



Northwestern
Michigan
College

Board of Trustees

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

1701 East Front Street
Traverse City, MI 49686
(231) 995-1010
trustees@nmc.edu

Meeting Agenda

Monday, March 18, 2024
at Hagerty Center, Room C
Great Lakes Campus, 715 E. Front Street

4:45 p.m. Reception with Student Government Association—Room A
5:30 p.m. Regular Meeting—Room C

I. GENERAL BUSINESS

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

II. STRATEGIC FOCUS

- E. Future-Focused Education—*Jason Slade, Vice President of Strategic Initiatives, and Stephen Siciliano, Vice President for Educational Services*

III. REPORTS AND PRESENTATIONS

- F. Program Focus: Student Government Association—*SGA Members and SGA Advisors Ali Thornton & Lisa Thomas*
- G. Faculty Report: Experiential Learning Institute Update—*Kristy McDonald, Business Faculty, and Brandon Everest, Social Science Faculty; Co-Directors, Experiential Learning Institute*
- H. FY25 Budget Process—*Troy Kierczynski, Vice President of Finance and Administration*

IV. 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 time of input.

V. UPDATES

- I. President's Update—*President Nick Nissley*
- J. Board Chair Update—*Laura Oblinger, Chair*



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March 18, 2024 Meeting Agenda
Page 2

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

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

Recommend that the following items be approved:

- K. Minutes of the February 26, 2024, regular meeting
- L. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- M. Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- N. PRMC—*Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications*
- O. Foundation Report—*Carly McCall, Director of Alumni Engagement*
- P. Building and Site Committee—*Ken Warner, Committee Chair*
- Q. Executive Committee—*Laura Oblinger, Chair*

VII. ACTION ITEMS

R. New Jobs Training Program (Pursuant to Policy A-106.00 Finance)

Recommend authorization for administration to enter into agreements under the Michigan New Jobs Training Program (MNJTP) for the following companies:

- CBS Solar
- Shoreline Power Services (amendment)
- RJG, Inc. (amendment)

VIII. REVIEW OF FOLLOW-UP REQUESTS

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

IX. ADJOURNMENT

Upcoming Board Meeting Dates:

All board meetings are open to the public.

- April 22, 2024—Timothy J. Nelson Innovation Center, Room 106/107
- May 20, 2024—Timothy J. Nelson Innovation Center, Room 106/107 (3rd Monday)
- June 24, 2024—Timothy J. Nelson Innovation Center, Room 106/107
- July 22, 2024 – Aeropark Campus, Parsons-Stulen Room 222/224
- August 26, 2024 - Timothy J. Nelson Innovation Center, Room 106/107
- September 23, 2024 – Timothy J. Nelson Innovation Center, Room 106/107
- October 21, 2024 – Timothy J. Nelson Innovation Center, Room 106/107 ***Third Monday*
- November 25, 2024 – Timothy J. Nelson Innovation Center, Room 106/107
- December 16, 2024 – Timothy J. Nelson Innovation Center, Room 106/107 ***Third Monday*

NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

To: Dr. Nick Nissley, President
From: Jason Slade, Vice President of Strategic Initiatives
Date: March 11, 2024
Subject: Strategic Initiatives Update: *March 18, 2024 Board of Trustees Meeting*
 Topic: ***Strategy 1 - Future-Focused Education***

Strategy 1: Future-Focused Education

Enhance offerings through flexible academic pathways, innovative instructional delivery models, and relevant, hands-on educational experiences to empower global learners for the future. (*Champion:* Stephen Siciliano)

Executive Summary:

This strategy is currently on track with 5 of the 5 objectives currently classified as “green” due to their progress through the action steps. Associated metrics were updated this month to reflect Fall 2023 and Spring 2024 where data was available. Metrics are trending upward toward target goals with the exception of credit for prior learning and online courses. The online course percentages were expected as the college continues to adapt to student demand. Complete metrics are included in the results below along with baseline and targets.

Highlights and Successes:

- Accelerated pathways/courses (Objective 4) continue to be offered along with better advising for students on the benefits and expectations of short courses. 26 courses offered this Spring across multiple disciplines. This objective will close with the completion of Year 2 and move into a monitoring mode.
- Experiential Learning Institute (ELI) has expanded the number of courses offering experiential learning opportunities (ELO) resulting in 2,482 of 2,685 (92%) of students having an ELO experience during Fall 2023!

Challenges and Opportunities:

- Objective 1 (Credit for Prior Learning) - After modest growth for credit for prior learning due to MCCA promotion of industry standard credentials for credits, this objective has plateaued. NMC continues to add new certifications to the database and is actively updating articulation agreements with career tech centers and aligned high school programs. Additional opportunities exist as we blur the transition from credit to noncredit (example: CompTIA fundamentals workforce courses through EES converting to computer information technology credit).
- Objective 2 (Online Courses) - Analysis of student registration and advisor/dept. chair feedback continues to be used to monitor the ratio of online to face-to-face courses. Our goal is to offer courses in the format requested and needed by students. We will continue to work with advisors, instructors, and chairs to find the correct mixture of course formats each semester.
- Objective 3 (Accelerated Courses) - Student performance has declined in the accelerated format, especially in History and English. Continue to look at additional supports for those students and identify courses that are a better fit for the faster-paced structure.

Strategy 1 - Future-Focused Education

Objective 1: Increase the annual number of students who receive prior learning credit from 236 to 270, using flexible academic pathways, by December 2024.


Status of Action Steps	Baseline	Data Trend	Target	Notes
2 On Schedule	Students receiving credit for prior learning 236 (3 year avg)	Students receiving credit for prior learning 2022-23: 241 2023-24: 226 (to date) ⇄	Students receiving credit for prior learning 270 by 12/31/2024	More gains will be made as MCCA's credit for certification website becomes more widely used and updated. Continue to work with regional career tech centers and our own Extended Education Services to identify more opportunities


Objective 2: Increase the proportion of online courses in Fall semester to 30% and in Spring semester to 35%.

Status of Action Steps	Baseline	Current	Target	Notes
3 On Schedule	Proportion of online courses 28% (Fall 21) 30% (Spring 22)	Proportion of online courses 27% (Fall 22) 27% (Fall 23) ⇄ 33% (Spring 23) 32% (Spring 24) ⇄	Proportion of online courses 30% (Fall 24) 35% (Spring 25)	Percentage of online and face-to-face classes continues to be determined by demand, advisor input, and instructor qualifications. Key courses (meteorology for example) being targeted next based on demand.

Objective 3: Increase student success and completion rates in online courses from 87% to 90% and hybrid courses from 92% to 95% by developing additional teaching strategies by December of 2024.

Status of Action Steps	Baseline	Current	Target	Notes
2 Complete	NMC Completer Success Rates: Online 87% Hybrid 92%	Success Rates: F22 (online): 87% S23 (online): 88% F23 (online): 86% F22 (hybrid): 93% S23 (hybrid): 91% F23 (hybrid): 91% ⇄	Student Success Rates Online 90% Hybrid 95% by 12/31/2024	Peer reviewers are all in place and have begun providing feedback on courses. Hybrid continues to match our face-to-face success rates (91%).

Objective 4: Create six shortened course pathways (two courses in one semester) in multiple academic disciplines by May 2024.				
Status of Action Steps	Baseline	Current	Target	Notes
1 Complete 3 On Schedule	Shortened pathways = not tracked	F22 = 2 pathways F23 = 11 pathways (23 courses) S24 = 12 pathways (26 courses) 	Shortened pathways = 6 by 5/15/2024	This goal has been exceeded by pathways under the ASA/Gen Ed for AAS category; Business Admin; CIT, and WSI. Accelerated MTH was not popular. Continue to work with department chairs and advisors on needed pathways. This objective has been met and will close in May 2024.

Objective 5: Every credential-seeking student will engage in at least one ELO at NMC by September 2024				
Status of Action Steps	Baseline	Current	Target	Notes
5 On Schedule	Experiential Learning Opportunities = not tracked	F22: 1,471 (ELO) out of 2,700 --> 54% of credential seeking students had ELO experience S23: 1,584 (ELO) out of 2,390 --> 66% of credential seeking students had ELO experience F23: 2482 (ELO) out of 2,685 → 92% of credential seeking students had ELO experience 	~ 100% of students by 9/15/2024	34 courses now designated as EL immersive for Fall 23. Investigating English courses for EL designation which could result in meeting target. Will refine objective language in year 3 to make this sustainable beyond this plan.

Key	
Green	> 75% of scheduled actions supporting objective are on task
Yellow	> 50% of scheduled actions supporting objective are on task
Red	< 50% of scheduled actions supporting objective are on task

PDCA (Plan Do Check Adjust): No current feedback to champions from stakeholders/others.
Next Month: Strategy 2: Student Engagement & Success



Northwestern Michigan College

NMC Experiential Learning Institute Update, 2024

**Brandon Everest
Kristy McDonald**



Experiential Learning Institute Leadership Team

Co-Directors

Brandon Everest: beverest@nmc.edu

Kristy McDonald: kmcdonald@nmc.edu

EL Program Coordinator

Amy Burns-Bailey: aburns@nmc.edu

Vice President for Educational Services

Stephen Siciliano: ssiciliano@nmc.edu

Director of International Services & Service Learning

Jim Bensley: jbensley@nmc.edu

Director of Retention & Student Success

Lindsey Dickinson: ldickinson@nmc.edu

ELI Office Manager

Tracy Welch: twelch@nmc.edu

ELI Office: 231-995-1170

What is an Experiential Learning Opportunity (ELO)?



What is an Experiential Learning Opportunity (ELO)?

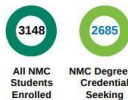
Any opportunity for learning that promotes “full cycle learning”, which includes intentional design for experiencing, reflecting, thinking and acting.



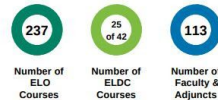
NMC Strategic Plan Strategy 1 - Objective 5

EXPERIENTIAL LEARNING INSTITUTE Fall 2023 Experiential Learning Opportunity (ELO) Report

Fall 2023 Enrollment Student Numbers

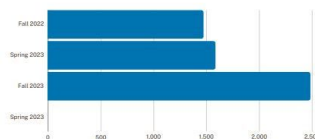


Fall 2023 ELO/ELDC Courses and Faculty/Adjunct Numbers



% of NMC Credential-Seekers with ELOs

Fall 2022: 1471 of 2700 (54%)
Spring 2023: 1584 of 2390 (66%)
Fall 2023: 2482 of 2685 (92%)



Objective:
Every credential-seeking student will engage in at least one experiential learning opportunity (ELO) at NMC by September 2024.





Curricular Mapping

Curricular mapping provides the college what it needs for its next steps in experiential learning.

- Identify strengths and gaps
- Target opportunities for growth
 - Like course-level offerings and further consistency in programmatic learner experiences



SOC 101	Introduction to Sociology 1 (Everest, Wilczewski, Hudson, Staff)	3
SOC 201	Modern Social Problems (Everest)	3
SOC 231	Marriage and the Family 1 (Everest)	3
SOC 220	Gender and Society 1 (Wilczewski)	3
SOC 231	Deviance and Criminal Behavior 1 (Wilczewski)	3
SOC 260	Race and Ethnicity 1 (Wilczewski)	3
GROUP 2 COURSES		
All 100-level or higher courses not listed in the Group 1 section are Group 2 courses.		
KEY		
 Experiential Learning Opportunities (ELOs) - YELLOW Experiential Learning Opportunity (ELO) based on Instructor- PINK Experiential Learning Designated Course (ELDCs) - GREEN		





Professional Development and Support

Lunch and Learns

- Smaller opportunities to learn with a special focus

PD Day and PD Day Workshops

- Large faculty-wide workshops to identify and develop ELOs



Professional Development and Support

EL101 Cohorts

- Five module training for full development of ELOs
 - Learning Cycle
 - Learning Preferences
 - Learning Spaces
 - Faculty Roles

EL Fellowship

- Deep dive to create Experiential Learning Designated Courses (ELDCs).
 - Rubric-based full course overhauls





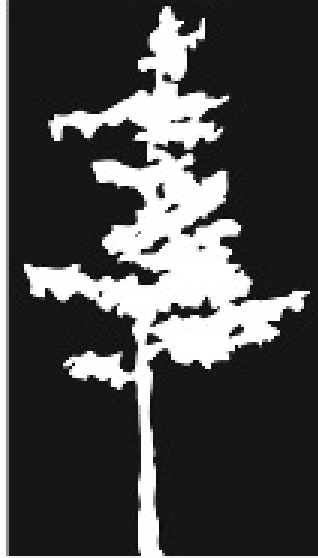
EL Endorsement

Exploring a uniting endorsement for life and skills-based experiential education at NMC.

Voluntary, official and attached to the transcript.

- ELOs
- ELDCs
- Skills-based
- Stackable Credentials
- Micro Credentials
- Cocurricular & Extracurricular Activities
- Interdisciplinary/Wicked Problems





**Northwestern
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Board of Trustees

FY25 Working Budget Update

March 2024

TABLE OF CONTENTS
FISCAL YEAR 2025 WORKING BUDGET UPDATE

FY25 BUDGET UPDATE

MEMO: FY25 BUDGET UPDATE..... 3
 FY25 WORKING BUDGET 4

OPERATING REVENUE AND EXPENSE ASSUMPTIONS

ENROLLMENT AND CONTACT HOURS 4
 STATE APPROPRIATIONS REVENUE..... 5
 PROPERTY TAX REVENUE..... 6
 LABOR EXPENSES 7
 NON-LABOR EXPENSES AND TRANSFERS..... 7

MICHIGAN COMMUNITY COLLEGE COMPARATIVE DATA

1-YEAR IN-DISTRICT TUITION AND FEE RATE CHANGE COMPARISON..... 8
 5-YEAR IN-DISTRICT TUITION COMPARISON..... 9
 5-YEAR OUT-OF-DISTRICT TUITION COMPARISON..... 10
 5-YEAR OUT-OF-STATE TUITION COMPARISON 11
 OPERATING REVENUE SOURCES COMPARISON..... 12
 TOTAL INSTITUTIONAL REVENUE SOURCES COMPARISON 13
 PROPERTY TAXES: TAXABLE VALUES COMPARISON..... 14
 EXPENSES BY ACTIVITY COMPARISON..... 15
 SALARY AND FRINGE BENEFIT COMPARISON 16

OTHER DATA

PROJECTIONS OF MICHIGAN HIGH SCHOOL GRADUATES THROUGH 2037..... 17
 UNEMPLOYMENT BY COUNTY RANK 18



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MEMO

To: Dr. Nick Nissley, President
From: Troy Kierczynski, VP of Finance & Administration
Date: March 8, 2024
Subject: FY 2025 Budget Update

This memo provides a 1-page summary of the significant assumptions used in developing the College's FY25 working budget. The assumptions expressed below (letters A-G) correspond to the draft budget immediately following this memo.

Key Revenue Assumptions:

- A. **Enrollment and Tuition**
 - FY24 = 69,884 projected contact hours (summer registration ongoing)
 - FY25 = 68,551 budgeted contact hours (↓2% FY24)
 - Assumes 2.0% increase in tuition rates, no increase to general fee
- B. **Property Taxes** – Assumes a 5% increase in GTC taxable values offset by Headlee rollback
- C. **State Sources** – Assumes a 2% base operational increase
- D. **Foundation** – Assumes increased programmatic and operational support
- E. **Investment Income** – Assumes stronger yield due to favorable short-term rates (5%+ current)

Expense Assumptions:

- F. **Labor** – Contractual increases (2%) and the impact of certain staff changes, reorganizations, and faculty voluntary severance plan have been considered in the working budget. Further, the transition of certain labor to EduStaff reallocates labor costs to purchased services (non-labor).
- G. **Non-Labor** – Non-labor expenses are currently presented at the amounts initially requested by departmental budget managers. Transfers were increased for inflation, and debt service transfer was added in anticipation of a debt issuance to support the Aviation Hangar project. Additional analysis is needed to determine opportunities for non-labor reallocation and savings.

