



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, June 22, 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
- E. Budget Hearing—including the proposed property tax millage rate
 Recommend that the regular meeting be closed and the budget hearing opened
(Roll Call Vote)
 - 1. FY27 Budget Review—*Troy Kierczynski, Vice President of Finance and Administration*
 - 2. Public Comment
 - 3. Adjournment
 Recommend that the budget hearing be closed and the regular meeting be reconvened. **(Roll Call Vote)**

REPORTS AND PRESENTATIONS

- F. Mission & Values—*Zinnia Burks*
- G. Faculty Report: Strategic Sealift Midshipmen Program—*Lieutenant Morgan Houseal, Naval Liaison Officer, GLMA*

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

- H. President's Update—*Nick Nissley*
- I. Board Chair Update—*Mark Keely*
- J. MCCA Board of Directors Update—*Pam Horne*

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 May 18, 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 Report—*Diana Fairbanks, Associate Vice President, Strategic Communications and Change Initiatives*
- O. Advancement Report—*Katharine Marvin, Vice President of Advancement*
- P. Presidential Performance and Compensation Committee—*Mark Keely, Committee Chair*
- Q. Policy Committee—*Pam Horne, Committee Chair*
- R. Audit Committee—*Kennard Weaver, Committee Chair*
- S. Executive Committee—*Mark Keely, Committee Chair*

ACTION ITEMS

- T. **Certification of Taxes** (Pursuant to Policy A-106.00 Finance)
Recommend adoption of resolution to authorize the millage rate of 1.9788 mills be levied for operation purposes for FY27.
- U. **Adoption of Budgets and Tuition Rates** (Pursuant to Policy A-106.00 Finance)
Recommend adoption of budget resolutions and budgets based upon the tuition and fee rates for the FY27 as presented.

- V. Bond Sale Ratification Resolution** (Pursuant to Policy A-106.00 Finance)
Recommend adoption of the bond sale ratification resolution as prepared by bond counsel and presented by the administration, related to the 2026 Community College Facilities Bonds.
- W. Blanket Purchase Orders** (Pursuant to Policy A-106.00 Finance)
Recommend authorization for administration to create blanket purchase orders for each vendor identified on the presented spreadsheet for the total of the estimated FY27 costs.
- X. Board Policies** (Pursuant to Policy A-106.00 Other)
Recommend adoption of the following Board policies on a first-reading basis:
- **A-103.00 Board of Trustees Committees** – *amended*
 - **D-501.01 Dennon Museum Center Code of Ethics** – *no revisions*
 - **D-504.05 Dennon Museum Center Collections Management Policy** - *amended*
 - **D-700.01 Political Activities** – *amended*
- Y. Foundation Board Appointments** (Pursuant to NMC Foundation Bylaws)
Recommend approval of the reappointment of Matt Desmond, Peg Jonkhoff, Jayne Mohr, Pat Warner, and Mary Pelcher for additional three-year terms to the NMC Foundation Board, commencing July 1, 2026, and ending June 30, 2029.
- Z. Closed Session** (Pursuant to Policy B-102.00 Monitoring Presidential Performance) Recommend that the Board adjourn the open session and consider in closed session (pursuant to Subsection 8 [a] of the Michigan Open Meetings Act) the annual mid-year performance evaluation of the president, per his request for a closed session. (*Roll Call Vote*)
- AA. Reconvene Open Meeting** (Pursuant to Policy A-106.00 Other)
Recommend the closed session adjourn and the open session of the regular meeting be reconvened. (*Roll Call Vote*)

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.

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*



MEMO
Administrative Services

To: Record Eagle
From: Cathy Brown
Date: June 10, 2026
Subject: Notice of Public Hearing

On Saturday, June 13, 2026—Please publish the attached Notice of Public Hearing. The notice includes the following statement that is required to be in 11-point boldfaced type:

“The property tax millage rate proposed to be levied to support the proposed budget will be a subject of this hearing.”

If you have any questions, please call me at 995-1045.

Thank you.

Attachment

NOTICE OF A PUBLIC HEARING ON PROPOSED 2026-2027 BUDGET

PLEASE TAKE NOTICE that on June 22, 2026 at 5:30 p.m. at the Timothy J Nelson Innovation Center at Northwestern Michigan College's main campus in 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.

The Board may not adopt its proposed 2026-2027 budget until after the public hearing. A copy of the proposed 2026-2027 budget including the proposed property tax millage rate is available for public inspection at:

<https://www.nmc.edu/departments/finance-administration/transparency.html>

The property tax millage rate proposed to be levied to support the proposed budget will be a subject of this hearing.

This notice is given by order of the Board of Trustees.

Andrew K Robitshek, Treasurer



**2026-2027 Budget
FINAL DRAFT**



Memorandum

To: Dr. Nick Nissley, President
From: Troy Kierczynski, Vice President of Finance and Administration
Date: June 16, 2026
Subject: Board of Trustees Budget Material

This packet contains information provided as additional budget detail to the Board of Trustees.

- Budget Process Summary
- Resource Guidelines
- Financial Reserves as of June 30, 2025
- Tax Levy Authorization Resolution
- FY27 General Appropriation Resolution
 - Exhibit 1 – Proposed General Fund Budget
 - Exhibit 2 – Other Transfers Out (In)
 - Exhibit 3 – Plant Fund
 - Exhibit 4 – Combined Budgets—General & Auxiliary Funds
- Auxiliary Funds Budget Summary

Copies will be provided for each Trustee. Thank you.

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 (MPERS)
- 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

**TAX LEVY AUTHORIZATION RESOLUTION
FOR ADOPTION BY THE BOARD OF TRUSTEES OF
NORTHWESTERN MICHIGAN COLLEGE**

WHEREAS, the Board of Trustees by resolution of June 22, 2026 proposes a total authorized levy not to exceed **1.9788 mills** within the district for operating purposes for fiscal year 2026-2027; and

WHEREAS, the Board of Trustees has complete authority to establish a maximum of **1.9788 mills** for operating purposes in fiscal year 2026-2027 from within its authorized millage rate; and

WHEREAS, the Board of Trustees held a budget hearing on June 22, 2026 at 5:30 p.m. at the Timothy J. Nelson Innovation Center (Room 106/107) to receive comments from the public regarding the proposed budget; and the budget document contains the requisite "Truth in Budgeting Act."

NOW THEREFORE, BE IT RESOLVED THAT:

1. For fiscal year 2026-2027, the total millage rate of **1.9788 mills** shall be levied upon property located within the college district.
2. All resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution be and the same are hereby rescinded.

**GENERAL APPROPRIATION RESOLUTION
FOR ADOPTION BY THE BOARD
OF TRUSTEES OF NORTHWESTERN MICHIGAN COLLEGE**

RESOLVED, that this resolution shall be the general appropriations of Northwestern Michigan College for the fiscal year 2026-2027. A resolution to make appropriations; to provide for the expenditure of the appropriations; and to provide for the disposition of all income received by Northwestern Michigan College.

BE IT FURTHER RESOLVED that the total revenues estimated to be available for appropriations in the **General Fund** of Northwestern Michigan College for the fiscal year 2026-2027 is as follows:

Revenue (from Exhibit 1)	<u>\$ 60,430,934</u>
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BE IT FURTHER RESOLVED, that **\$ 60,430,934** of the total available to appropriate in the **General Fund** is hereby appropriated in the amounts and for the purposes set forth in **Exhibit 1**.

BE IT FURTHER RESOLVED that the administration is hereby authorized to transfer funds within individual budget lines and activities represented in the approved appropriation without prior Board approval with the provision that such transfers will not increase or surpass the total Board approved appropriation.

**Northwestern Michigan College
General Fund Budget
Year Ending June 30, 2027**

**Exhibit 1
General Fund**

	2025-2026 Approved Budget	2026-2027 Proposed Budget
Revenues		
Local Sources		
Tuition and Fees	\$ 27,071,058	\$ 29,400,309
Property Taxes	<u>15,714,472</u>	<u>16,512,600</u>
Total Local Sources	42,785,530	45,912,909
State Sources	11,400,000	11,778,900
State Property Tax Reimbursement	150,000	-
Private Sources	1,346,714	1,395,325
Investment Income	400,000	650,000
Other Sources	<u>702,025</u>	<u>693,800</u>
Total Revenues	<u>56,784,269</u>	<u>60,430,934</u>
Expenditures		
Salaries and Wages	26,169,965	27,186,709
Benefits	10,846,688	11,350,914
Purchased Services	4,824,433	5,761,187
Supplies & Materials	3,708,350	4,159,176
Internal Services	141,840	139,770
Other Expenses	1,667,718	1,760,868
Institutional Expenses	2,023,730	2,217,233
Maintenance & Renovation	2,459,578	2,708,034
Events/Trvl/Prof. Devel.	731,955	772,619
Debt Service & Capital Outlay (COAT)	<u>145,812</u>	<u>167,810</u>
Total Expenditures	<u>52,720,069</u>	<u>56,224,320</u>
Transfers Out (In)		
Plant Fund: Deferred Maintenance	1,750,000	1,925,000
Other Transfers Out	<u>2,314,200</u>	<u>2,281,614</u>
Total Transfers	<u>4,064,200</u>	<u>4,206,614</u>
Total Expenditures & Transfers	<u>56,784,269</u>	<u>60,430,934</u>
Revenues Over Expenditures & Transfers	<u>\$ -</u>	<u>\$ -</u>

Northwestern Michigan College
General Fund Budget
Year Ending June 30, 2027

Exhibit 2
Other Transfers Out (In)

<u>Fund Category</u>	<u>Fund Name</u>	<u>2025-2026 Approved Budget</u>	<u>2026-2027 Proposed Budget</u>
Board Designated	Strategic Funds	325,000	450,000
Board Designated	Funds for Transformation	75,000	75,000
Board Designated	New Capital Projects	750,000	-
Plant Fund - Capital	Aviation Capital Fund (Based on Tac Hours)	690,000	740,000
Plant Fund - Capital	Technology Plant Fund	650,000	750,000
Plant Fund - Debt	2016 Bonds Debt Service (Museum Portion)	110,000	104,000
Plant Fund - Debt	2024 Bonds Debt Service (Aviation Hangar)	814,200	813,200
Plant Fund - Debt	2026 Bonds Debt Service (Geothermal)	-	449,414
General Fund	Program Specific	(100,000)	(100,000)
General Fund	GLMA and Program Specific Funding	(1,000,000)	(1,000,000)
	Total Other Transfers Out	\$ 2,314,200	\$ 2,281,614

**Northwestern Michigan College
Plant Fund Budget
Year Ending June 30, 2027**

**Exhibit 3
Plant Fund - Deferred Maintenance Budget**

	2025-2026 Budget	2026-2027 Proposed Budget
Revenues		
Transfer In from General Fund	\$ 1,750,000	\$ 1,925,000
Expenditures		
Maintenance of NMC Facilities	\$ 95,000	\$ 95,000
Furniture, Fixtures, & Equipment	317,500	-
Building Improvements	583,868	615,000
Construction Architect / Engineer Services	-	75,000
Infrastructure	90,000	760,000
Voice and Video Technology	290,000	-
Land Improvements	155,400	150,000
Other	218,232	230,000
Total Expenditures	\$ 1,750,000	\$ 1,925,000
Net Revenues	\$ -	\$ -

**Northwestern Michigan College
Combined Budgets - General Auxiliary Funds
Year Ending June 30, 2027**

**Exhibit 4
Combined General & Auxiliary Funds**

	General Fund 2026-2027 Budget	Auxiliary Funds 2026-2027 Budget	Total 2026-2027 Budget
Revenues			
Local Sources			
Tuition and Fees	\$ 29,400,309	36,000	29,436,309
Property Taxes	16,512,600	-	16,512,600
Total Local Sources	45,912,909	36,000	45,948,909
State Sources	11,778,900	-	11,778,900
State Property Tax Reimbursement	-	-	-
Private Sources	1,395,325	1,010,117	2,405,442
Investment Income	650,000	-	650,000
Auxiliary Sources	-	6,715,194	6,715,194
Other Sources	693,800	502,900	1,196,700
Total Revenues	60,430,934	8,264,211	68,695,145
Expenditures			
Salaries and Wages	27,186,709	2,272,980	29,459,689
Benefits	11,350,914	907,123	12,258,037
Purchased Services	5,761,187	786,050	6,547,237
Supplies & Materials	4,159,176	542,726	4,701,902
Internal Services	139,770	(207,450)	(67,680)
Other Expenses	1,760,868	1,531,001	3,291,869
Institutional Expenses	2,217,233	511,420	2,728,653
Maintenance & Renovation	2,708,034	172,993	2,881,027
Events/Trvl/Prof. Devel.	772,619	44,950	817,569
Debt Service & Capital Outlay (COAT)	167,810	205,540	373,350
Total Expenditures	56,224,320	6,767,333	62,991,653
Transfers Out (In)			
Plant Fund: Deferred Maintenance	1,925,000	-	1,925,000
Other Transfers Out	2,281,614	-	2,281,614
Total Transfers	4,206,614	-	4,206,614
Total Expenditures & Transfers	60,430,934	6,767,333	67,198,267
Revenues Over Expenditures & Transfers	\$ -	\$ 1,496,878	\$ 1,496,878



Auxiliary Fund Budgets Fiscal Year 2027

	Housing	Apartments College Dr.	Apartments Front St.	Dennos Museum	University Partners	Bookstore	Hagerty Center	Hawk Owl Café	Int'l Affairs Forum	Esports	WNMC	TOTAL
Revenues												
Local Sources	\$ -	\$ -	\$ -	\$ 17,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 1,000	\$ 18,000	\$ 36,000
State Sources	-	-	-	-	-	-	-	-	-	-	-	-
Federal Sources	-	-	-	-	-	-	-	-	-	-	-	-
Private Sources	-	-	-	624,404	80,000	-	-	-	200,941	5,000	99,772	1,010,117
Auxiliary Sources	2,450,000	395,000	315,000	402,800	40,000	1,088,767	953,627	1,070,000	-	-	-	6,715,194
Other Sources	-	-	-	77,400	402,500	-	-	-	-	-	23,000	502,900
Total Revenues	\$ 2,450,000	\$ 395,000	\$ 315,000	\$ 1,121,604	\$ 522,500	\$ 1,088,767	\$ 953,627	\$ 1,070,000	\$ 200,941	\$ 6,000	\$ 140,772	\$ 8,264,211
Expenses & Transfers												
Salaries and Wages	\$ 528,281	\$ 51,540	\$ 33,518	\$ 518,447	\$ 161,041	\$ 137,803	\$ 419,234	\$ 279,306	\$ 68,504	\$ -	\$ 75,306	\$ 2,272,980
Benefits	163,807	18,315	13,510	210,457	62,308	60,327	185,337	126,859	29,987	-	36,216	907,123
Total Labor	\$ 692,088	\$ 69,855	\$ 47,028	\$ 728,904	\$ 223,349	\$ 198,130	\$ 604,571	\$ 406,165	\$ 98,491	\$ -	\$ 111,522	\$ 3,180,103
Purchased Services	\$ 115,000	\$ 6,000	\$ 22,500	\$ 138,950	\$ 12,000	\$ 23,500	\$ 105,000	\$ 240,000	\$ 72,500	\$ 34,000	\$ 16,600	\$ 786,050
Supplies & Materials	50,301	15,375	8,000	39,250	3,500	351,700	14,000	42,000	2,700	10,800	5,100	542,726
Internal Services	22,900	(11,000)	-	(32,850)	2,000	2,500	(149,400)	(50,000)	7,250	-	1,150	(207,450)
Other Expense	121,879	10,000	6,000	163,000	1,000	426,750	224,972	560,000	13,000	4,000	400	1,531,001
Institutional Expenses	212,420	56,500	42,500	60,000	72,050	13,300	47,650	5,000	-	-	2,000	511,420
Maintenance & Renovation	56,593	51,400	34,000	12,400	-	600	9,500	6,000	-	-	2,500	172,993
Prof Dev, Travel, & Events	9,000	500	-	11,150	4,000	6,300	1,500	-	7,000	4,000	1,500	44,950
Debt Service	204,740	-	-	-	-	-	-	-	-	-	-	204,740
Capital Outlay	-	-	-	800	-	-	-	-	-	-	-	800
Total Non-Labor	\$ 792,833	\$ 128,775	\$ 113,000	\$ 392,700	\$ 94,550	\$ 824,650	\$ 253,222	\$ 803,000	\$ 102,450	\$ 52,800	\$ 29,250	\$ 3,587,230
Transfers (Out) In	(185,965)	-	-	-	-	-	-	139,165	-	46,800	-	-
Total Expenses & Trfrs	\$ 1,670,886	\$ 198,630	\$ 160,028	\$ 1,121,604	\$ 317,899	\$ 1,022,780	\$ 857,793	\$ 1,070,000	\$ 200,941	\$ 6,000	\$ 140,772	\$ 6,767,333
Net Revenue	\$ 779,114	\$ 196,370	\$ 154,972	\$ -	\$ 204,601	\$ 65,987	\$ 95,834	\$ -	\$ -	\$ -	\$ -	\$ 1,496,878

GLMA Strategic Sealift Midshipmen Program

LT Morgan Houseal

Naval Liaison Officer, Dept of Naval
Science



Introduction

LT Houseal - LNO

- 2017 graduate of GLMA
- Worked on multiple Great Lakes ships
- 2 deployments to Bahrain as SSO
- Currently teaching MNS 100 and providing mentorship and training at battalion level

Strategic Sealift Officers (SSO)

- Specialized Navy officers
- Bring merchant mariner training and experience to the Navy for manning and logistics support

Strategic Sealift Midshipmen Program

Benefits

- Service to Country – Navy Commission
- Second career and retirement
- Financial help in school - \$64,000

Requirements

- Pass Navy medical and fitness tests
- Maintain GPA and aptitude
- Post-graduation commitments to Navy and Maritime Administration

Our Program

Class requirements

- MNS 100 – Naval Science I
- MNS 200 – Naval Science II
- MNS 250 – Leadership and Ethics

Additional Training

- Naval Science Lab (Tues 6am)
- Physical Training (Wed & Thurs 6am)
- Drill Practice (varies)



History and numbers

- The SSMP has been commissioning Navy Officers at GLMA since 1994
- Currently averaging 6 commissioned officers a year
- Currently average 20-25 participants each year

Community Involvement



Color Guard



Kingsley JROTC

2026



 Northwestern Michigan College



Thank You.

 Northwestern Michigan College



MEMO
Office of the President

To: NMC Board of Trustees
From: Nick Nissley, President
Subject: June Mid-Month Update
Date: Monday, June 15, 2026

Dear Board of Trustees,

Since the May Board meeting the following are key updates.

Michigan Community College Association's 2026 Outstanding Staff Award

We were recently informed that Stephen Siciliano has been selected to receive the Michigan Community College Association's 2026 Outstanding Staff Award. Stephen joined NMC in 1986 as an instructor, and later became a Division Director, before moving into the VP of Educational Services role on an interim basis in August 1996 and then formally in August 1997. We will join with the MCCA in recognizing Stephen's 40+ years of exceptional contributions to our college, students, and community at this year's Summer Conference on Mackinac Island! This marks NMC's capturing of the 'Triple Crown' - with Susie Janis earning the MCCA's Outstanding Alumnus Award in 2023, and Kristy McDonald earning the 2025 Outstanding Faculty Award. What a testament to the exceptional quality of graduates and leaders at NMC, to have earned 'all three' MCCA Awards over the past 4 years!

Freshwater Research and Innovation Center

[The Freshwater Research and Innovation Center](#) remains on track for a Spring 2027 opening, with construction progressing. U.S. Senator Elissa Slotkin and her team toured the FRIC site as part of her Northsky visit recently. Her visit highlighted the region's expanding role as a hub for uncrewed aerial systems (UAS) and defense technology, and the intersection with FRIC's mission and autonomous underwater vehicles (AUV). She was impressed with the facility and the synergies around drone operations and marine underwater and surface vehicle technology.

Additionally, GVSU visited FRIC on May 22. NMC and DCP promoted FRIC a number of times throughout the past month, including: Great Lakes Drinking Water Conference;

XPONENTIAL 2026 - Drone and Defense Conference; Suttons Bay Rotary; and, the International Association for Great Lakes Research.

The FRIC Board of Directors met on May 15 and reviewed the current status of the facility and approved a marketing and promotion campaign. In addition to focusing on construction completion and tenant attraction, The Freshwater Research and Innovation Center is continuing to map out an operational sustainability plan, and this past month has applied for two Michigan Office of Future Mobility and Electrification grants, focused on infrastructure improvements and bluetech start-up support.

We are also very excited to share that NMC was recently invited to apply to join the Cooperative Institute for Great Lakes Research ([CIGLR](#)). CIGLR is a partnership between the University of Michigan, NOAA, and a Regional Consortium of 10 universities, 3 private companies, and 2 non-profit organizations. CIGLR conducts collaborative research with NOAA to achieve environmental, economic, and social sustainability in the Great Lakes.

NMC would be the first community college recognized as part of CIGLR. We have been working towards this for the last 10+ years. FRIC, along with our GLWSI workforce training, have put us on CIGLR's radar as a legitimate contributor to Great Lakes science, research, and innovation. This is a once in every 10-year opportunity and legitimizes our college and the GLWSI's expertise on a national scale. Jason Slade and John Lutchko are leading the submission of our application which is due in the next month.

Geothermal Project

The bore-field drilling in Cherry Lot commenced on June 1, slightly behind schedule due to delayed arrival of drilling equipment. Two drill rigs are now on site, with a potential increase to four as summer progresses to ensure we reach our milestones. As of June 8, they have completed 3 bores out of a total of 168, each bore over 500 ft. below the surface. In late June, we expect directional drilling to occur for supply piping to the Health & Science Building, and installation of pumps and piping throughout the utility tunnels.

