expressed within a total compensation package. As part of that package, salary and benefits for faculty and staff will be based on the appropriate peer group or determined in the relevant collective bargaining agreement. The Human Resources office will benchmark non-union employee salaries and wages at least once every three years.

4 – Professional Development

Maintaining and improving the knowledge and skills of the faculty and staff is an investment in the future. Funds should be appropriated annually in the budget for that purpose. Approximately 2.25% of general fund salaries and wages should be appropriated annually in the budget for that purpose.

5 – Faculty and Staff Composition

The College should balance the composition of its workforce between regular employees (those eligible for full benefits) and contingent employees to assure continuity and commitment while maintaining flexibility to implement strategic directions and complete its strategic initiatives in a timely and effective manner. To enhance the smooth transition of personnel, the College has established a contingency for implementing succession decisions.

6 – Technology, Capital Equipment, Maintenance and Renovation

Providing a quality education requires investment in classroom equipment, facilities, and infrastructure. The annual budget should provide for regular maintenance, replacement/upgrade, growth and contingency funding.

7 – Debt Service

Debt Service obligations must be included in the budgeting process at 100% of the current costs.

8 – Financial Reserves

The annual operating budget should include an appropriate allocation for financial reserves. The Vice President of Finance and Administration and Planning and Budget Council shall monitor reserves at least annually. The College identifies the following specific reserves in accordance with Staff Policy D-504.01 *Financial Reserves*:

A – General Operating Reserve

A fiscally sound institution should maintain adequate operating reserves to meet current obligations, to offset contingencies, and to support unusual cash flows related to the following:

- unexpected declines in enrollment
- unknown state funding commitment or retroactive cuts
- unexpected increases in required contributions to the Michigan Public School Employee Retirement System (MPSERS)
- fluctuations in medical or energy costs, or
- other unusual or extraordinary economic conditions.

Northwestern Michigan College shall maintain a General Operating Reserve equal to no less than two months of operating expenses as calculated using the annual General Fund budget.

B – Fund for Transformation

The Fund for Transformation shall be used to fund strategic growth initiatives, emerging opportunities, or other transformational projects. A fund balance equal to two to five percent of annual operating expenses shall be maintained.

C – Plant Fund

Two to five percent of the appraised replacement value (new) of the College's physical assets, including all campus buildings, fixtures, and equipment, should be invested or maintained in a fund for major maintenance, renovation, or replacement of those assets. Plant fund reserves above two percent will be designated for future buildings.

9 – Auxiliary Funds and Other Restricted Fund Balances

The College's auxiliary enterprises may also accumulate fund balances. Fund balances generated by its auxiliary activities are designated for reinvestment, capital, and contingency planning for auxiliary functions. Only the Board of Trustees may authorize, designate, or transfer auxiliary fund balances for another purpose.

Additionally, the administration may restrict certain fund balances as required to comply with generally accepted accounting principles or other external restrictions.

Northwestern Michigan College
Financial Reserves and Other Fund Balances
June 30, 2025

*Per Board Approved Budget Resource Guidelines

Board Required Reserves*	Target*	Minimum*	Maximum*	2023	2024	2025
General Operating Reserve	3-6 months of budgeted operating expenses	\$ 12,439,349	\$24,878,699	\$ 11,692,916	\$ 12,801,662	\$ 15,163,954
Fund for Transformation	2-5% of budgeted operating expenses	\$ 995,148	\$ 2,487,870	\$ 1,405,660	\$ 1,255,255	\$ 1,422,755
Plant Fund Reserves	2-5% of appraised replacement value of real property	\$ 6,236,584	\$15,591,460	\$ 4,889,048	\$ 6,128,424	\$ 3,323,574
Total Board Required Reserves (A)				\$ 17,987,624	\$ 20,185,341	\$ 19,910,283

Discretionary Reserves	Description	2023	2024	2025
Residence Halls	North Hall, East Hall	\$ 5,767,520	\$ 6,729,840	\$ 7,636,238
Cafeteria	Hawk Owl Café	\$ 7,729	\$ (165,922)	\$ (353,554)
Apartments	College Dr. Apartments A, B, C	\$ 2,326,719	\$ 136,071	\$ 358,722
Apartments II	Front St. Flats - 1550 & 1560 E Front	\$ -	\$ (113,886)	\$ (547,885)
Dennos Museum	Dennos Museum Center	\$ 20,467	\$ 6,676	\$ 5,392
University Center	University Center	\$ 594,304	\$ 196,114	\$ 324,667
Main Campus Bookstore	NMC Bookstore	\$ 617,032	\$ 531,131	\$ 442,915
Hagerty Center	Hagerty Center Operations	\$ 889,993	\$ 862,388	\$ 467,855
Esports	NMC Esports Activities	\$ -	\$ (50,873)	\$ (89,693)
WNMC	WNMC Radio	\$ 2,600	\$ 4,393	\$ 4,346
GLMA Vessels	Designated for GLMA vessels	\$ 512,401	\$ 512,401	\$ 343,389
Wellness	Wellness Initiatives	\$ 364,114	\$ 364,114	\$ 364,114
Strategic Projects	Strategic Initiatives	\$ 970,614	\$ 1,015,481	\$ 1,585,764
Employee Retention Credit	Undesignated	\$ -	\$ 8,037,442	\$ 8,413,537
Total Discretionary Reserves (B)		\$ 12,073,493	\$ 18,065,370	\$ 18,955,807
Total Required and Discretionary Reserves (A+B)		\$ 30,061,117	\$ 38,250,711	\$ 38,866,090

Other Fund Balances	Description	2023	2024	2025
GASB 68 - Pension Fund	Under GASB 68, institutions participating in defined benefits plans are required to recognize each's proportionate share of any defined benefit plan liability. This deficit represents NMC's net obligations related to the MPSERS Pension Plans.	\$ (48,424,990)	\$ (45,123,312)	\$ (39,063,336)
GASB 75 - Other Postemployment Benefits (OPEB) Fund	Under GASB 75, institutions are required to recognize each's proportionate share of any Other Postemployment Benefit Plan Liabilities. This deficit represents NMC's net obligations related to the MPSERS Postemployment Healthcare Plans.	\$ (6,916,416)	\$ (3,879,177)	\$ (970,741)
Aviation Hangar & Fleet Expansion	MEDC and Dept of Ed Grant - restricted for Aviation Expansion	\$ -	\$ 1,716,533	\$ 550,000
Total Other Fund Balances (C)		\$ (55,341,406)	\$ (47,285,956)	\$ (39,484,077)
Total Reserves + Other Fund Balances (A+B+C)		\$ (25,280,289)	\$ (9,035,245)	\$ (617,987)
Add: Investment in Capital Assets, Net of Related Debt		\$ 54,855,673	\$ 57,992,744	\$ 64,235,015
Total Net Position (per Audited Financial Statements)		\$ 29,575,384	\$ 48,957,499	\$ 63,617,028

Revenue Considerations

Contained in this section -

Tuition & Fees Revenues

- 1. Enrollment History (Contact Hours):** Since the single greatest revenue source for NMC is tuition & fees, it is important to analyze the trend in contact hours, which are the billable units that drive tuition revenue. This analysis compares budgeted and actual contact hours for each semester for the years provided.
- 2. Tuition Rates and Revenue from Local Sources History:** A comparison of in-district, out-of-district, and out-of-state tuition is provided for recent years along with proposed rates for FY27. This table also provides a history of the College's local revenue sources, which include tuition & fees and property tax revenues.

Property Tax Revenues

- 3. Property Tax History:** A historical view of taxable values in Grand Traverse County, millage rates levied, and budgeted vs. actual property tax revenues.

Total Revenues

- 4. Comparison of % Revenues by Source for MI CC's:** A comparison of % of total revenues by source for all Michigan Community Colleges, from Table 22A of the Michigan Community College Data Inventory linked below.

2024-2025 Michigan Community College Data Inventory Report:

<https://www.michigan.gov/cepi/-/media/Project/Websites/cepi/MISchoolData/2024-25/2024-25-MCCDI-Report.xlsx>

NMC Enrollment History

(Contact Hours)

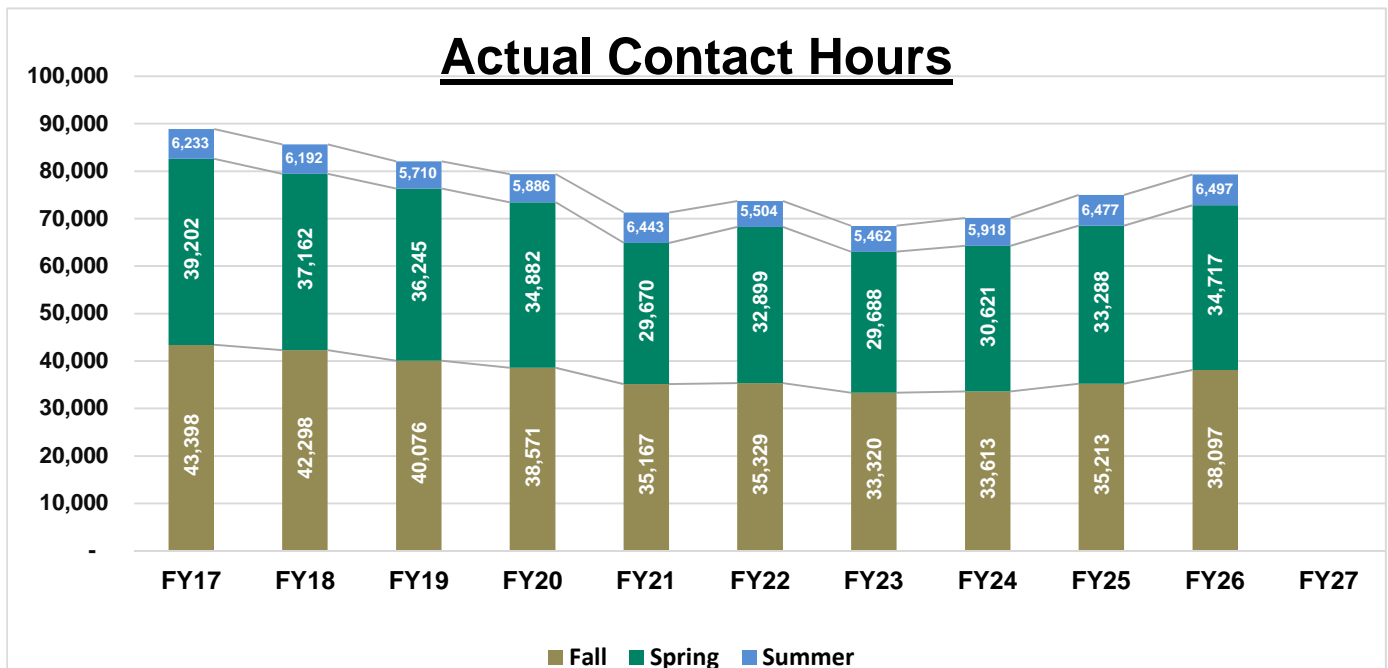
Budgeted Contact Hours

	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>
Fall	42,193	41,922	40,861	38,999	33,145	33,823	34,758	32,231	33,390	36,415	38,275
Spring	39,615	37,330	35,479	35,252	29,733	30,305	31,635	29,188	29,943	34,048	34,823
Summer	6,090	5,582	5,735	5,642	4,919	5,589	6,181	5,469	5,218	5,505	6,411
	87,898	84,834	82,075	79,893	67,797	69,717	72,574	66,888	68,551	75,968	79,509
% change	-12%	-3%	-3%	-3%	-15%	3%	4%	-8%	2%	11%	5%

Actual Contact Hours

	<u>FY17</u>	<u>FY18</u>	<u>FY19</u>	<u>FY20</u>	<u>FY21</u>	<u>FY22</u>	<u>FY23</u>	<u>FY24</u>	<u>FY25</u>	<u>FY26</u>	<u>FY27</u>
Fall	43,398	42,298	40,076	38,571	35,167	35,329	33,320	33,613	35,213	38,097	
Spring	39,202	37,162	36,245	34,882	29,670	32,899	29,688	30,621	33,288	34,717	
Summer	6,233	6,192	5,710	5,886	6,443	5,504	5,462	5,918	6,477	6,497	
	88,833	85,652	82,031	79,339	71,280	73,732	68,470	70,152	74,978	79,311	
% change	-5%	-4%	-4%	-3%	-10%	3%	-7%	2%	7%	6%	

Contact Hours peaked in 2011 at 128,119 hours; decline from 2011 to 2026 = -38.1%



Northwestern Michigan College Tuition Rates and Revenue from Local Sources

NMC Tuition Rates	0% Increase Tuition Freeze		3% Increase Elim. Online Fee		5% Increase		3% - In-District 6% - Other		3% Increase		4% Increase		3% Increase (proposed)	
<u>Residency Status</u>	<u>FY 21</u>	<u>%</u>	<u>FY 22</u>	<u>%</u>	<u>FY 23</u>	<u>%</u>	<u>FY 24</u>	<u>%</u>	<u>FY 25</u>	<u>%</u>	<u>FY 26</u>	<u>%</u>	<u>FY27</u>	<u>%</u>
In-District (per contact)	\$109	0%	\$112	3%	\$118	5%	\$122	3%	\$126	3%	\$131	4%	\$135	3%
Out-of-District (per contact)	\$227	0%	\$234	3%	\$246	5%	\$261	6%	\$269	3%	\$280	4%	\$288	3%
Out-of-State (per contact)	\$296	0%	\$305	3%	\$320	5%	\$340	6%	\$350	3%	\$364	4%	\$375	3%
International (per contact)	\$334	0%	\$344	3%	\$361	5%	\$383	6%	\$394	3%	\$410	4%	\$423	3%
<u>Other Fees:</u>														
General Fee (per contact)	\$30.50	0%	\$30.50	0%	\$32.00	5%	\$33.00	3%	\$34.00	3%	\$35.50	4%	\$36.50	3%
Health Fee (per semester)	\$40.00	0%	\$40.00	0%	\$40.00	0%	\$40.00	0%	\$40.00	0%	\$40.00	0%	\$40.00	0%
NMC Local Revenues														
											Projected		Proposed	
	<u>FY 21</u>	<u>%</u>	<u>FY 22</u>	<u>%</u>	<u>FY 23</u>	<u>%</u>	<u>FY 24</u>	<u>%</u>	<u>FY 25</u>	<u>%</u>	<u>FY 26</u>	<u>%</u>	<u>FY27</u>	<u>%</u>
Tuition and Fees	\$ 19,730,147	-8%	\$ 20,501,108	4%	\$ 21,323,999	4%	\$ 23,655,078	10%	\$ 25,184,473	6%	\$ 27,708,595	9%	\$ 29,216,133	5%
Property Taxes	11,569,141	4%	11,961,680	3%	12,663,865	6%	13,771,898	8%	14,890,963	8%	15,723,436	5%	16,513,776	5%
Total Local Sources	31,299,288	-4%	32,462,788	4%	33,987,864	4%	37,426,976	9%	40,075,436	7%	43,432,031	8%	45,729,909	5%

Notes:

- % columns reflect year over year change
- Tuition rates above reflect general programs.
 - *Tier 1 = Automotive, Audio Tech, Construction Tech, Dental Assisting, Nursing, Surg. Tech, Surveying, Law Enforcement
 - *Tier 2 = Culinary, Great Lakes Water Studies 100-200 level courses
 - *Tier 3 = Maritime, Great Lakes Water Studies 300+ level courses
- The 'Other Fees' section lists our General Fee and Health Fee, which are required for all programs and residencies. Course-specific fees not included here.

**Northwestern Michigan College
Property Taxes History
Taxable Values, Millage Rates, and Revenues**

Fiscal Year	Grand Traverse County Taxable Values	% Chg in TV	NMC's Maximum Allowable Millage Levy	NMC's Headlee Rollback	Property Tax Revenues, before TIFs and other tax abatements	Less: TIF 97, Old Town TIF, Brownfield, and other tax abatements	Net 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	\$ 8,196,743,941	7.5%	2.0050	-1.4%	\$ 16,434,472	\$ (711,036)	\$ 15,723,436
FY26 Budget	\$ 8,196,743,941	7.5%	2.0050	-1.4%	\$ 16,439,472	\$ (725,000)	\$ 15,714,472
FY27 Budget	\$ 8,714,928,049	6.3%	1.9789	-1.3%	\$ 17,253,776	\$ (740,000)	\$ 16,513,776
FY28 Budget	\$ 8,976,375,890	3.0%	1.9493	-1.5%	\$ 17,504,709	\$ (750,000)	\$ 16,754,709
FY29 Budget	\$ 9,245,667,167	3.0%	1.9200	-1.5%	\$ 17,759,294	\$ (495,000)	\$ 17,264,294
FY30 Budget	\$ 9,523,037,182	3.0%	1.8912	-1.5%	\$ 18,017,582	\$ (545,000)	\$ 17,472,582
FY31 Budget	\$ 9,808,728,298	3.0%	1.8628	-1.5%	\$ 18,279,629	\$ (575,000)	\$ 17,704,629
FY32 Budget	\$ 10,102,990,147	3.0%	1.8349	-1.5%	\$ 18,545,489	\$ (605,000)	\$ 17,940,489
FY33 Budget	\$ 10,406,079,851	3.0%	1.8074	-1.5%	\$ 18,815,216	\$ (670,000)	\$ 18,145,216
FY34 Budget	\$ 10,718,262,247	3.0%	1.7803	-1.5%	\$ 19,088,869	\$ (670,000)	\$ 18,418,869
FY35 Budget	\$ 11,039,810,114	3.0%	1.7536	-1.5%	\$ 19,366,503	\$ (670,000)	\$ 18,696,503

Projected

updated 5/11/2025 TK



Table 22A: Total Institutional Revenue 2024-25

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%
State Aggregate	14.83%	31.19%	19.93%	1.65%	8.56%	23.84%
Average	15.54%	26.96%	20.80%	1.56%	9.94%	22.93%

Other Revenue includes revenue sources such as grant and contract revenue, investment income, rental income, indirect cost recovery, non-academic sales/fees, etc.

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

[Table of Contents Page](#)

Compensation Considerations

Contained in this section-

Salaries & Benefits

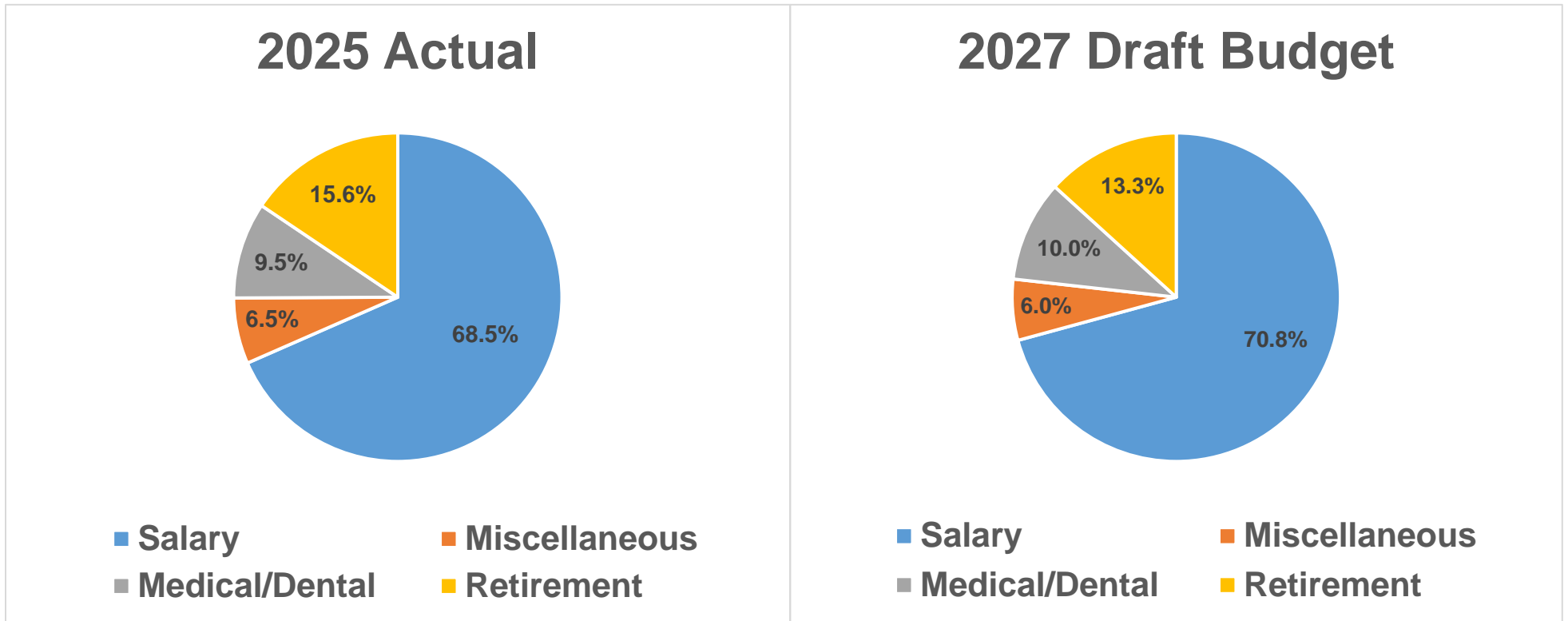
- 1. Total Compensation Narrative:** The narrative describes the elements of the college's total compensation package and the key budget considerations related to compensation.
- 2. Compensation Pie Charts:** Charts comparing the % composition of NMC total compensation costs by category.
- 3. Employee Benefits Plan:** This is a summary report of the College's benefits package and related out-of-pocket costs for employees.

Northwestern Michigan College Total Compensation Narrative

The purpose of NMC's compensation system is to support the attraction, development, and retention of high-quality talent to fulfill the mission and vision of the college. Our comprehensive system includes competitive pay and benefits, performance and recognition, professional development and career opportunities, and work-life balance including flexible working arrangements. The goal of the compensation system is equity, transparency, and consistency in support of NMC's values of excellence, stewardship, integrity, inclusion, and innovation. Below are the key FY27 budget considerations related to faculty and staff compensation:

Category	FY27 Budget Considerations
Faculty Pay	<ul style="list-style-type: none"> • Scale Increases: Pay scale changes for AY's 2026, 2027, and 2028 are set at 4.0%, 3.0%, and 2.5%, respectively. Accordingly, Faculty will receive a 3.0% scale adjustment in August 2026. • Step Increases: Faculty members on steps 1-14 earn an <i>additional</i> 3.7% annual step increase. • Advising Pay: Regular faculty members will all serve as faculty advisors beginning in Fall 2026. Each full-time regular faculty will be assigned a minimum of 12 students as advisees (or a proportionate amount for part-time regular faculty). Faculty advisors will be compensated for each advising meeting (\$30/meeting), orientations outside the instructional period (\$60/session), and for required training for advising (\$40 per hour for attendance at required sessions).
Staff Pay	<ul style="list-style-type: none"> • Scale Increases: Planned scale adjustment of 3.0% for calendar 2027. Recent scale increases were as follows (calendar year): 5.0% in 2023, 2.0% in 2024, 3.0% in 2025, and 3.35% in 2026. • Step Increases: Eligible staff on steps 1-4 will earn an additional 2.7% step increase for calendar 2027. • SEIU Only: NMC's Maintenance, Custodial, and Grounds staff are organized under a collective bargaining agreement through the Service Employees International Union (SEIU). The current CBA effective January 1, 2026 to December 31, 2028 included a 7.5% increase in 2026, 2.5% for 2027, and 2.0% for 2028. Shift differentials also increased from \$0.55/hour (2nd shift) and \$0.70/hour (3rd shift) to \$2.00/hour (2nd and 3rd shifts) for the current contract to remain competitive in our region. Leader pay also increased from \$1.00/hour to \$1.25/hour for this contract, and safety shoe allowances increased from \$100 to \$150/year.
Benefits	<ul style="list-style-type: none"> • No significant changes are expected in benefit offerings or costs for employees. • Wage growth is driving increases to retirement and FICA costs. • Moderate increases in healthcare benefit costs are expected. • NMC will continue offering flexible working arrangements. These arrangements serve as strong attraction and retention tools for the College's workforce and flexibility. The level of flexibility varies greatly based on performance and the needs of each position.

Percentage of Total Compensation Cost



*Retirement costs have declined due to legislative changes to MPSERS under PA 127 of 2024, which reduced the statutory employer cap from 20.96% to 15.21% effective October 1, 2025 (beginning during NMC’s fiscal year 2026).

