



Board of Trustees
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nmc.edu

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

Meeting Agenda

Monday, September 28, 2026
 Timothy J. Nelson Innovation Center
 Room 106/107

3:00 p.m. Study Session (separate agenda)

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—Gary T., Marine Technology Student
- F. Faculty Report: ELI and Durable Skills—*Brandon Everest & Kristy McDonald, Co-Directors, Experiential Learning Institute*
- G. Strategic Plan—Anchor and Edge—Future-Focused Education
 Jason Slade, *Vice President, Strategic Initiatives*
 Joy Goodchild, *Executive Director, Office of Research, Planning & Effectiveness*

PUBLIC INPUT

Each person wishing to address the Board during public comment must be present and shall provide their name, address, city, phone, and issue to be addressed on a form provided prior to the meeting. The topic addressed should be related to business within the jurisdiction of the Board. Forms will be collected and given to the Board Chair prior to the call for order. Comments will be limited to (3) three minutes in length per speaker. The Board will take public remarks into consideration, but will not comment at the time of input.

UPDATES

- H. President's Update—*Nick Nissley*
 - August meeting follow up: additional informational on leases
- I. Board Chair Update—*Mark Keely*

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

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

Recommend that the following items be approved:

- J. Minutes of the August 17, 2026, regular meeting
- K. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- L. Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- M. FY28 Five-Year Capital Outlay Plan—*Troy Kierczynski, Vice President of Finance and Administration*
- N. Public Relations, Marketing, & Communications Report—*Diana Fairbanks, Associate Vice President, Strategic Communications and Change Initiatives*
- O. Advancement Report—*Megan Bylsma, Acting Vice President, Advancement*
- P. FRIC Tour Minutes—*in lieu of Building & Site Committee Meeting*
- Q. Executive Committee—*Mark Keely, Committee Chair*

ACTION ITEMS

- R. **Local Strategic Value Resolution** (Pursuant to Policy A-106.00 Finance)
Recommend adoption of the presented Local Strategic Value Resolution certifying that Northwestern Michigan College meets the best practices standards required by the State School Aid Act (MCL 388.1830) and appropriations law for fiscal year 2027.

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.

October 19, 2026 - Timothy J. Nelson Innovation Center, Room 106/107 ***Third Monday*

November 23, 2026 - Timothy J. Nelson Innovation Center, Room 106/107

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

Faculty Report

Brandon Everest & Kristy McDonald

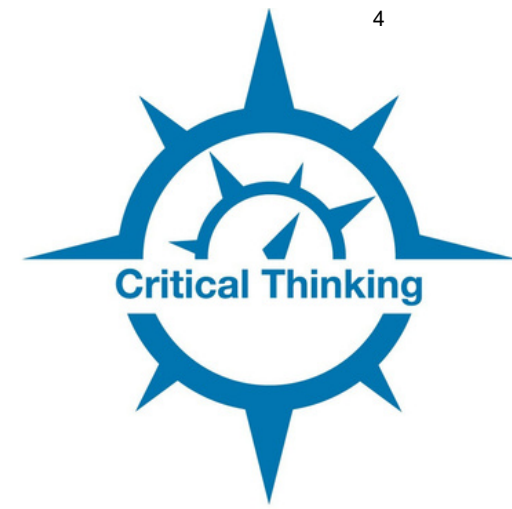
Board of Trustees Meeting
September 2026



**Northwestern
Michigan College**

Durable Skills

- Strategic Plan YR27-29
- Explicit Instruction in Courses
 - Each year, one-third of curriculum programs will infuse select courses with durable skills that become outcomes
- Common Language
- Advisory Board Results
- Skills for Life & Work



Faculty Development

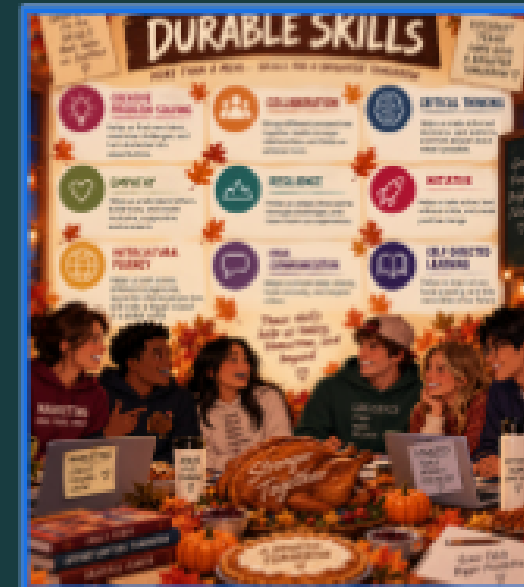
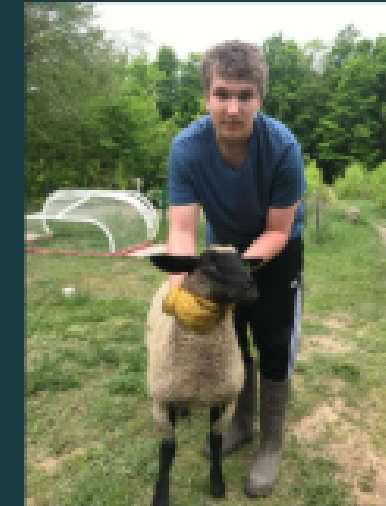
- GDrive / Canvas Class
 - for teachers and students
- PD Opportunities
 - October Conference/January
- MCCA Presentations
 - Frontiers of Practice / Success Conference



Examples of Durable Skills in the Classroom

Durable skills/character traits

- Good at organization and a note taker.
- Collaborative
- Good communicator
- Im resilient
- Can be self directed when given all the right resources
- Critical thinker
- 4h in school
- Have ran a small business before
- Currently in school for construction job management.



Team graphic. AI-generated using ChatGPT (OpenAI), 2026.
Prompt and concept by [Iiam Rosin].



Northwestern Michigan College

Durable Skills

Reflection Exercise

How did working with your peers help you learn more about your topic and assist your peers in understanding theirs? Think about what you gained from reading others' work, sharing feedback, and discussing ideas. How did the process of peer review help you see your topic in a new way or strengthen your own writing? Reflect on how this experience helped you practice the durable skill of collaboration, which involves communicating effectively, listening to others, and working together toward shared goals. How might these collaboration skills be applied in your other courses and in your future career?

You can learn more about collaboration here: [What Is Collaboration?](#)



Durable Skills Unit Project

BUS231 - OVERALL GRADING STANDARDS

Group Three - Names: Garrett R, Grant, Evan, Jordan, Alexa.

PC Skills	Description	Behaviors
Collaboration	A commitment that every team member is responsible for the project	- Hold you and your team accountable - If you mess up, take responsibility.
Empathy	Understanding what someone else is feeling through experience.	- Without holding grudges, take nothing personally. - Help each other grow.
Oral Communication	Being able to express your views clearly and listen to everyone else's.	- Listen without judging. - Keep an open mind. - Explain clearly and reassure everyone.
Resilance	Being able to quickly adjust to situations you may not be comfortable in.	-Handles situations calmly. Tries again. -The ability to change during conflict



Durable Skills

Semester Immersion

- Model from start, learners connect
 - Personally (strengths/weaknesses)
 - Course Learning (which apply to the class)
 - Professionally (which relate to career goals)
- Used in reflection and through the learning process (metacognition)
- Incorporated in projects and capstone presentations

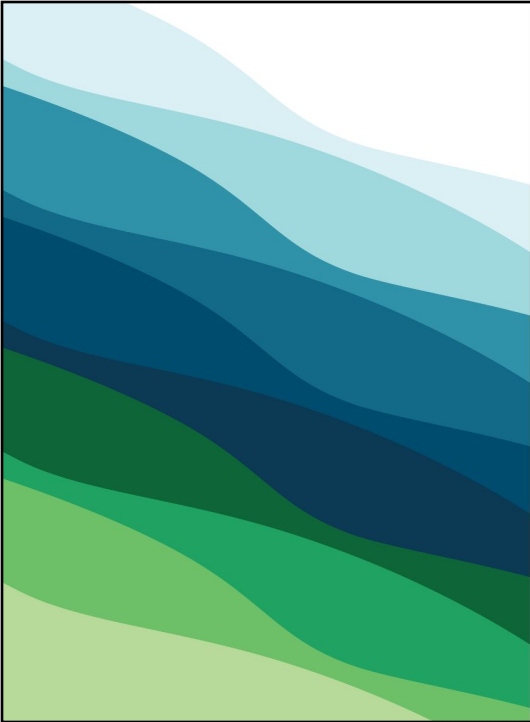


Thank you!

Questions?



**Experiential
Learning Institute**
Northwestern Michigan College



Strategy 1 Future Focused Education

Board of Trustees September 28, 2026

Joy Goodchild, Executive Director of Research, Planning & Effectiveness (Objective Lead)

Terri Gustafson, Director of Academic Affairs (Champion)

Stephen Siciliano, Vice President for Educational Services (Champion)

Jason Slade, Vice President, Strategic Initiatives



Strategy 1 - Future Focused Education

Future-Focused Education: Equip learners for a rapidly changing world through purposeful academic pathways, durable skills, and technology literacy.

Champions: Stephen Siciliano and Terri Gustafson

Strategy 1: Future Focused Education Summary

Summary of Objectives - Complete details in Board of Trustees monthly memo including highlights & challenges

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

Status: On-target

Board Update: Overview of progress made during today's study session/Obj 1 AI infographic provided

OBJECTIVE 2: Expand and integrate experiential and work-based learning across all programs so every student builds durable skills and real-world experience that lead to regional employment or further education.

Status: On-target

Board Update: ELI co-directors, Brandon Everest and Kristy McDonald, Durable Skills presentation

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

Status: On-target

Board Update: NorthSky Consortium highlights provided to the Board during program update

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

Status: On-target

Board Update: Focus for our presentation today

A Deeper Dive into Objective 4

- **Objective 4:** Proactively identify at-risk students enrolled in courses with high D, F, or withdrawal rates (DFW) and create a unified, data-driven, and comprehensive approach to supporting students, instructors, and courses that expands and sustains college preparedness programming (College Edge) and institutionalizes integrated academic and faculty support for all students.
- **Objective Lead:** Joy Goodchild
- **Recall:** This objective was tied to our HLC accreditation work which dovetailed into the strategic plan development.
- **Goal:** The overarching goal is to better support our students resulting in higher success rates and improved retention.

Earlier identification. Coordinated support. Measurable results.

Objective 4 is moving from course identification to early intervention in nine priority courses.

1 IDENTIFY

Find risk earlier

Nine high-DFW, gateway and highly enrolled courses selected. Power BI reporting and shared at-risk indicators are in development.

2 INTERVENE

Connect students to help

Week 3 and Week 8 outreach brings instructors, advisors, success coaches and tutors together while students still have time to recover.

3 EVALUATE

Scale what works

Participation, course outcomes and feedback will show which supports should continue, change or expand across NMC.

FIRST-YEAR MEASURES

Course completion

81% → **91%**

baseline goal

Enrollee success

66% → **76%**

baseline goal

Full-time retention

63% → **70%**

baseline goal

Part-time retention

50% → **53%**

baseline goal

Thank You!