Next Budgeting Steps:

- Monitor and analyze revenue assumptions
 - State funding bills and legislation from the House and Senate
 - Review federal and other grant funding opportunities
 - Revise property tax assumptions when GTC equalization report becomes available
- Review labor and non-labor expense assumptions
 - Determine budget areas that aren't aligned with actual (over/under spend)
 - Prioritize and distinguish needs vs. wants, align with strategic priorities
- NMC Budget Timeline:
 - March & April – Review of revenues/expenses with budget managers and leadership
 - April – Equalization report from Grand Traverse County
 - May – 2nd Board Update; continued refinement of budget based on variables
 - Early June – Budget Town Halls
 - Late June – Board Budget and Tuition Rate Approval

Northwestern Michigan College General Fund Working Budget FY25 to FY30

	Actual FY 22	Actual FY 23	Approved Budget FY 24	Initial 3/5/24 Budget FY 25	Reference from Memo	Projected Budget FY 26	Projected Budget FY 27	Projected Budget FY 28	Projected Budget FY 29	Projected Budget FY 30
Revenue										
Local Sources										
Tuition & Fees	\$ 20,501,108	\$ 21,323,999	\$ 22,212,097	\$ 23,695,363	A	\$ 23,841,895	\$ 25,389,059	\$ 25,597,128	\$ 25,731,258	\$ 26,560,090
Property Taxes	11,961,680	12,663,865	13,900,791	14,332,055	B	14,723,156	14,980,416	15,248,631	15,642,917	15,918,395
Total Local Sources	32,462,788	33,987,864	36,112,888	38,027,418		38,565,051	40,369,475	40,845,759	41,374,175	42,478,485
State Sources	10,889,543	10,771,709	10,826,033	11,155,934	C	11,369,053	11,586,434	11,808,163	12,034,326	12,265,013
Private Sources	1,230,624	1,333,616	1,175,242	1,323,140	D	1,369,822	1,381,589	1,438,568	1,498,396	1,561,216
Investment Income	172,479	578,296	320,000	450,000	E	400,000	400,000	350,000	325,000	300,000
Other Sources	532,187	674,483	495,000	617,000		642,000	642,000	642,000	642,000	642,000
Total Revenues	45,287,621	47,345,968	48,929,163	51,573,493		52,345,927	54,379,498	55,084,490	55,873,897	57,246,714
Expenditures										
61 Salaries and Wages	22,874,809	23,517,092	25,137,687	24,708,362	F	24,938,303	25,389,066	25,875,250	26,484,629	27,117,691
65 Benefits	9,002,088	9,418,688	10,286,740	10,523,977	F	10,595,987	10,789,002	11,064,371	11,355,471	11,676,768
Total Labor Costs	31,876,897	32,935,780	35,424,427	35,232,338		35,534,289	36,178,068	36,939,621	37,840,100	38,794,459
71 Purchased Services	2,364,932	3,073,784	2,895,004	4,222,567	G	4,540,167	4,813,977	5,069,843	5,216,616	5,375,540
72 Supplies & Materials	2,648,865	2,861,325	3,107,437	3,384,460	G	3,485,994	3,555,714	3,626,828	3,699,365	3,773,352
73 Internal Services	55,452	82,699	110,273	143,940	G	148,258	151,223	154,248	157,333	160,479
74 Other Expenses	1,285,310	1,238,042	1,603,453	1,633,903	G	1,682,920	1,716,578	1,750,910	1,785,928	1,821,647
75 Institutional Expenses	1,624,503	1,919,104	1,700,512	1,963,777	G	2,022,691	2,063,144	2,104,407	2,146,495	2,189,425
76 Maintenance & Renovation	1,841,957	1,659,041	1,944,397	2,194,773	G	2,260,616	2,305,828	2,351,945	2,398,984	2,446,963
77 Events/Trvl/Prof. Devel.	424,914	593,380	600,659	662,860	G	682,746	696,401	710,329	724,535	739,026
78 Interest & Amort. (GASB 96)	-	593,472	-	-	G	-	-	-	-	-
79 Capital Outlay	165,125	248,657	98,000	150,000	G	154,500	157,590	160,742	163,957	167,236
80 Transfer - Deferred Maint.	1,292,826	1,170,000	1,230,000	1,400,000	G	1,540,000	1,617,000	1,697,850	1,782,743	1,871,880
Total Expenditures	43,580,781	46,375,283	48,714,162	50,988,618		52,052,181	53,255,524	54,566,723	55,916,055	57,340,008
Other Transfers	466,346	276,680	215,000	1,000,000	G	1,000,000	1,775,000	1,810,500	1,846,710	1,883,644
Net Revenue (Loss)	1,240,494	694,005	-	(415,126)		(706,254)	(651,026)	(1,292,733)	(1,888,868)	(1,976,937)

Revenue Assumptions

Enrollment (% change)	-8%	-2%
Tuition Increase (% change)	2%	2%
Property Taxes (% change in TV)	9%	5%
State Funding (% change)	2%	2%

-2%	-1%	-2%	-1%	1%
2%	2%	2%	2%	2%
4%	3%	3%	3%	3%
2%	2%	2%	2%	2%

Expense Assumptions

Wage Scale Changes	2%	2%
Non-Labor (% change)	-1%	5%

3%	3%	3%	3%	3%
3%	3%	3%	3%	3%

Other assumptions VSP retirements, EduStaff savings, Aviation bond payments are considered

FY 2025 Working Budget Operating Revenue/Expense Assumptions

Tuition and Fees Revenue

Tuition and fee revenues are driven by enrollment and tuition rates. Demographic, economic, and social conditions significantly influence enrollment, which is on a slow downward trend in Michigan and nationally. NMC's strategic plan attempts to mitigate the downward enrollment trends in higher education with our focus on the future of education and flexible pathways, success & retention efforts, and distinctive programming.

Enrollment—Demographic Factors

NMC contact hours by age group were as follows, per NMC's Digital Dashboard:

AGE	Actual Contact Hours				% of Contact Hours			
	Fall 2020	Fall 2021	Fall 2022	Fall 2023	Fall 2020	Fall 2021	Fall 2022	Fall 2023
<=17	3,260	3,174	2,532	3,253	9%	9%	8%	10%
18-20	16,801	15,137	15,609	15,453	48%	43%	47%	46%
21-25	7,486	7,744	7,192	7,037	21%	22%	22%	21%
26+	7,620	9,273	7,987	7,869	22%	26%	24%	23%
	35,167	35,329	33,320	33,613	100%	100%	100%	100%

The following table shows college enrollment for MI high school graduates for the classes of 2018 through 2022 (from *MI School Data*):

College Enrollment by MI High School Class (2017-18 to 2021-22)				
Cohort	Number of Total Graduates	Number Enrolled in Any College	Number Enrolled in Community College	Percent Enrolled in Any College
Class of 2022	100,765	53,203	15,961	53%
Class of 2021	97,091	51,980	15,763	54%
Class of 2020	98,891	57,311	20,479	58%
Class of 2019	100,063	62,249	23,156	62%
Class of 2018	103,880	64,904	23,715	63%
Source: https://mischooldata.org/college-enrollment-by-hs/				

The pool of 18-20 year old (traditional) students in Michigan is declining, as well as their rate of enrollment in college. Looking to the future, the Western Interstate Commission for Higher Education (WICHE) projects a **15% decline in Michigan HS graduates from 2019 to 2037**, with a 13-year downward trend from 2024 to 2027.

Enrollment—Economic & Social Factors

One reason fewer students are pursuing college is the strong labor market, with Grand Traverse County boasting the 8th lowest unemployment rate in Michigan (December 2023). Other common reasons

students are forgoing college today include fear of amassing student debt, too stressful/mental health, family reasons, lack of career certainty, and the value perception that college is “not worth the money”.

FY25 Enrollment and Contact Hour Assumptions

The College assesses tuition as a rate per contact hour based on residency, therefore tuition/fee rates and contact hours are the key variables in projecting tuition revenue. Class sizes influence our net return on tuition. The FY25 working budget includes the following assumptions:

- A **2% decrease** in contact hours.
- A **2% increase** in tuition rates.

NMC’s actual and budgeted contact hours are as follows:

Semester	FY19	FY20	FY21	FY22	FY23	Budget FY24	FY24	Budget FY25
Fall	40,076	38,571	35,167	35,329	33,320	32,231	33,613	33,390
Spring	36,253	34,882	29,670	32,899	29,688	29,188	30,621	29,943
Summer	5,344	5,886	6,443	5,504	5,462	5,469	5,650	5,218
Total	81,673	79,339	71,280	73,732	68,470	66,888	69,884	68,551
	-5%	-3%	-10%	3%	-7%	-8%	2%	-2%

FY25 Budget: change from FY24 actual	-2%
FY25 Budget: change from FY24 budget	2%

State Appropriations Revenue

The Governor’s Fiscal Year 2025 Executive Budget proposes a base increase of 2.5% in operational funding for community colleges (and universities), or a \$259,000 increase for NMC from our prior year base. There is currently tuition restraint language capping rate increases at 5.0%. The College’s working FY25 budget includes a projected 2.0% increase in state funding. We will continue to monitor proposed bills in the House and Senate for developments over the next few months.

Property Tax Revenue

The current working budget is built with an assumption of 5.0% increase in taxable values, offset by a 1% millage reduction due to the Headlee rollback.

	FY22	FY23	FY24 Budget	FY25 Budget
Taxable Values (GT County)	\$5,901,559,989	\$6,383,535,930	\$6,967,239,082	\$7,315,601,036
<i>Change in Taxable Values</i>	4.4%	8.2%	9.1%	5.0%
Millage Rate Allowed	2.09	2.06	2.06	2.04
Property Taxes, Calculated	\$ 12,354,916	\$ 13,133,487	\$ 14,335,791	\$ 14,902,055
<i>Less: TIF, Brownfield, and abatements/adjustments.</i>	(399,444)	(477,244)	(440,000)	(575,000)
<i>Add: Penalties & Interest</i>	6,208	6,284	5,000	5,000
Property Tax Revenues	\$ 11,961,680	\$ 12,662,527	\$ 13,900,791	\$ 14,332,055

Labor Expenses

Labor costs represent 75% of NMC's total budgeted expenses. Labor assumptions for FY25 are as follows:

Regular Faculty and Staff

- 2% scale increase for regular faculty effective August 2024 (per contract)
- 2% scale increase for maintenance/custodial/grounds staff eff. Jan. 2025 (per contract)
- 2% scale increases for administrative, professional, technical, and clerical staff eff. Jan. 2025
- Step increases for employees (as applicable per contract or wage tables)
- Voluntary severance plan retirements (4)
- Replacement of 13 staff/faculty positions (all open positions as of 1/31/24)
- Increased participation in optional retirement plan (vs. MPSERS)
- Decrease in MPSERS and FICA costs due to transition of adjuncts to EduStaff

Adjunct Instructors and Other Part-Time Staff

- 2% scale increase for adjunct faculty effective August 2024
- Student and supplemental wage rate increases as follows are planned for in FY25:

	3/2/24 & Prior Old Rates		3/3/24 New Rates	
	NMC	Edustaff	NMC	Edustaff
Students	\$12.00	n/a	\$14.00	n/a
Supplementals - Tier 1	\$14.00	\$14.98	\$16.50	\$17.66
Supplementals - Tier 2	\$15.00	\$16.05		
Supplementals - Tier 3	\$16.00	\$17.12	\$17.50	\$18.73

Non-Labor Expenses & Transfers

Non-labor expenses include purchased services [audit, legal, tax, contracted facilities management and security, EES instructors, advertising and promotional expenses], supplies & materials, utilities, maintenance and renovation, professional development, internal services, and capital outlay. The FY24 budget included \$12.0m of expenses in these categories, while the FY25 budget includes \$13.2m based on initial departmental requests. An additional \$1.1m was included in purchased services for contracted labor through EduStaff [newly hired adjunct instructors and supplemental support staff], for a total of \$14.4m in non-labor expenses. Through budget approval in June, departmental budgets will be carefully reviewed and analyzed for savings and re-allocation opportunities.

Transfers are budgeted out of NMC's general operating fund to support deferred maintenance (plant fund), the strategic fund and fund for transformation, Aviation equipment, and technology upgrades. Additional transfers are planned for FY25 and beyond in anticipation of a bond issuance and required debt service for the Aviation project.



Table 14A
In-District Tuition and Fee Rate Change
2022-23

based on 30 hours
[sorted ↓]

Community College Name	FY 2022-23 Tuition	2022-23 Per Hour Mandatory Fees	2022-23 Per Semester Mandatory Fees	2022-23 Total Cost per Credit/Contact Hour	2021-22 Total Cost per Credit/Contact Hour	Total Cost per Credit/Contact Hour Difference	% Change	2022-23 Annual Tuition and Fees Costs
Jackson College	\$176.00	\$48.50	\$0.00	\$224.50	\$214.00	\$10.50	4.91%	\$6,735
Southwestern Michigan College	\$133.00	\$56.75	\$0.00	\$189.75	\$181.00	\$8.75	4.83%	\$5,693
Bay de Noc Community College	\$144.00	\$45.00	\$0.00	\$189.00	\$180.00	\$9.00	5.00%	\$5,670
St. Clair County Community College	\$146.00	\$37.00	\$0.00	\$183.00	\$177.33	\$5.67	3.20%	\$5,490
Mid Michigan College	\$142.00	\$34.50	\$50.00	\$179.83	\$171.33	\$8.50	4.96%	\$5,395
Mott Community College	\$145.02	\$19.36	\$145.02	\$174.05	\$174.05	\$0.00	0.00%	\$5,221
Glen Oaks Community College	\$130.00	\$39.00	\$0.00	\$169.00	\$165.00	\$4.00	2.42%	\$5,070
Muskegon Community College	\$125.00	\$41.50	\$35.00	\$168.83	\$163.83	\$5.00	3.05%	\$5,065
Lake Michigan College	\$168.25	\$0.00	\$0.00	\$168.25	\$162.00	\$6.25	3.86%	\$5,048
North Central Michigan College	\$138.00	\$30.00	\$0.00	\$168.00	\$160.00	\$8.00	5.00%	\$5,040
Alpena Community College	\$145.00	\$19.00	\$30.00	\$166.00	\$161.00	\$5.00	3.11%	\$4,980
Montcalm Community College	\$117.00	\$44.00	\$0.00	\$161.00	\$159.00	\$2.00	1.26%	\$4,830
Schoolcraft College	\$131.00	\$26.00	\$55.00	\$160.67	\$154.87	\$5.80	3.75%	\$4,820
Kirtland Community College	\$132.00	\$27.00	\$0.00	\$159.00	\$152.00	\$7.00	4.61%	\$4,770
Kellogg Community College	\$127.50	\$27.00	\$0.00	\$154.50	\$151.50	\$3.00	1.98%	\$4,635
Northwestern Michigan College	\$118.00	\$32.00	\$40.00	\$152.67	\$145.17	\$7.50	5.17%	\$4,580
Gogebic Community College	\$134.00	\$12.00	\$60.00	\$150.00	\$146.00	\$4.00	2.74%	\$4,500
Delta College	\$121.00	\$25.00	\$40.00	\$148.67	\$145.67	\$3.00	2.06%	\$4,460
Monroe County Community College	\$119.75	\$25.00	\$40.00	\$147.42	\$144.42	\$3.00	2.08%	\$4,423
Henry Ford College	\$108.00	\$24.00	\$110.00	\$139.33	\$136.08	\$3.25	2.39%	\$4,180
West Shore Community College	\$115.00	\$22.50	\$0.00	\$137.50	\$130.00	\$7.50	5.77%	\$4,125
Grand Rapids Community College	\$118.00	\$5.50	\$147.00	\$133.30	\$132.30	\$1.00	0.76%	\$3,999
Lansing Community College	\$114.00	\$15.00	\$25.00	\$130.67	\$130.67	\$0.00	0.00%	\$3,920
Kalamazoo Valley Community College	\$120.00	\$0.00	\$158.00	\$130.53	\$128.40	\$2.13	1.66%	\$3,916
Wayne County Community College	\$109.10	\$13.50	\$50.00	\$125.93	\$125.93	\$0.00	0.00%	\$3,778
Macomb Community College	\$106.00	\$5.00	\$124.00	\$119.27	\$113.00	\$6.27	5.55%	\$3,578
Oakland Community College	\$103.00	\$0.00	\$110.00	\$110.33	\$105.67	\$4.67	4.42%	\$3,310
Washtenaw Community College	\$95.00	\$15.00	\$0.00	\$110.00	\$105.00	\$5.00	4.76%	\$3,300
State Average	\$127.88	\$24.61	\$43.54	\$155.39	\$150.54	\$4.85	3.22%	\$4,662