Northwestern Michigan College Flexible Benefits Plan Calendar 2026

BENEFIT	AVAILABLE PLAN OPTIONS		
Medical Insurance	Core	High Deductible Health Plan	Opt-Out Medical
Priority Health	Deductible: \$500 Individual \$1000 Family Co-insurance: 80% Plan Pays 20% You Pay Co-pay: \$20- office visit, urgent care visit, chiropractic visit \$150- ER visit Preventative Medical Care at 100% Rx: \$10.00 Tier 1 drugs \$40.00 Tier 2 & 4 drugs \$80.00 Tier 3 & 5 drugs	Deductible: \$1,700 Individual \$3,400 Family Co-insurance: 80% Plan Pays 20% You Pay <i>Pay 100% of prescriptions until deductible is met. Then coverage is the same as the CORE plan.</i> Preventative Medical Care at 100% Health Savings Account (HSA) NMC contribution: \$1,400 for Individual Plan \$3,000 for Family Plan	Opting Out – No Medical Coverage (Must provide proof of insurance coverage elsewhere) \$1,400 cash rebate (Taxable, non-MPSERS wages) Pro-rated for time
Dental Insurance	Voluntary		
Blue Cross Blue Shield of Michigan	100% Preventative 85% Class II (filling, root canal, bite guards, denture repairs, tissue conditioning) 60% Class III (crowns, veneer fillings, dentures, bridges, implants) 60% Orthodontia Yearly maximum: \$1,800 Lifetime orthodontia maximum: \$2,000		

BENEFIT	AVAILABLE PLAN OPTIONS		
Vision Insurance	Voluntary		
Eye Med	Eye exam annually with no co-pay; \$0 co-pay on lenses and frames with \$200 allowance on frames every 12 months; \$200 for contact lenses or frame lenses every 12 months.		
Long-Term Disability Insurance	Core	Option I	Option II
New York Life Insurance Company	Employer provided Maximum: 60% of earnings, not to exceed \$3,000/mo.	Employee can purchase Maximum: 60% of earnings, not to exceed \$5,000/mo.	Employee can purchase Maximum: 70% of earnings, not to exceed \$5,000/mo.
Group-Term Life Accidental Death & Dismemberment (AD&D)	Core	Voluntary	
New York Life Insurance Company	Death Benefit \$50,000 Term Life plus \$50,000 Accidental Death & Dismemberment for Full Time Part Time benefit- \$25,000	Employee can purchase additional Term Life/Accidental Death and Dismemberment Insurance in increments of \$10,000, up to maximum \$500,000. Some restrictions apply.	
Spouse Group Term Life (NYLIC)		Spouse can purchase Term Life Insurance in increments of \$10,000, up to maximum \$500,000. Some restrictions apply.	
Child Group Term Life (NYLIC)		Employee can purchase Term Life Insurance for dependent children in increments of \$2,500, \$5,000, \$7,500, or \$10,000 per child.	
Flexible Spending Accounts	Available- all Medical Plans		
Dependent Care	Administered by Meritain Health		
Medical Cost	Administered by Meritain Health		
Limited FSA	Administered by Meritain Health		
HSA	High Deductible Health Plan		
Health Savings Account	Available at employee's bank of choice		

Expenses Considerations

Contained in this section are-

Expenses:

- 1. Expenditures Comparison (MPDI Charts):** These tables provide data on NMC expenses by function and category compared to other community colleges in Michigan.
- 2. Non-Labor Expenses and Transfers History:** This table provides a history of the College's educational & general expenses (referred to as "E&G" or non-labor). Detail of historical transfers are also included for the years provided.



**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%
Northwestern Michigan College	40.67%	7.94%	0.48%	14.79%	10.04%	15.69%	10.38%	100.00%
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%
State Average	39.08%	7.61%	1.60%	10.88%	13.67%	14.79%	12.36%	

**Northwestern Michigan College
Non-Labor Expenses and Transfers History**

	FY22	FY23	FY24	FY25	Budget FY26	5/7/2026 Projected FY26	Budget FY27
Educational & General Expenses (E&G)							
Purchased Services	2,364,932	3,073,784	4,111,289	4,832,160	4,874,433	4,916,679	5,536,187
Supplies & Materials	2,648,865	2,861,325	3,163,600	3,375,137	3,658,350	4,070,542	4,107,231
Internal Services	55,452	82,699	144,823	147,374	141,840	140,182	139,770
Other Expenses	1,285,310	1,238,042	1,437,647	1,326,644	1,667,718	1,966,233	1,750,868
Institutional Expenses	1,624,503	1,919,104	1,925,883	2,188,867	2,023,730	2,373,543	2,217,233
Maintenance & Renovation	1,841,957	1,659,041	1,834,669	2,292,543	2,459,578	2,632,896	2,708,034
Professional Development & Events	424,914	593,380	674,403	634,906	731,955	694,893	771,619
Interest & Amortization (GASB 87/96)	-	593,472	321,943	262,588	-	262,588	-
COAT / Capital Outlay	165,125	248,657	115,517	562,496	235,812	243,307	221,864
	<u>10,411,058</u>	<u>12,269,504</u>	<u>13,729,774</u>	<u>15,622,715</u>	<u>15,793,416</u>	<u>17,300,863</u>	<u>17,452,806</u>
Transfers							
Transfer for Deferred Maintenance	1,292,826	1,170,000	1,230,000	1,400,000	1,750,000	1,750,000	1,925,000
Other Transfers Out (In) ^a	466,346	276,680	1,849,392	2,175,138	2,314,200	1,688,200	2,294,700
	<u>1,759,172</u>	<u>1,446,680</u>	<u>3,079,392</u>	<u>3,575,138</u>	<u>4,064,200</u>	<u>3,438,200</u>	<u>4,219,700</u>
<u>a Other Transfers Out (In)</u>							
Board Designated - Strategic Funds	250,000	250,000	275,000	850,000	325,000	325,000	450,000
Board Designated - Funds for Transformation	50,000	50,000	50,000	150,000	75,000	75,000	75,000
Board Designated - New Capital Projects	-	-	-	-	750,000	750,000	-
Plant Fund - Aviation Capital Fund (tac hours)	473,405	498,105	542,285	553,819	690,000	690,000	740,000
Plant Fund - Additional Deferred Maintenance	-	-	1,540,000	1,000,000	-	-	-
Plant Fund - Technology	500,000	500,000	500,000	600,000	650,000	650,000	750,000
Plant Fund - Facilities Fees	40,000	40,000	-	-	-	-	-
General Fund - Program Specific	(80,627)	-	(161,815)	(320,514)	(100,000)	(726,000)	(100,000)
Restricted Fund - GLMA Direct Support	(766,432)	(1,061,425)	(896,078)	(908,167)	(1,000,000)	(1,000,000)	(1,000,000)
2016 Debt Service - Museum & Other Projects	-	-	-	-	110,000	110,000	104,000
2024 Debt Service - Aviation	-	-	-	250,000	814,200	814,200	813,200
2026 Debt Service - Geothermal	-	-	-	-	-	-	462,500
	<u>466,346</u>	<u>276,680</u>	<u>1,849,392</u>	<u>2,175,138</u>	<u>2,314,200</u>	<u>1,688,200</u>	<u>2,294,700</u>

FY27 Draft Budget

Contained in this section is the draft budget for fiscal year 2027. Various assumptions have been made throughout the budgeting model concerning revenues, salaries and benefits, and expenses.

Tuition and Fee Assumptions:

- 3% In-District /3% Out-of-District increases in tuition rates
 - Increase complies with tuition restraint language capping increases at 4.0%
- 0.2% increase in contact hours from FY26 actual; 5% increase in contact hours from FY26 budget

Other Revenue Assumptions:

- **Property Taxes:** 6.3% increase in Grand Traverse County taxable values; 1.3% millage rollback
 - Millage rate will be reduced from 2.0050 to 1.9789 (factor of 0.9870)
- **State Appropriations:** 0.0% increase in state appropriations – still unknown
- **Other:** Stable support from NMC Foundation, increased investment income

Expense Assumptions:

- General inflation impacts on all expenses
- Adjunct and supplemental costs continue shifting from “salaries and wages” (labor) to “purchased services” (non-labor) as new hires are employed under our contract with EduStaff
- Faculty and staff salary increase (3.0% scale + 2.7-3.7% step increases if eligible)
- Increased transfers for debt service, deferred maintenance, technology; eliminate 2026 transfer for new capital projects of \$750,000

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

	Actual FY 22	Actual FY23	Actual FY24	Budget FY25	Actual FY25	Budget FY 26	5/8/2026 Projected FY26	Final Draft Budget FY 27
Operating Revenue								
51 Local Sources								
Tuition & Fees	\$ 20,501,108	\$ 21,323,999	\$ 23,655,078	\$ 23,905,070	\$ 25,184,472	\$ 27,071,058	\$ 27,708,595	\$ 29,216,133
Property Taxes	11,961,680	12,663,865	13,771,898	14,933,023	14,890,963	15,714,472	15,723,436	16,513,776
53 State Sources	10,889,543	10,771,709	11,704,450	11,155,934	12,916,423	11,550,000	12,018,416	11,778,900
55 Private Sources	1,230,624	1,333,616	1,356,771	1,346,370	2,059,326	1,346,714	1,496,714	1,400,325
57 Investment Income	172,479	578,296	1,560,989	450,000	1,905,702	400,000	1,001,502	650,000
59 Other Sources	532,187	674,483	616,316	617,000	804,932	702,025	755,723	693,800
Total Revenues	45,287,621	47,345,968	52,665,502	52,407,397	57,761,818	56,784,269	58,704,386	60,252,934
Operating Expenditures								
61 Salaries and Wages	22,874,809	23,517,092	24,193,795	24,638,366	24,788,478	26,169,965	25,346,905	27,234,919
65 Benefits	9,002,088	9,418,688	10,575,159	10,588,846	11,413,215	10,846,688	11,070,365	11,345,508
Total Labor Costs	31,876,897	32,935,780	34,768,954	35,227,212	36,201,693	37,016,653	36,417,270	38,580,427
71 Purchased Services	2,364,932	3,073,784	4,111,289	4,281,886	4,832,160	4,824,433	4,916,679	5,536,187
72 Supplies & Materials	2,648,865	2,861,325	3,163,600	3,384,460	3,375,137	3,708,350	4,070,542	4,107,231
73 Internal Services	55,452	82,699	144,823	143,940	147,374	141,840	140,182	139,770
74 Other Expenses	1,285,310	1,238,042	1,437,647	1,634,903	1,326,644	1,667,718	1,966,233	1,750,868
75 Institutional Expenses	1,624,503	1,919,104	1,925,883	1,954,864	2,188,867	2,023,730	2,373,543	2,217,233
76 Maintenance & Renovation	1,841,957	1,659,041	1,834,669	2,317,272	2,292,543	2,459,578	2,632,896	2,708,034
77 Events/Trvl/Prof. Devel.	424,914	593,380	674,403	662,860	634,906	731,955	694,893	771,619
78 Interest & Amort. (GASB 96)	-	593,472	321,943	-	262,588	-	262,588	-
79 Capital Outlay	165,125	248,657	115,517	150,000	562,496	145,812	243,307	221,864
80 Transfer - Deferred Maint.	1,292,826	1,170,000	1,230,000	1,400,000	1,400,000	1,750,000	1,750,000	1,925,000
Total Op. Expenditures	43,580,781	46,375,283	49,728,728	51,157,397	53,224,408	54,470,069	55,468,133	57,958,233
Other Transfers	466,346	276,680	1,849,392	1,250,000	2,175,138	2,314,200	1,688,200	2,294,700
Net Revenue (Loss)	1,240,494	694,005	1,087,382	-	2,362,272	-	1,548,053	-



MEMO
Administrative Services

To: Nick Nissley, President
From: Troy Kierczynski, Vice President of Finance & Administration
Date: May 8, 2026
Subject: NMC's Financial Health KPI: Composite Financial Index (CFI) Score

Purpose

The purpose of this report is to provide leadership and the Board of Trustees an overall assessment of NMC's financial health through a *single KPI* known as the **Composite Financial Index ("CFI")**, which is specific for higher education.

Background and Overview

In the 1970's, KPMG (formerly Peat Marwick Mitchell & Co.) issued a publication called *Ratio Analysis in Higher Education*. In its 4th revision to the publication in 1999, KPMG and additional authors combined the ratios in developing a single aggregate index called the CFI. The CFI has since been adopted by accrediting agencies including the Higher Learning Commission ("HLC"), NMC's accrediting body, as their key measure for assessing financial health for their respective institutions.

There are 4 core underlying financial ratios that determine the CFI score:

- **Primary Reserve Ratio**—measures financial flexibility and liquidity
 - = $\text{Expendable Net Assets} / \text{Total Expenses}$
- **Net Operating Revenues Ratio**—measures operational efficiency and sustainability
 - = $(\text{Operating Income or Loss} + \text{Net Operating Revenues}) / \text{Total Revenues}$
- **Return on Net Assets Ratio**—measures overall financial performance and asset growth
 - = $\text{Change in Total Net Assets} / \text{Total Beginning of Year Net Assets}$
- **Viability Ratio**—measures ability to meet debt obligations and advance the mission
 - = $\text{Expendable Net Assets} / \text{Long-Term Capital-Related Debt}$

To calculate the CFI score, the four ratios are computed and converted to strength factors along a common scale, and then multiplied by specific weighting factors. The four resulting figures are then totaled to reach the single CFI score. The strength and weight factors differ among public institutions, private nonprofits, and private for-profits.

NMC's Business Office reports this requested financial data, including ratios and overall CFI score, to the HLC on an annual basis every Spring based on the College's most recently issued audited financial statements.

CFI Scoring Guide

The CFI score is based on a scale of -4 (severe financial distress) to 10 (superb). Based on the strength and weight factors previously described, an institution's CFI score cannot mathematically be lower than -4 nor higher than 10. **A score of 3.0+ generally indicates adequate financial health and is widely accepted as the benchmark or threshold value.**

The developers of the CFI note that the scores "do not have absolute precision; rather, they are indicators of ranges of financial health that can be markers of overall institutional well-being when combined with nonfinancial indicators...however, the ranges do have *enough* precision to be *indicators* of financial health, and the CFI as well as its trend line, over a period of time, can be **the single most important measure of the institution's financial health.**"¹

The CFI score developers also published a scale to help users interpret the CFI, summarized in the following overlapping ranges and suggested strategies:

- -4 to -2 = Consider whether financial exigency is appropriate
- -3 to 0 = With likely large liquidity and debt compliance issues, consider structured programs to conserve cash
- -2 to 1 = Assess debt and Department of Education compliance and remediation issues
- -1 to 2 = Consider substantive programmatic adjustments
- 1 to 3 = Re-engineer the institution
- 2.5 to 5 = Direct institutional resources to allow transformation
- 4.5 to 7 = Focus resources to compete in future state
- 6.5 to 9 = Allow experimentation with new initiatives
- 7.5 to 10 = Deploy resources to achieve a robust mission

¹ Mezzina, Lou, et al. *Strategic Financial Analysis for Higher Education: Identifying, Measuring & Reporting Financial Risks*. 7th ed., KPMG / Prager, Sealy & Co. / Attain, 2015.

The HLC uses CFI scores in a slightly different manner, as a risk assessments and review tool, bucketing scores for public institutions into the following risk categories:

- **Above the Zone = 1.1 to 10.0** = no follow-up required
- **In the Zone = 0.0 to 1.0** = letter of concern issued in year 1; additional financial documents and plans requested/reviewed by panel in year 2 and beyond
- **Below the Zone = -4.0 to -0.1** = additional financial documents and plans requested/reviewed by panel

Other Scoring Considerations

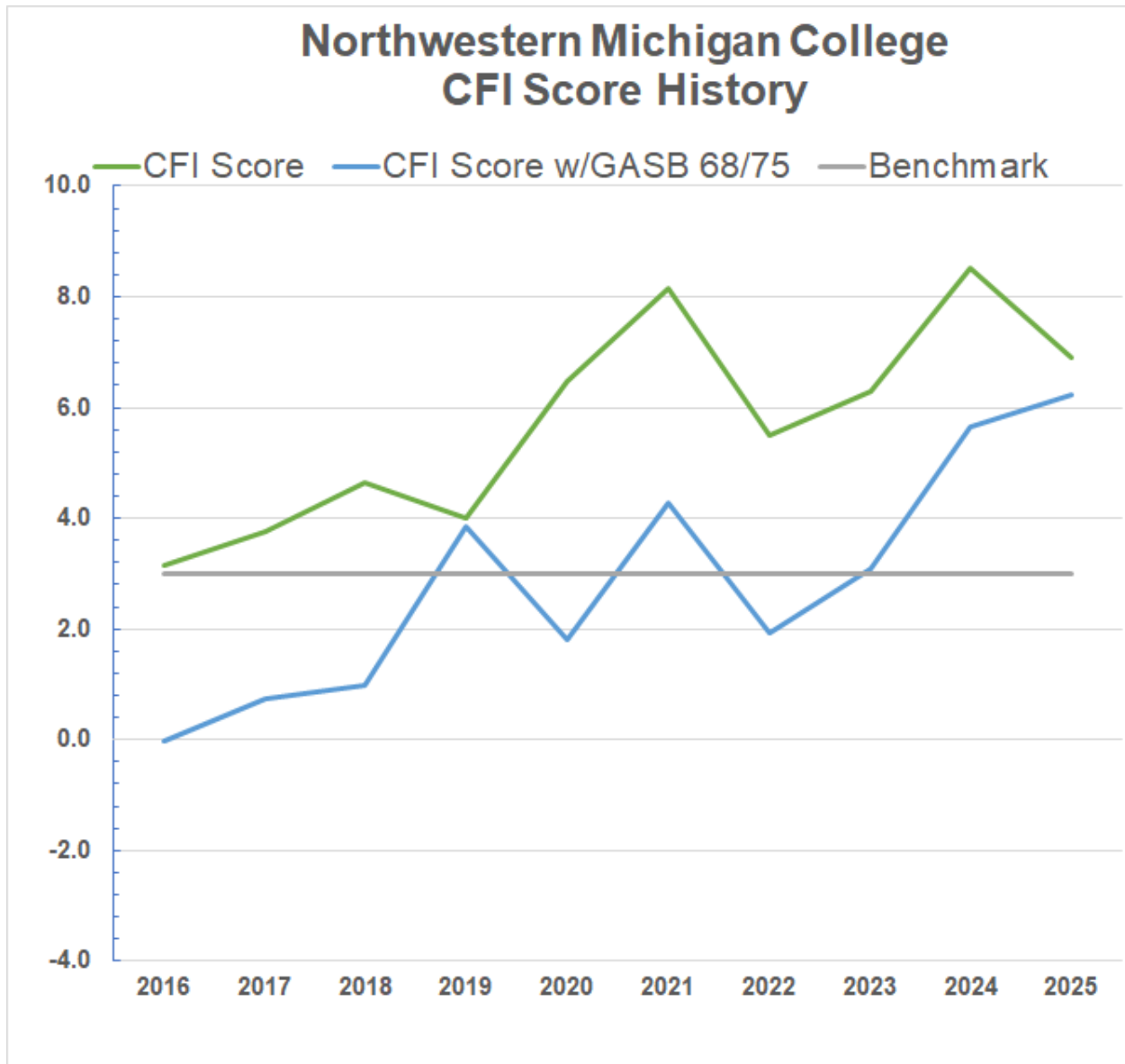
- **Component Units:** For public institutions like NMC, the CFI score encompasses all of the institution's financial resources including affiliated foundations used for fundraising, research or real estate, and other special purpose entities. Accordingly, the NMC Foundation's assets and activity are encompassed in the College's CFI score.
- **Peer Comparison / Flexibility in Calculation:** There is some flexibility in the ratio calculations; accordingly, the flexibility will render peer group comparisons not meaningful, or perhaps even misleading. Further, there is no public database for comparing CFI scores. The index's developers stress that ratios and CFI scores are best used to measure an institution's financial health over a period of time, and discourage peer comparison.
- **Accounting Changes:** Accounting changes impact CFI scores. For example, GASB 68 and 75, implemented in 2014 and 2017, respectively, required multi-employer pension plan members like NMC to recognize their proportionate share of pension and other postemployment benefit liabilities on their balance sheet. Accordingly, HLC requests two sets of data annually: one excluding GASB 68/75 liabilities and related activity, and the other including GASB 68/75 liabilities and related activity.

NMC CFI Score: 10-Year History & High-Level Analysis

The following chart shows the 10-year history and trend of NMC's CFI score, both with and without GASB 68/75 activity as referenced in the previous section. The overall trend is positive, with scores increasing from 3.2 in 2016 to 6.9 in 2025 (or increasing from 0.0 in 2016 to 6.2 in 2025 when including GASB 68/75 activity).

Our current CFI score(s) places NMC in the healthy categorical ranges suggesting we "focus resources to compete in the future state" and "allow experimentation with new initiatives". With diversification activities including FRIC, employee retention credit, successful federal congressionally directed spending asks, the sale of Boardman Lake Campus, and growth of the

NMC Foundation—coupled with 9 semesters of enrollment growth and consistent budgets—these labels seem appropriate aligned with NMC’s current strategic initiatives.



	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
CFI Score	3.2	3.8	4.7	4.0	6.5	8.2	5.5	6.3	8.5	6.9
CFI Score w/GASB 68/75	0.0	0.7	1.0	3.9	1.8	4.3	1.9	3.1	5.7	6.2
Benchmark	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0	3.0

Note: Attached to this report is the most recent data submission to HLC showing the underlying financial data, strength factors, weighting, and CFI scores for the most recent 4 years.


2026 Institutional Update: Financial Form

Northwestern Michigan College - Traverse City, MI

Last Updated: 03/25/2026 04:35 PM

Status: In Progress

Legend: New Draft Updated Deleted Incomplete

 **Financial Information**
03/20/2026 01:21 PM
✔ **Completed**

Financial Information
3/20/2026 1:21:00 PM
✔ **Completed**

	<u>2026</u> 	2025	2024	2023
Ending month of fiscal year	June	June	June	June
Last completed audit year	2025	2024	2023	2022
Did you receive your last completed audit within 6 months of the close of your fiscal year?	Yes	Yes	Yes	Yes
Was your most recent financial audit UNQUALIFIED?	Yes	Yes	Yes	Yes

In the most recent audit, did the auditors express doubt regarding the institution's ability to operate as a going concern, indicate an adverse opinion, or otherwise make a finding of material weakness related to the institution's financial capacity in the opinion or footnotes?

No

No

No

49

No

Public CFI - Excluding GASB

03/25/2026 04:35 PM

Completed

Public CFI - Excluding GASB


3/25/2026 4:35:00 PM

Completed

	2026 	2025	2024	2023
Institution unrestricted net assets	\$38,866,087.00	\$38,219,561.00	\$29,887,347.00	\$30,677,432.00
Institution expendable restricted net assets	\$550,003.00	\$2,541,216.00	\$0.00	\$0.00
Component Unit (C.U.) unrestricted net assets	\$5,979,318.00	\$5,535,018.00	\$4,320,398.00	\$4,318,130.00
C.U. temporarily restricted net assets	\$43,583,220.00	\$38,290,135.00	\$53,207,705.00	\$50,192,186.00
C.U. net investment in plant	\$0.00	\$0.00	\$0.00	\$0.00
Numerator total	\$88,978,628.00	\$84,585,930.00	\$87,415,450.00	\$85,187,748.00
Institution operating expenses	\$70,079,499.00	\$70,403,193.00	\$66,298,918.00	\$64,228,522.00
Institution nonoperating expenses	\$943,936.00	\$673,861.00	\$730,022.00	\$732,646.00
C.U. total expenses	\$5,710,748.00	\$5,321,300.00	\$4,891,230.00	\$5,105,255.00
Denominator total	\$76,734,183.00	\$76,398,354.00	\$71,920,170.00	\$70,066,423.00

Primary reserve ratio	1.16	1.11	1.22	1.22
Primary reserve strength	8.72	8.32	9.14	9.14
Primary reserve weight	0.35	0.35	0.35	0.35
Primary reserve CFI	3.05	2.91	3.20	3.20
Institution operating income (loss)	(\$39,048,357.00)	(\$36,750,391.00)	(\$37,569,076.00)	(\$37,475,200.00)
Institution net nonoperating revenues	\$42,864,474.00	\$47,918,589.00	\$35,510,195.00	\$38,675,559.00
C.U. change in unrestricted net assets	\$444,300.00	\$1,214,620.00	\$2,268.00	(\$1,153,503.00)
Numerator total	\$4,260,417.00	\$12,382,818.00	(\$2,056,613.00)	\$46,856.00
Institution operating revenues	\$31,031,142.00	\$33,652,802.00	\$28,729,842.00	\$26,753,322.00
Institution nonoperating revenues	\$43,808,410.00	\$48,592,450.00	\$36,240,217.00	\$39,408,205.00
C.U. total unrestricted revenues	\$1,236,161.00	\$1,387,663.00	\$997,684.76	\$3,807,676.00
Denominator total	\$76,075,713.00	\$83,632,915.00	\$65,967,743.76	\$69,969,203.00
Net operating revenue ratio	0.06	0.15	-0.03	0.00
Net operating revenue strength	4.31	10.00	-2.40	0.05
Net operating revenue weight	0.10	0.10	0.10	0.10
Net operating revenue CFI	0.43	1.00	-0.24	0.01
Change in net assets plus C.U. change in net assets	\$12,265,587.00	\$18,127,599.00	\$958,906.00	(\$10,799,560.00)
Total net assets plus C.U. total net assets (beginning of year).	\$160,572,492.00	\$142,444,893.00	\$141,485,987.00	\$146,509,983.00
Return on net assets ratio	0.08	0.13	0.01	-0.07
Return on net assets strength	3.82	6.36	0.34	-3.69
Return on net assets weight	0.20	0.20	0.20	0.20

