Northwestern Michigan College

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

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

Meeting Agenda

Monday, November 23, 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; Call for recognition of Conflicts of Interest (financial or otherwise)

REPORTS AND PRESENTATIONS

- **E.** Mission & Values in Action--Video: GLCI and CTE (Maggie VanSickle)
- **F.** Faculty Report: Summer College EDGE
  Rebecca Richardson, Math Instructor
  Rebecca Carlson, English Instructor
- **G.** Strategic Plan—Anchor and Edge: Enrollment and Student Success
  Jason Slade, Vice President, Strategic Initiatives
- **H.** MCCA Update—*Brandy Johnson, President*

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.

Posted Friday, November 20, 2026, at 12:00 p.m.

UPDATES

- **I.** President's Update—*Nick Nissley*
- **J.** Board Chair Update—*Mark Keely*
- **K.** ACCT Leadership Congress Reports—*Attending Trustees*
- **L.** Policy Committee Update—*Pam Horne, Committee Chair*

CONSENT ITEMS (Pursuant to Policy A-105.00 Consent Agenda Items)
These items will be adopted as a group without specific discussion. When approving the meeting agenda, any Board member may request that a consent agenda item be moved to the regular agenda for discussion or questions.

Recommend that the following items be approved:

- **M.** Minutes of the October 19, 2026, study session and regular meeting
- **N.** Enrollment & Retention Report—*Lindsey Dickinson, Vice President, Student Success and Services*
- **O.** Scholarship and Financial Aid Report—*Jim Patterson, Director of Financial Aid*
- **P.** Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- **Q.** Sensitive Information Annual Update—*Troy Kierczynski, Vice President of Finance and Administration*
- **R.** Public Relations, Marketing, & Communications Report—*Diana Fairbanks, Associate Vice President, Strategic Communications and Change Initiatives*
- **S.** Advancement Report—*Megan Bylsma, Interim Vice President, Advancement*
- **T.** Building & Site Committee—*Kennard Weaver, Committee Chair*

ACTION ITEMS

- **U. Geothermal Bid Package** (Pursuant to Policy A-106.00 Finance)
  Recommend authorization for administration to enter into a guaranteed maximum price (GMP) contract amendment with The Christman Company for an amount not to exceed $12,747,720 for Phase II of the Geothermal Project.

- **V. Construction Manager** (Pursuant to Policy A-106.00 Finance)
  Authorize administration to enter into a contract with The Christman Company for an amount not to exceed $549,500, which includes construction management fees of $499,500, and a 10% budget contingency of $49,950.

- **W. Resource Guidelines** (Pursuant to Policy A-106.00 Finance)
  Recommend approval of NMC Resource Guidelines for 2026-2027 as presented.

- **X. Level One Certificates** (Pursuant to Policy A-106.00 Educational Services)
  Recommend approval of Certificate Level One in Computer-Aided Design Technology and Certificate Level One in Precision Machining & CNC Technology.

Y. GLCI Culinary Arts Maritime Level 3 Certificate (Pursuant to Policy A-106.00 Educational Services)
Recommend approval of GLCI Culinary Arts Maritime Level 3 Certificate Level 3 Certificate and discontinuation of Level 2.

Z. Policies for First Reading (Pursuant to Policy A-106.00 Other)
Recommend adoption of the following Board policies on a first-reading basis:

- NMC Foundation Bylaws (amended)
- Policy A-104.00 Board of Trustees Video Recording of Meetings (amended)
- Policy C-100.00 Mission
- Policy C-101.00 Vision
- Policy C-102.00 Values

AA. Foundation Board Appointment (Pursuant to NMC Foundation Bylaws)
Recommend approval of the appointment of Brendan Franklin to the NMC Foundation Board for a term of three fiscal years, expiring June 30, 2029.

BB. Closed Session (Pursuant to Policy A-106.00 Other)
Recommend that the Board adjourn the open session and consider in closed session (pursuant to Subsection 8(a) of the Open Meetings Act, MCL 15.268) the annual performance evaluation of the president, per his request for a closed session. ***(Roll call vote)***

CC. Reconvene Regular Session (Pursuant to Policy A-106.00 Other)
Recommend the closed session adjourn and the open session of the regular meeting be reconvened. ***(Roll call vote)***

DD. Acceptance of Final FY26 Audit Report (Pursuant to Policy A-106.00 Other)
Recommend acceptance of the final reports issued by Andrews Hooper Pavlik PLC for the FY26 audit of Northwestern Michigan College.

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.

December 14, 2026 - Timothy J. Nelson Innovation Center, Room 106/107 ***Second Monday*

January 25, 2027 - Timothy J. Nelson Innovation Center, Room 106/107
February 22, 2027 - Timothy J. Nelson Innovation Center, Room 106/107
March 22, 2027 - NMC Hagerty Center, Room C
April 26, 2027 - Timothy J. Nelson Innovation Center, Room 106/107

College EDGE

Northwestern Michigan College

Rebecca Carlson
Rebecca Richardson

Northwestern Michigan College

Introduction

Rebecca Richardson



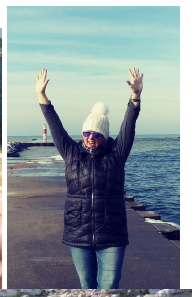




Northwestern Michigan College

Rebecca Carlson







COLLEGE EDGE
Confidence to succeed.
HOSTED BY NMC
REGISTER TODAY!

REGISTER TODAY!

ENGLISH, MATH, AND COLLEGE READINESS SKILLS



Everything is Free!
Meals & Snacks
Hybrid Schedule
Complete a session & Receive a $250 Scholarship
Graphing Calculator (Yours to keep!)
Dedicated Success Coach

Program Length: 4 Weeks
Weekly Commitment: 2 Days/Week (8 Total Sessions)
Daily Commitment: 4 Hours/Day
Total Program Hours: 32 Hours total
Daily Course Breakdown:
College Success (1 hour) – Academic strategies, time management, and campus resources
English (1 hour) – Reading comprehension and writing development
Math (1 hour) – Core mathematical concepts and problem-solving
Tutoring (1 hour) – One-on-one and group academic support



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Team Building and Collaboration



Connecting with Community



Northwestern Michigan College



Connection to Strategic Plan

Enrollment and Student Success: Advance enrollment and student success by removing barriers and ensuring every learner experiences the coordinated support needed to persist and achieve their goals.

EDGE Students:

- ★ Access NMC support services more often
- ★ Have higher retention rates
- ★ Better sense of belonging



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Here's what our students have to say…

"To prepare for college-level English…[and]... Math courses. [Also] to refresh academic skills [and] become more comfortable using college technology. [L]earn[ing] about NMC resources and support services [will] help build confidence before [the] beginning of classes."

"I was hoping to return to [a] routine of learning, a refresher [for] writing and math with a general air of know[ing] what I'm doing in the [upcoming] year"

The Program "re-activated my brain [to] get it ready for learning…To this end ACE [Adult College Edge] did exactly what I wanted it to."

"I was trying to find resources to help me get prepared for college after being out of school for 10 years."





What does the future hold?





Now Fully Funded Internally: Opens up opportunities for less restrictions

Currently geared toward students that are placed into developmental English and Math courses.

Would like to create an EDGE like program geared towards all students.

Thank You.

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MEMO
Strategic Initiatives

To: NMC Board of Trustees

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

Date: November 16, 2026

Subject: ***Strategy 2 - Enrollment & Student Success***

NMC Strategic Plan 2026 - 2029: ANCHOR AND EDGE

STRATEGY 2

Enrollment and Student Success: Advance enrollment and student success by removing barriers and ensuring every learner experiences the coordinated support needed to persist and achieve their goals.
Champions: Lindsey Dickinson, Lisa VonReichbauer, Kelly Yauk

Summary: Strategy 2 (Enrollment and Student Success) focuses on advancing enrollment and student persistence by removing operational barriers and providing coordinated support across four objectives. These goals include integrating a unified, data-informed enrollment ecosystem that aligns marketing, student services, and academic programs to ease entry for all learners; building a coordinated communication and information system using shared dashboards and portals to deliver clear, visible updates throughout the student journey; creating a coordinated advising system that incorporates early career exploration and faculty collaboration to help students choose and stay on a clear academic path; and expanding flexible learning options and stackable pathways—including blended noncredit-to-credit programs—to help adult, rural, and part-time learners advance toward degrees or employment.

Launched in the spring of 2026, this strategy is on-track with ***all 4 objectives making expected, first year progress.*** An update on each objective is provided below.

OBJECTIVE 1: Integrate and strengthen a unified, data-informed enrollment ecosystem that aligns all student services, PRMC, and academic programs around shared priorities to ease the enrollment and success pathways and increase the college attendance rates with key local audiences (high school and adult learners) and select national audiences.

Strategic Drivers: Living Our Brand, Community Partnerships, Stewardship & Sustainability, and People First

Highlights and Successes:

- The website redesign process is in full swing with progress on track for a launch in July 2027. Program area surveys are underway to gather information that will ultimately shape the website.
- A new digital marketing campaign partner has been selected and utilized. We expect this partnership to drive a lower cost per application and increase applications and will monitor.
- Adult learner ecosystem mapping is on track and yielding key insights to shape a unified, measurable enrollment strategy.
- A scholarship strategy that helps bridge the gap between federal and state aid programs (Reconnect, MI CC Guarantee) and remaining tuition for target populations—including those with the greatest need—has been developed and presented to the Foundation Board, and is being implemented by Financial Aid.
- A SWOT analysis of the enrollment landscape is being developed to inform our collegewide enrollment strategy.

Challenges:

- As work has developed we have realized the need for additional actions to complete the necessary tasks. The further development will enhance our ultimate goal without additional financial resources, but has slowed progress. New action items include a comprehensive SWOT analysis of the local enrollment landscape and the creation of “focus areas” to make program discovery easier and to streamline matriculation.
- Leveraging short-term Pell funding for noncredit programs may be more challenging than anticipated. Federal rules and guidance are still in development. Our current offerings do not easily align with requirements and awarding through financial aid may be logistically challenging. As the field in general and NMC staff work through these challenges, we are engaging with peers and government entities to stay on top of the process and identify "prototype" opportunities.

Metrics:

Objective 1 Key Performance Indicators:

- Application to Enrollment
  - Baseline: Fall 2026 40% Goal: 45%
- Dual Enrollment (dual enrollment, traditional HS)*
  - Baseline: 27% of recent DE grads enrolling within 12 months of graduation Goal: 35%

* *Note: general enrollment (headcount, contact hours) will continue to be tracked in enrollment reports*

Secondary Indicators (what we will monitor internally):

- Increased requests for information (RFIs)
- Increased student outreach (increased student interactions)
- Increased rate of website users to application submissions

Leading Indicators:

- FAFSA application rate
- Visits scheduled (group and individual campus tours)
- Quick Start event & orientation attendance

Next Steps:

- Further development focused on the adult learner ecosystem.
- Review and refine proposed academic major/program organization website design to optimize program discoverability and streamline the matriculation pipeline.
- Campuswide recruiting standards are drafted and under review. Next steps include training materials and ongoing coordination between Admissions and specialized programs (GLMA, Aviation, Great Lakes Water Studies, Surveying).
- Develop a collegewide enrollment strategy informed by our SWOT analysis, unique programs, brand positioning, and enrollment marketing.

OBJECTIVE 2: Build a coordinated communication and information system that ensures important details stay accurate, visible, and accessible throughout the student journey. Shared dashboards, portals, and consistent messaging will reduce confusion, strengthen follow-through, and improve decision-making across NMC.

Strategic Drivers: Living Our Brand, Community Partnerships, Stewardship & Sustainability, and People First

Highlights and Successes:

- Mapping communication touchpoints for students continues and work will be embedded in regular bi-weekly check-ins to keep communication mapping current.
- We have begun aligning and consolidating student outreach to reduce email volume and clear up confusion.
- Text nudges are being incorporated with action-oriented messages to drive open rates on emails and encourage follow-through by students.

Challenges:

- Multiple departments currently message students using different platforms. We are mapping these touchpoints to establish full visibility across the student journey.
- Because this is a whole-system change, the project is much larger than anticipated but also presents a larger opportunity for overall improvement and systems change.

Metrics:

Objective 2 Key Performance Indicators:

- Increase open rates of email communications (average from Exact Target FA/SP 25-26)
  - Baseline: 51% Goal: 55%

Secondary Indicators:

- Student preference and awareness via "pulse" surveys
- Reduced number of student communications prior to orientation
  - Tertiary: SAP status, academic standing
- Student completion of key college journey deadlines and milestones: Orientation completion %, FAFSA completion, drops for nonpayment

Next Steps:

- Review responses to the RFP for communication tool (RFP closed 11/9/26).
- Continue communication mapping and identification of “knowledge-level” information that will inform cross-training, and programming of a future AI-assisted chat tool.
- Utilize information from this project to help inform redesign of Osterlin Student Services building and internal operations.
- Establish communications guidelines and best practices to inform how current communications are crafted and how they align with brand strategy.

OBJECTIVE 3: Create a coordinated advising system that ensures every student chooses a clear path early and stays on track to complete it. Integrated advising touchpoints, career exploration, faculty collaboration, and technology tools will support informed decisions and continuous progress.

Strategic Drivers: Living Our Brand, Stewardship & Sustainability, and People First

Highlights and Successes:

- 90% of full-time faculty have completed foundational advising training for Fall semester.
- A schedule of continuing education for faculty advisors has been established.
- ITS is completing the automated advisor process to include current/active students as well as readmits and new admits. This will provide advisor assignments to students based on their major within 24 hours of admission. Automated communications to students will also be a part of this process.
- Faculty are actively advising their students, reaching out for support where needed, and forming advising and mentoring relationships with students to support their forward journey.
    - Advising Center team engaged with more than 200 students from 8/24/26 to 9/3/26
    - Between 9/4/26 and 10/29/26 more than 700 advisor touchpoints have occurred between students and advisors/faculty advisors
    - Faculty and professional advisors engaged with nearly 600 unique students during scheduled appointments
- Work was started on creating academic plan templates for all programs/majors. Plans may include engagement beyond the classroom and other community connections related to the field of study.

Challenges:

- Creation of academic plan templates for all ASA programs was started, but not completed due to time/capacity constraints.
- Revised model has created significant demands on the Advising Center team for advising curriculum and resource development, tracking of training compliance and payroll, as well as for ongoing support for faculty questions and specific 1-on-1 training. We're monitoring these needs as advisors also balance direct student support for their own caseloads.
- The intricacies of the advisor assignment process has revealed more future opportunities to revise systems related to the length of time a student stays "active" in our systems, and has added some complexity to the process.

Metrics:

Objective 3 Key Performance Indicators:

- Advising engagement rate (% of students engaging with advising)
    - Baseline Fall 3-yr. Avg.: 41.8% Goal: 50% FA & SP semesters
    - Baseline Spring 3-yr. Avg.: 39.3%
- Impact Fall to Spring and Fall to Fall retention rates
    - Baseline Fall to Spring: 79% Goal: 82% (90th percentile NCCBP)
    - Baseline Fall to Fall: 59% Goal: 60% (90th percentile NCCBP)

Secondary Indicators:

- Advisor training rates: 90% of FT faculty have completed foundational training
- Future goal: Student learning outcomes for advising (post-appointment surveying)

Next Steps:

- The Advising Center team, in coordination with academic areas, will continue creating a plan for completing ASA academic plan templates.
- The Advising Center and Advising & Success Team (faculty, Advising Center, Director of Student Success & Retention) will begin:
    - Working on systems and processes for tracking academic plan creation
    - Planning opportunities for faculty advisor feedback, measurement of student learning outcomes

OBJECTIVE 4: Expand learning options and clarify stackable pathways so every student, especially adult, rural, and part-time learners, can advance toward employment or further education.

Strategic Drivers: Living Our Brand, Community Partnerships, Stewardship & Sustainability, and People First

Highlights and Successes:

- Took the directive of blending noncredit and credit programming from concept to inception with the development of internal processes and framework to successfully align the two areas.
- Convened leaders from Admissions, Advising, Curriculum, and specialized programs, gaining buy-in, breaking down departmental silos, and establishing unified standards for blended learning.
- Created the first blended pathway in Healthcare with a public launch date of January 2027.
- Through this collaboration, the NMC Foundation has allocated $10K in scholarships to support blended pathway noncredit students.
- The Northern Michigan Attainment Collaborative (NOMIAC) continues to grow in participation. NoMIAC driven projects include the launch of the new Grand Traverse Local College Access Network (GT LCAN), a Benzie Third Sector Learning (Earn to Learn) initiative, as well as creating regionally aligned blended pathways.

Challenges:

- We are learning that successful “blended” pathways require integrated data systems across Advising, Admissions, and Extended Education that our systems were not designed for, resulting in manual workarounds. This is a challenge that will be shared with the Chief Information Officer as we look at integration and system efficiencies.
- Developing and implementing Salesforce as a CRM. Leaning on Aviation and NW Michigan Works! for expertise and lessons learned on using the Salesforce platform in a training / recruitment environment.
- Continued optimization of the Workforce Taskforce in bridging departments.
- Solidify the reporting and training structure of the Noncredit Student Navigator, as they must operate in both the credit and noncredit areas.
- Given that much of this work is driven by the Sixty by 30 grant, EET will provide measurables and develop a plan to continue key parts of this effort after Fall 2028; progress will be monitored via the strategic plan.

Metrics:

Objective 4 Key Performance Indicators:

- Blended Pathways
  - Baseline: 0 Current: 1 Goal: 6 in 3 years
- # of students who took both noncredit and credit classes when they were age 18+
  - Baseline: 374 Goal: 5% increase
- # of students referred to and enrolled in a credit program from noncredit student navigator
  - Student connections: 104 Referred: 14 Enrolled: 6 Goal: TBD (monitoring)

Secondary Indicators:

- Establishment of workforce training and certifications based on the NOMIAC input
- Increasing Michigan's 60x30 Attainment Goal in Prosperity Region 2 through NOMIAC
  - Baseline: 49% Goal: 55%

Next Steps:

- As we document the enrollment ecosystem, blended pathways will be incorporated into processes, initiatives, communication, and promotion. Noncredit courses will be incorporated into the program finder feature of the website redesign to aid prospective students in finding both credit and noncredit opportunities
- Launch of Healthcare Blended Pathway (January) will include Internal training for admissions / advisors as well as marketing support.
- Begin the development of the next blended pathways in construction trades and manufacturing, respectively.
- Now in Year 2 of the Sixty by 30 grant, we are actively executing key deliverables and collecting data from participants as part of the grant reporting requirements.

Northwestern Michigan College

NMC Performance & Outcomes Scorecard

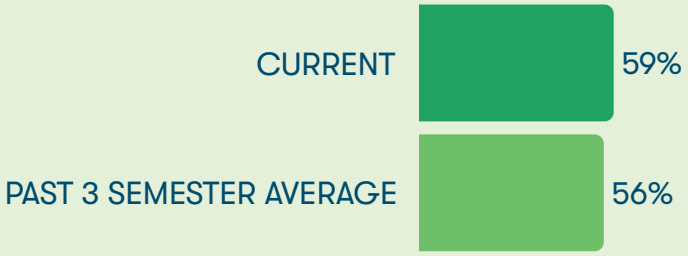
FALL 2026
Report

ACCESS

Metric	Current	Past 3 Semester Average	Status
Total Fall Enrollment	3,376	3,288	●
Fall High School Enrollment	540	494	●
Adult Learner / Michigan Reconnect Participation (2025-26)	635	673	●

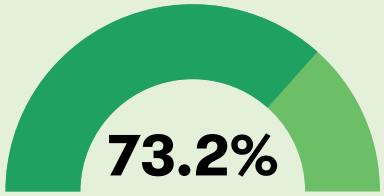
MOMENTUM

Fall-to-fall retention



Trend ↑ Status ●

6 credits earned in first semester



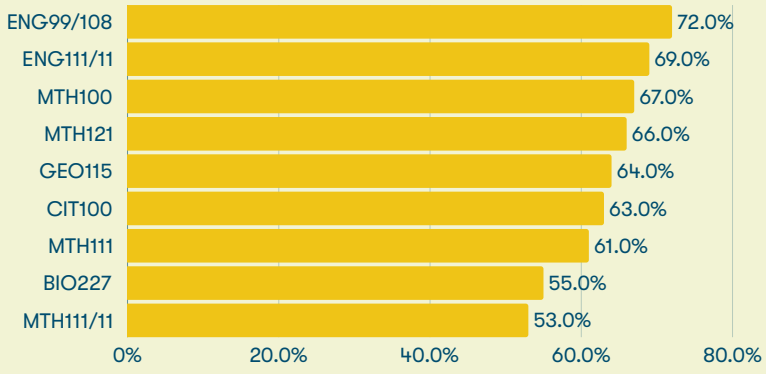
** Early momentum benchmark*

Trend ↑ Status ●

Success Rates in High D/F/W Courses

2025-26

Trend – Status ●



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COMPLETION & OUTCOMES

Course enrollee success rate

CURRENT	84%
PAST 3 SEMESTER AVERAGE	83%

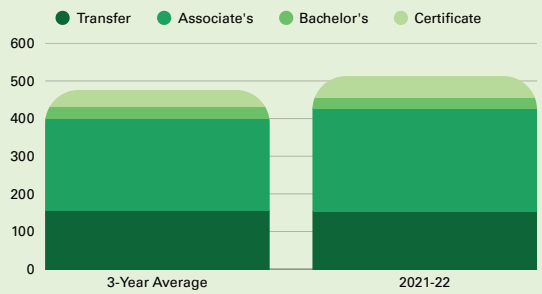
Trend ↑ Status ●

Comprehensive Success Rate
(4-Year Success)

2021-2022 Cohort	46%
3-Year Average	42%

Trend ↑ Status ●

Completion Success



Trend ↑ Status ●

CAREER OUTCOMES

Employed in the field

CURRENT	74%
PAST 3 SEMESTER AVERAGE	66%

Trend ↑ Status ●

COMPOSITE FINANCIAL INDEX

CURRENT	6.9
PAST 3 YEAR AVERAGE	6.8

Trend ↑ Status ●

Scale is -4.0 to 10.0

Northwestern Michigan College

INSIGHTS

Total enrollment

While enrollment trends had been strong, demographics and saturation of State programs point to a challenging future. Continued monitoring of enrollment mix, including adult learners and high school enrolled students, will help identify sustainable growth opportunities.