[Table of Contents Page](#)

In-District Tuition History

All Community Colleges For Years 2019-2023

Rank	Community College	Tuition Basis	Fall 2019		Fall 2020		Fall 2021		Fall 2022		Fall 2023		Avg % change 5 YEAR
			% change	% change	% change	% change	% change	% change					
1	Jackson Community College	Contact	\$160.25	4.9%	\$163.46	2.0%	\$168.00	2.8%	\$176.00	4.8%	\$185.00	5.1%	3.9%
2	Lake Michigan College	Credit	\$105.50	1.4%	\$158.75	50.5%	\$162.00	2.0%	\$168.25	3.9%	\$175.50	4.3%	12.4%
3	Mott Community College	Contact	\$143.58	2.2%	\$143.58	0.0%	\$145.02	1.0%	\$145.02	0.0%	\$151.55	4.5%	1.5%
4	Bay De Noc Community College	Contact	\$129.00	4.0%	\$135.00	4.7%	\$140.00	3.7%	\$144.00	2.9%	\$150.00	4.2%	3.9%
5	Alpena Community College	Contact	\$137.00	3.0%	\$137.00	0.0%	\$141.00	2.9%	\$145.00	2.8%	\$150.00	3.4%	2.4%
6	St. Clair County Community College	Contact	\$131.00	7.4%	\$136.00	3.8%	\$139.00	2.2%	\$146.00	5.0%	\$149.00	2.1%	4.1%
7	Mid-Michigan Community College	Contact	\$129.00	3.2%	\$132.00	2.3%	\$137.00	3.8%	\$142.00	3.6%	\$148.00	4.2%	3.4%
8	North Central Michigan College	Credit	\$125.00	5.0%	\$129.00	3.2%	\$132.00	2.3%	\$138.00	4.5%	\$144.00	4.3%	3.9%
9	Southwestern Michigan College	Credit	\$123.25	1.9%	\$125.50	1.8%	\$126.75	1.0%	\$133.00	4.9%	\$139.00	4.5%	2.8%
10	Kirtland Community College	Credit	\$121.00	2.5%	\$121.00	0.0%	\$126.00	4.1%	\$132.00	4.8%	\$138.00	4.5%	3.2%
11	Gogebic Community College	Credit	\$124.00	3.3%	\$127.00	2.4%	\$130.00	2.4%	\$134.00	3.1%	\$138.00	3.0%	2.8%
12	Schoolcraft College	Credit	\$118.00	2.6%	\$123.00	4.2%	\$126.00	2.4%	\$131.00	4.0%	\$135.00	3.1%	3.3%
13	Glen Oaks Community College	Contact	\$123.00	3.4%	\$126.00	2.4%	\$126.00	0.0%	\$130.00	3.2%	\$133.00	2.3%	2.3%
14	Kellogg Community College	Credit	\$111.25	3.2%	\$121.75	9.4%	\$124.50	2.3%	\$127.50	2.4%	\$131.25	2.9%	4.1%
15	Muskegon Community College	Credit	\$117.00	3.1%	\$121.50	3.8%	\$121.50	0.0%	\$125.00	2.9%	\$130.00	4.0%	2.8%
16	Delta College	Credit	\$115.00	2.7%	\$117.00	1.7%	\$119.00	1.7%	\$121.00	1.7%	\$127.00	5.0%	2.6%
17	Monroe County Community College	Credit	\$112.25	2.5%	\$114.50	2.0%	\$116.75	2.0%	\$119.75	2.6%	\$124.54	4.0%	2.6%
18	Kalamazoo Valley Community College	Credit	\$110.00	2.8%	\$114.00	3.6%	\$118.00	3.5%	\$120.00	1.7%	\$124.00	3.3%	3.0%
19	Northwestern Michigan College	Contact	\$109.00	2.9%	\$109.00	0.0%	\$112.00	2.8%	\$118.00	5.4%	\$122.00	3.4%	2.9%
20	West Shore Community College	Credit	\$106.00	2.9%	\$106.00	0.0%	\$110.00	3.8%	\$115.00	4.5%	\$120.00	4.3%	3.1%
21	Grand Rapids Community College	Contact	\$115.00	0.9%	\$117.00	1.7%	\$117.00	0.0%	\$118.00	0.9%	\$120.00	1.7%	1.0%
22	Montcalm Community College	Contact	\$110.00	1.9%	\$113.00	2.7%	\$115.00	1.8%	\$117.00	1.7%	\$119.00	1.7%	2.0%
23	Lansing Community College	Credit	\$108.00	2.9%	\$111.00	2.8%	\$114.00	2.7%	\$114.00	0.0%	\$117.00	2.6%	2.2%
24	Wayne County Community College	Credit	\$109.10	0.0%	\$109.10	0.0%	\$109.10	0.0%	\$109.10	0.0%	\$112.00	2.7%	0.5%
25	Henry Ford Community College	Credit	\$101.50	2.5%	\$101.50	0.0%	\$105.75	4.2%	\$108.00	2.1%	\$111.00	2.8%	2.3%
26	Macomb Community College	Credit	\$102.00	2.0%	\$102.00	0.0%	\$104.00	2.0%	\$106.00	1.9%	\$111.00	4.7%	2.1%
27	Oakland Community College	Credit	\$ 94.50	2.7%	\$ 97.00	2.6%	\$ 99.00	2.1%	\$103.00	4.0%	\$107.00	3.9%	3.1%
28	Washtenaw Community College	Credit	\$ 95.00	0.0%	\$ 95.00	0.0%	\$ 95.00	0.0%	\$ 95.00	0.0%	\$ 99.00	4.2%	0.8%

03.05.24 cjb

Out-of-District Tuition History

All Community Colleges

For Years 2019-2023

Rank	Community College	Tuition Basis	Fall 2019		Fall 2020		Fall 2021		Fall 2022		Fall 2023		Avg % change 5-YEAR
			% change	% change	% change	% change	% change	% change					
1	St. Clair County Community College	Contact	\$ 257.00	8.0%	\$ 257.00	0.0%	\$ 260.00	1.2%	\$ 275.00	5.8%	\$276.00	0.4%	3.1%
2	Northwestern Michigan College	Contact	\$ 227.00	3.0%	\$ 227.00	0.0%	\$ 234.00	3.1%	\$ 246.00	5.1%	\$261.00	6.1%	3.5%
3	Bay De Noc Community College	Contact	\$ 221.00	3.8%	\$ 231.00	4.5%	\$ 240.00	3.9%	\$ 247.00	2.9%	\$258.00	4.5%	3.9%
4	Grand Rapids Community College	Contact	\$ 245.00	0.4%	\$ 247.00	0.8%	\$ 247.00	0.0%	\$ 249.00	0.8%	\$253.00	1.6%	0.7%
5	Lake Michigan College	Credit	\$ 170.50	3.0%	\$ 224.75	31.8%	\$ 229.50	2.1%	\$ 238.25	3.8%	\$250.00	4.9%	9.1%
6	Mid-Michigan Community College	Contact	\$ 217.00	3.3%	\$ 220.00	1.4%	\$ 229.00	4.1%	\$ 237.00	3.5%	\$247.00	4.2%	3.3%
7	Muskegon Community College	Credit	\$ 218.00	2.8%	\$ 227.00	4.1%	\$ 227.00	0.0%	\$ 234.00	3.1%	\$243.00	3.8%	2.8%
8	North Central Michigan College	Credit	\$ 207.00	4.5%	\$ 214.00	3.4%	\$ 219.00	2.3%	\$ 229.00	4.6%	\$240.00	4.8%	3.9%
9	Alpena Community College	Contact	\$ 217.00	3.3%	\$ 217.00	0.0%	\$ 224.00	3.2%	\$ 231.00	3.1%	\$239.00	3.5%	2.6%
10	Lansing Community College	Credit	\$ 216.00	2.9%	\$ 222.00	2.8%	\$ 228.00	2.7%	\$ 228.00	0.0%	\$234.00	2.6%	2.2%
11	Montcalm Community College	Contact	\$ 208.00	2.0%	\$ 214.00	2.9%	\$ 218.00	1.9%	\$ 222.00	1.8%	\$226.00	1.8%	2.1%
12	Monroe County Community College	Credit	\$ 199.50	2.6%	\$ 203.50	2.0%	\$ 207.50	2.0%	\$ 212.75	2.5%	\$221.26	4.0%	2.6%
13	Kalamazoo Valley Community College	Credit	\$ 189.00	2.7%	\$ 197.00	4.2%	\$ 204.00	3.6%	\$ 207.00	1.5%	\$214.00	3.4%	3.1%
14	Delta College	Credit	\$ 197.00	2.6%	\$ 199.00	1.0%	\$ 202.00	1.5%	\$ 205.00	1.5%	\$214.00	4.4%	2.2%
15	Kellogg Community College	Credit	\$ 180.50	3.3%	\$ 197.75	9.6%	\$ 202.25	2.3%	\$ 206.75	2.2%	\$212.50	2.8%	4.0%
16	Jackson Community College	Contact	\$ 240.38	4.9%	\$ 245.19	2.0%	\$ 190.00	-22.5%	\$ 199.00	4.7%	\$209.00	5.0%	-1.2%
17	Macomb Community College	Credit	\$ 190.00	2.2%	\$ 190.00	0.0%	\$ 194.00	2.1%	\$ 198.00	2.1%	\$208.00	5.1%	2.3%
18	Kirtland Community College	Credit	\$ 182.00	4.0%	\$ 182.00	0.0%	\$ 187.00	2.7%	\$ 194.00	3.7%	\$205.00	5.7%	3.2%
19	Oakland Community College	Credit	\$ 183.00	2.8%	\$ 188.00	2.7%	\$ 192.00	2.1%	\$ 199.00	3.6%	\$205.00	3.0%	2.9%
20	Glen Oaks Community College	Contact	\$ 187.00	2.7%	\$ 192.00	2.7%	\$ 192.00	0.0%	\$ 196.00	2.1%	\$199.00	1.5%	1.8%
21	Gogebic Community College	Credit	\$ 175.00	2.9%	\$ 180.00	2.9%	\$ 185.00	2.8%	\$ 191.00	3.2%	\$197.00	3.1%	3.0%
22	Schoolcraft College	Credit	\$ 171.00	3.0%	\$ 177.00	3.5%	\$ 182.00	2.8%	\$ 188.00	3.3%	\$194.00	3.2%	3.2%
23	Henry Ford Community College	Credit	\$ 177.00	2.9%	\$ 177.00	0.0%	\$ 184.50	4.2%	\$ 188.00	1.9%	\$194.00	3.2%	2.4%
24	Mott Community College	Contact	\$ 183.40	0.0%	\$ 183.40	0.0%	\$ 185.23	1.0%	\$ 185.23	0.0%	\$193.57	4.5%	1.1%
25	West Shore Community College	Credit	\$ 170.00	3.0%	\$ 170.00	0.0%	\$ 175.00	2.9%	\$ 185.00	5.7%	\$185.00	0.0%	2.3%
26	Southwestern Michigan College	Credit	\$ 161.50	2.2%	\$ 164.75	2.0%	\$ 166.50	1.1%	\$ 174.50	4.8%	\$183.00	4.9%	3.0%
27	Washtenaw Community College	Credit	\$ 164.00	1.9%	\$ 164.00	0.0%	\$ 167.00	1.8%	\$ 169.00	1.2%	\$176.00	4.1%	1.8%
28	Wayne County Community College	Credit	\$ 118.30	0.0%	\$ 118.30	0.0%	\$ 118.30	0.0%	\$ 118.30	0.0%	\$121.20	2.5%	0.5%

03.05.24 cjb

Out-of-State Tuition History

All Community Colleges
For Years 2019-2023

Rank	Community College	Tuition Basis	Sorted ↓										
			Fall 2019	% of Change	Fall 2020	% of Change	Fall 2021	% of Change	Fall 2022	% of Change	Fall 2023	% of Change	Avg % change 5-YEAR
1	St. Clair County Community College	Contact	\$ 375.00	8.1%	\$ 375.00	0.0%	\$ 378.00	0.8%	\$396.00	4.8%	\$399.00	0.8%	2.9%
2	Grand Rapids Community College	Contact	\$ 365.00	0.8%	\$ 371.00	1.6%	\$ 371.00	0.0%	\$374.00	0.8%	\$380.00	1.6%	1.0%
3	Montcalm Community College	Contact	\$ 340.00	2.1%	\$ 350.00	2.9%	\$ 357.00	2.0%	\$364.00	2.0%	\$371.00	1.9%	2.2%
4	Lansing Community College	Credit	\$ 324.00	2.9%	\$ 333.00	2.8%	\$ 342.00	2.7%	\$342.00	0.0%	\$351.00	2.6%	2.2%
5	Northwestern Michigan College	Contact	\$ 296.00	3.1%	\$ 296.00	0.0%	\$ 305.00	3.0%	\$320.00	4.9%	\$340.00	6.3%	3.5%
6	Muskegon Community College	Credit	\$ 306.00	3.0%	\$ 318.00	3.9%	\$ 318.00	0.0%	\$327.00	2.8%	\$340.00	4.0%	2.8%
7	Bay De Noc Community College	Contact	\$ 270.00	3.8%	\$ 282.00	4.4%	\$ 293.00	3.9%	\$302.00	3.1%	\$316.00	4.6%	4.0%
8	North Central Michigan College	Credit	\$ 269.00	4.7%	\$ 278.00	3.3%	\$ 284.00	2.2%	\$297.00	4.6%	\$310.00	4.4%	3.8%
9	Kellogg Community College	Credit	\$ 258.00	3.2%	\$ 282.00	9.3%	\$ 288.00	2.1%	\$294.25	2.2%	\$302.25	2.7%	3.9%
10	Kalamazoo Valley Community College	Credit	\$ 254.00	2.8%	\$ 264.00	3.9%	\$ 273.00	3.4%	\$276.00	1.1%	\$285.00	3.3%	2.9%
11	Kirtland Community College	Credit	\$ 260.00	4.0%	\$ 260.00	0.0%	\$ 260.00	0.0%	\$270.00	3.8%	\$285.00	5.6%	2.7%
12	Henry Ford Community College	Credit	\$ 257.00	2.8%	\$ 257.00	0.0%	\$ 267.50	4.1%	\$273.00	2.1%	\$281.00	2.9%	2.4%
13	Jackson Community College	Contact	\$ 320.50	4.9%	\$ 326.91	2.0%	\$ 327.00	0.0%	\$264.00	-19.3%	\$277.00	4.9%	-1.5%
14	Mott Community College	Contact	\$ 261.40	0.0%	\$ 261.40	0.0%	\$ 264.01	1.0%	\$264.01	0.0%	\$275.89	4.5%	1.1%
15	Schoolcraft College	Credit	\$ 252.00	2.9%	\$ 260.00	3.2%	\$ 262.00	0.8%	\$265.00	1.1%	\$268.00	1.1%	1.8%
16	West Shore Community College	Credit	\$ 240.00	4.3%	\$ 240.00	0.0%	\$ 250.00	4.2%	\$255.00	2.0%	\$265.00	3.9%	2.9%
17	Macomb Community College	Credit	\$ 242.00	2.1%	\$ 242.00	0.0%	\$ 247.00	2.1%	\$252.00	2.0%	\$265.00	5.2%	2.3%
18	Lake Michigan College	Credit	\$ 254.00	5.0%	\$ 224.75	-11.5%	\$ 229.50	2.1%	\$238.25	3.8%	\$250.00	4.9%	0.9%
19	Washtenaw Community College	Credit	\$ 227.00	3.2%	\$ 227.00	0.0%	\$ 234.00	3.1%	\$239.00	2.1%	\$249.00	4.2%	2.5%
20	Mid-Michigan Community College	Contact	\$ 217.00	3.3%	\$ 220.00	1.4%	\$ 229.00	4.1%	\$237.00	3.5%	\$247.00	4.2%	3.3%
21	Monroe County Community College	Credit	\$ 222.00	2.5%	\$ 226.50	2.0%	\$ 231.00	2.0%	\$237.00	2.6%	\$246.48	4.0%	2.6%
22	Alpena Community College	Contact	\$ 217.00	3.3%	\$ 217.00	0.0%	\$ 224.00	3.2%	\$231.00	3.1%	\$239.00	3.5%	2.6%
23	Glen Oaks Community College	Contact	\$ 222.00	2.8%	\$ 228.00	2.7%	\$ 228.00	0.0%	\$232.00	1.8%	\$235.00	1.3%	1.7%
24	Gogebic Community College	Credit	\$ 204.00	2.5%	\$ 209.00	2.5%	\$ 214.00	2.4%	\$220.00	2.8%	\$226.00	2.7%	2.6%
25	Delta College	Credit	\$ 371.00	2.8%	\$ 373.00	0.5%	\$ 210.00	-43.7%	\$214.00	1.9%	\$224.00	4.7%	-6.8%
26	Oakland Community College	Credit	\$ 183.00	2.8%	\$ 188.00	2.7%	\$ 192.00	2.1%	\$199.00	3.6%	\$205.00	3.0%	2.9%
27	Southwestern Michigan College	Credit	\$ 176.00	2.3%	\$ 179.50	2.0%	\$ 181.25	1.0%	\$190.00	4.8%	\$199.00	4.7%	3.0%
28	Wayne County Community College	Credit	\$ 148.90	0.0%	\$ 148.90	0.0%	\$ 148.90	0.0%	\$148.90	0.0%	\$151.80	1.9%	0.4%