Return on net assets CFI	0.76	1.27	0.07	-0.74
Numerator – expendable net assets (from Primary Reserve Numerator)	\$88,978,628.00	\$84,585,930.00	\$87,415,450.00	\$85,187,748.00
Institution long-term debt (total project-related debt)	\$28,295,000.00	\$21,320,000.00	\$22,495,000.00	\$23,630,000.00
C.U. long-term debt (total project-related debt)	\$0.00	\$0.00	\$0.00	\$0.00
Denominator – total long-term + C.U. debt (total project related debt)	\$28,295,000.00	\$21,320,000.00	\$22,495,000.00	\$23,630,000.00
Viability ratio	3.14	3.97	3.89	3.61
Viability strength	7.54	9.51	9.32	8.65
Viability weight	0.35	0.35	0.35	0.35
Viability CFI (p. 115)	2.64	3.33	3.26	3.03
Total Composite Financial Indicator Score	6.89	8.52	6.29	5.49
Comments				

 **Public CFI - Audited Financials (Including GASB)**

03/20/2026 02:33 PM

 **In Progress**

Public CFI - Audited Financials (Including GASB)

3/20/2026 2:33:00 PM

 **In Progress**

	2026 	2025	2024	2023

Institution unrestricted net assets	(\$7,060,029.00)	(\$11,607,611.00)	(\$25,454,059.00)	(\$27,862,695.00)
Institution expendable restricted net assets	\$6,442,042.00	\$2,541,216.00	\$0.00	\$0.00
Component Unit (C.U.) unrestricted net assets	\$5,979,318.00	\$5,535,018.00	\$4,320,398.00	\$4,318,130.00
C.U. temporarily restricted net assets	\$43,583,220.00	\$38,290,135.00	\$53,207,705.00	\$50,192,186.00
C.U. net investment in plant	\$0.00	\$0.00	\$0.00	\$0.00
Numerator total	\$48,944,551.00	\$34,758,758.00	\$32,074,044.00	\$26,647,621.00
Institution operating expenses	\$61,974,858.00	\$65,301,243.00	\$61,450,896.00	\$58,886,213.00
Institution nonoperating expenses	\$943,936.00	\$673,861.00	\$730,022.00	\$732,646.00
C.U. total expenses	\$5,710,748.00	\$5,321,300.00	\$4,891,230.00	\$5,105,255.00
Denominator total	\$68,629,542.00	\$71,296,404.00	\$67,072,148.00	\$64,724,114.00
Primary reserve ratio	0.71	0.49	0.48	0.41
Primary reserve strength	5.36	3.67	3.60	3.10
Primary reserve weight	0.35	0.35	0.35	0.35
Primary reserve CFI	1.88	1.28	1.26	1.08
Institution operating income (loss)	(\$30,943,716.00)	(\$31,648,441.00)	(\$32,721,054.00)	(\$32,132,891.00)
Institution net nonoperating revenues	\$43,728,245.00	\$49,155,556.00	\$33,860,894.00	\$38,517,243.00
C.U. change in unrestricted net assets	\$444,300.00	\$1,214,620.00	\$2,268.00	(\$1,153,503.00)
Numerator total	\$13,228,829.00	\$18,721,735.00	\$1,142,108.00	\$5,230,849.00
Institution operating revenues	\$31,031,142.00	\$33,652,802.00	\$28,729,842.00	\$26,753,322.00
Institution nonoperating revenues	\$44,672,181.00	\$49,829,417.00	\$34,590,916.00	\$39,249,889.00
C.U. total unrestricted revenues	\$1,236,161.00	\$1,387,663.00	\$997,684.76	\$3,807,676.00

Denominator total	\$76,939,484.00	\$84,869,882.00	\$64,318,442.76	\$69,810,887.90
Net operating revenue ratio	0.17	0.22	0.02	0.07
Net operating revenue strength	10.00	10.00	1.37	5.76
Net operating revenue weight	0.10	0.10	0.10	0.10
Net operating revenue CFI	1.00	1.00	0.14	0.58
Change in net assets plus C.U. change in net assets	\$21,233,999.00	\$24,466,516.00	\$4,157,627.00	(\$5,615,567.00)
Total net assets plus C.U. total net assets (beginning of year).	\$111,570,003.00	\$87,103,487.00	\$82,945,860.00	\$82,785,863.00
Return on net assets ratio	0.19	0.28	0.05	-0.07
Return on net assets strength	9.52	10.00	2.51	-3.39
Return on net assets weight	0.20	0.20	0.20	0.20
Return on net assets CFI	1.90	2.00	0.50	-0.68
Numerator – expendable net assets (from Primary Reserve Numerator)	\$48,944,551.00	\$34,758,758.00	\$32,074,044.00	\$26,647,621.00
Institution long-term debt (total project-related debt)	\$28,295,000.00	\$21,320,000.00	\$22,495,000.00	\$23,630,000.00
C.U. long-term debt (total project-related debt)	\$0.00	\$0.00	\$0.00	\$0.00
Denominator – total long-term + C.U. debt (total project related debt)	\$28,295,000.00	\$21,320,000.00	\$22,495,000.00	\$23,630,000.00
Viability ratio	1.73	1.63	1.43	1.13
Viability strength	4.15	3.91	3.42	2.70
Viability weight	0.35	0.35	0.35	0.35
Viability CFI (p. 115)	1.45	1.37	1.20	0.95

Total Composite Financial Indicator Score	6.23	5.65	3.09	1.93
Comments				

Final Verification

03/20/2026 02:34 PM

Completed

Final Verification

3/20/2026 2:34:00 PM

Completed

*** Required**

I verify that the reported information is accurate and has been verified by the Accreditation Liaison Officer. *

Yes

I verify that the reported information is accurate and has been verified by the Chief Financial Officer. *

Yes



MEMO
Office of the President

To: NMC Board of Trustees
From: Nick Nissley, President
Subject: May Mid-Month Update
Date: Monday, May 11, 2026

Dear Board of Trustees,

Since the April Board meeting the following are key updates.

Commencement

It was a blue bird day - 49 degrees, bright sunshine, and clear blue sky. A stunningly beautiful day for Northwestern Michigan College's Class of 2026 Commencement Ceremony. And, it was Swoop's first time participating in our Commencement. What a great addition, as we intentionally seek to increase vibrancy college-wide. A special thanks to you, our Trustees, for showing up for *three* commencement ceremonies and numerous end-of-the-year celebrations that preceded graduation, to show your support for our students, our community, and our mission. Together, we shook every student's hand as they crossed the stage at Commencement. And, we continued our tradition of sharing a pine seedling with every graduate. As you know, this year's commencement ceremonies also honored NMC's 75th anniversary. Each graduate wore special green cords with their caps and gowns, in recognition of the anniversary.

Aside from the emotionally uplifting experience, there's also a perspective from commencement that speaks to enrollment growth. NMC's class of 2026 increased by 10% and the number of degrees and certificates those graduates earned rose nearly 12% over 2025, a rise most likely due to two state scholarship programs. A total of 579 students earned 632 degrees and certificates over the 2025-26 academic year. More than a third of the graduates were recipients of the Community College Guarantee (CCG) or Michigan Reconnect, the statewide scholarship programs. The CCG offers free tuition to recent high school graduates, while Reconnect is for adults 25 and older who don't already have a degree or certificate. Reconnect started in 2021 and requires students to be enrolled in at least 12 credits for the academic year. Both programs were implemented to meet Michigan's Sixty by 30 goal of having 60% of the working population with a post-high school degree or certificate by 2030. You can be very proud, NMC has played a central

role in helping our region make significant progress towards this goal. The region started at 34.2% in 2017 and now stands at 53%. This is NMC fulfilling our mission - *delivering lifelong learning opportunities!*

Campus Day

I was so proud of our Extended Education team this past week. In collaboration with our NMC Foundation, and the many volunteers from across the College and from throughout the community, together, they welcomed 400 community members onto our campus for Campus Day. On Campus Day, NMC invites the community to a day of educational exploration. It's an event geared towards those 50 and older, though all ages are welcome to attend. Attendees personalize their learning experience by selecting three sessions from a diverse offering of over forty topics. Campus Day is our mission in action: *delivering lifelong learning opportunities to transform lives and enrich our communities*. And, once again, it's clear why folks say, "NMC isn't just a community college, it's the community's college."

Boardman Lake Campus

After the finalization of the sale, we continue to work on relocating the departments, while also planning ahead for the next major campus priority, the Osterlin Student Success Hub. More detailed information regarding relocation plans for departments will be shared in the coming weeks.

Legislative Tour: 'A Day in the Life'

On Monday, May 4, Senator Damoose and Representatives Roth and Coffia visited the Front Street Campus to tour the various current locations of student services. Director of Student Success and Retention Lindsey Dickinson, along with a recent grad, Shanna, shared students' experience navigating our present multi-stop model of student service delivery as we advocated with our legislators for continued support of the Capital Outlay request. Once again, we shared our vision of creating a one-stop student services model. A student success strategy intended to reduce friction and increase student persistence. And, ultimately help students meet their goal of graduation!

East Bay Beach Corridor Improvement Authority TIF

Following the Board's adoption of the resolution to opt out of the East Bay Beach Corridor TIF, the resolution was submitted to the East Bay Township Clerk ahead of the May 8 deadline. Claire Karner, East Bay Director of Planning and Zoning, confirmed the resolution will be added as an appendix to the adopted Development & TIF plan. The Township Board has the Development & TIF plan on their May 11 agenda.

Geothermal Project

As this long-planned energy project gets underway, Cherry Lot will be closed to parking starting Sunday, May 10, and is expected to remain closed through September (with the goal of reopening earlier if possible). This project is part of a broader effort to transition key campus buildings to renewable energy. While this summer's phase may require some adjustment, it positions NMC for long-term efficiency, reduced energy costs, and more sustainable campus operations. We know this is a busy time of year and we appreciate your patience and flexibility as this work begins. We'll continue to share updates as the project progresses.

This estimated \$22.9 million, two-phase (Summer 2026, Summer 2027) project will be funded by the following three sources: our 2023 congressionally directed spending award sponsored by Former U.S. Senator Debbie Stabenow in the form of a Federal grant administered by Department of Energy's Office of Energy Efficiency and Renewable Energy (EERE) (\$2.7 million); Boardman Lake Campus Sale Proceeds (\$10.0 million); and our soon-to-be issued tax-exempt bonds as authorized by the Board in April (the final bond sale amount TBD by late May).

The bond offering process is now underway. We held a bond due diligence call with our bond advisors (PFM) on April 28, updated the preliminary official statement, reviewed it through bond counsel (Thrun Law), and scheduled a bond rating call with S&P Ratings on May 15. Our updated credit rating is expected to be released by the end of May. NMC currently maintains a AA credit rating with a 'stable' outlook. The competitive bond sale will occur on June 1, and proceeds are expected to be received on June 24.

Freshwater Research and Innovation Center

[The Freshwater Research and Innovation Center](#) remains on track for a Spring 2027 opening, with construction progressing. A ceremonial "Topping Off Celebration" occurred April 24. This event brought partners, supporters, and the public to the site to sign the final beam and watch its placement. This was a significant milestone in the construction of the Freshwater Research and Innovation Center.

Upcoming outreach includes:

- UM "Roads" Scholars (Traverse City, May 7)
- XPONENTIAL 2026 - Drone and Defense Conference (Detroit, May 9 -12)
- Sponsorship of the Great Lakes Drinking Water Conference (Traverse City, May 20 - 21)
- Grand Valley State University visit (Traverse City, May 22)
- International Association for Great Lakes Research (Winnipeg, May 25 - 29)
- Saab introductory conversation (TBD)
- Conversations with BlueTech and emerging start-ups (ongoing)

75th Anniversary

Building on the momentum of our successful Student & Community Block Party, we are now looking forward to our next Signature Event: Explore History Day on July 25. The celebrations continue between Signature Events with many 75th-branded activities including:

- **May 13** - You Made It Possible Employee Recognition Reunion
- **July 2** - Dennon Summer Reception & Launch Party
- **July 4-11** - Cherry Festival Tent & Parade

Detailed event information is available at nmc.edu/75.

As part of our 75th Anniversary kick-off in January, we announced two lists of extraordinary NMC alumni: Legacy Honorees and 2026 Outstanding Alumni. Starting this month, you can hear the stories behind the winners, as WNMC Station Manager Eric Hines interviews select awardees. The first interview with alumna Abby McKiernan, founder of HelpLink, aired on May 6. Keep your radio dial tuned to 90.7 FM for more stories of alumni impact.

Advancement Division

NMC Foundation & The Dennon

I'm thrilled to share that together with The Dennon, the NMC Foundation secured a \$2 million gift from an anonymous donor to establish an operating endowment for the museum. This gift is critical to the fiscal health of The Dennon, providing a stable annual funding source for the museum's operational needs such as programming, staffing, building maintenance, and more.

Bookstore Changes

NMC is changing how course materials will be provided to students beginning this Fall. We are transitioning to a new partnership with eCampus, which will serve as our exclusive course materials provider. This shift is designed to expand access, improve affordability, and offer students more flexible options for course materials including digital, print, and rental formats, while more effectively managing the Bookstore's inventory costs..

The NMC Bookstore is one of an estimated 300 remaining college bookstores operating fully independently. Today, more than half of the 4,000+ colleges in the U.S. use a fully outsourced model (e.g. Barnes & Noble, or Follett) to provide their students course materials and general merchandise, reflecting a broad shift in the market, with remaining College stores operating under hybrid models. NMC's partnership with eCampus will be exclusive to course materials.

For staff and students, there is no impact on the current semester or summer term. Implementation will take place over the summer in preparation for Fall 2026. Faculty's course materials adoptions for Fall 2026 will automatically be uploaded into eCampus as part of the transition.

We will work closely with stakeholders - faculty, staff, students - in the coming weeks to ensure a smooth transition, with clear guidance, tools, and support well in advance of the fall semester. We'll be sharing more details soon, including opportunities for faculty and staff to learn about the new system and ask questions. For now, I want to make sure you hear directly from us as we begin this transition.

Points of Pride

- The annual **IT Olympics** were hosted this week and are one of many other outreach events - e.g., Industry Night Out - led by Scott Goethals. It's great to see the partnering with Northwest Ed CTC and Wexford Missaukee CTC, as well as the extensive industry support and volunteer engagement.
- The Dennon Museum Center held the **5th Annual Asian American Pacific Islander (AAPI) Celebration**.
- NMC joined with Northwest Michigan Works! for the largest career exploration event in the region! **MiCareerQuest Northwest** connects thousands of students from dozens of school districts with NMC (and, others). The event features interactive exhibits about high-demand, high-wage career options. Students get a hands-on learning experience with a variety of career pathways. Our NMC programs represented included:
 - UAS
 - Surveying
 - CIT
 - Culinary
 - IAT
 - GLWSI
 - Dental Assistant
 - Surgical Technology
 - Nursing

These programs designed explicitly hands-on exploration of careers that NMC can prepare students for; affording them the opportunity to learn about careers in our region's high-demand industries through interactive experiences with NMC and local employers.

- The Ticker announced, this past week, that the Traverse City Human Rights Commission [announced the recipients](#) of the **2026 Sara Hardy Humanitarian Award and the Humanitarian Business/Organization Award**. Immigration Law & Justice Michigan Legal Director, Marcello Betti has won the former, while HelpLink (formerly

Spark in the Dark) and the Neurodiversity Support Center (NSC) at Northwestern Michigan College won the latter.

Recall, our instructor, Nancy Gray, founded the College's Neurodiversity Support Center. Sadly, this past year, she passed away. This award is a wonderful posthumous recognition of the work she courageously led - as NMC was the first community college in the state of Michigan, to stand up a neurodiversity support center. The award also recognizes everyone else who walked alongside Nancy in the founding of this amazing student support.

In addition, the two other award winners - Marcello Betti (Legal Director of Immigration Law & Justice Michigan) and Abigail McKiernan (founder of HelpLink, formerly Spark in the Dark) - are NMC alums (and, part of our 2026 Outstanding Alumni class). So, this year, one could say, NMC made a 'sweep' of the HRC's Humanitarian Awards!

This award could not have been possible without the courageous leadership of Stephen Siciliano who supported Nancy Gray's sabbatical research, and proposal to develop the NSC. Similarly, Todd Neibauer as leader of the student services portfolio supported Nancy and her vision to launch the NSC. So, a special thank you to the both of them, for supporting this work, and the individuals who are breathing life into the center's operation.

- With so much of the past month focused on our end-of-year events leading up to Commencement, it was a change of pace to volunteer with our Great Lakes Culinary Institute students at our community's **Empty Bowls** event, the day after graduation. Every year, I look forward to supporting this great cause, raising money and awareness for the issue of food insecurity in northwest Michigan. I am so proud that every year our GLCI students volunteer and contributed one of the 17 different soups featured from local restaurants. Special recognition is due to GLCI Chef James Morse. His smoked salmon chowder won the first prize/best soup award!
- On this upcoming Wednesday, we will hold our annual **“You Made It Possible”** celebration. This heartfelt event honors the incredible dedication of our employees, board members, and retirees whose service makes a lasting impact on the lives of our learners.

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:

- [“Online Classes and Conflicting Desires”](#) *Inside Higher Ed*
- [“Is College Supposed to Feel This Lonely?”](#) *Inside Higher Ed*
- [“The colleges pioneering change amid a teetering status quo”](#) *University Business*

Upcoming Dates of Note

- **May 13** - You Made It Possible Employee Recognition Reunion (NMC Hagerty Center)
- **May 18** - Regular Monthly Board Meeting (TJNIC 106/107)
- **June 4** - Fellows Celebration (NMC Hagerty - Center)
- June 22 - Regular Monthly Board Meeting (TJNIC 106/107)



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: May 11, 2026
Re: **State/Federal Legislative Update**

State

FY27 Budget

We are starting to gain additional clarity around the FY27 state budget process. To-date, the Governor has submitted her Executive Recommendation, and both the House and Senate have approved their own versions of the budget. The next step is for the Consensus Revenue Estimating Conference (CREC) to meet on 5/15 and determine how much revenue the state expects to have- which will set the stage for final budgets to be negotiated. At this point, we still believe that budgets will be completed by July, but there is still a lot of work to be done between now and then.

Here is a breakdown of where some of our key priorities fall.

Budget Area	Executive	House	Senate
Performance Funding	0%	-2.9%	1%
NMC Funding Change over FY26	\$11,300	-\$278,100	\$109,700
ITEMS	\$33.3 million	\$14.9 million	None
MPSERS	Fully funds	Fully funds	Fully funds
Tuition Restraint	Yes, but increased to 5% in FY28	Yes, but limited to 3% for FY28	Yes, but limited to 3.5% for FY28
Dual Enrollment	Yes (\$20 million)	Yes (\$40 million)	Yes (\$60 million)

For a deeper dive into the budget proposals, attached are slides developed by the MCCA.

Osterlin Student Services Hub

We continue to work a two-pronged strategy with regards to funding for the Osterlin project. The first is a Legislative Directed Spending Item (LDSI) being sponsored by Rep. Coffia and Sen. Damoose. So far, we have not been asked to testify but our project remains a top priority for both offices. The process for how LDSIs will be added to the budget is still evolving and so far, the House included a short list of LDSI's in their budget proposal, but the Senate didn't add any.

We also continue to work with Senator Damoose and Representative Roth on getting a capital outlay planning AND construction authorization for the project. So far, the Senate passed a capital outlay bill along with their budget proposal, but the House did not. Senator Damoose offered an amendment and gave a floor speech in support of our project, but it did not ultimately get included.

We also convened an on-campus meeting with Rep. Coffia, Rep. Roth and Sen. Damoose last week to give them a stronger understanding of the need for the Osterlin project. This included a campus walking tour to demonstrate the path a student must travel currently to access services that will be housed in the centralized Student Services Hub.

Property Tax Legislation

We continue to monitor and evaluate efforts to reform property taxes in Michigan. We know that reform is a priority for the Speaker of the House and so far, there has been a package of bills introduced in the House (HB 5873 -HB 5880) (the HELP UP Plan). The MCCA is opposed to this bill package given the damage it would do to community college property tax collection. For example, eliminating the uncapping or pop-up tax on property transfers would create a compounding annual revenue loss forecast to be \$2 billion by FY35. While we don't have an indication that this bill package will pass in its current form, its impact on community colleges is quite concerning.

Federal

Farm Bill

- The House passed the multiyear [Farm, Food, and National Security Act of 2026 \(H.R. 7567\)](#), a.k.a. the “Farm Bill” update through 2031.
- This bill includes a new community college grant program, based on the bipartisan, ACCT-endorsed Community College Agriculture Advancement Act, led by Reps. Kelly (R-MS) and Carbajal (D-CA), and Sens. Hickenlooper (D-CO) and Fischer (R-NE).
- The legislation would:
 - Provide competitive grants to community colleges (alone or in consortium), with priority for coordination with the local agriculture industry
 - Allow funds to be used for agriculture industry job training, education, research, and outreach, including farm business management.
 - Authorize “such sums as may be necessary” through 2031. (The Appropriations Committee would need to fund this each year.)
- Now the Farm Bill is headed to the Senate.

Community College Accountability

- The [U.S. Department of Education](#) has proposed the final rule that would evaluate college programs based on the earnings of their graduates, a major shift toward outcomes-based accountability.
- If finalized, programs whose graduates earn less than comparable workers with only a high school education could lose access to federal student loans. These accountability rules are especially significant for community colleges, where many programs are closely tied to workforce outcomes.
- Key Dates to know:
 - April 20, 2026 – Proposed rule released TODAY
 - May 20, 2026 – Public comment deadline (30 days after publication)
 - July 1, 2026 (earliest) – Rule could take effect, depending on finalization
 - 2027–2028 – Programs evaluated under new metrics
 - 2028 (earliest) – Potential loss of aid eligibility for failing programs



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

Notes regarding Key Items on May Agenda:

- The **Truth-in-Taxation Resolution** is an annual requirement for the Board to set a time in which we inform the public of property values and the resulting revenue. We set this date and time for the June regular Board meeting, which is also the Budget Hearing. VP of Finance and Administration Troy Kierczynski will provide an updated budget from when the initial FY27 budget presentation occurred in March. The packet of budget materials includes the **Financial Reserves and Other Fund Balances** as requested by Trustee Weaver in March, also.
- The **Composite Financial Index (“CFI”)** is shared as a single key performance indicator (KPI) of the college’s financial health. See related memo.
- The Building and Site Committee reviewed requests for two easements and a recommendation to extend a cell tower lease contract. The committee recommends both for consideration by the full Board on the May agenda.
- A **Strategic Fund investment** is requested to support operational expenses related to the NMC Foundation’s comprehensive campaign. The NMC Foundation will share the other 50% of the expenses.
- The **MACC Grant** and **Tribal Council 2% Grant** applications both require Board authorization as part of their submission requirements.
- Authorization is requested for a **software contract renewal**. The current Sentinel One platform was added in several different pieces, this is the original purchase, which was then followed by adding the Security Incident and Event Management piece in February 2026, and the Managed Detection and Response piece in March 2026. After this annual renewal we will be able to send out for a competitive bid for the Endpoint Detection and Response, Network Discovery, and Security Incident and Event Management pieces as a single platform. **The cost of this software license is within the annual Systems & LAN Management budget.** See the corresponding memo for more details.

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

- **FY26 YTD General Fund Results**—For FY26, through March 31, 2026, the College’s general fund has net revenue of \$11.1 million compared to net revenue of \$10.3 million through the same period last year. Increased tuition & fees and property taxes in FY26 have been largely offset by increased operating expenses.
- **FY26 General Fund Projection**—Our financial projection for FY27 anticipates a net surplus of \$1.5 million for the year ended June 30, 2026 driven by higher than expected enrollment and stronger than expected investment income.
- **FY 27 Budget**—The FY27 final draft budget is balanced, supports our Strategic Plan, and does not require the use of any reserve or one-time funds (e.g. BLC sale proceeds / ERC).

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

- Summer 2026 contact hours are currently up 1.2% over the summer 2025 cycle.
- Total headcount is currently down by 57 students.

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

April was a mixed month for media. Paid digital campaign performance declined due to increased competition, enrollment cycle timing, and lower conversion efficiency. Following Board approval last month, we are transitioning to a new digital marketing partner, with improved performance as the goal. Shared media was up, owned and earned media were flat

Paid Media - ↓

- Applications: 59
- Accounts: 63

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

- The May 2026 update will focus on the objectives of Strategy 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. The objectives for this strategy are:
 - OBJECTIVE 1: Deliver near-term master-plan projects, Osterlin student hub, and new student housing, as visible commitments to a modern, student-centered campus.
 - OBJECTIVE 2: Renew and improve campus spaces, addressing aging facilities in need of renewal, and enhancing landscaping and gathering areas to create a functional, welcoming environment that reflects NMC’s quality and community.
 - OBJECTIVE 3: Strengthen the student experience outside the classroom by improving connection, community, and support across all campuses, creating consistent opportunities for students to engage with each other and with NMC in ways that enhance satisfaction and persistence.
 - OBJECTIVE 4: Strengthen NMC’s reputation as an employer of choice by reviewing, prioritizing, and implementing improvements to staffing, workload, and compensation systems to ensure they continue to support a healthy, high-performing organization and a culture of professionalism and pride.

**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, April 27, 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, Andrew K. Robitshek, Jody N. Lundquist

Trustees Absent: Pamela T. Horne

Trustees Remote: Kenneth E. Warner

Also present: President Nick Nissley, Lynne Moritz, Diana Fairbanks, Troy Kierczynski, Todd Neibauer, Stephen Siciliano, Jason Slade, Lindsey Lipke, Kyle Morrison, Hollie DeWalt, Jason Slade, Becca Richardson, Lindsey Dickinson, Lisa vonReichbauer, Kelly Yauk, Laura Stevens, Megan Bylsma, Beth Friend, Amy Shamroe, Fred Bimber, Noah Schneider

Due to the absence of Board Secretary Pam Horne and the slate of action items on tonight's agenda, Chair Keely asked for a motion delegating the powers and duties of the secretary for this evening through April 30, which is when Trustee Horne is scheduled to return, to Trustee Robitshek. Laura Oblinger made the motion, seconded by Jody Lundquist. Trustee Robitshek accepted serving as Acting Secretary. Trustee Warner participated in the meeting via Zoom, therefore, he was not able to vote on any action items nor count toward a quorum per the Open Meetings Act.