MEMO

Strategic Initiatives

To: NMC Board of Trustees

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

Date: September 18, 2026

Subject: ***Strategy 1 - Future-Focused Education***

Attachments: S1, Obj 1 AI Progress Infographic; Anchor and Edge Overview

NMC Strategic Plan 2026 - 2029: ANCHOR AND EDGE

STRATEGY 1

Future-Focused Education: Equip learners for a rapidly changing world through purposeful academic pathways, durable skills, and technology literacy.

Champions: Stephen Siciliano and Terri Gustafson

Summary: Future-Focused Education (Strategy 1) aims to prepare learners for a rapidly changing world by establishing clear academic pathways, embedding essential durable skills, and promoting technology literacy. The strategy focuses on integrating responsible AI tools across teaching and learning, expanding real-world and work-based learning opportunities, boosting enrollment in distinctive programs that draw students from outside the region, and building proactive, data-driven academic support systems to help at-risk students succeed.

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

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

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

Highlights and Successes:

- NMC [AI website](#) created as a one-stop for AI Policy, Guidelines, and Resources
- Designated 23 AI navigators across academic areas and business and support areas serving as guides to share best practices and identify AI opportunities
- “Quick Bytes” advanced AI and technology training has had 148 unique participants, resulting in 378 total class attendances
- Survey results from industry partners, leveraging MIWorks! local data as well
- NMC/GVSU NSF grant focused on autonomous underwater vehicles using AI (in collaboration with Notre Dame) (ties into objective 2 and 3 as well as stewardship)
- Comprehensive AI infographic attached to this memo (*reviewed during Study Session*)

Challenges:

- Survey results from university partners and transfer institutions on expected AI skills have been slow; working to resolve by improving survey and leveraging different outreach methods
- Encouraging adoption and experimentation while safeguarding data

Metrics:

Objective 1 Key Performance Indicators:

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

** survey and data collection in process*

Secondary Indicators:

- Increase the number of AI professional-use norming sessions with all areas.
 - 2 of 23 areas completed
- Increase AI training/professional development attendance and participation for all employee groups.
 - Quick Bytes advanced AI and technology training: 148 unique participants, 378 class attendees

Next Steps:

- Pilot the AI Decision-Framework with early adopters and key governance groups
- Analyze survey results from employers and national benchmarks
- Identify more university transfer institutions for follow-up to increase data pool

OBJECTIVE 2: Expand and integrate experiential and work-based learning across all programs so every student builds durable skills and real-world experience that lead to regional employment or further education.

Strategic Drivers: Living Our Brand, Community Partnerships, People First

Highlights and Successes:

- (ELI) College-wide “Durable Skills” Canvas course created to support students and instructors
- (ELI) Durable Skills professional development session for the October Conference and other CIE PD events this coming academic year
- (ELI) nEXt Endorsement recruitment in courses, orientations, and other NMC events
- (Service Learning) Three courses for the Spring (Lisa Blackford, Cheryl Bloomquist, and Caroline Schaefer-Hills) will be working on projects to draw attention to Child Abuse Prevention Month (March/April).
- (Service Learning) The service learning hour activity sheet has been redesigned and will soon be available to students via the [Service Learning website](#)
- (International Services/Service Learning) Summer Study Abroad 2026 reached its max with 65 students traveling overseas to Guatemala (Nursing), Italy (Early Childhood Education), Kenya (Humanities, Social Work, English, Biology), Scotland (Biology), Italy (Culinary)
- (International Services/Service Learning) Five students obtained the NMC Global Endorsement (Spring 2026)
- (OIE) Office of Innovation and Entrepreneurship and Experiential Learning Institute collaborating for the first time on the upcoming student Pitch Event (September - November)
- (OIE) Awarded the NACCE Everyday Entrepreneur grant to support ELI collaborative pitch
- (OIE) Funded several experiential and work-based learning opportunities this year, including a student flight competition; a multi-day schooner voyage; a state-led uncrewed competition across air, land, and sea; and the purchase of VR headsets for biomed tech students to work on otherwise inaccessible medical equipment.
- (PESR) Program enhancement and sustainability review has begun for engineering technology with a focus on meeting the needs of local businesses in manufacturing and technology. Currently meeting with employers to better understand their needs in CADD, electronics, industrial controls, and related fields. Action plans are in place with milestones.
- (Apprenticeships) Through the Michigan College Credit for Apprenticeship Programs (MI-CCAP) Partnership, NMC has entered course equivalencies for seven labor unions and will receive a stipend of \$5,000 for this work.

Challenges:

- Data collection, entry, and sharing slow reporting timelines and require manual manipulation, as systems do not all “talk to each other.” Potential alignment with Strategy 3/Objective 5 and the new Executive Director of Information Technologies role.
- (ELI) Employer surveys on durable skills were delayed in order to not cause “survey fatigue” on our regional employers (AI survey, advisory board surveys were prioritized). Surveys are updated and will be distributed later this fall.
- Career Service improvements continue to be investigated as the demands of our students have changed.
- Encouraging more student participation in programs such as nEXt, pitch events, service-learning, elective internships, and others.
- Department of Labor Registered Apprenticeship numbers are not available as students self-disclose this information.

Metrics:

Objective 2 Key Performance Indicators:

- Enrollment of Students in nEXt Endorsement:
 - Baseline: 57 (May 2026) Goal: 100 (May 2027)
- Integration of Durable Skills into Curricular Programming
 - Baseline: in process Goal: 33% by May 2027
- Industry Durable Skills Expectations, Alignment and Preparedness:*
 - Baseline: planned for Fall Goal: 20% improvement
- Transfer Durable Skills Institution Alignment:*
 - Baseline: planned for Fall Goal: 20% improvement

** Surveying and data collection will begin this fall*

Secondary Indicators:

- Additional courses and activities meeting nEXt Endorsement criteria.
 - In 2025, 622 students gained real-world experience by completing internships, clinicals, and practicums.

Next Steps:

- Survey on durable skills going to industry partners and advisory boards this fall, aligned with other advisory board survey requests
- Working on specific strategic initiatives in our Experiential Learning Institute Leadership team meetings

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

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

Highlights and Successes:

- (UAS) NorthSky Consortium efforts continue with support from the Governor’s Office and Senator Slotkin to pursue designation of Coast Guard Air Station Traverse City as a testing site for autonomous maritime technologies. This would complement the drone testing designation at Camp Grayling and further position Northern Michigan as a hub for uncrewed and autonomous systems.
- (UAS) Beyond Visual Line of Sight (BVLOS) Pilot Program: NMC received funding through the Michigan Office of Future Mobility and Electrification (OFME) to expand BVLOS testing and validation in partnership with Cherryland Electric Cooperative.
- (UAS) Uncrewed Triple Challenge: NMC received funding to support student participation in the Uncrewed Triple Challenge, an autonomous systems competition involving air, land, and water vehicles.
- (GLMA) The Maritime Academy had a successful summer field season and provided needed sea time for all cadets.
- (GLMA) Applications continue to be strong both for the current 2026 admittees but also the prospective 2027 class.
- (GLWSI) The Freshwater Research and Innovation Center is on-time and on-budget for a spring 2027 opening.
- (GLWSI) GLWSI significantly improved financial performance in FY26, mostly attributed to ongoing Yellow River cohorts and program review actions. FY27 action plans are in place with milestones related to enrollment and financial performance.
- (All) Program enhancement and sustainability reviews completed for GLWSI, GLMA, and UAS with actions developed for the current fiscal year focused on enrollment, partnerships, and financial targets.
- (Nursing) Nursing has been able to leverage the remaining ADN-BSN grant funding towards promotion and marketing. Upgrades include program videos, marketing campaigns, and improvements to the simulation lab.

Challenges:

- GLWSI continues to have staffing/support needs and is using the program review process and a revised Yellow River agreement to determine next steps.
- Nursing has seen decline in recent admission cycle related to prerequisite changes to science courses and course availability for students in co-requisitioned math and english courses. The program is working through this enrollment lag.
- GLMA will continue to push for continued federal funding support

Metrics: Objective 3 Key Performance Indicators:

- Program enrollment and financial performance for each distinguished program:
 - Baseline: Fall 2025/FY25 data
 - Goal: Stability or growth targets for each program (identified individually)

	Key Enrollment Metrics			Financial Performance			
Pgm	Fall 25	Fall 26	Target/ Key Stat	FY25	FY26	Financial Status	Notes
Aviation	168	164	~ 160 total	\$647,999	\$349,684	On-target	Meeting targets from prev strat plan
GLCI	97	113	<i>Nearing capacity</i>	\$45,998	\$75,230	Continues to improve	Meeting targets from prev strat plan
GLMA Annual (total)	60/yr (201)	60/yr (206)	Goal - 60 cadets annually	\$170,503	\$241,808	Maintains with federal support	60 cadets/yr (~36 deck, 24 eng)
GLWSI	62	64	70 (Fall 28) total	-\$193,477	\$6,635	PESR pgm, improving	Yellow River cohort driving revenue
Nursing	40 ADN, 8 PN	38 ADN, 3 PN	Admit 40 ADN & 8 PN/sem.	-\$226,109	\$169,676	Will regress post-grant	\$95K BSN grant, strong pre-nursing numbers
UAS	22	19	35 total	-\$142,160	-\$181,826	PESR pgm, early stages	Focus on revenue growth, increase in UAS by other pgms
Eng Tech*	13	24	TBD - PESR determined	-\$126,478	-\$97,430	PESR pgm, analysis in progress	Early PESR, industry outreach

* Eng Tech is part of Objective 2 but displayed here for simplicity

- Improvements in market perception, visibility, strategic partnerships, recruitment, and employability resulting for each program:
 - Baseline: [Scorecard](#) in development* Goal: 10% improvement

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

Secondary Indicators (noted in scorecard, above)
Next Steps:

- Aviation:** Develop a succession plan for maintenance and investigate a new flight software package to improve efficiency
- GLWSI:** Continue expanded recruiting efforts and implement the SofM MIDSTP grant totaling \$630,867, which will include a full repower of the *R/V Northwestern* and the purchase of a new multibeam sonar system. Plan and sign the next YRCTU agreement.
- Nursing:** Continue student support efforts with student success and enrollment specialist. Improve admissions process by adding points for prior certificate or licence holders (CNA, EMT, paramedic, etc. and/or completion of a career tech program)
- UAS:** Work with Char-Em ISD to develop a statewide UAS CTE education consortium to connect programs and strengthen UAS education across Michigan.

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

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

Highlights and Successes:

- Conducted an initial analysis to identify students at risk of withdrawing from courses. The results established an important baseline and clarified the need to refine the variables and methods used for early identification
- Completed an institution-level analysis comparing student outcomes in accelerated and regular-length courses across instructional modalities. Although some statistically significant differences were identified, the practical effects were very small, indicating that course length alone is not a meaningful predictor of student success (e.g., HS GPA)
- Identified opportunities for more targeted follow-up analyses, including prior HS GPA, individual course outcomes, gateway courses, and high enrollment courses
- Strengthened the use of institutional data to move from broad assumptions about at-risk students toward more precise, course- and student-level interventions
- Twelve students participated in the Summer 2026 College Edge program. Highlights included revisions to the Student Success content to create more focus on student-driven goal setting and planning as well as strong collaboration from Enrollment Management & Student Services departments as well as Math and Communications academic areas.
- Currently exploring iterations of College Edge programming that will reach more students during the academic year, including: asynchronous content available in Canvas and tied to potential incentives; Edge-focused workshops offered by Success Coaching team and available to all students; and targeted programming and support for students at risk of academic probation/suspension and/or financial aid suspension.