03.05.24 cjb



Table 22
Operating Revenue Sources (Operating Funds Only)
2022-23

Sorted ↓

Community College Name	Gross Tuition & Fees %	Property Tax %	State Appropriations %	Personal Property Tax Replacement %	Other Revenue %	Total %
Mid Michigan College	58%	17%	23%	0%	2%	100%
Jackson College	52%	13%	31%	1%	3%	100%
Henry Ford College	46%	14%	32%	5%	3%	100%
Northwestern Michigan College	42%	25%	29%	0%	4%	100%
Bay de Noc Community College	42%	14%	33%	2%	9%	100%
St. Clair County Community College	40%	34%	22%	1%	2%	100%
Muskegon Community College	37%	27%	31%	2%	2%	100%
Mott Community College	37%	27%	29%	1%	6%	100%
Grand Rapids Community College	37%	30%	27%	2%	4%	100%
Schoolcraft College	37%	36%	23%	2%	2%	100%
Southwestern Michigan College	36%	27%	33%	1%	4%	100%
Kellogg Community College	36%	25%	33%	4%	3%	100%
Macomb Community College	36%	32%	25%	3%	4%	100%
Alpena Community College	35%	16%	44%	1%	4%	100%
Kirtland Community College	35%	43%	20%	1%	1%	100%
Delta College	34%	30%	29%	4%	3%	100%
North Central Michigan College	33%	36%	25%	0%	5%	100%
Gogebic Community College	32%	15%	51%	0%	2%	100%
Kalamazoo Valley Community College	32%	33%	27%	4%	5%	100%
Lansing Community College	30%	38%	28%	0%	4%	100%
Montcalm Community College	28%	39%	29%	0%	4%	100%
Washtenaw Community College	26%	53%	13%	1%	7%	100%
Oakland Community College	25%	57%	14%	1%	1%	100%
Monroe County Community College	24%	52%	19%	3%	2%	100%
Glen Oaks Community College	22%	41%	22%	10%	4%	100%
Lake Michigan College	22%	51%	17%	1%	8%	100%
West Shore Community College	20%	50%	19%	4%	7%	100%
Wayne County Community College	18%	62%	15%	3%	1%	100%
State Aggregate	33%	37%	24%	2%	4%	100%

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



Table 22A
Total Institutional Revenue Sources (All Funds)
2022-23

Sorted ↓

Community College Name	Gross Tuition & Fees %	Property Tax %	State Appropriations %	Personal Property Tax Replacement %	Contracts and Grants %	Other Revenue %	Total %
Mid Michigan College	35%	14%	19%	0%	7%	25%	100%
St. Clair County Community College	32%	28%	18%	1%	2%	20%	100%
Northwestern Michigan College	30%	20%	20%	0%	6%	23%	100%
Bay de Noc Community College	29%	18%	25%	2%	4%	23%	100%
Schoolcraft College	25%	30%	17%	2%	6%	20%	100%
Grand Rapids Community College	25%	32%	19%	2%	8%	15%	100%
Alpena Community College	25%	14%	29%	1%	15%	17%	100%
Kellogg Community College	23%	26%	24%	4%	10%	13%	100%
Kirtland Community College	23%	42%	18%	1%	3%	13%	100%
Macomb Community College	22%	28%	23%	3%	7%	17%	100%
Delta College	21%	24%	21%	3%	5%	26%	100%
Kalamazoo Valley Community College	21%	31%	19%	4%	5%	21%	100%
Henry Ford College	20%	12%	23%	4%	12%	29%	100%
Southwestern Michigan College	20%	25%	30%	0%	3%	22%	100%
Jackson College	20%	12%	28%	1%	13%	27%	100%
Lansing Community College	20%	34%	25%	0%	6%	15%	100%
Mott Community College	19%	29%	17%	1%	13%	22%	100%
Washtenaw Community College	18%	45%	15%	1%	3%	18%	100%
Montcalm Community College	17%	31%	16%	0%	3%	33%	100%
Gogebic Community College	17%	14%	42%	0%	9%	19%	100%
Muskegon Community College	16%	26%	24%	2%	22%	11%	100%
North Central Michigan College	16%	31%	18%	0%	6%	29%	100%
Oakland Community College	15%	52%	18%	1%	2%	13%	100%
Lake Michigan College	15%	50%	15%	1%	6%	13%	100%
Monroe County Community College	15%	48%	19%	2%	5%	11%	100%
Glen Oaks Community College	13%	36%	16%	9%	9%	17%	100%
West Shore Community College	9%	49%	19%	3%	4%	17%	100%
Wayne County Community College	7%	51%	19%	3%	2%	18%	100%
State Aggregate	20%	33%	20%	2%	6%	19%	100%

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

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



Table 8
Taxable Value
2022-23

Community College Name	2017-18	2018-19	2019-20	2020-21	2021-22	2022-23	1 Year Change Amount	1 Year Change Percent
Alpena Community College	\$1,032,094,126	\$1,051,507,048	\$1,079,984,959	\$1,107,984,959	\$1,138,202,018	\$1,201,206,086	\$63,004,068	5.5%
Bay de Noc Community College	\$1,136,362,042	\$1,163,052,026	\$1,181,371,028	\$1,202,466,865	\$1,252,498,569	\$1,331,961,448	\$79,462,879	6.3%
Delta College	\$11,225,167,750	\$11,171,935,719	\$11,410,435,112	\$11,698,285,138	\$11,955,562,524	\$12,581,603,567	\$626,041,043	5.2%
Glen Oaks Community College	\$2,018,277,811	\$2,081,355,482	\$2,133,459,753	\$2,217,648,793	\$2,335,165,707	\$2,502,548,328	\$167,382,621	7.2%
Gogebic Community College	\$516,404,749	\$525,201,859	\$538,083,071	\$554,426,229	\$566,713,519	\$595,728,765	\$29,015,246	5.1%
Grand Rapids Community College	\$22,568,989,921	\$23,664,582,277	\$25,051,273,439	\$26,304,636,877	\$27,491,255,358	\$29,433,413,716	\$1,942,158,358	7.1%
Henry Ford College	\$3,406,748,520	\$3,536,144,827	\$3,702,545,215	\$3,768,970,975	\$3,887,623,308	\$4,071,516,134	\$183,892,826	4.7%
Jackson College	\$4,346,983,948	\$4,474,927,017	\$4,658,811,585	\$4,833,228,277	\$4,992,122,444	\$5,275,066,232	\$282,943,788	5.7%
Kalamazoo Valley Community College	\$8,258,864,636	\$8,538,182,782	\$8,912,345,260	\$9,294,396,443	\$9,588,315,895	\$10,115,550,782	\$527,234,887	5.5%
Kellogg Community College	\$3,327,494,640	\$3,425,669,947	\$3,544,572,231	\$3,641,029,366	\$3,736,950,594	\$3,943,841,361	\$206,890,767	5.5%
Kirtland Community College	\$3,098,560	\$3,155,222,765	\$3,237,595,595	\$3,325,182,705	\$3,502,457,486	\$3,764,285,656	\$261,828,170	7.5%
Lake Michigan College	\$9,218,055,251	\$9,430,241,451	\$9,578,172,573	\$9,781,578,478	\$10,037,424,746	\$10,467,483,542	\$430,058,796	4.3%
Lansing Community College	\$10,963,548,011	\$11,392,083,246	\$11,826,622,757	\$12,316,500,113	\$12,807,735,430	\$13,529,224,490	\$721,489,060	5.6%
Macomb Community College	\$25,973,604,842	\$27,080,581,081	\$28,433,981,281	\$29,766,244,229	\$30,914,252,659	\$32,829,595,084	\$1,915,342,425	6.2%
Mid Michigan College	\$1,902,138,967	\$1,950,845,632	\$2,013,118,088	\$2,085,119,351	\$3,292,654,954	\$3,516,967,940	\$224,312,986	6.8%
Monroe County Community College	\$5,800,466,919	\$5,999,857,895	\$6,285,951,847	\$6,438,224,478	\$6,562,867,357	\$6,776,572,580	\$213,705,223	3.3%
Montcalm Community College	\$2,322,852,973	\$2,389,780,328	\$2,480,567,762	\$2,582,261,638	\$2,777,685,623	\$2,936,390,541	\$158,704,918	5.7%
Mott Community College	\$9,499,886,457	\$9,889,363,021	\$10,333,129,544	\$10,805,507,950	\$11,242,755,329	\$11,843,551,557	\$600,796,228	5.3%
Muskegon Community College	\$4,471,036,770	\$4,625,374,470	\$4,790,920,451	\$4,790,920,451	\$4,975,161,394	\$5,307,848,140	\$332,686,746	6.7%
North Central Michigan College	\$2,892,144,984	\$3,013,193,770	\$3,140,180,405	\$3,265,737,883	\$3,474,233,569	\$3,758,698,918	\$284,465,349	8.2%
Northwestern Michigan College	\$4,868,438,486	\$5,106,798,342	\$5,368,654,721	\$5,651,352,613	\$5,901,559,989	\$6,383,535,930	\$481,975,941	8.2%
Oakland Community College	\$56,754,560,304	\$59,728,372,469	\$59,728,372,469	\$62,396,511,395	\$64,796,704,355	\$68,986,589,909	\$4,189,885,554	6.5%
Schoolcraft College	\$13,584,313,126	\$14,164,300,644	\$14,873,300,846	\$15,546,260,461	\$15,965,312,950	\$16,872,891,110	\$907,578,160	5.7%
Southwestern Michigan College	\$2,351,577,949	\$2,453,048,111	\$2,453,048,111	\$2,554,849,022	\$2,665,051,765	\$2,829,039,729	\$163,987,964	6.2%
St. Clair County Community College	\$5,334,704,472	\$5,480,846,567	\$5,714,836,361	\$5,939,557,924	\$6,170,699,583	\$6,475,780,319	\$305,080,736	4.9%
Washtenaw Community College	\$15,419,424,957	\$16,286,126,038	\$17,267,487,572	\$18,096,888,421	\$18,751,871,817	\$19,845,043,546	\$1,093,171,729	5.8%
Wayne County Community College	\$22,801,071,639	\$23,792,813,396	\$24,731,733,799	\$25,595,521,275	\$26,378,152,696	\$28,182,735,678	\$1,804,582,982	6.8%
West Shore Community College	\$3,089,555,103	\$3,199,018,351	\$3,302,837,887	\$3,302,837,887	\$3,391,914,919	\$3,543,730,162	\$151,815,243	4.5%
State Aggregate	\$255,087,867,913	\$268,770,426,561	\$277,773,393,722	\$288,864,130,196	\$300,552,906,557	\$318,902,401,250	\$18,349,494,693	6.1%

[Table of Contents Page](#)



**Table 28
Expenses by Activity
2022-23**

Community College Name	Instruction	Information Technology	Public Service	Academic Support	Student Services	Institutional Support	Physical Plant Operations	Total
Alpena Community College	45.6%	8.5%	1.3%	10.4%	11.0%	13.3%	10.0%	100.0%
Bay de Noc Community College	39.0%	9.0%	0.9%	9.6%	18.2%	12.1%	11.3%	100.0%
Delta College	51.0%	5.5%	1.8%	9.0%	11.3%	11.1%	10.4%	100.0%
Glen Oaks Community College	31.5%	8.6%	1.4%	9.8%	13.9%	24.3%	10.5%	100.0%
Gogebic Community College	42.2%	2.7%	3.9%	9.0%	16.0%	18.2%	8.0%	100.0%
Grand Rapids Community College	44.7%	7.3%	1.8%	11.7%	10.6%	11.6%	12.4%	100.0%
Henry Ford College	53.3%	5.2%	0.0%	3.7%	13.7%	12.6%	11.5%	100.0%
Jackson College	37.3%	11.6%	0.9%	5.9%	14.9%	16.0%	13.5%	100.0%
Kalamazoo Valley Community College	45.0%	8.0%	4.3%	9.8%	11.9%	10.6%	10.5%	100.0%
Kellogg Community College	43.1%	5.5%	0.4%	17.6%	11.8%	11.0%	10.5%	100.0%
Kirtland Community College	34.8%	6.7%	0.3%	10.7%	20.7%	13.2%	13.7%	100.0%
Lake Michigan College	35.9%	6.5%	0.0%	9.8%	13.5%	20.2%	14.0%	100.0%
Lansing Community College	32.4%	10.0%	1.1%	18.0%	14.0%	14.0%	10.5%	100.0%
Macomb Community College	38.9%	6.6%	3.0%	15.0%	10.6%	13.4%	12.5%	100.0%
Mid Michigan College	45.7%	7.0%	2.7%	7.0%	12.5%	15.9%	9.2%	100.0%
Monroe County Community College	40.9%	7.2%	0.7%	11.6%	10.8%	14.8%	13.9%	100.0%
Montcalm Community College	40.1%	6.5%	2.6%	14.5%	10.1%	13.1%	13.1%	100.0%
Mott Community College	38.5%	6.2%	1.1%	10.9%	14.1%	13.8%	15.5%	100.0%
Muskegon Community College	45.7%	6.6%	2.0%	9.6%	12.7%	11.9%	11.5%	100.0%
North Central Michigan College	38.3%	9.1%	0.9%	10.7%	16.1%	13.5%	11.4%	100.0%
Northwestern Michigan College	41.3%	7.2%	0.4%	15.6%	10.4%	15.3%	9.8%	100.0%
Oakland Community College	39.2%	7.6%	0.2%	14.2%	10.1%	15.3%	13.5%	100.0%
Schoolcraft College	38.4%	6.6%	1.7%	15.5%	13.8%	11.3%	12.8%	100.0%
Southwestern Michigan College	30.9%	10.3%	0.0%	8.2%	20.4%	15.5%	14.7%	100.0%
St. Clair County Community College	41.8%	6.1%	1.4%	9.3%	13.4%	15.6%	12.5%	100.0%
Washtenaw Community College	42.8%	9.0%	1.0%	11.8%	12.6%	10.9%	12.0%	100.0%
Wayne County Community College	31.2%	5.3%	2.2%	13.2%	17.0%	15.5%	15.7%	100.0%
West Shore Community College	34.3%	5.4%	3.8%	11.0%	10.8%	19.7%	15.0%	100.0%
State Average	40.1%	7.2%	1.5%	11.2%	13.5%	14.4%	12.1%	

[Table of Contents Page](#)