REVIEW OF AGENDA—The agenda was accepted as presented.

REPORTS AND PRESENTATIONS

Mission & Values in Action—Shirl Martin, a non-credit student navigator in Extended Education shared a testimonial highlighting how NMC's "Broader Front Door" approach supports adult learners in accessing educational opportunities. The example described a local resident, new to NMC and seeking a career change without incurring debt, who connected through Extended Education & Training and the NOMIAC initiative. With personalized guidance and coordinated support, the student successfully transitioned into the new Culinary and Beverage Management certificate program. The testimonial underscored the effectiveness of strategic efforts to expand access, support student success, and strengthen regional workforce development.

Faculty Report: Visual Communications Studio Class—Caroline Schaefer-Hills, Visual Communications Instructor, provided an overview of an experiential learning project that engages students through collaboration with community partners. She highlighted the participating nonprofit organizations and shared examples of student work developed through the initiative.

Strategic Initiatives Update: Enrollment and Student Success—Jason Slade, Vice President of Strategic Initiatives, and Strategy Two Champions Lindsey Dickinson, Kelly Yauk, and Lisa vonReichbauer reviewed the four objectives and metrics for strategic enrollment and student success. Integrating and strengthening a unified, data-informed enrollment ecosystem for recruitment and retention, moving beyond siloed tasks to create a cohesive student journey. Success will be measured by application to enrollment metrics, as well as

dual enrollment rates. A new student portal will be developed to deliver timely, targeted communications and deadline reminders, improving clarity around next steps for both prospective and current students. The system will prioritize relevant, real-time information throughout the semester, with the goal of reducing course drops and increasing on-time registrations. Lessons learned from this initiative will inform the development of a similar employee-facing model. The new advising model will increase student touchpoints with advisors throughout their time at NMC. All students will have a semester-by-semester academic plan to identify requirements and support on-time completion. Students will also gain a stronger understanding of career exploration tools and regional opportunities for employment and transfer. Objective 4 seeks to expand learning options and clarify stackable pathways so every student, especially adult, rural, and part-time learners, can advance toward employment or further education.

In response to a question, the application to enrollment rate was explained as on par with peer community colleges. October is college application month, requiring high school students to apply, which explains high application numbers and a 40% conversion to enrollment.

VP of Student Services and Technologies Todd Neibauer described how student input is being sought to create a new student portal. AVP of Strategic Communications and Change Initiatives Diana Fairbanks explained the significance of the website redesign engagement process, which will occur over the course of one year to provide for critical stakeholder engagement.

PUBLIC INPUT—There was public input offered by Beth Friend, Amy Shamroe, and Fred Bimber.

UPDATES

President's Update—President Nick Nissley acknowledged the 75th Anniversary Student and Community Block Party this past Saturday, and thanked Rachel Urkowitz, Marcus Bennett, and Zach Whitaker for their work in planning the signature event. Saturday's events also included welcoming the college mascot, Swoop, and the Native American Student Organization Graduation Pow Wow. The NMC Foundation's Taste of Success event, in support of the Great Lakes Culinary Institute, had the largest sponsorship amount and number of sponsors. The MCCA Capitol Day event was a great opportunity to advocate for legislative priorities; a team including the president, Board Chair, and a current student participated on behalf of NMC. Now that the governor and state legislatures have submitted their budget proposals, President Nissley shared that for practical purposes, the operational budget from the state is flat; however, ITEMS funding is included in the governor's and house budgets and all three proposed budgets include continued funding for the Michigan Achievement Scholarship, expansion of Reconnect to 21+, and funding to support dual enrollment. This summer, the college is looking at a ninth consecutive semester of enrollment growth. The BlueTech Challenge saw growth in the number of applicants, with the finale will occur during the Lakebed 2030 conference (September 17, 2026). The OOPs for Education Pitch Competition received a total of 19 submissions from students, faculty, and staff. Of those 19 submissions, the top 6 were selected to move on to the pitch competition. All 6 of those received some funding.

Board Chair Update—Chair Mark Keely noted that he will work with President Nissley and executive staff to plan educational opportunities for trustees on the topic of AI and community colleges. Trustee Warner recommended a resource he discovered at a national conference.

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

Minutes of the March 23, 2026, regular meeting
 Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
 Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
 PRMC Report—*Diana Fairbanks, AVP, Strategic Communications and Change Initiatives*
 Advancement Report—*Katharine Marvin, Vice President of Advancement*
 Policy Committee—*Pam Horne, Committee Chair*
 Building & Site Committee—*Kennard Weaver, Committee Chair*
 Audit Committee Report—*Kennard Weaver, Committee Chair*
 Executive Committee Report—*Mark Keely, Committee Chair*

ACTION ITEMS

Policies for Second Reading—On a motion by Laura Oblinger, seconded by Jody Lundquist, the Board unanimously adopted the following amended policies on second-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

Geothermal Bid Package—Kennard Weaver made a motion, seconded by Laura Oblinger, recommending authorization for administration to enter into a contract amendment with The Christman Company for Bid Package 1 in the amount of \$9,597,041 for the work listed in the accompanying Cost Summary. The motion passed unanimously.

Resolution for Reauthorization of Geothermal Project Financing—Laura Oblinger made a motion recommending adoption of the Resolution Authorizing the Issuance and Delegating the Sale of Bonds as prepared by bond counsel, and as presented by the administration, and that the Secretary of this Board be authorized to sign the same. Kennard Weaver seconded the motion and it passed with unanimous support.

Geothermal Project Investment—Kennard Weaver made a motion recommending authorization to utilize an additional \$5,000,000 (for a total of \$10 million) of the Boardman Lake Campus sale proceeds towards the Front Street Campus geothermal project. Laura Oblinger seconded the motion. The recommendation for the additional investment originated from the Building and Site Committee; when considering the investment, committee members emphasized the importance of aligning use of the Boardman Lake Campus sale proceeds with priorities in the campus master plan and strategic plan. The motion passed with unanimous support.

Winkler Group—On a motion by Laura Oblinger, seconded by Andy Robitshek, the Board unanimously approved authorization for administration to enter into a 24-month contract with the Winkler Group for professional campaign specific fundraising counsel regarding a \$45 million comprehensive campaign. The total projected cost of this contract is \$340,000, with the College's commitment totaling \$170,000 over two years. The NMC Foundation will fund the remaining amount. The College's contribution will be funded by the Strategic Fund. The motion passed unanimously.

Website Redesign—Jody Lundquist made a motion, seconded by Andy Robitshek, to authorize administration to enter into contract with Stamats for the amount of \$267,400 for website redesign. The source of funding is the Strategic Fund. The motion passed unanimously

Digital Marketing—Laura Oblinger made a motion, seconded by Andy Robitshek, to authorize administration to enter into contract with Stamats for the amount of \$102,000 annually for a three-year period for digital marketing, funded by the PRMC budget. The motion passed unanimously

Resolution Regarding East Bay Township Tax Increment Financing—Laura Oblinger made a motion, seconded by Kennard Weaver, to adopt the proposed resolution to exempt taxes from capture by East Bay Township Tax Increment Financing. Trustee Ken Warner, who participated remotely, made a statement that he supports the projects the TIF is intended to fund, appreciates the Executive Committee’s recommendation, and urged the Board to look for mutually beneficial opportunities to cooperate on the project (potentially with students engaged in the project). The motion passed with unanimous support of those trustees present in person.

Information Technology Audit—On a motion by Kennard Weaver, seconded by Andy Robitshek, the Board authorized administration to enter into a contract with Gaming Laboratories International (GLI) to complete an Information Technology Audit at the cost of \$26,250 funded from E & G funds. 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.

- **Chair Keely’s request to coordinate a Board session on Artificial Intelligence**

ADJOURNMENT—The meeting adjourned at 6:54 p.m.

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

SIGNED _____
Mark B. Keely, Chair

ATTESTED _____
Andrew K. Robitshek, Acting Secretary



MEMO

Student Services &
Technologies

To: Dr. Nick Nissley, President
 From: Todd Neibauer, VP for Student Services and Technologies
 Date: May 11, 2026
 Subject: Summer 2026 Enrollment Update

Summer 2026

Currently, contact hours are up 1.2% over summer 2025. There are fewer admits registered than last year at this time. Two factors seem to be influencing this change. First, there are more “new, never attended” students who require orientation and there are two sessions left for summer enrollees. Secondly, it is likely that some of these students hoped to start early using the Community College Guarantee. However, currently language for that program requires at least 12 credits which is far above full time the shortened summer semester. As legislation is being discussed at the state level for this program, we have requested a change in that language to allow part-time attendance in the summer.

We have also seen a decline in students aged 21-25. This could be related to the continuing absence of Reconnect for most of that age range.

	SU 2023	SU 2024	SU 2025	SU 2026	△
Inquiries	818	842	894	877	-1.90%
Applicants	805	837	890	871	-2.10%
% Applied	98.40%	99.40%	99.60%	99.30%	-0.20%
Admits	522	604	591	604	2.20%
% Admitted	64.80%	72.20%	66.40%	69.30%	2.90%
Admits Registered	174	270	262	197	-24.80%
% Admits Registered	33.30%	44.70%	44.30%	32.60%	-11.70%
Prior Admits Registered	4	2	5	1	-80.00%
Retained Students	748	765	795	813	2.30%
% Retained	26.10%	25.90%	25.20%	25.50%	0.30%
Return Students	63	78	68	62	-8.80%
Average Contact Hours	5.77	5.49	5.68	6.05	6.50%
Total Headcount	989	1,115	1,130	1,073	-5.00%
Total Contact Hours	5,710	6,118	6,423	6,497	1.20%
Tuition	1,292,744	1,427,760	1,541,817	1,799,877	16.70%

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



MEMO
Administrative Services

To: Nick Nissley, President
From: Troy Kierczynski, Vice President of Finance & Administration
Date: May 13, 2026
Subject: Summary Report for the General Fund as of April 30, 2026

The attached reports include a summary, month-over-month, and year-to-date comparative financial results for the General Fund through April 30, 2026. The 10th month represents 83% 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 April 2026, the General Fund shows a surplus of \$11,089,047 with revenues exceeding expenses. Revenue increased by 5% compared to the same period in April 2025 due primarily to increased enrollment and property tax receipts. Expenses increased by 5% 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



**Northwestern
Michigan College**

Unaudited Summary Report for General Fund Accounts
Month end reports are interim and not a reflection of year end results.

Fiscal Year 2026, Period 10

Funds	Accounts	2025-2026 Adjusted Budget	YTD Activity	% of Annual Budget
TOTAL GENERAL FUND	50			
	Revenues			
	Tuition and Fees	27,071,058	25,685,881	94.88%
	Property Taxes	15,714,472	15,252,171	97.06%
	Other Local	<u>0</u>	<u>0</u>	*
	Local Sources	42,785,530	40,938,052	95.68%
	State Sources	11,550,000	9,424,821	81.60%
	Federal Sources	0	0	*
	Private Sources	1,346,714	761,937	56.58%
	Investment Income	400,000	892,328	223.08%
	Other Sources	<u>702,025</u>	<u>527,850</u>	75.19%
	Total Revenues	56,784,269	52,544,988	92.53%
	60			
	Labor			
	Salaries and Wages	26,169,965	19,297,218	73.74%
	Benefits	<u>10,846,688</u>	<u>8,722,627</u>	80.42%
	Total Labor	37,016,653	28,019,845	75.70%
	70			
	Expenses			
	Purchased Services	4,824,433	3,774,727	78.24%
	Supplies and Materials	3,708,350	3,352,822	90.41%
	Internal Services	141,840	78,181	55.12%
	Other Expenses	1,667,718	1,473,742	88.37%
	Institutional Expenses	2,023,730	1,878,205	92.81%
	Maintenance and Renovation	2,459,578	2,007,143	81.61%
	Prof Develop, Travel and Events	731,955	466,007	63.67%
	Capital Outlay	<u>145,812</u>	<u>191,745</u>	131.50%
	Total Expenses	15,703,416	13,222,572	84.20%
	Total Expenditures	52,720,069	41,242,417	78.23%
	80			
	Transfers			
	Transfers	4,064,200	213,084	5.24%
	Total Transfers	4,064,200	213,084	5.24%
	Total Expenditures and Transfers	56,784,269	41,455,501	73.01%
	Net Revenues over (under) Expenditures	0	11,089,487	



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

INTERIM

This statement does not
reflect year-end results.

	YTD 4/30/2026	YTD 4/30/2025	\$ Diff	% Diff	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 25,685,881	\$ 23,311,025	\$ 2,374,856	10%	Increase is driven by higher fall and spring enrollment in FY26
Property Taxes	15,252,171	14,455,749	796,422	6%	Timing of property tax payments received
Total Local Sources	40,938,052	37,766,774	3,171,278	8%	
State Sources	9,362,092	9,935,616	(573,524)	-6%	Primarily due to one time MPSERS 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	761,937	900,224	(138,287)	-15%	Timing of Foundation gifts
Investment Income	892,328	763,040	129,288	17%	Higher interest income from Investments in FY26
Other Sources	527,850	507,310	20,540	4%	Primarily due to gains recognized from leased vehicle activity in FY26
Total Revenue	52,544,988	49,944,170	2,600,818	5%	
Expenses					
Salaries and Wages	19,297,218	18,597,176	700,042	4%	In line with budget; primarily impacted by increases in faculty wages and staffing changes at the professional salary level
Benefits	8,722,627	8,489,526	233,101	3%	In line with budget; impacted by changes noted above
Purchased Services	3,774,727	3,789,257	(14,530)	0%	Consistent with prior year
Supplies & Materials	3,352,822	2,843,991	508,831	18%	Primarily impacted by increased international trip expenses, printing expenses with new branding initiatives and higher furniture/fixture expenses in FY26
Internal Services	78,181	96,745	(18,564)	-19%	Timing of internal charges
Other Expenses	1,473,742	1,217,039	256,703	21%	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	1,878,205	1,808,680	69,525	4%	Primarily due to higher snow removal and electric expenses in FY26
Maintenance & Renovation	2,007,143	1,811,617	195,526	11%	Primarily due to higher software maintenance expenses and equipment maintenance expenses in FY26
Professional Development	466,007	503,426	(37,419)	-7%	Timing of Professional Development Events
Capital Outlay	191,745	231,709	(39,964)	-17%	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])
Total Expenses	41,242,417	39,389,166	1,853,251	5%	
Transfers	213,084	252,841	(39,757)	-16%	Primarily due to timing of Indirect grant costs, strategic fund support for rebranding, and Aviation flight hours transfer
Total Expenses & Transfers	41,455,501	39,642,007	1,813,494	5%	
Net Revenue Over (Under) Expenses	\$ 11,089,487	\$ 10,302,163	\$ 787,324	8%	



**Northwestern Michigan College
Comparison - Month Over Month
General Fund
Apr 2026 vs. Mar 2026**

INTERIM
This statement does not
reflect year-end results.

	YTD 4/30/2026	YTD 3/31/2026	Apr 26 Activity	Mar 26 Activity	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 25,685,881	\$ 23,048,657	\$ 2,637,224	\$ 2,513,497	Primarily due to increased EES Tuition in April; also impacted by higher flight fees in April
Property Taxes	15,252,171	14,642,915	609,256	617,055	Timing of tax collections received
Total Local Sources	40,938,052	37,691,572	3,246,480	3,130,552	
State Sources	9,362,092	8,121,659	1,240,433	1,286,728	Higher MPERSERS payouts received in March
State PPT Reimbursement	62,729	62,729	(0)	-	Consistent with prior month
Private Sources	761,937	761,937	-	283,376	Timing of quarterly Foundation support
Investment Income	892,328	772,288	120,040	116,385	Consistent with prior month
Other Sources	527,850	464,073	63,777	115,566	Primarily due to gains recognized from leased vehicle activity in March
Total Revenue	52,544,988	47,874,258	4,670,730	4,932,607	
Expenses					
Salaries and Wages	19,297,218	17,249,110	2,048,108	1,871,989	Impacted by timing of allocation of custodial wages to auxiliary services
Benefits	8,722,627	7,841,017	881,610	709,626	Impacted by timing of allocation of custodial wages to auxiliary services
Purchased Services	3,774,727	3,399,840	374,887	424,531	Primarily due to lower legal fees and lower EduStaff wages in April
Supplies & Materials	3,352,822	2,815,584	537,238	564,644	Consistent with prior month
Internal Services	78,181	63,928	14,253	4,846	Timing of internal events/charges (including opening conference, leadership council, HR new employee orientation)
Other Expenses	1,473,742	1,302,102	171,640	158,218	Consistent with prior month
Institutional Expenses	1,878,205	1,641,694	236,511	236,641	Consistent with prior month
Maintenance & Renovation	2,007,143	1,813,233	193,910	205,686	Consistent with prior month
Professional Development	466,007	405,154	60,853	58,252	Consistent with prior month
Capital Outlay	191,745	191,745	-	-	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])
Total Expenses	41,242,417	36,723,407	4,519,010	4,234,433	
Transfers	213,084	213,084	-	144,283	Primarily due to timing of Indirect grant costs, strategic fund support for rebranding, and Aviation flight hours transfer
Total Expenses & Transfers	41,455,501	36,936,491	4,519,010	4,378,716	
Net Revenue Over (Under) Expenses	\$ 11,089,487	\$ 10,937,767	\$ 151,720	\$ 553,891	



Northwestern Michigan College
Income Statement Projections - General Fund
For the Year Ended June 30, 2026
As of 5/7/2026

INTERIM
This statement does not reflect
year-end results.

	FY25 Actual	FY 26 Budget	YTD 5/7/2026	FY 26 Projected	Difference vs. Budget	Comments
Revenue						
Local Sources:						
Tuition & Fees	\$ 25,184,473	\$ 27,071,058	\$ 25,807,810	\$ 27,708,595	637,537	Enrollment was higher than expected in the Fall semester and trended close to budget in the Spring semester
Property Taxes	14,890,963	15,714,472	15,252,171	15,723,436	8,964	In line with budget
Total Local Sources	40,075,436	42,785,530	41,059,981	43,432,032	646,502	
State Sources						
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	761,937	1,496,714	150,000	Timing of Foundation gifts
Dividend and Interest Income	936,834	400,000	834,585	1,001,502	601,502	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	561,233	755,723	53,698	Increase in extra sales including administrative fee revenue and office rental income trending above budget
Total Revenue	59,683,834	56,784,269	52,642,557	58,704,387	1,920,118	
Expenses						
Salaries and Wages	24,788,478	26,169,965	20,351,922	25,346,905	(823,060)	Trending below budget
Benefits	13,335,231	10,846,688	9,168,387	11,070,365	223,677	Trending above budget; impacted by MPSERS
Purchased Services	4,832,160	4,824,433	3,944,429	4,916,679	92,246	Trending slightly above budget due to impacts of EduStaff
Supplies & Materials	3,375,137	3,708,350	3,390,570	4,070,542	362,192	Trending above budget for classroom supplies, software expenses, and international trip expenses; partially offset by lower general supplies
Internal Services	147,374	141,840	80,417	140,182	(1,658)	In line with budget
Other Expenses	1,326,644	1,667,718	1,489,783	1,966,233	298,515	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	1,887,238	2,373,543	349,813	Budgeted for increases in utilities; electric and snow removal expenses are each trending above budget
Maintenance & Renovation	2,292,543	2,459,578	2,020,605	2,632,896	173,318	Maintenance of equipment trending above budget
Professional Development	634,906	731,955	470,554	694,893	(37,062)	Trending below budget
Capital Outlay	825,084	145,812	191,745	505,895	360,083	Trending above budget due to equipment and building expenditures
Total Expenses	53,746,424	52,720,069	42,995,650	53,718,134	998,065	
Transfers Out (In)						
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	515,525	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)	(291,000)	
Program Specific - Other Programs	(29,250)	-	(302,442)	(335,000)	(335,000)	
Total Transfers	3,575,138	4,064,200	213,083	3,438,200	(626,000)	
Total Expenses & Transfers	57,321,562	56,784,269	43,208,733	57,156,334	372,065	
Net Revenue Over (Under) Expenses	\$ 2,362,272	\$ -	\$ 9,433,825	\$ 1,548,052	\$ 1,548,052	

**MEMO**Public Relations, Marketing
& Communications

To: Nick Nissley, President

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

Date: 5-11-26

Subject: April 2026 Monthly Report

April was a mixed month for media. Paid digital campaign performance declined due to increased competition, enrollment cycle timing, and lower conversion efficiency. Following Board approval last month, we are transitioning to a new digital marketing partner, with improved performance as the goal. Earned media performance was flat year over year, but still higher than average months and strong coverage with a wide variety of positive events on campus. Earned media sentiment dipped slightly to 98% positive or neutral with coverage of a security message sent in error by a vendor. NMC Now highlighted the [75th anniversary timeline](#) and the [launch of the new mascot, Swoop](#). Shared media followers continue to increase with highest performing posts including Swoop's launch, Taste of Success, Block Party and Earth Day. NMC Public Relations, Marketing and Communication key performance indicators for April 2026 include:

Paid Media- ↓

- Applications: 59
- Accounts: 63

Earned Media- flat

- Media mentions: 139
- Positive/neutral sentiment: 98%
- Publicity value: \$138,400

Owned Media - flat

- *NMC Now*:
 - Subscribers: 1,395
 - Open Rate: 35%

Shared Media ↑

- Facebook followers: +8.8% YOY
- Total followers: 15,351
- Instagram followers: +16% YOY
- Total followers: 4,716



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

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

Date: May 18, 2026

Subject: Advancement Division Update

Update on Philanthropic Activity

The Foundation has recorded \$6,197,971 in new gifts and pledges as of May 6, 2026. At 85% of the way through the fiscal year, this represents 144.14% of the budgeted goal of \$4,300,000 in cash/pledge activity.

FY26 Total Dollars Raised Through the NMC Foundation

\$5,798,957	Total cash gifts and pledges received to date (including The Fund for NMC)
\$399,014	Gross event revenue
\$6,197,971	Total raised through donations and event revenue
+ \$9,469,350	New documentation of planned gift intentions
<u>+ \$54,761</u>	In-Kind Gifts
\$15,722,082	Total Fundraising Activity

Of the total raised (cash, pledges, and planned gifts), donors are impacting the following areas of the college as of May 6, 2026:

- Unrestricted gifts to the Fund for NMC - \$225,176 (1.47% of total giving)
- Scholarships, both restricted and endowed funds - \$6,671,512 (43.7% of total giving)
- Program support and capital projects at NMC - \$8,371,619 (54.83% of total giving)

Foundation Initiatives

- The Foundation Team continues to have the best fundraising year in its history. Cash and pledge activity is at \$6,197,971 (144.14% of goal). Total Fundraising Activity, which along with cash and pledges includes newly documented planned gift intentions and in-kind gifts, totals \$15,722,082. This exceeds even the best Be What's Possible campaign year, which saw Total Fundraising Activity at more than \$10,000,000.
- Together with The Dennos, the NMC Foundation secured a \$2 million gift from an anonymous donor to establish an operating endowment for the museum. This gift is critical to the fiscal health of The Dennos, providing a stable annual funding source for the museum's operational needs such as programming, staffing, building maintenance, and more. An exciting kick off to The Dennos' 35th anniversary!
- On April 25, the community officially welcomed Swoop, the college's new mascot, at the 75th Anniversary Student & Community Block Party. Led by Zach Whitaker, Manager of Alumni Relations, and President Nissley, Swoop was joined by several regional mascots, including: Louie the Laker from GVSU; Brutus from Ferris State; Pounce from Davenport; Monty from the TC Pit Spitters; the TC West Titan; Super Cherry; the TC Central Trojan; and CMU's mascot.
- Building on the momentum of the successful Student & Community Block Party, we are now looking forward to our next Signature Event: Explore History Day on July 25. The celebrations continue between Signature Events with 75th-branded activities including: You Made It Possible Employee Recognition Reunion (May 13); Dennos Summer Reception & Launch Party (July 2); and Cherry Festival Tent & Parade (July 4-11). Detailed event information is available at nmc.edu/75.

- The NMC Alumni Relations Department, along with fellow alumni who volunteered throughout the day, and Swoop were honored to welcome the Class of 2026 on May 2. Graduates received alumni swag bags featuring handmade cookies by 2020 Alumna of the Year Stephanie Wiitala of Sugar2Salt, as well as t-shirts and the traditional red pine seedling to mark the beginning of their next chapter.
- Save the date for the Scholarship Open, happening on August 6, 2026 at the Grand Traverse Resort & Spa. The event committee is actively seeking sponsorships (starting at \$300) and raffle prizes. This event typically sells out – secure your spot on the course today by visiting nmc.edu/golf. Join us for 18 holes of golf, great food and prizes, and most importantly, make a direct impact on the lives of NMC students.