Challenges:

- The initial predictive analysis identified fewer than 6% of the students who ultimately withdrew, demonstrating that the current model is not sufficiently accurate for institutional use
- Existing institutional data may not capture important factors that influence withdrawal, such as changing personal circumstances, financial pressures, engagement, belonging, and help-seeking behavior
- Statistically significant findings may have limited practical value because of the institution's large dataset; effect sizes and actionable significance must therefore remain central to interpretation
- Current performance measures require further operational definition, including which student populations will be included in each metric
- Summer College Edge participation was lower than expected (12 participants in one cohort) given the outreach that occurred. Working to explore gaps/opportunities to engage more students in future cohorts.

Metrics:

Objective 4 Key Performance Indicators:

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

Baseline data includes 2022-23, 2023-24, and 2024-25

Next Steps:

- Refine the at-risk student analysis by testing additional predictors and examining combinations of academic, demographic, enrollment and engagement indicators
- Conduct course-level analyses of selected high DFW, gateway, and high enrollment courses to identify patterns that may be obscured in institution-level results
- Examine prior academic preparation, including high school GPA where available, as a potential predictor of course completion and withdrawal
- Explore section-level variation (e.g., course format) while interpreting results carefully and accounting for differences in courses and student populations
- Continue to inventory current academic-support, faculty-support, and college-preparedness initiatives to identify gaps, duplication, and opportunities for coordination
- Clarify CollegeEdge's role within the broader student-success strategy and develop a sustainable model for program delivery, referral, faculty engagement and assessment
- Engage faculty and student-support areas in reviewing the findings and developing practical, timely interventions
- Develop a process for monitoring intervention participation and evaluating whether supports improve course completion, progression, retention, and students' reported sense of belonging



Artificial Intelligence @ NMC

A snapshot of the people, projects, and policies advancing responsible AI adoption across the college.

Developing AI literate and fluent graduates, who are workforce ready, ultimately prepared to meet the needs of our region's employers.

PEOPLE

- ✓ AI Working Group – Faculty and Staff Members
- ✓ AI Navigators – 23 Across Academic Areas and Business & Support Areas
- ✓ CORI Trainers Project – Center on Rural Innovation
- ✓ Center for Instructional Excellence (CIE) – Coffee Club and Friday Forum sessions
- ✓ Quick Bytes training in basic and advanced GenAI (Gemini, NotebookLM, Google Gems, ChatGPT)
 - 148 participants since 2023
- ✓ League for Innovation AI Fellows

POLICY+STRATEGY

- ✓ AI Use Policy
 - NMC Values Driven
 - Student Learning at the Center
- ✓ FAQ/Guidelines for the policy
- ✓ Syllabus Statements Policy (College Syllabus and AI@NMC webpage)
- ✓ Strategy 1 – Objective 1
 - Decision-making framework forthcoming (year 1 action item)
 - Gap analysis for expanding AI literacy for faculty and staff (year 1 action item)

PROJECTS

- ✓ October Conference (2025+2026)
- ✓ AI@NMC website – launched Spring 2026
- ✓ First AI course in the Computer Information Technology academic area – launches Fall 2026
- ✓ Graduate preparedness surveys with Workforce/Advisory Boards
- ✓ Preparedness survey with University Transfer Partners
- ✓ CCID Presentation – “Passport to Prompting: AI as Your Co-Pilot in Faculty-Led Study Abroad” (Jim Bensley/Marina Call)
- ✓ NSF Grant Collaborator with Grand Valley State University – NSF TechAccess: AI Ready America grant application
- ✓ Marine Technology project with Grand Valley State University and University of Notre Dame – AI-enabled deployment of autonomous underwater vehicles (NSF grant funded)

6

People & Partner Initiatives

3

Active Policies

8

Projects



Artificial Intelligence @ NMC

A snapshot of the people, projects, and policies advancing responsible AI adoption across the college.

Developing AI literate and fluent graduates, who are workforce ready, ultimately prepared to meet the needs of our region's employers.

CHALLENGES

- ✓ Encouraging adoption while safeguarding data
- ✓ Preparing students for a world with AI while maintaining an emphasis on durable (soft) skills that employers value
- ✓ Maintain focus on preparing students who are workforce ready, ultimately prepared to meet the needs of our region's employers.

GOING FORWARD

- ✓ Supporting innovators with bumpers not rigid guardrails
- ✓ Lean into the current and future AI tools integrated in our core systems (new AI features will continue to be added or come with new products)
- ✓ Listen to employers and transfer partners to determine how we can best prepare students



Anchor & Edge

NMC's Strategic Plan 2026 - 2029

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

MISSION

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

VISION

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

VALUES

Learning	Inclusion
Integrity	Innovation
Collaboration	Stewardship
Respect	Excellence

FUTURE-FOCUSED EDUCATION

- Strengthen student outcomes, institutional performance, and workforce readiness by responsibly and effectively using AI
- Expand and integrate experiential and work-based learning across all programs so every student builds durable skills
- Strengthen programs that attract students from beyond northwest Michigan
- Proactively identify at-risk students and create a unified, data-driven, and comprehensive approach to supporting students, instructors, and courses

ENROLLMENT & STUDENT SUCCESS

- Integrate and strengthen a unified enrollment ecosystem that minimizes barriers and increases attendance rates
- Build a coordinated communication and information system that ensures important details stay accurate, visible, and accessible throughout the student journey.
- Create a coordinated advising system that ensures every student chooses a clear path early and stays on track to complete it.
- Expand flexible learning options and clarify stackable pathways.

VIBRANT COLLEGE COMMUNITY

- Deliver near-term master-plan projects, Osterlin Student Hub, and new student housing
- Renew and improve campus spaces
- Improve the student experience outside the classroom that fosters a sense of belonging and improves student retention
- Strengthen NMC's reputation as an employer of choice
- Assess and modernize NMC's core operational systems

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



MEMO
Office of the President

To: NMC Board of Trustees
From: Nick Nissley, President
Subject: September Mid-Month Update
Date: Monday, September 14, 2026

Dear Board of Trustees,

Since the August Board meeting the following are key updates.

National Call to Action to University Presidents and Governing Boards

In August, U.S. Secretary of Education, Linda McMahon, issued a [national call to action](#) to all college and university presidents and governing boards, asking every postsecondary institution to publish a public statement addressing seven targeted questions. After reviewing guidance from MCCA and AACC, we have turned this into a meaningful exercise for NMC and our President's Council, and not approach it as a legal-like obligation to comply with yet another administration mandate. I will share our written response with you before it is posted to the NMC website by the end of 2026, as requested by Secretary McMahon.

Freshwater Research and Innovation Center

[The Freshwater Research and Innovation Center](#) continues to stay on time and on budget. HVAC systems are in place and interior buildout is occurring. Completion of the facility is scheduled for early 2027 with a public opening in April.

Prospective tenants have been touring the facility including participants from 20Fathom's BlueTech accelerator and established companies expressing interest in the region. A representative from the Freshwater Research and Innovation Center met with leaders of the [St. Petersburg Innovation District](#) last week to explore partnerships for companies and organizations looking to test in the freshwater and cold weather conditions offered by the center. Upcoming events include tours during Lakebed, hosting of the Michigan Municipal League for a visit, and updates

to the Michigan Economic Development, Lakebed and BlueTech Challenge participants as well as the Fishpass Advisory Board.

A special thank you for the Board of Trustees who attended a tour of the Freshwater Research and Innovation Center on September 9, investing so much of your time into your work as trustees. Especially, recognizing that this is just one of many major initiatives at the College vying for your time/attention.

Amidst the physical construction, you were reminded of the FRIC vision. This is a strategic endeavor, designed to establish the region as an epicenter for water innovation – a play into the blue economy – envisioned to make a transformational impact in regional economic development via blue tech.

You’ve heard updates over the past months, that presently we’re focused on completing this construction phase, on budget/on time, while also securing the Center’s tenant commitments. As you heard during the tour, confirmed tenants include: NMC’s Great Lakes Water Studies Institute, FishPass (Great Lakes Fisheries Commission), and Discovery Pier, while high-level partnerships are being cultivated with Michigan Tech, NV5, 20Fathoms, and Cleveland Water Alliance. And, yes, all of this is progressing, while also advancing programming, like the Blue Tech Challenge, and earning approval of our Cooperative Institute for Great Lakes Research (CIGLR) application.

And, as you already know – but, I’d like to ‘say it out loud’ – none of this would’ve been possible without the collaboration between NMC and Discovery Pier, as well as our non-financial partners: Traverse Connect, 20 Fathoms, and Michigan Tech. During the tour, you got to see and hear how that collaboration actually works – it works because of Jason Slade and Matt McDonough. Day in and day out, from vision to execution, they’ve been the boots on the ground who are literally getting things done. Their contributions cannot be overstated.

And, thanks to you, and the rest of the trustees, who’ve supported this – from a nascent vision to the physical construction, and the soon-to-be operating of the Center. Your support has been central to advancing our collective vision.

2026 Great Lakes Blue Tech Challenge

Second round judging took place on August 14, 2026 and reduced the top ten scoring teams down to the final three teams who will pitch live at the Lakebed 2030 Conference on September 17, 2026. The 2026 Great Lakes Blue Tech Challenge finale features three innovative finalists developing autonomous

technologies for aquatic management: 1) Lacuum AI deploys continuous robotic vessels to mechanically harvest algae and debris while collecting real-time water quality data; 2) Naiad Technologies utilizes portable buoy systems with biochemical filtration to remove excess phosphates and prevent toxic cyanobacteria blooms; and 3) Nucleic Sensing Systems (NS2) produces ruggedized, autonomous biosensors that track environmental eDNA and RNA in real time to alert managers to ecological threats.

Lakebed 2030 Conference Update

As of late August, the September 15–17 conference has secured over \$35,000 across fifteen sponsors and 130 registered attendees. The event features on-water demonstrations and an opening reception on Tuesday, followed by two keynotes and 18 presentations over the next two days across six categories:

- Advanced Marine Technology & Survey Platforms
- Policy, Strategic Initiatives & Workforce Development
- Sensor Fusion, Multi-System Methods & ML Bathymetry
- Sublake Infrastructure & Submarine Hazards
- Benthic Habitat Characterization, GeoAI & Environmental Risk
- Maritime Archaeology, Cultural Heritage & Submerged Geological Features

Program highlights include two panel discussions (Lakebed Steering Committee and industry experts), a student-industry talent networking session on Wednesday, and a virtual attendance option. The conference concludes Thursday with the live Blue Tech Challenge pitch finale, awarding \$55,000 in prizes. In addition, the college will sign the National Association for Community College Entrepreneurship (NACCE) Presidents for Entrepreneurship Pledge (PFEP) focused on supporting a culture of innovation throughout NMC.