In August, the second bid pack covering the remaining mechanical, electrical, and temperature control upgrades for Scholars Hall, Tanis Building, Biederman Building, and Health & Science Building will be released to bidders. This work will commence next summer, with the fully completed geothermal system expected to be in service by Fall 2027.

Note that Osterlin Building will be part of the geothermal system, but its mechanical and electrical upgrades have been scoped out of this contract and will be separately addressed as part of the anticipated Osterlin renovation project.

FY 27 Budget

This past month, I joined Troy Kierczynski who led the College's Budget Town Hall meetings, as is our standard practice, every year, before the Board of Trustees votes on the NMC's proposed budget. The Town Hall meetings were well attended. And, it afforded us the opportunity to share our proposed budget, and explain the rationale behind it. It

allowed me to also express my gratitude for Troy's hard work, and the collaborative, stewardship-minded work of the whole College. Amidst great uncertainty (throughout higher education and state funding), NMC has produced a balanced budget without any extraordinary measures (beyond the normal 'belt-tightening' that's sometimes demanded of good fiscal stewards). The balanced budget was achieved with no accessing of reserves or one-time funds. The balanced budget was also achieved while servicing additional debt (the geothermal conversion of our power plant, and our Aviation expansion), and while still making contributions to reserves (e.g., deferred maintenance, and technology). I am most proud of the alignment we realized - creating a budget that supports/resources our strategic plan, like: investments in faculty staffing; student success programming (e.g., College Edge, expanded advising); AI; and web redesign (finally, after 17 years). We are asking the board to consider a 4% tuition increase, in light of the fiscally responsible budgeting and inflationary pressures.

Boardman Lake Campus Migration

Following approval of the overall space transition plan and engagement with College leadership, the project is moving from planning into implementation. Department-specific plans have been developed in collaboration with stakeholders, and Facilities is now assuming responsibility for execution, including move coordination and ongoing communications. The transition remains on schedule, with the lease-back period concluding April 2027.

75th Anniversary

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

- **July 2** - Dennis Summer Reception & Launch Party
- **July 4-11** - Cherry Festival Tent & Parade

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

We also continue to proudly share the stories of our Top Alumni announced in January—from both our Legacy List and the 2026 Class of Outstanding Alumni. Most recently, WNMC Station Manager Eric Hines interviewed Garret and Dakota Porter, the brother co-founders of ActionGlow, an innovative lighting system for action sports. They spoke passionately about how Northwestern Michigan College has helped them in their success, especially giving credit to business/entrepreneurship and public speaking classes/instructors (which helped them with their Shark Tank pitch)!

Advancement Division

Alumni Relations

The Alumni Relations program hosted its annual Alumni Night at TC Pit Spitters on Friday, June 5. This beloved tradition gave alumni a chance to reconnect, network with fellow

Hawk Owls, and enjoy the region's best fireworks display. This year was extra special, as our new mascot, Swoop, joined the Pit Spitters mascot, Monty, on the field! Swoop also threw out the ceremonial first pitch.

Foundation Team

Following the Foundation Board's approval to launch a next comprehensive fundraising campaign, and both the Foundation Board's and College Trustees' subsequent approval of resourcing of the campaign (e.g., contracting the Winkler Group as campaign counsel, and affording campaign staffing), we have begun the work of assembling a Steering Committee. We intend to make asks of committee members and co-chairs, and have an initial meeting of the Steering Committee by the end of July. With the Steering Committee in place (by the end of July), we will then begin doing the work of the Planning Phase (donor engagement and cultivation), now through December, with the Quiet Phase launching in January 2027 (kick-off asking for lead gifts). *As we close our official celebrations of the College's first 75 years, we'll waste no time living into the possibilities of our next 75 years!*

Additionally, the Foundation Team and the Scholarship Open Committee are hard at work planning the Scholarship Open on August 6, at the Grand Traverse Resort & Spa. The committee is actively seeking sponsorships (starting at \$300) and raffle prizes. This event typically sells out. So, secure your spot on the course today at nmc.edu/golf to enjoy 18 holes, great food, and prizes while directly impacting NMC students.

International Affairs Forum

On June 11, I was pleased to join our friends in Leelanau County at the Old Art Building for the IAF presentation *Threat Multiplier: Climate, Military Leadership, and the Fight for Global Security* featuring Sherri Goodman, a pioneer in sustainability and national security. Alongside the Old Art Building partnership, IAF continues to expand its regional reach through collaborations with groups like the Zonta Club of Rogers City.

Also, on May 28, IAF hosted the first "Giles Press Freedom Lecture" in honor of Bob and Nancy Giles. Deborah Amos (international correspondent for NPR) was such a spot-on speaker for the launch. And, while her message was sobering, it mirrored the life lived by Bob Giles, as a lifetime champion of press freedom and journalistic integrity. She concluded the evening with a hopeful perspective, as she encouraged the audience to look around the Milliken Auditorium. Her point was that a significant number of folks chose to show up and grow their understanding. That's what IAF does - advances the understanding of critical global issues through education and public dialogue. And, at the same time offers hope amidst a world being torn apart by conflicts.

The Dennos

On Monday, June 8, The Dennos hosted a special preview of its branding refresh for NMC employees. This was a fantastic opportunity for faculty and staff to experience the

museum's updated look and see its alignment with the college's new branding, ahead of the public launch at the Summer Exhibition Opening on July 2.

Legislative Directed Spending Item Request Testimony

On June 3, Director of Student Success and Retention, Lindsey Dickinson, provided testimony in front of the House Appropriations LEO Subcommittee, in support of our Legislative Directed Spending Item (LDSI) request for the Student Services Hub. This was on the heels of the recent tour that Lindsey led for legislators, here on campus. Both were outstanding work with legislative advocacy.

College for Kids

College for Kids begins today! These 4-day enrichment classes serve kids, grandkids, and visiting kids throughout the summer.

Points of Pride

- Extended Education & Training (EE&T) offers a **Medical Assistant Program**. Becoming a medical assistant is one of the first steps on the "stepping stone" pathway being created through the Sixty by 30 grant, and Anchor and Edge, NMC's new Strategic Plan (Strategy 2; Objective 4). Because of her noncredit training through EE&T, this week, one of our medical assistant students was offered a new job at Munson Medical Center. Her starting wage is \$19.45/per hour, 40 hours per week, with a \$10,000 sign-on bonus (by agreeing to a two year contract). She did! This is life-changing! She plans to continue on for her nursing degree here at NMC. This is all in thanks to our Sixty by 30 grant initiative and our Student Navigator, Shirl Martin.
- This past month, the Ticker published an [article](#) highlighting NMC's **Aviation Program**, and the success of the program's alumni. Did you know that Northwestern Michigan College's Aviation Program is Michigan's only two-year college pilot training program? And, we've been at it for a while. In fact, NMC Aviation will be celebrating our 60th Anniversary next year. And those NMC-trained pilots are making an impact, both near and far. The Ticker article noted, "No matter where you travel in the world, the pilot on your next flight could very well be a graduate of Northwestern Michigan College." Special shout out to NMC's Director of Aviation, Alex Bloye, who leads a cast of exceptional professionals who deliver these outstanding results.
- NMC has again earned [Military Friendly® School](#) status from the online community [MilitaryFriendly.com](#). In addition to the **military-friendly designation**, NMC also earned gold-level Veteran-Friendly School recognition from the Michigan Veterans Affairs Agency for 2024/25 and 2025/26. NMC was cited for a dozen different services offered to the college's 100 current veteran, reservist and active duty students.
- NMC will again host **College Edge**, a free program to help students prepare for fall semester. College Edge is a four-week program that runs July 13-August 7, to help

prepare students in math, English and student success skill-building. Students who successfully complete the program will receive a \$250 scholarship toward their fall semester tuition and a graphing calculator.

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:

- [“Certificate programs continue to lead enrollment growth”](#) - *Community College Daily*
- [“Why dual credit needs better pathway design”](#) - *University Business*
- [“Ensuring there are no ‘wrong doors’”](#) - *Community College Daily*
- [“Why 40 million adults are now higher edu’s future”](#) - *University Business*

Upcoming Dates of Note

- **June 22** - Regular Monthly Board Meeting (TJNIC 106/107)
- **July 9** - Congressman Bergman - Presenting Official 75th Anniversary Proclamation
- **July 11** - NMC Float in the NCF Cherry Royale Parade
- **July 20** - Regular Monthly Board Meeting (Parsons Stulen 222/224)
- **July 21** - Rotary Picnic at NMC
- **July 22** - U.S. House of Representatives Candidate Callie Barr at NMC
- **July 25** - 75th History Showcase and History Walk Event
- **July 29-31** - MCCA Summer Conference
- **August 6** - Scholarship Open Golf Outing (Grand Traverse Resort)
- **August 17** - Regular Monthly Board Meeting (TJNIC 106/107)
- **August 18** - August Opening Conference (Hagerty Center)
- **August 20-21** - Residence Hall Move In
- **August 21** - Welcome Week Kayaking on West Bay
- **August 22** - Pancakes With the President’s Crew



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MEMO

To: Northwestern Michigan College Board of Trustees
Cc: Dr. Nick Nissley, Ed.D.
From: Gabe Schneider, Founder/Principal, Northern Strategies 360
Date: June 13, 2026
Re: **State/Federal Legislative Update**

State
FY27 Budget

It is still expected that the legislature will complete work on the FY27 state budget by the first week of July. Currently we are waiting for Conference Committee members to be named. Once that occurs, we will likely see a final budget negotiated. Our top priority remains focused on increasing ongoing operations funding. As you may recall, the House includes a cut to community colleges operations, and the Senate includes a minor increase. We are also emphasizing that if ITEMS funding is included in the budget, that we must also see ongoing operations funding as an independent expenditure. Here is a reminder of where things stand between the various budget proposals:

Budget Area	Executive	House	Senate
Performance Funding	0%	-2.9%	1%
NMC Funding	\$11,300	-\$278,100	\$109,700
ITEMS	\$33.3 million	\$14.9 million	None
MPSERS	Fully funds	Fully funds	Fully funds
Tuition Restraint	FY27 4% or \$199 FY28 5% or \$255	FY27 4% or \$199 FY28 3% or \$153	FY27 4% or \$199 FY28 3.5% or \$179

Attached for your reference and additional detail is the MCCA’s one pager on FY27 Budget Priorities,

Osterlin Student Services Hub

We continue to work a two-pronged strategy with regards to funding for the Osterlin project: Seeking a Legislative Directed Spending Item (LDSI) or earmark and also seeking Capital Outlay planning and authorization.

In pursuit of the first strategy, we were very grateful to Rep. Coffia who has sponsored our LDSI request and recently hosted us for testimony in Lansing before the House Appropriations Labor and Economic Opportunity Subcommittee. Rep. Coffia testified in support of our project, as one of her top three priorities and then Lindsey Dickinson provided a compelling case for why the Student Services Hub is so critical to student success. Testimony before the Committee was a requirement for being considered in the budget and represents a positive step in the process.

In pursuit of the second strategy, we continue to work with Senator Damoose and Rep. Roth on amending the current Senate passed Capital Outlay bill to add planning and construction authorization for the project. It is unclear if a capital outlay bill will pass concurrently with the state budget and we continue to urge House Republicans to include it.

Property Tax Legislation

We continue to monitor and evaluate efforts to reform property taxes in Michigan. To-date, the House has passed a package of bills and the House Speaker has insisted that some elements of those bills will be reflected in a final budget agreement. The Republican-led “HELP UP” property tax relief package, is a series of bills aimed at reducing property taxes and utility costs. The MCCA expressed opposition to the legislation due to concerns about its significant impact on School Aid Fund (SAF) revenue, which supports community college operations funding and state financial aid programs. While the bills include legislative intent to replace lost SAF revenue with General Fund dollars, statute cannot guarantee future appropriations, creating long-term uncertainty for colleges. Several provisions would also increase pressure on the SAF by requiring additional backfilling as local property tax revenues decline. The bills now head to the Senate.

Michigan Achievement Scholarship

The House Appropriations Committee recently took up [legislation](#) sponsored by Senator Sarah Anthony (D-Lansing) to codify the Michigan Achievement Scholarship and Michigan Achievement Skills Scholarship into state law. This is an important step toward ensuring long-term stability for these programs. Both chambers’ FY27 budget proposals fully fund the scholarship, reinforcing its bipartisan support and impact across the state.

The committee is expected to revisit these bills, along with similar legislation introduced by Rep. Greg Markkanen (R-Gogebic, KBOCC) as part of broader budget implementation discussions.

Federal

FY27 Budget

Earlier this month, the House Appropriations Committee approved their version of the FY27 Labor-Health-Education appropriations bill. The bill includes both good news and bad news for community colleges as detailed below. The Committee also amended the bill to designate advanced nursing degrees as professional instead of graduate. If this bill is signed into law, those seeking such a master's degree would have access to a higher loan cap of \$200,000 instead of the \$100,000 for degrees categorized as graduate. For community colleges, this would impact the pool of nursing instructors who need at least a master's degree to teach coursework and remain compliant with accreditation standards. It is not expected that Congress will pass a final budget bill until sometime close to the end of the calendar year.

(NMC specific data pulled from the ACCT database: https://assococct-my.sharepoint.com/:x:/g/personal/jelkin_acct_org/IOD4qZolVTmUTKtdJrt7eUnlAc5VKRxfINEmNuQa1MLEk7E?rttime=fh-Gkp7J3kg)

FY27 Labor-HHS-Ed: The Good News

- **Pell Grants:** An increase of \$50 to the maximum grant, for a total of \$7,445
 - For NMC in FY24, 1,132 students, \$4,151,883
- **Strengthening Community College Training Grant (SCCTG):** A \$10 million increase for a total of \$75 million in funding
- **TRIO:** a \$6 million increase for a total of \$1.2 billion
- **Gaining Early Awareness and Readiness for Undergraduate Programs (GEAR UP):** a \$6 million increase for a total of \$394 million
- **Career and Technical Education (CTE):** an increase of \$8 million for a total of \$1.5 billion.
- **Child Care Access Means Parents in School (CCAMPIS):** \$75 million (level funding)

FY27 Labor-HHS-Ed: The Bad News

- **Elimination of Adult Basic Education (ABE) funding**
- **Federal Supplemental Education Opportunity Grant (SEOG):** \$364 million decrease
 - For NMC in FY24 148 students, \$126,167
- **Federal Work Study (FWS):** \$322 million decrease
 - For NMC in FY24 32 students, \$112,451
- **Eliminate Subsidized Student Loans for 440,000 Community College Students** (4 million total students). Without subsidized loans, students will need to use more costly unsubsidized or private loans, costing thousands of dollars more over the loan term. Approximately 11% of subsidized loans go to community college students.
 - For NMC, 603 students currently receive subsidized loans totaling \$1,908,930

Community College Agriculture Advancement Act

Earlier this month, U.S. Senators John Hickenlooper (D-CO), Deb Fischer (R-NE), Amy Klobuchar (D-MN), Cindy Hyde-Smith (R-MS), Mark Kelly (-DAZ), and Jon Husted (R OH) [reintroduced](#) the bipartisan [Community College Agriculture Advancement Act](#). This bill aims to fund workforce training and education programs in agriculture at community and technical colleges. The House passed the Farm Bill with a similar new community college grant program, authored by Reps. Trent Kelly (R-MS) and Salud Carbajal (D-CA). 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.)



MICHIGAN COMMUNITY
COLLEGE ASSOCIATION

FY27 Budget: Conference Priorities

Supporting Student Success, Talent Development & Community Vitality

Increase Ongoing Community College Operations Funding

- Support a minimum **4% ongoing increase** (\$14.6 million)
- Ongoing operations funding remains critical to sustaining high-quality instruction, student services, and workforce training

Expand Postsecondary Access

- Support **ongoing dual enrollment funding** that expands college access, affordability, and workforce pathways
- Continue full funding and codification of the **Michigan Achievement Scholarship**
- Support “Reconnect Plus” pathways that allow adult learners to continue into the Michigan Achievement Scholarship
- Expand **Michigan Reconnect eligibility to age 21**

Invest in ITEMS and Infrastructure

- Support a minimum **\$15.3 million ITEMS** appropriation for Michigan’s 28 community colleges and 3 tribal colleges to support infrastructure, technology, cybersecurity, campus safety, equipment, and deferred maintenance needs
- Infrastructure and operations are interdependent; ongoing ITEMS funding should include ongoing operational support
- Support **capital outlay** planning and construction authorizations

Maintain Sustainable Tuition Restraint Policy

MCCA supports maintaining the FY27 tuition restraint agreement included in all budget proposals (4% or \$199) and the Executive’s FY28 recommendation (5% or \$255).

Colleges cannot absorb rising long-term operational costs while simultaneously facing tighter tuition limits and limited operational support.

The Michigan Community College Association (MCCA) represents Michigan’s 28 public community colleges and three tribal colleges. Community colleges expand educational opportunity, strengthen local economies, and prepare nearly 300,000 Michiganders for transfer, careers, and workforce success.

Contact Us

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Report to the Trustees of Northwestern Michigan College
Michigan Community College Association Board Meeting, June 4-5, 2026
Muskegon, Michigan

Celebrating their 100th anniversary, Muskegon Community College provided gracious hospitality. Trustee Horne attended in person and President Nissley virtually.

The Michigan Community College Association is unusual among the states in that its Board of Directors is composed of an equal number each of Presidents/Chancellors and Trustees/Regents. Leadership of the MCCA Board alternates between presidential and trustee representative. In addition to the 28 public community colleges in the state, three tribal colleges are also members of MCCA. The June meeting of the Board began with a meeting of Presidents/Chancellors on Thursday, June 4 and an optional focus group for Trustee board members regarding the updating of MCCA's strategic plan. All attendees then enjoyed a dinner/boat ride out to Lake Michigan on a beautiful June evening.

In addition to general business, Friday's Board meeting focused primarily on revising MCCA's strategic plan and on legislative updates. Executive Committee elections were held with the full slate approved. Results are at the end of this report. Financial reports were approved; MCCA is in solid financial shape.

The legislative update was informative, but because at that time budget agreements had not been determined in Lansing, not definitive. There are differences among the House, Senate, and Executive budgets, but there is more hope this year than last that the differences among them will be negotiated in the next few weeks and a budget passed in early July. That optimism was echoed by Representatives VanderWall and Snyder who spoke to the group in the afternoon. The representatives' presentation was lively and informative, and they praised the effective advocacy work of MCCA.

Staff of Public Policy Associates who are working with MCCA on strategic planning then facilitated an interactive feedback session on the accomplishments of the strategic plan adopted in 2023 and what an updated plan should incorporate. The Executive Committee and MCCA staff will do some heavy lifting with the consultants this summer to incorporate the feedback and present an updated plan to the full Board at the September 24-25 meeting at NMC. Please provide (soon) any feedback you might have on what should be MCCA's priorities to Trustee Horne or President Nissley, and it will be passed on.

Respectfully submitted,

Pam Horne

NMC Trustee representative to the MCCA Board

Executive Committee Nominations



Continuing Members

- Chair: President Washington, Kalamazoo Valley
- Vice Chair: Trustee Gierak, Schoolcraft
- Presidents Vice Chair: President Robinson, Lansing
- Immediate Past Chair: Trustee Wyman, West Shore
- President At-Large: President Hughes, Bay
- Trustee At-Large: Trustee Crandall, Muskegon

Vacancies/Nominations

- Treasurer: President Hood retiring, need someone to finish out a one-year term
 - *Nomination: President Bradley Barrick, Montcalm*
- Trustee Vice Chair:
 - *Nomination: Regent Stormie Jacobs-Wakemup, Saginaw Chippewa Tribal College*
- Trustee At-Large:
 - *Nomination: Trustee John Grover, Lake Michigan College*
- President At-Large:
 - *Nomination: Re-elect President Gary Roberts, Kirtland*



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

Notes regarding Key Items on June Agenda:

- Several annual Action Items make for a lengthy June agenda. This includes the required Budget Hearing, Certification of Taxes, Blanket Purchase Orders, and Adoption of the Budget and Tuition Rates.
- June also includes the president's mid-year evaluation.
- To balance the agenda, updates on the strategic plan take an intentional pause this month.

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

- **FY26 YTD General Fund Results**—For FY26, through May 31, 2026, the College's general fund has net revenue of \$8.8 million compared to net revenue of \$8.0 million through the same period last year. Increased tuition & fees, property taxes, and investment income in FY26 have been partially 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, increased MPSERS offset payments from the State, and strong investment income.
- **FY27 Budget, Tuition Rates, and Millage Rate**-
 - 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).
 - A 4.0% tuition rate increase is proposed noting that State and/or Federal tuition programs will cover the cost increase for most students.
 - We propose levying the College's maximum allowable millage rate of 1.9788 (reduced from 2.0050 in tax year 2025 by Headlee Amendment).
 - We recommend approval of the FY27 budget, AY26-27 tuition rates, and 2026 millage rate as presented.

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

- Summer 2026 contact hours are currently down 3.6% over the summer 2025 cycle.
- Total headcount is currently down by 69 students.

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

Performance was up across all media categories in May. Paid digital campaign performance was up slightly with increased accounts and increased return on advertising spend. The owned media story on the increase in graduates due to Michigan Reconnect and Community College Guarantee received wide earned media coverage.

Paid Media- ↑

- Applications: 52
- Accounts: 66

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

- After the strategies were reviewed in detail March - May. Monthly updates will resume in July and will focus on strategic drivers before returning to the strategies in the fall. As with NMC's practice of Plan-Do-Check-Adjust, we can evaluate the effectiveness of this approach as time goes on.

NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, May 18, 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, Kennard R. Weaver, Kenneth E. Warner, Andrew K. Robitshek, Jody N. Lundquist, Pamela T. Horne

Trustees absent: Laura J. Oblinger

Also present: President Nick Nissley, Lynne Moritz, Diana Fairbanks, Troy Kierczynski, Todd Neibauer, Stephen Siciliano, Jason Slade, Lindsey Lipke, Kyle Morrison, Hollie DeWalt, Chris Hackbarth, Nate Krommendyk, Becca Richardson, Katharine Marvin, Chelsie Niemi, Craig Hadley, Lindsey Dickinson

REVIEW OF AGENDA—The agenda was accepted as presented.

REPORTS AND PRESENTATIONS

Faculty Report: “Voices Project”—Shilo Smith, Psychology Instructor, summarized the “Voices” project that began from Professional Development Day in 2022, which seeks to bring awareness of lesser-known but major contributors to the arts, sciences, and professions. The semester-long project requires students to select two voices from marginalized groups. In returning the Introduction to Social Psychology to an in-person format, projects have now resulted in various installations around campuses. One student collaborated with the NMC Library to collect and display literature from Indigenous authors. As provided by a student testimonial, takeaways from the project included recognizing cultural influences from marginalized populations in the United States. Smith shared that student reflections demonstrate deep understanding and impacts from the project.

Advancement & Community Engagement—Katharine Marvin, Vice President of College Advancement, provided an overview of the Advancement and Community Engagement (ACE) division and how they support campus and community vibrancy. International Affairs Forum, Dennos Museum Center, WNMC Radio, and the NMC Foundation comprise the ACE division. Dennos Museum Audience Engagement and Communication Manager Chelsie Niemi presented the rationale and timing behind the Dennos brand refresh. Following the college’s brand refresh, in addition to alignment with an upcoming comprehensive fundraising campaign and applying for American Alliance of Museums (AAM) accreditation, the timing also coincides with the Dennos’ 35th anniversary. A steering committee chose the Phire Group to conduct the discovery work of surveys, stakeholder interviews, and competitive analysis. The goal of the brand refresh was to intentionally set the vision for the museum. Dr. Craig Hadley, Executive Director & Chief Curator, shared an update on the pursuit of accreditation through the AAM. While fewer than 5% of museums achieve AAM accreditation, Hadley shared the benefits of accreditation, including in receiving grants.

Anchor and Edge Strategic Plan—Strategy 3: Vibrant College Community

Vice President of Strategic Initiatives Jason Slade applauded the collaboration across the college and recognized the broad reach of the third strategy. Slade commended the champion team of Troy Kierczynski (VP Finance and Administration), Hollie DeWalt (AVP, Human Resources), Katharine Marvin (VP Advancement), and Todd Neibauer (VP Student Services and Technologies). Joan

Sodini, Creative Director, is also the brand lead for all three strategies. College vibrancy spans facilities, people, efficiencies, and employer of choice throughout its five objectives. Trustees encouraged bold goal setting and engaging employees throughout the college.

FY27 Budget Update—Troy Kierczynski, Vice President, Finance and Administration, provided an update on the FY27 budget since it was first presented in March, including key developments in Grand Traverse County property tax data and the state budget. The Composite Financial Index (CFI) is a data point reported to the college's accrediting body (Higher Learning Commission) and has been identified as an important KPI in the developing organizational health metrics. With future tuition restraint levels and state funding for students, the Board is asked to consider a 4% increase in tuition, which would result in a FY27 budget impact of \$184,176. For students, this would be an increase from the current \$131 per contact hour to \$136 per contact hour. The FY27 budget and tuition rates will be recommended for Board approval on the June 22 agenda.

PUBLIC INPUT—There was no public input offered.

UPDATES

President's Update—President Nick Nissley commended Vice President Kierczynski for his leadership of a balanced budget aligned with strategic priorities, and without utilizing reserves or one-time funding sources despite significant uncertainty in economic and enrollment forecasts. Nissley highlighted college events that demonstrate a vibrant college community: Commencement, Extended Education Campus Day, Employee Recognition, Freshwater Research & Innovation Center "Topping Off" ceremony, and hosting legislators for a tour of student services. Lastly, Nissley also recognized that the Traverse City Human Rights Commission Humanitarian Awards included NMC alumni and the Neurodiversity Support Center. The NMC Foundation recently received a \$2 million anonymous gift to endow the Dennon Museum Center's operating fund. Additionally, the Foundation has achieved its FY26 fundraising goal and hosted a successful Taste of Success event raising for \$200,000 for the Great Lakes Culinary Institute.

Board Chair Update—Chair Mark Keely noted with appreciation the time and energy that trustees dedicate to their role.

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

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

ACTION ITEMS

Notice of Truth-in-Taxation Hearing -- Ken Warner recommended that the Truth-in-Taxation Resolution be adopted as presented. Pam Horne seconded the motion and it passed unanimously.

DTE Easements -- Kennard Weaver made a motion to recommend authorization for administration to sign and grant two easement requests from DTE Energy. The motion was seconded by Ken Warner and it passed unanimously.

Cell Tower Lease – On a motion by Pam Horne, it was recommended to authorize administration to enter into a lease extension contract with American Tower Corporation. Ken Warner seconded the motion and it passed with unanimous support from the present trustees.

Strategic Fund Investment – Kennard Weaver made a motion to recommend approval of a five-year aggregate investment of \$500,000 from FY27 through FY31 to support operational expenses for a comprehensive fundraising campaign. After being seconded by Ken Warner the motion passed with unanimous support.

MACC Grant Application – Kennard Weaver made a motion to 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. Trustee Pam Horne seconded the motion and the motion passed unanimously.

Tribal Council 2% Funds Application – Jody Lundquist made a motion, seconded by Pam Horne, to 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. The motion passed unanimously.

Sentinel One Renewal – On a motion by Kennard Weaver, seconded by Jody Lundquist, and with unanimous approval, the Board authorized 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—While trustee input and feedback were noted, particularly regarding the strategic plan and budget, no specific requests were made by the Board that require administrative follow-up to be completed at a later date.

ADJOURNMENT—The meeting adjourned at 7:21 p.m.

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

SIGNED _____

Mark B. Keely, Chair

ATTESTED _____

Pamela T. Horne, Secretary



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

Summer 2026

Contact hours were down 3.6%% over summer 2025. Markedly, there is a decrease in the conversion of admits to registered(down 9.4 percentage points). There are several contributing factors that seem to be influencing this change.

- Growing percentage of fraudulent applications. In most cases, these meet the threshold for admittance but have registration holds placed on the accounts to prevent going further in the process without identity verification.
- We have also seen a decline in students aged 21-25 related to the continuing absence of Reconnect for most of that age range.
- Finally, there was interest from recent high school graduates to start this summer with the Community College Guarantee that were not able to go full time for a number of reasons. Over fifty have now deferred to the fall semester.

	SU 2023	SU 2024	SU 2025	SU 2026	△
Inquiries	921	927	1,035	970	-6.3%
Applicants	902	919	1,031	955	-7.4%
% Applied	97.9%	99.1%	99.6%	98.5%	-1.2%
Admits	591	672	697	674	-3.3%
% Admitted	65.5%	73.1%	67.6%	70.6%	3.0%
Admits Registered	226	305	319	245	-23.2%
% Admits Registered	38.2%	45.4%	45.8%	36.4%	-9.4%
Prior Admits Registered	3	1	5	2	-60.0%
Retained Students	702	747	770	792	2.9%
% Retained	24.5%	25.3%	24.5%	24.8%	0.4%
Return Students	67	67	74	60	-18.9%
Average Contact Hours	5.51	5.42	5.61	5.75	2.5%
Total Headcount	998	1,120	1,168	1,099	-5.9%
Total Contact Hours	5,495	6,069	6,556	6,322	-3.6%
Tuition	1,247,399	1,416,601	1,588,473	1,753,929	10.4%

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



MEMO
Administrative Services

To: Nick Nissley, President
From: Troy Kierczynski, Vice President of Finance & Administration
Date: June 15, 2026
Subject: Summary Report for the General Fund as of May 31, 2026

The attached reports include a summary, month-over-month, and year-to-date comparative financial results for the General Fund through May 31, 2026. The 11th month represents 92% 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 May 2026, the General Fund shows a surplus of \$8,826,348 with revenues exceeding expenses. Revenue increased by 5% compared to the same period in May 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.
For Summer 2026, the budget was set at 5,505 contact hours for a total budget revenue of \$1,310,814. Actual Summer contact hours were 6,303 with an actual revenue of \$1,745,529. Summer revenue is over budget by \$434,715.
- B. **Property Taxes:** Tax revenue is recorded as payments are received. The overall increase for the fiscal year is expected to be 5% over the previous fiscal year.
- C. **State Sources** include operational appropriations, personal property tax payments, and MPERS offset payments. State appropriations payments began in October 2025.
- D. **Investment Income:** Actual year-to-date investment income recorded for fiscal year 2026 reflects interest and dividend income only. Unrealized gains or losses are held on the balance sheet during the year and will be recognized at fiscal year-end. Year-to-date realized gains and losses are shared quarterly in the investment memo.
- E. **Private Sources** and **Other Sources** are timing and event-dependent.

Expenses

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

Northwestern Michigan College
Unaudited



Summary Report for General Fund Accounts

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

Fiscal Year 2026, Period 11

Funds	Accounts	2025-2026 Adjusted Budget	YTD Activity	% of Annual Budget
TOTAL GENERAL FUND				
50	Revenues			
	Tuition and Fees	27,071,058	27,207,890	100.51%
	Property Taxes	15,714,472	15,352,762	97.70%
	Other Local	<u>0</u>	<u>0</u>	*
	Local Sources	42,785,530	42,560,652	99.47%
	State Sources	11,550,000	10,911,850	94.47%
	Federal Sources	0	0	*
	Private Sources	1,346,714	761,937	56.58%
	Investment Income	400,000	1,052,881	263.22%
	Other Sources	<u>702,025</u>	<u>593,307</u>	84.51%
	Total Revenues	56,784,269	55,880,627	98.41%
60	Labor			
	Salaries and Wages	26,169,965	22,520,429	86.05%
	Benefits	<u>10,846,688</u>	<u>9,933,495</u>	91.58%
	Total Labor	37,016,653	32,453,924	87.67%
70	Expenses			
	Purchased Services	4,824,433	4,249,468	88.08%
	Supplies and Materials	3,708,350	3,495,663	94.26%
	Internal Services	141,840	124,974	88.11%
	Other Expenses	1,667,718	1,583,795	94.97%
	Institutional Expenses	2,023,730	2,055,069	101.55%
	Maintenance and Renovation	2,459,578	2,173,537	88.37%
	Prof Develop, Travel and Events	731,955	513,493	70.15%
	Capital Outlay	<u>145,812</u>	<u>199,610</u>	136.90%
	Total Expenses	15,703,416	14,395,609	91.67%
	Total Expenditures	52,720,069	46,849,533	88.86%
80	Transfers			
	Transfers	4,064,200	204,746	5.04%
	Total Transfers	4,064,200	204,746	5.04%
	Total Expenditures and Transfers	56,784,269	47,054,279	82.86%
	Net Revenues over (under) Expenditures	0	8,826,348	



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

INTERIM

This statement does not
reflect year-end results.

	YTD 5/31/2026	YTD 5/31/2025	\$ Diff	% Diff	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 27,207,890	\$ 24,280,855	\$ 2,927,035	12%	Increase is driven by higher fall and spring enrollment in FY26
Property Taxes	15,352,762	14,890,969	461,793	3%	Timing of property tax payments received
Total Local Sources	42,560,652	39,171,824	3,388,828	9%	
State Sources	10,759,514	11,346,192	(586,678)	-5%	Primarily due to one time MPSERS reimbursement received in FY25
State PPT Reimbursement	152,336	170,249	(17,913)	-11%	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	1,052,881	829,374	223,507	27%	Higher interest income from Investments in FY26
Other Sources	593,307	583,842	9,465	2%	Consistent with prior year
Total Revenue	55,880,627	53,001,705	2,878,922	5%	
Expenses					
Salaries and Wages	22,520,429	21,598,622	921,807	4%	In line with budget; primarily impacted by increases in faculty wages and staffing changes at the professional salary level
Benefits	9,933,495	9,661,942	271,553	3%	In line with budget; impacted by changes noted above
Purchased Services	4,249,468	4,138,142	111,326	3%	Consistent with prior year
Supplies & Materials	3,495,663	3,101,064	394,599	13%	Primarily impacted by increased international trip expenses, printing expenses with new branding initiatives and higher furniture/fixture expenses in FY26
Internal Services	124,974	135,535	(10,561)	-8%	Timing of internal charges
Other Expenses	1,583,795	1,358,142	225,653	17%	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	2,055,069	1,961,163	93,906	5%	Primarily due to higher snow removal and electric expenses in FY26, partially offset by large reclassification of internet/fiber expenses recorded in FY25
Maintenance & Renovation	2,173,537	1,967,318	206,219	10%	Primarily due to higher software maintenance expenses and equipment maintenance expenses in FY26
Professional Development	513,493	550,976	(37,483)	-7%	Timing of Professional Development Events
Capital Outlay	199,610	231,709	(32,099)	-14%	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], \$17,063 BSB Communications [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	46,849,533	44,704,613	2,144,920	5%	
Transfers	204,746	252,841	(48,095)	-19%	Primarily due to timing of Indirect grant costs, strategic fund support for rebranding, and Aviation flight hours transfer
Total Expenses & Transfers	47,054,279	44,957,454	2,096,825	5%	
Net Revenue Over (Under) Expenses	\$ 8,826,348	\$ 8,044,251	\$ 782,097	10%	



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

INTERIM

This statement does not
reflect year-end results.

	YTD 5/31/2026	YTD 4/30/2026	May 26 Activity	Apr 26 Activity	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 27,207,890	\$ 25,685,881	\$ 1,522,009	\$ 2,637,224	Lower spring tuition allocation in May than in April (4.5 weeks spring tuition in April vs. no spring tuition in May); partially offset by beginning of summer tuition allocations in May
Property Taxes	15,352,762	15,252,171	100,591	609,256	Timing of tax collections received
Total Local Sources	42,560,652	40,938,052	1,622,600	3,246,480	
State Sources					
State PPT Reimbursement	10,759,514	9,362,092	1,397,422	1,240,433	Higher MPERS payouts received in May
Private Sources	152,336	62,729	89,607	-	- Received 2nd State PPT Reimbursement in May
Investment Income	761,937	761,937	-	-	- Consistent with prior month
Other Sources	1,052,881	892,328	160,553	120,040	Higher interest income from Investments in FY26
Total Revenue	55,880,627	52,544,988	3,335,639	4,670,730	Consistent with prior month
Expenses					
Salaries and Wages	22,520,429	19,297,218	3,223,211	2,048,108	Three pay periods in May
Benefits	9,933,495	8,722,627	1,210,868	881,610	Three pay periods in May
Purchased Services	4,249,468	3,774,727	474,741	374,887	Primarily due to higher food costs in May for GLMA Summer Cruise and partially due to three pay periods in May for Edustaff
Supplies & Materials	3,495,663	3,352,822	142,841	537,238	Primarily due to timing of international trip expenses
Internal Services	124,974	78,181	46,793	14,253	Timing of internal events/charges (including HR employee recognition and GLMA Grad dinner)
Other Expenses	1,583,795	1,473,742	110,053	171,640	Primarily due to lower native Tuition waiver expense allocation in May than in April (4.5 weeks spring tuition in April vs. no spring tuition in May); partially offset by beginning of summer tuition allocations in May
Institutional Expenses	2,055,069	1,878,205	176,864	236,511	Primarily due to higher snow removal costs in April
Maintenance & Renovation	2,173,537	2,007,143	166,394	193,910	Consistent with prior month
Professional Development	513,493	466,007	47,486	60,853	Consistent with prior month
Capital Outlay	199,610	191,745	7,865	-	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], \$17,063 BSB Communications [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	46,849,533	41,242,417	5,607,116	4,519,010	
Transfers	204,746	213,084	(8,338)	-	Primarily due to timing of Indirect grant costs, strategic fund support for rebranding, and Aviation flight hours transfer
Total Expenses & Transfers	47,054,279	41,455,501	5,598,778	4,519,010	
Net Revenue Over (Under) Expenses	\$ 8,826,348	\$ 11,089,487	\$ (2,263,139)	\$ 151,720	



Northwestern Michigan College
Income Statement Projections - General Fund
For the Year Ended June 30, 2026
As of 6/8/2026

INTERIM
This statement does not reflect
year-end results.

	FY25 Actual	FY 26 Budget	YTD 6/8/2026	FY 26 Projected	Difference vs. Budget	Comments
Revenue						
Local Sources:						
Tuition & Fees	\$ 25,184,473	\$ 27,071,058	\$ 27,386,619	\$ 28,366,156	1,295,098	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	15,352,762	15,819,073	104,601	Slightly above budget
Total Local Sources	40,075,436	42,785,530	42,739,381	44,185,229	1,399,699	
State Sources						
State Property Tax Reimbursement	207,430	150,000	152,336	152,336	2,336	Currently trending above budget due to payments from MPSERS; partially offset by MPSERS expenses
Private Sources	2,050,126	1,346,714	761,937	1,346,714	-	In line with budget
Dividend and Interest Income	936,834	400,000	1,052,881	1,148,588	748,588	Timing of Foundation gifts
Unrealized Gain (Loss) on Investments	968,867	-	-	-	-	The College continues to take advantage of a favorable interest rate environment
Other Sources	814,132	702,025	594,449	724,616	22,591	Not projected due to volatility of unreal. losses; see quarterly investments memo (Jan/Apr/Jul/Oct)
Total Revenue	59,683,834	56,784,269	56,060,498	59,582,430	2,798,161	Increase in extra sales including administrative fee revenue and office rental income trending above budget
Expenses						
Salaries and Wages	24,788,478	26,169,965	22,520,429	25,675,832	(494,133)	Trending below budget
Benefits	13,335,231	10,846,688	9,937,551	11,326,789	480,101	Trending above budget; impacted by MPSERS
Purchased Services	4,832,160	4,824,433	4,355,703	4,896,552	72,119	Trending slightly above budget due to impacts of EduStaff and legal fees; partially offset by lower purchased service expenses
Supplies & Materials	3,375,137	3,708,350	3,570,000	4,023,959	315,609	Trending above budget for classroom supplies, software expenses, and international trip expenses; partially offset by lower general supplies
Internal Services	147,374	141,840	124,974	140,182	(1,658)	In line with budget
Other Expenses	1,326,644	1,667,718	1,618,294	1,883,326	215,608	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	2,067,100	2,407,449	383,719	Budgeted for increases in utilities; electric, insurance, and snow removal expenses are each trending above budget
Maintenance & Renovation	2,292,543	2,459,578	2,208,107	2,667,896	208,318	Maintenance of equipment trending above budget
Professional Development	634,906	731,955	524,500	665,893	(66,062)	Trending below budget
Capital Outlay	825,084	145,812	199,611	488,760	342,948	Trending above budget due to equipment and building expenditures
Total Expenses	53,746,424	52,720,069	47,126,270	54,176,638	1,456,569	
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 - Denmos Debt Service	500,000	110,000	-	110,000	-	Budgeted transfer for debt service for 2016 bonds that in part financed Denmos 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)	-	(900,000)	200,000	Transfer MARAD restricted funds to the general fund to support academy operations
Program Specific - Yellow River	(291,264)	-	-	(50,000)	(50,000)	
Program Specific - Other Programs	(29,250)	-	(302,442)	(335,000)	(335,000)	
Total Transfers	3,575,138	4,064,200	213,083	3,879,200	(185,000)	
Total Expenses & Transfers	57,321,562	56,784,269	47,339,353	58,055,838	1,271,569	
Net Revenue Over (Under) Expenses	\$ 2,362,272	\$ -	\$ 8,721,145	\$ 1,526,592	\$ 1,526,592	

**MEMO**Public Relations, Marketing
& Communications

To: Nick Nissley, President

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

Date: 6-15-26

Subject: May 2026 Monthly Report

Performance was up across all media categories in May. Paid digital campaign performance was up slightly with increased accounts and increased return on advertising spend. We continue to face strong headwinds in this area with increased competition. We are in the process of transitioning to a new digital marketing partner, with improved performance as the goal. Earned media was up year over year with top stories including increased scholarships leading to increased graduates (originally in NMC Now), Dean's List and Military Friendly School award. NMC Now highlighted the [increase in graduates due to Michigan Reconnect and Community College Guarantee](#). Shared media followers continue to increase with highest performing posts including the Aviation pinning ceremony, Dean's List and study abroad. NMC Public Relations, Marketing and Communication key performance indicators for May 2026 include:

Paid Media- ↑

- Applications: 52
- Accounts: 66

Earned Media- ↑

- Media mentions: 134
- Positive/neutral sentiment: 100%
- Publicity value: \$636k

Owned Media - ↑

- *NMC Now:*
 - Subscribers: 1,775
 - Open Rate: 32%

Shared Media ↑

- Facebook followers: +8.8% YOY
- Total followers: 15,421
- Instagram followers: +14.2% YOY
- Total followers: 4,726



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

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

Date: June 22, 2026

Subject: Advancement Division Update

Update on Philanthropic Activity

The Foundation has recorded \$6,498,520 in new gifts and pledges as of June 11, 2026. At 95% of the way through the fiscal year, this represents 151.13% of the budgeted goal of \$4,300,000 in cash/pledge activity.