Table 35
Salary and Fringe Benefit Costs
2022-23

Sorted ↓

Community College Name	Salaries	Fringe Benefits	Compensation	Total Expenses	Compensation % of Total Expenses
Henry Ford College	\$50,021,052	\$32,420,456	\$82,441,508	\$95,012,312	86.77%
Grand Rapids Community College	\$59,807,112	\$41,362,094	\$101,169,206	\$119,437,162	84.70%
Macomb Community College	\$71,814,146	\$36,668,405	\$108,482,551	\$128,395,246	84.49%
Alpena Community College	\$9,217,398	\$5,973,108	\$15,190,506	\$18,196,645	83.48%
Schoolcraft College	\$48,666,857	\$30,481,126	\$79,147,983	\$96,526,495	82.00%
Kalamazoo Valley Community College	\$35,653,781	\$19,689,081	\$55,342,862	\$67,734,482	81.71%
Delta College	\$35,973,698	\$24,995,867	\$60,969,565	\$74,896,879	81.40%
Monroe County Community College	\$13,826,182	\$6,472,585	\$20,298,767	\$24,943,053	81.38%
Kellogg Community College	\$22,647,078	\$13,379,354	\$36,026,432	\$44,494,985	80.97%
Lansing Community College	\$60,282,993	\$26,373,088	\$86,656,081	\$109,204,841	79.35%
Muskegon Community College	\$18,157,328	\$11,686,517	\$29,843,845	\$37,647,601	79.27%
Montcalm Community College	\$7,973,590	\$5,760,414	\$13,734,004	\$17,496,460	78.50%
Oakland Community College	\$69,663,911	\$32,993,356	\$102,657,267	\$131,294,423	78.19%
St. Clair County Community College	\$15,653,636	\$5,377,806	\$21,031,442	\$27,219,471	77.27%
Mott Community College	\$39,001,590	\$23,938,338	\$62,939,928	\$82,364,813	76.42%
Washtenaw Community College	\$55,468,687	\$24,153,264	\$79,621,951	\$104,664,519	76.07%
Northwestern Michigan College	\$23,832,838	\$13,543,119	\$37,375,957	\$49,259,015	75.88%
Gogebic Community College	\$5,201,078	\$2,942,366	\$8,143,444	\$10,848,718	75.06%
Kirtland Community College	\$7,302,916	\$3,310,663	\$10,613,579	\$14,316,179	74.14%
Bay de Noc Community College	\$9,506,700	\$4,387,884	\$13,894,584	\$18,886,952	73.57%
Mid Michigan College	\$10,357,946	\$8,386,710	\$18,744,656	\$26,597,806	70.47%
Lake Michigan College	\$14,552,927	\$8,475,338	\$23,028,265	\$32,895,477	70.00%
Southwestern Michigan College	\$10,385,829	\$5,493,760	\$15,879,589	\$22,868,442	69.44%
Glen Oaks Community College	\$5,981,941	\$2,714,070	\$8,696,011	\$12,531,607	69.39%
West Shore Community College	\$6,243,547	\$4,076,423	\$10,319,970	\$14,981,821	68.88%
Jackson College	\$19,565,107	\$8,202,585	\$27,767,692	\$41,232,343	67.34%
Wayne County Community College	\$47,819,327	\$12,623,406	\$60,442,733	\$93,436,400	64.69%
North Central Michigan College	\$7,917,775	\$4,587,645	\$12,505,420	\$19,386,099	64.51%
State Aggregate	\$782,496,970	\$420,468,828	\$1,202,965,798	\$1,536,770,246	78.28%

MICHIGAN

School Year	Grand Total Public & Private School Graduates	Private School Graduates	Public School Graduates								
			Public School Graduates Total	Hispanic	Non-Hispanic						Two or More Races
					White	Black	American Indian/ Alaska Native	Asian	Native Hawaiian/ Other Pacific Islander	Asian/Pacific Islander (Combined)	
2000-01	105,741	9,226	96,515	2,139	79,452	12,060	875			1,989	
2001-02	104,365	9,364	95,001	2,284	77,947	11,619	901			2,250	
2002-03	109,803	9,502	100,301	2,246	82,744	12,197	881			2,233	
2003-04	108,177	9,354	98,823	2,405	81,568	11,737	888			2,225	
2004-05	109,633	8,051	101,582	2,575	82,259	13,129	836			2,383	
2005-06	110,226	7,644	102,582	2,727	81,795	14,249	849			2,676	
2006-07	120,360	8,522	111,838	3,213	86,495	17,945	949			2,711	
2007-08	123,576	8,393	115,183	3,500	88,225	19,158	967			2,807	
2008-09	121,261	8,519	112,742	3,538	85,642	19,219	873			2,812	
2009-10	118,119	8,233	109,886	3,721	83,188	19,278	891			2,808	
2010-11	113,304	7,287	106,017	3,022	79,431	18,191	801	2,672	119	2,791	1,781
2011-12	113,996	8,550	105,446	2,987	78,678	17,978	877	2,743	90	2,833	2,093
2012-13	114,023	9,813	104,210	3,324	77,503	16,949	833	2,973	114	3,087	2,514
2013-14	113,390	10,388	103,002	3,330	76,364	16,622	792	3,079	103	3,182	2,712
2014-15	113,960	10,962	102,998	5,361	74,939	16,501	712	3,264	103	3,367	2,118
2015-16	111,282	9,447	101,835	5,703	73,489	16,175	704	3,376	91	3,467	2,297
2016-17	110,218	7,932	102,286	5,962	73,228	16,279	695	3,433	107	3,540	2,582
2017-18	112,240	8,360	103,880	6,567	73,409	16,699	618	3,734	136	3,870	2,717
2018-19	111,790	8,110	103,688	7,174	72,931	16,017	628	3,784	91	3,875	3,063
2019-20	108,160	7,880	100,280	7,040	70,380	15,200	620	3,880	90	3,970	3,100
2020-21	105,640	7,480	98,170	7,190	68,800	14,380	550	4,050	90	4,140	3,260
2021-22	107,390	8,260	99,130	7,490	69,180	14,280	570	4,100	100	4,200	3,680
2022-23	106,020	8,520	97,510	8,050	66,590	14,450	570	4,060	80	4,140	3,880
2023-24	107,140	8,690	98,460	8,090	66,660	14,720	540	4,090	90	4,190	4,480
2024-25	107,670	8,930	98,740	8,410	66,510	14,600	560	4,160	100	4,250	4,670
2025-26	103,880	8,910	94,970	8,200	63,460	14,080	480	4,080	80	4,150	4,950
2026-27	102,030	9,190	92,830	7,980	61,260	14,230	450	4,130	90	4,210	5,000
2027-28	100,820	9,330	91,500	8,150	59,680	14,040	440	4,200	100	4,300	5,250
2028-29	102,070	9,800	92,270	8,320	60,110	14,010	430	4,280	70	4,340	5,540
2029-30	100,430	9,060	91,370	8,070	59,600	13,570	430	4,520	80	4,580	5,800
2030-31	99,950	9,070	90,880	7,660	59,430	13,970	400			4,450	5,810 !
2031-32	100,920	9,250	91,670	7,750	60,110	13,740	430			4,640	5,860 !
2032-33	100,230	9,230	91,000	7,900	59,270	13,860	410			4,680	5,870 !
2033-34	100,370	9,250	91,120	7,990	59,390	13,590	400			5,010	5,880 !
2034-35	98,580	9,030	89,550	7,820	57,690	13,830	370			5,180	5,800 !
2035-36	97,260	8,910	88,340	7,580	57,100	13,640	360			5,040	5,650 !
2036-37	95,100	8,730	86,370								

■ = Projected value (values are rounded to nearest 10).

! Two or more races values for SY 2030-31 to 2035-36 are estimates and not a fully projected value.

Citation: Western Interstate Commission for Higher Education, *Knocking at the College Door: Projections of High School Graduates*, 2020, www.knocking.wiche.edu.

Notes: See the Knocking at the College Door Technical Appendix at www.knocking.wiche.edu/report/technical-appendix/ for details about the data and methodology used for these projections. Graduate projections begin SY 2019-20 for Public Schools, SY 2017-18 for Private Schools, and the Grand Total is fully projected beginning SY 2019-20 but includes the Private school projected portion SY 2017-18 and 2018-19. Each series is independently projected, so they may not exactly sum to the totals. Public school graduates through SY 2012-13 and enrollments through SY 2018-19 are from the National Center for Education Statistics (NCES) Common Core of Data, <https://nces.ed.gov/ccd/>. See the Technical Appendix for full data details, including about private school data, which are estimates computed from survey-based data from NCES Private School Universe Survey, <https://nces.ed.gov/surveys/pss/>. Specific to Michigan: Public school graduates for SY 2013-14 to 2018-19 compiled March to August 2020 from data available originally at <https://www.mischooldata.org/college-progression-by-graduating-class/> and more recently at <https://www.mischooldata.org/college-enrollment-by-hs-1/> (the source data URL changed). WICHE observes what appears to be some recategorization/category changes with the numbers of graduates categorized as Hispanic, White and Two or more races between 2013-14 and 2014-15, but no adjustments were made with the data obtained and these values are for historical reference and not critical to the projections. Michigan private school estimates for grades 8 and 9 for SY 2015-16 had coefficients of variation >=50% and were suppressed; all other grade-level estimates for this year had CVs between 39% and 48%. In practical terms, the estimates indicated a 25% to 30% increase in the number of students in each grade between 2013-14 and 2015-16, which was not sustained (was reversed in almost equal measure) to 2017-18. The estimates for SY 2015-16 were not used in the projection methodology. These estimates and projections should be used with caution.

Unemployment by County Rank

December 2023

From Michigan Labor Market Information:

<https://milmi.org/DataSearch/Unemployment-by-County>

Rank	Area	Rate
1	Livingston County, MI	2.5%
2	Oakland County, MI	2.6%
2	Washtenaw County, MI	2.6%
4	Ottawa County, MI	2.7%
5	Kent County, MI	2.8%
5	Clinton County, MI	2.8%
7	Eaton County, MI	3.1%
8	Grand Traverse County, MI	3.2%
8	Ingham County, MI	3.2%
8	Ionia County, MI	3.2%
8	Allegan County, MI	3.2%
8	Barry County, MI	3.2%
8	Kalamazoo County, MI	3.2%
8	Macomb County, MI	3.2%
15	Menominee County, MI	3.4%
15	Midland County, MI	3.4%
15	Branch County, MI	3.4%
18	St. Clair County, MI	3.6%
18	Jackson County, MI	3.6%
18	Leelanau County, MI	3.6%
21	Monroe County, MI	3.7%
21	Dickinson County, MI	3.7%
23	Berrien County, MI	3.8%
23	St. Joseph County, MI	3.8%
23	Lenawee County, MI	3.8%
23	Isabella County, MI	3.8%
27	Montcalm County, MI	3.9%
27	Newaygo County, MI	3.9%
27	Gratiot County, MI	3.9%
27	Houghton County, MI	3.9%
27	Shiawassee County, MI	3.9%
32	Wayne County, MI	4.0%
32	Huron County, MI	4.0%
32	Calhoun County, MI	4.0%
32	Cass County, MI	4.0%
36	Hillsdale County, MI	4.1%
36	Muskegon County, MI	4.1%
38	Marquette County, MI	4.2%

38	Lapeer County, MI	4.2%
38	Alpena County, MI	4.2%
41	Sanilac County, MI	4.3%
41	Wexford County, MI	4.3%
43	Osceola County, MI	4.4%
43	Otsego County, MI	4.4%
43	Bay County, MI	4.4%
43	Gogebic County, MI	4.4%
43	Genesee County, MI	4.4%
48	Van Buren County, MI	4.5%
49	Saginaw County, MI	4.6%
49	Charlevoix County, MI	4.6%
49	Missaukee County, MI	4.6%
49	Mecosta County, MI	4.6%
53	Tuscola County, MI	4.7%
54	Mason County, MI	4.8%
54	Benzie County, MI	4.8%
54	Delta County, MI	4.8%
57	Antrim County, MI	5.2%
57	Keweenaw County, MI	5.2%
59	Kalkaska County, MI	5.4%
60	Iron County, MI	5.7%
61	Gladwin County, MI	5.8%
61	Emmet County, MI	5.8%
61	Oceana County, MI	5.8%
64	Manistee County, MI	5.9%
64	Iosco County, MI	5.9%
66	Crawford County, MI	6.0%
66	Baraga County, MI	6.0%
66	Chippewa County, MI	6.0%
66	Lake County, MI	6.0%
70	Ontonagon County, MI	6.1%
71	Clare County, MI	6.2%
72	Ogemaw County, MI	6.5%
72	Luce County, MI	6.5%
74	Alcona County, MI	6.7%
75	Arenac County, MI	7.1%
76	Schoolcraft County, MI	7.8%
77	Presque Isle County, MI	8.0%
78	Oscoda County, MI	8.2%
78	Montmorency County, MI	8.2%
80	Roscommon County, MI	8.4%
81	Alger County, MI	8.7%
82	Cheboygan County, MI	10.8%
83	Mackinac County, MI	15.5%



Northwestern
Michigan
College

MEMO

Office of the President

To: NMC Board of Trustees
From: Nick Nissley, President
Subject: March Mid-Month Update
Date: Wednesday, March 13, 2024

Dear Board of Trustees,

Since our February Board meeting the following are key updates.

Benzie County Annexation Possibility

This next month, we'll be concluding our 'Listening Sessions' (which have been on-going for the past half-year, since early fall) where I am (along with trustees/administration) meeting with key Benzie County stakeholders and listening, to better understand the support and resistance, as well as what's being imagined in terms of the annexation possibility. These approximately 30 meetings have been designed to help the College/trustees better gauge the probability of success, and to better understand what the community wants from such a relationship. The final two sessions are:

- March 14th at 8:30 am: Frankfort/Elberta Chamber of Commerce
- April 15th at 5:30 pm: Benzie Republicans

In addition, as we've listened we've refined our value proposition – we've moved from 'in-district tuition' to 'educational reinvestment in Benzie County'. We've floated this idea at recent listening sessions, and as you might expect, the audiences have responded positively. We are also planning for a meeting intended to more fully share the 'community reinvestment strategy'. The "You Spoke, We Listened" community meeting will be open to all county residents and will be held on Saturday, March 16th, at 10:00, at the Mills Community House in Benzonia.

I am looking forward to an April Study Session to help facilitate the Board's decision whether to proceed with the annexation possibility. Tipping my hand, I'm encouraged by what I've heard over the past more than half-year as we listened and continued to refine our value proposition. I believe we have a solid 'what's in it for me' answer for taxpayers that has responded to what they've told us they're looking for from an annexation. My deepest thanks for your active support, showing up and actively engaging in many of these meetings, hearing first-hand what the community is thinking and feeling. All of you have helped shape a response to the question that the county's residents initially approached us with:

How might NMC help improve the lives of Benzie County residents by providing greater access to affordable post-high school education and training, improve students' lives, and at the same time benefiting employers, by providing a home-grown talent pipeline and a better-trained workforce, ultimately contributing to the economic development of Benzie County and the prosperity of its citizens?

Rightsizing

Following up from the fall Board Study Session, where we shared the College's plan for 'rightsizing', we developed a voluntary separation program (VSP) to faculty members at step 13, 14, or 15 NMC Faculty Salary Schedule. We offered a 60% incentive for retirement in May 2024, and a 40% incentive for retirement in May 2025. Four faculty members have applied for the May 2024 incentive and two applied for 2025. The approximate impact of these six early retirements will net labor savings of approximately \$600,000 per year. I'm especially proud of the collaboration between the President's Council and the Faculty Association in shaping this strategy, allowing us to realize the savings necessary without needing to undertake a more indiscriminate retrenchment.

Campus Safety and Emergency Preparedness

As we continue to engage and empower our employees to create a culture of safety, belonging, and preparedness, a Request for Proposals has been issued for a campus safety and security assessment. The Emergency Management Team (EMT) and Leadership Council are participating in ongoing discussions regarding safety and training, including having building walk-throughs with Campus Security.

Comprehensive Brand Assessment and Strategy Development

Building on the momentum of the strategic plan, foundation strategic plan and campus master plan development, I am pleased to share the college is beginning work on a comprehensive brand assessment and brand strategy development. This important project will be funded primarily through a \$100,000 Lumina Foundation grant secured for this purpose by PRMC and the NMCF. After a competitive RFP process and thorough review, President's Council has chosen industry leader Stamats as our partner. Just as we modeled in the strategic plan, the transparent and collaborative process with our stakeholders, including the Board of Trustees, will be critical to the project's success. The work is planned to be completed this fall. The final strategy recommendations will inform the college's next strategic plan as we continue to refresh our brand identity and engage with our various audiences.

Alliance for Innovation and Transformation (AFIT)

The AFIT CEO and Reps Forum was held last week in Arizona, where planning began for the Summer Institute. This year's theme is "Looking Ahead, to Empower the Future Today" with a focus on artificial intelligence (AI) and emerging technologies. Jason Slade, Todd Neibauer, and I participated in the February session and we'll be developing the NMC team that will participate in the full summer conference in July.