Grounds Update

Following the public comment at the June Board meeting, we evaluated the current Grounds operation and condition of our campus grounds. The evaluation concluded, among many other findings, that our team of four (4) groundskeepers is an inadequate number of FTEs to meet the grounds quality standards expected by our stakeholders. We also acknowledge deterioration of our grounds, and added challenges in recent years with staffing turnover due to retirements, higher wage opportunities, and/or natural progression within the SEIU. This particular challenge is prevalent in the service industry, and not unique to NMC.

To help improve grounds conditions in the short-term, we've contracted with landscaping crews from Premier Outdoors of TC and Todd's Services to specifically address weed infiltration in our flower beds in our most highly-visible, high-traffic areas. Further, in July 2026, grounds management shifted its operating philosophy from zone management, where each groundskeeper has a designated zone or area on campus, to a priority zone focus where the team works together to address areas of priority (e.g., the Front St. gateway, The Dennos, TJNIC). While DTE's ongoing gas line installation and infrastructure upgrades along the most visible outskirts of our Front St. Campus are posing temporary "image" challenges, we believe the aforementioned actions taken by Facilities have resulted in noticeable improvements in quality and consistency during the late summer season.

In the longer term, we are evaluating and addressing staffing gaps, equipment needs, and other resources to enhance the team's efficiency and effectiveness in a sustainable manner within the constraints of our operating budget. We have also recently consulted with Peg Jonkhoff and Matthew Ross, Executive Director for the Botanic Gardens at Historic Barns for design input on plantings along the Front St. gateway. We expect to further develop and implement these ideas over the next year.

Geothermal Project

As of September 4, our subcontracted vertical drillers at Midwest Geothermal (MG) had completed 200 of the targeted 210 bores in Cherry Lot. Borefield drilling is expected to be completed the week of September 14; work on the lateral configurations will be completed by early October, and reconstruction of Cherry Lot will be completed by mid-October, with parking lot striping slated for the week of October 19.

On September 10, the second bid pack for this project covering the remaining mechanical, electrical, and temperature control upgrades for Scholars, Tanis, Biederman, and Health & Science buildings was released to bidders. Bids are due by September 25, and will be presented to the Building & Site Committee on October 7 and to the full board at their regular meeting on October 19. This "Phase 2" work will commence in May 2027, with the fully completed geothermal system expected to be in service by Fall 2027.

Great Lakes Maritime Academy

Jerry Achenbach has begun to actively pursue a growth possibility - by moving our 3-year deck program to 2.5-year deck program, increasing class enrollment by 13 annually (without incurring any infrastructure costs). Key to this is securing

additional berths for cadet sea time. Jerry has initiated conversations with Cal Poly Maritime Academy to explore use of their training ship, Golden State, to accommodate 13 additional berths for GLMA cadets. Jerry is being very strategic - mindful that the number of commercial berths is static, and the number of cadets nationwide seeking commercial berths is increasing. Currently, there are at least 16% more cadets in a license track program nationwide than there were 2 years ago, and almost every other state maritime academy (as well as the USMMA) is seeking to expand enrollment. Spring sea project berths, which are critical for our high demand 3-year deck program, are especially difficult to obtain. Use of the Golden State would allow us to potentially move the 3-year deck program to a 2.5 year program and increase enrollment by 20%. Additionally, this could result in additional internship opportunities for the maritime-culinary program. The maritime-culinary program is currently in demand, but admission is limited due to available berths on the State of Michigan. Jerry is continuing to lead this exploration and evaluation.

Advancement Division

Foundation Team

NMC's comprehensive campaign continues in its planning phase through December 2026, aiming to raise \$45 million in support of key college priorities: 1) elevating the student experience (capital improvements to Osterlin plus investments in all related student support services); 2) building the unrestricted Fund for NMC; 3) investing in the Blue Economy; and 4) growing the endowment for The Dennos – a campus and community arts treasure.

Revenue is confirmed for the 42nd Annual Scholarship Open, presented by Bill and Susie Janis in memory of Julie Janis Finch and Eddie Janis, which raised \$90,000 this year—up from \$71,000 raised at last year's event. This event brought together more than 215 Golfers, 48 Sponsors and 54 Volunteers.

On September 6, Zach Whitaker, NMC's Alumni Relations Manager, kicked off "The Celebration Tour" with a fantastic event at the TC Horse Show. The tour aims to raise NMC's institutional profile while celebrating and building networks with local and regional alumni, donors, and partners. President Nissley joined Zach to recognize the newest Outstanding Alumni honorees, including Board of Trustees Chair Mark Keely. The final stop on the tour is scheduled for Grand Rapids, MI, on October 28.

Since 1988, Northwestern Michigan College has honored the exceptional journeys and achievements of our graduates through the Outstanding Alumni Award. We are

now officially accepting nominations for the 2027 class. Do you know an NMC legend or trailblazer who is driving progress and making a transformative impact in their field? [Nominate a Hawk Owl today.](#)

On September 12, the Foundation team supported the Mike McIntosh Memorial Car & Truck Show & Block Party. In honor of the college's 75th anniversary, this wonderful community tradition expanded into a full block party, bringing together students, alumni, local businesses, and community members across the Aero Park Campus for classic cars, food trucks, music, and family-friendly activities. The NMC Foundation team assisted with sponsorships, raffle ticket sales, the silent auction, and checkout.

We continue to celebrate NMC's 75th Anniversary with our final signature event on Saturday, September 19. Please join us for a festive evening of celebration and gratitude as we toast to our shared history and look ahead to the next 25 years. Get tickets and more information at nmc.edu/75.

International Affairs Forum

IAF hosted a special event to open its 33rd season of global affairs programming, on September 3. The panel of locally sourced experts, including Ambassador (ret.) Greta Holtz (Oman 2012-2015), tracked U.S. involvement in Afghanistan post 9/11 to 2021, with a focus on refugee support post fall of Kabul. The discussion pivoted to introduce Traverse City's own Afghan community, illustrating the true global-local connection of geopolitics, conflict, and our own neighbors in northern Michigan. Community reaction to the program was overwhelmingly positive. The program was led by Karen Puschel Segal, NMC Fellow and former IAF co-chair, in partnership with the Afghan Migrant Ministry Project at Grace Episcopal Church, which she leads.

This year's 2nd Annual IAF Gala is Thursday, October 15, at the Hagerty Center. This year's keynote address speaker is Candy Crowley, an award-winning journalist, former CNN Chief Political Correspondent & host of State of the Union with Candy Crowley. Tickets and more info at tciaf.com/gala2026.

The Dennos Museum

Please join us on Wednesday, September 23 from 6-8pm for our [fall opening reception](#). The Dennos is proud to open four new exhibitions that evening:

- (1) *Material World: Ten Women* (organized and curated by the Muskegon Museum of Art)

- (2) Anishinaabe painter and artist Darryl Brown's *Bubbles of Love*
- (3) Rarely seen drawings and new media on view in *Drawing to Motion: Contemporary Inuit Art From The Dennonos*
- (4) Detroit-based artist Simon Anton's *Full Circle: Waste Plastic Transformations*--on view in the museum's courtyard

Points of Pride

- Congratulations to **NMC's Director of Music Programs, Jeff Cobb!** NMC's Aurora Choir (formerly Chamber Singers) have been invited to perform at the 2027 American Choral Directors Association National Conference in Minneapolis. Unlike other incredible performance experiences our NMC choirs have previously enjoyed (e.g., Carnegie Hall, The Kennedy Center, large cathedrals and basilicas across Michigan, New Jersey, New York, and Canada), this opportunity is completely merit-based. There is no higher honor for a choir than to receive an invitation to perform at a National ACDA Conference. This is a huge honor as choirs go through an incredibly rigorous adjudication process - several listening panels review submitted recordings from hundreds and hundreds of choirs - and, this year there were only 25 choirs from the US and abroad who were invited to perform at the upcoming National Conference. To offer some context, in the past 30 years, there have only been six choirs from Michigan, who weren't from the powerhouses of WMU, MSU, or U of M, invited to perform at ACDA National. Three of those six came from Traverse City - one from TCWSH in 1997, one from TCCHS in 2001 (also conducted by Jeff Cobb), and now NMC's Aurora in 2027. We believe that we are the first community college from Michigan (and perhaps the Midwest) to ever receive an invitation.
- The **Great Lakes Water Studies Institute (GLWSI)** successfully launched and completed "All Hands on Tech: Great Lakes Water Studies Voyage on Inland Seas Schooner Alliance." Funded through a \$4,000 NMC Office of Possibilities (OOPs) grant, this 3-day, 2-night pilot expedition brought Marine Technology and Water Studies students aboard the 105-foot schooner Alliance in partnership with the Inland Seas Education Association (ISEA). Students lived aboard as active crew, combining traditional seamanship (line handling, knot tying, anchor watch, deck orientation) with real-world, open-water Remotely Operated Vehicle (ROV) and Side-Scan-Sonar deployments and recoveries.

- **John Lutchko**, Great Lakes Water Studies Institute Director, has been named the 2026 recipient of the [Ocean News & Technology Early Career Ocean Professional Award](#) by the Marine Technology Society (MTS). The award is presented to an individual within 10 years of their last degree or designation who has shown leadership in MTS and who works in a professional capacity in management, engineering or research and development in a marine technology field.
- The American Alliance of Museums (AAM), in partnership with Michigan State University (MSU) and with generous support from E.A. Michelson Philanthropy, is launching the [Museum Leadership Academy](#), a new executive program designed to equip museum CEOs and senior leaders to lead with clarity, confidence, and impact. AAM announced the inaugural cohort of 40 museum CEOs and senior executives to participate in the new Museum Leadership Academy, and **Dr. Craig Hadley**, our Executive Director and Chief Curator of the Dennon Museum Center has been selected as part of the inaugural cohort!

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:

- [“The measure of a college,”](#) *Community College Daily*
- [“With New AI Requirements and Courses, Colleges Eye AI Fluency,”](#) *Inside Higher Ed*
- [“Student housing is now the new front line in student success,”](#) *University Business*
- [“The turbulent AI era is here. The choices we make now are critical.”](#) - Bill Gates
- [“How environmental branding can create student pride,”](#) *Community College Daily*

Upcoming Dates of Note

- **September 15-17** - Lakebed 2030
- **September 19** - 75th Anniversary Celebration
- **September 24** - Fall MCCA Board of Directors Reception and Dinner at NMC
- **October 6-7** - GLMA Board of Visitors Meeting
- **October 6-8** - Nursing Accreditation Site Visit
- **October 15** - IAF Gala
- **October 21** - ACCT Leadership Congress



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MEMO

To: Northwestern Michigan College Board of Trustees
Cc: Dr. Nick Nissley, Ed.D.
From: Gabe Schneider, Founder/Principal, Northern Strategies 360
Date: September 21, 2026
Re: **State/Federal Legislative Update**

State

Legislative Calendar

The legislature has only a handful of scheduled session days between now and the end of the calendar year. Depending on the outcome of the election, there may or may not be a “lame duck session”. While some bills will see some traction, most unfinished business will have to wait until the new year for reintroduction.