FY26 Total Dollars Raised Through the NMC Foundation

\$6,028,906	Total cash gifts and pledges received to date (including The Fund for NMC)
\$469,614	Gross event revenue
\$6,498,520	Total raised through donations and event revenue
+ \$9,469,350	New documentation of planned gift intentions
+ <u>\$62,289</u>	In-Kind Gifts
\$16,030,159	Total Fundraising Activity

Of the total raised (cash, pledges, and planned gifts), donors are impacting the following areas of the college as of June 11, 2026:

- Unrestricted gifts to the Fund for NMC - \$241,088 (1.56% of total giving)
- Scholarships, both restricted and endowed funds - \$6,789,322 (43.8% of total giving)
- Program support and capital projects at NMC - \$8,467,846 (54.64% of total giving)

Foundation Initiatives

- The Foundation Team continues to have the best fundraising year in its history. Cash and pledge activity is at \$6,498,520 (151.13% of goal). Total Fundraising Activity, which along with cash and pledges includes newly documented planned gift intentions and in-kind gifts, totals \$16,030,159. This exceeds even the best Be What's Possible campaign year, which saw Total Fundraising Activity at more than \$10,000,000.
- Five endowed scholarships have been established since April, including:
 - o \$25,000 for Great Lakes Culinary Institute students
 - o \$25,000 for Science or Engineering non-traditional students returning to education
 - o \$25,000 for Automotive Tech students
 - o \$50,000 for non-traditional students returning to higher education
 - o \$50,000 for Nursing students
- In conjunction with college leadership, the Foundation Team has entered the planning phase of the comprehensive campaign. Recruitment is underway for the Steering Committee, and we've begun solidifying campaign priorities.
- 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: Dennon Summer Reception + Launch Party (July 2); and Cherry Festival Tent & Parade (July 4-11). Detailed event information is available at nmc.edu/75.

- The Alumni Relations program hosted its annual Alumni Night @ TC Pit Spitters on Friday, June 5. This beloved tradition gave alumni a chance to reconnect, network with fellow Hawk Owls, and enjoy the region's best fireworks display. This year was extra special, as our new mascot Swoop joined Pit Spitters mascot Monty on the field!
- 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 continues to share its brand refresh with the college and greater communities. On June 8, the museum held an employee-only event to celebrate the new look. Next, The Dennos team presented at the NMC Foundation Board meeting on June 17. Finally, the brand refresh will be unveiled to the broader community, in conjunction with the Dennos' 35th Anniversary, on Thursday, July 2 from 7-9 PM during their Summer Reception + Launch Party.
- The International Affairs Forum closed another phenomenal season with its June 11 presentation of *Threat Multiplier: Climate, Military Leadership, and the Fight for Global Security* featuring Sherri Goodman, a pioneer in sustainability and national security. President Nissley attended the event at the Old Art Building in Leland, a longstanding satellite partner of IAF. In addition to its partnership with the Old Art Building, the program continues to expand its regional reach through collaborations with groups like the State Theater, Zonta Club of Rogers City, and Central Michigan University.
- WNMC Station Manager Eric Hines interviewed Garret and Dakota Porter, the brother co-founders of ActionGlow, an innovative lighting system for action sports. This interview is part of a series with awardees from the two lists of extraordinary NMC alumni that were announced at our 75th Anniversary Kick-Off in January: Legacy Honorees and 2026 Outstanding Alumni. The series is a partnership between WNMC Station Manager Eric Hines and Manager of Alumni Relations Zach Whitaker.

**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
Presidential Performance & Compensation
Committee Minutes**

Tuesday, May 26, 2026

TJNIC 104/105

1701 E. Front Street, Traverse City, MI 49686

Members Present: Mark Keely, Pam Horne, Laura Oblinger

Members Absent: None

Others Present: Nick Nissley, Lynne Moritz, 2 TC Central Students

Committee Chair Mark Keely called the meeting to order at 10:31 a.m.

2026 Presidential Evaluation Timeline and Process—Immediate Past Chair Laura Oblinger reviewed the evaluation process and tools developed during President Nissley’s tenure, which are aligned with the college’s strategic plan. President Nissley sought feedback from the committee regarding the content and length of his self-evaluation. Committee members discussed resources and context that would support the mid-year evaluation and requested that last year’s evaluation and goals, recent monthly updates, and the current strategic plan be shared in advance of the June 22 meeting. The committee was also reminded that while the evaluation discussion will occur in closed session, written trustee comments submitted as part of the evaluation process are subject to public disclosure.

Public Input—There was no public comment offered.

There was discussion about the importance of the Board Chair being on the Presidential Performance and Compensation Committee and the upcoming Board Policy Committee agenda. The Board Policy Committee plans to review Policy A-103.00 Board Committees.

The meeting was adjourned at 10:55 a.m.

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

NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
Policy Committee Minutes
 Thursday, May 28, 2026
 TJNIC Room 104/105
 1701 E. Front Street, Traverse City, MI 49686

Committee Chair Pam Horne called the meeting to order at 9:01 a.m.

Members Present: Pam Horne, Jody Lundquist, Ken Warner

Members Absent: None

Others Present: Nick Nissley, Lynne Moritz, Craig Hadley

D-501.01 Dennon Museum Center Code of Ethics—Executive Director and Chief Curator of the Dennon Museum Center Craig Hadley recommended no changes or amendments to Policy D-501.01.

D-504.05 Dennon Museum Center Collections Management Policy—Recommended amendments to this policy, in an effort to align policy with practice, were viewed by Dr. Hadley and the committee.

Trustee Warner made a motion to recommend policies D-501.01 and D-504.05 be moved to a first reading by the full Board of Trustees. The committee unanimously supported the motion.

D-700.01 Political Activities—The committee unanimously recommended recategorizing this as a Human Resources policy because it applies to employees. No additional edits or amendments were made to the policy's content. Legal counsel advice will be sought as to whether a policy addressing trustees should be developed.

D-103.00 Board of Trustees Committess—Audit Committee Chair Kennard Weaver submitted additional language to the section addressing responsibilities of the Audit Committee. There was also discussion regarding specifying that the Chair of the Board of Trustees should serve on the NMC Foundation Board and as Chair of the Presidential Performance and Compensation Committee. Ken Warner made a motion and the committee unanimously supported moving the amended policy for first reading.

A-100.00 Board of Trustees Bylaws—The committee considered recommended language that combines Policy A-109.00 Trustee Vacancy into the existing Bylaws, therefore eliminating Policy A-109.00. Regarding the vacancy section, there was

discussion regarding whether or not to require an application process. Due to time constraints, the bylaws will be discussed further at the next meeting of the committee.

Public Input—There was no public comment offered.

The meeting was adjourned at 10:31 a.m.

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

**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
Audit Committee Minutes**

Monday, June 1, 2026
TJNIC 104/105
1701 E. Front Street, Traverse City, MI 49686

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

Members Present: Kennard Weaver, Jody Lundquist, Andy Robitshek (arrived at 2:34 p.m.)

Members Absent: None

Others Present: Nick Nissley, Lynne Moritz, Troy Kierczynski, Todd Neibauer, Diana Fairbanks

Chair Weaver requested discussion of the RFP to occur before consideration of the emergency management plan content.

FY26 Financial Audit Scope Letter—A recently received letter from the financial auditors was reviewed for information. Trustee Lundquist raised questions regarding why budgetary comparison and financial trends are listed as “not applicable.” In an email exchange with AHP, Vice President Kierczynski received the following explanation:

They are not applicable because colleges and universities report only business-type activities and those sections are not applicable because you do not use the governmental-fund reporting model. The budgetary comparison requirement applies to the general fund and each major special revenue fund that has a legally adopted annual budget. The financial trends section is part of the statistical section so it only applies to governments that prepare a statistical section accompanying the basic financial statements.

Consideration of a Request for Proposals (RFP) for external audit of emergency management plans—Committee Chair Weaver expressed his desire to go beyond cyber security to business continuity plans and to seek an external audit of those plans. Trustee Weaver shared a suggested scope of work include:

Suggested scope of work for additional RFP from Kennard Weaver:

1. Identify the operating systems needed to maintain operations, and determine whether they are properly isolated from others
2. Assess adequacy of coverage and limits of cybersecurity insurance
3. Assess adequacy of reserves for costs and expenses not covered by cybersecurity insurance
4. Determine regulatory compliance requirements and performance
5. Direct the RFP to entities and people who have experience with cybersecurity business continuity plans for institutions of higher education

6. Suggest and propose such additional inquiries as are necessary or desirable in the experience or opinion of the respondent in order to be fully prepared for dealing with a hostile penetration of the college's operating systems

Vice President Neibauer confirmed the company selected for the IT security audit does have higher education and community college experience and that item #1 in the list above is addressed in the IT security audit. For item #2, Vice President Kierczynski shared that the college's insurance coverage is the same as the other Michigan community colleges.

There was discussion expressing concern that this audit does not duplicate other audit work, such as the annual financial audit, the security and facilities assessment that occurred in 2024, and the current IT audit. The RFP may describe it as consulting services versus calling it an audit.

The potential timeline for deliverables was confirmed, with an anticipated report prepared in the fall. The IT audit will finish by end of July and report to the committee in fall as well. It was noted that this RFP is not expected to be over the \$50,000 purchasing amount threshold that requires full Board approval.

The committee determined a closed session to review the documents in detail was not necessary.

Public Input—There was no public comment offered.

Other discussion—Administration will develop and issue the RFP, and will keep the committee apprised of developments in the process.

The meeting was adjourned at 3:10 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
Monday, June 15, 2026
TJNIC 104/105
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Mark Keely called the meeting to order at 1:00 p.m.

Members Present: Mark Keely, Kennard Weaver, Jody Lundquist

Members Absent: None

Others Present: Lynne Moritz, Molly Norville

June 22, 2026 Regular Meeting Agenda—The committee expressed a preference for scheduling future meetings earlier in the week preceding the regular Board meeting, provided that a complete draft of the Board packet materials is available for review. The draft agenda was reviewed for any questions.

Public Input—There was no public comment offered.

The meeting was adjourned at 1:15 p.m.

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

**TAX LEVY AUTHORIZATION RESOLUTION
FOR ADOPTION BY THE BOARD OF TRUSTEES OF
NORTHWESTERN MICHIGAN COLLEGE**

A regular meeting of the Board of Trustees (the “Board”) of Northwestern Michigan College Michigan (the “College”) was held on June 22, 2026, at 5:30 p.m. at the Timothy J Nelson Innovation Center at Northwestern Michigan College’s main campus in Traverse City, Michigan.

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 of Trustees by resolution of June 22, 2026 proposes a total authorized levy not to exceed **1.9788 mills** within the district for operating purposes for fiscal year 2026-2027; and

WHEREAS, the Board of Trustees has complete authority to establish a maximum of **1.9788 mills** for operating purposes in fiscal year 2026-2027 from within its authorized millage rate; and

WHEREAS, the Board of Trustees held a budget hearing on June 22, 2026 at 5:30 p.m. in the Timothy J Nelson Innovation Center of Northwestern Michigan College to receive comments from the public regarding the proposed budget; and the budget document contains the requisite “Truth in Budgeting Act.”

NOW THEREFORE, BE IT RESOLVED THAT:

1. For fiscal year 2026-2027 the total millage rate not to exceed **1.9788 mills**, shall be levied upon property located within the college district.
2. All resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution be and the same are hereby rescinded.

Ayes: _____

Nays: _____

Resolution declared adopted.

Andrew K Robitshek, Board of Trustees Treasurer

The undersigned, duly qualified and acting Treasurer 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 June 22, 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).

Andrew K Robitshek, Board of Trustees Treasurer

**GENERAL APPROPRIATION RESOLUTION
FOR ADOPTION BY THE BOARD OF TRUSTEES
OF NORTHWESTERN MICHIGAN COLLEGE**

A regular meeting of the Board of Trustees (the “Board”) of Northwestern Michigan College Michigan (the “College”) was held on June 22, 2026, at 5:30 p.m. at the Timothy J Nelson Innovation Center on Northwestern Michigan College’s main campus in Traverse City, Michigan.

The meeting was called to order by _____.

Present: _____

Absent: _____

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

RESOLVED, that this resolution shall be the general appropriations of Northwestern Michigan College for the fiscal year 2026-2027. A resolution to make appropriations; to provide for the expenditure of the appropriations; and to provide for the disposition of all income received by Northwestern Michigan College.

BE IT FURTHER RESOLVED that the total revenues estimated to be available for appropriations in the **General Fund** of Northwestern Michigan College for the fiscal year 2026-2027 is as follows:

Revenue	<u>\$ 60,430,934</u>
---------	-----------------------------

BE IT FURTHER RESOLVED that **\$ 60,430,934** of the total available to appropriate in the **General Fund** is hereby appropriated in the amounts and for the purposes set forth in Exhibit 1 of the budget.

BE IT FURTHER RESOLVED, that the administration is hereby authorized to transfer funds within and among individual budget lines and activities represented in the approved appropriation without prior Board approval with the provision that such transfers will not increase or surpass the total Board approved appropriation.

Ayes: _____

Nays: _____

Resolution declared adopted.

Andrew K Robitshek, Board of Trustees Treasurer

The undersigned, duly qualified and acting Treasurer 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 June 22, 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).

Andrew K Robitshek, Board of Trustees Treasurer



MEMO

Administrative Services

To: Dr. Nick Nissley, President
From: Troy Kierczynski, Vice President of Finance and Administration
Date: June 10, 2026
Subject: Academic Year 2026-2027 Tuition Rate Recommendations

Below are the proposed academic year 2026-2027 tuition rates for the Board of Trustees' approval.

***Annual Impact is calculated based on 30 contact hours in an academic year**

General Tuition – 4% Change

Category	Current Rate Per Contact Hour	Proposed Rate	Change	Annual Impact*
In-District	\$ 131.00	\$ 136.00	\$5.00	\$150.00
Out of District	\$ 280.00	\$ 291.00	\$11.00	\$330.00
Out of State	\$ 364.00	\$ 378.00	\$14.00	\$420.00
International	\$ 410.00	\$ 426.00	\$16.00	\$480.00

Tier I – 4% Change

Automotive, Audio Tech, Construction Tech, Dental Assistant, Nursing, Surgical Tech and Surveying. Additionally, Law Enforcement Certificate II / Police Academy tuition is assessed at in-district Tier 1 rates regardless of residency.

Category	Current Rate Per Contact Hour	Proposed Rate	Change	Annual Impact*
In-District	\$157.00	\$163.00	\$6.00	\$180.00
Out of District	\$320.00	\$332.00	\$12.00	\$360.00
Out of State	\$415.00	\$431.00	\$16.00	\$480.00
International	\$469.00	\$487.00	\$18.00	\$540.00

Tier II – 4% Change

Culinary, Great Lakes Water Studies 100-200 Level Courses

Category	Current Rate Per Contact Hour	Proposed Rate	Change	Annual Impact*
In-District	\$181.00	\$188.00	\$7.00	\$210.00
Out of District	\$358.00	\$372.00	\$14.00	\$420.00
Out of State	\$476.00	\$495.00	\$19.00	\$570.00
International	\$540.00	\$561.00	\$21.00	\$630.00

CONTINUED ON NEXT PAGE...

Tier III – 4% change*Maritime and Great Lakes Water Studies 300+ Level Courses**Note: Maritime Program charges by credit hour*

Category	Current Rate Per Contact Hour	Proposed Rate	Change	Annual Impact*
In-District	\$557.00	\$579.00	\$22.00	\$660.00
Out of District	\$557.00	\$579.00	\$22.00	\$660.00
Out of State	\$557.00	\$579.00	\$22.00	\$660.00
International	\$612.00	\$636.00	\$24.00	\$720.00

General Fee – 4% Change

Category	Current Rate Per Contact Hr.	Proposed Rate	Change	Annual Impact*
All Residencies	\$35.25	\$36.75	\$1.50	\$45.00
Maritime, Nursing, Culinary	\$25.00	\$26.00	\$1.00	\$30.00

Dual Enrollment – NO CHANGE

Category	Current Rate Per Contact Hr.	Proposed Rate	Change	Annual Impact*
Dual Enrollment	\$160.00	\$160.00	\$0.00	\$0.00

Northwestern Michigan College, Michigan (the “Issuer”)

A regular meeting of the board of trustees of the Issuer (the “Board”) was held in the Timothy J. Nelson Innovation Center, within the boundaries of the Issuer, on the 22nd day of June, 2026, at 5:30 o’clock in the p.m. (the “Meeting”).

The Meeting was called to order by _____, Chair.

Present: Trustees

Absent: Trustees

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

WHEREAS:

1. By resolution adopted on April 27, 2026 (the “Bond Resolution”), this Board authorized the issuance of not to exceed Fifteen Million Dollars (\$15,000,000) 2026 Community College Facility Bonds (the “Bonds”); and

2. Pursuant to the Bond Resolution, the Issuer delegated authority to the President and/or the Vice President for Finance & Administration (each an “Authorized Officer”) to accept a bid on behalf of this Board for the sale of the Bonds within the parameters established in the Bond Resolution; and

3. On June 1, 2026, the Issuer received five (5) bids for the purchase of the Bonds, which were presented to an Authorized Officer for consideration; and

4. Based upon the written recommendation of the Issuer's financial consulting firm, an Authorized Officer accepted the offer of TD Financial Products LLC (the “Purchaser”), to purchase the Bonds pursuant to the authority delegated in the Bond Resolution, and the Board desires to ratify and affirm the acceptance of the offer.

NOW, THEREFORE, BE IT RESOLVED THAT:

1. The Authorized Officer’s acceptance of the offer of the Purchaser as set forth in its bid, and as mutually modified to accommodate excess original issue premium, along with the terms and conditions set forth therein, presented to the Authorized Officer on June 1, 2026, to purchase the Bonds at a purchase price of \$11,107,214.27, which is the par value of the Bonds, plus an original issue premium of \$615,204.45, less the Underwriter’s discount of \$47,990.18, is hereby ratified and affirmed. The Bonds shall be issued in the aggregate principal amount of \$10,540,000.

2. The Bonds shall be re-designated 2026 Community College Facilities Bonds (General Obligation - Limited Tax).

3. The Bonds shall be dated June 24, 2026, and shall mature on May 1 of the years 2028 to 2049, inclusive, and 2056, on which interest is payable commencing November 1, 2026 and semi-annually thereafter on May 1 and November 1, at the rate and in the principal amounts set forth in Exhibit A and shall be subject to optional and mandatory redemption as set forth herein.

4. The Bonds or portions of Bonds in multiples of \$5,000, maturing on or after May 1, 2037, shall be subject to redemption prior to maturity, at the option of the Issuer in such order as the Issuer may

determine and by lot within any maturity, on any date occurring on or after May 1, 2036, at par plus accrued interest to the redemption date.

5. The Bonds due May 1, 2056, are term bonds subject to mandatory redemption in part, by lot, on the redemption dates and in the principal amounts set forth below and at a redemption price equal to the principal amount thereof, without premium, together with interest thereon to the redemption date, as set forth below.

<u>Bonds Due May 1, 2056</u>	
<u>Redemption Dates</u>	<u>Principal Amounts</u>
May 1, 2050	\$540,000
May 1, 2051	570,000
May 1, 2052	600,000
May 1, 2053	630,000
May 1, 2054	660,000
May 1, 2055	660,000
May 1, 2056 (maturity)	660,000

When term bonds are purchased by the Issuer and delivered to the Paying Agent for cancellation or are redeemed in a manner other than by mandatory redemption, the principal amount of the term bonds affected shall be reduced by the principal amount of the Bonds so redeemed or purchased in the order determined by the Issuer.

6. Notice of redemption of any Bond shall be given not less than thirty (30) days and not more than sixty (60) days prior to the date fixed for redemption by mail to the registered owner's or owners' registered address shown on the registration books kept by the Paying Agent (the "Paying Agent"). The Bonds shall be called for redemption in multiples of \$5,000, and Bonds of denominations of more than \$5,000 shall be treated as representing the number of Bonds obtained by dividing the denomination of the Bond by \$5,000, and such Bonds may be redeemed in part. The notice of redemption for Bonds redeemed in part shall state that upon surrender of the Bond to be redeemed a new Bond or Bonds in an aggregate principal amount equal to the unredeemed portion of the Bond surrendered shall be issued to the registered owner thereof.

If less than all of the Bonds of any maturity shall be called for redemption, unless otherwise provided, the particular Bonds or portions of Bonds to be redeemed shall be selected by the Paying Agent, in such manner as the Paying Agent in its discretion may deem proper, in the principal amounts designated by the Issuer. Any Bonds selected for redemption which are deemed to be paid in accordance with the provisions of the Bond Resolution and this resolution will cease to bear interest on the date fixed for redemption. Upon presentation and surrender of such Bonds at the corporate trust office of the Paying Agent, such Bonds shall be paid and redeemed.

7. Blank Bonds with the manual or facsimile signatures of the Chair and Secretary affixed thereto, shall, at the direction of bond counsel and as necessary, be delivered to the Paying Agent for safekeeping to be used for registration and transfer of ownership.

The Bonds shall be registered as to principal and interest and are transferable as provided in the Bond Resolution only upon the books of the Issuer kept for that purpose by the Paying Agent, by the registered owner thereof in person or by an agent of the owner duly authorized in writing, upon the surrender of the Bond together with a written instrument of transfer satisfactory to the Paying Agent duly executed by the registered owner or agent thereof and thereupon a new Bond or Bonds in the same aggregate principal amount and of the same maturity shall be issued to the transferee in exchange therefor as provided in the Bond Resolution, and upon payment of the charges, if any, therein provided. The Bonds are issuable in

denominations of \$5,000, or any integral multiple thereof, not exceeding the aggregate principal amount for each maturity.

8. The Treasurer is further directed to cause the proceeds from the sale of the Bonds to be credited to the herein established BOND ISSUANCE FUND in the amount of the anticipated costs of issuance for the Bonds and the remainder of the bond proceeds to be deposited in the previously established 2026 CAPITAL PROJECTS FUND and to cause the premium that is intended to be used for capital purposes, if any, to be deposited to the 2026 CAPITAL PROJECTS FUND and other premium and accrued interest received at the time of delivery to be transferred to the 2026 COLLEGE BOND DEBT RETIREMENT FUND. Any amounts remaining in the BOND ISSUANCE FUND after payment of all costs of issuance for the Bonds shall be transferred to the 2026 CAPITAL PROJECTS FUND.