Advancement Division Initiatives

- The Dennos Museum Center is in the final stages of completing its branding refresh. Funded entirely by an anonymous donor, the project 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 brand refresh will be unveiled this summer, in conjunction with the Dennos' 35th Anniversary, on Thursday, July 2 from 7-9 PM.
- The International Affairs Forum launched the Giles Press Freedom Lecture, a new annual program to champion journalistic integrity established through a legacy gift from the late Robert and Nancy Giles. The inaugural event will take place on May 28, 2026, featuring veteran NPR international correspondent Deborah Amos. In conversation with Elizabeth Jensen (Knight-Wallace Fellow and co-chair of Press Forward Northern Michigan), Amos will address the evolving threats to global press freedom and the challenges of disinformation.
- The radio station continues to be a key player in our 75th Anniversary year. In addition to hosting monthly NMC History Trivia, station manager Eric Hines began interviews with awardees from the two lists of extraordinary NMC alumni that were announced in January: Legacy Honorees and 2026 Outstanding Alumni. The first interview with alumna Abby McKiernan, founder of HelpLink, aired on May 6. Keep your radio dial tuned to 90.7 FM for more stories of alumni impact.

NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
Building & Site Committee Minutes
Wednesday, May 6, 2026
TJNIC 104/105
1701 E. Front Street, Traverse City, MI 49686

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

Members Present: Kennard Weaver, Ken Warner

Members Absent: Laura Oblinger

Others Present: Nick Nissley, Lynne Moritz, Troy Kierczynski, Patrick Quinlan, Chris Hackbarth

DTE Easements—DTE’s Regional Manager for Northern Michigan Chris Hackbarth described a statewide gas renewal program to upgrade old infrastructure, which includes constructing a new regulating station near Milliken Drive. At the corner of Milliken and Front there is an existing underground vault with regulator valve set that would be set above ground. DTE can adjust fence visual attributes and coordinate work dates with important college event and semester dates. In response to a question, Hackbarth confirmed the above ground equipment is secure and does not pose a safety risk to nearby public schools.

DTE is also requesting official acknowledgement of a second easement at Apache Pass and the Tamarack Parking Lot. Existing pipes are underground and upgraded equipment would remain so. Construction would disrupt one parking space for a few days and the replaced asphalt will be under warranty for two years.

Regarding prior conservation easement near Milliken to not remove trees or sell the property, Trustee Weaver confirmed this project will occur in current utility easements. VP of Finance and Administration confirmed the two easement requests have been reviewed by legal counsel.

Ken Warner made a motion, seconded by Kennard Weaver, to recommend to the full Board to approve both of the easements requested by DTE.

Cell Tower Lease—At the March committee meeting, it was requested to have legal counsel review a lease extension to a 30-year ground lease with American Tower Corporation (ATC) to host a monopole cell tower. It was confirmed that the liability of the tower is a responsibility of ATC. Ken Warner made a motion to recommend to the full Board of Trustees to authorize administration to enter into the lease extension contract, Kennard Weaver seconded the motion and the motion carried.

Project Updates—A variety of topics from recent committee meetings were revisited, including an update on flood damage to the Appel Property on Sarns Road. Following completion of the aviation hangar expansion, roof quality issues were identified. These will be addressed this month by a contractor other than the original firm. While no damage resulted, the work did not meet industry standards. Potential future student housing expansion opportunities were discussed.

Public Input—There was no public comment offered.

Other Discussion—Summary disposition

The meeting was adjourned at 2:42 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, May 14, 2026

Timothy J. Nelson Innovation Center

Room 104/105

1701 E. Front Street, Traverse City, MI 49686

Members Present: Mark Keely, Kennard Weaver, Jody Lundquist

Members Absent: None

Others Present: Nick Nissley, Lynne Moritz, Troy Kierczynski

Committee Chair Mark Keely called the meeting to order at 2:00 p.m.

President's Update—President Nissley shared several highlights from his mid-month written update. NMC's Class of 2026 increased by 10%, while the number of degrees and certificates awarded rose nearly 12% over 2025, growth likely attributable in part to two state scholarship programs.

In relation to Michigan's Sixty by 30 initiative—aimed at ensuring 60% of the state's working-age population holds a postsecondary degree or certificate by 2030—Nissley noted the region has made significant progress, increasing from 34.2% attainment in 2017 to 53% today.

Nissley also shared that benchmarking data from other Michigan community college foundations indicates the NMC Foundation has the largest endowment among its peers. Discussion followed regarding the factors contributing to the Foundation's fundraising success.

Composite Financial Index—As development of the organizational health dashboard continues, the Composite Financial Index (CFI) was shared as a useful financial performance indicator. A proposed dashboard incorporating additional metrics will be presented next month.

Strategic Fund Investment Request—President Nissley provided context for the Strategic Fund Investment Request included in the Action Items for the upcoming full Board meeting on May 18, 2026. In response to a question regarding the function of the Strategic Fund, VP explained annual transfers into reserves and the Strategic Fund, plus additional surpluses.

Public Input—There was no public comment offered.

May 18, 2026 Board Meeting Agenda—The committee reviewed the upcoming agenda.

The meeting was adjourned at 2:41 p.m.

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

**Northwestern Michigan College****MEMO***Administrative Services*

To: Dr. Nick Nissley, President

From: Troy Kierczynski, Vice President of Finance and Administration

Date: May 6, 2026

Subject: Calendar Year 2027 Truth-in-Taxation Resolution

Attached is the recommended resolution for the Board to adopt at its regularly scheduled meeting on May 18, 2026. It is an annual requirement for the Board to set a time to have a Truth-in-Taxation Hearing in which we inform the public of property values and the resulting revenue. The resolution establishes the June 22, 2026 regular Board of Trustees meeting as the time of the Truth-in-Taxation Hearing, as well as the Budget Hearing. Upon completing the public hearing, the Board may then take action to certify taxes for the 2026-2027 fiscal year. As in the past, we will recommend that the full tax levy be issued, and will justify the need to receive the funds as a necessary means of balancing the budget.

If you have any questions, please contact me at your convenience.

**TRUTH-IN-TAXATION
FIRST RESOLUTION**

Northwestern Michigan College, Michigan (the “College”).

A regular meeting of the Board of Trustees (the “Board”) of the College was held at the Timothy J. Nelson Innovation Center on the 18th day of May 2026, at 5:30 in the evening.

The meeting was called to order by: _____

Present: _____

Absent: _____

The following preamble and resolution were offered by Member _____ and supported by Member _____:

WHEREAS, the Board may not adopt its proposed 2026-2027 budget until after a public hearing has been concluded; and

WHEREAS, a copy of the proposed 2026-2027 budget including the proposed property tax millage rate will be available for public inspection during normal business hours at the office of the Vice President of Finance and Administration, Northwestern Michigan College, Traverse City, Michigan; and

NOW THEREFORE, BE IT RESOLVED THAT on June 22, 2026 at 5:30 p.m. at the Timothy J. Nelson Innovation Center of Northwestern Michigan College, Traverse City, Michigan, the Board of Trustees of Northwestern Michigan College will hold a public hearing to consider the college’s proposed 2026-2027 budget and the property tax millage rate proposed to be levied to support the proposed 2026-2027 budget.

Ayes: _____

Nays: _____

Resolution declared adopted.

Secretary, Board of Trustees

**TRUTH-IN-TAXATION
FIRST RESOLUTION**

The undersigned, duly qualified and acting Secretary of the Board of Trustees of Northwestern Michigan College, Michigan, hereby certifies that the foregoing constitutes a true and complete copy of a resolution adopted by said Board of Trustees at a regular meeting held on May 25, 2026, the original of which is part of the Board's minutes. The undersigned further certifies that notice of the meeting was given to the public pursuant to the provisions of the "Open Meetings Act" (Act 267, PA 1976, as amended).

Secretary, Board of Trustees



MEMO
Administrative Services

To: Nick Nissley, President

From: Troy Kierczynski, Vice President of Finance & Administration
Patrick Quinlan, Director of Facilities

Date: May 4, 2026

Subject: DTE Gas Company—Milliken Dr. Gate Valve Easement

Recommendation

Authorize NMC administration to grant a 1,000 square ft. easement to DTE Gas Company to install a gate valve and improve gas infrastructure on NMC's property along Milliken Dr., for consideration of \$15,000.

Background

DTE Gas Company ("DTE") is seeking an easement to replace aging infrastructure and install a new above-ground gate valve (regulator station) along Milliken Drive, which will be fenced in and hidden from view once completed. The proposed easement is 40'x25', or 1,000 square feet. The overall area impacted includes free access to the curb along the whole length, making the true affected area 40'x40', or 1,600 square feet.

DTE is offering consideration of \$15,000 for the 1,000 square feet.

DTE proposed two potential options for the easement as depicted in **Exhibit A**.

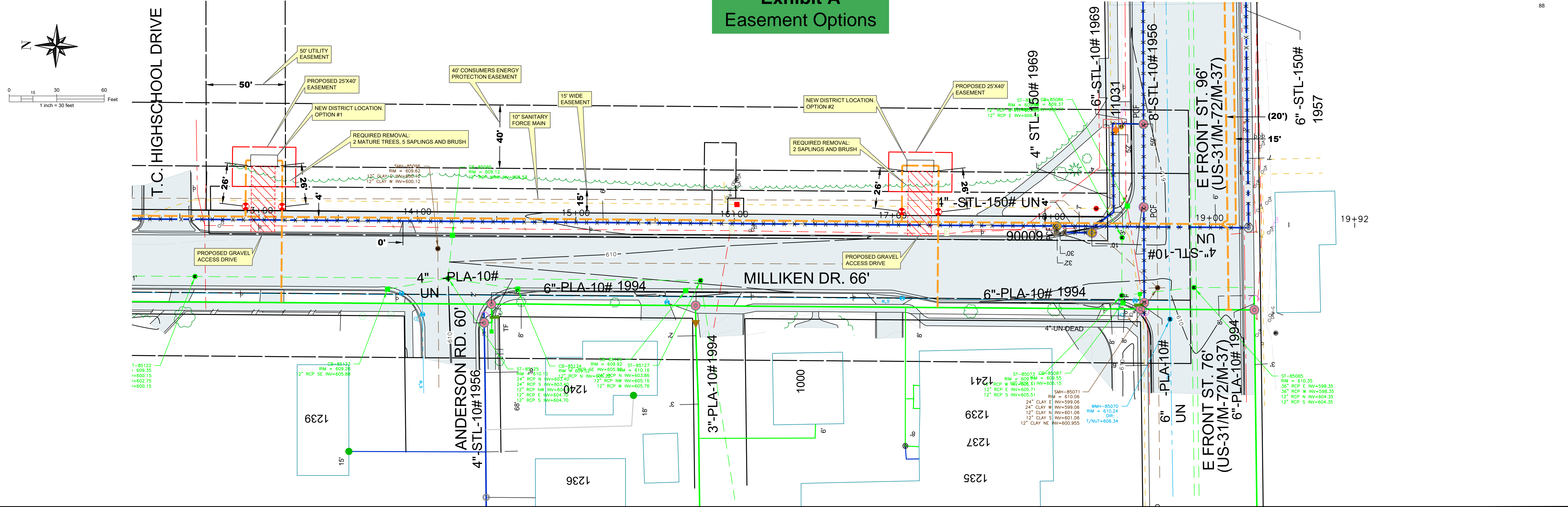
- **Option 1 – NW corner of NMC's property along Milliken Drive.**
 - Less visible from Front St.
 - Excepted from NMC's 1989 conservation easement, which states:
 - "This Declaration of Restrictions shall not be applicable to the north fifty feet (50') of the described premises, which by its terms has been reserved [for] the future construction of right-of-way and the installation and maintenance of public and private utilities to adjoining lands."

- **Option 2 – SW corner of NMC’s property along Milliken Drive.**
 - More visible from Front St. (and more clearly associated with NMC property)
 - Likely conflicts with NMC’s 1989 conservation easement

Our legal advisors believe a modified option 1 is allowable, as long as the easement area moves entirely within the 50’ area that is clearly excepted from NMC’s 1989 conservation easement. While option 2 could still be explored, it would require further investigation of the boundaries of the 1989 conservation easement and likely conflicts with it in its current form.

A copy of the proposed easement and worksheet for consideration offered are attached as **Exhibits B and C**, respectively.

Exhibit A Easement Options



OPTION 1: EAST SIDE OF MILLIKEN, LOOKING EAST.



OPTION 1: WEST SIDE OF MILLIKEN, LOOKING EAST.



OPTION 2: EAST SIDE OF MILLIKEN, LOOKING EAST.



OPTION 2: WEST SIDE OF MILLIKEN, LOOKING EAST.

	DRAWING NAME: MILLIKEN REGULATORY DRAFT(1)-TRAVERSE CITY-GRIDTC2502-2025- REV 0	
	PROJECT ID: STREET: MILLIKEN FROM: T.C. CENTRAL HIGH SCHOOL TO: FRONT	
 Know what's below. Call before you dig.		CITY: TRAVERSE CITY
		COUNTY: GRAND TRAVERSE
DIST. REG. OPTIONS		DRAWING NO.:
SCALE: 1:30		

Gate Valve Easement

For good and valuable consideration, exempt under MCL 207.526(a) and MCL 207.505(a) receipt of which is hereby acknowledged,

Northwestern Michigan College, a Michigan community college district
1701 E Front St.
Traverse City, MI 49686

(hereinafter called GRANTOR) for themselves, their heirs, executors, administrators, successors, and assigns hereby grant to DTE GAS COMPANY, a Michigan corporation, One Energy Plaza, Detroit, Michigan 48226 (hereinafter called GRANTEE) an easement with the right to install, operate, maintain, alter, replace, move and remove pipeline(s), gate valves, main line valves, blow-offs, meters, pipeline fittings, regulators and appurtenances, with housing therefore, conduct archeological and environmental testing and assessments, in connection with the construction, operation and maintenance of Grantee's pipeline or pipelines upon a parcel of land situated in the City of Traverse City, Grand Traverse County, Michigan, described as follows:

REAL ESTATE DESCRIPTION: *See attached Exhibit A*

EASEMENT DESCRIPTION: *See attached Exhibit A*

Together with the right of ingress and egress off of Milliken Road for such purposes, and with all rights necessary for the convenient enjoyment of the privileges herein granted. In addition, Grantee shall have the right to erect, maintain and remove a fence around said easement or any part thereof. It shall be the sole responsibility of the Grantee to ensure that all gates are secured, and the site is properly maintained.

THE PARTIES FURTHER AGREE THAT:

Structures and Trees: No buildings or other structures shall be erected or placed, and no trees shall be planted, on or in the above-described easement without the written consent of the Grantee. Additionally, Grantee may trim, cut down, remove or otherwise control any trees, bushes, branches and roots growing or that could grow in

the above-described easement, and remove any structures, improvements, fences, buildings or landscaping in the above-described easement that Grantee believes could interfere with the safe and reliable construction, operation, maintenance and repair of Grantee’s Facilities. Grantee shall not be responsible for any damage to, or removal of, landscaping, trees, plant life, structures, improvements and/or fences located in the above-described easement.

Additional Workspace: Additional workspace, contiguous to and within 10-feet of the Gate Valve Easement may be used temporarily during construction, maintenance or removal of the pipeline, pipelines or other appurtenances installed hereunder.

Exercise of Easement: Grantee’s nonuse or limited use of this easement shall not preclude Grantee’s later use of this easement to its full extent.

Indemnity: Grantee shall indemnify, defend, and hold Grantor harmless from and against all claims and liabilities for injury to persons or property, including without limitation, reasonable attorney’s fees expended in defending against any such claims, to the extent caused by Grantee’s willful or negligent acts or omissions in exercising the rights granted in this Grant.

Assignment/Successors: Grantee’s rights herein granted may be assigned in whole or in part. This easement runs with the land, and all rights, privileges and obligations created by this instrument shall inure to the benefit of, and be binding upon, the heirs, devisees, administrators, executors, successors, and assigns of the parties hereto.

Ownership: Grantor covenants that they are the lawful fee simple owner of the above-described property and that they have the right and authority to make this grant, and that they will forever warrant and defend the title thereto against all claims whatsoever.

It is understood that the person securing this easement is without authority from Grantee to make any agreement in respect of the subject matter hereof not herein expressed.

Executed this _____ day of _____, 20__.

Northwestern Michigan College,
a Michigan community college district:

By: _____

Print: _____

Title: _____

ACKNOWLEDGMENT

State of Michigan
County of _____

The foregoing instrument was acknowledged before me, a Notary Public, this _____ day of _____, 20____, by _____, the _____ of Northwestern Michigan College, a Michigan community college district.

Notary Public _____ County, MI.
Acting in _____ County, MI.
My Commission Expires: _____

Prepared by and return to: Nate Krommendyk
DTE Gas Company
PO Box 248
Bellaire, MI 49615

DTE Gas Company
Gate Valve Easement
OFFER COMPENSATION WORKSHEET

Parcel Number: 28-51-101-001-00

Landowner(s): Northwestern Michigan College, a Michigan community college district

Location: 1701 E Front St., Traverse City, MI 49686

Pipeline Easement:

Dimensions: 40-feet Wide x 25-feet Deep = 1,000sq. ft. (~0.02 hundredths of an acre)

TOTAL OFFER: \$15,000.00



MEMO
Administrative Services

To: Nick Nissley, President

From: Troy Kierczynski, Vice President of Finance & Administration
Patrick Quinlan, Director of Facilities

Date: May 5, 2026

Subject: DTE Gas Company—Apache Pass / Tamarack Lot Easement

Recommendation

Authorize NMC administration to grant an easement to DTE Gas Company covering existing gas infrastructure near Apache Pass and NMC's Tamarack Lot.

Background

DTE Gas Company ("DTE") is seeking an easement to replace aging underground gas distribution infrastructure in the area encompassing NMC's property along E. Front St, Apache Pass, and NMC's Tamarack Lot. The requested easement is approximately 60'x10', with a small additional stub-out of 12'x13', for a total of approximately 756 square feet.

The existing DTE infrastructure was installed in the 50's-60's, and was never formalized under an easement. Due to the existing in-ground infrastructure and lack of above-ground infrastructure, DTE is not offering financial consideration for this request.

The proposed distribution easement along with a survey outlining the easement area are attached to this memo.

DISTRIBUTION EASEMENT

For good and valuable consideration, which is less than \$100.00, exempt under MCL 207.526(a) and MCL 207.505(a), receipt of which is hereby acknowledged,

Northwestern Michigan College, a Michigan community college district
1701 E Front St.
Traverse City, MI 49686

(Grantor) hereby grants to DTE Gas Company, a Michigan Corporation (Grantee), with its principal office at One Energy Plaza, Detroit, Michigan 48226, its successors and assigns, an easement to construct, test, reconstruct, renew, operate, maintain, inspect, alter, repair and remove a pipeline or pipelines for the transportation of gas, oil or other substances which can be transported through a pipeline or pipelines, and such mains, service laterals, drips, valves, regulators, fittings, meters and other equipment and appurtenances as may be necessary or convenient for its operations (collectively, "Grantee's Facilities"), over and through the following described real estate in the City of Traverse City, Grand Traverse County, State of Michigan, to wit:

REAL ESTATE DESCRIPTION: See attached *Exhibit A*
Parcel: 28-51-746-046-00

EASEMENT DESCRIPTION: A 10-foot-wide easement centered on the pipeline as constructed for the above-described property, and as shown on attached *Exhibit A*; together with the right of ingress and egress at convenient points for such purposes, and with all rights necessary for the convenient enjoyment of the privileges herein granted.

THE PARTIES FURTHER AGREE THAT:

Structures and Trees: No buildings or other structures shall be erected or placed, and no trees shall be planted, on or in the above-described easement without the written consent of the Grantee. Additionally, Grantee may remove any vegetation, buildings, or structures placed within the above-described easement that Grantee believes could interfere with the safe and reliable construction, operation, maintenance and repair of Grantee's Facilities.

Additional Workspace: Additional workspace, contiguous to the easement may be used temporarily during construction, maintenance or removal of the pipeline or pipelines installed hereunder.

Ground Elevation: Grantee shall initially bury said pipeline or pipelines at a minimum depth of 24-inches. Grantor shall not materially alter the ground elevation within the above-described easement without a prior written agreement executed by Grantee allowing said alteration.

Damages/Restoration: Grantee shall pay reasonable damages to improvements occasioned by said installation or by any of its subsequent operations under this easement or shall replace the damaged area to its original condition as reasonably practical. Grantee shall replace in good workmanlike manner all tile cut in the construction of the pipeline or pipelines.

Assignment/Successors: Grantee’s rights herein granted may be assigned in whole or in part. This easement runs with the land, and all rights, privileges and obligations created by this instrument shall inure to the benefit of, and be binding upon, the heirs, devisees, administrators, executors, successors, and assigns of the parties hereto.

Ownership: Grantor covenants that they are the lawful fee simple owner of the above-described property and that they have the right and authority to make this grant, and that they will forever warrant and defend the title thereto against all claims whatsoever.

Exercise of Easement: Grantee’s nonuse or limited use of this easement shall not preclude Grantee’s later use of this easement to its full extent.

Indemnity: Grantee shall indemnify, defend, and hold Grantor harmless from and against all claims and liabilities for injury to persons or property, including without limitation, reasonable attorney’s fees expended in defending against any such claims, to the extent caused by Grantee’s willful or negligent acts or omissions in exercising the rights granted in this Easement.

This Agreement may be executed in counterparts, each of which shall be deemed to be an original, but all of which, taken together, shall constitute one and the same agreement.

It is understood that the person securing this easement is without authority from Grantee to make any agreement in respect of the subject matter hereof not herein expressed.

Executed this _____ day of _____, 2026.

Northwestern Michigan College, a Michigan community college district

By: _____

Print: _____

Title: _____

ACKNOWLEDGMENT

STATE OF MICHIGAN

County of _____

The foregoing instrument was acknowledged before me this _____ day of _____, 2026, by _____, the _____ of Northwestern Michigan College, a Michigan community college district.