High School Enrollment

High school enrollment participation continues to grow, increasing 16% over prior periods. Variability across districts suggests opportunities to expand access through strengthened school partnerships, outreach efforts, and virtual offerings. Continuation of a lower high school enrollment tuition rate coupled with State efforts to increase funding for dual enrollment may increase participation.

Adult Learner / Michigan Reconnect participation

Adult learners and Michigan Reconnect students remain an important enrollment and workforce development population for the institution. While participation is slightly below the recent three-semester average, continued focus on expanding NOMIAC pathways, targeted advising, durable skills alignment, and career support services may help improve adult learner recruitment and persistence. The return of Reconnect coverage for 21-24 year olds will likely help with these numbers.

Fall-to-fall retention

Retention is improving, with fall-to-fall retention increasing to 59% and fall-to-spring retention reaching 75%. While progress is encouraging, continued focus on early alerts, advising engagement, and first-year support structures may further strengthen persistence outcomes.

Credit Accumulation

Early academic momentum is relatively strong, with nearly three-quarters of first-time students completing at least 6 credits in their first semester. This milestone is closely associated with improved persistence and completion outcomes.

High Enrollment, High D/F/W Course Success

Completion rates of high enrollment, high D/F/W courses are an area of work through our strategic plan. Included in this group are gateway math and English courses. Because gateway course completion is strongly associated with long-term retention and credential attainment, these results suggest opportunities to expand comprehensive support for students and instructors with supplemental instruction, embedded tutoring, co-requisite support, and course redesign initiatives. Our efforts will also include identification of and targeted support of ‘at-risk’ students enrolled in these courses.

INSIGHTS *(continued)*

Comprehensive Success Outcomes

Degree and certificate completion and transfer outcomes reflect the complexity of community college student pathways, including part-time attendance, workforce entry, and transfer prior to credential completion.

Career Outcomes

Employment outcomes remain a notable institutional strength, with 74% of graduates reporting employment in a field related to their credential, exceeding the prior three-year average of 66%. These results help demonstrate workforce alignment and the economic value of credential attainment. We have work ahead to refine how we collect post-completion career outcomes.

Composite Financial Index (CFI)

The institution's Composite Financial Index (CFI) remains strong at 6.9, slightly above the prior three-year average of 6.8. This level of financial health supports institutional stability and provides capacity for continued investment in student success initiatives and strategic priorities.

STRATEGIC TAKEAWAYS

Strongest areas

- Increasing percentage of local graduates choosing NMC
- Early momentum indicators for 6-credit completion are strong
- Retention is improving above recent averages
- State aid programs continue to expand

Areas of opportunity

- Coordinated and comprehensive support for students in high D/F/W courses
- Marketing should continue to focus on the value of NMC and programs to impact the college attendance rate
- Online course success continues to lag in-person instruction
- Adult learner metrics need stronger tracking infrastructure
- Opportunities exist to expand high school enrollment participation and advising engagement

Strategic priorities

- Expand high school enrollment, College Edge participation, and creation of new non-credit to credit pathways
- Continue strengthening early alerts and intrusive advising
- Increase support in high D/F/W courses
- Continue work on statewide transfer pathways
- Enhance tracking of adult learner and financial support outcomes

NMC

MEMO
Office of the President

To: NMC Board of Trustees

From: Nick Nissley, President

Subject: November Mid-Month Update

Date: Wednesday, November 11, 2026

Dear Board of Trustees,

Since the October Board meeting the following are key updates.

Freshwater Research and Innovation Center

The Freshwater Research and Innovation Center continues to stay on time and on budget. The building structure and roof is completed and exterior shelling will be wrapping up shortly. The remainder of fall will focus on interior drywalling and casework. Completion of the facility is scheduled for early 2027 with a public opening in April.

Tenant attraction continues to be the focus. Tours have included: Grand Traverse Band of Ottawa and Chippewa Indians, BlueTech start-ups affiliated with the 20Fathoms BlueTech Accelerator, and others. Virtual visits and follow-ups have occurred with Michigan State University (Extension, SeaGrant, Water Alliance, and individual researchers), Michigan Technological University, Western Michigan University, Grand Valley State University, University of Michigan (Naval Architecture and the newly formed Maritime Center of Excellence), Current, and the Cooperative Institute for Great Lakes Research (CIGLR). An in-person visit to the University of Michigan is planned for November 11 - 12 to connect with individual researchers and the entrepreneurship programs.

TIF 97

In last week's election, Traverse City voters rejected (unofficially, 57% opposition) the DDA's *Infrastructure First* plan, a ballot proposal that would have extended TIF 97 by 20 years while incorporating a new 30% revenue-sharing element for the taxing jurisdictions. As a result, the TIF 97 plan will expire as originally intended on December 31, 2027.

The impact for NMC - in NMC's fiscal year 2026, TIF 97 captured $349,000 of our property taxes to support DDA initiatives. Based on its December 31, 2027 expiration date, the TIF 97

tax capture will continue for NMC's fiscal years 2027 and 2028, with NMC first experiencing the full budgetary benefit of TIF 97's expiration in fiscal year 2029. Thus in 2029, the College would have a net positive $349,000 budget impact.

The DDA and the City *may* propose a new extension or similar ballot initiative prior to TIF 97's expiration, or anytime in the future. We will continue to monitor these discussions so we can plan accordingly.

Geothermal Project

The borefield under Cherry Lot, including all vertical and lateral connections, was fully completed as of 10/30. As of 11/6, the parking lot sub-base grading was nearly complete. Concrete curb work continues this week, and paving is expected to occur on 11/11 and 11/12, with striping on 11/13. Weather conditions may alter this schedule, however our construction partners remain confident that Cherry Lot will be in proper condition to reopen by Monday, 11/16, providing much-need relief for parking.

The drilling delays we experienced in May and June this summer have unfortunately forced the need to install the surface layer of asphalt for Cherry Lot in Spring 2027, due to weather conditions. This should have no negative impact on parking lot users, including our contracted snow removal team. Any duplicative costs related to the borefield delays (e.g. striping to occur this fall and again next spring) will be absorbed by the subcontractor responsible for the project delay.

The bids for "Phase 2" work (to occur between now and August 2027) is currently under review by Christman for value engineering opportunities (cost avoidance). We anticipate sharing final bid results and a GMP contract recommendation to the Building & Site Committee at their November 19 meeting, then for full board approval at the regular meeting on November 23, 2026.

Advancement Division

Foundation Team

NMC's *Thriving Together* comprehensive campaign remains in its planning phase through December 2026. The initiative focuses on four key college priorities: 1) elevating student support and modernizing the Osterlin building, 2) expanding the unrestricted Fund for NMC, 3) investing in the Blue Economy, and 4) growing the Dennos Museum Center operational endowment.

The Foundation closed two new major gifts in late October:

- $25,000 Endowed Memorial Scholarship for Business Administration Students
- $100,000 Endowed Scholarship for Adult Learners from Benzie County

I had a wonderful evening in Grand Rapids at Davenport University alongside Zach Whitaker, Manager of Alumni Relations, as we continued our 75th Anniversary regional tour. We connected with local partners and presented 2026 Outstanding Alumni awards to three exceptional graduates: Leslie Casperson (RN & Hospital Donation Advocate, Gift of Life Michigan), Kelly Lepley (UPS 747 Captain), and Jacquelyn Abeyta (25-year adult learner advocate at GVSU). Seeing how our alumni translate their NMC education into transformative community impact across the state continues to be a highlight of our 75th year.

International Affairs Forum

The International Affairs Forum (IAF) recently hosted two major fall events, bringing world-class geopolitical insights to our campus and community:

- Ambassador Leena-Kaisa Mikkola (Finland): On November 9, NMC hosted the Ambassador of Finland to the U.S. for a dinner and moderated conversation exploring key transatlantic issues.
- Stephen Kinzer (author of, "Boiling Point: How America Brought War to Ukraine"): This evening, former *New York Times* foreign correspondent and Brown University Senior Fellow Stephen Kinzer spoke on his new book, detailing the secret history of U.S. foreign policy and strategic intervention in Eastern Europe leading up to the modern war in Ukraine.

The Dennos Museum

The Dennos Museum Center recently hosted its annual Holiday Artist Market (Nov. 6–7), welcoming community members to campus for a two-day juried marketplace. The event featured more than 30 Michigan artists, specialized offerings from local vendor Merlyn's Patisserie, and a holiday shop and raffle benefiting K-12 museum tours. We had record attendance Friday and Saturday with a total of 3,007 visitors to the market. And, over $5,500 was raised for the Education Fund (to support k-12 tours to the museum). Sales from raffle tickets will cover admission for 1,375 students during a calendar year, making experiences outside the classroom more accessible to students in our 10 county area.

Michigan Presidents & Trustees Collaborative

NMC's team (President Nissley, and Trustees Keely and Horne) are traveling to Schoolcraft College in Livonia on November 12th for the initial face-to-face meeting of the Michigan Presidents & Trustees Collaborative, sponsored by MCCA and the Aspen Institute. If you recall, we have volunteered for this opportunity to participate in the first-ever Aspen Institute Presidents and Trustees Collaborative, reflecting our strong commitment to Community College 3.0, guided pathways, and advancing our student success strategies. The Aspen Institute has designed the Presidents & Trustees Collaborative as an initiative to strengthen the capacity of community college presidents and their trustees to sustain systemic strategies that improve student outcomes.

NMC's Office of Innovation & Entrepreneurship Student Pitch Competition

The Office of Innovation & Entrepreneurship held a Student Pitch Competition on November 10. Over $22,000 in funding was awarded to student entrepreneurs. Projects were all unique including an airplane AirBnB concept, a mushroom cultivation venture, a childcare business and more. Seven projects received funding up to $4,000 and each team was provided mentoring and coaching from the Grove. Judges including representatives from the NMC Foundation, SCORE, and 20Fathoms and NMC's Experiential Learning Institute provided additional support. As always, it's exciting to watch our students take the stage to pitch their ideas and creative ventures.

Points of Pride

- NMC's **Great Lakes Water Studies Institute** (GLWSI) has been awarded a $630,876 state grant to modernize its research vessel (the Northwestern), a key asset for GLWSI. The funds will be used to update the R/V Northwestern's propulsion and power systems and to acquire and install new equipment, including a new commercial multibeam echosounder system. The 56-foot, 20-passenger vessel serves as a critical training platform for NMC's Marine Technology program, providing experiential learning opportunities for students with the same technologies they'll use after graduation, when employed in the commercial maritime industry.

- Additionally, the **Great Lakes Water Studies Institute**, in partnership with Discovery Pier, continued its "Discovering Careers in Marine Technology" initiative throughout September and October, reaching 203 students. This collaborative program introduces students to the exciting and diverse career opportunities available in marine technology, including underwater robotics, hydrographic surveying, and Great Lakes research. Students gained hands-on experience piloting ROVs and had the opportunity to step aboard the R/V Northwestern to explore the technologies used in marine research and surveying. Through these interactive experiences, the initiative aims to inspire the next generation of marine technology professionals while strengthening connections between local students, NMC, and the region's growing blue economy.

- Also, John Lutchko, Director of our **Great Lakes Water Studies Institute** (GLWSI) and our GLWSI students engaged in hands-on experiential learning this past summer, with the Lake Leelanau Lake Association to search for aquatic invasive species using underwater robots (ROVs). Their work has been documented by the Lake Leelanau Lake Association, including some great underwater images. This is yet another example of how NMC's academic programs are engaging directly with

our communities, bringing NMC expertise to fulfill our mission/promise, to *enrich our communities*. This is similar to what I shared last month, where NMC's Dr. Nick Roster is engaging his Biology 115 class in conducting a survey of the beech-maple forest at the Congregational Summer Assembly near Crystal Lake, to ultimately determine the health of the forest.

- NMC's Aviation students have recently formed a **competitive flight team**. This past month, they placed in the top 10 in the simulated aircraft navigation challenge and won the coveted Team Safety Award at a National Intercollegiate Flying Association competition. A kind of aviation track and field meet, with events both in the air and on the ground, NMC Aviation students pitched the idea of a team to NMC's Office of Innovation and Entrepreneurship, which awarded them the funding for a SAFECON (Safety and Flight Evaluation Conference) team last May.

- Faculty are off to a great start with the College's new faculty advising initiative. More than 700 **faculty advising** meetings have been held so far this semester. A special thank you to our faculty advisors for meeting with their student advisees and guiding them through their academic journey.

- As you know, every year **MCCA's Legislative Affairs Committee** conducts a highly engaging and collaborative process for surfacing and shaping the association's legislative advocacy priorities. Trustee Horne and I, as NMC's representatives on the MCCA Board have completed our individual voting and the final shaping and submission of our agreed upon ranking of NMC's top priorities. From here, the Legislative Affairs Committee (President Nissley serves on that committee) will review the submissions from every college at their meeting on November 20th and vote on a recommendation to the MCCA Executive Committee. If approved by the Executive Committee at their meeting on December 11th, the recommendation will be presented to the full Board of Directors at the virtual winter meeting on January 15th. Both Pam and I are confident that a very thoughtful surfacing of both appropriations and policy considerations has occurred, and an inclusive process for ranking and agreeing upon final recommendations is occurring.

- Last week, NMC continued our partnership with Munson, inviting TCAPS 5th graders on to our campus for **Healthcare Careers Immersion Day**. Every TCAPS 5th grader will participate in this event, affording kids the opportunity to get interested in healthcare careers, spanning: pharmacy, finance, radiology, nursing, surgical technology, laboratory sciences, and more.

- The Iceman Cometh Challenge is the largest single-day, point-to-point cross-country mountain bike race in the United States. And, the race happens right here, in our back yard. NMC's Great Lakes Culinary Institute students had a unique

opportunity this year. The **Sports Performance Nutrition** students served up a healthy menu at the VIP tent, including bison bean chili!

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:

- "An Opportunity for Reflection" - Trustee Quarterly, page 10 - ACCT
- "Colleges can show us how to thrive with AI" - *University Business*
- "Students want AI built in the majors they love. How colleges can deliver." - *University Business*

Upcoming Dates of Note

- **December 11** - NMC Employee Holiday Party
- **December 14** - Regular Monthly Board Meeting (TJNIC 106/107)
- **December 24 - January 1** - Holiday Break (College Closed)
- **January 25** - Regular Monthly Board Meeting (TJNIC 106/107)

Northern Strategies 360
Comprehensive Government Affairs Solutions

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Traverse City, MI 49685

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

MEMO

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

State

Election Impact on Higher Education

With a Democratic trifecta forthcoming next year, the elections will have an impact on the direction of policy in Lansing and will generally be good for our key issues. A few areas of risk however also remain.

Opportunity	Risk
• Funding support for Michigan Reconnect/Achievement Scholarships • Making Michigan Reconnect permanent • Support for dedicated Dual Enrollment Funding • Capital Outlay	• Post secondary affordability • School Aid Fund for K-12 Only (Benson proposal) • Slim state budget revenue growth • Pending state budget impacts from federal Medicaid cuts

Legislative Lame Duck

With the outcome of the election being a shift from Republican to Democratic control in the House, and with the current Speaker of the House being proud of having passed the fewest number of laws in the last two years, the conventional wisdom had been that there would not be much activity in Lansing for the remainder of the year. However, we are starting to hear that there may be a "grand bargain" being negotiated where as many as 60 – 100 bills could be passed in the House and potentially by the Senate as well before the end of the year. It very much remains to be seen if this will come to pass and if so, what bills specifically would be included. But there may be an opportunity for advocacy around non-budget issues like making Michigan Reconnect permanent over the next few months.

Maritime Workforce Training

NMC was pleased to be awarded a $630,876 grant to expand training for high-demand maritime, shipbuilding and advanced manufacturing careers under the Michigan Industry-Driven Skills Training Program. Funding will support equipment purchases, instructor training, recruitment and upgrades to existing training labs while working with employers through the Michigan Maritime Employer-Led Collaborative to align training with industry needs and expand career pathways. The grants builds on the Michigan Maritime Strategy, the state's first 10-year plan to grow its maritime industries.

Federal

Election Impact on Higher Education

In the wake of the midterm elections and with Democratic control of both chambers next year, there will be new leadership on several key committees in Congress. These include:

Senate Appropriations Committee

The Senate Appropriations Committee will switch to Democratic control, with Patty Murray (D-WA) as Chair. Sen. Susan Collins (R-ME) lost to Democratic challenger Troy Jackson. Sen. Collins previously protected TRIO and Pell Grant funding, blocked harmful Trump Administration regulations politicizing federal grants, and prevented attempts from the Trump administration to dismantle Department of Education (ED) offices. Senator Lisa Murkowski (R-AK) will likely be the Ranking Member of the Senate Appropriations Committee. Senator Tammy Baldwin (D-WI) will likely switch to Chair of the Labor-HHS-Education Subcommittee, and Sen. Shelly Moore Capito (R-WV) will likely switch to Ranking Member.

House Appropriations Committee and Labor-HHS-ED Subcommittee

These committees will likely again be led by Rep. Rosa DeLauro (D-CT), with Rep. Tom Cole (R-OK) switching to the Ranking Member position. Rep. Rob Aderholt (R-AL) will likely switch to become Ranking Member of the Labor-HHS-ED Subcommittee.

Senate Education Authorizing Committees

Senator Bernie Sanders (I-VT) will switch to Chair of the Senate Health, Education, Labor, and Pensions (HELP) Committee. Sen. Bill Cassidy (R-LA), Chairman of the Committee on Health, Education, Labor, and Pensions (HELP), lost his primary this spring and will be succeeded in the seat by Rep. Julia Letlow (R). Senator Josh Hawley (R-MO) may rise to Ranking Member of the HELP Committee, although this has not been confirmed.

House Education Authorizing Committees

With control of the House secured, Democrats are looking to earn key leadership positions, including on the to-be-renamed Committee on Education and Labor. Rep. Bobby Scott (D-VA), the current Ranking Member, has already indicated his interest in serving as Chair, but he is being challenged by Reps. Suzanne Bonamici (D-OR) and Jahana Hayes (D-CT). Hayes was the first to join the Chair race in September; Bonamici, the Ranking Member of the Early Childhood, Elementary, and Secondary Education Subcommittee, has discussed legislative priorities for the committee, including accountability for Trump administration officials and increasing affordability, citing gradually doubling the maximum annual Pell Grant from $7,395 to $15,000 as a top goal. Bonamici also described her desire to expand the Federal Work Study and Child Care Access Means Parents in School (CCAMPIS) program. Meanwhile, Congressman Tim Walberg (R-MI) will stay as the top Republican of the Education and Labor Committee.