Phi Theta Kappa

Last Sunday, we held the 2024 Spring Phi Theta Kappa Induction Ceremony at Northwestern Michigan College. There were 90 inductees into NMC's Phi Theta Kappa - Alpha Rho Pi Chapter. Special thanks to our co-advisors, Jeremy Heinlein and Lisa Thomas, who were joined by NMC PTK alumni Amber Birgy Marsh, Hannah Witte, and Shane McClellan, and others who helped celebrate these amazing Hawk Owls! A very special touch, was the vase holding a single sunflower that was displayed on stage, to remind us of Kari Kahler and her contributions to Phi Theta Kappa.

Freshwater Research and Innovation Center

We continue to shape the proposed Articles of Incorporation and Bylaws, per the following schedule. These replaced the original joint venture language due to concerns from legal. In March and April, these will be ready to be shared with the Board's Building and Site Committee, for their review and input.

1. March 1st – March 15th
Seek feedback/input from member partners on *Articles of Incorporation* and *Bylaws*.
2. March 15th – March 30th
Miller Canfield integrates member partners' input.
3. March 30th – April 30th
NMC's Building and Site Committee and Discovery Center (DCP) Board review/input.
4. May 1st – May 30th
Jason and Matt integrate NMC, DCP, and member partners' input, with Miller Canfield.
5. June 1st – June 30th
NMC BOT and DCP Board approvals.
6. July 1st
New 'joint venture' organization formed and functioning.

In addition, Jason has spearheaded a partnering effort, collaboratively engaging State departments to join in supporting the Freshwater Research and Innovation Center. Those State agencies include: LEO, MEDC, Office of Rural Prosperity, EGLE, and MSHDA. Together, we're shaping an MOU between the state of Michigan, the Freshwater Research and Innovation Center, and Traverse Connect, to activate northern Michigan's bluetech economic sector. This will allow us to more effectively leverage State resources and programs, and to establish a collaboration between us. The purpose will be to leverage co-investment and programming resources to ultimately grow bluetech jobs in the northwest Michigan region. Together, we recognize that FRIC and the activation of Northern Michigan's bluetech economic sector will create a platform for innovators and entrepreneurs to develop transformative solutions that put the State of Michigan squarely at the center of the bluetech innovation revolution.

Lastly, this past week, we had a very productive meeting of NMC's and DCP's board leadership (Laura Oblinger and Greg Luyt, respectively), joined by Jason Slade and Matt McDonough, and myself. It was an opportunity to 'check-in' and look ahead at what we'll need to address as we literally develop a new organization – the Freshwater Research and Innovation Center. A special thanks to Chair Oblinger for investing so much time and energy in the relationship building that will drive the success of this new 'joint venture'.

Congressionally Directed Spending Request (Earmark) to Senator Stabenow's Office

Special thanks to Jason Slade who collaborated with our Freshwater Research and Innovation Center partners to lead the creation and submission of a fiscal year 2025 congressionally directed spending (earmark) request to Senator Stabenow's office, in the amount of \$1.25 million. This funding will be

used to support the buildout of innovative lab and technology space required to support and incubate start-ups, driving the burgeoning bluetech economic growth for the region. As you know, our vision is for The Freshwater Research and Innovation Center to house almost 40,000 square feet of technology-focused labs and offices designed to encourage “bluetech” innovation. Unlike a traditional research facility, this center will contain the support necessary to incubate and accelerate early start-ups businesses. This funding will help build out the critical wet labs and research space necessary for technology and business development resulting in job creation and positive economic impact for the region.

Title IV Compliance

Recently, the regulations implementing title IV of the Higher Education Act were amended and will become effective, July 1, 2024. There’s one issue in the new regulations that will create a compliance challenge for NMC and all other colleges.

The new regulations, which go into effect July 1, 2024, have materially changed to say (specifically, the underlined text):

(g) *Public institutions.* (1) The Department considers a domestic public institution to be financially responsible if the institution—

(i) Notifies the Department that it is designated as a public institution by the State, local, or municipal government entity, Tribal authority, or other government entity that has the legal authority to make that designation; and

(ii) Provides a letter or other documentation acceptable to the Department and signed by an official of that government entity confirming that the institution is a public institution and is backed by the full faith and credit of the government entity.

That the U.S. Dept. of Education is now mandating confirmation that the institution is “backed by the full faith and credit” of the state or other governmental entity, creates a potential problem for NMC and, likely all other public institutions of higher education in Michigan, because Article IX, Section 18 of the Michigan Constitution provides: “The credit of the state shall not be granted to, nor in aid of any person, association or corporation, public or private, except as authorized in this constitution.” Our legal counsel has observed, that it is not clear at this time whether the U.S. Dept. of Education is aware of this potential conflict between what the new regulation mandates and what the Michigan constitution prohibits.

Because the Title IV statute appears to permit the Secretary of Education to accept other information or confirmation to demonstrate the financial responsibility of public institutions, it seems that the U.S. Dept. of Education’s insistence on a “full faith and credit” letter is unnecessary and there may be other means to comply with the statute and satisfy the U.S. Dept. of Education. Legal counsel has advised us to engage with the MCCA as a next step to discuss strategies for potentially contacting the U.S. Dept. of Education to seek clarification and discuss a potential solution for the collective group, as other

community colleges could receive similar requests. Gabe Schneider is aiding us with MCCA engagement.

Meeting with Representative Coffia

On Friday, March 15th, I am scheduled to meet with Representative Coffia, along with Gabe Schneider. We are inviting her to campus to discuss NMC's legislative priorities, and to hear more about the Representative's legislative agenda, as well. It will especially allow us to discuss: community college funding, the possible Benzie annexation, housing challenges in Traverse City and NMC's campus master plan-driven housing growth strategy, as well as the College's capital outlay funding needs.

Black History Month

NMC Dining, faculty, staff, and students collaborated for Food for the Soul events in honor of Black History Month. The meal offerings had over 450 participants!

Trends in Higher Education Articles

As promised, I'm sharing relevant articles (that I and President's Council have been reading) that speak to trends, risks, challenges, and opportunities in community colleges, to help keep us informed and to invite conversation about how NMC is addressing such issues. This month, I'm sharing:

- [AI Will Shake Up Higher Ed. Are Colleges Ready?](#), *The Chronicle for Higher Education*
- [Michigan Hybrid Program Aims to Reach 50,000 Adult Students](#) *Inside Higher Ed*

Upcoming Dates of Note

- **March 18**—Regular monthly Board of Trustees meeting, Hagerty Center—*Note: Dinner with Student Government Association will be held prior to the start of the regular meeting.*
- **April 12**—NMC Foundation Scholarship Celebration
- **April 22**—Regular monthly Board of Trustees meeting, TJNIC 106/107



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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: March 8, 2024
Re: **State/Federal Legislative Update**

State

2024 MCCA Legislative Priorities

Make community college affordable for all to boost community vitality.

- Provide recent high school graduates the opportunity to attend community college tuition-free for 2 years to earn a certificate, associate degree, or transfer to a university. (Executive Budget Recommendation, Education Omnibus, Sec. 248 Michigan Achievement Scholarship)
- Ensure our neediest students have financial support for basic needs and non-tuition costs of attendance, including food, housing, transportation, technology and textbooks. (Executive Budget Recommendation, Education Omnibus, Sec. 247 Reconnect and Sec. 248 Michigan Achievement Scholarship)
- Make the Reconnect expansion permanent. (SB 406 of 2023)

Update college infrastructure.

- Dedicate \$100 million for improvements to infrastructure, technology, equipment, maintenance, and campus safety, and to develop affordable, on-campus student housing where it is needed.
- Increase the state’s match for community college capital outlay projects by 25%.

Increase operations support for community colleges.

- Invest 10% more ongoing funding into community college operations to help keep up with rising costs while maintaining affordable and high-quality programs.

Improve student success outcomes.

- Expand opportunities for dual enrollment, establish student-friendly transfer pathways, and provide on-demand access to key data.

Grow Michigan's talented workforce.

- Dedicate funding for community colleges to develop workforce training and technical programs in partnership with employers in high-demand fields and purchase related equipment for emerging industries. (Executive Budget Recommendation, General Omnibus, Sec. 11-1004 Talent Solutions)

FY25 State Budget

With the budget process having kicked off with the Governor’s Executive Budget Recommendation, Appropriations Subcommittees have started to meet. Much of the attention has focused on the Governor’s Community College Guarantee (CCG) proposal. While supportive, the MCCA is asking for three key changes:

- Increasing the “first dollar” grant to \$2,000 for Pell eligible students for critical support to stay enrolled.
- Convert the class of 2023 to the proposed funding methodology.
- Pair the CCG with a transfer guarantee for community college graduates to pursue bachelor’s degrees at 4-year college and universities (including 3+1) programs)

There is no clear consensus from MCCA members about making changes to the in-district vs. out-of-district³⁶ element of the CCG. However current boilerplate language does take into account tiered tuition rates (covering the cost of a “program of study”).

Given the limited availability of one-time dollars this budget cycle it does not appear that the House or Senate is interested in supporting a significant investment in ITEMS funding. Instead, they are focused on funding for items related to student financial aid.

Further, while there has been some positive feedback for increasing community college operations funding, there is also a general feeling of frustration with the equitability of the existing performance funding formula. There does not appear to be a significant amount of interest in flowing more funding through the existing formula. One alternative could be a separate funding source contingent on implementing best practices with strings attached to the funding.

Capital Outlay

The MCCA is not pushing hard for a capital outlay bill. There has been some interest from members, but it is not robust.

Federal

FY25 Congressional Directed Spending Requests

We are in the process of completing and submitting requests for:

- Freshwater Research & Innovation Center (\$1,250,000)

Letter of Public Status

We continue to work with the MCCA, MiLEAP and the Governor’s Washington, DC office on compliance with new U.S. Department of Education regulations requiring a letter of Public Status. The U.S. Department of Education has not yet released formal guidance on the new rules effective July 1, 2024 that require this updated letter. The new regulations state:

(g) *Public institutions.* (1) The Department considers a domestic public institution to be financially responsible if the institution—

(i) Notifies the Department that it is designated as a public institution by the State, local, or municipal government entity, Tribal authority, or other government entity that has the legal authority to make that designation; and

(ii) Provides a letter or other documentation acceptable to the Department and signed by an official of that government entity confirming that the institution is a public institution and is backed by the full faith and credit of the government entity in the following circumstances—

(A) Before the institution's initial certification as a public institution;

(B) Upon a change in ownership and request to be recognized as a public institution; or

(C) Upon request by the Department, which could include during the recertification of a public institution.

(iii) Is not subject to a condition of past performance under § 668.174; and

(iv) Is not subject to an automatic mandatory triggering event as described in paragraph (c) of this section or a discretionary triggering event as described in paragraph (d) of this section that the Department determines will have a significant adverse effect on the financial condition of the institution.

Based on an initial legal review it appears that this regulation creates a potential problem for NMC and other public institutions of higher education in Michigan because Article IX, Section 18 of the Michigan Constitution provides “The credit of the state shall not be granted to, nor in aid of any person, association or corporation, public or private, except as authorized in this constitution.” It is not clear at this time whether the U.S. Dept. of Education is aware of this potential conflict between what the new regulation mandates and what the Michigan constitution prohibits.

Further complicating matters is that the Community College Act of 1966, 389.127, Sec. 127 (2) states that: *Subject to applicable charter, statutory, and constitutional limitations, the board may pledge the full faith and credit of the district for notes or obligations issued pursuant to this section. If the funds primarily pledged for the payment of notes or obligations to which the full faith and credit of the district has been pledged are insufficient, the notes or obligations shall be a first budget obligation of the district payable from any available funds*

We continue to work with the above identified organizations to address this issue while recognizing that it is a broader conversation beyond just NMC.

Bipartisan Workforce Pell Act

Unfortunately, the Bipartisan Workforce Pell Act did not proceed to the House floor for a vote due to stiff opposition from several education associations, particularly regarding the pay-for in the legislation. The ACCT will continue its advocacy and will look for another opportunity to pass the bill this year.



Northwestern
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MEMO
Office of the
President

To: NMC Board of Trustees
From: Nick Nissley, President
President's Council
Subject: March 2024 Executive Summary

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

- Revenue increased by 13% when comparing year-to-date January 2024 to January 2023 due primarily to timing of property tax receipts and additional investment income in FY24. Expenses increased by 8% when comparing year-to-date January 2024 to January 2023,
- Salaries and wages expenses are tracking significantly below budget, while purchased services expenses are tracking significantly over budget. These two variances are directly related to the transition of newly hired adjunct instructors and supplemental staff to Edustaff.
- The next FY25 Budget Update will be at the May 20, 2024, regular Board meeting.

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

- Summer headcount is currently up 54 students over Summer 2023.
- Orientation for new students is scheduled for April 19, 2024.

PRMC—Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications

Paid Media ↑ **YOY**

- Applications: 103
- Accounts: 113
 - Work is beginning on the comprehensive brand assessment and strategy development with Stamats, funded by a Lumina Foundation grant.
 - Nexus magazine is transitioning into a new community engagement piece with a targeted launch date of fall 2024. The goal of the new piece is to directly communicate NMC's value proposition with tax payers.

Strategic Plan—Jason Slade, Vice President for Strategic Initiatives

- Strategy 1: Future-Focused Education will be reviewed this month. This strategy is currently on track with 5 of the 5 objectives currently classified as “green” due to their progress through the action steps. Objective metrics are trending upward toward target goals with the exception of credit for prior learning and online courses. The online course percentages were expected as the college continues to adapt to student demand. Full details are in the memo.

Michigan New Jobs Training Program - Jason Slade, Vice President for Strategic Initiatives

- It is NMC's turn again in the MNJTP funding queue with the following actions for this month:
 - Requesting Board approval of the New Jobs Training Program agreement with CBS Solar of Copenish, MI. Agreement until March 17, 2034, with the addition of five new jobs, total budget of \$80,000 (new agreement)
 - Agreement amendments with RJG and Shoreline Power Services, Inc. (existing agreements)

**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, February 26, 2024
Timothy J. Nelson Innovation Center
Room 106/107**

CALL TO ORDER—Chair Laura J. Oblinger called the regular meeting to order at 5:30 p.m.

OATH OF OFFICE—The Oath of Office as recited by newly appointed trustee Bill Marsh for a term that expires December 31, 2024.

ROLL CALL

Trustees present: Laura J. Oblinger, Andrew K. Robitshek, Chris M. Bott, Kenneth E. Warner, Bill F. Marsh, Kennard R. Weaver

Trustees absent: Douglas S. Bishop

Also present: President Nick Nissley, Lynne Moritz, Diana Fairbanks, Troy Kierczynski, Kyle Morrison, Todd Neibauer, Stephen Siciliano, Hollie DeWalt, Lisa Baldyga, Jason Slade, Glenn Wolff, Molly Norville, Alex Bloye, Nicco Pandolfi, Chris Hanna, Lindsey Lipke, Carly McCall, Nancy Schulte, Julie Clark

REVIEW OF AGENDA—The agenda was accepted as presented.

STRATEGIC FOCUS—Mid-Year Recap on Strategic Initiatives—Jason Slade, Vice President of Strategic Initiatives, summarized progress made on the five strategies at the mid-way point for year two. Highlights of success include: The Experiential Learning Institute; Diversity, Equity, Inclusion and Belonging initiatives; Extended Education Services’ workforce development; and the Great Lakes Culinary Institute. Year three planning is in an initial development phase, beginning with FY25 departmental budgets. Slade also discussed projects underway with loose ties to the current strategic plan, such as the Freshwater Research and Innovation Center (FRIC) and the Office of Possibilities (OOPs), which is formally part of the NMC Foundation’s strategic plan.

REPORTS AND PRESENTATIONS

Program Focus: Career & Employment Fair—The 18th annual Career and Employment fair, scheduled for March 7, is open to students and the community. This year, twelve business sponsors have covered the expense to host the event. Lindsey Dickinson, Director of Student Success and Retention, thanked Public Relations, Marketing, and Communications, and the NMC Foundation for their work in supporting and marketing the event. Lisa Baldyga, Employment Readiness Specialist, described how she prepares students ahead of the fair by facilitating workshops and visiting classrooms. It was noted the fair is also an opportunity for community members and potential students to learn about NMC.

Faculty Report: AI and its Impact on Higher Education—Nicco Pandolfi, Librarian, presented on the impact of generative artificial intelligence (also known as “GenAI” or “AI”) on teaching and learning in higher education. Pandolfi shared guiding assumptions, areas of promise, and areas of concern.