Notary Public _____ County, Michigan
Acting in _____ County, Michigan

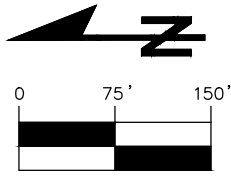
My Commission Expires: _____

Prepared by and return to:

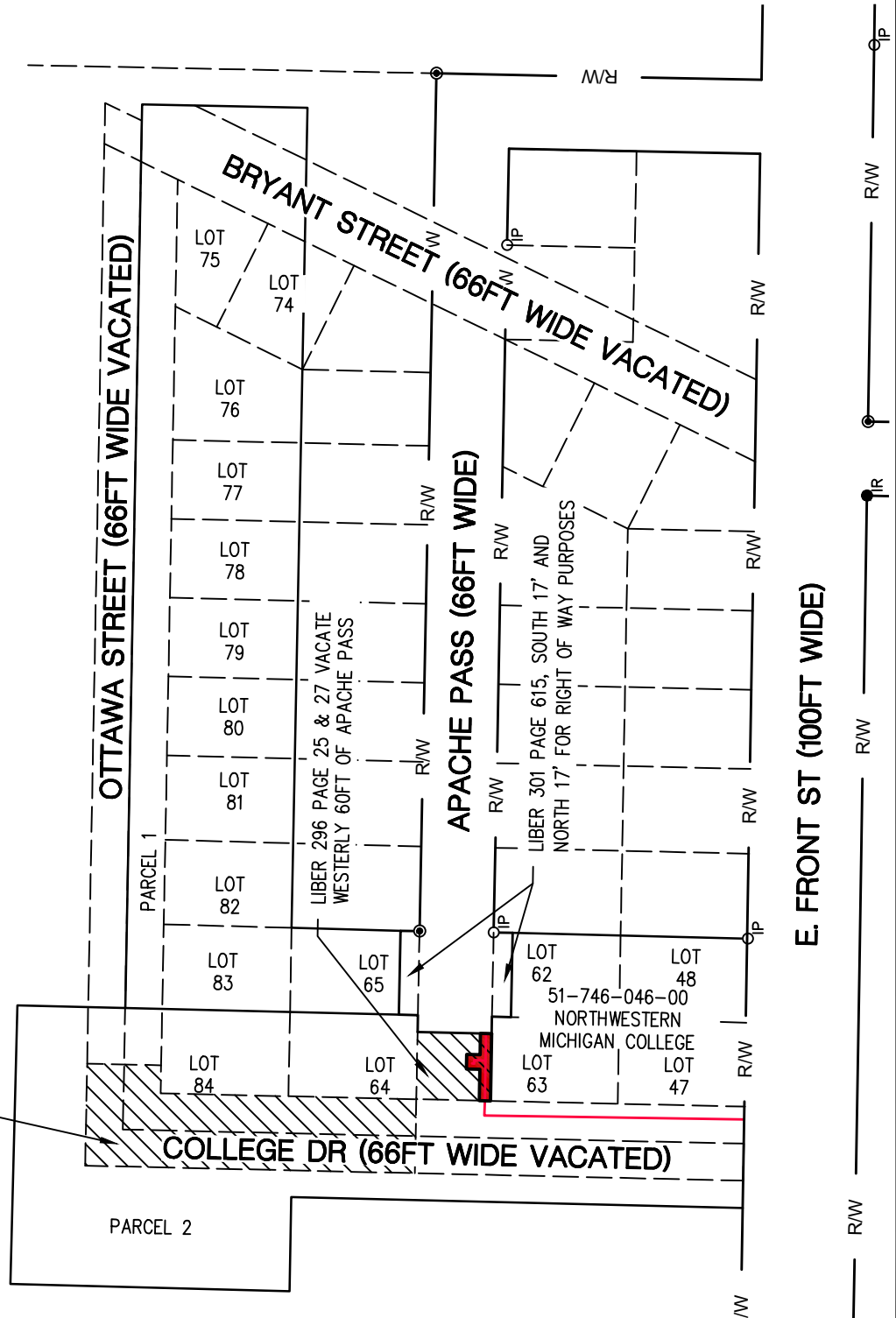
DTE Gas Company
Attn: Nate Krommendyk
PO Box 248
Bellaire, MI 49615

EXHIBIT A

97



LIBER 1911 PAGE 848 RELEASED AND DISCHARGED PORTIONS OF EASEMENT RESERVED IN LIBER 573, PAGE 709 AS SHOWN



BEARINGS ARE REFERENCED TO MICHIGAN STATE PLANE COORDINATES, CENTRAL ZONE, INTERNATIONAL FEET, SCALE FACTOR: 0.99989390

FIELD: TA
DRAWN: MN
CHECKED: JC
DATE: 3/17/26
REVISION:
REVISION DATE:
SHEET: 1 OF 5
SCALE: 1" = 150'
VENDOR JOB NO.: DED4246-45T



DTE
DTE Gas Company
Land & Survey Department

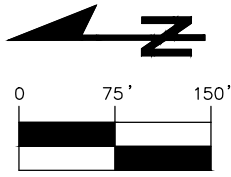


WADE TRIM
Wade Trim, Inc.
4241 Old US 27 S, Suite 1
PO Box 618
Gaylord, MI 49734
989.732.3584 | www.wadetrim.com

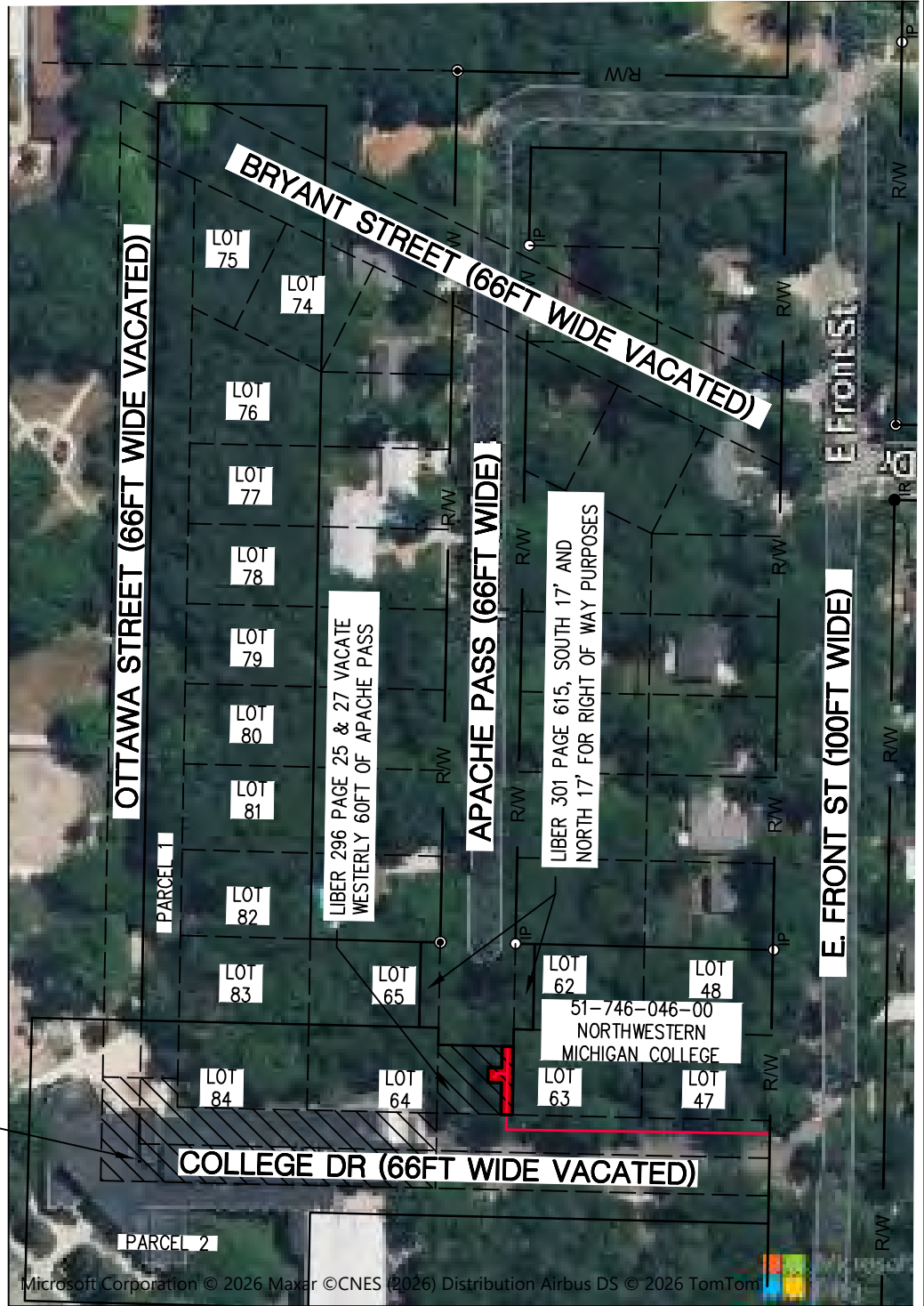
DRAWING TITLE NMC EASEMENT	
SECTION: 1	CITY: TRAVERSE CITY
TOWN: T27N	TOWNSHIP:
RANGE: R11W	COUNTY: GRAND TRAVERSE
DRAWING FILE NAME: VSP-BASE-DED4246-45T-FAIR-AND-FRONT.dwg	
DTE PROJECT NUMBER:	
DTE SURVEYOR APP. & DATE:	

EXHIBIT A

98



LIBER 1911 PAGE 848 RELEASED AND DISCHARGED PORTIONS OF EASEMENT RESERVED IN LIBER 573, PAGE 709 AS SHOWN



Microsoft Corporation © 2026 Maxar © CNES (2026) Distribution Airbus DS © 2026 TomTom

BEARINGS ARE REFERENCED TO MICHIGAN STATE PLANE COORDINATES, CENTRAL ZONE, INTERNATIONAL FEET, SCALE FACTOR: 0.99989390

FIELD: TA
DRAWN: MN
CHECKED: JC
DATE: 3/17/26
REVISION:
REVISION DATE:
SHEET: 2 OF 5
SCALE: 1" = 150'
VENDOR JOB NO.: DED4246-45T



DTE Gas Company
Land & Survey Department

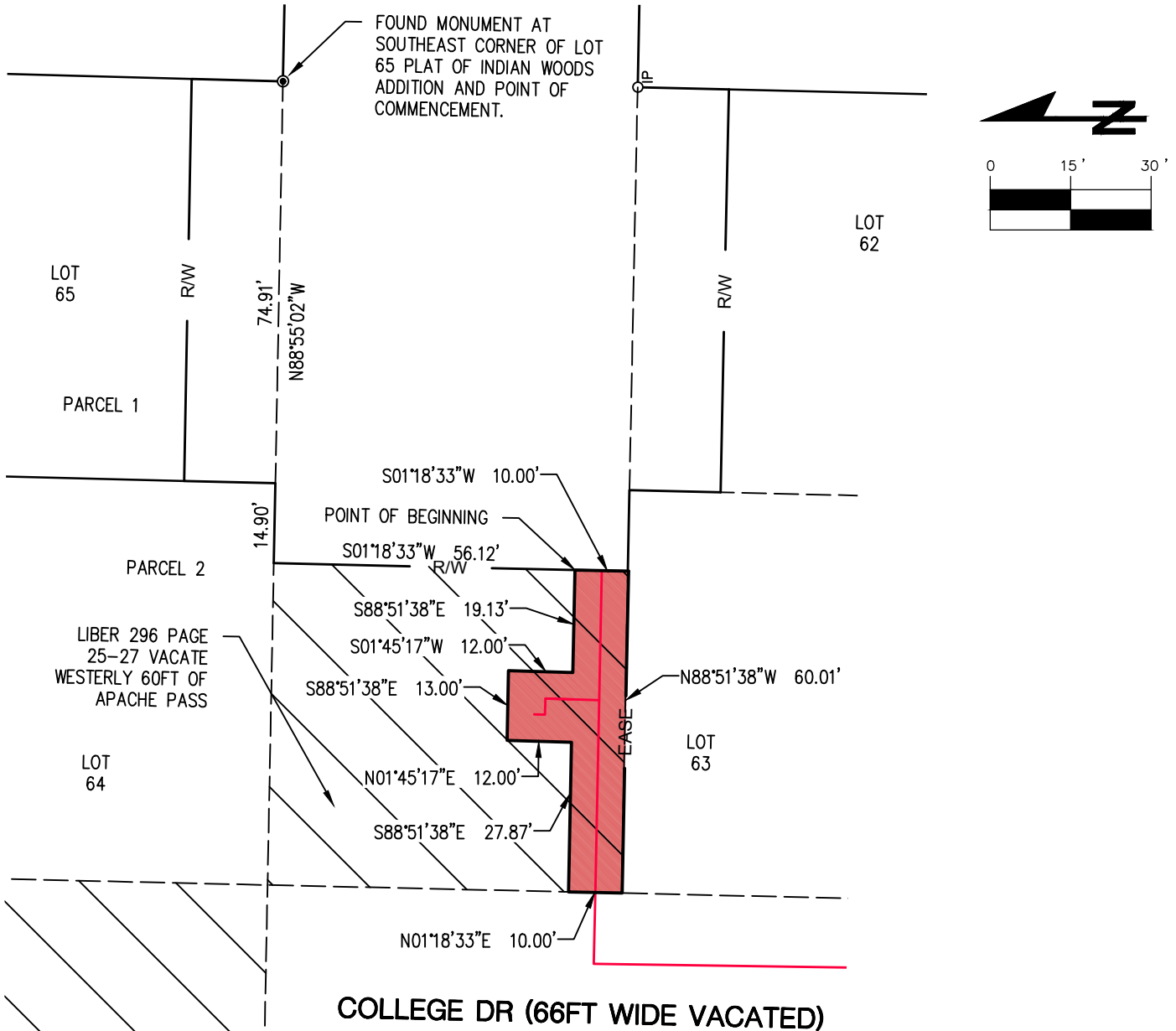


Wade Trim, Inc.
4241 Old US 27 S, Suite 1
PO Box 618
Gaylord, MI 49734
989.732.3584 | www.wadetrim.com

DRAWING TITLE NMC EASEMENT	
SECTION: 1	CITY: TRAVERSE CITY
TOWN: T27N	TOWNSHIP:
RANGE: R11W	COUNTY: GRAND TRAVERSE
DRAWING FILE NAME: VSP-BASE-DED4246-45T-FAIR-AND-FRONT.dwg	
DTE PROJECT NUMBER:	
DTE SURVEYOR APP. & DATE:	

EXHIBIT A

99



LEGEND

	FOUND IRON		FOUND MONUMENT		FOUND PIPE		R/W		PROPERTY BOUNDARY – SUBJECT PROPERTY
	PROPOSED EASEMENT		EASE		U.G. GAS (PROPOSED)		PROPERTY LINE – ADJOINING LOTS/PROPERTY		RIGHT OF WAY LINE

BEARINGS ARE REFERENCED TO MICHIGAN STATE PLANE COORDINATES, CENTRAL ZONE, INTERNATIONAL FEET, SCALE FACTOR: 0.99989390

FIELD: TA
DRAWN: MN
CHECKED: JC
DATE: 3/17/26
REVISION:
REVISION DATE:
SHEET: 3 OF 5
SCALE: 1" = 30'
VENDOR JOB NO.: DED4246-45T



DTE
DTE Gas Company
Land & Survey Department



Wade Trim, Inc.
4241 Old US 27 S, Suite 1
PO Box 618
Gaylord, MI 49734
989.732.3584 | www.wadetrim.com

DRAWING TITLE NMC EASEMENT	
SECTION: 1	CITY: TRAVERSE CITY
TOWN: T27N	TOWNSHIP:
RANGE: R11W	COUNTY: GRAND TRAVERSE
DRAWING FILE NAME: VSP-BASE-DED4246-45T-FAIR-AND-FRONT.dwg	
DTE PROJECT NUMBER:	
DTE SURVEYOR APP. & DATE:	

EXHIBIT A

100

PARENT PARCEL DESCRIPTION: (PER MID AMERICAN TITLE SERVICES, LLC TITLE SEARCH REPORT FILE NO. 53367 RW-TC2502-NMC-51-746-046-00, DATED JANUARY 22, 2026)

PARCEL ID NO.: 51-746-046-00
PROPERTY ADDRESS: 1740 COLLEGE DRIVE, TRAVERSE CITY, MI 49686
OWNER NAME: NORTHWESTERN MICHIGAN COLLEGE, A MICHIGAN COMMUNITY COLLEGE DISTRICT, AS TO PARCEL 1,
STATE BUILDING AUTHORITY, A PUBLIC CORPORATION, AS TO PARCEL 2

LAND SITUATED IN THE CITY OF TRAVERSE CITY, COUNTY OF GRAND TRAVERSE, STATE OF MICHIGAN, IS DESCRIBED AS FOLLOWS:

PARCEL 1

LOTS 47, 48, 62 THRU 65, INCLUSIVE, AND 75 THRU 84, INCLUSIVE, INDIAN WOODS ADDITION, ACCORDING TO THE PLAT THEREOF, AS RECORDED IN LIBER 5 OF PLATS, PAGE 39, GRAND TRAVERSE COUNTY RECORDS, EXCEPT THE NORTH 17 FEET OF LOT 62 AND EXCEPT THE SOUTH 17 FEET OF LOT 65, INDIAN WOODS ADDITION, ALSO THAT PART OF LOT 74, INDIAN WOODS ADDITION, AND OF THE WESTERLY HALF OF BRYANT STREET (VACATED) WHICH LIES NORTH OF THE EXTENSION EASTERLY OF THE SOUTH LINE OF LOTS 76 TO 82, INCLUSIVE, AND SOUTH OF SOUTH LINE OF OTTAWA STREET, INDIAN WOODS ADDITION, ALSO THAT PART OF THE NORTHWEST 1/4 OF THE SOUTHEAST 1/4, SECTION 1, TOWN 27 NORTH, RANGE 11 WEST, WHICH LIES EAST OF THE CENTERLINE OF BRYANT STREET (VACATED) AND NORTH OF THE EXTENSION EASTERLY OF THE SOUTH LINE OF LOTS 76 TO 82 INCLUSIVE, INDIAN WOODS ADDITION, ALSO THE SOUTH 33 FEET OF VACATED OTTAWA STREET FROM THE WEST LINE OF COLLEGE DRIVE TO THE CENTERLINE OF BRYANT STREET, ALSO THE WESTERLY 60 FEET OF APACHE PASS, FURTHER DESCRIBED AS COMMENCING AT THE NORTHEAST CORNER OF THE INTERSECTION OF APACHE PASS (66 FOOT RIGHT OF WAY) AND COLLEGE DRIVE (66 FOOT RIGHT-OF-WAY) THENCE EAST ALONG THE NORTH LINE OF APACHE PASS 60 FEET; THENCE SOUTH 66 FEET TO A POINT ON THE SOUTH LINE OF APACHE PASS; THENCE WEST ALONG THE SOUTH LINE OF APACHE PASS 60 FEET; THENCE NORTH ALONG THE EAST LINE OF COLLEGE DRIVE 66 FEET TO THE POINT OF BEGINNING, BEING PART OF THE RECORDED PLAT OF INDIAN WOODS ADDITION, ALSO THE WEST 33 FEET, EXCEPT THE NORTH 33 FEET OF THAT PART OF GOVERNMENT LOT 3, SECTION 1, TOWN 27 NORTH, RANGE 11 WEST, LYING NORTH OF APACHE PASS, AND THE EAST 33 FEET, EXCEPT THE NORTH 33 FEET, OF THAT PART OF THE NORTHWEST 1/4 OF THE SOUTHEAST 1/4, SECTION 1, TOWN 27 NORTH, RANGE 11 WEST, LYING NORTH OF THE EASTERLY EXTENSION OF THE NORTH LINE OF LOTS 64 TO 72, INCLUSIVE, INDIAN WOODS ADDITION, EXCEPT ALL THAT PORTION AS DESCRIBED IN PARCEL 2 BELOW.


PARCEL 2

PART OF THE EAST 1/2 OF SECTION 1, TOWN 27 NORTH, RANGE 11 WEST, TRAVERSE CITY, GRAND TRAVERSE COUNTY, MICHIGAN AND MORE PARTICULARLY DESCRIBED AS FOLLOWS: COMMENCING AT THE CENTER OF SAID SECTION 1; THENCE N89°46'19"E 253.99 FEET, ON THE E-W 1/4 LINE OF SAID SECTION 1 TO THE POINT OF BEGINNING OF THIS DESCRIPTION; THENCE N00°00'00"E 95.59 FEET; THENCE N90°00'00"E 250.00 FEET; THENCE S00°00'00"W 340.00 FEET, ON THE EAST LINE OF LOTS #84 AND #64, INDIAN WOODS ADDITION AND THEIR EXTENSION TO A POINT ON THE EAST LINE OF SAID LOT #64; THENCE S00°00'00"W 100.00 FEET, ON THE EAST LINE OF SAID LOT #64 AND OVER APACHE PASS AND ON THE EAST LINE OF LOT #63, SAID INDIAN WOODS ADDITION TO A POINT ON THE EAST LINE OF SAID LOT #63; THENCE N89°48'00"E 75.00 FEET, TO A POINT ON THE EAST LINE OF LOT #62, SAID INDIAN WOODS ADDITION; THENCE S00°00'00"W 209.68 FEET, ON THE EAST LINE OF LOTS #62 AND #48, SAID INDIAN WOODS ADDITION TO THE NORTH LINE OF FRONT STREET; THENCE S89°35'00"W 240.30 FEET, ON THE NORTH LINE OF SAID FRONT STREET AND OVER VACATED COLLEGE DRIVE; THENCE N00°00'00"E 330.94 FEET, TO A BUILDING CORNER; THENCE N00°29'22"W 71.71 FEET, ON AN EXISTING WALL LINE TO A BUILDING CORNER; THENCE S89°30'38"W 84.10 FEET, ON AN EXISTING WALL LINE; THENCE N00°00'00"E 153.64 FEET, TO THE POINT OF BEGINNING.

SURVEY NOTES

1. ALL DIMENSIONS ARE IN GROUND FEET AND DECIMALS THEREOF
2. PARCEL IS SUBJECT TO ANY EASEMENTS, RIGHTS OF WAY, RESERVATIONS, OR RESTRICTIONS, IF ANY, OF RECORD.
3. PROPERTY IS SITUATED IN THE CITY OF TRAVERSE CITY, GRAND TRAVERSE COUNTY, MICHIGAN
4. THE RIGHT OF WAY LINES ON THE EASEMENT SKETCH ARE INTENDED TO BE AN APPROXIMATE REPRESENTATION BASED ON EXISTING CONDITIONS AND RECORD DOCUMENTS. PARCELS AS SHOWN ARE PER RECORD AND ARE NOT TO BE UTILIZED AS A CERTIFIED SURVEY.
5. APPLY A ROTATION ANGLE OF 1°16'58" LEFT TO REACH RECORD BEARINGS OF PLAT OF INDIAN WOODS ADDITION.
6. LIBER 573, PAGE 709 VACATED COLLEGE DRIVE AND OTTAWA STREET FROM THE PLAT OF INDIAN WOODS ADDITION, BUT RESERVED EASEMENTS FOR UTILITIES OVER THE FULL WIDTH OF THE PLATTED ROADS.

BEARINGS ARE REFERENCED TO MICHIGAN STATE PLANE COORDINATES, CENTRAL ZONE, INTERNATIONAL FEET, SCALE FACTOR: 0.99989390

FIELD: TA	 DTE DTE Gas Company Land & Survey Department	DRAWING TITLE	
DRAWN: MN		NMC	
CHECKED: JC		EASEMENT	
DATE: 3/17/26		SECTION: 1	CITY: TRAVERSE CITY
REVISION:		TOWN: T27N	TOWNSHIP:
REVISION DATE:		RANGE: R11W	COUNTY: GRAND TRAVERSE
SHEET: 4 OF 5	DRAWING FILE NAME: VSP-BASE-DED4246-45T-FAIR-AND-FRONT.dwg		
SCALE: - NA -	DTE PROJECT NUMBER:		
VENDOR JOB NO.: DED4246-45T	DTE SURVEYOR APP. & DATE:		



Wade Trim, Inc.
4241 Old US 27 S, Suite 1
PO Box 618
Gaylord, MI 49734
989.732.3584 | www.wadetrim.com

EXHIBIT A

101



PROPOSED GAS EASEMENT DESCRIPTION

LAND SITUATED IN THE CITY OF TRAVERSE CITY, COUNTY OF GRAND TRAVERSE, STATE OF MICHIGAN, IS DESCRIBED AS FOLLOWS:

LAND IN PART OF SECTION 1, T27N, R11W, IN PART OF THE PLAT OF INDIAN WOODS ADDITIONS, ACCORDING TO THE PLAT THEREOF, AS RECORDED IN LIBER 5 OF PLATS, PAGE 39, GRAND TRAVERSE COUNTY RECORDS, DESCRIBED AS: COMMENCING AT A FOUND CONCRETE MONUMENT AT THE SOUTHEAST CORNER OF LOT 65 OF SAID PLAT; THENCE N88°55'02"W 74.91' TO THE SOUTHEAST CORNER OF LOT 64 OF SAID PLAT; THENCE CONTINUING N88°55'02"W 14.90' ALONG SOUTH LINE OF LOT 64 TO THE WEST RIGHT OF WAY OF APACHE PASS; THENCE S1°18'33"W 56.12' ALONG SAID RIGHT OF WAY TO THE POINT OF BEGINNING; THENCE CONTINUING S1°18'33"W 10.00' TO SOUTH RIGHT OF WAY OF APACHE PASS; THENCE N88°51'38"W 60.01' TO THE EAST RIGHT OF WAY OF COLLEGE DRIVE (VACATED); THENCE N1°18'33"E 10.00' ALONG SAID VACATED RIGHT OF WAY; THENCE S88°51'38"E 27.87'; THENCE N1°45'17"E 12.00'; THENCE S88°51'38"E 13.00'; THENCE S1°45'17"W 12.00'; THENCE S88°51'38"E 19.13' TO THE POINT OF BEGINNING, CONTAINING 756.01 SQUARE FEET.



BEARINGS ARE REFERENCED TO MICHIGAN STATE PLANE COORDINATES, CENTRAL ZONE, INTERNATIONAL FEET, SCALE FACTOR: 0.99989390

FIELD: TA	 DTE DTE Gas Company Land & Survey Department	DRAWING TITLE	
DRAWN: MN		NMC EASEMENT	
CHECKED: JC	 Wade Trim, Inc. 4241 Old US 27 S, Suite 1 PO Box 618 Gaylord, MI 49734 989.732.3584 www.wadetrim.com	SECTION: 1	CITY: TRAVERSE CITY
DATE: 3/17/26		TOWN: T27N	TOWNSHIP:
REVISION:		RANGE: R11W	COUNTY: GRAND TRAVERSE
REVISION DATE:		DRAWING FILE NAME: VSP-BASE-DED4246-45T-FAIR-AND-FRONT.dwg	
SHEET: 5 OF 5		DTE PROJECT NUMBER:	
SCALE: - NA -		DTE SURVEYOR APP. & DATE:	
VENDOR JOB NO.: DED4246-45T			



MEMO
Administrative Services

To: Nick Nissley, President
From: Troy Kierczynski, Vice President of Finance & Administration
Date: May 4, 2026
Subject: Front St. Campus Cell Tower – 30-year Lease Extension through March 2059

Recommendation

Proceed with signing a 30-year ground lease extension with American Tower Corporation under the negotiated terms summarized in this memo.

Background

On March 2, 1999, the College entered into a 30-year ground lease with NPI-Wireless Traverse City, LLC, now operating under a successor, DCS Tower Subs, LLC, d/b/a American Tower Corporation (“ATC”, or “Tenant”), to host a 120 ft. monopole cell tower. The tower is owned by ATC and located on the SW corner of Chestnut Lot, or the NE corner of the Timothy J. Nelson Innovation Center. The current lease, as amended over the years, is set to expire March 1, 2029. ATC has approached NMC in the last 5 years with various extension offers. Other companies in the industry have approached NMC offering lump-sum or monthly payments to buy our rights to the lease; no such offers were considered due to their lack of financial benefit.

In Fall 2025, ATC and NMC began direct formal negotiations over extension terms. Parker Harvey and Miller Canfield reviewed the negotiated proposal and provided advice on legal terms and fair market rates for cell tower ground lease rents. Administration also obtained additional regional benchmarks on fair market rates through consultation with administration from Leelanau County, which manages many cell tower leases.

Income from this lease supports WNMC and the College’s general fund.

This lease requires board approval pursuant to policy **A-106.00—Items for Specific Board Approval** as it will surpass the annual \$50,000 threshold during the proposed duration.