FY27 Budget

As a result of the elections and shift in power for next Congress, it is unclear how the current legislature will handle the expiration of federal government funding on December 11th. Democrats will likely push for some type of short-term Continuing Resolution, that would punt full year funding decisions to next year when they control both Chambers. However this would have to overcome a 60 vote threshold in the Senate, which would require Republican support.

Department of Education Final Accreditation Rule

The U.S. Department of Education has finalized an accreditation rule that expands credit transfer transparency, streamlines initial accreditor recognition, and establishes new expectations for student outcomes and institutional policies. Under the final rule, Colleges must disclose transfer credit criteria and transcript submission deadlines, complete credit reviews before enrollment, registration, or a nonrefundable financial commitment, and provide written explanations for denied credits, including estimated costs to retake courses. Students will have 15 days to appeal. The rule takes effect July 1, 2027. Accreditors may implement it beginning January 1, 2027, but cannot impose new requirements on institutions or programs before July 1.

Northwestern Michigan College

MEMO
Office of the President

To: NMC Board of Trustees

From: Nick Nissley, President
President's Council

Subject: November 2026 Executive Summary

Notes regarding Key Items on November Agenda:

- The **Geothermal Bid Package** and **Osterlin Construction Manager** action items are **pending the recommendation of the Building & Site Committee which will meet on November 19.**
- The revised NMC Foundation Bylaws have been approved by the Foundation Board. Also for first-reading, **Policy A-104.00 Video Recording of Meetings** has moderate revisions. No amendments are suggested for the Mission, Vision, and Values policies.
- Consent Items include two annual reports: 1) **Scholarship and Financial Aid**, and 2) **Sensitive Information Report**.

Enrollment Report—Lindsey Dickinson, Vice President for Student Services & Success

- Admissions removed the administrative barrier that required high school dual enrolled students to apply each semester. Previously this created an additional step for students, high school counselors, and our Admissions team. The data impact is seen in top-of-funnel metrics showing a decrease in applicants and admits.
- 600 TCAPS fifth grade students were on campus in October for a Munson Healthcare Day. Students got to see and have hands-on experiences with various healthcare careers, tour NMC's clinical lab spaces, and see our nursing simulation lab in action! This is part of a coordinated effort to help students learn about healthcare careers during their K-12 years, and connect to postsecondary opportunities at NMC and beyond.
- Faculty assisted with identifying struggling students via our My Success early alert system. In week five of Fall semester students were flagged for grades below 2.0, low course engagement or missing assignments, needing success skills (coaching) support, technology skills support, inconsistent attendance, or course content (tutoring) support. Follow up was completed by individual faculty, student support services, and the Tech Help Desk. During the same time more than 3,000 "kudos" were given to students for their progress in current courses, with some students receiving multiple kudos.

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

- The FY27-FY28 **Budget Resource Guidelines** are presented for approval. The report also provides the status of **Financial Reserves.**

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

- October was a strong month across all media categories. In paid media, applications and accounts were up and we continue to increase campaign efficiency.

Paid Media- ⬆

- Applications: 124
- Accounts: 104

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

- Launched in Spring 2026, Strategy 2 (Enrollment and Student Success) remains on track, with all four objectives making expected first-year progress. Key highlights include selecting a new digital marketing agency and advancing the website redesign project, consolidating student communications while incorporating targeted text nudges, achieving a 90% completion rate for full-time faculty advising training alongside automated advisor assignments, and completing the new Healthcare Blended Pathway launching in January 2027. The memo contains a full update on highlights, challenges and current performance.

Ken Warner's observations from the 2026 ACCT Leadership Conference

General observations: I attended 10 sessions, half with a predominantly AI theme, half focused on student success (recruitment, enrollment, retention, completion, and job placement). Several sessions touched on both. Somewhat to my surprise, I found the sessions focused on student success more interesting (on average) than the AI sessions, although there were a couple of the latter that I found very informative.

I apologize for the length of my comments. I wanted to be able to recall some of the lessons learned from the sessions. (I haven't done this in the past and haven't remembered everything I later wanted to.)

Sessions (with highlights when relevant):

Thurs., 8 am: Responsible AI Adoption in Higher Ed

- Survey data on faculty and student use of AI, with focus on faculty. Not an especially useful session. (I have several slides if anyone cares.)

Thurs., 9:15 am: Hear from Thousands of Students: What 2,000 Voices Reveal About Enrollment, Persistence, & Success

- Survey of 2,000 students, high school through 4-year college (including community colleges).
- Said that 57% of CC students are employed full-time.
- 74% of CC students said it would be valuable for degree programs to include info about career paths and salaries; but only 4% said their CC did that.
- 84% said financial aid would impact whether they pursue education.
- Interesting comment: "Students aren't asking for new services. The want existing services to work together." (Osterlin is a physical answer to this.) Two-week aid decisions are too long. Students want stackable credentials. They want to better understand a career path in the degree plan ("Advising meets labor market data"). They want to be noticed before they stop out.
- Students should have multiple workplace experiences/connections/relationships. How many local companies provide student mentorships/internships?

- This session raised many questions about how well we score on these objectives. It makes the Osterlin concept look great…but only if we really deliver in coordinating various student services, tracking student progress effectively, and developing a process for continual improvement. (See the last session below.)

Thurs., 10:30 am: From Strategy to Scale: Implementing Human-Centered AI Across California Community Colleges

- CA: 116 community colleges, 73 districts, 2.2M+ students (out of 10M nationwide)
- They have a system-wide effort to address AI in colleges (for admin, faculty, and students). It includes an AI Fellows program. Fellows are intended to lead across teaching and learning; student services; infrastructure; professional learning; policy; and workforce. The system is testing short courses for faculty and administrators.

- The session made me contemplate how we, at NMC, are doing regarding AI. My sense is that many people throughout the College are playing important roles in helping us to adapt sensibly to AI and resources like AI@NMC are valuable. How those resources are being used will be important to assess.
- Does MCCA have anything like CA's system-wide AI learning efforts? What resources does MCCA offer to faculty and administrators? Could MCCA develop an annual 1-2 day workshop aimed at determining the best resources within MCCA, within individual colleges, and the best outside resources? In that regard, are the education companies that are all over the ACCT meeting especially useful? Which ones? Could/should we be working with any of them?

Thurs., 2 pm: Round table: What Today's Students Need

- My table consisted mostly of 5 students, two being student members of BOTs.
- Frankly, the discussion was disappointing. It got bogged down into the students taking most of the time complaining about programs at two of their colleges.
- Otherwise, their "wants" included the following, with little discussion of them:
    - Affordability
    - Better info on career paths and salaries
    - Administrators using more student workers
    - Late-hour classes and access to teachers

- Better advising
- Mentorship by grads and members of the business community
- Therapists on campus

Thurs., 3:15 pm: Building the AI-Ready Workforce through Living Learning Labs

- This session focused on using a college's infrastructure as vocational labs for students. For example, getting engineering students into buildings managing HVAC, energy, lighting, water plants, etc. The session was not especially informative.

Friday, 8 am: The AI-Ready College: Strategy, Leadership, and Literacy

- This was a very disappointing session, focusing on things like "defensive" measures to protect against AI problems. It never addressed the implications of AI for what and how we should be teaching our students.

Friday, 9:15 am: Strategic Enrollment Management (SEM): Driving Innovation, Affordability, and Student Success

- Two case studies, one from Garden City CC in Kansas, the other from Beaufort CC in NC. Both are small, rural colleges (enrollments well under ours).
- The Garden City case discussed impressive improvements in student services, enrollments, and graduations. They worked their way up to be ranked the #1 CC in Kansas. In 2022, they partnered with Campus Works to develop an SEM plan. Its pillars were:
  - Increase enrollment of adult (24+) learners through new programs, offerings, and services
  - Expand relationships with K-12 partners to increase enrollment. (Their BOT is visiting all 9 (?) school district boards in their jurisdiction.)
  - Automate internal processes and remove barriers to student success (They did not discuss how they determined barriers (priorities), what to do about them, and with what success…and how it was assessed.)
  - Use enhanced marketing to improve student acceptance and scholarship acceptance rates
  - Modernize IT infrastructure to support students and technology needs

    - Create personalized student experience to enhance engagement, retention, and student success (Interestingly, they switched from faculty advisors to centralized advising – “one touch point.”)
    - Increase agreements with 4-year universities.
- They developed a great cooperative program with a local food technology company. The company agreed to pay 10 students’ tuitions, provide those students with internships and with jobs following graduation.
- They described many impressive accomplishments, including a 16.1% enrollment increase in the past 5 years (compared to 11% statewide), a 51% increase in dual credit enrollment, a 27% increase in credentials earned (compared to 13% statewide), and 2 faculty positions funded entirely by industry, etc.
- My read is that this really is an impressive success story, but I got the feeling the pre-
  SEM college was starting from a poor situation.

- The Beaufort case was poorly presented and uninformative. The college has excellent retention rates (two-thirds). They claim to have lots of financial aid awards. They’ve had no tuition or fee increases in 9.5 years (!). Tuition is $76 per credit hour. The president also noted that they have low faculty pay rates. No discussion of initiatives.

<u>Friday, 10:30 am: The Trustee’s Data Toolkit: Turning Student Success Data into Action</u>

- Discussed ACCT courses for trustees. I didn’t learn much.

<u>Friday, 2:15 pm: A Multifaceted Approach to Institutional AI Innovation Diffusion</u>

- An excellent session. Moraine Valley Community College in IL is the home of Prof. John Sands, the guy who, at last year’s ACCT, delivered the best AI presentation on education I’ve ever heard. This session was presented by two Moraine Valley administrators and one faculty member; Prof. Sands was unavailable (in DC). Moraine Valley appears to be way ahead of the curve on dealing with AI by administrators, staff, faculty, and students. I gave Lynne their slides to distribute (noting that missing what they had to say may make the slides less clear). I think they could be a good model from which we can learn. They emphasized that it’s too soon to create binding new policies. Instead, they’re producing guidelines.

- One thing they mentioned that I heard in another session was that they use Microsoft Copilot as part of their Microsoft license. That means that their data stays within their Copilot; it's "safe". They also recommended BoodleBox for Higher Education, saying that it provides vetted academic AI, protects data, etc.; it's a closed system. To quote the website, "BoodleBox is the collaborative AI workspace built for higher education — giving institutions a secure, FERPA-compliant path to campus-wide AI adoption. Faculty decide how AI shows up in every course with full visibility into the thinking behind student submissions. Students get private, secure access to every leading AI model — not just the one they can afford."

Friday, 3:30 pm: The Turnaround: A Story of Institutional Transformation

- This was a fascinating presentation. To quote the program's description of the session: "In 2023, Jackson State Community College [in Tennessee] saw its fourth consecutive year of declining enrollment. New leadership knew change was required and created a plan for rapid transformation. Back-to-back years of record enrollment followed. In 2026, JSCC graduated its largest class ever and was named College of the Year."
- Their approach was to examine all stages of the student experience, recruitment through graduation, defining their processes at each stage. Then, beginning with the first stage, they looked for bottlenecks. Once those were addressed effectively, they went to the next stage, found the bottlenecks, and looked for improvements. They discovered, for example, that they did not have an effective process for following up on inquiries. They learned that they should never close a ticket until follow-up had been tried at least 5 times, with 3 being phone calls. Persistent phone calls, they said, made students feel that they really cared. Another example: if a prospective student applied on a given day, they will now learn the next day whether they're admitted. Yet another example (one that I heard mentioned at another session): Get financial aid offers out quickly. They had often been making prospective students wait a few weeks to learn about their offers. They lost many students in the process.
- Their initiative was heavily based on the work of Eliyahu Goldratt who has written several books on ongoing improvement, "spelling out throughput and finding constraints at the top of the process. Solving it and then finding and solving the next one."

- This was all fairly obvious, but it was impressive to learn how they pursued the process so diligently, quickly, and ultimately effectively. Consciously reviewing processes at each stage and looking for bottlenecks is sound and potentially enlightening.



A Multifaceted Approach to Institutional AI Innovation Diffusion

Moraine Valley Community College
Palos Hills, Illinois

About Moraine Valley

- Located in southwest suburbs of Chicago; serves 26 communities
- Accredited by the Higher Learning Commission
- Member of the League for Innovation in the Community College
- Offers over 140 associate degree and certificate programs
- Three locations: main campus and two extension centers
- Fall 2026 enrollment is up 1.5% with 11,942 credit students
  - 65% are part time; 35% are full time
  - 30% are white; 30% are Hispanic; 14% are MENA; 10% are African American

ACCT 2026 LEADERSHIP CONGRESS
#ACCT2026

2025-2030 Strategic Plan

Strategic Plan, 2025-2030 (PDF)



Technology

The college will cultivate the responsible integration of current and emerging technologies into the campus community.

GOALS

TL.1: Address staffing, resource and training needs to support and enhance infrastructure and use of technologies.

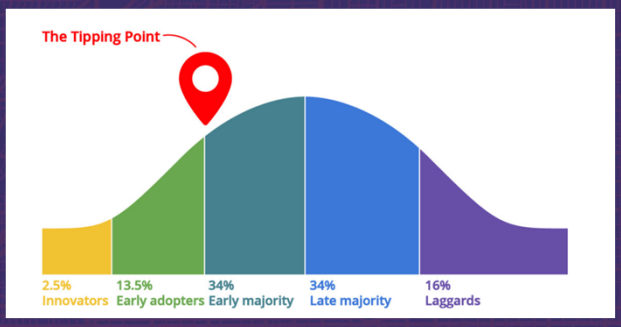
TL.2: Utilize technology to make data-informed decisions.

TL.3: Enhance the use of technology in instructional and non-instructional programs and services.

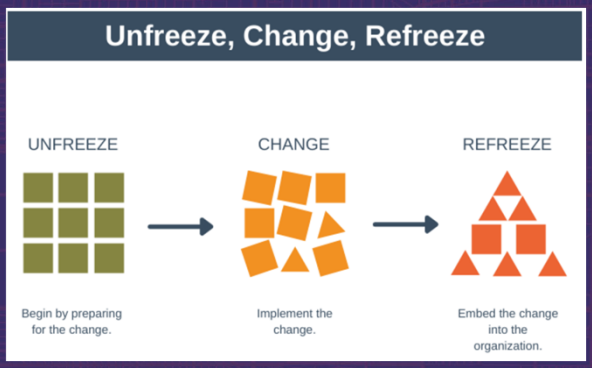
TL.4: Identify and promote effective and responsible methods to utilize Artificial Intelligence (AI) to improve student learning and employee effectiveness.

TL.5: Develop and adopt best practices, standards and frameworks to ensure a healthy cybersecurity posture.

ACCT 2026 LEADERSHIP CONGRESS
#ACCT2026



Rogers (1962)



Lewin (1951)

ACCT 2026 LEADERSHIP CONGRESS
#ACCT2026

5

Unfreeze

- Faculty Committee (2023)
- Technology Governance Committee (2024)
- Strategic Plan goal (2024)
- Panel at faculty meeting (2025)
- Foundation Innovation Grants (2025)
- Learning College Day panel and theme (2026)

Change

- AI classroom policy (2023)
- NSF Faculty Development Grant (2025)
- AI Institute (2026)
- AI tiered framework for classroom use (2026)
- AI employee guidelines (2026)
- AI Operations Committee (2026)
- AI Teaching and Learning Committee (2026)
- Evaluating AI platform options (2026)

Refreeze

- AI Governance Committee (to coordinate AI Operational and AI Teaching and Learning Committees) (2027)
- AI catalog policy (2027)

ACCT 2026 LEADERSHIP CONGRESS
#ACCT2026

6

GOVERNING BODY RESPONSIBILITIES

Technology Governance Committee

- Update and monitor Strategic Technology Plan and goals
- Resolve conflict on project/resource priority
- Recommend policy and procedure changes to ELT
- Remove barriers from subcommittees to complete projects
- Recommend project/policy/task to subcommittees to meet Technology Plan goals
- Create and communicate quarterly and annual report
- Meet four times each year: October, January, April and July

ACCT 2026 LEADERSHIP CONGRESS #ACCT2026

Made with GAMMA

Moraine Valley AI Governance Architecture



ACCT 2026 LEADERSHIP CONGRESS #ACCT2026

Made with GAMMA

CHARTER & RESPONSIBILITIES

AI Governance Committee

COMMITTEE CHARTER & PURPOSE

Strategic Purpose

Provide institution-wide leadership and strategic oversight for AI adoption at MVCC, ensuring AI initiatives directly support the Strategic Technology Plan, ELT directives and the Board of Trustees' vision.

Scope & Governance Linkage

- Reports directly to the Executive Leadership Team
- Approves and maintains institutional AI policies and usage guidelines
- Bridges operational taskforce recommendations with faculty academic priorities
- Evaluates collegewide risk, legal compliance and ethical implications

ACCT 2026 LEADERSHIP CONGRESS #ACCT2026

Made with GAMMA

CHARTER & RESPONSIBILITIES

AI Governance Committee

CORE RESPONSIBILITIES

- Develop, review and maintain the MVCC AI Usage Guidelines as a living document
- Review and endorse recommendations from AI Operational Committee and
  AI in Teaching and Learning Committee
- Recommend policy, resource and procedure updates to Technology Governance and ELT
- Monitor institutional AI risks: data privacy, ethics, bias and regulatory compliance
- Guide institutional AI investment, software licensing and infrastructure

ACCT 2026 LEADERSHIP CONGRESS #ACCT2026

4

Made with GAMMA

OPERATIONAL ARM OF AI GOVERNANCE

AI Operational Committee

TASKFORCE CHARTER & PURPOSE

Mission

Evaluate, pilot and implement operational and administrative AI tools across college departments. Focus on enhancing workflow efficiency, ensuring enterprise data protection and building staff readiness for responsible AI use.

Key Operational Pillars

- Tool Evaluation and Vetting: Review AI features for Enterprise Data Protection (EDP)
- Workflow Automation: Pilot AI solutions across student services, Advising, IT and Finance
- Staff Upskilling: Coordinate with HR/Employee Development Institute on AI

ACCT 2026 LEADERSHIP CONGRESS #ACCT2026

Made with GAMMA

OPERATIONAL ARM OF AI GOVERNANCE

AI Operational Committee

OPERATIONAL RESPONSIBILITIES

- Assess software requests for AI capabilities and verify compliance with college guidelines
- Oversee deployment, access management and best practices for Microsoft Copilot
- Identify administrative bottlenecks that safely can be automated with generative AI
- Ensure strict adherence to data sanitization and prohibited data restrictions
- Partner with HR/Employee Development Institute on departmental AI

ACCT 2026 LEADERSHIP CONGRESS #ACCT2026

6

Made with GAMMA

AI in Teaching & Learning Committee

COMMITTEE CHARTER & PURPOSE

Mission

A faculty-led standing committee that advises the college on ethical, responsible and pedagogically sound use of AI in teaching and learning. It develops and recommends institutional policy and practice guidelines for AI use by faculty and students, builds AI literacy across both groups and supports faculty in designing assessments that remain meaningful in an AI-saturated environment.

Key Academic Priorities

Policy and guidelines: Faculty and student AI policy, tiered course-level framework and catalog language
AI literacy: Guide AI literacy efforts for faculty and students, partnering with CTL and Student Development
Assessment design: Provide resources for authentic assessment that expand faculty options
Environmental scanning: Track changes in technology, practice and applications

ACCT 2026 LEADERSHIP CONGRESS
#ACCT2026

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AI in Teaching & Learning Committee

FACULTY RESPONSIBILITIES

- Draft and recommend classroom AI policy and guidelines through the college's approval process
- Gather faculty and student input on proposed policy and review implementation results
- Identify faculty and student AI literacy needs and collaborate with CTL, Student Development and other partners to meet them
- Vet and share authentic assessment resources and practices and create space for faculty to exchange classroom AI practices
- Monitor AI developments and report what they mean for college policy and classroom practice
- Contribute to NSF-funded faculty development shared with colleges nationwide

ACCT 2026 LEADERSHIP CONGRESS
#ACCT2026

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Moraine Valley AI Usage Guidelines

College-Supported Tool

Microsoft Copilot is the preferred tool. Sign in with your MVCC login to enable Enterprise Data Protection (EDP) — green shield icon confirms it is active. User data is encrypted and NOT used to train AI models.

Verification and Attribution

All AI-generated content must be thoroughly reviewed for accuracy before use. Significant AI use must be documented and disclosed. AI does not replace professional judgment, expertise or responsibility.