9. Upon delivery of the Bonds, the accrued interest, if any, shall be deposited in the 2026 College Debt Retirement Fund for the Bonds and the balance of the Bond proceeds shall be used as follows:

A. The approximate sum of \$107,214.27 shall be used to pay the costs of issuance of the Bonds, and any balance remaining from that sum after paying the costs of issuance shall be deposited in the 2026 Capital Projects Fund.

B. The sum of \$11,000,000 shall be deposited to the 2026 Capital Projects Fund.

10. The Issuer hereby appoints Argent Institutional Trust Company, Grand Rapids, Michigan, as Paying Agent-Bond Registrar and directs an Authorized Officer to execute for and on behalf of the Issuer a Paying Agent-Bond Registrar Agreement.

11. All resolutions and parts of resolutions insofar as they conflict with the provisions of this resolution are hereby rescinded.

Ayes: Trustees

Nays: Trustees

Resolution declared adopted.

Secretary, Board of Trustees

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 the Board at the Meeting, 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, Public Acts of Michigan, 1976, as amended).

Secretary, Board of Trustees

CJI/keh



EXHIBIT A



555 Briarwood Circle
Suite 333
Ann Arbor, MI 48108

734-964-9700
734-964-9710 fax
www.pfm.com

BOND PRICING

\$10,540,000

Northwestern Michigan College
2026 Community College Facilities Bonds
(General Obligation - Limited Tax)
Final - As Sold June 1, 2026

Bond Component	Maturity Date	Amount	Rate	Yield	Price	Yield to Maturity	Call Date	Call Price	Premium (-Discount)
Serial Bonds (2028-2049):									
	05/01/2028	115,000.00	5.000%	2.670%	104.181				4,808.15
	05/01/2029	120,000.00	5.000%	2.720%	106.214				7,456.80
	05/01/2030	125,000.00	5.000%	2.790%	108.016				10,020.00
	05/01/2031	135,000.00	5.000%	2.870%	109.581				12,934.35
	05/01/2032	145,000.00	5.000%	2.970%	110.828				15,700.60
	05/01/2033	145,000.00	5.000%	3.080%	111.776				17,075.20
	05/01/2034	145,000.00	5.000%	3.140%	112.851				18,633.95
	05/01/2035	140,000.00	5.000%	3.190%	113.860				19,404.00
	05/01/2036	145,000.00	5.000%	3.280%	114.377				20,846.65
	05/01/2037	145,000.00	5.000%	3.400%	113.296 C	3.515%	05/01/2036	100.000	19,279.20
	05/01/2038	330,000.00	5.000%	3.490%	112.493 C	3.689%	05/01/2036	100.000	41,226.90
	05/01/2039	350,000.00	5.000%	3.580%	111.697 C	3.838%	05/01/2036	100.000	40,939.50
	05/01/2040	330,000.00	5.000%	3.660%	110.996 C	3.961%	05/01/2036	100.000	36,286.80
	05/01/2041	350,000.00	5.000%	3.740%	110.299 C	4.069%	05/01/2036	100.000	36,046.50
	05/01/2042	365,000.00	5.000%	3.840%	109.436 C	4.180%	05/01/2036	100.000	34,441.40
	05/01/2043	385,000.00	5.000%	3.920%	108.751 C	4.266%	05/01/2036	100.000	33,691.35
	05/01/2044	405,000.00	5.000%	4.020%	107.903 C	4.358%	05/01/2036	100.000	32,007.15
	05/01/2045	425,000.00	5.000%	4.150%	106.811 C	4.461%	05/01/2036	100.000	28,946.75
	05/01/2046	445,000.00	5.000%	4.260%	105.898 C	4.545%	05/01/2036	100.000	26,246.10
	05/01/2047	470,000.00	5.000%	4.380%	104.912 C	4.630%	05/01/2036	100.000	23,086.40
	05/01/2048	490,000.00	5.000%	4.460%	104.261 C	4.686%	05/01/2036	100.000	20,878.90
	05/01/2049	515,000.00	5.000%	4.480%	104.100 C	4.705%	05/01/2036	100.000	21,115.00
		6,220,000.00							521,071.65
2056 Term Bond:									
	05/01/2050	540,000.00	5.000%	4.720%	102.179 C	4.861%	05/01/2036	100.000	11,766.60
	05/01/2051	570,000.00	5.000%	4.720%	102.179 C	4.861%	05/01/2036	100.000	12,420.30
	05/01/2052	600,000.00	5.000%	4.720%	102.179 C	4.861%	05/01/2036	100.000	13,074.00
	05/01/2053	630,000.00	5.000%	4.720%	102.179 C	4.861%	05/01/2036	100.000	13,727.70
	05/01/2054	660,000.00	5.000%	4.720%	102.179 C	4.861%	05/01/2036	100.000	14,381.40
	05/01/2055	660,000.00	5.000%	4.720%	102.179 C	4.861%	05/01/2036	100.000	14,381.40
	05/01/2056	660,000.00	5.000%	4.720%	102.179 C	4.861%	05/01/2036	100.000	14,381.40
		4,320,000.00							94,132.80
		10,540,000.00							615,204.45

Dated Date	06/24/2026	
Delivery Date	06/24/2026	
First Coupon	11/01/2026	
Par Amount	10,540,000.00	
Premium	615,204.45	
Production	11,155,204.45	105.836854%
Underwriter's Discount	(47,990.18)	(0.455315%)
Purchase Price	11,107,214.27	105.381540%
Accrued Interest		
Net Proceeds	11,107,214.27	



MEMO
Administrative Services

To: Dr. Nick Nissley, President
From: Troy Kierczynski, Vice President of Finance and Administration
Date: June 17, 2026
Subject: FY27 Request for Blanket Purchase Orders

Board Authorization Requested

Authorize the administration to create Blanket Purchase Orders (POs) for each vendor identified on the attached spreadsheet for the total of the estimated yearly costs.

Background / Scope of Work

Attached is a spreadsheet listing vendors with whom we do significant amounts of business each academic year. The spreadsheet shows:

- Amounts requested for blanket POs for FY26
- Amounts spent against the approved blanket POs year to date as of June 4, 2026
- Estimated blanket PO amounts for FY27

Source of Funds

These types of expenditures are primarily operational in nature (i.e., utilities, insurance, supplies, maintenance agreements, fuel purchases, etc.). They have been included in the fiscal 2027 budget in various line items such as Purchased Services, Institutional Expenses, and Supplies and Materials. Most of these expenses are paid in one payment and exceed \$50,000, which is the level requiring Board approval. This procedure does not preclude nor override the bid process as outlined in our policies.

FY27 Blanket Purchase Orders		6/4/2026		
<u>CURRENT VENDOR</u>	<u>SERVICE</u>	<u>FY26 YTD</u>	<u>FY26 BLANKET PO</u>	<u>FY27 BLANKET PO</u>
Multi Service/Arrow Energy/AV Fuel	Aviation Fuel	\$460,000	\$450,000	\$500,000
Acrisure/Bonek Insurance	Maritime & Liquor License Insurance	\$128,000	\$75,000	\$130,000
Applied Imaging	Copy Machines	\$94,000	\$0	\$50,000 *
Assessment Technologies Institute	Nursing Testing	\$117,000	\$100,000	\$150,000
Blackbaud	Fundraisier Data Base	\$77,000	\$65,000	\$80,000
Cessna Aircraft Co.	Aircraft Supplies	\$97,000	\$85,000	\$125,000
Crystal Flash/Blarney Castle	Ship Fuel	\$195,000	\$600,000	\$800,000
Dell Computers	Computer Purchases	\$136,000	\$150,000	\$150,000
DTE	Natural Gas Transportation	\$177,000	\$170,000	\$200,000
EAB Global	Starfish Enterprise Success Platform	\$0	\$0	\$65,000 *
Ellucian	Software Licensing and Services	\$434,000	\$380,000	\$450,000
Evisions	Argos	\$67,000	\$0	\$70,000 *
Gordon Food	Hawk Owl Café	\$178,000	\$200,000	\$200,000
Grand River Solutions	Title IX Legal Services	\$0	\$65,000	\$65,000
GT County/Traverse City	Water	\$77,000	\$80,000	\$85,000
GT County/Traverse City	Sewer	\$85,000	\$90,000	\$95,000
Imperial Dade	Custodial Supplies	\$69,000	\$85,000	\$85,000
Lipari	Hawk Owl Café	\$56,000	\$60,000	\$60,000
MCCRMA	Comprehensive Insurance	\$317,000	\$275,000	\$326,000
Merit Networks	Internet Service Provider	\$29,000	\$50,000	\$50,000
Michigan State University	Contractual Services	\$62,000	\$70,000	\$70,000
Mise en Place Culinary Consulting	Food Service for Ship	\$257,000	\$335,000	\$300,000
Northern Strategies	Advocay Communications	\$48,000	\$50,000	\$50,000
Oracle	Data Base Software Support	\$122,000	\$130,000	\$130,000
Penn Yan Yero	Aircraft Engines	\$214,000	\$195,000	\$195,000
People Driven Technology	Camera Replacement/Network Security	\$4,500	\$50,000	\$50,000
Sequent Energy	Natural Gas	\$225,000	\$250,000	\$260,000
SET-SEG	Workers Compensation	\$40,000	\$55,000	\$55,000
Spectrum Communications	Cable- Internet	\$102,000	\$130,000	\$130,000
Statmats	Digital Advertising/Management Fee's	\$375,000	\$400,000	\$450,000
STT	Security Services	\$645,000	\$700,000	\$700,000
Superior Foods	Culinary Food	\$63,000	\$55,000	\$70,000
Sysco	Hawk Owl Café	\$62,000	\$55,000	\$70,000
TC/Consumers/Cherryland	Electric Power	\$850,000	\$800,000	\$950,000
TouchNet	Software	\$101,000	\$95,000	\$110,000
US Postal Service	Postage	\$90,000	\$100,000	\$100,000
TOTALS:		\$6,053,500	\$6,450,000	\$7,426,000
* NEW TO LIST				

Board Policy A-103.00

Board of Trustees Process

Board Committees

[2025 Board of Trustees Committee Appointments](#)

The board chair may appoint any member, or up to three members, of the board of trustees to fulfill various responsibilities, including, but not limited to the following committees:

AUDIT COMMITTEE

The Audit Committee shall serve on behalf of the Board as a recommending body to the full Board. Responsibilities include the following:

- Recommend the selection of an auditor
- Review annual audit planning
- Determine the internal audit component
- Review the audit with the auditors prior to the full-board review
- **Review and report to the Board on oversight of cybersecurity, including audits and other techniques in making such assessments**

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Commented [1]: Per Kennard, as Chair of Audit Committee

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BUILDING AND SITE COMMITTEE

The Building and Site Committee will guide and monitor construction and major renovation projects, including land acquisition/disposition and updates to the campus master plan, and will communicate progress to the full Board of Trustees.

Responsibilities of the Building and Site Committee include the following:

- Review recommendations to construct new structures and major renovation to older structures, and monitor progress of projects.
- Review recommendations to acquire new property and dispose of existing property.
- Review recommendations for amendments to the campus master plan.

- Communicate with full Board of Trustees on all issues considered by the committee.
- Act as a resource to the vice president of finance and administration.
- Carry out other responsibilities related to major facilities projects, as identified by the board chair.

EXECUTIVE COMMITTEE

The Executive Committee serves a board-level oversight role where it receives information and provides advice, counsel and general direction, as it deems appropriate, to the [College President](#). Members of the Executive Committee shall include Board Chair, Vice-Chair, and Immediate Past-Chair if available.

Recommendations of the Executive Committee shall be reported to the full Board of Trustees and their meeting minutes will be provided at the next regularly scheduled Board of Trustees' meeting. The committee meets with the president as appropriate prior to each regular board of trustees meeting to finalize and/or review the meeting agenda for that month. The committee also encourages the continuing education of board members with particular emphasis on orientation of newly elected members.

FELLOWS NOMINATING COMMITTEE

The Fellows Nominating Committee seeks and reviews nominations for the NMC Fellows award. Each year the committee selects an honoree(s) for the Fellow award, which is Northwestern Michigan College's highest honor, awarded since 1964. No more than two honorees shall be recommended to the full Board, except for exceptional circumstances.

NMC FOUNDATION BOARD

The Board of Trustees Chair and up to two~~three~~ (23) additional members of the NMC Board of Trustees ~~are~~ appointed by the Board of Trustees Chair shall~~to~~ serve on the

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NMC Foundation Board of Directors. One of these three trustees shall serve on the Foundation's Executive Committee.

MCCA COMMITTEE

Two (2) trustees are assigned to serve on the Board of Directors of the Michigan Community College Association (one as a primary member, another as an alternate). See the [Michigan Community College Association \(MCCA\) website](#) for more information.

POLICY COMMITTEE

The Policy Committee shall review all matters affecting the Board Policies of the college and report and recommend thereon to the Board of Trustees. Duties of the Board Policy Committee include the following:

- Review "NMC" Policy Governance Model: A Summary"
- Review "Types of Policy"
- Review all board policies. Policies with a prefix of:
 - A are board of trustees process policies;
 - B are board-president relationship policies;
 - C are ends policies (mission, vision, values, purposes);
 - D are parameters for indicators of success policies.
- Make recommendations to the trustees for changes to board policy on a first and second reading basis.

PRESIDENTIAL PERFORMANCE AND COMPENSATION COMMITTEE

The Presidential Performance and Compensation Committee serves to develop, review, and distribute the annual evaluation tool to support the Board of Trustees' responsibility of monitoring presidential performance (see [Board Policy B-102.00](#)). [The Board of Trustees Chair shall serve as Chairperson of the Presidential Performance and](#)

Compensation Committee, with the ability to designate an alternate. Responsibilities of the committee include the following:

- Develop and review assessment tool
- Determine annual evaluation timeline
- Review presidential contract and recommend to the full board for approval (as necessary according to contract terms)

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

Adopted by the Northwestern Michigan College Board of Trustees October 23, 1995

Revised April 28, 1997

Revised December 19, 2005

Reviewed without changes July 27, 2015

Reviewed without changes January 27, 2020

Revised December 16, 2024

Staff Policy D-501.01

Institutional Effectiveness Criterion: Operations

Dennos Museum Center Code of Ethics

I. Introduction

In recognition of its public responsibility, the Dennos Museum Center (DMC) at Northwestern Michigan College (NMC) will endorse and uphold the highest ideals and concepts of ethical and professional practices. Those standards and commitments are defined in this Code of Ethics. It is intended to serve as a guide for the institution and all associated faculty, staff, students, trustees, and volunteers.

Premise

The DMC's collection is a public and educational program that collects, documents, preserves, and interprets objects, and disseminates the knowledge gained from them to serve society. To promote public trust, high standards of operation and behavior are necessary at all levels of the DMC, including individual members of governing bodies, subdivisions and associations, volunteers, and staff. Maintaining these standards is a collective and individual effort.

As an institution actively involved with the mentorship of future museum professionals through volunteerism and internships, the DMC has an added responsibility to students and the professional community to follow the recognized standards of the profession. For this reason, principles expressed in the Code of Ethics of the American Alliance of Museums (AAM), the Association of Academic Museums and Galleries (AAMG), and the International Council of Museums (ICOM) are endorsed and adapted as part of the Code of Ethics of the DMC. This Code of Ethics is applicable to all parties associated with the DMC.

Statement of Position

Scope: This Code of Ethics pertains to all governing bodies, faculty and staff members, students, volunteers, and associated groups of the DMC.

Authority Recognition: This Code of Ethics is superseded by all laws, regulations, and international agreements of the United States and the State of Michigan. Within this framework, this Code of Ethics is also superseded by the general policies and regulations of NMC and specific regulations applicable to certain individuals, such as students and faculty.

Endorsements in Principle: This Code of Ethics endorses in principle the guidelines of AAM and ICOM. Within this framework, the Code of Ethics also endorses in principle the guidelines

established by those disciplines and/or professions that are recognized as having affiliations⁷¹ with museums in the United States.

In situations where differences may occur, the interests of the DMC will take precedence over the guidelines endorsed in principle.

Implementation: This Code of Ethics serves as the umbrella for the mission and policies of the DMC. The policies, established by the governing body of the DMC, are carried out under the guidance and supervision of its designated representative, the Executive Director. The development of associated procedures is generally the responsibility of the Executive Director and designated staff.

Periodic Review and Interpretation: An Ethics Committee, appointed by the Executive Director, addresses any recommended changes of this document and resolves any issues raised about its interpretation. This Code of Ethics is reviewed at least once every five years, and is amended as needed.

II. Governance: General Responsibility

Administration

The NMC Board of Trustees and academic administration, in the persons of the President and applicable Vice President(s), is the governing authority for the DMC. The governing body serves all parts of the DMC as well as the faculty, staff, students, visitors, and supporters and/or associated groups of the DMC. While the governing body has the responsibility of serving these parties, it must also insure that all activities are in agreement with federal, state, and NMC regulations, as well as the mission and policies established for the DMC.

Agreements and Contracts

The governing body, through its designated representative, the Executive Director, reserves the right to negotiate and involve the DMC with corporations, agencies, or other outside parties in projects and programs which have mutual interest. The governing body will not obligate the DMC to projects or programs that do not serve NMC's interests, or to situations that compromise the resources needed for ongoing activities related to the DMC's primary functions.

Fiscal Matters

The governing body is responsible for using budgeted funds and resources to serve the interests of the DMC and its mission, in a manner that provides an appropriate balance of allocations for staff, collections, facilities, equipment, programs, services, and other gallery and collection functions. In all fiscal matters, the governing body, through its agents, maintains full documentation and accountability for resource expenditures.

Personnel

The governing body recognizes that the greatest asset of the DMC is its staff, and that the quality of the staff is directly related to the DMC's ability to build and maintain collections,

conduct research, develop exhibit and education programs for public and academic audiences, and perform ongoing services. For this reason, the governing body, acting through the Executive Director, is responsible for providing job descriptions, hiring qualified staff, providing training and career enhancement opportunities, supporting adherence to the Code of Ethics, providing resources to perform jobs, conducting periodic performance reviews and evaluations, and developing work environments that are in agreement with federal, state, and NMC regulations that address health, safety, and personnel issues.

Collections

The governing body recognizes that the collections are the foundation of the DMC's functions. The governing body recognizes that the possession of these collections incurs legal and ethical obligations to provide proper housing, management, and care for the collections and associated documentation. For these reasons, the governing body, acting through the Executive Director, is responsible for assuring that the scope of each collection agrees with the DMC's mission, that collection growth is balanced with available resources, and that appropriate allocation is made of personnel, facilities, equipment, services, and support to address the ongoing needs of each collection.

Audiences

The governing body recognizes the importance of serving both public and campus audiences, and that these audiences help justify financial support from federal, state, local, and private sources. For this reason, the DMC establishes activities that serve its broad constituency; is a facility that provides a responsive, safe, and comfortable environment; and, is a resource for accurate information. The DMC is particularly sensitive to dealing properly with cultural, social, and legal issues, such as due respect for human remains, handicap access, and religious and cultural diversity.

III. Collections

Statement

Collections are developed, managed, and conserved for use in research, exhibits, and/or education programs for public and academic audiences. To ensure these collections will be available for future generations, utilization is balanced with current preservation standards and practices.

Acquisition

The growth and development of collections adheres to the Mission Statement, Scope of Collections, and Acquisition Policy of the DMC, particularly to legal and ethical acquisition, clear ownership, provenance, condition, value, need, and ability to provide proper long term care. The DMC is committed to continued growth and development of collections, in a manner that reflects quality and relevance over quantity . New acquisitions will emphasize collection integrity, object integrity, and maximum associated information.

Management, Care, and Use

The management, care, and use of these collections follow the Collections Management Policy of the DMC, which outlines management concerns including but not limited to: security, loans, object utilization, integrated pest management, emergency preparedness, and preventive conservation. Implementation of the Collection Management Policy is based on written procedures that:

1. Meet museum and academic standards for the respective collections;
2. Include specifications for providing proper care with respect to environment, housing, and handling, and;
3. Incorporate all parts of the collection, including objects, associated data, collection records, reference material, and specialized collections.

Disposal

The disposal of accessioned collection objects follows the Deaccession section of the Collections Management Policy of the DMC and written procedures for policy implementation. All deaccessioned material is approved by the Collections Committee, documented fully, clearly justified, disposed of appropriately, and free from problems of ownership, conflict of interest, and ethical and legal issues. No personal gain resulting from deaccessioned material is to be realized by any individual having affiliations with the DMC or the NMC.

Furthermore, any funds realized from deaccessioned objects may only be used to acquire additional artworks for the collection.

Funds may not be expended for any other purposes, including but not limited to: staffing, construction, capital equipment, and other non-acquisition expenses.

Financial Management and Capitalization of Collections

As adopted by the Association of Art Museum Directors (AAMD) and the Association of Academic Museums and Galleries (AAMG), NMC shall not capitalize art collection holdings on its financial statements. Per the AAMD:

The collections the museum holds in public trust are not financial assets and may not be converted to cash for operating or capital needs. No collection or portion thereof may be pledged as collateral for a loan, except that a museum may grant a security interest in a work that it is acquiring in order to secure the payment of the balance of the purchase price. To present fairly the museum's financial position, collections should not be capitalized. (For further guidance on professional practices in art museums and reference to applicable accounting standards, see Appendix B, p. 20, paragraph D). Likewise, no funds established for future art acquisitions (endowment or otherwise) should be pledged as collateral for loans. Member organizations should follow applicable accounting standards regarding the use of restricted funds and honor donor intent regarding the establishment and use of such funds.