Lease Extension Terms

Key terms of the proposed extension are summarized in the following table:

	Current	Extension
Initial Term Start	March 2, 1999	
Initial Term End	March 1, 2009	
ATC Renewal Options	Two (2) additional (10) year renewal terms	Six (6) additional five (5) year renewal terms, or 30 years
Maximum Duration	March 1, 2029 (30 years)	March 1, 2059 (30 years)
Base Rent Rate	\$350 / month	\$ 2,000 / month
Base Rent Escalation	20% each renewal term	3% annually
Base Rent History	\$420 / month eff. 3/2/09 \$920 / month eff. 3/17/11 \$1,104 / month eff. 3/2/19	\$2,000 / month eff. signing \$2,060 / month eff. 3/2/27 \$4,854 / month eff. 3/2/58
Base Rent—Annual Income Compared	\$13,248 (2026)	\$24,000 (2027)
Collocation Fee¹	NMC earns 25% of gross rental income received by ATC	NMC earns 25% of gross rental income received by ATC
Collocation Fee—Annual Fees Compared	\$9,840 / year	\$9,840 / year
Total Annual Income (estimated)	\$23,088 (2026)	\$34,135 (2027)
Leased Area (sqft)	287 sqft.	348 sqft.
Tower Features	120' monopole	120' monopole
Maintenance Costs	Tenant	Tenant
Equip. Modifications	Tenant	Tenant
Utility Costs	Tenant	Tenant
Special Provisions	NMC had the right to require ATC provide it twenty-five (25) cellular phones and package plans at a discount. This provision was eliminated via March 2011 amendment in exchange for \$500 in additional base rent for NMC per month	Drop & swap ATC will construct a new tower on the additional leased space, then remove the existing tower in summer 2026. See section below.

¹ Also known as revenue sharing, the collocation fee is 25% of ATC's gross income from sub-leasing arrangements (ATC currently sub-leases tower space to AT&T as anchor tenant, and SPRINT). Revenue sharing income is expected to increase 3-4% annually because ATC's sub-leases include annual escalation. It is assumed for purposes of this table that ATC will continue to collocate equipment on the new tower; future arrangements are not guaranteed.

Special Provision—Drop & Swap

As part of this lease amendment, ATC requested to lease an additional 61 square feet of space in order to construct a new monopole tower while keeping the current tower in place. Once the new tower is in service, the old tower will be removed. All such costs will be covered by ATC, and the work will be completed during summer 2026. On January 20, 2026, a representative from ATC met with myself and Patrick Quinlan, NMC Director of Facilities, to observe the site and flag out the additional requested space. A satellite view of the additional leased space is provided as **Exhibit 1**.

A draft copy of the proposed lease extension is provided as **Exhibit 2**.

Exhibit 1 – Additional Leased Space



THE FIRST AMENDMENT TO RESTATED AND AMENDED SITE LEASE

This First Amendment to Restated And Amended Site Lease (this **Amendment**) is made effective as of the latter signature date hereof (the **Effective Date**) by and between **Northwestern Michigan College** (**Landlord**) and **DCS Tower Sub, LLC**, a Delaware limited liability company (**Tenant**) (Landlord and Tenant being collectively referred to herein as the **Parties**).

RECITALS

WHEREAS, Landlord owns the real property described on **Exhibit A** attached hereto and by this reference made a part hereof (the **Parent Parcel**); and

WHEREAS, Landlord (or its predecessor-in-interest) and Tenant (or its predecessor-in-interest) entered into that certain Restated And Amended Site Lease dated March 17, 2011 (as the same may have been amended from time to time, collectively, the **Lease**), pursuant to which the Tenant leases a portion of the Parent Parcel and is the beneficiary of certain easements for access and utilities, all as more particularly described in the Lease (such portion of the Parent Parcel so leased along with such portion of the Parent Parcel so affected, collectively, the **Leased Premises**), which Leased Premises are also described on **Exhibit A**; and

WHEREAS, Landlord and Tenant desire to amend the terms of the Lease to extend the term thereof and to otherwise modify the Lease as expressly provided herein.

NOW THEREFORE, in consideration of the foregoing recitals and the mutual covenants set forth herein and other good and valuable consideration, the receipt, adequacy, and sufficiency of which are hereby acknowledged, the Parties hereby agree as follows:

1. **Lease Term Extended.** Notwithstanding anything to the contrary contained in the Lease or this Amendment, the Parties agree the Lease originally commenced on March 2, 1999 and, without giving effect to the terms of this Amendment but assuming the exercise by Tenant of all remaining renewal options contained in the Lease (each an **Existing Renewal Term** and, collectively, the **Existing Renewal Terms**), the Lease is otherwise scheduled to expire March 1, 2029. In addition to any Existing Renewal Term(s), the Lease is hereby amended to provide Tenant with the option to extend the Lease for each of six (6) additional five (5) year renewal terms (each a **New Renewal Term** and, collectively, the **New Renewal Terms**). Notwithstanding anything to the contrary contained in the Lease, (a) all Existing Renewal Terms and New Renewal Terms shall automatically renew unless Tenant notifies Landlord that Tenant elects not to renew the Lease, as amended herein, at least sixty (60) days prior to the commencement of the next Renewal Term (as defined below) and (b) Landlord shall be able to terminate the Lease, as amended herein, only in the event of an uncured default by Tenant, which default is not cured within thirty (30) days of Tenant's receipt of written notice thereof, provided, however, in the event that Tenant has diligently commenced to cure a material default within thirty (30) days of Tenant's actual receipt of notice thereof and reasonably requires additional time beyond the thirty (30) day cure period described herein to effect such cure, Tenant shall have such additional time as parties may mutually agree upon (beyond the thirty (30) day cure period) to effect the cure. References in this Amendment to **Renewal Term** shall refer, collectively, to the Existing Renewal Term(s) and the New Renewal Term(s). The Landlord hereby agrees to execute and return to Tenant an original Memorandum of Lease in the form and of the substance attached hereto and by this reference made a part hereof (the **Memorandum**) executed by Landlord, together with any applicable forms needed to record the Memorandum, which forms shall be supplied by Tenant to Landlord.

2. **Additional Ground Space.**

Site No: 372207
Site Name: NMC

- a. For good and valuable consideration, the receipt adequacy and sufficiency of which are hereby acknowledged, effective as of the Commencement Date (as defined below) Landlord hereby leases to Tenant approximately an additional sixty-one and one-quarter (61.25) square feet of land in its as-is, where-is, with-all-faults condition without any representations or warranties as to the condition or use for a particular purpose (the “**Expanded Lease Area**”). The Expanded Lease Area is described, depicted and/or designated on **Exhibit B** attached hereto and by this reference made a part hereof. Tenant may use the Expanded Lease Area in the same manner that Tenant is permitted to use the Leased Premises. On and after the occurrence of the Commencement Date, the Expanded Lease Area shall be (and shall be deemed to be for all purposes), without further action of the Parties hereto, part of the Leased Premises and any references to the Leased Premises in the Lease, as amended hereby, shall include (and shall be deemed to include for all purposes) the Expanded Lease Area.
- b. Landlord hereby grants to Tenant, its officers, agents, employees, customers, and/or independent contractors the right and privilege to enter upon the Parent Parcel, Leased Premises, and/or the Expanded Lease Area at any time on or after the Effective Date, to perform or cause to be performed test borings of the soil, environmental audits, sampling, and/or tests, engineering studies and to conduct a survey of the Parent Parcel, Leased Premises and/or the Expanded Lease Area. Further, at any time on and after the Effective Date, Landlord hereby grants to Tenant, its officers, agents, employees, customers, and/or independent contractors the right and privilege to enter upon and reasonably use the portions of the Parent Parcel immediately adjacent to the Leased Premises and Expanded Lease Area for the purposes of accessing, constructing, installing, repairing, maintaining, and/or removing improvements within the Leased Premises and/or Expanded Lease Area. Landlord will not unreasonably interfere with Tenant’s use of the Leased Premises and/or the Expanded Lease Area in conducting these activities. Notwithstanding the foregoing, Tenant shall provide at least five (5) business days’ advance written notice to Landlord of (i) any invasive tests to be conducted at the Parent Parcel and (ii) any other tests or activities to be conducted which may interfere with Landlord’s use of the Parent Parcel.
3. **Rent and Escalation.** Commencing with the first rental payment due following the Effective Date, the rent payable from Tenant to Landlord under the Lease is hereby increased to **Two thousand and 00/100 Dollars (\$2,000.00)** per month (the “**Rent**”). Commencing on March 2, 2027 and on each successive annual anniversary thereof, Rent due under the Lease, as amended herein, shall increase by an amount equal to **three percent (3%)** of the then current Rent. In the event of any overpayment of Rent prior to or after the Effective Date, Landlord shall apply credit toward future Rent payments an amount equal to the overpayment amount. Notwithstanding anything to the contrary contained in the Lease, all Rent and any other payments expressly required to be paid by Tenant to Landlord under the Lease and this Amendment shall be paid to **Northwestern Michigan College**. The escalations in this Section shall be the only escalations to the Rent and any/all rental escalations otherwise contained in the Lease are hereby null and void and are of no further force and effect.
4. **Landlord and Tenant Acknowledgments.** Except as modified herein, the Lease and all provisions contained therein remain in full force and effect and are hereby ratified and affirmed. In the event there is a conflict between the Lease and this Amendment, this Amendment shall control. The Parties hereby agree that to their actual knowledge no defaults exist under the Lease. To the extent Tenant needed consent and/or approval from Landlord for any of Tenant’s activities at and uses of the site prior to the Effective Date, Landlord’s execution of this Amendment is and shall be considered consent to and approval of all such activities and uses. Landlord hereby acknowledges and agrees that Tenant shall not need consent or approval from, but shall provide notice to, Landlord for any future activities at or uses of the Leased

Site No: 372207
 Site Name: NMC

Premises, including, without limitation, subleasing and licensing to additional customers, installing, modifying, repairing, or replacing improvements within the Leased Premises, and/or Expanded Lease Area, and/or assigning all or any portion of Tenant's interest in this Lease, as modified by this Amendment. The Parties hereby agree that Tenant shall commence and complete any construction activities between the dates of May 4 and August 15 of any calendar year. Tenant shall provide Landlord no less than two (2) weeks' notice before the commencement of any construction. Upon request by Tenant and at Tenant's sole cost and expense but without additional consideration owed to Landlord, Landlord hereby agrees to promptly execute and return to Tenant building permits, zoning applications and other forms and documents, including a memorandum of lease, as required for the use of the Leased Premises and/or Expanded Lease Area by Tenant and/or Tenant's customers, licensees, and sublessees. Landlord hereby appoints Tenant as Landlord's authorized representative coupled with an interest to prepare, execute and deliver land use and zoning and building permit applications that concern the Leased Premises and/or Expanded Lease Area, on behalf of Landlord with federal, state and local governmental authorities, provided that such applications shall be limited strictly to the use of the Leased Premises and/or Expanded Lease Area as a wireless telecommunications facility and that such authorized representative shall not allow Tenant to re-zone or otherwise reclassify the Leased Premises, Expanded Lease Area or the Parent Parcel. Tenant shall not impose or cause any liens to be filed on the Leased Premises or any other portion of the Parent Parcel due to its construction and other activities pursuant to the terms of the Lease or any amendments thereto. Tenant shall provide and cause its respective contractors, subcontractors, suppliers, and consultants to provide customary and statutory insurances covering their activities, work, labor, material, equipment, and automobiles, and list the Landlord as additional insured party on all applicable insurances. Tenant shall use the Leases Premises (i) in full compliance with all applicable laws; (ii) in such a manner so as not to unreasonably interfere with Landlord's use of the Parent Parcel; (iii) in a manner that does not damage or interfere with any Landlord's facilities or any other improvements located now or hereafter on the Parent Parcel; and (iv) in compliance with the Lease and any amendments thereto. To the extent that Tenant, or any party Tenant is responsible for, causes any damage to the Parent Parcel, Landlord's facilities or any other improvements located now or hereafter on the Parcel Parcel in connection with the exercise of any rights granted in the Lease or any amendments thereto, Tenant shall repair promptly any and all such damage, all at its sole cost and expense. The terms, provisions, and conditions of this Section shall survive the execution and delivery of this Amendment.

5. **Landlord Statements.** Landlord hereby represents and warrants to Tenant that as of the Effective Date of this Amendment: (i) to the extent applicable, Landlord is duly organized, validly existing, and in good standing in the jurisdiction in which Landlord was organized, formed, or incorporated, as applicable, and is otherwise in good standing and authorized to transact business in each other jurisdiction in which such qualifications are required; (ii) Landlord has the full power and authority to enter into and perform its obligations under this Amendment, and, to the extent applicable, the person(s) executing this Amendment on behalf of Landlord, have the authority to enter into and deliver this Amendment on behalf of Landlord; (iii) no consent, authorization, order, or approval of, or filing or registration with, any governmental authority or other person or entity is required for the execution and delivery by Landlord of this Amendment; (iv) Landlord is the sole owner of the Leased Premises and all other portions of the Parent Parcel; (v) to the Landlord's actual knowledge, there are no agreements, liens, encumbrances, claims, claims of lien, proceedings, or other matters (whether filed or recorded in the applicable public records or not) related to, encumbering, asserted against, threatened against, and/or pending with respect to the Leased Premises or any other portion of the Parent Parcel which do or could (now or any time in the future) adversely impact, limit, and/or impair Tenant's rights under the Lease, as amended and modified by this Amendment; (vi) so long as Tenant performs its obligations under the Lease, Tenant shall peaceably and quietly have, hold and enjoy the Leased Premises, and Landlord shall not act or permit any third person to act in any manner which would interfere with or disrupt Tenant's business or frustrate Tenant or Tenant's customers' use of the Leased Premises and (vii) the square footage of the Leased

Site No: 372207
Site Name: NMC

Premises is the greater of Tenant's existing improvements on the Parent Parcel or the land area conveyed to Tenant under the Lease. The representations and warranties of Landlord made in this Section shall survive the execution and delivery of this Amendment. Landlord hereby does and agrees to indemnify Tenant for any damages, losses, costs, fees, expenses, or charges of any kind sustained or incurred by Tenant as a result of the breach of the representations and warranties made herein or if any of the representations and warranties made herein prove to be untrue. The aforementioned indemnification shall survive the execution and delivery of this Amendment.

6. **Confidentiality.** Notwithstanding anything to the contrary contained in the Lease or in this Amendment, Landlord agrees and acknowledges that all the terms of this Amendment and the Lease and any information furnished to Landlord by Tenant in connection therewith shall be and remain confidential. Except with Landlord's family, attorney, accountant, broker, lender, a prospective fee simple purchaser of the Parent Parcel, or if otherwise required by law, Landlord shall not disclose any such terms or information without the prior written consent of Tenant. The terms and provisions of this Section shall survive the execution and delivery of this Amendment.

Notwithstanding the prior paragraph, Tenant acknowledges that Landlord is a governmental entity with certain unwaivable obligations to produce documents to the public, including without limitation state and federal Freedom of Information Act laws. Should Landlord receive a request for information to which information or documents concerning this Amendment or the Lease are responsive, Landlord shall notify Tenant within the response time of the request. Tenant shall have the right to contest such request, but in no event shall this Amendment or Lease require Landlord to take any action contrary to law.

7. **Notices.** The Parties acknowledge and agree that Section 18 of the Lease is hereby deleted in its entirety and is of no further force and effect. From and after the Effective Date the notice address and requirements of the Lease, as modified by this Amendment, shall be controlled by this Section of this Amendment. All notices must be in writing and shall be valid upon receipt when delivered by hand, by nationally recognized courier service, or by First Class United States Mail, certified, return receipt requested to the addresses set forth herein: to Landlord at: 1701 East Front St, Traverse City, MI 49686-3016; to Tenant at: Attn.: Land Management 10 Presidential Way, Woburn, MA 01801, with copy to: Attn: Legal Department, 222 Berkeley Street, 7th Floor, Boston, MA 02116. Any of the Parties, by thirty (30) days prior written notice to the others in the manner provided herein, may designate one or more different notice addresses from those set forth above. Refusal to accept delivery of any notice or the inability to deliver any notice because of a changed address for which no notice was given as required herein, shall be deemed to be receipt of any such notice.
8. **Counterparts.** This Amendment may be executed in several counterparts, each of which when so executed and delivered, shall be deemed an original and all of which, when taken together, shall constitute one and the same instrument, even though all Parties are not signatories to the original or the same counterpart. Furthermore, the Parties may execute and deliver this Amendment by electronic means such as .pdf or similar format. Each of the Parties agrees that the delivery of the Amendment by electronic means will have the same force and effect as delivery of original signatures and that each of the Parties may use such electronic signatures as evidence of the execution and delivery of the Amendment by all Parties to the same extent as an original signature.
9. **Governing Law.** The Parties acknowledge and agree that Section 20E of the Lease is hereby deleted in its entirety and is of no further force and effect. From and after the Effective Date and notwithstanding anything to the contrary contained in the Lease and in this Amendment, the Lease and this Amendment shall be governed by and construed in all respects in accordance with the laws of the State or

Commonwealth in which the Leased Premises is situated, without regard to the conflicts of laws provisions of such State or Commonwealth.

10. **Waiver.** Notwithstanding anything to the contrary contained herein or in the Lease, in no event shall Landlord or Tenant be liable to the other for, and Landlord and Tenant hereby waive, to the fullest extent permitted under applicable law, the right to recover incidental, consequential (including, without limitation, lost profits, loss of use or loss of business opportunity), punitive, exemplary and similar damages.
11. **Tenant's Securitization Rights; Estoppel.** Landlord hereby consents to the granting by Tenant of one or more leasehold mortgages, collateral assignments, liens, and/or other security interests (collectively, a "**Security Interest**") in Tenant's interest in the Lease, as amended, and all of Tenant's property and fixtures attached to and lying within the Leased Premises and further consents to the exercise by Tenant's mortgagee ("**Tenant's Mortgagee**") of its rights to exercise its remedies, including without limitation foreclosure, with respect to any such Security Interest. Landlord shall recognize the holder of any such Security Interest of which Landlord is given prior written notice (any such holder, a "**Holder**") as "Tenant" hereunder in the event a Holder succeeds to the interest of Tenant hereunder by the exercise of such remedies. Landlord further agrees to execute a written estoppel certificate within thirty (30) days of written request of the same by Tenant or Holder.
12. **Taxes.** The Parties acknowledge and agree that Section 7 of the Lease is hereby deleted in its entirety and is of no further force and effect. From and after the Effective Date the obligations of the Parties with respect to taxes shall be controlled by this Section of this Amendment. During the term of the Lease, as modified by this Amendment, Tenant shall pay when due all real property, personal property, and other taxes, fees, and assessments that are directly attributable to Tenant's improvements on the Leased Premises (the "**Applicable Taxes**") directly to the local taxing authority to the extent that the Applicable Taxes are billed directly to Tenant. Tenant hereby agrees to reimburse Landlord for any Applicable Taxes billed directly to Landlord (which shall not include any taxes or other assessments attributable to periods prior to the Effective Date). Landlord must furnish written documentation (the substance and form of which shall be reasonably satisfactory to Tenant) of any Applicable Taxes along with proof of payment of the same by Landlord. Landlord shall submit requests for reimbursement in writing to: *American Tower Corporation, Attn: Landlord Relations, 10 Presidential Way, Woburn, MA 01801* unless otherwise directed by Tenant from time to time. Subject to the requirements set forth in this Section, Tenant shall make such reimbursement payment within forty-five (45) days of receipt of a written reimbursement request from Landlord. Landlord shall not be entitled to reimbursement for any costs associated with an increase in the value of Landlord's real property calculated based on any monetary consideration paid from Tenant to Landlord. If Landlord fails to pay when due any real property, personal property, and other taxes, fees, and assessments affecting the Parent Parcel, Tenant shall have the right upon prior written notice with a reasonable cure period to Landlord and upon Landlord's failure to cure, but not the obligation, to pay such taxes on Landlord's behalf and: (i) deduct the full amount of any such taxes paid by Tenant on Landlord's behalf from any future payments required to be made by Tenant to Landlord hereunder; (ii) demand reimbursement from Landlord, which reimbursement payment Landlord shall make within thirty (30) days of such demand by Tenant; and/or (iii) collect from Landlord any such tax payments made by Tenant on Landlord's behalf by any lawful means.
13. **Conflict/Capitalized Terms.** The Parties hereby acknowledge and agree that in the event of a conflict between the terms and provisions of this Amendment and those contained in the Lease, the terms and provisions of this Amendment shall control. Except as otherwise defined or expressly provided in this Amendment, all capitalized terms used in this Amendment shall have the meanings or definitions ascribed to them in the Lease. To the extent of any inconsistency in or conflict between the meaning, definition, or

usage of any capitalized terms in this Amendment and the meaning, definition, or usage of any such capitalized terms or similar or analogous terms in the Lease , the meaning, definition, or usage of any such capitalized terms in this Amendment shall control.

[SIGNATURES COMMENCE ON FOLLOWING PAGE]

LANDLORD:

Northwestern Michigan College

Signature: _____

Print Name: _____

Title: _____

Date: _____

Signature: _____

Print Name: _____

Title: _____

Date: _____

[SIGNATURES CONTINUE ON FOLLOWING PAGE]

TENANT:

DCS Tower Sub, LLC

a Delaware limited liability company

Signature: _____

Print Name: _____

Title: _____

Date: _____

EXHIBIT A

This Exhibit A may be replaced at Tenant's option as described below.

PARENT PARCEL

Tenant shall have the right to replace this description with a description obtained from Landlord's deed (or deeds) that include the land area encompassed by the Lease and Tenant's improvements thereon.

The Parent Parcel consists of the entire legal taxable lot owned by Landlord as described in a deed (or deeds) to Landlord of which the Leased Premises is a part thereof with such Parent Parcel being described below.

Being situated in the County of Grand Traverse, State of MI, and being known as
Grand Traverse County APN: 51-101-001-00.

LEASED PREMISES

Tenant shall have the right to replace this description with a description obtained from the Lease or from a description obtained from an as-built survey conducted by Tenant.

The Leased Premises consists of that portion of the Parent Parcel as defined in the Lease which shall include access and utilities easements. The square footage of the Leased Premises shall be the greater of: (i) the land area conveyed to Tenant in the Lease; or (ii) the legal description or depiction below (if any), which may be replaced or supplemented by an as-built survey of that particular portion of the Parent Parcel.

ACCESS AND UTILITIES

The access and utility easements include all easements of record as well that portion of the Parent Parcel currently utilized by Tenant (and Tenant's customers) for ingress, egress and utility purposes from the Leased Premises to and from a public right of way including but not limited to:

EXHIBIT B

DESCRIPTION, DESIGNATION AND/OR DEPICTION OF EXPANDED LEASE AREA

Expanded Lease Area:

[END OF EXHIBIT B]

Prepared by and Return to:

American Tower
 10 Presidential Way
 Woburn, MA 01801
 Attn: Land Management/Nghia Trinh, Esq.
 ATC Site No: 372207
 ATC Site Name: NMC
 Assessor's Parcel No(s): 51-101-001-00

Prior Recorded Lease Reference:

Liber 1549, Page 900
 State of Michigan
 County of Grand Traverse

MEMORANDUM OF LEASE

This Memorandum of Lease (the "**Memorandum**") is entered into as of the latter signature date hereof, by and between **Northwestern Michigan College**, ("**Landlord**") and **DCS Tower Sub, LLC**, a Delaware limited liability company ("**Tenant**").

NOTICE is hereby given of the Lease (as defined and described below) for the purpose of recording and giving notice of the existence of said Lease. To the extent that notice of such Lease has previously been recorded, then this Memorandum shall constitute an amendment of any such prior recorded notice(s).

1. **Parent Parcel and Lease.** Landlord is the owner of certain real property being described in **Exhibit A** attached hereto and by this reference made a part hereof (the "**Parent Parcel**"). Landlord (or its predecessor-in-interest) and Tenant (or its predecessor-in-interest) entered into that certain Restated And Amended Site Lease dated March 17, 2011 (as the same may have been amended from time to time, collectively, the "**Lease**"), pursuant to which the Tenant leases a portion of the Parent Parcel and is the beneficiary of certain easements for access and utilities, all as more particularly described in the Lease (such portion of the Parent Parcel so leased along with such portion of the Parent Parcel so affected, collectively, the "**Leased Premises**"), which Leased Premises is also described on **Exhibit A**.
2. **Expiration Date.** Subject to the terms, provisions, and conditions of the Lease, and assuming the exercise by Tenant of all renewal options contained in the Lease, the final expiration date of the Lease would be March 1, 2059. Notwithstanding the foregoing, in no event shall Tenant be required to exercise any option to renew the term of the Lease.
3. **Leased Premises Description.** Tenant shall have the right, exercisable by Tenant at any time during the original or renewal terms of the Lease, to cause an as-built survey of the Leased Premises to be prepared and, thereafter, to replace, in whole or in part, the description(s) of the Leased Premises set forth on **Exhibit A** with a legal description or legal descriptions based upon such as-built survey. Upon Tenant's request, Landlord shall execute and deliver any documents reasonably necessary to effectuate such replacement, including, without limitation, amendments to this Memorandum and to the Lease.