PUBLIC INPUT—There was no public input offered.

UPDATES

President’s Update—President Nick Nissley elaborated on a few topics from his mid-month update (included in the meeting packet), including on the governor’s education budget, Benzie annexation, and enrollment trends. Nissley also highlighted upcoming events such as the Taste of Success and the AquaHacking the Great Lakes Challenge.

Board Chair Update—Chair Laura Oblinger emphasized potential educational reinvestment in Benzie County if residents do vote in support of annexation into the NMC district. Any expenditures of the tax revenue must have an “educational nexus.” Oblinger applauded President Nissley and college executive staff for the work being done to develop a voluntary separation program for faculty as a part of the “rightsizing” charge set forth by the Board.

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

- K. Minutes of the January 22, 2024, regular meeting
- L. Minutes of the February 1, 2024, study session
- M. Minutes of the February 13, 2024, special meeting
- N. Minutes of the February 19, 2024, special meeting
- O. Enrollment Report—Todd Neibauer, Vice President for Student Services and Technologies
- P. Financial Report—Troy Kierczynski, Vice President of Finance and Administration
- Q. PRMC—Diana Fairbanks, Assoc. V.P. of Public Relations, Marketing, & Communications
- R. Foundation Report—Carly McCall, Director of Alumni Engagement
- S. Executive Committee—Laura Oblinger, Chair
- T. Building and Site Committee—Ken Warner, Committee Chair

ACTION ITEMS

Resolution of Appreciation—On a motion by Kennard Weaver, seconded by Ken Warner the Board adopted a resolution of appreciation for Rachel A. Johnson in recognition of her dedicated service and significant contributions to the Northwestern Michigan College Board of Trustees. The motion passed with a unanimous vote.

TART Trail Easement—Ken Warner made a motion, seconded by Chris Bott, authorizing administration to grant an easement to the City of Traverse City allowing the installation and maintenance of a recreational trail through the southern portion of the Great Lakes Campus property. The motion passed with a unanimous vote.

Avigilon Security System Upgrade and Rebuild—On a motion by Chris Bott seconded by Kennard Weaver, the Board authorized for administration to enter into a contract with People Driven Technology to upgrade and rebuild the electronic door access control system at a cost of \$67,000. The motion passed with a unanimous vote.

Special Liquor License—Kennard Weaver made a motion, seconded by Andy Robitshek, the Board adopted a resolution authorizing the organization, through its duly authorized officers, make application to the Liquor Control Commission for a special events tasting and wine auction license to be in effect on Friday, April 26, 2024, for the Taste of Success event held at the Northwestern Michigan College Hagerty Center. The motion passed with a unanimous vote.

Aircraft Engine Purchase—On a motion by Kennard Weaver, seconded by Andy Robitshek, the Board authorized administration to purchase three (3) Lycoming aircraft engines totaling \$248,253 from Air Power, Inc. The motion passed with a unanimous vote.

REVIEW OF FOLLOW-UP REQUESTS—Confirmed there were no requests made by the Board that require administrative follow-up for information to be provided at a later date.

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

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

SIGNED _____
Laura J. Oblinger, Chair

ATTESTED _____
Andrew K. Robitshek, Secretary



**Northwestern
Michigan
College**

**MEMO
Enrollment Services**

To: Dr. Nick Nissley, President
 From: Todd Neibauer, VP for Student Services and Technologies
 Date: March 11, 2024
 Subject: Summer 2024 Enrollment Update

Summer 2024

Summer enrollment for 2024 is currently up 54 students and 246 contact hours over the same time last year. There are also 60 more admits than last year awaiting our first orientation session for new summer and fall students which is April 19, 2024.

(Source: Digital Dashboard Same Date Comparison SP2021-2024)

	2021	2022	2023	2024	Δ
Inquiries	460	340	459	477	3.9%
Applicants	455	331	455	475	4.4%
% Applied	98.9%	97.4%	99.1%	99.6%	0.5%
Admits	293	213	260	322	23.9%
% Admitted	64.4%	64.4%	57.1%	67.8%	10.7%
Admits Registered	76	42	59	90	52.5%
% Admits Registered	25.9%	19.7%	22.7%	28.0%	5.3%
Prior Admits Registered	10	6	4	5	25.0%
Retained Students	548	555	532	547	2.8%
% Retained	18.3%	18.0%	18.5%	18.5%	0.0%
Return Students	62	82	53	60	13.2%
Average Contact Hours	6.43	6.06	5.8	5.7	-1.7%
Total Headcount	696	685	648	702	8.3%
Total Contact Hours	4,475	4,151	3,758	4,004	6.6%
Tuition	843,043	925,342	854,247	953,859	11.7%

Fall 2024

Applications for fall semester are currently up .5% overall. Registration for the Fall 2024 semester opened on March 11, 2024. New student orientations will start on April 21, 2023.



Northwestern
Michigan
College

MEMO

Administrative Services

To: Dr. Nick Nissley, President

From: Troy Kierczynski, Vice President of Finance and Administration

Date: March 11, 2024

Subject: Summary Report for the General Fund as of February 29, 2024

The attached reports summarize the financial results for the General Fund as of February 29, 2024. The 8th month represents 67% 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.

The general fund has year-to-date revenue over expenses of \$6,585,270. Revenue increased by 13% when comparing year-to-date February 2024 to February 2023. Expenses increased by 9% when comparing year-to-date February 2024 to February 2023.

Revenue (letters refer to the attached General Fund summary)

- A. Tuition and fees: For Spring 2024, the budget was set at 29,188 contact hours for a total budget revenue of \$6,401,718. Actual spring contact hours are projected at 30,344 with actual revenue of \$6,575,842. Spring revenue is trending over budget by \$174,124.
- B. Property Taxes: Tax revenue is recorded as payments are received. The overall increase for the fiscal year is expected to be 9% over the previous fiscal year.
- C. State Sources include operational appropriations, personal property tax payments and MPSERS retirement payments. State appropriations payments began in October.
- D. Actual year-to-date investment income recorded for fiscal year 2024 reflects interest and dividend income only. Interest income will exceed the amount earned in fiscal year 2023 due to rising interest rates.
- E. Both Private Sources and Other Sources are timing and event-dependent.

Expenses

- F. Salaries and benefits are tracking under budget.
- G. Overall expenses are under budget at this time due to lower supplies and other expenses.
- H. Capital Outlay reflects expenditures budgeted through the allocation of COAT dollars.

Northwestern Michigan College
Unaudited



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

*Summary Report for General Fund Accounts
Fiscal Year 2024, Period 08*

Funds	Accounts	2023-2024 Adjusted Budget	YTD Activity	% of Annual Budget	
TOTAL GENERAL FUND					
50	Revenues				
	Tuition and Fees	22,212,097	17,124,844	77.10%	A
	Property Taxes	13,900,791	11,319,307	81.43%	B
	Other Local	<u>0</u>	<u>0</u>	*	
	Local Sources	36,112,888	28,444,151	78.76%	
	State Sources	10,826,033	6,502,469	60.06%	C
	Federal Sources	0	0	*	D
	Private Sources	1,175,242	607,368	51.68%	F
	Investment Income	320,000	604,588	188.93%	E
	Other Sources	<u>495,000</u>	<u>366,890</u>	74.12%	F
	Total Revenues	48,929,163	36,525,466	74.65%	
60	Labor				
	Salaries & Wages	25,137,688	14,661,833	58.33%	G
	Benefits	<u>10,286,740</u>	<u>6,656,054</u>	64.71%	G
	Total Labor	35,424,428	21,317,887	60.18%	
70	Expenses				
	Purchased Services	2,895,004	2,483,853	85.80%	H
	Supplies & Materials	3,107,437	1,829,193	58.87%	H
	Internal Services	110,273	79,205	71.83%	H
	Other Expenses	1,603,453	929,338	57.96%	H
	Institutional Expenses	1,700,512	1,280,970	75.33%	H
	Maintenance & Renovation	1,944,397	1,194,006	61.41%	H
	Prof Develop, Travel & Events	600,659	437,057	72.76%	H
	Capital Outlay	<u>98,000</u>	<u>108,735</u>	110.95%	I
	Total Expenses	12,059,735	8,342,357	69.18%	
	Total Expenditures	47,484,163	29,660,244	62.46%	
80	Transfers				
	Transfers	1,445,000	279,952	19.37%	
	Total Transfers	<u>1,445,000</u>	<u>279,952</u>	19.37%	
	Total Expenditures and Transfers	48,929,163	29,940,196	61.19%	
	Net Revenues over (under) Expenditures	0	6,585,270		



**Northwestern Michigan College
Comparison - Fiscal Year to Date
General Fund
Feb 2024 vs. Feb 2023**

INTERIM
This statement does not
reflect year-end results.

	YTD 2/29/2024	YTD 2/28/2023	\$ Diff	% Diff	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 17,124,844	\$ 15,440,328	\$ 1,684,516	11%	Primarily due to higher enrollment resulting in higher tuition and fee revenue, higher EES revenue and higher flight fee revenue in FY24 than prior year
Property Taxes	11,319,307	9,861,848	1,457,459	15%	Timing of property tax payments received from townships and overall increases in property values
Total Local Sources	28,444,151	25,302,176	3,141,975	12%	
State Sources	6,413,412	5,891,560	521,852	9%	Higher state appropriations received in FY24
State PPT Reimbursement	89,057	75,938	13,119	17%	Higher PPT reimbursement in FY24
Federal Sources	-	-	-	0%	Consistent with prior year
Private Sources	607,368	518,578	88,790	17%	Timing of Foundation gifts; trending higher than FY23
Investment Income	604,588	184,496	420,092	228%	Higher interest/dividends recognized in FY24 than in FY23
Other Sources	366,890	418,834	(51,944)	-12%	Primarily due to lower Marine Center revenue through this time of year in FY24
Total Revenue	36,525,466	32,391,582	4,133,884	13%	
Expenses					
Salaries and Wages	14,661,833	14,169,486	492,347	3%	Consistent with prior year; professional salary expenses are higher in FY24 and partially offset by lower adjunct expenses due to EduStaff transition
Benefits	6,656,054	6,198,163	457,891	7%	Primarily due to higher health benefit expenses impacting FY24 and higher MPSERS expenses in FY24
Purchased Services	2,483,853	1,672,544	811,309	49%	Primarily due to transition of adjunct and supplement staff to EduStaff; also impacted by higher advertising and purchased service expenses in FY24
Supplies & Materials	1,829,193	1,631,371	197,822	12%	Primarily due to higher classroom related fees in FY24
Internal Services	79,205	17,178	62,027	361%	Timing of internal events/charges
Other Expenses	929,338	809,772	119,566	15%	Primarily due to higher recruiting/promotion expenses, financial charges, and Native Tuition waivers in FY24
Institutional Expenses	1,280,970	1,144,769	136,201	12%	Primarily due to a combination of higher electric expenses; partially offset by lower heating expenses in FY24
Maintenance & Renovation	1,194,006	1,066,182	127,824	12%	Primarily due to higher equipment maintenance expenses in FY24
Professional Development	437,057	332,820	104,237	31%	Higher higher professional development and subscription expenses in FY24
Capital Outlay	108,735	167,360	(58,625)	-35%	Timing of COAT purchases
Total Expenses	29,660,244	27,209,645	2,450,599	9%	
Transfers	279,952	234,062	45,890	20%	Aviation flight hour transfers, departmental transfers, and indirect grant revenue transfers for FY24
Total Expenses & Transfers	29,940,196	27,443,707	2,496,489	9%	
Net Revenue Over (Under) Expenses	\$ 6,585,270	\$ 4,947,875	\$ 1,637,395	33%	



**Northwestern Michigan College
Comparison - Month Over Month
General Fund
Feb 2024 vs. Jan 2024**

INTERIM
This statement does not
reflect year-end results.

	YTD <u>2/29/2024</u>	YTD <u>1/31/2024</u>	Feb 24 <u>Activity</u>	Jan 24 <u>Activity</u>	<u>Comments</u>
Revenue					
Local Sources:					
Tuition & Fees	\$ 17,124,844	\$ 15,111,143	\$ 2,013,701	\$ 2,536,974	Primarily due to the allocation of spring fees in January (allocations for semester fees are allocated at the beginning of fall/spring semesters)
Property Taxes	11,319,307	8,982,787	2,336,520	2,524,099	Timing of tax collections received
Total Local Sources	28,444,151	24,093,930	4,350,221	5,061,073	
State Sources	6,413,412	5,077,902	1,335,510	1,183,365	Higher MPSERS Offset payments received in February
State PPT Reimbursement	89,057	89,057	-	-	- Consistent with prior month
Federal Sources	-	-	-	-	- Consistent with prior month
Private Sources	607,368	607,368	-	392,170	Timing of quarterly Foundation gifts
Investment Income	604,588	551,069	53,519	50,319	Consistent with prior month
Other Sources	366,890	295,764	71,126	47,025	Consistent with prior month
Total Revenue	36,525,466	30,715,090	5,810,376	6,733,952	
Expenses					
Salaries and Wages	14,661,833	12,676,769	1,985,064	1,721,689	Primarily due to lower adjunct pays in January - consistent with a new semester
Benefits	6,656,054	5,829,954	826,100	1,050,466	HSA distributions made in January
Purchased Services	2,483,853	2,221,519	262,334	392,064	Primarily due to lower advertising expenses in February and lower purchased service expenses in February
Supplies & Materials	1,829,193	1,537,938	291,255	212,494	Primarily due to higher classroom related expenses in February tied to GLMA fire training and international trips
Internal Services	79,205	59,120	20,085	4,091	Timing of internal events/charges (including opening conference, HR new employee orientation, and transfer to halls auxiliary funds for fall semester fitness fees)
Other Expenses	929,338	756,298	173,040	111,461	Primarily due to higher non-professional development expenses in February tied to aviation student trip
Institutional Expenses	1,280,970	1,084,071	196,899	224,211	Primarily impacted by the timing of prepaid insurance expense recognition entries
Maintenance & Renovation	1,194,006	1,051,286	142,720	142,945	Consistent with prior month
Professional Development	437,057	373,515	63,542	68,456	Consistent with prior month
Capital Outlay	108,735	65,364	43,371	-	\$43,371 Survey Equipment Services Inc (marine tech imaging sonar)
Total Expenses	29,660,244	25,655,834	4,004,410	3,927,877	
Transfers	279,952	279,952	-	(5,056)	Aviation flight hour transfers, departmental transfers, and indirect grant revenue transfers for FY24
Total Expenses & Transfers	29,940,196	25,935,786	4,004,410	3,922,821	
Net Revenue Over (Under) Expenses	\$ 6,585,270	\$ 4,779,304	\$ 1,805,966	\$ 2,811,131	



Northwestern Michigan College
Income Statement Projections - General Fund
For the Year Ended June 30, 2024
As of 3/8/2024

INTERIM
This statement does not reflect
year-end results.