Furthermore, the American Alliance of Museums (AAM) makes it clear that accreditation shall not be granted to institutions with capitalized collections. Institutions that engage in this accounting practice shall be in direct violation of the AAM's code of ethics:

There is increasing pressure on museums to capitalize their collections and to use them as collateral for financial loans to the museum. The Alliance's Code of Ethics for Museums requires that collections be "unencumbered," which means that collections cannot be used as collateral for a loan. The AAMD code of ethics also precludes using collections as collateral, and further bars museums from capitalizing collections. The American Association for State and Local History (AASLH) has also issued a position statement that declares that capitalizing collections is unethical.

IV. Conduct of Individuals

Statement

This Code of Ethics pertains to all governing bodies, faculty and staff members, students, volunteers, and support and/or associated groups of the DMC.

Responsibility of the DMC

Code of Ethics, Policies, and Procedures: Individuals having an affiliation with the DMC are expected to be familiar with and to abide by the Code of Ethics, Policies, and Procedures adopted by the DMC.

Duties and Responsibilities: Individuals having an affiliation with the DMC are expected to fulfill all duties and responsibilities of their designated position and written job description, in a timely and professional manner.

Use of Resources: All resources of the DMC, including personnel, salaried-time, facilities, collections, images, equipment, supplies and funds serve the interests and purposes of the DMC. Unauthorized use of these resources by any individual, strictly for personal benefit, is ethically irresponsible and may be regarded as a conflict of interest, fraud, or theft.

Discretion and Confidentiality: Individuals affiliated with the DMC have unique responsibilities related to maintaining the DMC's image, trust, and credibility to its public and academic audiences. For this reason, affiliated individuals must:

1. Properly represent the DMC and their position when interacting with others;
2. Exercise professional discretion about activities and concerns of the DMC, and;
3. Hold in confidence relevant information concerning matters such as collections, personnel, and security.

Conflict of Interest: Individuals having an affiliation with the DMC must avoid situations that may be construed as a conflict of interest. Concerns about potential conflicts of interest will be conveyed immediately to the appropriate NMC authority. The purpose of this concern is to prevent the actual or perceived conflict between personal collecting and the objectives of the DMC. Potential conflicts of interest include:

1. Personal collecting within the curatorial collection areas of the DMC;
2. Using DMC affiliation, DMC resources, or the influence of one's position in unauthorized ways solely for personal benefit, or to serve solely the interests of persons outside the DMC;
3. Placing the DMC in a situation that compromises its mission, policies, functions, practices, or philosophies;
4. Placing the DMC in a situation that it unduly competes with outside parties, and;
5. Participating in other employment that compromises one's capability to perform in a timely and professional manner.

Responsibility to Collections

Integrity of Information: The DMC's ability to serve its public and academic audiences is dependent on the quality and accuracy of available information. Such information includes object and collection documentation, personal communications, formal presentation, written correspondence, publication, exhibits, and educational programs. For this reason, individuals affiliated with the DMC will maintain information integrity with respect to accuracy and completeness.

Integrity of Preservation: The DMC's ability to perform its functions is dependent upon the quality of object preservation and conservation. Individuals affiliated with the DMC will demonstrate respect for the object by following professional museum preservation procedures, providing protection from agents of deterioration, providing proper housing, and exercising safe handling.

Integrity of Operations: Individuals affiliated with the DMC collections will be knowledgeable about their respective collection(s), museum and academic standards related to their collection(s), and changes in philosophies and practices for properly managing and caring for the collection(s).

Responsibility to Other Individuals

Public and Academic Audiences: Individuals affiliated with the DMC will be responsive to the DMC's public and academic audiences, and treat each individual with professional courtesy.

Professional Associates: Individuals affiliated with the DMC will be responsive and cooperative with professional associates outside of the DMC organization.

DMC Affiliates: Individuals affiliated with the DMC (e.g., volunteers, students, administration) will respect the property and rights of one another. Individuals will acknowledge the roles and responsibilities of each other, and will cooperate as needed to promote the mission, functions, services, programs, and image of the DMC. Supervisors and faculty are responsible for the actions of the individuals under their direction and will take an active role in providing direction, instruction, communication, and group cooperation.

If any provision(s) of this policy or set of bylaws conflicts with laws applicable to Northwestern Michigan College, including the Community College Act of 1966, the Freedom of Information

Act, or the Open Meetings Act, as each may be amended from time to time, such laws shall⁷⁶ control and supersede such provision(s).

Adopted by the Northwestern Michigan College Board of Trustees January 27, 2020



Northwestern Michigan College

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Staff Policy D-504.05

Institutional Effectiveness Criterion: Operations

Denno Museum Center Collections Management

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DENNOS MUSEUM CENTER COLLECTION STATEMENT

I. Mission Statement

The Dennon Museum Center (DMC) builds community, sparks conversation, and inspires change for audiences of all ages through its exhibitions, programs, and the collection and preservation of art. – Approved by the NMC Board of Trustees July 26, 2021.

II. Governance

As a unit of Northwestern Michigan College (NMC), the DMC has as its official governing authority the Northwestern Michigan College Board of Trustees. The Executive Director reports to the Vice President of [Finance Development](#) who serves on behalf of the ~~Northwestern Michigan College Board of Trustees and the~~ President of Northwestern Michigan College to oversee the affairs of the DMC. In turn, the Executive Director works closely with DMC staff and seeks counsel from members of advisory bodies to develop and refine the mission, vision, and goals and to ensure their implementation.

All those who work for or on behalf of the DMC understand and support its mission and public trust responsibilities. The DMC and its physical, human, and financial resources are developed, maintained, protected, and interpreted in support of this mission. The development and preservation of the collection and its use to support the educational goals of teaching and research are fundamental responsibilities of the DMC.

The DMC has written policies that govern its operations. These policies, approved by the Board of Trustees, support the mission, vision, and goals of the DMC as defined in its long range plan. Members of the governing authority, staff, advisory bodies, and volunteers of the DMC must be united in their commitment to the institution's purposes and responsibilities as reflected therein.

III. Scope of Collections

The Dennon Museum Center houses a collection of nearly 3,000 works of art. Approximately ~~1,600~~ [1,600,000](#) objects are prints, sculptures, and other artworks made by the Inuit people of the Canadian Arctic, Greenland, and Alaska. The remainder of the collection includes a diverse array of painting, sculpture, prints, and photography. Significant holdings include contemporary works by Michigan artists, 19th and 20th century American and European graphic art, 18th and 19th century Japanese prints, and 20th century Great Lakes Indian and Canadian Indian art.

IV. Collections Statement

The purpose of the DMC's collection is to provide a rich and diverse resource of works of art and objects of cultural significance, both contemporary and historical, that foster discussions, exhibitions, teaching, and research across disciplines. Special attention is given to works of artistic and/or historical significance, cultural diversity, and relevance to the critical issues of our time. The DMC collects works that enrich and enhance the educational mission of NMC and are utilized for exhibition, teaching, or research.

V. Collection Categories

This document is intended to outline the four types of collections that are managed and maintained by the DMC staff at Northwestern Michigan College:

Permanent Collection

Fully accessioned, documented, and cataloged objects of artistic, cultural or historical significance, and objects of high quality that are representative of the diversity inherent in the mission of the DMC. These collections are used for research, exhibitions, and loans and are given the highest level of care and protection. The services of a professional conservator would be required to treat works in this category.

- Original prints, drawings, paintings, sculpture, photographs, and other works of historical/art historical significance

Outdoor Sculpture Collection

Fully accessioned, documented, and cataloged outdoor sculptures of artistic, cultural or historical significance, these collections are installed outdoors year-round and require ongoing maintenance and upkeep to preserve the integrity and intent of the work. Maintenance and upkeep plans are defined in the DMC's Long Range Conservation Plan and/or Strategic Plan.

- Outdoor sculptures located on DMC grounds and throughout NMC's campuses

Decor Collection

Accessioned objects that may be partially or fully cataloged and used for display/decor on campus. Conservation/restoration is on a case-by-case basis. Works will have numbers assigned for tracking purposes, but may not necessarily be fully cataloged into the database.

- Furniture or other articles historically owned/exhibited by the college (the DMC maintains records, but is not responsible for up-to-date inventory)
- Works purchased specifically for display on campus or as decor

Non-accessioned Education Collection

Teaching objects that are used for interpretation, participatory exhibitions, educational programs, and hands-on learning. These objects do not receive a catalog number and are not accessioned into the collection-as a result, they can be removed if damaged or deemed no longer relevant for teaching use. These objects are given all reasonable care but may be treated/repaired by DMC staff if deemed appropriate.

- Ex: Reproductions, tourist art, sculptures, textiles, etc. with little or no provenance
- Hands-on materials from the Inuit teaching collection

COLLECTIONS COMMITTEE

Purpose of the committee:

- Approve works for inclusion in the Denno Museum Center permanent art collection
- Approve deaccessions from the collection

Rationale for committee formation:

- Common practice at all collecting institutions
- Removes curatorial bias from the decision-making process
- Creates a mechanism for avoiding gifts that may produce undesirable consequences in the long term (ex: restricted gifts, works in poor condition, oversize works with no appropriate storage, etc.)

Committee approval process:

1. Registrar completes accession/deaccession proposal form
2. Registrar circulates paperwork among committee members via e-mail, along with the director's recommendation
3. Majority of members approve or deny request via e-mail

Curatorial limitations:

The Executive Director may purchase artwork/objects for the permanent art collection without committee approval if the total purchase price is under \$5,000. Purchases for the collection in excess of \$5,000 must be approved by the collections committee in advance.

Committee appointments:

7 members, voting

2-year, single term appointments made by DMC staff

- Museum Director (co-chair)
- Museum Registrar (co-chair)
- Art Faculty
- NMC Staff or Faculty
- NMC Library/Archives Staff
- External Museum/Gallery Partner
- External Museum/Gallery Partner

*The committee shall convene at least once every calendar year in-person to discuss the state of the Denno Museum Center collection.

**Anticipated workload for all committee members is 5-8 hours per academic year, plus 1-2 hours during the summer months (via e-mail).

ACQUISITIONS

I. Acquisition

Acquisition is the process of acquiring an object(s) or collection for the collections of the DMC. Object(s) or collections are typically acquired through donation, purchase, transfer from or exchange with another institution, or bequest. Acquisition, except as approved in writing by the Executive Director, does not imply accessioning, but is a necessary prerequisite for accessioning. Acquired objects or collections are recommended for accessioning by the Executive Director.

Certain state, federal, and international statutes and laws are in existence that may affect the acquisition of certain objects. In all cases, the DMC acts in accordance with those statutes and laws. Additionally, the DMC bases its acquisition and accession policy statements and procedures on the highest ethical standards as set out in its own Code of Ethics. This Code is based on national and international Codes of Ethics for museums and ensures that the DMC operates in all respects to the highest professional standards.

The following policy statements support an attitude of responsible collections management. They provide guidance for acquisition for authorized DMC personnel. Adherence to these statements promotes responsible collecting and ensures the appropriate housing, preservation, and conservation accountability inherent in the acceptance of objects or collections. Reference to these restrictions fosters a spirit of understanding and cooperation with prospective donors by serving as a defined justification for acceptance or rejection of donations, purchases, transfers, or bequests.

The following policy statements are also guided by:

- The UNESCO Convention on the Means of Prohibiting and Preserving the Illicit Import, Export and Transfer of Ownership of Cultural Property of 1970 (accepted by the US in 1983)
 - The Association of Art Museum Directors (AAMD), "Report of the AAMD Task Force on the Spoliation of Art during the Nazi/World War II Era (1933-1945)," 1998
 - The American Alliance of Museums (AAM), "Code of Ethics for Museums," 2000
 - The American Alliance of Museums (AAM), "Guidelines Concerning the Unlawful Appropriation of Objects During the Nazi Era," 2001
 - The Association of Art Museum Directors (AAMD), "Report of the AAMD Task Force on the Acquisition of Archaeological Materials and Ancient Art," 2004
1. At the most fundamental level, the DMC categorically endorses the concept that responsibility for the physical safety of the object begins with acquisition.
 2. All potential acquisitions must be evaluated in terms of the goals, purpose, mission, and scope of the DMC, and the educational aims of the museum, and must fall within financial and physical limitations of the institution.
 3. All potential acquisitions must be evaluated by the following criteria:
 - a. Documentation as to origin, previous ownership, use, and provenance.
 - b. Ability of the DMC to properly maintain and house the objects and associated documentation.
 - c. Relevance of acquisition to the mission statement and scope of collections of the DMC, and its ability to enhance collections.
 - d. Legal and ethical standards governing possession and use of objects. The DMC will

- not knowingly accept any object or collection acquired by either illegal or unethical means.
- e. Willingness of the donor (owner) to transfer complete ownership (provide clear title) to the DMC without restrictions, limitations, or conditions. Transfer of legal title is through a signed deed of gift between the DMC and owner that identifies the owner, the DMC, and all objects for which ownership is transferred.
 - f. Intellectual Property (IP) consideration.
4. The DMC will acquire no object(s) or collection, by any means, for which a valid title cannot be obtained. It is critical that clear title is established, to the best knowledge of all parties, prior to acquisition.
 5. Collections care begins with acquisition. It is the responsibility of the DMC Registrar and the Executive Director as appropriate to ensure that preventive conservation and collections management best practices are followed.
 6. Restrictive or conditional donations will be considered only under extraordinary circumstances and when the long-term advantage to the DMC is unequivocal. Any consideration of such donations must be accompanied by a legal document that conveys any restrictions or conditions. Fine arts object(s) executed after January 1, 1978 that are subject to the Copyright Act of 1976 (17 U.S.C. §§ 101-702) are considered for acquisition only after a thorough review of copyright restrictions.
 7. For the purpose of acquisition, the Executive Director is relied upon for a judgment of value and provenance, and their determination is final.
 8. The DMC or its staff cannot ethically or legally appraise objects for private citizens prior to donation or at any time thereafter, retain an appraiser for a private citizen, or refer an appraiser to a private citizen, and, therefore, shall not be involved in appraisal activities. This restriction does not apply to in-house assessments of value of objects owned by the DMC for such collection objectives as insurance purposes, traveling exhibitions, loans, or for activities within the professional community that involve establishing the relative monetary value of certain kinds of objects. These activities are viewed as professional assessments and not commercial appraisals. Donors requiring appraisals for income tax purposes must obtain these at their own expense from a certified appraiser of their choice prior to donation.
 9. Collections of objects acquired through purchase are the property of the DMC, are accessioned, and all bills of sale and appropriate records are kept by the DMC.
 10. Acquisitions of the DMC are the property of the DMC. The DMC is not legally bound to acquire or consider for accession objects that are acquired by NMC on behalf of the DMC without prior agreement.
 11. The DMC does not acquire object(s) or collections of questionable origin (legal or ethical), nor does the DMC exhibit or otherwise allow the utilization of such object(s) or collections.
 12. The acquisition of cultural property of foreign countries is to be guided by the policies

of the 1970 UNESCO Convention, the "Guidelines Concerning the Unlawful Appropriation of Objects During the Nazi Era, 2001," and the "Report of the AAMD Task Force on the Acquisition of Archaeological Materials and Ancient Art," 2004.

13. Certain works of art deemed inappropriate for accession into the permanent collection may be accepted as gifts for study purposes, as incidental decoration for public or office spaces, or as non-accessioned unrestricted gifts that may be sold. These works are not formally accessioned, but the Registrar tracks their status as non-accessioned acquisitions.
14. The DMC does not acquire personal memorabilia, nor does the DMC accept like material from NMC, unless the material has general relevance to the mission and scope of the DMC.
15. Objects bequeathed to the DMC must be approved for acquisition prior to the DMC being designated as beneficiary. All objects bequeathed to the DMC are subject to the Acquisition and Accession policy defined in this document. The DMC shall observe appropriate confidentiality with respect to objects acquired through bequest. The DMC is not legally bound to acquire objects that are bequeathed to it, unless by prior agreement.
16. Donors of acquisitions must be made to understand that only the Executive Director of the DMC is authorized to make agreements for the temporary or permanent exhibit of object(s). To this end, it is assumed that all acquisitions, regardless of right of ownership, will be reviewed by the Executive Director of the DMC to determine appropriateness to collection needs and possible utilization potential prior to any commitment or agreement by NMC. Acquisitions are reviewed in accordance with the loan qualifications and conditions as outlined in the Loans section of this Policy and as defined in the Loan Procedures segment of the Collections Management Procedures document. Donors also must understand that while the fiduciary responsibility for the donated object(s) rests with NMC, the management of such object(s) is under the control of the Executive Director of the DMC.
17. The Executive Director and the Registrar appointed by NMC shall serve as members of the Collections Committee. The Executive Director has final authority regarding acquisitions.
18. All items acquired for the permanent collections of the DMC will be accessioned in a timely manner.
19. The DMC maintains a computerized record-keeping system of all objects acquired or received by any approved means into its care.
20. Recordkeeping begins with acquisition and is the responsibility of the DMC Registrar and Executive Director as appropriate. Records include: acquisitions, accessions, catalogs, inventory, loan, insurance, condition report, treatment forms, field forms, photographs (film, digital images, video recordings), and business records. Records are comprised of both paper documents and digital files. All computerized records are updated and a digital copy stored at an off-site location by the Registrar. Paper records are housed in appropriate cabinetry, file, or refrigerated unit (as required).
21. Donor information and credit is maintained as part of the acquisition file, the accession file, and on the catalog record. It is not used as part of labeling while the object(s) is on exhibit without the prior signed consent of the donor.

22. Because the DMC is a non-profit educational entity of NMC, a potential donor must be informed of the restrictions under which gifts may be given. Acquisitions by the DMC, once accessioned, are subject to the Deaccessioning section of the Collections Management Policy, and except as specifically stated, no object(s) is sold, traded, returned to donor, or otherwise removed from the care and protection of the DMC.
23. Certain state, national, and international statutes and laws currently in existence may require that acquired and accessioned objects are deaccessioned from the collections of the DMC and repatriated, as per the specific statute or law. The DMC abides by such statutes and laws currently in existence and those that may be brought to apply in the future. Prospective donors of material likely to be affected by such legislation are informed of this likelihood during initial donation discussions.
24. Per AAM best practices, object(s) deaccessioned from the DMC permanent art collection will not be returned to the donor or heirs.

II. Antiquities and Ancient Art

The DMC is committed to the ethical and responsible acquisition of works of art. The DMC's goal is to preserve, display, and interpret our shared cultural heritage in the interests of the public.

1. The item to be acquired must have free and clear title. The DMC will require sellers, donors, and their representatives to provide all available information and documentation, as well as appropriate warranties regarding the origins and provenance of a work of art offered for acquisition.
2. The acquisition of cultural property of foreign countries is to be guided by the policies of the 1970 UNESCO Convention and the Report of the AAMD Task Force on the Acquisition of Archaeological Materials and Ancient Art, 2004. The DMC will not accept or purchase an item known to have been "stolen from a museum, or a religious, or secular public monument or similar institution" (Article 7b of the Convention) or known to have been part of an official archaeological excavation and removed in contravention of the laws of the country of origin.
3. The DMC will comply with all applicable local, state, and federal laws, most notably those governing ownership, title, import, and other issues critical to acquisitions. The law relevant to the acquisition of archaeological materials and ancient art has become increasingly complex and continues to evolve. Since the status of a work of art under foreign law may bear on its legal status under U.S. law, it is important to be familiar with relevant U.S. and foreign laws before making an acquisition.
4. The DMC will only acquire objects that have been rigorously researched. Such research will include, but will not necessarily be limited to, determining:
 - a. The ownership history of the object;
 - b. The countries in which the object has been located and when;
 - c. The exhibition history of the object, if any;
 - d. The publication history of the object, if any;
 - e. Whether any claims of ownership of the object have been made;
 - f. Whether the object appears in relevant databases of stolen works; and
 - g. The circumstances under which the object is being offered to the DMC; and documentation that shows that the object was exported from its country of origin before 1970.
5. The DMC will make a concerted effort to obtain accurate written documentation with respect to the history of the object, including import and export documents from all parties involved in the transaction. The DMC should always obtain the requisite import documentation when the object is being imported into the United States in connection with its acquisition by the DMC.
6. Should any of the research cited above demonstrate that the object is known to have been "stolen from a museum, or a religious, or secular public monument or similar institution" (Article 7b of the Convention), or from an individual or family collection, or "known to have been part of an official archaeological excavation" or other repositories either within or without the United States "and removed in contravention of the laws of the country of origin," the DMC will not acquire the object.

7. However, even after rigorous research, it may not be possible to obtain sufficient information on the recent history of a proposed acquisition or to determine securely whether the acquisition would comply with applicable law and the aforementioned Ethics and Guidelines. In such cases, the DMC must use its professional judgment in determining whether to proceed with an acquisition, in accordance with the Principles outlined above, recognizing that the work of art or object, the culture it represents, scholarship, and the public may be served best through the acquisition of the work of art by the DMC, which is dedicated to the conservation, exhibition, study, and interpretation of works of art. Such antiquities should be recommended for acquisition for the following reasons:
 - a. The object is in danger of destruction or deterioration.
 - b. The acquisition would make the object publicly accessible, providing a singular and material contribution to knowledge, as well as facilitating the reconstruction of its provenance, thereby allowing possible claimants to come forward.
 - c. The object has been outside its probable country or countries of origin for a sufficiently long time (at least 10 years) and its acquisition would not provide a direct, material incentive to looting or illegal excavation.
8. Sellers, donors, and their representatives must provide all available information and documentation, as well as appropriate warranties regarding the origins and provenance of an object offered for acquisition.
9. Once an acquisition has been accessioned, the DMC shall publish promptly, in print or electronic form, an image (or representative images in the case of large groups of objects) and relevant provenance information, which will thus be readily available to an international audience.
10. If the DMC gains information that establishes another party's claim to an object acquired, even though this claim may not be enforceable under U.S. law, the DMC shall seek an equitable resolution with the other party. Possible options that shall be considered include: transfer or sale of the object to the claimant; payment to the claimant; loan or exchange of the object; or retention of the object.
11. Competing claims of ownership that may be asserted in connection with objects in the DMC's custody shall be handled openly, seriously, responsively, and with respect for the dignity of all parties involved. Where unethical collecting practices are alleged, verification of the facts is necessary before a judgment or condemnation is appropriate.