Ethical Conduct and Limits

Strictly prohibited: creating deepfakes or replicating any individual's likeness without written consent; using AI for employment decisions without HR; recording meetings without participant notice and consent.

Scope and Governance

Applies to all employee work and work products. Staff use beyond these guidelines requires Technology Governance Committee approval. Instructional guidance is being developed by the AI in Teaching and Learning Committee in partnership with the CTL.

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Moraine Valley AI Usage Guidelines

Data category	Examples	Copilot
PII & Educational Records (FERPA)	Names, grades, transcripts, schedules, attendance, financial aid, disciplinary records	ALLOWED with Copilot EDP
Financial & Confidential Business Data	Credit card numbers, bank details, tax records, legal/compliance documents, personnel records	ALLOWED with Copilot EDP
Authentication & Critical Technology	Passwords, API keys, security tokens, SSNs, driver's license/passport numbers, critical code	PROHIBITED

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Why This Governance Structure Works

Institutional Integration, Not Siloed Experimentation

AI governance is embedded within the Technology Governance Committee, ensuring sustained alignment with the Strategic Technology Plan, ELT priorities and the Board of Trustees.

Balanced Dual-Track Architecture

Separate operational and faculty committees ensure both administrative efficiency and pedagogical integrity receive dedicated, expert focus.

Faculty-Led and Grant-Accelerated Diffusion

Faculty leadership is structural, not advisory. Paired with the CTL and other department, MVCC diffuses best practices across campus and to peer institutions nationwide.

Pragmatic Policy Backed by Enterprise Security

The MVCC AI Usage Guidelines establish clear rules around Microsoft Copilot Enterprise Data Protection (EDP), sensitive data classifications and ethical human oversight.

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Teaching & Learning Progress

ACCT 2026 LEADERSHIP CONGRESS acct.org

AI in Teaching and Learning Committee

Dr. Laura Lauzen-Collins
Professor of Psychology
Moraine Valley Community College

#ACCT2026

We've Been Here Before

2023: It never reached faculty

- **Summer 2023**
  College AI statement written
- **Fall 2023**
  Revised with faculty feedback
- **Spring 2024**
  Statement released to faculty at Spring In-service
- **Spring 2026**
  Few faculty knew where to find it. No route to formal adoption.

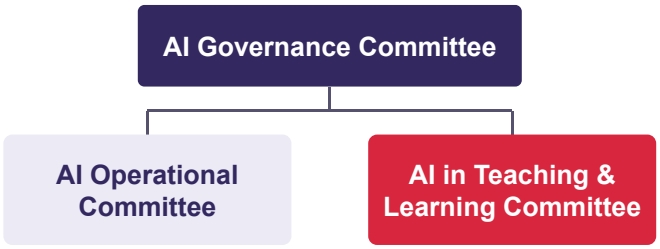
2026: What faculty told us

- Anger and frustration
- Not being heard
- Cheating and lost trust
- Much heavier workload
- Burnout

ACCT 2026 LEADERSHIP CONGRESS #ACCT2026

Two lessons: A policy needs a route to adoption and faculty need to be heard first.

Structure Carries The Work Forward



How a faculty recommendation becomes policy

Faculty proposal → AI Governance → Policy & catalog

Faculty-led
credibility, faculty shape what faculty will use

Governance route + admin backing
Follow-through, recommendations can become policy

ACCT 2026 LEADERSHIP CONGRESS #ACCT2026

Listening Before Mandating

7 focus groups

27 faculty

2 frameworks compared

5 of 7 groups wanted a shared framework

Three themes

1. **A shared, voluntary framework**
   Clarity, with academic freedom preserved
2. **Acknowledge the difficulty**
   Faculty need to be heard first
3. **Training must come with it**
   For faculty and for students

ACCT 2026 LEADERSHIP CONGRESS
#ACCT2026

Dissent Made The Model Better

Two of seven groups objected. Their objections shaped the design.

WHAT WE HEARD	HOW WE RESPONDED
"Don't make it mandatory."	Require a statement; keep levels optional
"Students will shop for sections."	Statements go in syllabi, not the schedule
"It's not a real problem."	Need to gather student voices; clarity protects honest students

THE RESULT

Required floor, optional ceiling

Floor: a college statement and an AI statement in every syllabus

Ceiling: tiered levels, voluntary

ACCT 2026 LEADERSHIP CONGRESS
#ACCT2026

The Floor: One Collegewide Statement

BEFORE

"All students are expected to maintain academic integrity in their academic work and honesty in all dealings with the College. A student who cheats, plagiarizes, or furnishes false, misleading information to the College violates the academic integrity code of conduct. With an increase in the availability of online writing tools, students should be aware that submitting ***work created by AI*** software ***could be*** considered plagiarism unless an instructor has pre-approved its use."

- **Vague for students**
- **Little for faculty to stand on**
- **Narrow scope**
- **Several issues not addressed (e.g., AI definition, student responsibility, silent syllabus)**

CURRENT DRAFT

"***Students are responsible*** for reviewing each course syllabus to learn whether artificial intelligence (AI) may be used and, if so, how. Students must follow the AI guidelines each instructor sets for a course or assignment. ***If a syllabus does not address AI***, students should ask their instructor before using it. Unless the instructor has explicitly permitted the use of AI, submitting work that was ***generated, developed, or substantially modified by AI violates the academic integrity code***. All students are expected to follow the code of academic integrity in all dealings with the College. Sanctions for violations are set out in the code.

AI tools are programs or applications that can create or change content, such as written work, images, audio, video, computer code, and other materials."

- **More certainty**
- **More backing for faculty**
- **Wider scope**
- **Addresses AI definition, student responsibility and silent syllabus**

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The Ceiling: The AI Assessment Scale

1	2	3	4	5
No AI	**AI Planning**	**AI Collaboration**	**Full AI**	**AI Exploration**
Done without AI	Brainstorm, outline, initial research	Draft, get feedback, refine with AI	AI expected throughout	Creative AI use to solve novel problems

AIAS v2.1 · Perkins, Roe, Furze & MacVaugh · aiassessmentscale.com

✓ This IS

- Shared vocabulary
- Tool for clarity of policy
- Instructor's choice

✗ This is NOT

- A cheating fix
- Listed in course schedule
- Mandatory

Scan to explore the scale

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24

Your Turn: What Level Would You Allow?

Hold up 1 to 5 fingers for each assignment.

ASSIGNMENT A

Write a cover letter for a job in your field

ASSIGNMENT B

Write a scholarship essay about a challenge you've overcome

BOARDROOM A

Analyze budget documents and recommend priorities

BOARDROOM B

Draft the President's annual review

ACCT 2026 LEADERSHIP CONGRESS #ACCT2026

1 No AI

2 AI Planning

3 AI Collaboration

4 Full AI

5 AI Exploration

Making It Visible, Building Capacity

2023-2024 statement had no route and no home. This time: a route, repetition and training.

Visibility

- Proposed for the catalog
- AI statement in every syllabus
- Reviewed by every department
- Repeated across meetings

Students

- College 101 module
- Plug-and-play Canvas module
- Library sessions
- Student focus groups

Faculty

- CTL workshops and Canvas course
- Sharing what works
- Pilot on one assignment
- Best-practices Canvas shell

ACCT 2026 LEADERSHIP CONGRESS #ACCT2026

What's Next and What We've Learned

Oct. 23
You are here

Oct. 29
All-faculty meeting

This fall
Pilot and student focus groups

Nov.–Dec.
Catalog decision

Spring 2027
Policy in place, training begins

Four lessons for any campus

1. **Build a floor and a ceiling**
   Require a statement; levels optional
2. **Treat dissent as design input**
   The objections improved our policy
3. **Acknowledge the difficulty first**
   Frustration signals readiness
4. **Give faculty work a route**
   Governance, backing, release time

ACCT 2026 LEADERSHIP CONGRESS
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Unfreezing Teaching and Learning

- To unfreeze AI in the teaching and learning process, Moraine Valley submitted for and was awarded an NSF grant.
- This grant enables AI innovators to explore methods to leverage AI applications in the classroom.
- The team has begun to analyze individual classes and identify opportunities to enhance learning and build AI literacy among the faculty.
- The grant also will focus on increasing student AI literacy.

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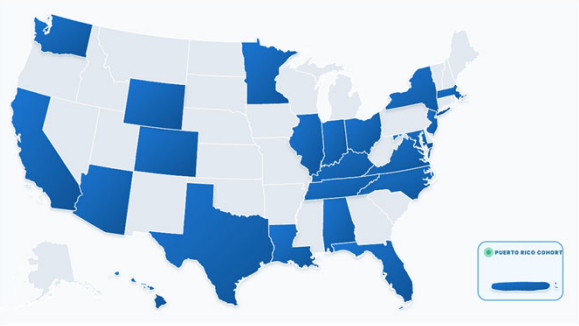
National Impact

This is the second year of the grant project. The grant team has updated over 15 courses using AI.

The team has also held over 30 workshops for faculty from other institutions.



TOTAL PARTICIPANTS
1,410

INSTITUTIONS
101

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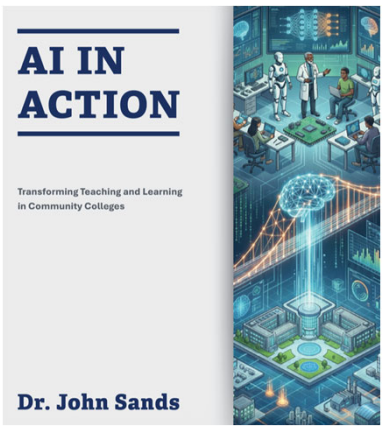
Download Free Book

AI in Action — Transforming Teaching and Learning in the Community College

Scan me!



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Demonstration

Repository



Animations



Game Generator



Instructional Simulators



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NOTES FROM ACCT LEADERSHIP CONFERENCE 2026

Kennard Weaver, NMC Trustee

Effective Board Governorship

1. Every Board member should have a copy of the President's contract updated every year.
2. Complicated questions from Board members should be submitted in writing before the meeting, with written responses sent to every Board member before the meeting
3. If faculty or staff approaches a Board member with comments or questions, that Board member should inform the President and the Chair. If it is an administrative matter, the President should respond. If it is a constituent matter, the Board member should report to the President and Chair on any subsequent communications.
4. All Board decisions should be made during a publicly-noticed meeting with discussion of the issues, not in private or small group meetings.
5. Orientation for new Board members should include presentation by each Vice President, including the budget for each.
6. If an effort fails, Board members should pursue solutions and help overcome barriers rather than pursue reasons for failure.
7. No Board member has any authority: only a majority of the Board acting in a public meeting has authority. The role of the Chair and other officers is administrative, not authoritative.

Artificial Intelligence for Community Colleges

1. Current employment for dealing with small issues or elemental facts are at risk and will be done by AI in the near future. Jobs requiring judgment are safe- for now.
2. AI increases diagnostic accuracy in dental care, and should be part of any dental care curriculum.
3. Local and national industry should be asked what AI skills are valued in their businesses, including expected future developments.
4. AI is useful in standard assessment of student progress.
5. Libraries must adapt to using Ai and teaching its use to students seeking information.

Lawyers' Roundtable

1. Any information entered into AI is public information forever and is not retractable, including information included on prompts.
2. Every college needs an over-all AI policy which governs how it is used for college business or on college electronic devices or servers.
3. Students have not worked well with Kahnmingo and they do not use it.
4. AI is useful in maintaining records retention required by law or policy.
5. AI is useful in responding to FOIA requests.
6. Using AI for personnel records may expose confidential information to the public.
7. Expect to receive a FOIA on your college's use of AI and be prepared to answer it in a way which will not invite criticism or litigation.

8. Employees should have AI training including pitfalls in using it.
9. AI is directed to provide answers, preferable the answer you are seeking with your prompts. Expect that if AI fails to find a good valid answer, it will hallucinate and provide the answer you want based on pure fiction.
10. Disciplining students for improper use of Ai is dangerous for faculty, staff, and the college. The lack of generally accepted standards for proper use of AI has resulted in students winning the great majority of litigation over the issues.
11. There is irony in that AI is discouraged for performing student work, but at the same time they are supposed to be being taught to use AI in order to be employable.
12. Pedagogical studies have indicated that students who use Ai regularly perform far worse on tests.
13. AI detection systems and programs are not reliable and are easily defeated by students removing the tell-tale marks of AI use.
14. Colleges need a uniform standard on use of AI, and having varying standards from department to department or between individual faculty members.
15. Accommodation for various religions, or lack of it, are showing up in more and more litigation.

Cengage

1. Cengage is a modular learning system which is leased by colleges on a five-year basis and the materials in the module are created by Cengage, the for-profit business which offers it.
2. Each module is self-directed by the student online, and contains sections measuring the student's understanding of the materials taught, which is evaluated using AI. The student can see the

results and study the material and take the evaluation over and over until satisfactory results are achieved. The student can seek instructor assistance or do the study and testing alone, thus avoiding admission of failure to understand.

3. The course instructor can teach any other material the instructor chooses to use, and can also decide which modules to use or omit.
4. Courses specifically intended to teach students who are not college-ready are available.
5. Cengage has pilot programs so its use can be evaluated before making a major commitment.

Strengthening Student Success Through Employer Partnerships

1. Workplace apprenticeships, internships, Co-op education, clinical rotation, mentorships, and job-shadowing all provide experiential learning for students and also establish student-employer relationships which can enable success.
2. Typical employer engagement is based on persona relationships between business people and faculty members, but it should be more institutionalized.
3. ACCT wants to provide counseling in what they perceive to be the five factors in success;

   Employer engagement: the college must seek out employers and encourage student partnerships; colleges must connect small businesses with each other to build strength through numbers; colleges must provide support for implementation of student-employer partnerships; and colleges must provide the administrative support for the partnerships.

Legislative Update

1. Trustees are invaluable assets in influencing legislators: Trustees are themselves elected officials and legislators want to be seen favorably by them
2. Direct communications from Trustees to legislators are likely to receive attention and in many cases more attention than communications from paid political advisors. Elected officials are more creditable than people who are paid advocates.
3. Trustees should establish long-term relationships with legislators: don't limit contacts to asking for particular legislation.
4. Don't make too-frequent requests for updates and action by legislators: legislation takes time and is dependent on many complicated interactions.
5. Showing support for legislators is likely to be reciprocal.

Accelerating Manufacturing

1. New programs should be responsive to broad demand by employers for the skills taught in that program.
2. Large manufacturers tend to participate fully with community colleges, and the degree of engagement decreases with corresponding decreases in size of the business. Smaller businesses need to participate as a group.

3. College advisory boards tend to become complacent and satisfied with the status quo. Colleges are reluctant to drop inactive members for fear of alienation and loss of donations.
4. Advisory boards can be made more useful by setting goals for them to achieve, including identifying new skills which need to be taught for developing manufacturing processes.
5. Advisory board and members should be given awards for developing new programs and for attending to existing programs: they want recognition.
6. The college should actively and continuously seek out new employers, particularly in new industries.

Onboarding Trustees

1. Each new Trustee is given John Carver's book on policy governance "Board that make a difference".
2. Campus tours are provided to new trustees, with a description of the activities which take place.
3. The estimated time commitment is explained to each Trustee, and which activities are expected and which are optional. Each Trustee has his/her level of commitment.
4. The financials, bylaws, and policies are explained.
5. Master plans, strategies, capital projects, and means of establishing or editing those guides are explained.
6. A general description of the students is provided.
7. The President's role and a copy of the contract are provided.
8. The Board's role in evaluating of the President's performance and the evaluation process are explained.

9. Open Meetings Acts and similar legislation and other laws regulating conduct of Board business are explained.
10. Trustees' fiduciary responsibility and the role of external auditors are described and explained.
11. Each Trustee is assigned a college email address and a description of the protocol for use of college email.
12. FOIA and similar requests are described so the new Trustee knows what to expect.
13. Conflicts of interest and other economic interests are disclosed and discussed and methods of dealing with them
14. Chain of command under the President and the Trustees' role in maintaining that system are explained.
15. Travel and reimbursement policies are explained.

NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES

Policy Committee Minutes

Friday, October 16, 2026
President's Office Conference Room
Tanis Building
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Pam Horne called the meeting to order at 9:33 a.m.

Members Present: Pam Horne, Jody Lundquist, Ken Warner

Members Absent:

Others Present: Lynne Moritz

Policy A-104.00 Board of Trustees Video Recording of Meetings—The committee made amendments including updating the title of the executive staff responsible for administering the policy and the following:

> Regular monthly meetings shall be ~~broadcast live in real time on the college's YouTube page~~ **livestreamed with free public access**, which does not include two-way communication with virtual viewers. Official video recordings shall be made available to the public on the Board's public website within eight days after the meeting.

There was consensus from the committee to recommend these amendments and for a first reading to occur at the November regular meeting of the full Board of Trustees.

Mission, Vision, and Values–The three policies outlining these ends policies were reviewed. The committee noted these guide the current strategic plan and there is no present need to consider amendment. When the next strategic planning process occurs, at the conclusion of the 2026-2029 Anchor & Edge plan, the committee recommended beginning the process with a full Board study session on Mission, Vision, and Values.

NMC Foundation Bylaws–Amendments to the Foundation Bylaws, recommended by the Foundation Board Development Committee and Executive Committee, along with coordination of Foundation and President's Office staff, were reviewed. Three minor grammatical clarifications were made to Section 7; given the corrections were extremely minor, the committee supported recommending the amended bylaws continue on in the approval process. The NMC Foundation Board will vote to approve the amended bylaws on October 21, 2026; pending their approval, the bylaws will be on the November 23 Board of Trustees agenda for a first reading. The second reading is anticipated for the December 14, 2026, agenda.

Public Input—There was no public comment offered.

DRAFT

Other Discussion—As requested by fellow trustees, when Policy A-104.00 and the Foundation Bylaws are put onto the November 23 agenda, a verbal report from Committee Chair Horne will also be added to the agenda.

The meeting was adjourned at 10:08 a.m.

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

DRAFT

NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
STUDY SESSION MINUTES
Monday, October 19, 2026
Timothy J. Nelson Innovation Center
Room 106/107

CALL TO ORDER—Chair Mark Keely called the regular meeting to order at 3:00 p.m.

ROLL CALL

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

Trustees absent: Laura J. Oblinger

Also present: President Nick Nissley, Lynne Moritz, Stephen Siciliano, Troy Kierczynski, Hollie DeWalt, Todd Neibauer, Jason Slade, Diana Fairbanks, Molly Norville, Megan Bylsma, Joy Goodchild, Kelly Yauk, Lindsey Dickinson, Hannah Rodriguez

REVIEW OF AGENDA—The agenda was accepted as presented.

PUBLIC INPUT—There was no public input offered.

DISCUSSION: Enrollment and Student Success–The study session provided trustees with an opportunity to develop a shared understanding of demographic trends affecting enrollment, review the College's enrollment strategies, and gain confidence in NMC's positioning to respond to these challenges. Director of Student Success and Retention Lindsey Dickinson, and incoming Vice President of Student Services, spoke to the objectives within Strategy 2 - Enrollment and Student Success.

Performance and Outcomes Scorecard–As the Board previously requested key performance indicators for the college, President Nissley shared the MCCA Measures of Equitable Student Success framework to align and utilize for the college's performance and outcomes scorecard. Access, Momentum, Completion, and Employment are the four categories of measurement towards Community College 3.0, which is the effort and trend that is occurring statewide and nationally.

REVIEW OF FOLLOW-UP REQUESTS—Trustees are encouraged to further review the Performance Scorecard data and provide further questions and comments during the Strategy 2 Update on the November regular meeting agenda. Data and measurements related to faculty advising were requested.

ADJOURNMENT—The meeting adjourned at 4:58 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

DRAFT

NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, October 19, 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, Hollie DeWalt, Stephen Siciliano, Jason Slade, Lindsey Lipke, Kyle Morrison, Megan Bylsma, Lindsey Dickinson, Molly Norville, Laura Kingman, Laura Stevens, Dan Goodchild, John Dancer, Barb Garza, Tony Sauerbrey, Alex Bloye, Scott Dennis, Becca Richardson

REVIEW OF AGENDA—The agenda was accepted as presented with no conflicts of interest noted.

REPORTS AND PRESENTATIONS

Faculty Report–Stewert Jack, Business Instructor, spoke to why a course on learning with AI is necessary, with nearly 80% of community college students already using AI in their coursework. Data from employers indicates AI is impacting all fields, not only IT. Students overwhelmingly registered for the online format and registration for the course was so successful, a second section was opened. Jack stressed that in this course, AI is a learning partner, not a shortcut. Students learn to write prompts to get useful results, check AI answers before trusting them, spot bias, and use AI ethically and responsibly. Board Chair Keely noted this cohort of students can provide useful data related to AI in the future.