Site No: 372207
 Site Name: NMC

4. **Expanded Lease Area.** The Landlord has granted to Tenant an Expanded Lease Area by approximately sixty-one and one-quarter (61.25) square feet as depicted and/or described on **Exhibit B** attached hereto and by this reference made a part hereof.
5. **Effect/Miscellaneous.** This Memorandum is not a complete summary of the terms, provisions and conditions contained in the Lease. In the event of a conflict between this Memorandum and the Lease, the Lease shall control. Landlord hereby grants the right to Tenant to complete and execute on behalf of Landlord any government or transfer tax forms necessary for the recording of this Memorandum. This right shall terminate upon recording of this Memorandum.
6. **Notices.** All notices must be in writing and shall be valid upon receipt when delivered by hand, by nationally recognized courier service, or by First Class United States Mail, certified, return receipt requested to the addresses set forth herein: to Landlord at: 1701 East Front ST, Traverse City, MI 49686-3016; to Tenant at: Attn.: Land Management 10 Presidential Way, Woburn, MA 01801, with copy to: Attn: Legal Department, 222 Berkeley Street, 7th Floor, Boston, MA 02116. Any of the parties hereto, by thirty (30) days prior written notice to the other in the manner provided herein, may designate one or more different notice addresses from those set forth above. Refusal to accept delivery of any notice or the inability to deliver any notice because of a changed address for which no notice was given as required herein, shall be deemed to be receipt of any such notice.
7. **Counterparts.** This Memorandum may be executed in multiple counterparts, each of which when so executed and delivered, shall be deemed an original and all of which, when taken together, shall constitute one and the same instrument.
8. **Governing Law.** This Memorandum shall be governed by and construed in all respects in accordance with the laws of the State or Commonwealth in which the Leased Premises is situated, without regard to the conflicts of laws provisions of such State or Commonwealth.

[SIGNATURES COMMENCE ON FOLLOWING PAGE]

IN WITNESS WHEREOF, Landlord and Tenant have each executed this Memorandum as of the day and year set forth below.

LANDLORD

2 WITNESSES

Northwestern Michigan College,

Signature: _____

Print Name: _____

Title: _____

Date: _____

Signature: _____

Print Name: _____

Signature: _____

Print Name: _____

WITNESS AND ACKNOWLEDGEMENT

State/Commonwealth of _____

County of _____

On this ____ day of _____, 202____, before me, the undersigned Notary Public, personally appeared _____, who proved to me on the basis of satisfactory evidence, to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument, the person(s) or the entity upon which the person(s) acted, executed the instrument.

WITNESS my hand and official seal.

Notary Public

Print Name: _____

My commission expires: _____

[SEAL]

[SIGNATURES CONTINUE ON FOLLOWING PAGE]

TENANT

WITNESS

DCS Tower Sub, LLC

a Delaware limited liability company

Signature: _____

Print Name: _____

Title: _____

Date: _____

Signature: _____

Print Name: _____

Signature: _____

Print Name: _____

WITNESS AND ACKNOWLEDGEMENT

Commonwealth of Massachusetts

County of Middlesex

On this ____ day of _____, 202__, before me, the undersigned Notary Public, personally appeared _____, who proved to me on the basis of satisfactory evidence, to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument, the person(s) or the entity upon which the person(s) acted, executed the instrument.

WITNESS my hand and official seal.

Notary Public

Print Name: _____

My commission expires: _____

[SEAL]

EXHIBIT A

This Exhibit A may be replaced at Tenant's option as described below.

PARENT PARCEL

Tenant shall have the right to replace this description with a description obtained from Landlord's deed (or deeds) that include the land area encompassed by the Lease and Tenant's improvements thereon.

The Parent Parcel consists of the entire legal taxable lot owned by Landlord as described in a deed (or deeds) to Landlord of which the Leased Premises is a part thereof with such Parent Parcel being described below.

Being situated in the County of Grand Traverse, State of MI, and being known as
Grand Traverse County APN: 51-101-001-00.

LEASED PREMISES

Tenant shall have the right to replace this description with a description obtained from the Lease or from a description obtained from an as-built survey conducted by Tenant.

The Leased Premises consists of that portion of the Parent Parcel as defined in the Lease which shall include access and utilities easements. The square footage of the Leased Premises shall be the greater of: (i) the land area conveyed to Tenant in the Lease; or (ii) the legal description or depiction below (if any), which may be replaced or supplemented by an as-built survey of that particular portion of the Parent Parcel.

ACCESS AND UTILITIES

The access and utility easements include all easements of record as well that portion of the Parent Parcel currently utilized by Tenant (and Tenant's customers) for ingress, egress and utility purposes from the Leased Premises to and from a public right of way including but not limited to:

Site No: 372207
Site Name: NMC

EXHIBIT B
Expanded Lease Area

This Exhibit B may be replaced at Tenant's option as described below.

Instructions for completing the Resolution and Consent Affidavit

IMPORTANT INFORMATION BELOW

In order to avoid delays in the completion of this transaction, the Resolution and Consent Affidavit must be signed by **ALL** Members, Partners, Directors, Shareholders, Officers or Trustees of the organization. Section 6 of this form allows for the organization to appoint one person to sign the remaining documents but **ONE HUNDRED PERCENT (100%)** of the ownership or voting interest of the organization must sign this first. Failure to comply with these instructions or properly indicate the percentage of ownership and/or voting interest will result in delays and could require the documents to be re-executed. If you have any questions, please contact your land lease representative.

Prepared by and Return to:

American Tower
Attn: Land Management/Nghia Trinh, Esq.
10 Presidential Way
Woburn, MA 01801
Assessor's Parcel No(s): 51-101-001-00

RESOLUTION AND CONSENT AFFIDAVIT**Northwestern Michigan College,**

Be it known that, under the pains and penalties of perjury, the undersigned Members, Partners, Directors, Shareholders, Officers or Trustees, as applicable (collectively, the "**Affiants**") of the above referenced entity (the "**Landlord**"), hereby declare and resolve the following:

1. Landlord (or its predecessor-in-interest) has leased or subleased a portion of land to DCS Tower Sub, LLC, a Delaware limited liability company (the "**Tenant**") pursuant to that certain Restated And Amended Site Lease dated March 17, 2011 (as the same may have been amended from time to time, collectively, the "**Lease**").
2. Landlord and Tenant desire to enter into an amendment of the Lease (the "**Amendment**") in order to extend the term thereof and to further amend the Lease as more particularly set forth in the Amendment.
3. Landlord is duly organized, validly existing, and in good standing in the jurisdiction of its formation, organization, and/or incorporation, as applicable, and is otherwise authorized to transact business and in good standing in any other jurisdictions where such qualifications are required. Landlord has full power and authority to enter into and perform Landlord's obligations under the Amendment and the other Transaction Documents (as hereinafter defined), and the Amendment and the other Transaction Documents have been duly executed and delivered by Landlord. The Affiants listed below are the only legal and equitable owners of Landlord and are the only members, partners, directors, shareholders, officers and/or trustees, as applicable, of Landlord.
4. The Affiants hereby approve of the Transaction Documents and all of the terms and provisions contained therein and declare, resolve and/or affirm, as applicable, that Landlord is hereby authorized to enter into the Transaction Documents with Tenant and effect the transactions contemplated therein. The Affiants hereby declare and affirm that any other corporate and shareholder, member, partner, and/or trustee actions required to effectuate the transactions contemplated in the Amendment and other Transaction Documents have been completed.

Site No: 372207
Site Name: NMC

EXECUTED UNDER THE PAINS AND PENALTIES OF PERJURY ON THE DATE WRITTEN BELOW

AFFIANT NO. 1

2 WITNESSES

Signature: _____

Print Name: _____

Date: _____

Title: (circle one) Member, Partner, Director,
Shareholder, Officer, Trustee

Percentage Ownership or Voting Interest: _____%

Signature: _____

Print Name: _____

Signature: _____

Print Name: _____

WITNESS AND ACKNOWLEDGEMENT

State/Commonwealth of _____

County of _____

On this ____ day of _____, 202____, before me, the undersigned Notary Public, personally appeared _____, who proved to me on the basis of satisfactory evidence, to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument, the person(s) or the entity upon which the person(s) acted, executed the instrument.

WITNESS my hand and official seal.

Notary Public

Print Name: _____

My commission expires: _____

[SEAL]

EXECUTED UNDER THE PAINS AND PENALTIES OF PERJURY ON THE DATE WRITTEN BELOW

AFFIANT NO. 2

2 WITNESSES

Signature: _____

Print Name: _____

Date: _____

Title: (circle one) Member, Partner, Director,
Shareholder, Officer, Trustee

Signature: _____

Print Name: _____

Signature: _____

Print Name: _____

Percentage Ownership or Voting Interest: _____%

WITNESS AND ACKNOWLEDGEMENT

State/Commonwealth of _____

County of _____

On this ____ day of _____, 202____, before me, the undersigned Notary Public, personally appeared _____, who proved to me on the basis of satisfactory evidence, to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument, the person(s) or the entity upon which the person(s) acted, executed the instrument.

WITNESS my hand and official seal.

Notary Public

Print Name: _____

My commission expires: _____

[SEAL]

EXECUTED UNDER THE PAINS AND PENALTIES OF PERJURY ON THE DATE WRITTEN BELOW

AFFIANT NO. 3

2 WITNESSES

Signature: _____

Print Name: _____

Date: _____

Title: (circle one) Member, Partner, Director,
Shareholder, Officer, Trustee

Percentage Ownership or Voting Interest: _____%

Signature: _____

Print Name: _____

Signature: _____

Print Name: _____

WITNESS AND ACKNOWLEDGEMENT

State/Commonwealth of _____

County of _____

On this ____ day of _____, 202____, before me, the undersigned Notary Public, personally appeared _____, who proved to me on the basis of satisfactory evidence, to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument, the person(s) or the entity upon which the person(s) acted, executed the instrument.

WITNESS my hand and official seal.

Notary Public

Print Name: _____

My commission expires: _____

[SEAL]

EXECUTED UNDER THE PAINS AND PENALTIES OF PERJURY ON THE DATE WRITTEN BELOW

AFFIANT NO. 4

2 WITNESSES

Signature: _____

Print Name: _____

Date: _____

Title: (circle one) Member, Partner, Director,
Shareholder, Officer, Trustee

Signature: _____

Print Name: _____

Signature: _____

Print Name: _____

Percentage Ownership or Voting Interest: _____%

WITNESS AND ACKNOWLEDGEMENT

State/Commonwealth of _____

County of _____

On this ____ day of _____, 202__, before me, the undersigned Notary Public, personally appeared _____, who proved to me on the basis of satisfactory evidence, to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument, the person(s) or the entity upon which the person(s) acted, executed the instrument.

WITNESS my hand and official seal.

Notary Public
Print Name: _____
My commission expires: _____

[SEAL]

EXECUTED UNDER THE PAINS AND PENALTIES OF PERJURY ON THE DATE WRITTEN BELOW

AFFIANT NO. 5

2 WITNESSES

Signature: _____

Print Name: _____

Date: _____

Title: (circle one) Member, Partner, Director,
Shareholder, Officer, Trustee

Signature: _____

Print Name: _____

Signature: _____

Print Name: _____

Percentage Ownership or Voting Interest: _____%

WITNESS AND ACKNOWLEDGEMENT

State/Commonwealth of _____

County of _____

On this ____ day of _____, 202__, before me, the undersigned Notary Public, personally appeared _____, who proved to me on the basis of satisfactory evidence, to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument, the person(s) or the entity upon which the person(s) acted, executed the instrument.

WITNESS my hand and official seal.

Notary Public
Print Name: _____
My commission expires: _____

[SEAL]

EXECUTED UNDER THE PAINS AND PENALTIES OF PERJURY ON THE DATE WRITTEN BELOW

AFFIANT NO. 6

2 WITNESSES

Signature: _____

Print Name: _____

Date: _____

Signature: _____

Print Name: _____

Title: (circle one) Member, Partner, Director,
Shareholder, Officer, Trustee

Signature: _____

Print Name: _____

Percentage Ownership or Voting Interest: _____%

WITNESS AND ACKNOWLEDGEMENT

State/Commonwealth of _____

County of _____

On this ____ day of _____, 202__, before me, the undersigned Notary Public, personally appeared _____, who proved to me on the basis of satisfactory evidence, to be the person(s) whose name(s) is/are subscribed to the within instrument and acknowledged to me that he/she/they executed the same in his/her/their authorized capacity(ies), and that by his/her/their signature(s) on the instrument, the person(s) or the entity upon which the person(s) acted, executed the instrument.

WITNESS my hand and official seal.

Notary Public
Print Name: _____
My commission expires: _____

[SEAL]



Northwestern Michigan College

MEMO

Office of the President

To: Board of Trustees, Executive Committee

From: Nick Nissley, President
Katharine Marvin, Vice President, Advancement
Troy Kierczynski, Vice President, Finance and Administration

Date: Friday, May 15, 2026

Subject: Strategic Fund Investment - Comprehensive Campaign

Recommendation

Approve a five-year aggregate investment of up to \$500,000 from FY27 through FY31 to support operational expenses for a comprehensive fundraising campaign.

Background

These funds will support implementation of the comprehensive fundraising campaign, which will be designed to strengthen institutional capacity, philanthropic engagement, and long-term support for Northwestern Michigan College priorities. Projected expenses include staffing support, donor engagement activities, communications, and related operational costs necessary to sustain campaign momentum and execution. This request complements the partnership with The Winkler Group for campaign consulting services for FY27 and FY28, which was approved in April 2026. The Foundation will continue to share campaign-related expenses in partnership with the College, with annual requests evaluated through the regular budget development process.

The **FY27 strategic fund request totals \$77,294** and represents 50% of the campaign-related costs, consistent with the Foundation's cost-sharing agreement. The Foundation is prepared to fund the remaining 50% of these expenses.

Future-Year Requests

The request extends through FY31, with operational campaign expenses fluctuating in alignment with campaign launch activities and engagement efforts. Request estimates are included below for FY28-FY31.

Fund Request Estimates				
FY27	FY28	FY29	FY30	FY31
\$77,294	\$80,658	\$114,191	\$107,901	\$101,796

Strategic Fund Status

Project End-of-Year Balances				
FY26	FY27	FY28	FY29	FY30
\$1,275,897	\$877,203	\$886,545	\$1,047,354	\$1,387,657



EXHIBITIONS | PERFORMANCES | MUSEUM STORE

To: President Nick Nissley
From: Craig Hadley
Re: FY27 MACC Project Experience Grant Application Authorization
Date: May 1, 2026

Dear President Nissley,

Greetings. This memo is to notify you that the Denmos Museum Center at Northwestern Michigan College intends to apply to the Michigan Arts and Culture Council (MACC) for a Project Experience Grant for FY27. MACC funding has generously supported exhibition, programming, and facility-related expenses at the Denmos Museum Center for many years.

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

The Denmos Museum Center at Northwestern Michigan College is authorized to apply for MACC grant funding up to the award ceiling of approximately \$45,000 in the project experience support category for FY27.

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

Sincerely,

A handwritten signature in black ink, appearing to read "Craig K. Hadley". The signature is fluid and cursive, written over a white background.

Craig Hadley
Executive Director and Chief Curator

Northwestern Michigan College
1701 East Front Street
Traverse City, MI 49686

Phone 231.995.1055
Fax 231.995.1597

**MEMO**

Student Services & Technologies

To: Dr. Nick Nissley, President
From: Todd Neibauer, VP for Student Services & Technologies
Date: May 11, 2026
Subject: Two Percent Grant Proposal

This is a request for Board of Trustees support of the biannual 2% Grant application.

This grant proposal outlines additional support for Native American students as part of our initiatives to improve student persistence and completion. This grant proposal would fund the specific efforts of the Native American Student Organization. It also provides support for the annual Graduation Celebration Pow Wow that occurs near the end of the spring semester.

Thank you for your consideration.

Local Leveraging: \$ 32.975 Percent: 48 %
 (Match)
 Total Budget: \$ 69,861 Percent: 100 %

5. Target Population: 100 Children 350 Adults 50 Elders
500 Total GTB Member Community 30 Others

(Indicate the number of GTB members)

6. Counties Impacted: X Antrim X Benzie X Charlevoix
X Grand Traverse X Leelanau X Manistee

7. Brief Description (purpose of funding); include statement of need:

In order to continue providing academic, social, and community support services to the Native student population and community, both in person and virtually, we recognize the need for the continuation of Native American student support services through NMC. Our goal is to continue to improve retention and course completion rates for Native American students at NMC during this difficult time. We plan to continue to support Native American students with focused support programs, tribal communication and involvement, higher education recruitment activities for Native American high school students, transfer preparation.

NEED: The disruption caused by the Covid-19 outbreak has altered course delivery methods, funding for our office, and student learning opportunities at the college. To date, most of our Native students have expressed the desire to continue, uninterrupted, with their academic pursuits. We believe our graduates' ambition and success is directly related to our program efforts. Many students still need help navigating the evolving changes to the instructional process to be successful learners and our services are crucial to assisting students. The new social distancing norm has created numerous challenges for students again this spring and fall, and as it continues, we will need to create more on-line opportunities for academic and social engagement, and guide and encourage Native American students now more than ever to participate. To maintain the momentum in recruitment, retention, and graduation for Native students, we need to maintain the support programs currently in place and reestablish the Graduation Celebration Pow Wow as well as the Campus Immersion program, while improving virtual accessibility and implementing more focused social and academic programming assistance. Currently, NMC's Native American student population is still among the highest for community colleges and universities within the State of Michigan.

NMC's student demographics show that the Native American student population is made up primarily of Grand Traverse Band members. Although many tribal students are still the first in their families to attend college, we are now beginning to see second and third-generation Native students at NMC because of our recruitment efforts focused within the native community.

NMC is vested in the success of the Native students and the communities we serve. We hope to continue to provide services which enhance and expand the educational experiences and opportunities for Native American students and community members in addition to building stronger working relationships with Tribal Education programs, youth services, and other tribal government programs to support the community. We believe the need for these partnerships is critical to improving and maintaining retention rates, course completion, program implementation and overall success of currently enrolled Native students in addition to those who will choose to attend Northwestern Michigan College in the future.

8. This question only pertains to Indian Education Programs of Public-School Systems. If you are not an Indian Education Program of a Public-School system, skip to question 9.

(a) **Program formula: (1) \$5,000, up to \$10,000 per school district + (\$1,000, up to \$1,500 x # of GTB member students) = allocation. The increase to the formula will be determined by the previous timely 2% report received, and the data provided within the report on the success of the school's Indian Education Program as a result of the 2% allocation.**

Please note: 1) In completing this section, only provide the student numbers of currently enrolled GTB members; do not include the general Native American data of your school system; and 2) there will be a cap of \$100,000, up to \$125,000 per school, based on the school's GTB membership count and data provided within the 2% report received from the previous year.

(b) Recommendation from Parent Committee: _____ YES _____ NO

Please have the Parent Committee sign the attached Certification Form.

(c) Describe parent involvement in project: _____

(d) Does the school receive Title VII Indian Education Funds? _____ YES _____ NO
If yes, how much: _____

9. What are the start and completion dates of the proposed project?

10. Start: 01/31/2022 Completion: 08/31/2022

11. Has applicant received prior awards through the Tribe's 2% funding allocation? (**Indicates "End Date"*)

_____ YES X NO. If yes, please list the start and end dates and amount:

<u>07/27/2021 - 08/31/2022*</u>	and amounts:	<u>9,093.16</u>
<u>01/31/2021 - 08/31/2021</u>	and amounts:	<u>24,886.00</u>
<u>01/31/2020 - 08/31/2020</u>	and amounts:	<u>25,600.00</u>

11. Is the proposed project new _____ or a continuation project X ?

If this is a continuation project, please explain why there is a need to continue funding:

Funding will allow continued support for Native American college and K-12 students and community members, through the implementation of programs that feature elements to increase cultural awareness and promote student interaction. The focus will be to create an academic environment that results in success for tribal community members. Keeping our community members informed and focused on educational opportunities is the key to both our community and individual tribal citizen's success.

12. If the previous project has been completed, did you submit your 2% report? X YES _____ NO.

The 2% report must be submitted one year from the date you received your 2% award. If your report has not been submitted, your current application will not be considered! 2% Reports are mandatory for future grant

considerations. Mail your 2% report to: Attn: 2% Reports; GTB, 2605 N.W. Bay Shore Drive, Peshawbestown, MI 49682.

13. Impact of Gaming on local program: (e.g., increase in student population, resulting from increase in Tribal employment or increase in emergency services to Casino patrons).

Native American families are staying in the area as a result of better jobs, education, lower cost of living and community ties. We foresee an increase in native people at NMC to meet the needs of the trends in education, the job market and social programs in region. We can assist Native students seeking career changes or career growth within tribal employment as well as non-tribal business. This is in response to more employment made available due to economic growth and development through Tribal governance and Tribal employment in the overall community growth.

14. How will the success of the project be assessed (evaluation plan)? Course retention and completion, graduation rates, transfer rates, overall GPA, enrollment of recent Native American high school graduates and enrollment of returning Native American students.

15. If new staff is required, will preference be given to Native American applicants?

X YES NO

16. Budget: Please attach a one-page itemization of the planned budget. Include explanation for each category of the budget.

IMPORTANT!! BEFORE YOU MAIL YOUR 2% APPLICATION, PLEASE REMEMBER TO:

- 1) Execute authorized signature on first page, question #2.
- 2) Attach 1-page budget
- 3) Attach Parent Committee Certification Form if application is from an Indian Education/Title VII Program.
- 4) Submit by appropriate deadline:
 - **If for June cycle, postmarked by May 31st.**
 - **If for December cycle, postmarked by November 30th.**

Mail completed 2% applications to:

Attention: 2% Program

Grand Traverse Band of Ottawa and Chippewa Indians

2605 N.W. Bay Shore Drive, Peshawbestown, MI 49682

If you have any questions, please call 231-534-7601

Northwestern Michigan College-Grand Traverse Band Tribal Council, 2% Allocation, Budget Justification**Native American Student Organization-Operating Budget**

This would assist Native American Student Organization (NASO) in providing presentations and workshops focusing on community cultural enrichment and awareness for the Native American student population, community members and guests. Students will design and implement programs with support staff to better inform others about native issues, arts, community and cultural aspects of our local Native American population. NASO will provide student to student interaction, building upon our program goals for greater academic success and retention, using socially engaging activities based on cultural identity. The Native American Student Organization will give native students a voice within the student community here on campus and an environment to discuss issues and situations in a relaxed peer to peer setting, while enhancing their leadership experience during the continuation of planning and facilitation of activities developed by NASO.

NASO students/community activities (2 x\$500 ea.) \$1,000

Spring "Graduation Celebration Pow Wow" 2022 \$5,000

\$6,000

Native American Student- Campus Immersion 2022

A three-day Campus Immersion Program: This opportunity will provide campus exposure for up to 20 Native American students approaching their transition from high school to college. With your support, students will experience educational opportunities at NMC. This program will feature the college application and enrollment process, requirements for specific programs, student success & student life, NASO student mixers with student peers & staff. Students will explore programs tied to a chosen major, focused on transfer requirements and opportunities in Business, Nursing, STEM, Visual Communication, Culinary, etc. Students will receive enrollment information, transfer scenarios, in addition to scholarship, Michigan Indian Tuition Waiver and student loan information.

(\$350 per student, 3 days x 20 students)

\$7,000

Native American Success Coach

The Native American Success Coach will assist Native American students by working with them from admissions to the completion of their educational goal with activities related to recruitment, success, persistence and retention. Specifically, the coach will be responsible for student contacts, advocacy, academic and social support activities and services, Native American student outreach, summer college campus immersion, individual and group tracking, monitoring and recruitment, grant writing and reporting.

(Part Time @ \$23.00 an hour x 25 hours a week x 31 weeks) \$17,825

(Fringe, Based on 34%) \$ 6,061

\$23,886

Northwestern Michigan College (IN-KIND Contributions): Office space and building use, mailing, office equipment and supplies, administrative support for Native American Student Success Coach and program.

Notes:

Space Costs & Building Use	\$9,400	NMC In-Kind	\$32,975
Administration and Staff	<u>\$23,575</u>		
NMC In-Kind	\$33,975	GTB 2% Request	<u>\$36,886</u>

Program Cycle: 1-31-2022/ 8-31-2022

Total Program Budget: \$69,861.00



MEMO
Systems & LAN Management

To: Dr. Nick Nissley, President
From: David Hosler, Director of Systems & LAN Management
Date: 5/11/2026
Subject: Sentinel One renewal

Recommendation

Authorize the administration to enter into a contract with People Driven Technologies for the renewal of the Sentinel One software at a cost of \$56,008.22.

Background/Scope of Work

To better understand the security landscape at our institution, and provide a central point for managing security incidents, we previously implemented the Sentinel One cybersecurity platform for endpoint detection and response with network discovery. The software protects all of the laptops, desktops, and servers in our enterprise. This request is to renew the licensing of the software for one year. Entering into this agreement will allow us to start aligning all of our security pieces within the Sentinel One family into a single annual renewal rather than several staggered renewals.

Though this is single source because of the current license requirements to match different services, this approval will co-term the licensing so that future renewals can be competitively bid. The current Sentinel One platform was added in several different pieces, this is the original purchase, which was then followed by adding the Security Incident and Event Management piece in February 2026, and the Managed Detection and Response piece in March 2026. After this annual renewal we will be able to send out for a competitive bid for the Endpoint Detection and Response, Network Discovery, and Security Incident and Event Management pieces as a single platform.

Cost Summary

The cost for this software license is within the annual budgeted amount in the E&G budget for FY26.

Funding Source

The total amount of \$56,008.22 will be funded from the SLM E&G budget.