III. Nazi-era Provenance (1937 - late 1940s)

The ethics and guidelines outlined above are equally applicable to objects with Nazi-era provenance. However, the principles guiding the acquisition of objects falling into this category are here treated separately in order to ensure that the DMC shall take all reasonable steps to resolve the Nazi-era provenance status of objects before acquiring them into its collection whether by gift, bequest, purchase, or exchange.

1. Standard research on objects being considered should include a request that the sellers, donors, or estate executors offering an object provide as much provenance information as they have available, with particular regard to the Nazi era.
2. Where the Nazi-era provenance of a proposed acquisition is incomplete or uncertain, the DMC shall consider what additional research would be prudent or necessary to resolve the Nazi-era provenance status of the object before acquiring it. Such research shall involve consulting appropriate sources of information, including available records and outside databases that track information concerning unlawfully appropriated objects.
3. In the absence of evidence of unlawful appropriation without subsequent restitution, the DMC may proceed with the acquisition. Currently available object and provenance information about any covered object shall be made public as soon as practicable after the acquisition.
4. If credible evidence of unlawful appropriation without subsequent restitution is discovered, the DMC shall notify the donor, estate executor, or seller of the nature of the evidence and shall not proceed with acquisition of the object until taking further action to resolve these issues. Depending on the circumstances of the particular case, prudent or necessary actions may include consulting with qualified legal counsel and notifying other interested parties of the DMC's findings.
5. It is acknowledged by the AAM that under certain circumstances acquisition of objects with uncertain provenance may reveal further information about the object and may facilitate the possible resolution of its status. In such circumstances, the DMC may choose to proceed with the acquisition after determining that it would be lawful, appropriate, and prudent and provided that currently available object and provenance information is made public as soon as practicable after the acquisition.
6. The DMC shall document its research into the Nazi-era provenance of acquisitions.
7. Consistent with current practices in the museum field, the DMC shall publish, display, or otherwise make accessible recent gifts, bequests, and purchases, thereby making all acquisitions available for further research, examination, and public review and accountability.
8. The DMC shall address claims of ownership asserted in connection with objects in its custody openly, seriously, responsively, and with respect for the dignities of all parties involved. Each claim shall be considered on its own merits.
9. The DMC shall review promptly and thoroughly a claim that an object in its collection

was unlawfully appropriated during the Nazi era without subsequent restitution.

10. In addition to conducting its own research, the DMC should request evidence of ownership from the claimant in order to assist in determining the provenance of the objects.
11. If the DMC determines that an object in its collection was unlawfully appropriated during the Nazi era without subsequent restitution, the DMC shall seek to resolve the matter with the claimant in an equitable, appropriate, and mutually agreeable manner.
12. When appropriate and reasonably practical, the DMC shall seek methods other than litigation (such as mediation) to resolve claims that an object was unlawfully appropriated during the Nazi era without subsequent restitution.

ACCESSIONS

Accessioning is the procedure that is initiated by the transfer of clear title, and that officially incorporates objects into the permanent collections of the DMC. Title is considered to be transferred when the DMC receives a deed of gift signed by the donor, or when a bill of sale is acknowledged as paid in full in the case of purchased objects, or when a document is signed by all interested parties in the case of transferred objects.

Objects are not incorporated into the DMC's collections until they are accessioned. Upon accessioning, the DMC assumes the obligation for the proper care and management of the object(s). Accessioning provides an inventory of objects owned by the DMC, and is a function of the DMC Registrar.

1. All items acquired for the permanent collection of the DMC will be accessioned in a timely manner.
2. Complete records of the accessioned holdings of the DMC are maintained by the Registrar. Once an object or collection is reviewed by the Collections Committee, approved by the Executive Director, and a signed deed of gift or receipt, in the case of purchased objects, is received, then the object(s) or collection is accessioned by the Registrar into the collection. Accession numbers document DMC ownership or stewardship and are an inventory control device for the Registrar.
3. The accession number system utilized by the DMC is alpha-numeric and includes the calendar year of acceptance, followed by a number indicating the order of acceptance. The calendar year is written in full, and the number of order of acceptance is separated by a period from the year (e.g., 2000 .1). Each accession, whether it consists of a single object or collection of objects, is assigned one unique accession number.
4. Accessioning is the responsibility of the Registrar, and only the Registrar has the authority to assign accession numbers. It is the responsibility of the Executive Director to provide all acquisition and identification documentation to the Registrar.
5. The Collections Committee has final authority regarding accessions.
6. Undocumented objects found in the collections are those that have no accession number and no record of the object being accessioned or why they are in the DMC. Ownership of undocumented object(s) **cannot** be assumed and they **cannot** be disposed of or accessioned. These objects are abandoned property and the Michigan law (LOST PROPERTY Act 273 of 1987) for abandoned property and old loans must be followed in order to gain clear title. Once clear title is established, the object(s) undergo the following acquisition ~~review~~review:
 - a. A signed deed of gift for those objects donated to the DMC; proof of ownership for those objects received by the DMC (e.g., a police report documenting transfer of ownership to the DMC); or a letter from the trading/exchanging Institution transferring title of the object(s) to the DMC is required.

- b. A complete record of all correspondence and transactions involving the accession includes:
 - i. Name and address of the seller or trading/exchanging institution.
 - ii. Copy of the permit for field-generated collections from foreign countries.
 - iii. Import and export papers for object(s) or collections from foreign countries.
 - iv. Bill of sale and bill of lading.
 - v. Any gift restrictions.
 - vi. Copyright considerations.
 - vii. Artist's rights considerations.
 - viii. Provenance information.
 - ix. History of object(s).
 - x. Dates or ages of object(s).

- 7. Black and white or color photographic images, digital images, or video recordings with the assigned accession number visible either in the photograph(s) are required for designated objects. This requirement is to include all type specimens, all works of art, all ethnographic material, and other objects selected by the Executive Director in consultation with the Registrar.

DEACCESSIONS

Deaccessioning, when carried out in an appropriate manner, is an integral part of museum professional practice. This view is endorsed by the DMC in its Code of Ethics and is based upon ethical codes of national and international museum professional organizations. As the museum profession has developed, so have scholarly mechanisms for building on the experience of the past. Deaccessioning is a useful tool for defining and refining the scope and quality of collections that have grown over the years. The existence of a deaccession policy should not, however, be taken to imply that collections are a resource for the purpose of raising revenue to cover operating costs.

Such action quickly undermines the concepts of fiduciary responsibility and public trust. The deaccessioning of an object by sale can only occur in particular circumstances, and the revenue raised from such sales is restricted in use.

The DMC recognizes the special responsibility associated with the receiving and maintenance of objects of cultural, and historical significance in the public trust. An institution cannot remain static and serve the cultural and educational needs of its various communities. Periodic reevaluations and thoughtful selection are necessary for the growth and proper care of collections. The practice of deaccessioning under well-defined guidelines provides these opportunities. Deaccessioning permanently removes an object from the collections through donation, transfer, exchange, sale, repatriation, loss from collections, deterioration beyond repair, and loss through natural disasters, and allows the transfer of unrestricted title to the receiving agency.

Objects under consideration for exchange from another institution are subject to the Collections Committee review process. An object must have been accessioned into the DMC's holdings for at least three years before it can be considered for deaccessioning, unless otherwise regulated by state and federal law.

1. A number of reasons create the need for careful removal of properly reviewed objects from the DMC collections. The deaccessioning of any object, for whatever reason, is of primary importance to the DMC. The only material considered for deaccession is that to which the DMC has clear title.
2. No object is deaccessioned and disposed of by transfer, exchange, sale, or destruction, or in any way removed from the DMC records without careful review, evaluation by DMC staff, and documentation of clear title.
3. The Collections Committee also functions as the Deaccessions Committee. Initial recommendations in writing come from the appropriate DMC staff member.
4. As a courtesy, reasonable efforts will be made to contact donors or their heirs, and living artists prior to the deaccessioning of objects from the DMC's collections.

5. The decision to deaccession is made based on, but not limited to, the following guidelines. These guidelines assume that all objects currently are accessioned and that the DMC has clear and unrestricted title:
 - a. Objects lacking provenance or that are not significant or useful for research, exhibit, or educational purposes in and of themselves.
 - b. Objects that have been determined not to be authentic.
 - c. Objects that have limited or no value to the DMC because of redundancy in the collection.
 - d. Human skeletal remains and objects of sacred or ritual significance that are requested for return under the terms and conditions of any state, federal (NAGPRA), or international laws and statutes. As per current federal laws and statutes, the requesting group must provide evidence of the validity of their claim. All claims must be made in accordance with national and international statutes and laws and the DMC will respond accordingly.
 - e. Objects that do not relate to the stated mission of the DMC. Objects that do not fit the stated scope of collections.
 - f. Objects that have decayed or decomposed beyond reasonable use and repair or that by their condition constitute a hazard to other objects in the collection.
 - g. Objects reported as missing or stolen.
 - h. Objects that have been stolen and for which an insurance claim has been paid to the DMC.
 - i. Objects used in education programs.
 - j. Objects that were accessioned erroneously into the collections.
6. The preferred method of disposal is transfer or exchange of objects to or with appropriate public museums, after which the order of preference is appropriate public educational agencies and institutions, private museums, and private educational agencies and institutions. Every effort is made to retain objects of regional or local importance in the public sphere. In the event of transfer to or exchange with either public or private institutions, the DMC requires evidence that proper care will be provided for the objects.
7. If transfer is not feasible, objects may be sold through standard state procedures. Under no circumstances will ethnographic objects be sold.
8. In instances of sale, no member of the NMC Board of Trustees, NMC staff, DMC staff, faculty, students, volunteers, or members of DMC committees, will be eligible to purchase deaccessioned items. Under no circumstances will this restriction be waived.
9. Any funds realized from deaccessioned objects may only be used to acquire additional artworks for the collection. Funds may not be expended for any other purposes, including but not limited to: staffing, construction, capital equipment, and other non-acquisition expenses.
10. Funding for newly acquired and accessioned objects are attributed to the original donor(s).
11. If a suitable recipient for a proposed deaccession and disposal through transfer, exchange, or sale cannot be found, the DMC must keep and maintain the objects until such time as

a suitable recipient is found.

12. Objects that have decomposed must be destroyed in an appropriate manner.

CATALOGING

"Cataloging" is to identify and describe in detail through methodical classification each object and provide it a unique identifying number. Cataloging is part of documentary control of the collections, placing the object into proper context and determining information important and unique to that one object. The catalog provides a centralized place for all known documentation of an object for effective management.

The DMC maintains a unified cataloging system, with cross-reference between accession and catalog numbers. That system is electronic, with collection records backed -up on a periodic basis. Terminology is standardized and codes are not used. The catalog records both intrinsic and associational information in a standard format. The standardized categories basic to all collecting divisions are supplemented by additional categories that customize the catalog to each division.

1. All accessioned collection objects are cataloged in a timely manner.
2. Complete records of the cataloged holdings of the DMC are maintained in the Registration division. Catalog numbers document classification and scholarship and are an inventory control device for the DMC Registrar.
3. The catalog number system utilized by the DMC is alphanumeric and includes the calendar year of acceptance, followed by a number indicating the order of acceptance. The calendar year is written in full, and the number of order of acceptance is separated by a period from the year (e.g., 2000.1). Each accession, whether it consists of a single object or collection of objects, is assigned one unique accession number. The catalog number is written in full on the object.
4. Cataloging is the responsibility of the DMC Registrar, and only the DMC Registrar has the authority to assign catalog numbers within the appropriate collecting division.
5. Objects may not be loaned until they are accessioned and cataloged.
6. Non-accessioned objects (i.e., hands-on "disposable" teaching collection and exhibition props) shall be clearly identified with permanent markings as "not accessioned" so as to differentiate these objects from permanent collection and campus art objects. These objects need not be cataloged in the electronic database or paper record system.

INVENTORY

Inventory provides accountability, updates collection records and documentation, provides the opportunity to check the condition of each object/specimen, and aids in maintaining the security of each collection. Inventory is the physical verification of the presence, location, and condition of the objects for which the DMC has assumed responsibility. By conducting inventories, the DMC better fulfills its legal and ethical responsibilities.

1. The DMC practices ~~four~~three types of inventory (accessions, comprehensive, and spot-check, ~~and relocation~~):
 - a. Each **accession** must have an accounting of the incoming objects and documentation to provide a baseline. Accessions inventory is the responsibility of the DMC Registrar.
 - b. A **comprehensive** inventory is conducted once every 5 years accounting for all objects.
 - ~~e.~~ A **spot-check** inventory is conducted on an ~~regular~~irregular basis as needed basis for a specific group of objects, cabinet, or shelf. Spot-check inventory is the responsibility of the DMC Registrar.
 - ~~d.~~ A **relocation** inventory is conducted ~~any time an object or collection is moved~~. Relocation inventory is the responsibility of the DMC Registrar.

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LOANS

Borrowing and lending objects are inherent practices in a museum and require specific procedures to ensure appropriate object management. Loans do not involve transfer of title but are the temporary reassignment of objects from the DMC (outgoing) to another institution or to the DMC (incoming). All loans are for a defined period of time and for the stated purposes of exhibition, research, education, or inspection. Third party or permanent loans and commercial use of loaned materials is prohibited.

1. Loans are by authority of the Executive Director and effected through the DMC Registrar. Loans are initiated by the Executive Director and transmitted in writing for processing to the DMC Registrar. A written loan contract must accompany every loan with specifications on rights and responsibilities of each party. The loan contract must stipulate the conditions of the loan to insure adequate storage, environmental protection, and safety precautions during transit, handling, and use. Loan contracts are kept on file in the Office of the Registrar with a copy in the Executive Director's files. It is the responsibility of the DMC Registrar to notify the Executive Director of the return and completion of a loan. The DMC Registrar establishes the procedures for packing and transportation of all loans.
2. All loan activities (outgoing or incoming) that require a financial or physical commitment by the DMC of other than a minimal nature, or obligates the DMC to other than normal investment in the care, maintenance, or protection of an object, must be approved by the Executive Director.
3. The loan number system utilized by the DMC is alpha-numeric and includes the letter L (for loan), followed by the calendar year of the loan, followed by a number indicating the order of loan. The calendar year is written in full, and the number of order of acceptance is separated by a period from the year (e.g., L2000.1). Each loan, whether it consists of a single object or collection of objects, is assigned one unique loan number. Loan numbers apply to both outgoing and incoming loans.
4. The purposes for which the DMC may release an object to another institution as an outgoing loan are as follows:
 - a. For exhibition as part of a temporary installation or loan exhibition.
 - b. For research, destructive analysis, or related educational purposes for stated institutional purposes.
 - c. For conservation, identification, or examination.
5. The purposes for which the DMC may accept an object as an incoming loan are as follows:
 - a. For exhibition as part of a temporary installation or loan exhibition.
 - b. For research or related educational purposes for stated DMC purposes.
 - c. For inspection and study with regard to possible donation or purchase.

I. Outgoing Loans

DMC collections are maintained for the benefit of the public and objects are loaned to reach a wider audience and facilitate research. While on loan, objects must be afforded the same level of care and protection as provided by the DMC. Because of these considerations, loans are made only to other similar institutions, non-profit agencies, and educational organizations.

1. Objects considered for loan are the property of the DMC and accessioned into the DMC's records. Unaccessioned or uncataloged DMC collections will not be loaned. The Executive Director may further restrict the kinds of objects or materials eligible for loans based on nature, rarity, monetary value, research priority, and/or management considerations of the objects.
2. The DMC maintains proprietary rights over the object(s) loaned.
3. To ensure objects requested for loan receive proper care and security, the requesting institution must present verification of their environmental, storage, exhibition, and security conditions and procedures for the handling and transit of objects by way of a standardized AAM General Facilities Report. Objects must be packed and transported in the safest possible way in accordance with the nature and condition of the objects.
4. The loan period is typically six months with options to renew. No objects shall be on exhibition loan for longer than one year. Traveling exhibits may warrant a contract for a longer loan period. Returned loan objects undergo inventory and evaluation before being loaned again.
5. Only the DMC Registrar [or Executive Director](#) can assign a loan number. The DMC Registrar is responsible for completing a condition report prior to outgoing shipment of a loan and after its return to the DMC. The DMC Registrar is responsible for providing appropriate information to the borrowing institution relating to a loan. Insurance claims for damaged or lost objects are the responsibility of the Executive Director. Objects on loan cannot be altered, cleaned, or repaired unless permission to do so is authorized in writing by the Executive Director on the loan agreement.
6. All objects sent out on loan are insured wall-to-wall. Normally, insurance coverage is provided by the borrowing institution. Current and reasonable insurance valuations are the responsibility of the Executive Director. All other insurance matters are the responsibility of the DMC Registrar. Under most circumstance, insurance is all risk, wall-to-wall coverage. A certificate of insurance is required from the borrowing institution prior to transportation of the loaned objects.
7. The DMC Registrar is notified when cancellation of or changes in insurance coverage occur. The loan then may be subject to cancellation. Failure to maintain adequate insurance coverage in no way releases the borrowing institution from liability for loss or damage regardless of whether or not the DMC monitored the borrowing institution's insurance.
8. Insurance is a component of a broader risk-management program of the DMC and NMC that supports overall preservation efforts of the DMC.

9. If the borrowing institution is unable to provide insurance, a request for an exception must be made in writing by the DMC Registrar to the Executive Director.
10. Objects on loan must be returned promptly when the loan period expires. The DMC reserves the right to cancel or deny renewal of any loan.
11. Loans that will radically alter or destroy an object (destructive analysis loans) may be permitted only with the written approval of the Executive Director.
12. Except for condition reports, all photography, reproduction, or replication of borrowed objects must be with prior written approval by the Executive Director with notification to the DMC Registrar. Lighting conditions, environmental and/or applied chemical alterations, and other conditions of reproduction and replication must be specified by the DMC Registrar on the loan agreement. Photographs, reproductions, and replicas may only be used for research, exhibition, and educational purposes.
13. The DMC must be credited in all publications and exhibitions associated with the loan object, including photographs and reproductions, and must receive two (2) copies of any publication. The object(s) should be identified by its catalog or accession number.

II. Incoming Loans

1. The DMC may receive loans from institutions or individuals. If the lending institution or individual does not provide a loan agreement, the DMC will use its incoming loan agreement to document the incoming loan. The DMC exercises the same care with objects on loan as it does with its own objects.
2. No object will be accepted on loan that has been acquired by illegal and unethical means. Loan objects can be received only from the legal owner or authorized agent.
3. Objects will not be received on loan from DMC staff members, the NMC administration, the NMC Board of Trustees, or their immediate families.
4. All incoming loans must be insured. It is the responsibility of the DMC Registrar or Executive Director to make appropriate arrangements for insurance of the loan objects. All incoming loans that are insured must include the provision that the amount payable by the insurance company is the only recoupment available to the lender in the event of loss or damage. If insurance is waived, a written agreement by the lender to waive insurance and release the DMC from any liability associated with the loan must be on file prior to receipt of the loan.
5. It is the responsibility of the lender to set insurance valuations. The type of valuation must be stated on the loan agreement (fair-market, replacement, conservation, material, or special consideration).
6. The DMC does not provide evaluations or appraisals for a loan object(s).
7. Loans of personal property from individuals for warehousing in the DMC will not be considered.
8. The DMC Registrar may require the lending party to certify that the loan object(s) can withstand ordinary strains of packing, transportation, and handling. The Registrar may request that the lending party send a written condition report prior to the transportation of the object(s). It is the responsibility of the DMC Registrar to monitor the condition of the loan object(s).
9. Upon receipt of the loan by the DMC Registrar, the object(s) must be inventoried, inspected, photographed, and written notations made of the findings.
10. Any inconsistency in the loan inventory or any change in the condition of the loan object(s), must be reported immediately to the DMC Registrar. The DMC Registrar must notify the lending party and, when appropriate, notify the insurance company and prepare a full condition report. It is the responsibility of the Executive Director to handle claim negotiations.
11. The DMC Registrar is responsible for the prompt return of the loan object(s). The object(s) must be inventoried, inspected, photographed (where appropriate), and written notations made of the findings.

12. The DMC reserves the right to cancel a loan or remove the loan object(s) from exhibit at any time. All loans are for a set period of time that cannot exceed two years.
13. Packing and shipping arrangements of a loan object(s) are the responsibility of the DMC Registrar.
14. The DMC Registrar may notify a lender of the DMC's intent to terminate a loan for an object(s) for which a written loan agreement exists that was made for an indefinite term or for a term in excess of seven years.
15. Property on loan to the DMC for fifteen years or more, and for which no written loan agreement exists, and to which no person has made claim according to the records of the DMC, is considered abandoned and subsequently owned by the DMC. This policy is subject to all laws concerning Michigan abandoned property.
16. Loans are returned to the lending party identified on the loan agreement at the stated address unless an authorized agent of the lender has given notice of change of ownership or location.

III. Campus Loan Program

The DMC's Campus Loan Program is provided as an outreach service to departments and individuals on campus at Northwestern Michigan College. The works available for the Campus Loan Program will be drawn from designated objects in the collection. They will include works by current faculty, faculty alumni, current students, and student alumni, as well as works that the DMC is not likely to display in the DMC exhibition spaces.

Authorization of Loans

Campus loans are subject to the approval of the Executive Director and will be determined on a case-by-case basis.

Interested campus units will submit a letter of request. The DMC Registrar will perform a site visit and risk assessment of the display location. The results of the visit will be shared and discussed with the Executive Director, and selection of appropriate objects will be determined. The DMC Registrar will share the list of works deemed appropriate to borrowing agency. Once the borrower has selected works that they are interested in borrowing the Executive Director will consider approving the selection. If the selection is approved a loan agreement will be drawn up and installation will be arranged with the borrower. Loans are available for areas with both reasonable security and access by the public such as reception areas or administrative offices. They will not be considered for students or residential use, private offices, dining halls, kitchens, corridors, or bathrooms.