Program Focus: Uncrewed Aerial Systems (UAS) – Tony Sauerbrey, UAS Program Coordinator, who oversees all drone programs, and Scott Dennis, Certified Flight Instructor, shared the vision for the region and NMC to grow into a premier program for Beyond Visual Line of Sight (BVLOS) and a national hub for UAS and Advanced Aerial Mobility (AAM). The Traverse City region is unique in that there is low density airspace with access to rural and urban environments and with Camp Grayling designated as a National Army Drone Test Center. Partners in the program include Traverse Connect, 20 Fathoms, and the US Coast Guard. For NMC, Sauerbrey spoke of how the college can be an integral part in this growing industry since it is adding to what the Aviation program already does. New courses, including BVLOS, are planned for Fall 2027.

FY26 Audit Presentation–Barb Garza, Senior Partner, Andrews Hooper Pavlik PLC, presented the draft audit report and a clean, unmodified opinion for the fiscal year ending June 30, 2026. All reports were reviewed in detail with the appropriate committees. Garza reviewed the new and future audit and accounting standards. Trustee Weaver, Chair of the Audit Committee, thanked Garza for communicating with the Audit Committee before, during, and after the auditing process. There was discussion regarding the draft format of the audit report and confirmation of items to be resolved.

PUBLIC INPUT—There was public input offered by Abigail Kowalski.

UPDATES

President's Update—NMC has been awarded a $630,876 state grant to modernize its research vessel, a key asset for the college's Great Lakes Water Studies Institute.The funds will be used to update the R/V Northwestern's propulsion and power systems and to acquire and install new equipment, including a new commercial multibeam echosounder system. Terri Gustafason, Director of Academic Affairs, and Gail Kurowski, Director of the Policy Academy, have been recognized as Influential Women of Northern Michigan. The Technical Division hosted 400 middle and high school students for their Building Tomorrow event. On October 15, the 2nd International Affairs Forum Gala was held at the NMC Hagerty Center. The event featured former CNN correspondent Candy Crowley. In late September, the college hosted the MCCA Fall Board of Directors meeting with presidents and trustees from colleges throughout the state in attendance. The Public Relations, Marketing, and Communications team won 9 awards from the National Council for Public Relations and Marketing. The brand launch and 75th anniversary projects each won gold.

Board Chair Update—Chair Mark Keely noted the importance and relevance of AI and the upcoming Association of Community College Trustees Leadership Congress in Chicago, Illinois. Keely thanked fellow trustees for their time today, noting additional time this afternoon regarding a study session, and the upcoming ACCT conference.

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

Minutes of the September 28, 2026, study session and 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—*Megan Bylsma, Acting Vice President, Advancement*
Building & Site Committee—*Kennard Weaver, Committee Chair*
Executive Committee—*Mark Keely, Committee Chair*
Audit Committee—*Kennard Weaver, Committee Chair*
Policy Committee—*Pam Horne, Committee Chair*

ACTION ITEMS

Acceptance of NMC Audit–Kennard Weaver made a motion, seconded by Ken Warner, recommending acceptance of the financial audit of Northwestern Michigan College for the fiscal year ended June 30, 2026, as presented in draft form subject to resolution of the open items identified by the Audit Committee and issuance of a final report. The motion passed unanimously.

FY28 Five-Year Capital Outlay Plan–On a motion by Ken Warner, seconded by Pam Horne, the Board unanimously approved the FY 2028 Capital Outlay Plan for submission to the Michigan Office of the State Budget as presented.

WNMC Federal Communications Commissions (FCC) Request–Pam Horne made a motion,

seconded by Jody Lundquist, to authorize application for a Federal Communications Commission (FCC) signal expansion for WNMC. The motion passed unanimously.

Osterlin Architect–On a motion by Kennard Weaver, seconded by Pam Horne, the Board authorized for administration to enter into a contract with Cornerstone Architects for an amount not to exceed $662,110, which includes base fees of $575,000, a 10% budget contingency of $57,500, FFE coordination of $14,500, and estimated reimbursables of $15,110. The motion passed unanimously.

Discontinuation of the AAS Degree in Engineering Technology--Computer Technology–Jody Lundquist made a motion, seconded by Pam Horne, recommending authorization to discontinue the AAS Degree in Engineering Technology-Computer Technology. The motion passed unanimously.

New Jobs Training Agreements-On a motion by Kennard Weaver, seconded by Pam Horne, administration was authorized to enter into the following agreements under the Michigan New Jobs Training Program (MNJTP):

- Stone House Bread (new)
- Great Lakes Stainless
- Hayes Manufacturing
- RJG Inc.
- Shoreline Power Services
- Superior Physical Therapy

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

- *UAS Labor Market Data*
- *Walk for Health & Housing event details*

ADJOURNMENT—The meeting adjourned at 6:46 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

DRAFT

Northwestern Michigan College

MEMO
Student Services & Success

To: Dr. Nick Nissley, President
From: Lindsey Dickinson, VP of Student Services & Success
Date: November 16, 2026
Subject: Spring 2027 Enrollment & Retention Report

Spring 2027
Registration for the 2027 spring and summer semesters opened on October 21, 2026 and admission is ongoing. Spring semester classes begin on Monday, January 11, 2027.

	Spring 2024	Spring 2025	Spring 2026	Spring 2027	△
Inquiries	1,094	1,232	1,133	856	-24.50%
Applicants	1,063	1,212	1,113	808	-27.40%
% Applied	97.20%	98.40%	98.20%	94.40%	-3.80%
Admits	729	896	826	524	-36.60%
% Admitted	68.60%	73.90%	74.20%	64.90%	-9.40%
Admits Registered	343	448	379	220	-42.00%
% Admits Registered	47.10%	50.00%	45.90%	42.00%	-3.90%
Prior Admits Registered	1	1	7	7	0.00%
Retained Students	1,461	1,626	1,756	1,916	9.10%
% Retained	46.40%	50.00%	50.80%	56.80%	6.00%
Return Students	63	61	79	77	-2.50%
Average Credit Hours	9.78	9.6	10.04	10.04	0.00%
Average Contact Hours	11.49	11.28	11.81	11.73	-0.70%
Total Headcount	1,868	2,136	2,221	2,220	-0.10%
Total Credit Hours	18,264	20,498	22,309	22,288	-0.10%
Total Contact Hours	21,472	24,091	26,237	26,048	-0.70%
Tuition	4,829,486	5,433,238	6,166,710	6,362,542	3.20%
			(Resources: Digital Dashboard – Same Date Comparison SP2024-2027)		

*See notes below RE: top-of-funnel metrics

Of note:

- **Improvements for dual enrolled students, top-of-funnel impact:** Admissions removed the administrative barrier that required high school dual enrolled students to apply each semester. Previously this created an additional step for students, high school counselors, and our Admissions team. The data impact is seen in top-of-funnel metrics showing a decrease in applicants and admits.
    - In Fall 2026, 540 high school enrolled students registered for classes, nearly 16% of total enrollment.
    - For Spring 2027 there are currently 365 high school enrolled students registered compared to 361 at the same point in time last year.

- **Retention of first semester students:** Included in our percentage of retained students is a total of more than 500 students who are new to NMC as of this Fall.
- **Fraudulent applications, strong response:** Internal teams responded quickly to a recent rash of fraudulent applications. Over 200 suspected bot-initiated applications were received by Admissions in a matter of hours. The Help Desk staff quickly identified suspicious incoming requests and notified the supervisor. The fraudulent applications were identified and neutralized. NMC showed strength in breaking down organizational silos and working across departments to problem solve.
- **Orientations for Spring:** New student orientations for spring started November 13, 2026 and include both face to face and online options available through the beginning of the Spring semester.

Recruitment Efforts

Fall is a busy season for recruiters. Lisa vonReichbauer and the Admissions team has been working across campus to coordinate recruitment activities including, fairs, school visits, special events and tours with specialty program recruiters.

By the numbers, here's what October and early November looked like for our recruiters:

Fairs	**20**
School Visits	**32**
Individual tour participants	**44**
Group Tours	**6**
Special Events	**10**
• Building Tomorrow, MI Career Quest Char Em, Transfer Fair & College Night, Quick Start, FAFSA Night at Suttons Bay, TCAPS/Munson 5th grade visit, Benzie Career Expo, TCAPS High School Parent/Teacher Conferences	

600 TCAPS fifth grade students were on campus in October for a Munson Healthcare Day. Students got to see and have hands-on experience in various healthcare careers, tour NMC's clinical spaces, and see our nursing simulation lab in action! This is part of a coordinated effort to help students learn about healthcare careers during their K-12 years, and connect to postsecondary opportunities at NMC and beyond.

Retention Efforts

Faculty assisted with identifying struggling students via our My Success early alert system. In week five of Fall semester students were flagged for grades below 2.0, low course engagement or missing assignments, needing success skills (coaching) support, technology skills support, inconsistent attendance, or course content (tutoring) support. Follow up was completed by individual faculty, student support services, and the Tech Help Desk. During the same time more than 3,000 "kudos" were given to students for their progress in current courses, with some students receiving multiple kudos.

ITS and the Advising Center team completed a revision to the automated advisor assignment process to ensure that all students are assigned to an advisor in their area of study (or adjacent area). This follows best practice guidance to help students build intentional networks with faculty in their area of interest. All students received personalized email communications with the name, contact information, and direct scheduling link for their assigned advisor. As of early November more than 700 faculty advisor meetings, and over 500 Advising Center meetings were held with students in preparation for Spring registration.

The Academic & Career Advising Center team, in collaboration with Admissions, presented our annual Transfer Fair in October. This fair welcomed more than 30 colleges and universities to the Innovation Center and was an opportunity for current students planning to transfer to meet admissions representatives, explore transfer program options, ask questions about application requirements, and take the next steps toward successful transfer. Around 100 current students actively engaged with transfer partners during the fair.

Northwestern Michigan College

MEMO
Enrollment Services

To: Nick Nissley, President
Todd Neibauer, Vice President for Student Services & Technologies

From: Jim Patterson, Director of Financial Aid

Date: October 13, 2026

Subject: NMC Scholarship and Financial Aid Report for Aid Year 2025-2026

Northwestern Michigan College (NMC) Enrollment Services provides students and families with a variety of opportunities to learn about the availability of federal, state, and institutional financial aid. From financial aid, scholarship and FAFSA (Free Application for Federal Student Aid) workshops, to individualized assistance, we strive to promote college affordability and payment options to students. We encourage students and families to actively engage in their financial aid process and to take advantage of our services, from before they make a college decision to long after they graduate from NMC. Sixty-one percent of NMC students completed a FAFSA this year. Fifty-nine percent received aid.

This has been an exciting year of growth primarily due to the continued growth of the Michigan Achievement/Michigan Guarantee program which has increased by 63% in awards and 53% in student participation. We are continuing to attract many new students who are able to benefit from Michigan Guarantee funding as they earn credits at NMC in pursuit of certificates, associates degrees or eventual transfer to a bachelors' programs.

Summary

The 2025-2026 aid year shows a total decrease in federal aid of 1% primarily due to a decrease in the Michigan Reconnect Expansion temporary program and Futures for Frontliners awards. The Michigan Reconnect Expansion temporary program and Futures for Frontliner program ended, which is why the award amounts for these programs decreased.

State aid increased by 31% primarily due to Michigan Achievement/Michigan Guarantee. We saw an increase of 53% (305 students) and total fund increase of 63% ($1,143,126) for the Michigan Achievement/Michigan Guarantee Scholarship when compared to the 2024-2025 Aid Year. The Michigan Reconnect program lowered the application age to 21 starting in August 2026, so we anticipate an increase in awarding for 2627.

External aid increased by 46% primarily due to an increase in external loans commonly used to finance flight fees for Aviation students. There was a decrease of 19% in NMC Scholarship disbursements primarily due to a significant increase in the Michigan Achievement/Michigan Guarantee awards. Based on a comprehensive analysis of scholarship awarding practices we have created a new awarding strategy in anticipation of future increases in Michigan Achievement/Michigan Guarantee and Michigan Reconnect awards for the 2627 award year. This

strategy will target out of district Michigan Reconnect students, housing students and commuters as surplus funds are available.

Cost of Attendance and Student Need

Cost of attendance (COA) refers to the total amount of educational expenses: tuition, fees, books and supplies, housing and dining, personal expenses, credential tests, and transportation expenses. NMC's annual full-time cost of attendance ranged from $18,993 for a full-time in-district student in a general program living with family to $72,741 for a full-time out-of-state Aviation student living off campus. The average COA was $25,834.

Financial need is the difference between cost of attendance and Student Aid Index (SAI) (formerly referred to as Expected Family Contribution). Student Aid Index (SAI) is the result of the FAFSA calculation, which determines the amount the student/family could contribute toward the COA. The average EFC/SAI was $5,548. The average gross need for NMC students this year was $12,284. From this we can determine unmet need.

Gross Need $12,284 – Average Aid $8,521 = Average Unmet Need $3,763.

These calculations were based on students with an SAI of $30,000 or less to avoid skewed data from very high SAI's and COA's.

Financial Aid Sources

NMC's financial aid includes funding from federal, state, institutional and other outside resources. Of the $22.8 million in financial aid disbursed to students in 2025-2026:

- **$11.4 million or 50% from Title IV Federal Student Aid programs**: Pell Grant, Supplemental Educational Opportunity Grant, Direct Student and Parent Loans, Work-Study funds, Michigan Reconnect Expansion and Futures for Frontliners.
- **$ 6.4 million or 28 % from the State of Michigan**: Tuition Incentive Program, Michigan Competitive Scholarships, Fostering Futures Scholarship, Michigan Children of Veterans, Michigan Achievement/Guarantee and Michigan Reconnect.
- **$ 3.8 million or 17% from external sources**: scholarships and private loans (most commonly used by Aviation students to cover flight fees).
- **$ 1.3 million or 5% from NMC scholarships**.

Once again grant funding exceeded loans. This is growing each year thanks to State of Michigan aid and NMC and community scholarships.

	2024-2025		**2025-2026**	
Grants and scholarships	$13.593,567	66%	$14,775,719	64%
Loans	$7,127,155	34%	$8,193,313	36%

NMC Foundation Scholarships

Twenty-seven percent of NMC students received scholarships. The most recent National Postsecondary Student Aid Study (NCES NPSAS:20-AC) states that only 27.5% of public 2-year college students receive institutional aid. Fifty-nine percent of NMC Foundation scholarship funds are need-based. All admitted students are matched based on information we already have in our system so for the 2025-2026 Aid Year the general scholarship application was eliminated.

Scholarships	2024-2025	2025-2026
Available NMC scholarship funds*	$1,646,259	$1,624,480
Amount disbursed	$1,601,993	$1,252,306
Percent disbursed	97%	77%
# of NMC scholarship recipients	1,267	1,160
% of unduplicated headcount	31%	27%
Average amount per recipient	$1,264	$1,080
Percent of enrolled students who applied	100%	100%
External scholarships disbursed	$442,858	$637,623
# of external scholarship recipients	193	185
Average amount	$2,295	$3,447

*Removed excess budgeted amount from "Available" for Commitment, Global Opps., Presidential, and Founders Scholarships and donor-selected. All eligible students are given the calculated amount, so there are really no additional funds that could be expended.

Unduplicated Headcount for the year is the actual number of individual students enrolled for the year. Students may be enrolled in one or more classes, but they are counted only once. *Percentages are based on the total number of unduplicated students for the year.

2024-2025	2025-2026
4,047	4,220

Student Loan Debt

The Financial Aid Office provides loan counseling and monitors student debt and default rates:

- 26% of NMC's full-time, first-time undergraduate students borrowed federal loans
- $12,500 is the median total debt after graduation
- $133/mo. is the typical monthly loan payment

(Source: U.S. Dept. of Education College Scorecard)

The NMC 3 Year Official 2023 Cohort Fiscal Default Rate is .3% (2/507) effective September 2026 and there is no additional action that needs to be completed at this time.

NMC

MEMO
Finance and Administration

To: Nick Nissley, President

From: Troy Kierczynski, Vice President of Finance & Administration

Date: November 12, 2026

Subject: Summary Report for the General Fund as of October 31, 2026

The attached reports summarize the financial results for the General Fund as of October 31, 2026. The fourth month represents 33% of the year.

Month End Results

The month-end reports are interim and not a reflection of actual year-end results. The timing of revenue and expenses fluctuates throughout the year and will affect year-end results.

Through October 31, 2026, the General Fund is under budget by $3,866,010 with revenues exceeding expenses. Revenue increased by 2% compared to the same period last year, and expenses increased by 6% over the same timeframe driven by expected growth in software expenses, EET international trip expenses, and labor costs.

Revenues

A. **Tuition and Fees:** For Fall 2026, the budget was set at 38,275 contact hours for a total budgeted revenue of $9,140,365. Actual Fall contact hours are projected to be 37,488 with a revenue of $8,758,632. Fall revenue is projected under budget by $381,733.
B. **Property Taxes:** Tax revenue is recorded as payments are received. The overall increase for the fiscal year is expected to be 5% over the previous fiscal year.
C. **State Sources** include operational appropriations, personal property tax payments, and MPSERS offset payments. State appropriations payments began in October 2026.
D. **Investment Income:** Actual year-to-date investment income recorded for fiscal year 2026 reflects interest and dividend income only. Unrealized gains or losses are held on the balance sheet during the year and will be recognized at fiscal year-end. Year-to-date realized gains and losses are shared quarterly in the investment memo.
E. **Private Sources** and **Other Sources** are timing and event-dependent.

Expenses

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

Northwestern Michigan College
Unaudited

Summary Report for General Fund Accounts
Fiscal Year 2027, Period 04

Funds	Accounts		2026-2027 Adjusted Budget	YTD Activity	% of Annual Budget
TOTAL GENERAL FUND					
	50	**Revenues**			
		Tuition and Fees	29,400,309	11,381,256	38.71%
		Property Taxes	16,512,600	7,368,472	44.62%
		Other Local	0	0	*
		Local Sources	45,912,909	18,749,728	40.84%
		State Sources	11,778,900	1,321,410	11.22%
		Federal Sources	0	0	*
		Private Sources	1,395,325	248,164	17.79%
		Investment Income	650,000	511,721	78.73%
		Other Sources	693,800	156,738	22.59%
		Total Revenues	**60,430,934**	**20,987,761**	**34.73%**
	60	**Labor**			
		Salaries and Wages	27,186,709	8,045,304	29.59%
		Benefits	11,350,914	3,489,349	30.74%
		Total Labor	**38,537,623**	**11,534,653**	**29.93%**
	70	**Expenses**			
		Purchased Services	5,761,187	1,502,754	26.08%
		Supplies and Materials	4,159,176	1,481,430	35.62%
		Internal Services	139,770	45,454	32.52%
		Other Expenses	1,760,868	495,107	28.12%
		Institutional Expenses	2,217,233	545,533	24.60%
		Maintenance and Renovation	2,708,034	1,040,490	38.42%
		Prof Develop, Travel and Events	772,619	178,785	23.14%
		Capital Outlay	167,810	93,513	55.73%
		Total Expenses	**17,686,697**	**5,383,066**	**30.44%**
		Total Expenditures	**56,224,320**	**16,917,719**	**30.09%**
	80	**Transfers**			
		Transfers	4,206,614	215,032	5.11%
		Total Transfers	**4,206,614**	**215,032**	**5.11%**
		Total Expenditures and Transfers	**60,430,934**	**17,132,751**	**28.35%**
		Net Revenues over (under) Expenditures	**0**	**3,855,010**	

Northwestern Michigan College

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

INTERIM
This statement does not reflect year-end results.