Publicly Funded Health Insurance (SB 1136)

As you may recall, identical legislation passed in 2024 but was vetoed by the Governor in July. Senate Bill 1136 is a reintroduction of that legislation and would increase the amount public employers pay toward their employees’ medical benefits. Specifically, the legislation would increase current public employer contribution hard caps and change the 80% contribution cap to an 80% contribution floor on medical benefit plans.

This month, the legislation passed the Senate and now moves to the House for consideration where it is unlikely to move forward this year. The MCCA is working with Senate Democratic policy staff to develop a series of amendments for when this legislation is likely to be reintroduced next session. As drafted, this legislation is concerning to community colleges from a budgetary standpoint, and we will continue to advocate for a state operations funding increase to be included if this legislation were to move forward.

Capital Outlay Bond Cap

This month, the Senate concurred with the House passed version of SB 792, which would amend the State Building Authority Act to exempt \$485.1 million in bonds issued by the State Building Authority (SBA) in June 2025 from counting against a \$2.7 billion statutory cap for the net total amount of debt the SBA is authorized to have outstanding at any given time. This change effectively would increase the cap from \$2.7 billion to \$3.19 billion. Under current law, the available bond capacity would have been exceeded in FY29. Under the new legislation, the projection for exceeding the cap is beyond 2030. This is helpful for the legislature passing additional capital outlay bills in the years ahead

Dual Enrollment Task Force

Recently, MiLEAP released the dual enrollment task force report. Currently, the annual cost of dual enrollment is \$70 million, which comes out of the K-12 budget. This past budget, the legislature allocated \$40 million in one-time funds to help alleviate the strain on the K-12 budget and fund dual enrollment separately. However there remains a gap between need and funding levels, which will be a continued advocacy priority for colleges.

Property Tax Reform

Depending on the outcome of the election and if the legislature holds session this fall, there is still a possibility of property tax reform coming up for a vote. This continues to be a priority of House Speaker Hall and could be harmful to community colleges and other local units of government.

Federal

FY27 Budget

Congress has passed a short-term Continuing Resolution (CR) which will fund the government through December 11th. This gives Congress sometime after the election to pass some type of long-term funding deal. It remains to be seen if this will be an omnibus of spending bills or if it will be another continuation of current year funding levels. We will be continuing to focus on asking Congress to reject the proposed cuts to programs such as Adult Education Workforce Innovation and Opportunity Act programs, Supplemental Educational Opportunity Grants and Federal Work Study.

Pell Grant Shortfall

As Congress looks to a fall/winter omnibus spending bill or other government funding bill, one priority for community colleges will be to address the colossal \$17 billion shortfall in the Pell Grant program. This shortfall is a result of the expanded student access created by the FAFSA Simplification Act and other Congressional actions. Recently, [The Committee for a Responsible Federal Budget outlined](#) options for addressing the Pell Grant program's projected \$100 to \$185 billion shortfall over the next decade, noting the program's reserves are now exhausted. Fully funding the shortfall through FY 2027 alone would require \$16 to \$17 billion in savings. The report notes that the House Appropriations Subcommittee for Labor-HHS-Education has already proposed eliminating subsidized federal student loans, which currently don't accrue interest until a student finishes their program, as one funding offset. CRFB also outlined options to reform the roughly \$33 billion in annual federal higher education tax breaks, including the American Opportunity Tax Credit and Lifetime Learning Credit, as an alternative or additional source of savings, noting these tax breaks are less targeted toward low-income households than Pell Grants.

Lakebed 2030

We recently facilitated and hosted two video greetings from Congressman Bergman and Senator Baldwin at the Lakebed 2030 conference.



MEMO
President's Office

To: Board of Trustees
From: Nick Nissley, President
 President's Council
Date: September 21, 2026
Subject: Elaborating on MMTC Lease and other NMC Leases

Background

During the August regular Board meeting, Trustee Robitshek requested information regarding leases similar to that of MMTC.

Applicable Policies

Board Policy A-106.00 Specific Items for Board Approval:

"Leases (as lesser or lessee) exceeding three years or more and exceeding \$50,000 annually"

The only lease within these parameters is that of the Cell Tower Lease with American Tower, which is a 30-year lease for \$2,000 per month with a 3% annual escalation. This lease was approved by the full Board of Trustees, upon recommendation of the Building & Site Committee, in May 2026.

In addition, the college has the following leases that do not fall within Policy A-106.00:

- University Partners
 - GVSU - 2 year lease at \$160,577/year
 - Davenport University - 2 year lease at \$13,515/year
 - CMU - 1 year lease at \$13,386/year
 - Ferris - 2 year lease at \$34,328/year
- Munson Childcare - month-to-month lease at \$15,000/year

Supplemental Information Regarding the MMTC Lease and Space Utilization

MMTC paid approximately \$40,000 annually for its space, which included rent, an access agreement, and use of some classroom space. This represented a below-market rate based on the history of the relationship and the terms of the original rental agreement established around 2019.

Even prior to the sale of the Boardman Lake Campus, the space occupied by MMTC has been considered for use by other academic programs, including aviation, as occupational program demand increased. The space is now being used by Extended Education & Training (EET), including the training classroom, which had become a significant capacity constraint for EET. While MMTC has been a valued partner—particularly in advancing Industry 4.0 and manufacturing initiatives—relying primarily on MMTC to provide training to area businesses limited EET’s ability to develop and expand its own workforce training portfolio.

NMC has continued to maintain a positive relationship with MMTC and values its contributions to the region. At the same time, MMTC has its own financial and organizational objectives. As NMC expands its work with manufacturers through apprenticeships and blended credit/noncredit offerings, maintaining the capacity to serve employers directly through EET is increasingly important.

Summary & Key Takeaways

The transition of the MMTC space to EET reflects broader strategic planning regarding facilities utilization and workforce development capacity.



To: NMC Board of Trustees

From: Nick Nissley, President
President's Council

Subject: September 2026 Executive Summary

Notes regarding Key Items on August Agenda:

- As follow up to the August meeting, additional information regarding leases is included in a memo within the President's Update.
- An overview (i.e., table of contents) of the annual **Five-Year Capital Outlay Plan** is included in this month's Consent Items. The FY2028 Five-Year Capital Outlay Plan will be submitted to the NMC Board of Trustees at their October 19, 2026 meeting. You may recall from past years that this annual approval includes specific information required by the state. At this point in time, no submission is being recommended for Capital Outlay Project funding as no projects within the facilities master plan meet the eligibility requirements.
- The only Action Item on this month's agenda is the annual adoption of the **Local Strategic Value Resolution**. Adoption of this resolution is a requirement for state appropriations.

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

- Fall semester 2026 posted a decline in contact hours of 1.6% and 2.4% in headcount
- The largest area of impact was in students aged 21-25 which was down 109 students.
- The **October Study Session** will be focused on enrollment, student success, and the organizational scorecard.

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

- Through August 2026, two months into FY27, net revenues were (-\$399,531) compared to (-\$359,772) in August 2025. A slight deficit is typical in August because of accounting principles, which base tuition revenue recognition on the academic year (1/16 of Fall tuition recognized through August, i.e. 1 out of 16 weeks); whereas, salaries and wages expense recognition is expensed during each pay period (2/12 months of payroll recognized through August).
- The College and Foundation financial audits are on track to be presented to the respective Board Finance and Audit Committees on October 14. However, the College's Single Audit covering NMC's compliance with expenditures of Federal awards is delayed until the Federal Office of Management & Budget (OMB) issues their 2026 compliance supplement; auditors

cannot complete their testing until this annual Federal guidance is released. Note that NMC must submit its single audit report within nine months of fiscal year end (March 31, 2027), or within 30 days of receipt of the final report from our auditors, whichever is earlier.

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

- August was a mixed month for media performance. Paid media continues it's improvement with our new partner, Stamats, with an increase in applications and accounts.
 - *Paid Media*- ↑
 - Applications: 108
 - Accounts: 102

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

- Moving into Year 1, Strategy 1 (Future-Focused Education) is on track, with all four objectives making expected first-year progress. Key highlights include a rapid expansion of institutional AI literacy through the launch of a dedicated resource website and the appointment of departmental AI navigators. The college has also significantly expanded experiential learning by embedding durable skills directly into the curriculum and securing external grants to support cutting-edge training in marine science and uncrewed aerial systems. Finally, teams are actively analyzing student data and refining academic preparedness programs to proactively support at-risk students in high-enrollment gateway courses. The full memo provides highlights, opportunities and next steps for each objective.

**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, August 17, 2026
Timothy J. Nelson Innovation Center
Room 106/107**

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

ROLL CALL

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

Trustees absent: Jody N. Lundquist

Also present: President Nick Nissley, Lynne Moritz, Hollie DeWalt, Diana Fairbanks, Troy Kierczynski, Todd Neibauer, Stephen Siciliano, Megan Bylsma, Lindsey Dickinson, Kyle Morrison, Amy Shamroe, Laura Stevens, Owen Wohlfert, Becca Richardson, Deb Pharo, Holly Hack

REVIEW OF AGENDA—The agenda was accepted as presented. No conflicts of interest were disclosed.

REPORTS AND PRESENTATIONS

Mission & Values in Action—Traverse City West recent high school graduate Owen Wohlfert shared his experience with Advanced Scientific Research with Dr. Nick Roster. Wohlfert founded microclarity.org which rates individuals' exposure to microplastics.

Faculty Report: Calculus You Can Touch—Deb Pharo, Math Instrucentor, described how an NSF grant for a 3D printer provided new physical models for calculus that enhance learning, make it more tangible and less theoretical.

Strategic Plan—Anchor and Edge—Strategic Drivers: Community Partnerships—Jason Slade, Vice President, Strategic Initiatives, reviewed how community partnerships are preparing students and supporting regional employers. Amy Shamroe, Industry Navigator, Extended Education and Training shared how the NOMIAC region and Extended Education and Training are working to connect students and employers, and are able to respond rapidly and nimbly to workforce and business needs.

PUBLIC INPUT—There was no public input offered.

UPDATES

President's Update—The recent Leaders of Northern Michigan recognized by the Traverse City Record Eagle included numerous connections to NMC. President Nissley emphasized the significance of the Osterlin Student Services Hub funding plan later in the agenda, reminding the Board of the challenges to secure state funding for the project and that the sale of the Boardman Lake Campus made this renovation possible.

Board Chair Update—Chair Mark Keely presented Trustee Oblinger with her five-year service pin on behalf of the Michigan Community College Association.

MCCA Summer Conference—Trustees that attended the annual statewide conference shared their key takeaways. Trustees congratulated the recent NMC honorees for MCCA's Outstanding Alumni, Faculty, and Staff awards in recent years.

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

- Minutes of the July 20, 2026, regular meeting
- Minutes of the June 22, 2026, closed session
- 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 Executive Director*
- Executive Committee—*Mark Keely, Committee Chair*
- Building & Site Committee—*Kennard Weaver, Committee Chair*

ACTION ITEMS

Board Policies—On a motion by Laura Oblinger, seconded by Ken Warner, the Board unanimously adopted the following Board policies on a second-reading basis:

- **A-100.00 Board of Trustees Bylaws** – *amended*
- **A-102.00 Board of Trustees Governing Style** – *amended*
- **A-109.00 Board of Trustees Vacancy** – *eliminate separate policy, content now included in A-100.00*

Storage Area Network System Replacement—Kennard Weaver made a motion, seconded by Ken Warner to authorize the administration to enter into contract with iXSystems for the replacement of the Storage Area Network System at a cost of \$794,947.00. The motion passed unanimously.