The DMC will not charge a loan fee to the borrower.

Loan Conditions

The DMC Registrar will make installation or de-installation arrangements at a time convenient to both parties.

Objects must be installed and de-installed by DMC staff. All objects must be securely installed and display methods determined by the DMC must be adhered to. No foreign materials (i.e., pins, nails, etc.) are to be used to fasten an object for display purposes.

Objects may not be removed from display or relocated without the permission of the Executive Director, unless the movement is in an emergency in which the object may be damaged if immediate action is not taken. This includes relocation of an object to a different location within the borrowing area and return of the loan.

Loan objects are to remain in the condition in which they are received by the borrower. Objects may not be unframed, removed from mats, mounts or bases, cleaned, repaired, retouched, or altered in any way whatsoever. DMC numbers or tags may not be removed.

Loan objects shall be protected at all times against theft, fire, exposure to water, excessive humidity, excessively dry conditions, and food or liquids, as well as from direct or reflected sunlight, strong artificial light, fluorescent light, or proximity to heat sources. Objects may not be sited near heating ducts, pipes, space heaters, or humidifiers.

Should loss, damage, or deterioration be noted while on the borrower's premises, the DMC shall be informed immediately. If possible, damaged objects should remain in situ until DMC staff can visit the site and determine the best method of removal.

If renovation or any other facility work is to take place at the site where the loan object is installed, all artwork in the area must be returned to the DMC for the duration.

Insurance

Each object will be insured under the DMC's fine art policy for the current fair market value determined by the DMC. The value of loaned objects is confidential and may not be released by the borrower to any other party without the DMC's express permission.

Loan Period

Objects shall remain in the custody of the borrower for the term stated on the loan agreement. Upon completion of an inventory and condition report, campus loans may be renewed provided the condition of the work warrants its continued display.

The DMC reserves the right to recall any object for its own purpose upon reasonable notice to the borrower. The replacement of recalled object(s) is at the discretion of the Executive Director.

Borrowers may not loan objects to other offices or individuals. If a loan object is no longer desired, the DMC Registrar must be contacted to arrange for its return.

The DMC Registrar should complete an inventory and condition report for each object periodically.

Photography

The object(s) may not be photographed or reproduced in any way. The DMC may not be the holder of all rights associated with the object(s), such as copyright, and additional clearances from outside organizations may be required prior to reproducing the object(s); therefore, all rights and reproduction requests for loaned objects should be referred to the Executive Director.

COLLECTIONS CARE

The purpose of collections care is to preserve well-maintained and well-documented individual objects and collections as a whole. The goal of collections care is to limit deterioration of the collections.

1. The DMC cares for its collections through a variety of preventive conservation and risk management strategies. These are applied on a variety of levels, from the DMC's environment as a whole, to collections areas, and to individual collections housing and packaging units. The following strategies are used to provide proper care of collections:
 - a. Regulated and monitored temperature, relative humidity, and atmospheric pollutants.
 - b. Low and filtered light levels.
 - c. Integrated pest management.
 - d. Archival housing units that provide a buffer between collections and the environment.
 - e. Archival packaging materials that provide a buffer between collections and the environment.
 - f. Preventive conservation.
 - g. Routine preventive maintenance.
 - h. Safe handling and moving of collections and an integrated record-keeping system.
 - i. Insurance.
2. Incoming objects must be evaluated for cleanliness during the accessioning process. They are cleaned only if they can withstand the process and use of solvents. Dirty objects that cannot withstand the cleaning process must be encapsulated before they are placed in collections areas.
3. All packaging and housing materials used to containerize objects must be chemically stable and free from acids or additives.
4. All housing units must be chemically stable and be of sufficient strength to support the weight of the objects that they house. They must be able to accommodate a variety of materials and sizes of objects.
5. Collections records must be made in a timely manner, housed in a secure location, provide for easy retrieval of information, and be preserved by proper handling and storage. A duplicate copy of [database](#) information must be made on a regularly scheduled basis and be stored in a secure off-site location.

I. Preventive Conservation

Preventive conservation philosophy underlies the collections management practices at the DMC. Through the practice of preventive conservation, the DMC prevents and limits deterioration of collections due to environmental, human, and inherent factors. Concerns for the preservation of individual objects are at the heart of any decision relating to their use.

1. Crucial to the success of preventive conservation is the provision of a stable DMC environment. The DMC's internal environment is monitored and controlled throughout the buildings, with additional monitoring in collections housing and exhibition areas. Temperature, relative humidity, and light are monitored and regulated on an ongoing basis [to the best of the museum's ability](#).
2. All materials used for packaging and housing the DMC's collections ~~are~~ [should strive to be](#) stable and non-~~re~~-reactive, as are materials used for constructing exhibit mounts and supports. Use of any exhibit construction material that is not stable requires a stable barrier material to be placed between it and collections objects.

II. Safe Handling

Safe handling and movement of collections objects is practiced at all times in the DMC. All DMC objects are treated with equal care, regardless of their monetary value. Safe handling minimizes risk to objects and supports preservation standards at the DMC.

1. In general, safe handling involves the preparation of appropriate space to receive the objects prior to a move, preparation of the route along which the object will be moved, and use of appropriate moving equipment with an appropriate number of DMC personnel safely to carry out the move.
2. All objects are evaluated individually before they are handled, packaged, and shipped in order to determine if they are sufficiently stable to withstand each activity. Handling, packaging, and shipping methods are chosen based on the individual requirements and sensitivities of the objects.
3. The shipping method chosen to transport objects must provide the best protection from reasonably anticipated risks and the shortest en route time.
4. The packaging materials chosen must provide adequate and appropriate protection from all reasonably anticipated risks associated with a particular shipping method.
5. Cushioning material chosen is based on the individual needs and sensitivities of objects; materials that provide superior cushioning properties may not necessarily be archival in nature but materials that have direct contact with the surface of the object must be archival.

III. Conservation

Even under the best-managed conditions, deterioration or damage will inevitably occur to collection objects. In such circumstances, conservation may be necessary.

Conservation is a continuing responsibility and is focused on the object. It is an intervention measure designed to return a deteriorated or damaged object to stability through reversible and minimally intrusive methods. The DMC endorses the conservation philosophy of minimal chemical and physical trauma to the object, use of sympathetic materials, the principle of reversibility, the compatibility of materials, and the keeping of complete and accurate records of the conservation process.

Conservation work with an outside conservator is conducted under a well-defined, comprehensive agreement between the DMC and the conservator. The DMC monitors the conservation process whether conducted in-house or on loan to an outside conservator to ensure the correct use and safety of the object, and to note in the records the returned stabilized materials. Monitoring can take place via email, phone, or other means of digital or in-person communication.

RECORD KEEPING

Documentation of the collections is an essential element in the sound management of the DMC's collections. This control allows for the easy retrieval of information, location of the object, and the object itself. It provides the foundation for knowing what is in the DMC's holdings and tracking collections activities.

Documentation is maintained in digital and paper formats that are housed by the Registrar. Backup copies are made on a regularly scheduled basis and maintained off-site. Legal activities (transfer status, accessions, deaccessions, loans, insurance) concerning the collections are the responsibility of the DMC Registrar. Retrieval is through the use of the accession number, catalog number, or loan number as appropriate. Inventory is conducted using one of these numbers as appropriate. Accession and loan numbers are by year; catalog number is by a sequential count.

The DMC produces and maintains written documentation for the following collections management activities.

- a. Transfer of title.
- b. Accessioning.
- c. Deaccessioning and method of disposal.
- d. Cataloging.
- e. Loans (incoming, outgoing, and in-house).
- f. Destructive loans.
- g. Insurance.
- h. Condition reports.
- i. Inventory (accessions, spot-check, ~~relocation~~, comprehensive).
- j. Conservation treatment.
- k. Monitoring records for environmental control.
- l. Integrated pest management.
- m. Still or moving images where appropriate.

INTEGRATED PEST MANAGEMENT

The damage caused by pest infestation and the actions that must be taken to eradicate the infestation within the DMC can be lessened or mitigated through integrated pest management. Integrated pest management provides an ecosystem level approach to the management of pests that is based on cooperation and participation of all staff within the DMC to eliminate or minimize the causative agents of a pest infestation, namely food, moisture, and availability of pest habitat.

1. Through the combination of education, vigilant housekeeping, environmental monitoring, habitat modification, inspection, identification of infesting species, and application of specific treatment methods, integrated pest management is an effective tool in preventing the intrusion of pests into collection and exhibit areas. By preventing access to pests, the need for chemicals harmful to collections, staff, and visitors is [reduced or](#) eliminated.
2. Integrated pest management is carried out first by determining the extent of biological activity through monitoring, inspection, and identification. If the occurrence of pests within the DMC is detected, appropriate steps are taken to eradicate the pest in a non-[-a](#) or least-toxic manner. Treatment methods are followed by appropriate evaluation techniques.
3. The following integrated pest management strategies are practiced:
 - a. Exclusion of pests from the DMC.
 - b. On-going monitoring and detection.
 - c. Habitat modification.
 - d. Identification and isolation of infesting species when discovered and isolation and encapsulation of infested objects.
 - e. Treatment and suppression of species through non-toxic or least-toxic measures.
 - f. Evaluation of the effectiveness of the integrated pest management program.
 - g. Continued education of staff regarding integrated pest management.
4. Integrated pest management strategies should encourage on-going maintenance and housekeeping activities that include restriction of food and plants and regular cleaning of collection housing rooms and other areas. The collections rooms should be cleaned thoroughly at least once every six months and all collection rooms and other areas checked once a month for any signs of pest activity.

COLLECTIONS ACCESS

The DMC carefully controls access to collection areas. Control of access to the public, researchers, and DMC employees limits the opportunities for unauthorized use, damage, loss, theft, and/or destruction of collections. It also aids in the control of human traffic in collections housing areas.

1. Keys are only issued to DMC staff. Keys are not issued to volunteers or visitors.
2. Security measures must be in place for access and reducing harm to the collections. Controlled access includes ~~signing in and out~~, issuance of keys, identification badges, keypads, and security cameras. Reducing harm includes housekeeping, an integrated pest management system, HVAC system, emergency preparedness, preventive conservation and collections management best practices, recordkeeping, and insurance.
3. Collections available for research are those that have been accessioned and cataloged. Access for research purposes is controlled by a research design.
4. In general, researchers, donors, students, indigenous groups, or others seeking access to collections must first present a request to the Registrar who evaluates the risk.
5. Collections research is conducted in the presence of museum staff. The person making the request has access only to the objects or collection requested. ~~A relocation inventory is required when materials are moved into the secure room and when moved back into the housing room at the completion of the request.~~
6. Access to collections areas by museum staff, security personnel, and custodial staff is controlled by background checks at the time of hiring.
7. New staff receive training regarding the requirements and responsibilities of their position with regards to collections access. ~~This training is supplemented on an annual basis.~~
8. Access is granted on authorization of the Registrar or the Executive Director. Access to collections is ultimately at the discretion of the Executive Director.

COLLECTIONS SECURITY

The purpose of security is to protect collections against a variety of risks. The goal of security is to limit damage or loss of collections.

1. The safety and security of the personnel and collections housed in the buildings and on the grounds of the DMC must be maintained. The DMC provides security for its collections through the following risk management strategies that are used to provide proper security for collections:
 - a. Systems and devices for deterring and detecting intruders.
 - b. Insurance.
 - c. Emergency preparedness (~~DPLAN~~[written disaster plan](#))
2. Granting of access (authorization to enter a restricted area) and key issuance (control method for authorized access) is the sole prerogative and authority of the Executive Director.
3. Access to areas other than public spaces is restricted to the DMC staff, students, and volunteers. Only paid NMC staff may be issued keys to DMC facilities. Unpaid staff and non-DMC personnel may be allowed access under specific conditions and with supervision by paid DMC staff. All keys (mechanical or electronic) to DMC spaces may not be duplicated.
4. The access and key needs of each staff, association, or faculty member, student, research associate, or volunteer will be assessed by the Executive Director prior to access being granted or keys issued. Normally, access or key permits will be only for those areas to which the person is assigned during regular working hours, and will not include after-hours access. After-hours security access may be granted only by the Executive Director, and only in exceptional circumstances.
5. The Executive Director may request access or key permits for persons under their supervision, and they are responsible for any access granted or keys issued at their request. The Executive Director is responsible for any actions of the person(s) granted access or keys.
6. Key requests, issuance, turn-in, and safe storage are the delegated responsibility of the Executive Director.
7. Transferring or loaning of keys is prohibited. Persons who transfer or loan keys are responsible for the actions of the borrower and may forfeit all subsequent access or key permits, be charged for re-keying costs, face immediate termination of access or key permits, ~~and, in the case of students and former students, have transcripts withheld or be denied future registration applications.~~
8. Volunteers and non-employed students shall not be issued keys.
9. The Executive Director may direct security personnel to allow access to a DMC area when the Executive Director or DMC Registrar is not available.

10. All unattended doors of ingress/egress/passage to the collections areas will remain locked and be key-accessed only. Doors may not be blocked open or left unlocked.
11. All keys must be returned to the Executive Director's office [or NMC Security](#) at the conclusion of the access period, termination of employment, completion of course work, or upon the order of the Executive Director.
12. Loss or theft of keys is to be reported immediately to the Executive Director [or NMC Security](#).
13. The making or issuing of copies of keys to any portion of the DMC is solely by authority of the Executive Director.

EMERGENCY PREPAREDNESS

Emergency preparedness for the DMC focuses on reduction of risk and the mitigation of catastrophic events that have the potential to endanger people and collections. Emergency preparedness aims to anticipate and avoid emergencies, to regain control when an emergency occurs, and to recover control as quickly as possible should it be lost. The DMC abides by the emergency preparedness plan of NMC in the event of a disaster.

1. Disasters are prevented as far as possible through the practice of emergency preparedness measures such as inspections of entire facility and systems and preventive maintenance of the facilities, systems, and equipment.
2. Emergency preparedness measures are based on risk analysis of locally occurring hazards.
3. The written emergency preparedness plan ([DPLAN disaster plan](#)) is tested and evaluated annually [by the Operations Manager during the summer months](#).
4. The plan addresses measures to be taken before, during, and after an emergency.
5. The DMC Registrar [and Executive Director](#) maintains emergency supplies and inventories them annually [during the summer months](#).

PERSONAL COLLECTING

The professional reputation of the DMC is a valuable asset and is reflected by the professional and ethical activities of its staff and volunteers. DMC personnel should avoid the appearance of unethical, unprofessional, and potentially compromising practices that may cause the DMC to lose credibility. In issues that are legally defined, the DMC expects the employee to abide by the law, and in those cases where the legal limitations are unclear, professional and ethical behavior serve as a guide.

1. The collecting of objects is not in itself unethical, but accumulating a collection in an area associated with the employee's gallery-related duties raise ethical concerns. Every member of the DMC staff is entitled to a level of personal independence consistent with professional and staff duties and responsibilities. However, as a person with a role of public trust, no member of the gallery profession, gallery volunteer, or trustee can be wholly separated from the institution of hire or other official affiliations.
2. Therefore, such persons must be concerned not only with personally motivated conduct and interests, but also with the way such actions might be construed by others. All personal collecting transactions, particularly when dealing with objects similar to those collected by the DMC, require extreme discretion. The staff, volunteers, and board of the DMC should not compete or appear to compete with the DMC for the acquisition of any object.
3. An employee acquiring an object that falls within the scope of the DMC's collections should inform the Executive Director. If the DMC considers the object of interest or value to the collections, it should be offered to the institution at the purchase price plus any reasonable incidental expenses. This policy excludes objects that are readily available on the open market.
4. It is the responsibility of each DMC employee, volunteer, and board member to exercise reasonable care to avoid conflicts of interest in activities relating to their positions at the DMC.

RESEARCH

Scholarly activity and research is vital to the DMC's educational and public service mission. The purpose is to outline, delineate, and reinforce NMC policy with regard to the conduct of research and scholarly activity by members of the DMC staff and faculty. This statement also endorses research as an activity appropriate to the use of DMC collections and an integral part of the DMC's Collection Management Policy

1. In recognition of the importance of professional research activities, the DMC's administration normally does not intervene in the research or scholarly activities of a faculty and staff member except to render assistance. Situations may arise where it is necessary for the DMC administration to recommend suspension, modification, or termination of scholarly activity or research for adequate cause. Adequate cause for such action includes but is not limited to the following:
 - a. Demonstrated evidence of professional incompetence, supported by documentation.
 - b. Continuing or repeated substantial neglect of professional responsibilities.
 - c. Professionally unacceptable activity in the conduct of scholarly work (e.g. plagiarism, research fraud).
 - d. Endangerment of collections objects beyond professionally acceptable limits.
 - e. Creating a health or safety hazard for DMC faculty, staff, students, visitors, or volunteers.
2. The objects in the DMC's collections and their documentation, as well as their image and all additional documentation developed subsequently to their acquisition, are the property or stewardship of the DMC. Furthermore, any and all materials or items developed, written, designed, drawn, painted, or digitally produced or reformatted by the staff while executing their responsibilities as employees of the DMC also are considered to be the property of the DMC. These property rights shall continue after the employee ends their employment at the DMC.
3. To ensure academic freedom and professional research and scholarly opportunities, the DMC faculty and staff have the right to respond to actions that impede or prevent such activities.

EXHIBITIONS

An exhibition is the process of presenting one or more objects with accompanying interpretive and educational materials for the purpose of informing, inspiring, and providing dialogue for a defined audience. This kind of presentation is an appropriate use of the DMC collections and is an integral part of its mission.

1. The DMC's primary responsibility for exhibitions is the use of the collections for disseminating new information. The DMC is obligated to ensure that information in exhibitions is honest, objective, and accurate.
2. The DMC selects exhibits based on merit and scholarship.
3. Exhibitions should adhere to the concepts of public service and education while subscribing to standard practices in the museum field. The DMC does not authorize certain kinds of exhibitions. The following represents the kinds of exhibitions that are considered unacceptable:
 - a. Exhibitions that publicize or promote commercial products or services.
 - b. Exhibitions that willfully, with malice aforethought, impugn the reputation of any person.
 - c. Exhibitions that do not support the notion of human dignity.
 - d. Exhibitions that threaten the health and safety of the staff or visitors.
 - e. Exhibitions that are intended to promote and/or enhance a particular religious belief, attitude; or dogma.
 - f. Exhibitions that intentionally or unintentionally promote an attitude of prejudice against any person or persons.
 - g. Exhibitions that perpetuate myths or stereotypes viewed as negative or demeaning to a people, race, gender, religion, or ethnic group.
 - h. Exhibitions that compromise the artist's or scholar's rights.

REPRODUCTION AND COPYRIGHT

Use of images of DMC objects for research, exhibit, publication, programming, and publicity purposes is a common practice and, when used appropriately, such images serve to share DMC collections more widely.

1. The Executive Director has final authority if an image, in any format, may be made public, or whether to give permission for an image to be used or made public by a third party. Such decisions must be made with due concern for appropriateness of use, security of information, quality of reproduction, and any applicable copyright considerations. Images should not be used in any situation that is without value or merit or which compromises the integrity of the DMC.
2. The DMC Registrar maintains negative, transparency and/or digital files for the photographic documentation of works in the collection.
3. All requests to reproduce images from the DMC's collection must be made by completing an Image Request Form, and are subject to the terms and conditions outlined in the Terms and Conditions for Reproduction form.

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

Adopted by the Northwestern Michigan College Board of Trustees January 27, 2020
Revised December 20, 2021

Staff HR Board Policy D-700.01
Institutional Effectiveness Criterion: Culture

Political Activities

As a public educational institution, both Michigan and federal law govern the behavior of Northwestern Michigan College and individuals representing it when engaged in campaign or other political activities and communications. It shall be the policy of NMC that any activities affecting political campaigning and ballot measures be conducted in compliance with applicable federal and Michigan laws and regulations. Under state and federal law, NMC employees may exercise their rights of free speech and association by participating in political activities on their own time and employing their own resources. And nothing in this policy restricts the ability of an NMC employee to engage in political activities, including running for elected office, on their own time.

Section 57 of the Michigan Campaign Finance Act, however, prohibits public employees from using public funds, personnel, office space, computers, or other public resources to make a contribution or expenditure for political purposes. Thus, faculty and staff are prohibited from participating in political activities during working hours or utilizing NMC funds, personnel, equipment, materials, facilities, or other NMC resources in furtherance of political activities.

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

Adopted by the Northwestern Michigan College Board of Trustees December 21, 2015
Revised January 27, 2020



MEMO: Foundation Team

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

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

Date: June 17, 2026

Subj: Foundation Board Appointments

The NMC Foundation Board of Directors recommends for Board of Trustees' approval the following Foundation Board re-appointments.

Reappointments

The Foundation Board recommends the reappointment of **Matt Desmond, Peg Jonkhoff, Mary Pelcher, Pat Warner, and Jayne Mohr** to terms of three fiscal years commencing July 1, 2026 and expiring June 30, 2029.

Emeritus Appointments (for your information, no Board of Trustee action needed)

On June 17, 2026, with appreciation for meritorious service to the NMC Foundation, the Foundation Board appointed Steve Fisher and Don Coe as Emeritus Foundation Board members for the term of life.



MEMO
Office of the
President

To: Mark B. Keely, Chair
Board of Trustees

From: Nick Nissley, President

Date: June 12, 2026

Subject: Closed Session Request

Pursuant to the provisions of the Michigan Open Meetings Act (ACT 267, 15.268, Subsection 8[a]), I am hereby requesting that the Board's mid-year evaluation of my performance be conducted in closed session.