	YTD 10/31/2026	YTD 10/31/2025	$ Diff	% Diff	Comments
Revenue					
Local Sources:					
Tuition & Fees	$ 11,381,256	$ 11,624,473	$ (243,217)	-2%	Consistent with prior year
Property Taxes	7,368,472	7,054,026	314,446	4%	Timing of property tax payments received
Total Local Sources	18,749,728	18,678,499	71,229	0%	
State Sources	1,252,932	1,259,238	(6,306)	-1%	Consistent with prior year
State PPT Reimbursement	68,478	62,729	5,749	9%	Higher LCSA/PPT payment received in FY27 than in FY26
Federal Sources	-	-	-	0%	Consistent with prior year
Private Sources	248,164	132,504	115,660	87%	Timing of Foundation support
Investment Income	511,721	334,524	177,197	53%	Higher interest and dividends income; due to higher balances in liquidity and investment accounts
Other Sources	156,738	84,895	71,843	85%	Primarily due to timing of FY26 insurance claims partially offset by timing of administrative fee revenue recognized from Michigan New Jobs Training Program in FY27
Total Revenue	**20,987,761**	**20,552,389**	**435,372**	2%	
Expenses					
Salaries and Wages	8,045,304	7,604,781	440,523	6%	Consistent with prior year; impacted by budgeted wage increases and timing of open positions
Benefits	3,489,349	3,293,985	195,364	6%	Consistent with prior year; impacted by budgeted wage increases and timing of open positions
Purchased Services	1,502,754	1,420,259	82,495	6%	Primarily due to higher Edustaff Wages in FY27
Supplies & Materials	1,481,430	1,253,378	228,052	18%	Primarily impacted by timing of EES international trip expenses and fuel expenses in FY27; partially offset by lower printing expenses in FY27
Internal Services	45,454	27,285	18,169	67%	Timing of internal charges
Other Expenses	495,107	562,147	(67,040)	-12%	Primarily due to lower promotional/marketing expenses in FY27 and lower student assistance expenses in FY27 (student assistance expenses currently being covered by grant funds)
Institutional Expenses	545,533	523,399	22,134	4%	Primarily due to increased electricity expense in FY27
Maintenance & Renovation	1,040,490	910,780	129,710	14%	Primarily due to increased software maintenance expenses in FY27
Professional Development	178,785	198,861	(20,076)	-10%	Timing of professional development expenses
Capital Outlay	93,513	114,770	(21,257)	-19%	Timing of capital expenses ($21,548 Classic Motor Sports [ATV for Campus Safety to improve incident response time]; $29,228 Applied Innovation [2 Kyocera Color Printers] $3,133 Amazon [for CNC machine additional purchases coming]; $9,184 Langmuir Systems LLC [equipment for CNC machine]; $30,420 Vital Hands LLC [Fully Automatic AED])
Total Expenses	**16,917,719**	**15,909,645**	**1,008,074**	6%	
Transfers	**215,032**	**(4,884)**	**219,916**	-4503%	Indirect grant costs and aviation flight hours transfer in FY27 (in FY26 this was offset by strategic fund support for rebranding)
Total Expenses & Transfers	**17,132,751**	**15,904,761**	**1,227,990**	8%	
Net Revenue Over (Under) Expenses	**$ 3,855,010**	**$ 4,647,628**	**$ (792,618)**	-17%	

Northwestern Michigan College

Northwestern Michigan College
Comparison - Month Over Month
General Fund
Oct 2026 vs Sept 2026

INTERIM
This statement does not reflect year-end results.

	YTD 10/31/2026	YTD 9/30/2026	Oct 26 Activity	Sept 26 Activity	Comments
Revenue					
Local Sources:					
Tuition & Fees	$ 11,381,256	$ 7,754,642	$ 3,626,614	$ 4,334,011	Due to timing of fall general fees being recognized in September; partially offset by higher academic and related fees received in October as registration opened.
Property Taxes	7,368,472	5,803,594	1,564,878	3,586,131	Timing of property tax payments received
Total Local Sources	18,749,728	13,558,236	5,191,492	7,920,142	
State Sources	1,252,932	310	1,252,622	-	Timing of State appropriation payments beginning in October
State PPT Reimbursement	68,478	-	68,478	-	Timing of LCSA/PPT payment
Federal Sources	-	-	-	-	Consistent with prior month
Private Sources	248,164	248,164	-	248,164	Foundation Q1 billing was posted in September; no activity in October
Investment Income	511,721	318,781	192,940	38,852	Higher interest and dividends recognized in October
Other Sources	156,738	110,377	46,361	52,613	Consistent with prior month
Total Revenue	**20,987,761**	**14,235,868**	**6,751,893**	**8,259,771**	
Expenses					
Salaries and Wages	8,045,304	4,930,422	3,114,882	2,107,896	Three pay periods in October
Benefits	3,489,349	2,321,517	1,167,832	889,979	Three pay periods in October
Purchased Services	1,502,754	950,420	552,334	402,836	Primarily due to three pay periods in October for EduStaff
Supplies & Materials	1,481,430	1,159,683	321,747	510,451	Primarily due to timing of international trip expenses, higher classroom supplies expenses, and higher printing expenses in September
Internal Services	45,454	9,761	35,693	7,991	Timing of internal charges
Other Expenses	495,107	340,360	154,747	158,495	Consistent with prior month
Institutional Expenses	545,533	380,392	165,141	182,653	Primarily Due to timing of water and sewer expenses offset by higher insurance expense in October
Maintenance & Renovation	1,040,490	731,292	309,198	322,288	Consistent with prior month
Professional Development	178,785	149,301	29,484	66,016	Driven by timing of professional development expenses
Capital Outlay	93,513	63,093	30,420	9,184	Timing of capital expenses ($21,548 Classic Motor Sports [ATV for Campus Safety to improve incident response time]; $29,228 Applied Innovation [2 Kyocera Color Printers] $3,133 Amazon [for CNC machine additional purchases coming]; $9,184 Langmuir Systems LLC [equipment for CNC machine]; $30,420 Vital Hands LLC [Fully Automatic AED])
Total Expenses	**16,917,719**	**11,036,241**	**5,881,478**	**4,657,789**	
Transfers	**215,032**	**222,430**	**(7,398)**	**225,254**	Indirect grant costs and quarterly aviation flight hours transfer in September
Total Expenses & Transfers	**17,132,751**	**11,258,671**	**5,874,080**	**4,883,043**	
Net Revenue Over (Under) Expenses	**$ 3,855,010**	**$ 2,977,197**	**$ 877,813**	**$ 3,376,728**	

Northwestern Michigan College

MEMO

Administrative Services

To: Dr. Nick Nissley, President

From: Troy Kierczynski, VP of Finance and Administration

Date: November 6, 2026

Subject: Annual Update - Sensitive Information Policy

Annual Update

The Fair and Accurate Credit Transactions Act of 2003, requires colleges to provide an annual update of incidents related to identity theft protection to their Board of Trustees. During the past twelve months, there were **no breaches of sensitive information or data owned by NMC**.

The College continues to review procedures, provide employee training, and conduct audits to protect any sensitive information stored on our systems.

Background/Scope

The Fair and Accurate Credit Transactions Act of 2003, an amendment to the Fair Credit Reporting Act, requires colleges to create rules regarding identity theft protection. This amendment, effective November 1, 2008, required educational institutions to implement an identity theft program and policy. NMC, with legal assistance, adopted a Sensitive Information Policy [D-504.04] in May 2009.

This policy defines sensitive information, describes the physical security of data when it is printed on paper; describes the electronic security of data when stored and distributed; and places the College in compliance with state and federal law regarding identity theft protection. The policy enables the College to protect existing customers, reduce risk from identity fraud, and minimize potential damage to the College from fraudulent new accounts. The procedures involved in implementing the policy help the College identify risks that signify potentially fraudulent activity, detect risks when they occur, respond to risks to determine if fraudulent activity has occurred, and update the policy and procedures as required.

The College continues to apply the best practices and principles contained within the Sensitive Information Policy.

Northwestern Michigan College

MEMO

Public Relations, Marketing & Communications

To: Nick Nissley, President

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

Date: 11-12-26

Subject: October 2026 Monthly Report

October was strong month across all media categories. In paid media, applications and accounts were up and we continue to increase campaign efficiency. Earned media sentiment remains strong and total media mentions and value were up MOM. This is in part due to successfully pitching the NMC Now R/V Northwestern story which resulted in 13 stories. Other popular stories include the Thanks for Giving EL project, FRIC and Freshwater Summit. NMC Now featured the NMC's first AI course and a state grant to modernize the R/V Northwestern. The e-newsletter saw positive growth in readership. Shared media followers continue to increase with highest performing posts including USCG training, Aurora Choir, Beverage Management and AI course. NMC Public Relations, Marketing and Communication key performance indicators for October 2026 include:

Paid Media- ⬆

- Applications: 124
- Accounts: 104

Earned Media- ⬆

- Media mentions: 114
- Positive/neutral sentiment: 100%
- Publicity value: $631,000

Owned Media - ⬆

- Subscribers: 1,564
- Open rate: 38%

Shared Media ⬆

- Facebook followers: +7.6% YOY
- Total followers: 15,695
- Instagram followers: +15.9% YOY
- Total followers: 5,091

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

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

Date: November 23, 2026

Subject: Advancement Division Update

Update on Philanthropic Activity

The Foundation has recorded $807,931 in new gifts and pledges as of November 4, 2026. At 35% of the way through the fiscal year, this represents 18.79% of the budgeted goal of $4,300,000 in cash/pledge activity.

FY27 Total Dollars Raised Through the NMC Foundation

$670,602	Total cash gifts and pledges received to date (including The Fund for NMC)
$137,329	Gross event revenue
$807,931	**Total raised through donations and event revenue**
+ $0	New documentation of planned gift intentions
+ $580,414	In-Kind Gifts
$1,388,345	**Total Fundraising Activity**

Of the total raised (cash, pledges, and planned gifts), donors are impacting the following areas of the college as of November 4, 2026:

- Unrestricted gifts to the Fund for NMC - $64,164 (9.6% of total giving)
- Scholarships, both restricted and endowed funds - $321,720 (48% of total giving)
- Program support and capital projects at NMC - $284,718 (42.4% of total giving)

Foundation Initiatives

- NMC's *Thriving Together* comprehensive campaign remains in its planning phase through December 2026. The initiative focuses on four key college priorities: elevating student support and modernizing the Osterlin building, expanding the unrestricted Fund for NMC, investing in the Blue Economy, and growing the Dennos Museum Center endowment.
- The Foundation team closed two new major gifts since we last reported, including:
    - o $25,000 Endowed Memorial Scholarship for Business Administration Students
    - o $100,000 Endowed Scholarship for Adult Learners from Benzie County
- The Alumni Relations office completed the first leg of NMC's 75th Anniversary Celebration Tour (Sept. 6 – Oct. 28), connecting with more than 100 alumni, donors, and partners across Traverse City and Grand Rapids. Highlights included honoring the 2026 Outstanding Alumni recipients and engaging key stakeholders—including first-time event attendees and University Partners—to strengthen regional connections ahead of future tour stops.

Advancement Division Initiatives

- The museum had another great Holiday Artist Market November 6 and 7. We had 3,007 visitors over the two days of the market, a new record for the market and for single-day attendance (1757 people on Saturday 11/7). We raised $5,700 for the Education Fund that allows us to provide free tours and busing assistance to all K-12 school groups. Store revenue and membership sales during the market were up from last year.

- The International Affairs Forum has exceeded its membership goal for FY27: 324 memberships (goal 315) representing 509 individuals. IAF has served 1938 total attendees across 12 convenings thus far in its 33rd season. Nov. 9, IAF hosted a historic dinner event welcoming H.E. Leena-Kaisa Mikkola, the Ambassador of Finland to the United States, presented in partnership with Traverse Connect. The community event, attended by 110 guests, was preceded by a tour of the Great Lakes Maritime Academy and a business community roundtable including leaders and representatives from NMC, Freshwater Research & Innovation Center, the City of Traverse City, Finnish-based manufacturers, among others, including the Honorary Consul of Finland in Detroit. The dinner program featured a fireside chat with the Ambassador moderated by NMC's Dr. Terri Gustafson. IAF and its supporters sponsored the attendance of all of NMC's "Finnish Five" faculty, in addition to 9 NMC & high school students, demonstrating IAF's commitment to multi-generational experiences, and affecting local impact around global issues. Nov. 12, IAF hosted a thought-provoking program on U.S. involvement in Ukraine with Prof. Stephen Kinzer, Senior Fellow at Brown University, bestselling author, and former New York Times foreign correspondent. The event engaged 428 attendees, in person and online, including satellite partner groups in Leland and Rogers City. The evening was supported by colleagues as an NMC 75th Anniversary momentum event.

NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
Building & Site Committee Minutes
Thursday, November 19, 2026
President's Office Conference Room
Tanis Building
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Kennard Weaver called the meeting to order at 1:02 p.m.

Members Present:	Kennard Weaver, Ken Warner, Laura Oblinger
Members Absent:	None
Others Present:	Nick Nissley, Lynne Moritz, Troy Kierczynski, Noah Schneider (until 1:15 p.m.)

Geothermal Project – Bids for Phase II: Building Retrofit
Vice President of Finance and Administration Troy Kierczynski and Noah Schneider, Project Executive of Christman Company, shared an update on the Cherry Parking Lot where Phase I is essentially complete. A second layer of asphalt will be added in the spring and tunnel work is ongoing.

The recommendation for phase two of the project, which entails connecting equipment within buildings, was reviewed. The bid package was split out by building, so trade contractors could submit separate bids for Scholars, Health Science, and Biederman and Tanis which are treated as one building for mechanical and electrical purposes. Phase II includes mechanical, electrical, plumbing, and building management system upgrades.

There was discussion regarding performance and payment bonds, which are not included in the geothermal project. The Christman Company did not include p&p bonds due to the vetting that occurs of the subcontractors and the experience they have with their scope and reputation. The funding sources for the entire project were also discussed, noting that the most restrictive funds are being utilized first.

On a motion by Laura Oblinger, seconded by Ken Warner, the committee unanimously recommended that the full Board authorize administration to execute the contract amendment with The Christman Company for an amount not to exceed $12,747,720 at their November 23 agenda of the meeting of the full Board of Trustees.

Schneider departed before the next item on the agenda.

DRAFT

Osterlin Project - Construction Manager Recommendation
Kierczynski reminded the committee that the architect contract was awarded in October. For the bid and interview process for the Construction Manager of the Osterlin Building Renovation, ten bids were received. The final recommendation is based on the quality of The Christman Company's comprehensive proposal, their higher education experience, and their familiarity with the compliance requirements and other related projects (e.g., geothermal). The roles of owners rep and construction managers were clarified and it was confirmed that this project does include p&p bonds and a completion date of September 2027.

Trustee Laura Oblinger made a motion, seconded by Ken Warner, and the committee unanimously supported moving this recommendation forward to the full Board of Trustees agenda for November 23, 2026.

Boardman Lake Campus Updates–The Human Resources and Business Office departments have recently moved to the Front Street Campus. Renovation of space at the Great Lakes Campus for the NMC Foundation's relocation has begun, with an anticipated move during the first few months of 2027. Following the sale of the Boardman Lake Campus, Real Estate One submitted a claim against NMC and Cunningham-Limp which was dismissed as of October 12.

Public Input—There was no public comment offered.

Other Discussion—The committee discussed the next potential meeting date currently held on the calendar. An update was also provided regarding the listing of the Appel property.

The meeting was adjourned at 1:40 p.m.

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

DRAFT

NMC

MEMO
Administrative Services

To: **Nick Nissley, President**

From: Troy Kierczynski, VP for Finance & Administration

Date: November 13, 2026

Subject: Recommendation for Geothermal Project Phase II–Building Retrofit

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Recommendation

Authorize administration to enter into a guaranteed maximum price (GMP) contract amendment with The Christman Company for an amount not to exceed $12,747,720.

Background and Scope of Work

As first authorized by the Board of Trustees on April 28, 2025, the College engaged the Christman Company under a design-build contract to serve as construction manager for the College's Front St. Campus geothermal energy project. This project was divided into three unique stages including design and feasibility, construction Phase I, and construction Phase II:

Phase	Period	Description of Work	Cost / GMP	BoT Approval
Design & Feasibility	May 2025 - April 2026	Technical audit, design services, feasibility testing	$1,240,540	April 28, 2025
Construction Phase I	May 2026 - April 2027	Vertical closed loop ground heat exchanger (VCL-GHX, aka 'the borefield'), restoration of Cherry Lot, and underground distribution piping	$9,597,041	April 27, 2026
Construction Phase II	May 2027 - Sept. 2028	Building retrofit - mechanical, electrical, plumbing, and building management system upgrades to Scholars, Tanis, Biederman, and Health Science buildings	$12,747,720	Requested November 23,2026

With bids in for the final phase, the maximum total project cost amounts to **$23,585,301**.

Bid Analysis

As our design-builder and construction manager, The Christman Company solicited trade proposals for the building retrofit work during September and October 2026. After receiving bids, Christman worked with NMC and bidders on value analysis and cost containment strategies.

Funding Source

Funding sources for this project are as follows, with the most restrictive funds utilized first:

- $2,700,000 – Department of Energy Grant
  - Congressionally directed spending award sponsored by Senator Stabenow
- $11,107,214 - 2026 Facilities Bonds proceeds
- $10,000,000 - Boardman Lake Campus sale proceeds
  - $5m authorized by BoT February 23, 2026
  - $5m more authorized by BoT April 27, 2026

Total authorized funding sources amount to $23,807,214, approximately $222,000 more than the total expected project cost of $23,585,301. Any leftover / unused funds will be returned to the Boardman Lake Campus sale proceeds fund.

Resource Impact

This expense is:

- ☑ Strategic
- ☑ Campus Master Plan
- ☑ Operational

CHRISTMAN
BUILDING SINCE 1894

PROJECT COST SUMMARY

Northwestern Michigan College
Geothermal Retrofit
Traverse City, Michigan

Project No.: 225042
Revision No.: 0
November 13, 2026

Phase 2 - Proposal Costs

Building / Components:				**$10,180,453**
27A	Mechanical & Plumbing Systems - Scholars Hall			$2,885,900
27B	Mechanical & Plumbing Systems - Tanis/Biederman			$2,745,000
27C	Mechanical & Plumbing Systems - Health Science			$3,646,000
27D	Building Management System / Integration			$1,158,120
27E	Mechanical Systems Test and Balance			$66,340
28A	Electrical Systems - Scholars Hall			$148,188
28B	Electrical Systems - Tanis/Biederman			$115,388
28C	Electiracl Systems - Health/Science			$502,517
	Budget Allowances			**$666,911**
01A	PowerHouse Demolition			$120,000
01B	Tunnel Steam Piping Demo			$51,500
02A	Parking Lot at PowerHouse Site			$64,000
02B	Sidewalk Replacement / Landscape Restoration			$6,000
21A	Remove / Install Acoustic Ceilings			$115,600
23A	Temporary Floor Protection			$28,900
26A	Fire Supression Rework			$64,200
20B	Miscellaneous Architectural Repairs			$216,711
38A	Hazardous Material Survey - Tanis/Biderman -Scholars			N/I
38B	Hazardous Material Survey - PowerHouse			N/I
38C	Hazardous Material Abatement			N/I
	Subtotal (Building, Sitework, GRs):			**$10,847,364**
	Design Phase Risks:			
	Design Phase Costs Included In Phase 1		Phase 1	
	Direct Trade Cost Total:			**$10,847,364**
	CM Construction Contingency:	5.00%		**$542,368**
	CM Services:			**$1,044,212**
	Preconstruction Staff		Phase 1	0.00
	Construction Staff	LSUM		$302,500
	General Conditions	1.00%		$74,171
	CM Fee	4.50%		$667,541
	Insurances and Bonds:			**$157,354**
	Commercial General Liability (CGL) Insurance	0.75%		$126,091
	Builder's Risk Insurance	0.25%		$31,263
	Sub Default Insurance (SDI) - Trade Cost	0.00%		
	PLM Bond	0.00%		
	Permit and Plan Review Fees:			
	Building Permit	0.00%		
	Plan Review Fees	LSUM		
	Services, Insurance, and Permit Total:			**$1,201,566**
	Total Phase 2 - Proposal Costs:			**$12,591,298**

CHRISTMAN
BUILDING SINCE 1894

PROJECT COST SUMMARY

Northwestern Michigan College
Geothermal Retrofit
Traverse City, Michigan

Project No.: 225042
Revision No.: 0
November 13, 2026

Phase 1 - Costs

WC	Construction Trades		8,317,773
01Z-A	Surveying		1,200.00
02	Earthwork\Site Concrete\Landscaping\Geo Grnd Loop		1,854,522
03	Geothermal Bore-field		4,207,250
06	Asphaltic Paving		310,045
10	Structural Concrete		23,899
11	Masonry		33,000
12	Structural Steel		75,530
15	Metal Panels, Fascia, Soffit		40,000
18	Aluminum Framing/Door & Hardware/Glazing		93,000
20	General Trades		7,156.00
21	Cold Formed Framing & Blocking		10,000
27	Mechanical Systems		1,480,200
28	Electrical Systems		138,045
41A	Temporary Fencing/Barricades		4,740.00
41B	Safety Wall Temp Pedestrian Barriers		5,150.00
41C	Tree Pruning		2,236.00
41D	Materials Testing & Special Inspections		25,000.00
41E	Street Sweeping Contractor		8,000.00
WC	**Budget Allowances**		**$210,976**
03A	Vacuum Truck Boring Support		0.00
03B	Street Sweeping		17,000.00
03C	Soil Import for Poor Soils Replacement		0.00
07A	Fencing / Pedestrian Barricades		0.00
20A	General Trades Allowance		0.00
28B	Manifold Bld Allowance		0.00
26A	Fire Protection		15,000.00
27A	Glychol Allowance		172,500.00
38A	Movers Allowance		5,000.00
38B	Survey		1,300.00
38C	Hazardous Materials Survey		176.00
38D	Hazardous Material Abatement		TBD
	Construction Contingency:		**51,394**
	Design/Build Services:		**$2,170,615**
	Preconstruction Design & Estimating	LSUM	$1,280,840
	Construction Staff	LSUM	$285,000
	General Conditions		$212,040
	CM Fee	4.50%	$392,735
	Insurances and Bonds:		**$84,323**
	Commercial General Liability (CGL) Insurance	0.75%	$63,242
	Builder's Risk Insurance		$21,081
	Sub Default Insurance (SDI) - Trade Cost	N/A	
	PLM Bond	N/A	
	Permit and Plan Review Fees:		**$2,500**
	Building Permit/Plan Review Fees	0.80%	$2,500.00
	Services, Insurance, and Permit Total:		**$2,257,438**
	Total Phase One Costs		**$10,837,581**
	Scope of Opportunity:		**89,447**
	Curb Replacement/Thickened Sidewalk at Cedar Lot		30,391
	Curb Replacement at Cherry Lot		34,040
	Data Conduit to Added Cameras - Cherry Lot		5,500
	Irrigation Expansion at Innovation Center		19,516
	Total Project Cost:		**$23,518,326**
	Phase 1 - Previously Awarded		**$10,770,606**
	Phase 2 Request:		**$12,747,720**

NMC

MEMO
Administrative Services

To: Nick Nissley, President

From: Troy Kierczynski, VP of Finance and Administration
Laura Kingman, Interim Facilities Director/Facilities Project Manager

Date: November 13, 2026

Subject: Recommendation for Construction Manager for Osterlin Building Renovation

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This document provides an overview and recommendation for selecting a construction management firm to complete the Osterlin Building renovation into an Integrated Student Services Hub.