Facilities Condition Assessment—On a motion by Andy Robitshek seconded by Pam Horne, it was recommended to authorize administration to enter into a contract with Bureau Veritas in the amount of \$88,000. This represents a base bid of \$64,000, plus optional add-on services of \$24,000 for equipment/asset barcoding and preventive maintenance schedule integration into our facilities computerized maintenance management system (CMMS). The motion passed unanimously.

Osterlin Funding Plan—On a motion by Laura Oblinger, seconded by Pam Horne, the Board authorized for administration to establish a project budget for the Student Services Hub of \$13,500,000 and to proceed with an RFQ/RFP for design services and a construction manager. Trustee Horne emphasized that co-location of offices will be an asset for student success, but also that streamlined online services and staff cross training are essential. She further requested that systems be put in place to measure the success outcomes of all of these improvements. There was discussion regarding philanthropic support for capital projects. The motion passed unanimously.

Foundation Office Renovation—Ken Warner made a motion, seconded by Pam Horne, to authorize for administration to enter into a contract with Triangle Associates for an amount not to

exceed \$213,840, which includes base fees of \$189,000, alternate #1 for \$5,400, and a 10% contingency of \$19,440, funded by the Boardman Lake Campus sale proceeds. The motion passed unanimously.

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

- Information on partnerships, leases on campus and any upcoming changes
- Survey for MCCA Summer Conference feedback
- Scholarship Report to Foundation Board and Board of Trustees

ADJOURNMENT—The meeting adjourned at 6:49 p.m.

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

SIGNED _____
Mark B. Keely, Chair

ATTESTED _____
Pamela T. Horne, Secretary



MEMO

Student Services &
Technologies

To: Dr. Nick Nissley, President
 From: Todd Neibauer, VP for Student Services and Technologies
 Date: September 21, 2026
 Subject: Fall 2026 Enrollment Report

Fall 2026

Fall semester 2026 posted a decline in contact hours of 1.6% and 2.4% in headcount. The largest area of impact was in students aged 21-25 which was down 109 students. This is not surprising considering the end of Reconnect for those students last December and the extension not reopened until mid August.

High school enrolled students held nearly static with a small decrease of five students over last fall to 540, which is 16% of headcount enrollment. The new money allocated by the state for dual enrollment is assured to only four districts in the five county area. It is a small population of eligible students but we will continue to monitor if additional districts become eligible.

	Fall 2023	Fall 2024	Fall 2025	Fall 2026	△
Inquiries	3,963	4,049	4,028	3,867	-4.0%
Applicants	3,511	3,805	3,871	3,713	-4.1%
% Applied	88.6%	94.0%	96.1%	96.0%	-0.1%
Admits	2,402	2,558	2,574	2,485	-3.5%
% Admitted	68.4%	67.2%	66.5%	66.9%	0.4%
Admits Registered	1379	1477	1505	1391	-7.6%
% Admits Registered	57.4%	57.7%	58.5%	56.0%	-2.5%
Prior Admits Registered	38	31	29	35	20.7%
Retained Students	1518	1543	1707	1732	1.5%
% Retained	52.9%	52.3%	54.2%	54.3%	0.1%
Return Students	215	205	221	220	-0.5%
Average Contact Hours	10.68	10.82	11.01	11.1	0.8%
Total Headcount	3,148	3,255	3,460	3,376	-2.4%
Total Contact Hours	33,613	35,213	38,097	37,488	-1.6%
Tuition	7,218,218	7,550,881	8,545,303	8,758,632	2.5%

(Resources: Digital Dashboard – Same Date Comparison FA2023-2026)

Additional Reports

[Enrollment by Program](#)

[Enrollment Demographics](#)

Michigan Community Colleges

	% Change Hours	% Change Headcount	Credit Hours	Headcount
Alpena	1.0%	-1.0%	14,860	1,622
Bay	0.0%	0.0%	16,538	1,910
Delta	0.0%	-0.5%	74,447	8,501
Glen Oaks	18.0%	9.0%	10,907	1,201
Gogebic	-1.0%	-7.0%	7,513	665
Grand Rapids	0.1%	-1.1%	108,360	12,272
Henry Ford	-3.1%	-2.7%	106,113	11,273
Jackson	4.8%	1.1%	49,101	5,771
Kalamazoo Valley	-0.4%	1.1%	52,865	6,307
Kellogg	-2.7%	-5.6%	27,618	3,352
Kirtland	1.7%	-2.0%	14,416	1,542
Lake Michigan	8.0%	6.0%	23,577	2,434
Lansing	-1.2%	-3.2%	94,975	10,255
Macomb	0.6%	-1.6%	151,516	16,168
Mid Michigan	2.8%	3.8%	31,726	3,814
Montcalm	1.0%	-6.3%	15,830	1,907
Mott	0.4%	-1.2%	66,218	6,386
Muskegon	1.9%	2.8%	33,015	3,789
North Central Michigan	-3.9%	0.6%	13,168	1,421
Northwestern Michigan	-1.3%	-2.4%	32,745	3,326
Oakland	10.2%	10.2%	150,595	16,512
Schoolcraft	4.7%	3.4%	89,499	9,607
Southwestern Michigan	3.5%	3.1%	24,775	2,393
Washtenaw	2.2%	0.6%	96,321	11,485
West Shore	1.2%	-8.2%	11,095	1,135
TOTALS	2%	0.8%	1,317,793	145,048

Comparisons are taken from MCCSSA (mccssa.org) where colleges self-report enrollment. Not all colleges reported for the fall semester. The overall percentages are calculated for the colleges that did report enrollment after their semester start date.

Housing

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

Apartments

Building	Units	Leased	FA 2026 Occupancy Rate*
College Drive	36*	35	97%
Front Street Flats	24*	23	96%
Totals	60	58	97%

*Two units offline for renovation/maintenance (College Drive and Front Street Flats)

**We currently have a waiting list of 119 for apartments

Residence Halls

Building	FA 2023	FA 2024	FA 2025	FA 2026	FA 2025 Occupancy Rate*
North Hall	131	128	130	131	100%
East Hall	210	194	227	221**	92.8%
Totals	341	322	357	352	96.4%

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

** One suite is offline for renovation/maintenance (East Hall)

Summer Housing Revenue

Building	2022	2023	2024	2025	2026
East Hall	\$56,578	\$62,812	\$43,987	\$116,564	\$68, 116
North Hall	\$298,125	\$283,636	\$210,460	\$233,430	\$302,750
Total	\$354,703	\$346,447	\$254,447	\$349,994	\$370,866

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

**MEMO**

Finance and Administration

To: Nick Nissley, President

From: Troy Kierczynski, Vice President of Finance & Administration

Date: September 13, 2026

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

The attached reports summarize the financial results for the General Fund as of August 31, 2026. The first month represents 17% of the year.

Month End Results

The month-end reports are interim and not a reflection of actual year-end results.

The timing of revenue and expenses fluctuates throughout the year and will affect year-end results.

As of year-to-date August 2026, the General Fund is over budget by \$399,531, with expenses exceeding revenues. Revenue increased by 11% compared to the same period in August 2025 due to the timing of property tax receipts and the receipt of the Employee Retention Credit, which is boosting investment income. Expenses increased by 11% over the same timeframe, impacted by increased food costs for our maritime summer sea projects and the timing of international trip expenses for Extended Education & Training (EET).

Revenues

- A. **Tuition and Fees:** For Summer 2026, the budget was set at 5,505 contact hours for a total budget revenue of \$1,310,814. Actual Summer contact hours were 6,303 with an actual revenue of \$1,745,529. Summer revenue is over budget by \$434,715.
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 2025.
- D. **Investment Income:** Actual year-to-date investment income recorded for fiscal year 2026 reflects interest and dividend income only. Unrealized gains or losses are held on the balance sheet during the year and will be recognized at fiscal year-end. Year-to-date realized gains and losses are shared quarterly in the investment memo.
- E. **Private Sources** and **Other Sources** are timing and event-dependent.

Expenses

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

Northwestern Michigan College

Unaudited



**Northwestern
Michigan College**

Summary Report for General Fund Accounts

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

Fiscal Year 2027, Period 02

Funds	Accounts	2026-2027 Adjusted Budget	YTD Activity	% of Annual Budget
TOTAL GENERAL FUND				
50	Revenues			
	Tuition and Fees	29,400,309	3,420,631	11.63%
	Property Taxes	16,512,600	2,217,463	13.43%
	Other Local	<u>0</u>	<u>0</u>	*
	Local Sources	45,912,909	5,638,094	12.28%
	State Sources	11,778,900	310	0.00%
	Federal Sources	0	0	*
	Private Sources	1,395,325	0	0.00%
	Investment Income	650,000	279,929	43.07%
	Other Sources	<u>693,800</u>	<u>57,764</u>	8.33%
	Total Revenues	60,430,934	5,976,097	9.89%
60	Labor			
	Salaries and Wages	27,186,709	2,822,526	10.38%
	Benefits	<u>11,350,914</u>	<u>1,431,538</u>	12.61%
	Total Labor	38,537,623	4,254,064	11.04%
70	Expenses			
	Purchased Services	5,761,187	547,584	9.50%
	Supplies and Materials	4,159,176	649,232	15.61%
	Internal Services	139,770	1,770	1.27%
	Other Expenses	1,760,868	181,865	10.33%
	Institutional Expenses	2,217,233	197,739	8.92%
	Maintenance and Renovation	2,708,034	409,004	15.10%
	Prof Develop, Travel and Events	772,619	83,285	10.78%
	Capital Outlay	<u>167,810</u>	<u>53,909</u>	32.13%
	Total Expenses	17,686,697	2,124,388	12.01%
	Total Expenditures	56,224,320	6,378,452	11.34%
80	Transfers			
	Transfers	4,206,614	-2,824	-0.07%
	Total Transfers	<u>4,206,614</u>	<u>-2,824</u>	-0.07%
	Total Expenditures and Transfers	60,430,934	6,375,628	10.55%
	Net Revenues over (under) Expenditures	0	-399,531	



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

INTERIM

This statement does not
reflect year-end results.

	YTD 8/31/2026	YTD 8/31/2025	\$ Diff	% Diff	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 3,420,631	\$ 3,051,480	\$ 369,151	12%	Increase is driven by higher summer enrollment in FY27 and higher flight fees
Property Taxes	2,217,463	2,134,318	83,145	4%	Timing of property tax payments received
Total Local Sources	5,638,094	5,185,798	452,296	9%	
State Sources	310	407	(97)	-24%	State of Michigan Ren Zone payment smaller in FY27
State PPT Reimbursement	-	-	-	0%	Consistent with prior year
Federal Sources	-	-	-	0%	Consistent with prior year
Private Sources	-	-	-	0%	Consistent with prior year
Investment Income	279,929	108,278	171,651	159%	Increased principal after collection of employee retention credit in Spring
Other Sources	57,764	100,711	(42,947)	-43%	Primarily due to timing of insurance claims received in FY26
Total Revenue	5,976,097	5,395,194	580,903	11%	
Expenses					
Salaries and Wages	2,822,526	2,703,294	119,232	4%	Consistent with prior year
Benefits	1,431,538	1,369,012	62,526	5%	Consistent with prior year
Purchased Services	547,584	405,212	142,372	35%	Primarily due to increased food costs for the Maritime Summer Cruise FY27 and timing of Maritime cruise expenses
Supplies & Materials	649,232	486,452	162,780	33%	Primarily impacted by timing of EES international trip expenses in FY27
Internal Services	1,770	16,838	(15,068)	-89%	Timing of internal charges
Other Expenses	181,865	210,054	(28,189)	-13%	Primarily due to increased promotional/marketing expenses in FY26
Institutional Expenses	197,739	181,036	16,703	9%	Primarily due to timing of insurance expenses in FY27
Maintenance & Renovation	409,004	380,088	28,916	8%	Primarily due to increased software maintenance expenses in FY27
Professional Development	83,285	98,695	(15,410)	-16%	Timing of professional development expenses
Capital Outlay	53,909	49,999	3,910	8%	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])
Total Expenses	6,378,452	5,900,680	477,772	8%	
Transfers	(2,824)	(145,714)	142,890	0%	Indirect grant costs and strategic fund support for rebranding in FY26
Total Expenses & Transfers	6,375,628	5,754,966	620,662	11%	
Net Revenue Over (Under) Expenses	\$ (399,531)	\$ (359,772)	\$ (39,759)	11%	



**Northwestern Michigan College
Comparison - Month Over Month
General Fund
Aug 2026 vs. July 2026**

INTERIM

This statement does not
reflect year-end results.

	YTD 8/31/2026	YTD 7/31/2026	Aug 26 Activity	Jul 26 Activity	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 3,420,631	\$ 1,976,496	\$ 1,444,135	\$ 1,976,496	July had 4 weeks of summer tuition; August had 1 week of summer & 1 week of fall tuition. Additionally, summer general fees and course fees were recognized in July
Property Taxes	2,217,463	574,594	1,642,869	574,594	Timing of property tax payments received
Total Local Sources	5,638,094	2,551,090	3,087,004	2,551,090	
State Sources	310	-	310		- small RenZone payment received in August
State PPT Reimbursement	-	-	-		- Consistent with prior month
Federal Sources	-	-	-		- Consistent with prior month
Private Sources	-	-	-		- Consistent with prior month
Investment Income	279,929	139,220	140,709	139,220	Consistent with prior month
Other Sources	57,764	28,588	29,176	28,588	Consistent with prior month
Total Revenue	5,976,097	2,718,898	3,257,199	2,718,898	
Expenses					
Salaries and Wages	2,822,526	808,009	2,014,517	808,009	Faculty and adjuncts began in August and impact from timing of wage allocations crossing fiscal years in July
Benefits	1,431,538	558,011	873,527	558,011	Faculty and adjuncts began in August and impact from timing of wage allocations crossing fiscal years in July
Purchased Services	547,584	185,158	362,426	185,158	Primarily due to higher purchased service expenses in August
Supplies & Materials	649,232	306,068	343,164	306,068	Primarily due to timing of classroom and general supplies expenses in August
Internal Services	1,770	510	1,260	510	Timing of internal charges
Other Expenses	181,865	68,347	113,518	68,347	Primarily due to timing of recruiting/promotional expenses, uncollectible debt, and non-professional development expenses
Institutional Expenses	197,739	35,708	162,031	35,708	Timing of electricity payments in August (impacted by fiscal year end processes)
Maintenance & Renovation	409,004	139,583	269,421	139,583	Due to timing of software, facilities, and grounds maintenance expenses in August
Professional Development	83,285	34,996	48,289	34,996	Driven by timing of professional development expenses
Capital Outlay	53,909	21,548	32,361	21,548	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])
Total Expenses	6,378,452	2,157,938	4,220,514	2,157,938	
Transfers	(2,824)	-	(2,824)	-	Indirect grant costs
Total Expenses & Transfers	6,375,628	2,157,938	4,217,690	2,157,938	
Net Revenue Over (Under) Expenses	\$ (399,531)	\$ 560,960	\$ (960,491)	\$ 560,960	



MEMO

Finance and
Administration

To: Dr. Nick Nissley, President
From: Troy Kierczynski, Vice President of Finance and Administration
Date: September 15, 2026
Subject: **FY2028 Five-Year Capital Outlay Plan**

This document provides an overview of the annual Five-Year Capital Outlay Plan. The FY2028 Five-Year Capital Outlay Plan will be submitted to the NMC Board of Trustees at their October 19, 2026 meeting. The Plan will include the information indicated below:

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

Appendix A NMC Catalogue and Economic Impact Study

Staffing and Enrollment

Appendix B Current Enrollment Report Fall
 Appendix C Faculty/Staff Headcount History
 Appendix D Class Size & Projected Class Size Needs - Course Efficiency Report

Facility Assessment

Appendix E Facilities Assessment Report – Sodexo FCI
 Appendix F Summary description of each facility (net to gross ratios)
 Appendix G Building and/or Classroom Utilization Rates
 Appendix H Replacement Value - Appraisal of Buildings
 Appendix I Map of Parking and Roads



MEMO

Public Relations, Marketing
& Communications

To: Nick Nissley, President

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

Date: 9-21-26

Subject: August 2026 Monthly Report

August was a mixed month for media performance. Paid media continues it's improvement with our new partner, Stamats, with an increase in applications and accounts. Earned media sentiment remains strong while total media mentions were down due to an unusually high 2025. Top stories including Outstanding Alumni, MIReconnect and Dean's List. NMC Now saw a small dip in followers as it returned for the fall semester highlighting [Lakebed 2030](#). Shared media followers continue to increase with highest performing posts including Welcome Week, Lobdell's reservations and a police car donation. NMC Public Relations, Marketing and Communication key performance indicators for August 2026 include:

Paid Media - ↑

- Applications: 108
- Accounts: 102

Earned Media - ↓

- Media mentions: 82
- Positive/neutral sentiment: 100%
- Publicity value: \$42,000

Owned Media - ↓

- Subscribers: 1,375
- Open rate: 39%

Shared Media ↑

- Facebook followers: +7.8% YOY
- Total followers: 15,609

- Instagram followers: +14.4% YOY
- Total followers: 4,939



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

From: Megan Bylsma, Acting Executive Director, Director of Development & Alumni Engagement

Date: September 28, 2026

Subject: Advancement Division Update

Update on Philanthropic Activity

The Foundation has recorded \$477,350 in new gifts and pledges as of September 10, 2026. At 19% of the way through the fiscal year, this represents 11.1% of the budgeted goal of \$4,300,000 in cash/pledge activity.

FY27 Total Dollars Raised Through the NMC Foundation

\$376,730	Total cash gifts and pledges received to date (including The Fund for NMC)
\$100,620	Gross event revenue
\$477,350	Total raised through donations and event revenue
+ \$0	New documentation of planned gift intentions
<u>+ \$578,714</u>	In-Kind Gifts
\$1,056,064	Total Fundraising Activity

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

- Unrestricted gifts to the Fund for NMC - \$44,717 (11.87% of total giving)
- Scholarships, both restricted and endowed funds - \$179,578 (47.67% of total giving)
- Program support and capital projects at NMC - \$152,435 (40.46% of total giving)

Foundation Initiatives

- NMC's comprehensive campaign continues in its planning phase through December 2026, aiming to raise \$45 million in support of key college priorities: elevating the student experience (capital improvements to Osterlin plus investments in all related student support services), building the unrestricted Fund for NMC, investing in the Blue Economy, and growing the endowment for The Dennos Museum Center—a campus and community arts treasure.
- Revenue is confirmed for the 42nd Annual Scholarship Open, presented by Bill and Susie Janis in memory of Julie Janis Finch and Eddie Janis, which raised \$90,000 this year—up from \$71,000 raised at last year's event. This event brought together more than 215 Golfers, 48 Sponsors and 54 Volunteers.
- On September 6, Zach Whitaker, NMC's Alumni Relations Manager, kicked off The Celebration Tour with a fantastic event at the TC Horse Show. The tour aims to raise NMC's institutional profile while celebrating and building networks with local and regional alumni, donors, and partners. President Nissley joined Zach to recognize the newest Outstanding Alumni honorees, including Board of Trustees Chair Mark Keely. The final stop on the tour is scheduled for Grand Rapids, MI, on October 28.
- Since 1988, Northwestern Michigan College has honored the exceptional journeys and achievements of our graduates through the Outstanding Alumni Award. We are now officially accepting nominations for the 2027 class. Do you know an NMC legend or trailblazer who is driving progress and making a transformative impact in their field? Nominate a Hawk Owl today.

- The 75th Anniversary Celebration on September 19th served as the final Signature Event of our anniversary year. It was a festive evening of celebration, dancing, and gratitude as we toasted our shared history and looked ahead to the next 25 years. Special thanks to Peg Jonkhoff for her incredible leadership in making this evening so unforgettable.

Advancement Division Initiatives

- IAF hosted a special event to open its 33rd season of global affairs programming. The panel of locally sourced experts, including Ambassador (ret.) Greta Holtz (Oman 2012-2015), tracked U.S. involvement in Afghanistan post 9/11 to 2021, with a focus on refugee support post fall of Kabul.. The discussion pivoted to introduce Traverse City's own Afghan community, illustrating the true global-local connection of geopolitics, conflict, and our own neighbors in northern Michigan. Community reaction to the program was overwhelmingly positive. The program was led by Karen Puschel Segal, NMC Fellow and former IAF co-chair, in partnership with the Afghan Migrant Ministry Project at Grace Episcopal Church, which she leads.
- This year's 2nd Annual IAF Gala is Thursday, October 15, 2026 at the Hagerty Center on NMC's Great Lakes Campus in Traverse City. This year's keynote address speaker is Candy Crowley, an award-winning journalist, former CNN Chief Political Correspondent & host of State of the Union with Candy Crowley. Tickets and more info at tciaf.com/gala2026.
- The Dennon Museum opened four new exhibitions on September 23rd: *Material World: Ten Women* (organized and curated by the Muskegon Museum of Art), Anishinaabe painter and artist Darryl Brown's *Bubbles of Love*; Rarely seen drawings and new media on view in *Drawing to Motion: Contemporary Inuit Art From The Dennon*; Detroit-based artist Simon Anton's *Full Circle: Waste Plastic Transformations*--on view in the museum's courtyard.

**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES**

Building & Site Committee Minutes

Wednesday, September 9, 2026

Discovery Pier

13170 S West Bay Shore Dr

Traverse City, MI 49684

Members Present: Ken Warner, Laura Oblinger

Members Absent: Kennard Weaver

Others Present: Trustee Jody Lundquist, Nick Nissley, Lynne Moritz, Jason Slade, Molly Norville, Matt McDonough

Freshwater Research and Innovation Center Tour—In lieu of a traditional monthly agenda, committee members were invited to tour the construction site of the Freshwater Research and Innovation Center which is located adjacent to Discover Pier. All members of the NMC Board of Trustees were invited to join the tour, while Building & Site Committee members Laura Oblinger and Ken Warner were in attendance.