Recommendation

Authorize administration to enter into a contract with The Christman Company for an amount not to exceed $549,500, which includes construction management fees of $499,500, and a 10% budget contingency of $49,950.

Background and Scope of Work

As expressed in our 2024 facilities master plan and 2026 strategic plan, NMC seeks to renovate the existing Osterlin building into an Integrated Student Services Hub. NMC awarded the design contract to Cornerstone Architects in October, so selection of a construction manager at-risk (CMAR) is the required next step for construction planning. A solicitation of proposals was announced on September 28, 2026, with proposals due October 23, 2026. Laura Kingman, Facilities Project Manager, served as the key point of contact for NMC through this process, including all initial correspondence with bidders and analysis of proposals. Troy Kierczynski, VP for Finance & Administration, also participated in review, scoring, and selection.

Bid Analysis

NMC received ten qualified (10) proposals by the due date. We requested firms provide a total fee as part of their proposal, and further asked firms to break out fees into the following categories:

1. Overhead & Profit: The standard markup on total construction cost, expressed as a percentage (“OH&P”)
2. Commercial General Liability Insurance: The expected cost of insurance, expressed as a percentage (“CGL”)
3. Builders’ Risk Insurance: The expected cost of insurance, expressed as either a percentage or as a lump sum. (“BRI”)
4. Performance & Payment Bond: Expressed as a percentage of construction cost. (“P&P Bond”)

5. Preconstruction Services: Expressed as a lump sum, assuming a 7-month preconstruction duration. (“Precon.”)

Company	Total Fee	OH&P	CGL	BRI	P&P Bond	Precon.
Owen-Ames-Kimball	**$446,382**	**2.2%**	**0.43%**	**0.15%**	**0.68%**	**$40,050**
The Christman Company	**$499,500**	**2.45%**	**0.80%**	**0.25%**	**0.60%**	**$28,000**
Rockford Construction	**$520,996**	**2.35%**	**0.90%**	**$20,716**	**0.80%**	**$34,500**
Spence Brothers	**$627,050**	**2.95%**	**0.65%**	**.50%**	**0.85%**	**$57,800**
Erhardt Construction	$643,170	3.5%	1.00%	$23,000	0.75%	$30,000
Cunningham-Limp	$646,500	3.9%	.8-1.1%	$36,000	0.82%	$8,500
Wieland Construction	$851,000	1.75%	1%	0.12%	0.75%	$35,280
Miller Davis	$889,349	1.42%	0.80%	0.11%	0.65%	$38,834
Three Rivers Corporation	$922,975	1.5%	Incl.	$50,000	0.66%	$29,700
Triangle Construction	$995,700	1.6%	1%	$16,000	0.59%	$44,500

We selected **4 firms** to interview based on a scoring analysis of fees, relevant project experience within a 30 mile radius of Traverse City, higher education construction experience, firm reputation, and staff qualifications. All firms interviewed were asked to present a case study of a relevant past project to help explain their processes for scheduling, budget management, problem solving and coordination, stakeholder communication, and project close-out. During the interview, we asked questions focused on timeline and budget management, familiarity with geothermal energy systems and Inflation Reduction Act tax incentives available under Section 48E, and their value engineering process. Our final recommendation is based on the high-quality of The Christman Company’s comprehensive proposal, their extensive experience in higher education, their creative construction plan options, familiarity with compliance requirements to maximize tax incentives available under Section 48E of the Inflation Reduction Act, and their competitive fee.

Funding Source

This contract will be funded using a combination of the $13.5M of funding sources identified and authorized by the Board on August 17, 2026:

- $10,000,000 from the Boardman Lake Campus Sale Proceeds;
  - $15,275,759 fund balance as of October 31, 2026
  - Board designated fund, restricted for Strategic and Master Plan projects
- $1,500,000 from the New Capital Projects Fund; and
  - $1,500,000 fund balance as of October 31, 2026
  - Board designated fund, restricted for new capital projects
- $2,000,000 from NMC Foundation fundraising.
  - $1,000,000 raised as of October 31, 2026

Resource Impact

This expense is:

Strategic
Campus Master Plan
Operational

To: Nick Nissley, President

From: Troy Kierczynski, Vice President of Finance & Administration

Date: November 12, 2026

Subject: Budget Resource Guidelines 2027 - 2028

Recommendation

Recommend approval and adoption of the FY27 – FY28 Budget Resource Guidelines as presented.

Background

The College maintains Resource Guidelines ("Guidelines") to outline key considerations and variables in developing our annual operating budget. The Guidelines also formally establish the College's financial reserve targets, as referenced in *Staff Policy D-504.01*: *Financial Reserves Policy*. The Guidelines are reviewed annually by administration and Planning & Budget Council prior to kick-off of our budget development process, and are subject to board approval in accordance with *Items for Specific Board Approval* (Board Policy A-106.00).

A red-lined version of the proposed Guidelines for FY28 is attached to this memo for your review, along with a listing of the College's financial reserve balances as of June 30, 2026.

NMC BOARD OF TRUSTEES
2027~~6~~-2028~~7~~ 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 2028~~7~~, in-district tuition and fee increases are limited to the greater of 4.0% or $199 per student (based on 30 credit hours).

Commented [TK1]: FY28 tuition restraint requirements were included in FY27 budget bill, but this is subject to change

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.

Commented [TK2]: FY27 budget = 2.84%
FY26 budget = 2.79%

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~~ 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:*

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

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

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

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

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

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

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

Final 10/30/26

Northwestern Michigan College
Financial Reserves
June 30, 2026

*Per Board Approved Budget Resource Guidelines						
Board Required Reserves*	**Target***	**Min***	**Max***	**2024**	**2025**	**2026**
General Operating Reserve	At least 2 months of budgeted operating expenses	$ 8,786,680	$ -	$ 12,801,662	$ 15,163,954	$ 16,059,389
Fund for Transformation	2-5% of budgeted operating expenses	$ 1,054,401	$ 2,636,003	$ 1,255,255	$ 1,422,755	$ 1,422,476
Maintenance & Replacement (Plant Fund)	2-5% of appraised replacement value of real property	$ 7,119,310	$ 17,798,275	$ 6,128,424	$ 3,323,574	$ 15,487,685
Total Board Required Reserves (A)				**$ 20,185,341**	**$ 19,910,283**	**$ 32,969,550**

Board Discretionary Reserves	**Reserve Description**	**2024**	**2025**	**2026**	
Boardman Lake Campus Sale Proceeds	Reserved for Capital & Strategic Priorities	$ -	$ -	$ 15,087,543	1
New Capital Projects	New Capital Projects	$ -	$ -	$ 1,500,000	2
Employee Retention Credit	Undesignated	$ 8,037,442	$ 8,413,537	$ 8,926,819	
Residence Halls	North Hall, East Hall	$ 6,729,840	$ 6,636,238	$ 5,386,726	
Apartments	College Dr. Apartments A, B, C	$ 136,071	$ 358,722	$ 580,164	
Apartments II	Front St. Flats - 1550 & 1560 E Front	$ (113,886)	$ (547,885)	$ (455,632)	
Bookstore	NMC Bookstore	$ 531,131	$ 442,915	$ 252,842	
Cafeteria	Hawk Owl Café	$ (165,922)	$ (353,554)	$ 45,938	
The Dennos	Dennos Museum Center	$ 6,676	$ 5,392	$ 26,842	
University Partners	University Partner Operations	$ 196,114	$ 324,667	$ 264,522	
Hagerty Center	Hagerty Conference Center Operations	$ 862,388	$ 467,855	$ 232,023	
Esports	NMC Esports Activities	$ (50,873)	$ (89,693)	$ 16,100	
WNMC	WNMC Radio	$ 4,393	$ 4,346	$ 6,333	
GLMA Vessels	Designated for GLMA vessels	$ 512,401	$ 343,389	$ 246,639	
Wellness	Wellness Initiatives	$ 364,114	$ 364,114	$ 364,114	
Strategic Projects	Strategic Initiatives	$ 1,015,481	$ 1,585,764	$ 1,403,624	
Total Discretionary Reserves (B)		**$ 18,065,370**	**$ 17,955,807**	**$ 33,884,597**	
Total Required and Discretionary Reserves (A+B)		**$ 38,250,711**	**$ 37,866,090**	**$ 66,854,147**	

Other Fund Balances	**Description**	**2024**	**2025**	**2026**
GASB 68 - Pension Fund	Under GASB 68, institutions participating in defined benefits plans must recognize their proportionate share of any defined benefit plan liability. **This deficit represents NMC's net obligations related to the MPSERS Pension Plans**.	$ (45,123,312)	$ (39,063,336)	$ (33,014,797)
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 balance represents NMC's net position related to the MPSERS Postemployment Healthcare Plans.	$ (3,879,177)	$ (970,741)	$ 1,710,683
Freshwater Research & Innovation	Investment in FRIC Joint Venture	$ -	$ 1,000,000	$ 5,000,000
Aviation Hangar & Fleet Expansion	MEDC and DoE Grants for Aviation Expansion	$ 1,716,533	$ 550,000	$ 611,125
Total Other Fund Balances (C)		**$ (47,285,956)**	**$ (38,484,077)**	**$ (25,692,989)**
Total Reserves + Other Fund Balances (A+B+C)		**$ (9,035,245)**	**$ (617,987)**	**$ 41,161,158**
Add: Investment in Capital Assets, Net of Related Debt		**$ 57,992,744**	**$ 64,235,015**	**$ 59,146,723**
Total Net Position (per Audited Financial Statements)		**$ 48,957,499**	**$ 63,617,028**	**$ 100,307,881**

1 $10 million committed for Osterlin via August 2026 board action
2 $1.5 million committed for Osterlin via August 2026 board action

Northwestern Michigan College

MEMO
Educational Services

To: President Nick Nissley

From: Stephen Siciliano, Vice President for Educational Services

Date: November 3, 2026

Subject: Approval of Certificate Level One in **Computer-Aided Design Technology** and Certificate Level One in **Precision Machining & CNC Technology**

Recommendation: I am seeking Board of Trustees approval to establish a Certificate Level One in **Computer-Aided Design Technology** and Certificate Level One in **Precision Machining & CNC Technology**.

Background: The technology in the field of manufacturing continues to rapidly change. To support our advisory board members and other industries in the area, these certificates reflect the opportunity for current and new employees to seek training in new technology and then scale their knowledge as time and opportunity presents. These certificates are designed to scaffold into the Manufacturing Technology A.A.S. degree program.

Computer-Aided Design Technology has witnessed a growth in demand for the manufacturing industry, particularly in the greater Grand Traverse Area. This is supported by such industry partners as Cone Drive, GT Plastics, Century Metalworks, and SMI Aerospace.

Precision Machining & CNC Technology are also a high demand skill area requiring more in-depth knowledge and the application of design to the actual production. This program is also supported by our industry partners.

Considerable time has been spent visiting local industry partners to assess their needs and while the objective was to better serve through our Engineering Technology programs as part of our Program Enhancement and Sustainability Review (PSER) process embedded in our Strategic Plan, Strategy One, much insight was gained to meet the needs of the manufacturing side of these industries as well. These changes reflect the needs identified and supported by the staff, faculty, and advisory board members who were presented with these proposals during an advisory board meeting October 20th.

The Certificate course models are attached.

Thank you for your consideration.

Computer-Aided Design Technology

Level I Certificate

Proposed for 27-28

16 Credits = 13 required credits plus 3 elective credits

Couse Code	Title	Occupational Specialties Credits	*R = Required, E = Elective*
MFG 111	Math for Manufacturing	3	R
MFG 113	Machining I	3	E
MFG211	CNC Programming	3	E
DD 101	Print Reading and Sketching	3	R
DD 110	Basic Metallurgy	3	E
DD 160	Geometric Dimensioning and Tolerancing	3	R
DD 170	CADD/Computer Modeling	4	R

Precision Machining & CNC Technology

Level I Certificate

Proposed for 27-28

16 Credits = 13 required credits plus 3 elective credits

Couse Code	Title	Occupational Specialties Credits	*R = Required, E = Elective*
MFG 111	Math for Manufacturing	3	R
MFG 113	Machining I	3	R
MFG 114	Machining II	3	E
MFG211	CNC Programming	3	E
MFG 217	CNC Lathe Operations	4	R
MFG 219	CNC Mill Operations	4	OR 217
DD 101	Print Reading and Sketching	3	R
DD 110	Basic Metallurgy	3	E

Northwestern Michigan College

MEMO
Educational Services

To: President Nick Nissley

From: Stephen Siciliano, Vice President for Educational Services

Date: October 16, 2026

Subject: Approval of GLCI Culinary Arts Maritime Level 3 Certificate and Discontinuation of GLCI Culinary Arts Maritime Level 2 Certificate

Recommendation: I am seeking Board of Trustees approval to establish the GLCI Culinary Arts Maritime Level 3 Certificate and to discontinue the GLCI Culinary Arts Maritime Level 2 Certificate.

Background: GLCI proposes expanding our Culinary Arts Maritime Certificate from a Level 2 (37 credits / 61 contact hours) to a Level 3 (45 credits / 75 contact hours) by adding two hands-on courses to the second-year fall semester:

CUL295: Contemporary Cuisine Kitchen Management (4 credits) and
CUL296: Contemporary Service Dining Room Management (4 credits).

While our current program delivers strong culinary and maritime fundamentals, working in a commercial ship's galley requires quick thinking, multitasking, and composure under pressure. Immersing students in a fast-paced, live restaurant environment through CUL295 and CUL296 builds genuine self-confidence and operational adaptability, ensuring they are fully prepared for the demands of their commercial vessel internships (CUL193) and future maritime careers.

This change is directly driven by feedback from the internship coordinator, internship supervisor, and full-time culinary faculty and staff running and evaluating our program:

● Internship Coordinator & Supervisor: Noted that students need more real-time, high-pressure service experience before stepping onto commercial vessels, as those who face live restaurant intensity adapt faster and handle shipboard stress much better during CUL193.

● Full-Time Restaurant Faculty: Highlighted that managing both back-of-house kitchen flow (CUL295) and front-of-house service (CUL296) gives students the practical confidence, speed, and full-circle operational view required in a professional galley.

● Advisory Board Members: Emphasized the industry demand for graduates who can step onto a vessel with proven composure under pressure, and encouraged these additions to ensure our curriculum aligns with current maritime standards.

Thank you for your consideration.

Adopted:_____

BYLAWS
OF
NORTHWESTERN MICHIGAN COLLEGE FOUNDATION
(A Michigan Nonprofit Corporation)

ARTICLE I
Board of Directors

Section 1 Directorship. The Northwestern Michigan College Foundation (the "Corporation") is organized upon a directorship basis. The property, business and affairs of the Corporation will be managed by its Board of Directors.

Section 2 Number and Term of Office. The Board of Directors of this Corporation will consist of not less than twenty-three (23) nor more than forty-one (41) individuals, excluding non-voting Honorary or Emeritus Directors.

Section 3 Director Groups, Terms, Appointment and Certain Director Removals and Vacancies. The Directors of the Corporation shall consist of one class of Directors but will be consist of individuals representing the following groups:

(A) Group One Directors shall consist of up to three (3) individuals who are incumbent members of the Board of Trustees of Northwestern Michigan College and who are appointed by the Chair of the Board of Trustees of Northwestern Michigan College. A Group One Director who vacates the office of Trustee of Northwestern Michigan College shall, by such action, similarly vacate the office of Director of the Corporation. The Chair of the Board of Trustees of Northwestern Michigan College shall have the authority to remove any Group One director, with or without cause, and to fill any Group One vacancy.

Group One Directors will be appointed to three-year, equally staggered as much as is practical, terms which will commence on July 1 and which will expire on the third June 30 following the individual's appointment (ignoring any fractional term held by reason of filling a vacancy of any unexpired term).

(B) Group Two Directors shall consist of the (i) President of Northwestern Michigan College and (ii) the Executive Director of the Corporation. In the event the positions of President and Executive Director of ~~NMC Foundation~~ the Corporation, or either of them, are unfilled at any time, then the person designated by the Board of Trustees of Northwestern Michigan College as acting or interim President, or the person designated by the President of Northwestern

Michigan College ~~Board of Directors of the Corporation~~ as acting or interim Executive Director of the Corporation shall serve as a Group Two Director.

A Group Two Director who resigns, is removed, or otherwise leaves the designated position with Northwestern Michigan College or the Corporation shall be deemed to have resigned from the Board of Directors.

(C) Group Three shall consist of not less than fifteen (15) individuals who shall be supporters ~~special friends~~ of the Northwestern Michigan College or residents of its service area who have demonstrated their interest, advocacy ~~support~~ and concerns in the mission of the Corporation. Group Three Directors are nominated by the Board of Directors of the Corporation and who are appointed by the Board of Trustees of Northwestern Michigan College.

Group Three Directors will be appointed to three-year, equally staggered as much as is practical, terms which will commence on July 1 and which will expire on the third June 30 following the individual's appointment.

(D) Group Four Directors shall consist of no less than three (3) and no more than six (6) individuals who shall be faculty, staff, or student of Northwestern Michigan College with a minimum of one member from each category and no more than four from any category (faculty, staff, student). Group Four Directors will be selected ~~nominated~~ by the President of Northwestern Michigan College. ~~Board of Directors of the Corporation and who are appointed by the Board of Trustees of Northwestern Michigan College.~~

Group Four Directors will be appointed to three-year, equally staggered as much as is practical, terms which will commence on July 1 and which will expire on the third June 30 following the individual's appointment.

Section 4 Honorary Directors. The Board of Directors may elect honorary members and may specify the term thereof up to, and including, life. Honorary Directors shall be entitled to attend all Board of Director meetings but shall not have the right to vote on matters of business or to attend any closed session meeting of the Board. The Board of Directors may also remove any honorary director with or without cause.

Section 5 Director Emeritus. The Board of Directors may elect past members of the Board of Directors, who have distinguished themselves through meritorious service to the Corporation, to the position of Director Emeritus, good for life. Directors Emeritus shall be entitled to attend all Board of Director meetings but shall not have the right to vote on matters of business or to attend any closed session meeting of the Board. The Board of Directors may also remove any Director Emeritus with or without cause.