During the tour, there were questions and discussion regarding the programming and partnerships that FRIC will be home to. Future tours will be offered to those trustees that were unable to attend today's tour due to scheduling conflicts or the construction site conditions.

Public Input—There was no public comment offered.

The tour commenced at 2:00 p.m. and concluded at 3:01 p.m.

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

NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
Executive Committee Minutes
Tuesday, September 22, 2026
TJNIC 08
1701 E. Front Street, Traverse City, MI 49686

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

Members Present: Mark Keely, Kennard Weaver, Jody Lundquist

Members Absent: None

Others Present: Nick Nissley, Lynne Moritz

President's Update—President Nissley updated the committee on multiple topics to complement his written mid-month update.

September 28 Board Packet—A draft of the upcoming regular meeting packet, along with the draft agenda for a study session on Artificial Intelligence at the college, were reviewed for any questions.

Other Discussion—Upcoming meeting dates were discussed and it was determined to reschedule the October meeting to Thursday, October 8, at 3:00 p.m.

Public Input—There was no public comment offered.

The meeting was adjourned at 2:29 p.m.

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

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

To: Dr. Nick Nissley, President

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

Subject: NMC Local Strategic Value Resolution

Date: September 21, 2026

In accordance with the requirement in the applicable fiscal year 2027 appropriations act for community colleges, NMC must satisfy four of the five best practices in three different categories related to local strategic value. In order to receive our portion of the performance funding appropriation, we must demonstrate compliance by means of a Board of Trustees resolution certifying that we have met these requirements. In the attached resolution, NMC has provided specifics as to how we meet each best practice measure.

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

NORTHWESTERN MICHIGAN COLLEGE LOCAL STRATEGIC VALUE RESOLUTION

A regular meeting of the Board of Trustees of Northwestern Michigan College was held at the Timothy J. Nelson Innovation Center of Northwestern Michigan College, on the 28th of September, 2026, at 5:30 o'clock in the evening.

The meeting was called to order by Mark Keely, Chair.

Present:

Absent:

The following preamble and resolution were offered by _____ and seconded by _____:

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

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

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

BE IT FURTHER RESOLVED, that the Board directs the College to file this Resolution with the State Budget Office no later than October 15, 2026, in compliance with Section 230(2) of the State School Aid Act (MCL 388.1830) and the *applicable fiscal year appropriations act for community colleges*, and to retain a copy in official College records.

Chair, Board of Trustees
Northwestern Michigan College

Community Colleges Local Strategic Value Template

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

Best Practices by Category	Examples of Adherence
Category A: Economic Development and Business or Industry Partnerships (must meet 4 of 5)	
(i) The community college has active partnerships with local employers including hospitals and health care providers.	Community partnerships are a strategic driver in the current strategic plan. As part of this, NMC partners with Munson Medical Center in nursing degree education (clinical site for ADN and PN student rotations), accredited surgical technology degree education (financial support and clinical site for AAS student labs), biomedical technologist associate's degree, professional development for staff (LEAN medical office), community education specifically related to wellness and nutrition programs (joint listing in Extended Education Catalog), consultation regarding specialized needs for technical training such as CNA's, phlebotomists, and medical coders. Through NMC University Partnerships, NMC GVSU's Masters in Physician Assistant degree program and allied health pathways. NMC, Davenport and Munson, recently fulfilled a state of Michigan grant, to create a more streamlined pathway into the field of nursing.
(ii) The community college provides customized on-site training for area companies, employees, or both.	NMC provides various levels of noncredit, workforce, professional development and on-site customized training for area employers. Training is delivered by the professional development arm of NMC's Extended Education and Marine Center, as well as, partners developed through the Northern Michigan Attainment Collaborative (led by NMC and Northwest Michigan Works!). Over \$11.8 million dollars of specialized training through the Michigan New Jobs Training Program leading to the development of 1191 projected jobs paying above the region's ALICE wage.

Best Practices by Category	Examples of Adherence
	Industry certifications and shorter programs continue to be implemented to better meet industry's needs.
(iii) The community college supports entrepreneurship through a small business assistance center or other training or consulting activities targeted toward small businesses.	NMC's support for entrepreneurship and small businesses is broad. NMC facilitates meeting and consulting resources targeted at small business support including SCORE mentorship. In September 2017, NMC and Networks Northwest entered into an agreement supporting the implementation of the Workforce Innovation and Opportunity Act (WIOA) and the MOU was renewed in 2026. Extended Education provides cost effective and efficient classes geared towards startups, small businesses and entrepreneurs. NMC participates and sponsors the annual Northern Michigan Start-up Week activities focused on innovation and entrepreneurship in collaboration with 20Fathoms and Traverse Connect. The Office of Innovation and Entrepreneurship provides mentoring, support and funding to assist student entrepreneurs as they look to grow their business. This work is aligned with the National Association for Community College Entrepreneurship (NACCE) model. Recently, the college resigned NACCE's Presidents for Entrepreneurship Pledge (PFEP) focused on a culture of innovation at the college. NMC is leading the growth of BlueTech start-ups through the launch of the Freshwater Research and Innovation Center and hosting of the annual BlueTech Challenge pitch competition. NMC is also a partner in the NorthSky Consortium, a regional alliance formed to position Traverse City and northern Michigan as an Uncrewed Innovation Zone.
(iv) The community college supports technological advancement through industry partnerships, incubation activities, or operation of a Michigan technical education center or other advanced technology center.	NMC Aero-Park campus emphasizes automotive technology, engineering technologies, manufacturing, renewable energy, construction technology, PLC certificate training, robotics and unmanned systems, and associate and bachelor's level marine technology remotely operated vehicles and acoustical sonar training. In 2017, the Great Lakes Water Studies Institute became the only academic institution,

Best Practices by Category	Examples of Adherence
	world-wide, offering international credentialing from the Association of Diving Contractors International (ADCI). Industry specific advanced professional development leverages NMC's state-of-the-art technical resources, including advanced simulation training for welding, unmanned aerial systems, IT. In 2021, NMC received a Michigan Economic Development Corporation grant to develop an advanced manufacturing / Industry 4.0 lab in conjunction with industry partners including the Grand Traverse Manufacturing Council and Traverse Connect. The lab went live in May 2022 supporting Industry 4.0 training including collaborative robotics. Aligned with this work is the revamping of the Engineering Technology program, which is currently gathering industry input as it updates its curriculum and offerings. In 2025, the college acquired one of the state's first 3D concrete printers designed to "print" lower cost housing. Training will begin in the Fall of 2025 for this forward thinking program. This work continues across all key technical areas.
(v) The community college has active partnerships with local or regional workforce and economic development agencies.	NMC has a long-standing collaboration with the NW Michigan Council of Governments, is a member of the Career and Education Advisory Council, and similar agencies. NMC is also a founding member of the Traverse Area Chamber of Commerce, Chamber EDC, and regional, state, and national organizations supporting workforce and economic development in the region. NMC is a regional host for the Grand Traverse Area Manufacturing Summit. In 2025, NMC and MiWorks received a MiLEAP grant dedicated to expanding workforce collaboration and to develop a collaboration focused on increasing the number of individuals with credentials of value in the region. This has resulted in the formation of the Northern Michigan Attainment Collaborative. NOMIAC is a 10-county collaborative effort to cultivate a skilled workforce by increasing the percentage of people with a credential or degree to 60% by 2030. This initiative will expand the middle class, provide

Best Practices by Category	Examples of Adherence
	families with opportunities to thrive, and drive economic growth and stability across the region.
Category B: Educational Partnerships (must meet 4 of 5)	
(i) The community college has active partnerships with regional high schools, intermediate school districts, and career-tech centers to provide instruction through dual enrollment, concurrent enrollment, direct credit, middle college, or academy programs.	NMC actively engages local educational entities to provide early college programming. Additionally, NMC has a strong dual enrollment program for high school students and direct credit opportunities. NMC has Early College programs with Traverse City Area Public Schools and the Northwest Education's Career Technology Center. NMC has expanded articulation agreements for programs such as pilot training (Cheboygan ISD, Crosswinds Academy) and Computer Information Technology (Elk Rapids Schools, Traverse City St. Francis High School) as well as many such arrangements with local career tech centers.
(ii) The community college hosts, sponsors, or participates in enrichment programs for area K-12 students, such as college days, summer or after-school programming, or science Olympiad.	NMC's Extended Educational Services (EET) provides the <i>College for Kids</i> catalog, featuring week-long courses, filling over 1200 College for Kids seats during the summer. Working with Traverse City Area Public Schools, Northwest Education Services, private and charter schools, NMC supports multiple activities that introduce K-12 students to higher education opportunities such as national robotics and unmanned aerial systems (UAS) competitions. The CIT program hosts the IT Olympics annually for regional career and technical education centers and local high school IT programs.
(iii) The community college provides, supports, or participates in programming to promote successful transitions to college for traditional age students, including grant programs such as talent search, upward bound, or other activities to promote college readiness in area high schools and community centers.	NMC partners with area high schools by discussing alignment of their curriculum with our coursework. Additionally, we have created pathways for placement utilizing a student's high school GPA. Students may take a writing inventory or complete math placement testing to improve their course placement. Our Commitment Scholarship program provides access and support for first generation learners in our five county area for ninth grade students selected by the high schools. NMC also hosts advisor days designed to help high school

Best Practices by Category	Examples of Adherence
	counselors better advise their high school students into college programs.
(iv) The community college provides, supports, or participates in programming to promote successful transitions to college for new or reentering adult students, such as adult basic education, GED preparation and testing, or recruiting, advising, or orientation activities specific to adults.	Through collaboration with Michigan Works!, NMC offers activities specifically designed for new and returning adult learners. Examples of expanded services are the testing prep and certified testing services through the NMC Student Success center and the Pro-metric testing center located at the college's testing center. NMC also offers a pre enrollment "College Edge" program to help students, both adult and traditional, to acclimate college and its academic rigors.
(v) The community college has active partnerships with regional 4-year colleges and universities to promote successful transfer, such as articulation, 2+2, or reverse transfer agreements or operation of a university center.	Through NMC's University Partnerships, dating back to 1996, the community has access to education opportunities beyond the Associate level in undergraduate and graduate level degree programs offered by five university partners. Over 40 bachelor's completion, master's, and professional post-associate certificates are available. Through the University partnerships, specific 3+1 and concurrent enrollment programs have been developed by partner institutions in response to regional needs such as in Aviation and Nursing (Davenport University) and Clinical Social Work (Ferris State University), in addition to extensive articulation agreements across the disciplines. In the Fall of 2025, NMC relocated the partners back to the Front St. campus in order to better advise students and encourage collaboration across academic areas. Michigan State University Institute of Agricultural Technology and Northwestern Michigan College (NMC) have partnered for more than 30 years to offer specialized training programs for careers in agriculture, landscaping, and the grape and wine industry.

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

Best Practices by Category	Examples of Adherence
	(e.g., Commitment Scholars program, Late Night of Procrastination at the library), community outreach projects (e.g., Hero Race organized by students in a business course in which \$5,000 in funds are raised annually for “littles” to take College for Kids classes, Food for Thought, a community-wide food drive to support families in need at Thanksgiving) and Student Government Association sponsored activities, to name a few.