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Section 6 Requirements regarding Composition of Board and Corporate Control. It is intended that the Corporation qualify as a supporting organization under Section 509(a)(3) of the Internal Revenue Code (the "Code") and the regulations thereunder. As such and notwithstanding any other provision of the Articles of Incorporation and these Bylaws, or any future amendment to the Articles or Bylaws of the Corporation, the Board of Directors of the Corporation will always consist of a majority of individuals who are not disqualified persons (as defined in Section 4946 of the Code) other than foundation managers. The control of the Corporation will always comply with the requirements of U.S. Treasury Regulation 1.509(a)-4(j). In the event that the composition of the Board of Directors or the control of the Corporation does not meet the requirements of this Section 3, the Executive Director, or any other officer of the Corporation, will immediately notify the Directors of the Corporation and Board of Trustees of Northwestern Michigan College of same. The ~~and the~~ Directors of the Corporation and/or the Board of Trustees of Northwestern Michigan College will remove and/or appoint such persons as Directors of the Corporation, and take such other actions as necessary, to ensure the requirements these bylaws and Section 509(a)(3) of the Code and the regulations thereunder are met.

Section 7 Director Resignation, Class Three and Four Director Removal and Vacancies. A Director may resign by written notice to the Corporation. The resignation will be effective upon its receipt by the Corporation or a subsequent time as set forth in the notice of resignation.

A Group Three ~~or Four~~ Director may be removed with or without cause by an affirmative vote of 75% of the other Directors then serving. A Group Three ~~or Four~~ Director may also be removed with or without cause by the Board of Trustees of Northwestern Michigan College. A Group Four Director may be removed with or without cause by the President.

If a vacancy has occurred among the members of the Group Three or Four Directors as a result of death, resignation, removal or otherwise, the vacancy may be filled in the same manner as provided for the appointment of the vacant Director Group Three or Four position.

Section 8 General Powers as to Negotiable Paper. The Board of Directors may, from time to time, authorize the making, signature or endorsement of checks, drafts, notes and other negotiable paper or other instruments for the payment of money and designate the persons who will be authorized to make, sign or endorse the same on behalf of the Corporation.

Section 9 Powers as to Other Documents. All material contracts, conveyances and other instruments may be executed on behalf of the Corporation by the Executive Director or other officer of the Corporation, and, if necessary, attested by the Secretary or the Treasurer.

Section 10 Compensation. Directors will serve without compensation but may be reimbursed for actual, reasonable and necessary expenses incurred by a Director in his or her capacity as a Director, consistent with policies adopted by the Board.

ARTICLE II

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Meetings

Section 1 Annual Meeting. The last regular meeting of the Board of Directors each fiscal year of the Corporation will be the annual meeting of the Directors of the Corporation and will be held at the principal office of the Corporation, unless any other place and date is designated as the annual meeting. The annual meeting will be held for the purpose of electing officers, presenting to the Directors a copy of the Corporation's financial report for the preceding fiscal year, unless otherwise sooner provided, and for the transaction of other business properly brought before the meeting.

Section 2 Regular Meetings. Regular meetings of the Board of Directors will be held in compliance with the Open Meetings Act. ~~may be held without notice if the time and place of the meeting has been determined by resolution of the Board.~~ At least four, one of which is the annual meeting, regular meetings of the Board must be held each year.

Section 3 Special Meetings. Special meetings of the Directors may be called by the Executive Director or Chair and/or will be called by the Executive Director or Chair at the direction of not less than two Directors or as may otherwise be provided by law. Special meetings will be held at the principal office of the Corporation unless otherwise directed by the Executive Director or Secretary and stated in the notice of the meeting. Any request for a meeting by the Directors must state the purpose or purposes of the proposed meeting.

Section 4 Notice of Meeting. Except as otherwise provided by these Bylaws or by law, written notice containing the time and place of all meetings of the Board of Directors will be given personally, by mail or by electronic transmission to each Director not less than ten days before a regular meeting and not less than two days before a special meeting. Notice by electronic transmission will be deemed given when electronically transmitted to the person entitled to notice in a manner authorized by the person. Notice of a regular meeting need not state the purpose or purposes of the meeting nor the business to be transacted at the meeting. Notice of a special meeting must state the purpose or purposes of the meeting.

A Director's attendance at or participation in a meeting constitutes a waiver of notice of the meeting, unless the Director at the beginning of the meeting, or when the Director arrives, objects to the meeting or the transacting of business at the meeting and after objecting does not vote for or assent to any action taken at the meeting.

Section 5 Quorum and Voting. A majority of all Directors will constitute a quorum at any meeting. The vote of a majority of the Directors present at a meeting at which a quorum is present will constitute the action of the Board of Directors, unless the vote of a larger number is required by law or by other sections of these Bylaws or the Articles of Incorporation.

Section 6 Conduct of Meetings. Meetings of the Directors will be presided over by the Chair. The Secretary of the Corporation or, in their absence or disability, a person chosen at the meeting will act as Secretary of the meeting.

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Section 7 Participation by Remote Communication. Subject to any applicable limitations of the Michigan Open Meetings Act, a Director may participate in a meeting of the Directors by conference telephone or other means of remote communication if all individuals participating in the meeting may communicate with the other participants.

Section 8 Robert's Rules of Order Robert's Rules of Order shall be used during meetings of the Board and any Board Committee, unless these Bylaws or applicable law conflict therewith, in which event these Bylaws or applicable law shall take precedence. In addition, the Foundation Board may by resolution adopt modifications or alternatives to Robert's Rule of Order.

ARTICLE III
Officers

Section 1 Election or Appointment. The Board of Directors will elect from among their number a Chair, First Vice Chair, Secretary and Treasurer at each annual meeting of the Board of Directors. The President of Northwestern Michigan College ~~Board of Directors~~ will also appoint an Executive Director of the Corporation. The President of the Northwestern Michigan College, or if the position of President is vacant the individual who has been named the acting or interim President, will serve as the Second Vice Chair of the Corporation.

The Board of Directors may also appoint one or more individuals as other officers or agents of the Corporation as they deem necessary for accomplishing the purposes of the Corporation and shall prescribe the duties, responsibilities and authority of such officers and agents. The same person may hold any two or more offices, but no officer will execute, acknowledge or verify any instrument in more than one capacity.

Section 2 Term of Office. The term of office of the Chair, First Vice Chair, Secretary and Treasurer will commence upon July 1 following their election or appointment and will continue until the next annual meeting of the Corporation or until the terms of their respective successors commence, or until their resignation or removal. The term of the Executive Director will commence upon the effective date of his or her appointment and will continue until his or her death, incapacity, resignation or removal or until the term of his or her successor has commenced. The term of office of all other officers will commence upon their election or appointment and will continue until their respective successors are chosen or until their resignation or removal.

Any officer other than the Second Vice Chair and Executive Director may be removed from office at any meeting of the Directors, with or without cause, by the affirmative vote of a majority of the Directors then in office. An officer may resign by written notice to the Corporation. The resignation will be effective upon its receipt by the Corporation or at a subsequent time specified in the notice of the resignation.

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Section 3 Compensation. Any officer who is an employee of the Corporation will receive reasonable compensation for his or her services ~~as fixed by the Board of Directors~~.

Section 4 Chair. The Chair will preside over all board meetings and will perform such other duties prescribed by the Board of Directors. The Chair will have primary responsibility for the Board's relations with Northwestern Michigan College and the community it serves on behalf of the Corporation.

Section 5 First Vice Chair. The First Vice Chair will, in the absence or disability of the Chair, perform the duties and exercise the powers of the Chair and will perform any other duties prescribed by the Board of Directors or the Chair.

Section 6 Second Vice Chair. The Second Vice Chair will be a liaison between the Board of Directors and the many publics of Northwest Michigan College and will represent those interests as appropriate to assure the success of the charitable purpose of the Corporation.

Section 7 Executive Director. The Executive Director will be the chief executive officer of the Corporation and will have general and active management of the activities of the Corporation. The Executive Director will see that all orders and resolutions of the Board of Directors are carried into effect. The Executive Director will execute all authorized conveyances, contracts or other obligations in the name of the Corporation except where required by law to be otherwise signed and executed and except where the signing and execution is expressly delegated by the Directors to some other person. In the absence or disability of the Chair and First Vice Chair, the Executive Director will preside at meetings of the Directors and in his or her absence, the Directors present at the meeting will designate another presiding officer. The Executive Director will be listed as the "president" on the Corporation's annual report to be filed with the State of Michigan.

Section 8 The Secretary. The Secretary will attend meetings of the Board of Directors and record or cause to be recorded the minutes of all proceedings of the Corporation. The Secretary will give or cause to be given notice of all meetings of the Board of Directors for which notice may be required and will perform any other duties prescribed by the Board of Directors.

Section 9 The Treasurer. The Treasurer will oversee the financial activities of the Corporation. The Treasurer will perform all duties incident to the office of Treasurer and other administrative duties as may be prescribed by the Board of Directors. All books, papers, vouchers, money and other property of whatever kind belonging to the Corporation which are in the Treasurer's possession or under his or her control will be returned to the Corporation at the time of his or her death, resignation or removal from office.

ARTICLE IV
Committees

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Section 1 Executive Committee. The Board of Directors may establish an Executive Committee consisting of four or more members of the Board. The Executive Committee, subject to those limitations as may be required by law or imposed by resolution of the Board of Directors, may exercise all powers and authority of the Board of Directors in the management of the business and affairs of the Corporation between meetings of the Board of Directors, except that the Executive Committee will not have power or authority to:

a. Amend the Articles of Incorporation;
b. Adopt an agreement of merger or conversion;
c. Approve the sale, lease, or exchange of all or substantially all of the Corporation's property and assets;
d. Approve the dissolution of the Corporation or the revocation of a dissolution;
e. Amend the Bylaws of the Corporation;
f. Fill vacancies on the Board; or
g. Fix compensation of the Directors for serving on the board or on a committee.

Any action taken by the Executive Committee on behalf of the Board of Directors shall be reported by the Executive Committee to the Board of Directors for ratification at the next regular meeting of the Board of Directors.

Section 2 Other Board Committees. The Board of Directors may designate other Board committees consisting wholly of Directors as committee members, as it deems appropriate. The Board committees will have the powers or authority of the Board in the management of the business and affairs of the Corporation as the Board delegates to them, except as limited by these bylaws, by law or by Board resolution.

Section 3 Non-Director Committees. The Board of Directors may designate other committees consisting, in part, of individuals who are Directors or officers of the Corporation and some or all of whom may be other individuals who are not Directors or officers of the Corporation. Committees appointed under this section may not exercise the power or authority of the Board in the management of the business and affairs of the Corporation but may perform under the direction of the Board those functions determined from time to time by the Board.

Section 4 Procedure. All committees, and each member thereof, will serve at the pleasure of the Board of Directors. The Board of Directors will have the power at any time to increase or decrease the number of members of any committee, to fill vacancies thereon, to change any member thereof, and to change the functions or terminate the existence of any committee. Regular or special meetings of any committee may be held in the same manner provided in these Bylaws for regular or special meetings of the Board of Directors, and a majority of any committee will constitute a quorum at the meeting.

ARTICLE V
Indemnification

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Section 1 Indemnification. The Corporation will, to the fullest extent permitted by law, indemnify any Director or officer of the Corporation (and, to the extent provided in a resolution of the Board of Directors or by contract, may indemnify any volunteer, employee or agent of the Corporation) that was or is a party or is threatened to be made a party to a threatened, pending, or completed action, suit or proceeding by reason of the fact that the person is or was a Director, officer, volunteer, employee or agent of the Corporation, or is or was serving at the request of the Corporation as a director, trustee, officer, partner, volunteer, employee or agent of another corporation, partnership, joint venture, trust or other enterprise, whether for profit or not, for expenses, including attorneys' fees (which expenses may be paid by the Corporation in advance of a final disposition of the action, suit or proceeding as provided by law), judgments, penalties, fines and amounts paid in settlement actually and reasonably incurred by the person in connection with the action, suit or proceeding if the person acted (or refrained from acting) in good faith and in a manner the person reasonably believed to be in or not opposed to the best interests of the Corporation, and with respect to a criminal action or proceeding, if the person had no reasonable cause to believe his or her conduct was unlawful.

Section 2 Rights to Continue. This indemnification will continue as to a person who has ceased to be a Director or officer of the Corporation. Indemnification may continue as to a person who has ceased to be a volunteer, employee or agent of the Corporation to the extent provided in a resolution of the Board of Directors or in any contract between the Corporation and the person. Any indemnification of a person who was entitled to indemnification after such person ceased to be a Director, officer, volunteer, employee or agent of the Corporation will inure to the benefit of the heirs and personal representatives of that person.

ARTICLE VI
Conflicts of Interest

Section 1 Disclosure. When a member of the Board, an officer or a committee member is affiliated with an organization seeking to provide services or facilities to the Corporation, or when a member of the Board, an officer or committee member has any duality of interest or possible conflict of interest, real or apparent, such affiliation or conflict of interest should be disclosed to the Board of Directors and made a matter of record, either when the interest becomes a matter of Board action or committee action or as part of a periodic procedure to be established by the Board. An affiliation with an organization will be considered to exist when a Board member, officer or committee member, or a member of his or her immediate family or close relative is an officer, director, trustee, partner, employee or agent of the organization, or has any other substantial interest or dealings with the organization. Each member of the Board of Directors must review and sign annually a Conflict of Interest statement.

Section 2 Voting. Any Board member, officer or committee member having a duality of interest or possible conflict of interest on any matter should not vote or use his or her personal influence on the matter, however, he or she may be counted in determining a quorum for the meeting at which the matter is voted upon, as permitted by law. The Board should obtain and rely on appropriate comparability data, when appropriate. The minutes of the meeting should

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reflect that the disclosure was made, that the interested Board member or committee member abstained from voting, whether his or her presence was counted in determining a quorum, and whether comparability data was considered and used as a basis for making the decision. The comparability data should be attached to the minutes and made a part of the record.

Section 3 Determining Compensation. The process for determining compensation of the Corporation's Executive Director, other officers or key employees will be determined by Northwestern Michigan College's compensation process. ~~will include review and approval by independent persons, use of comparability data and contemporaneous substantiation of the deliberation and decision. An independent person is defined as a director, officer or member of a committee with governing Board delegated powers who does not have a direct or indirect financial interest in the Corporation.~~

Section 4 Statement of Position. The foregoing requirements should not be construed to prevent a Board member or officer from stating his or her position on the matter under consideration, nor from answering questions of other Board members relating to the matter.

Section 5 Separate Policies. The Board of Directors may from time-to-time adopt additional policies and procedures in connection with actual or potential conflicts of interest consistent with this Article VI of the Bylaws.

ARTICLE VII
Miscellaneous

Section 1 Fiscal Year. The fiscal year of the Corporation will end on the last day of June.

Section 2 Amendments. These Bylaws may be amended or repealed by the affirmative vote of a majority of the Directors of the Corporation then in office, and approved by the Northwestern Michigan College Board of Trustees~~.~~

Section 3 Loans and Guarantees. The Corporation will not provide loans to or guarantee obligations of an officer or Director of the Corporation, unless expressly permitted under State law.

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Board Policy A-104.00

Board of Trustees Process

Board of Trustees Video Recording of Meetings

The Board of Trustees establishes video recording to be conducted at regularly scheduled annual and monthly Board of Trustee meetings, including its annual meetings. The following standards shall be established for video recording of meetings of the Board of Trustees:

1. The chief information officer~~Vice President for Student Services and Technologies~~ shall determine appropriate procedures, guidelines, and technology to accomplish video recording under this policy.
2. Regular monthly meetings shall be livestreamed with free public access ~~broadcast live in real time on the college's YouTube page~~, which does not include two-way communication with virtual viewers. Official video recordings shall be made available to the public on the Board's public website within eight days after the meeting.
3. Video recordings shall be maintained in a manner consistent with the Records Retention and Disposition Schedule, Staff Policy D-506.04. Video recordings shall be retained for ~~no longer than~~ one (1) year from the date of first publication.
4. Video recordings shall serve only as an auxiliary method of providing public access to the business of the Northwestern Michigan College Board of Trustees, are not intended as public records, and shall not replace written minutes of the Board of Trustees as required by Board Policy A-100.00. For purposes of compliance with MCL 15.269 of the Open Meetings Act, written minutes maintained and approved by the Board of Trustees shall remain the official minutes of the Board, and the minutes shall be subject to all requirements as provided under MCL 15.269, and as may be amended.

Commented [1]: Title

The chief information officer~~Vice President for Student Services and Technologies~~, in conjunction with appropriate staff, shall be responsible for the development and publication of any further procedures or guidelines that may be necessary to administer this policy effectively.

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

Adopted by the Northwestern Michigan College Board of Trustees March 24, 2014

Reviewed without revision July 22, 2019

Revised January 25, 2021

Revised December 20, 2021

Board Policy C-100.00

Ends Policy

Mission

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

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).

Initially adopted by the Northwestern Michigan College Board of Trustees November 23, 1998

Replaces C-101.00, adopted February 24, 1992

Revised March 26, 2007

Reviewed without change November 22, 2010

Reviewed without change December 21, 2015

Revised December 20, 2021

Board Policy C-101.00

Ends Policy

Vision

We aspire to be a global community where all learners unlock their full potential.

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).

Initially adopted by the Northwestern Michigan College Board of Trustees November 23, 1998

Replaces C-100.00, adopted May 24, 1993

Revised March 26, 2007

Reviewed without changes November 22, 2010

Reviewed without changes October 23, 2017

Revised December 20, 2021

Board Policy C-102.00

Ends Policy

Values

Our individual and collective efforts create the legacy of NMC. In order to achieve our mission, we are individually committed and responsible to live these values:

Learning: We are life-long learners; learning is foundational to a thriving community and is at the center of all we do.

Integrity: We act with the highest degree of ethics, personal responsibility, fairness, and openness ensuring that we match our actions with our words.

Collaboration: We embrace co-creative solutions and celebrate the joy of working together, empowering each other and nurturing community partnerships for the benefit of our learners.

Respect: We demonstrate mutual regard and appreciation for one another to assure a culture of trust.

Inclusion: We foster belonging and build organizational capacity that celebrates diversity and promotes equity.

Innovation: We are agile, imaginative, and forward-thinking, taking risks to meet future needs of the college and our communities.

Stewardship: We practice stewardship by investing responsibly in the human, physical, financial, and environmental resources entrusted to our care.

Excellence: We commit to the highest standards of quality and service, and to exceeding the expectations of our learners and communities through continuous improvement.

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

Adopted by the Northwestern Michigan College Board of Trustees November 23, 1998

Replaces C-102.00, adopted August 28, 1995

Revised March 26, 2007

Revised November 22, 2010

Reviewed without changes December 21, 2015

Revised December 20, 2021

Revised January 24, 2022

NMC FOUNDATION

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

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

Date: November 23, 2026

Subject: Foundation Board Appointment

The NMC Foundation Board of Directors recommends the following individual for a new three-year term commencing October 21, 2026 and expiring June 30, 2029:

Brendan Franklin: Brendan is the Regional Director of Nursing Practice Environment & Experience for Munson Healthcare. In this role, he serves three buckets—attracting nursing talent to the region and maintaining academic partnerships, enhancing the nursing engagement and retention efforts, and overseeing Patient Experience for the Munson Healthcare system. After working two years in a metro-Detroit health system, Brendan started his career with Munson in 2015 as a staff nurse in the emergency department. He rose through the ranks to the position of Director of Nursing, Critical Care and Stroke Services. Brendan graduated Cum Laude in 2013 from NMU with a BS in Nursing. He has since obtained his Master of Science in Nursing degree from Chamberlain University. He currently serves as adjunct faculty for GVSU nursing, served eight years on the Northern Michigan University Alumni Board (including 2-years as President), is a Northern Navigator with Traverse Connect, a graduate from Leadership Grand Traverse, a member of the Northwest Michigan Nursing Honor Guard, and serves on NMC's Healthcare Summit advisory board. Brendan and his wife Sara enjoy spending time with their two kiddos—Callahan (4) and Ryan (2). They enjoy all things outdoors including hiking, camping, and gardening. They also enjoy travelling and being tourists any place they can!

Northwestern Michigan College

MEMO
President's Office

To: Mark B. Keely, Chair
Board of Trustees

From: Nick Nissley, President

Date: November 3, 2026

Subject: Request for Closed Session

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.