	FY23 Actual	FY 24 Budget	YTD 3/8/2024	FY 24 Projected	Difference vs. Budget	Comments
Revenue						
Local Sources:						
Tuition & Fees	\$ 21,323,999	\$ 22,212,097	\$ 17,251,530	\$ 23,815,104	1,603,007	Enrollment was higher than expected in Fall / Spring. Also, aviation flight fees and EES revenue are trending higher than budgeted.
Property Taxes	12,663,865	13,900,791	11,319,398	13,902,336	1,545	In line with budget
Total Local Sources	33,987,864	36,112,888	28,570,928	37,717,440	1,604,552	
State Sources						
State Property Tax Reimbursement	14,609,228	10,696,033	5,827,777	11,043,837	347,804	Currently trending slightly above budget due to higher than expected MPSERS offset receipts
Federal Sources	185,235	130,000	89,057	156,477	26,477	In line with budget
Private Sources	9,200	-	-	-	-	GLMA direct funding is now recognized in restricted funds instead of the general fund
Dividend and Interest Income	1,333,617	1,175,242	607,368	1,175,242	-	In line with budget
Unrealized Gain (Loss) on Investments	544,035	320,000	604,588	879,953	559,953	The College continues to take advantage of a favorable interest rate environment
Other Sources	(530,514)	-	-	-	-	Not projected due to volatility of unreal. losses; see quarterly investments memo (Jan/Apr/Jul/Oct)
Total Revenue	50,813,812	48,929,163	36,076,656	51,660,428	2,731,265	Increase in extra sales including culinary sales and administrative fees earned from NJTP program in FY24
Expenses						
Salaries and Wages	23,517,092	25,137,688	14,741,734	24,133,631	(1,004,057)	Currently trending below budget due to shift to EduStaff for suppl + adjuncts, and open positions
Benefits	13,441,442	10,286,740	6,705,512	10,454,428	167,688	Currently trending near budget; impacted by increasing health benefit expenses
Purchased Services	3,073,784	2,895,004	2,643,117	4,334,473	1,439,469	Trending above budget due to impacts of EduStaff transition
Supplies & Materials	2,861,325	3,107,437	1,858,382	3,145,429	37,992	Currently trending slightly above budget
Internal Services	82,699	110,273	79,853	102,156	(8,117)	Trending slightly below budget
Other Expenses	1,238,042	1,603,453	942,848	1,743,966	140,513	Trending above budget for student assistance expenses (offset by Foundation gifts), recruiting expenses, and Native tuition waivers
Institutional Expenses	1,919,104	1,700,512	1,290,316	1,987,836	287,324	Budgeted for increases in utilities but electric expenses are currently trending above budget
Maintenance & Renovation	1,565,241	1,944,397	1,219,110	2,100,625	156,228	Maintenance of facilities trending above budget
Professional Development	593,380	600,659	436,684	742,681	142,022	Increased activity in PD events and travel
Capital Outlay	842,128	98,000	108,735	98,000	-	
Total Expenses	49,134,237	47,484,163	30,026,291	48,843,224	1,359,061	
Transfers Out (In)						
Plant Fund - General Maintenance	1,210,000	1,230,000	-	1,230,000	-	Budgeted transfer for maintenance of capital
Plant Fund - Technology Maintenance	500,000	500,000	-	500,000	-	Budgeted transfer for maintenance of technology
Plant Fund - Facility Fee for Maintenance	-	40,000	-	40,000	-	Budgeted transfer for facility fee for maintenance
Plant Fund - Aviation Capital Fund	498,106	450,000	253,008	556,618	106,618	Budgeted transfer for Aviation equipment fund; based on revenue, calculated using tach hours
Plant Fund - New Capital Projects	-	-	-	1,000,000	1,000,000	Transfer current year surplus towards new projects
Bd Designated - Strategic Projects	250,000	275,000	-	425,000	150,000	Budgeted transfer for strategic projects, plus \$150k in additional surplus
Bd Designated - Funds for Transformation	50,000	50,000	-	50,000	-	Budgeted transfer for funds for transformation
Bd Designated - IAF	-	-	32,000	32,000	32,000	Transfer IAF funding to restricted fund
Restricted Fund - GLMA Direct Support	(1,061,425)	(1,100,000)	-	(1,100,000)	-	Transfer MARAD restricted funds to the general fund to support academy operations
Restricted Fund - GLMA Heritage Act	-	-	-	-	-	
Program Specific	-	-	(5,056)	(5,056)	(5,056)	Indirect cost rate recovery for ADN to BSN nursing grant
Total Transfers	1,446,680	1,445,000	279,952	2,728,562	1,283,562	
Total Expenses & Transfers	50,580,917	48,929,163	30,306,243	51,571,786	2,642,623	
Net Revenue Over (Under) Expenses	\$ 232,895	\$ -	\$ 5,770,414	\$ 88,642	\$ 88,642	



Northwestern
Michigan
College

MEMO

*Public Relations, Marketing,
and Communications*

To: Nick Nissley, President

From: Diana Fairbanks, Associate VP of PR, Marketing and Communications

Date: 3-8-24

Subject: February 2024 Monthly Report

NMC saw good YOY growth in all media categories in February. For paid media we continue to see improvement in campaign performance, but we are monitoring increases in “cost per click” across the higher ed segment. This has more than doubled from the previous year and is especially prevalent in the traditional aged demographic. For program specific campaigns, GLCI and GLWSI continue to perform very well with expanded geographic reach to support strategies 2 and 5. Earned media performance was up across all categories with top stories including the aviation hangar expansion, Benzie annexation possibility, Food for the Soul and GLCI. There was a minor MOM dip in sentiment related to a negative story on the FAFSA delay, but not directly aimed at NMC. Owned media’s NMC Now e-newsletter highlighted NMC’s efforts to grow the New Blue Economy and expand dual enrollment. Work continues to transition Nexus magazine into a new community engagement piece with a targeted launch date of fall 2024. The goal of the new piece is to directly communicate NMC’s value proposition with tax payers. Shared media followers were up, but engagement dipped due to a shift in paid campaigns. This month’s highest performing posts include the aviation trip to Florida, FAFSA, Becki Wooters from dental and Food for the soul. Finally, we are excited to launch the brand assessment and strategy development with partner Stamats, funded by a Lumina Foundation grant. NMC Public Relations, Marketing and Communication key performance indicators for February 2023 include:

Paid Media ↑

- Applications: 103
- Accounts: 113

Earned Media - ↑

- Media mentions: 126
- Positive/neutral sentiment: 97%
- Publicity value: \$2.2

Owned Media ↑

- NMC Now: 907 readers, 50% open rate

Shared Media ↑

- Facebook followers: +10% YOY
- Facebook engagement: -82% YOY
- Instagram followers: +12% YOY
- Instagram engagement: -1% YOY



MEMO: Resource Development

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

From: Carly McCall, Director of Alumni Engagement

Date: March 11, 2024

Subj: Foundation Update

Fund Raising – a report on FY24 goals

As of today's date, the fiscal year is 70% completed and 73% of the budgeted goal of \$2,575,000 in new cash gifts and pledges has been received, with 3,072 gifts and pledges recorded.

FY24 Total Dollars Raised Through the NMC Foundation

\$1,703,143	Total cash gifts and pledges received to date (including The Fund for NMC)
\$944,000	New documentation of planned gift intentions
+ \$183,433	Gross event revenue
\$2,830,575	Total raised through gifts, new planned gift commitments, and events
\$667,000	Additional cash, received from previously documented planned gifts

Of the all gifts realized (cash, pledges, and planned gifts), donors are impacting the following areas of the college:

- Unrestricted gifts to the Fund for NMC - \$303,440
- Scholarships, both restricted and endowed funds - \$1,696,300
- Program support and capital projects at NMC - \$647,402

Foundation Initiatives

- **Taste of Success** is back in person this year! The event, which is the largest fundraiser for the Great Lakes Culinary Institute, will be Friday, April 26, 2024 with tickets \$150 per person. Tickets and sponsor information is available at nmc.edu/taste-of-success. Tickets are selling well and sponsorship for the event is at its highest level ever.
- At their February 28, 2024 meeting, members of the Foundation Board participated in a beneficial discussion about the initial findings of the **Facilities Master Plan**, following a presentation by Tower Pinkster. Their feedback and input was recorded and shared back with the Master Planning Committee.
- The documentation of \$944,000 in **new planned gifts** for this year is a significant achievement. Based on the standards set during the Be What's Possible campaign, and adding a second major gift officer in the summer of 2023, one objective in the Foundation's strategic plan is to consistently achieve \$1 million in new planned gifts, using a 3-year rolling average.

Northwestern Michigan College
Board of Trustees
Building & Site Committee Minutes
March 11, 2024
President's Office Conference Room
Tanis Building
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Ken Warner called the meeting to order at 1:30 p.m.

Members Present: Ken Warner, Chris Bott

Members Remote: Kennard Weaver, via Zoom, from Miami-Dade, Florida

Others Present: Nick Nissley, Lynne Moritz, Troy Kierczynski, Jason Slade, Jerry Tomczak

Aviation Hangar Expansion Project

Jerry Tomczak, Project Manager, Cunningham-Limp, provided an overview of the milestone schedule for the Aviation Hangar Expansion Project. The schedule includes dates for issuing requests for proposals for an architect, civil engineer, and construction manager.

There was discussion requesting inclusion of incentives and/or penalties in the service contracts to encourage on-time completion. While there are no penalties or incentives in the contract with Cunningham-Limp, they can be included in contracts with the construction manager, architect, and civil engineering services and an addendum to the Cunningham-Limp contract is possible. Construction is anticipated to take 12 to 13 months, with a completion date no later than December 31, 2025; there was discussion regarding how the construction timing will impact the Aviation program and the academic calendar.

Next steps for the project include interviewing architects and civil engineers and conducting geotechnical soil evaluations and environmental ("phase 1") survey. The recommendation for architect and civil engineers will then go to the Board during the week of April 8, 2024. A Special Board Meeting will be scheduled to follow the April 9 Building and Site Committee.

The committee suggested assessing employment of a project and/or construction manager internally for an extended period of time, depending upon the expected future construction and renovation projects that are discussed in the pending facilities master plan.

Freshwater Research and Innovation Center (FRIC)

The recommended method to partner is for NMC and Discovery Center Pier (DCP) to enter into Articles of Incorporation to create a 501(c)(3), temporarily referred to right now as the "Freshwater Center." By-laws are 85% complete, with a goal of completion and approval/authorization in June. Discovery Center Pier owns the 17 acres the facility will sit on; keeping occupancy at 80-90% will be a goal and responsibility of the college. Lease agreements could be written to reduce risk on behalf of the college.

There was a request to review the business (revenue) model for the project and to consider academic, sabbatical programming. It was also noted the by-laws must provide a mechanism to resolve disputes between partners, including mediation if necessary.

Campus Master Plan

Vice President of Finance and Administration Troy Kierczynski provided an update on the ongoing facilities master plan. The draft plan is anticipated to be completed by Tower Pinkster in early April, with a study session being planned for May or early June and anticipated Board approval at the regular meeting of the full Board in June.

Public Input—There was no public comment offered.

Other Discussion—The May meeting date of the Building and Site Committee will need to be rescheduled.

The meeting was adjourned 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
March 14, 2024
Gray Conference Room 202-F
University Center
2200 Dendrinos Drive, Traverse City, MI 49686

Committee Chair Laura Oblinger called the meeting to order at 4:06 p.m.

Members Present: Laura Oblinger, Kennard Weaver

Members Absent: Chris Bott

Others Present: Nick Nissley, Lynne Moritz

President's Update

President Nissley shared an update on the most recent listening session meetings with Benzie County residents regarding annexation and the likelihood of other proposals on the November ballot for the county. The impact of Governor Whitmer's Community College Guarantee and proposed implementation of the legislation was discussed. Looking ahead at the upcoming meeting of the full Board of Trustees, Nissley provided a high-level overview of the FY25 working budget, which includes an assumption of a 2-3% tuition increase.

Other Discussion—The agenda for the full Board meeting on March 18, 2024, was reviewed.

Public Input—There was no public comment offered.

The meeting was adjourned at 4:29 p.m.

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



**Northwestern
Michigan
College**

To: Dr. Nick Nissley, President
From: Jason Slade, Vice President of Strategic Initiatives
Date: March 11, 2024
Subject: Michigan New Jobs Training Program (MNJTP) - New & Amended Agreements for Board Approval - March 18, 2024 Board of Trustees Meeting

Recommendation

New agreements:

Requesting Board approval of the following New Jobs Training Program agreement:

- CBS Solar of Copemish, MI. Agreement until March 17, 2034, with the addition of five new jobs, total budget of \$80,000.

Agreement amendment:

Requesting Board approval of the following amended New Jobs Training Program agreements:

- RJG Inc. Amend the previous agreement dated March 28, 2023. This agreement increases the budget from \$300,000 to \$470,000. Amended agreement date is March 18, 2024.
- Shoreline Power Services Inc. Amend the previous agreement dated September 25, 2023. This agreement increases the budget from \$650,000 to \$800,000. Amended agreement date is March 18, 2024.

With the amendment:

- Net new jobs qualified under all agreements are projected at 1,148.
- Training expenditures are now valued at over \$10.7M for the region, delivered through 2034.

Requirements of the program

The Michigan New Jobs Training Program, established in 2008, allows community colleges to provide training for employers who are creating new jobs and/or expanding operations in Michigan. The training for the newly hired workers is paid by capturing the state income tax associated with the new employees' wages. Eligibility:

- Are full-time, in a new, existing, or expanding business of the employer
- Are not jobs of recalled workers, replacement jobs, or any other job that existed in the employer's business within the one-year period preceding the date of an agreement
- Are new jobs that pay at least the county's ALICE rate when the contract is signed
 - ALICE rates for reference: Wexford \$16.58, Benzie \$18.10, Kalkaska \$18.13, Antrim \$18.72, Grand Traverse \$19.46, Leelanau \$28.40 (highest in the state)
 - Old contract may meet the 175 percent of the Michigan minimum wage
- Are new jobs that result in a net increase in employment in this state for the employer

Michigan New Jobs Training Program -- Board Summary

Company:

CBS Solar Inc.

PO Box 67; Copemish, Michigan 49625

Type of Agreement:

Ten-Year Agreement

Existing Jobs:

14

Net New Jobs to be Created:

5

People to be Trained:

5

Approximate Start Date:

03/18/24

Approximate End Date:

03/17/34

Budget Analysis:

Revenues

Estimated State Withholding

Estimated Expenses

MCCA Administration Costs (1%)

College Administration Costs (14%)

Total Estimated Training Budget

Funding Vehicle:

Pay-As-You-Go Agreement

Original Award	
03/18/24	
\$ 80,000	
\$ 696	
\$ 9,739	
\$ 69,565	

Michigan New Jobs Training Program -- Board Summary

Company:	RJG Inc.											
	3111 Park Drive; Traverse City, MI 49686											
Company Classification:	334513 -- Instruments and Related Products Manufacturing for Measuring, Displaying, and Controlling Industrial Process Variables											
Type of Agreement:	Fifteen-Year Agreement	(Amended 03/23)										
Company Overview:	<p>RJG Inc. is a recognized international leader in injection molding training, technology, and resources. The RJG eDART System revolutionized the industry by providing standardized parts processing and advanced diagnostic tools. A full complement of related products--sensors, installation kits, software modules, and more--makes RJG an important supplier for companies looking to improve product quality and consistency while optimizing efficiency and performance.</p>											
Existing Jobs:	71											
Net New Jobs to be Created:	26											
People to be Trained:	26											
Approximate Start Date:	07/01/16											
Approximate End Date:	05/22/31											
Budget Analysis:	<p><u>Revenues</u></p> <p>Estimated State Withholding</p> <p><u>Estimated Expenses</u></p> <p>MCCA Administration Costs (1%)</p> <p>College Administration Costs (14%)</p> <p>Total Estimated Training Budget</p>	<table border="1"> <thead> <tr> <th>Original Agreement</th> <th>Amendment 03/18/24</th> </tr> </thead> <tbody> <tr> <td>\$ 100,000</td> <td>\$ 470,000</td> </tr> <tr> <td>\$ 870</td> <td>\$ 4,086</td> </tr> <tr> <td>\$ 12,174</td> <td>\$ 57,217</td> </tr> <tr> <td>\$ 86,956</td> <td>\$ 408,696</td> </tr> </tbody> </table>	Original Agreement	Amendment 03/18/24	\$ 100,000	\$ 470,000	\$ 870	\$ 4,086	\$ 12,174	\$ 57,217	\$ 86,956	\$ 408,696
Original Agreement	Amendment 03/18/24											
\$ 100,000	\$ 470,000											
\$ 870	\$ 4,086											
\$ 12,174	\$ 57,217											
\$ 86,956	\$ 408,696											
Funding Vehicle:	Pay-As-You-Go Agreement											

Michigan New Jobs Training Program Board Summary

Company: **Shoreline Power Services Inc.**

Classification Code: 238210 -- Electrical Contractors and Other Wire Installation Contractors

Agreement Type: 15-Year Agreement

Overview: Shoreline Power Services, Inc. is a full-service electrical contractor. They were created in 2012. Shoreline Power Services currently employees 20 people with plans to hire 10 additional employees within the next year. The new positions earn wages of between \$15 to \$27 per hour.

Existing Jobs: 20

Net New Jobs to be Created: 100

People to be Trained: 80

Approximate Start Date: 05/01/13

Approximate End Date: 04/21/28

Budget Analysis:

Revenues

Estimated State Withholding

Estimated Expenses

MCCA Administration Costs (1%)

College Administration Costs (14%)

Total Estimated Training Budget

Award	Amendment of 08/25/14	Amendment of 08/24/15	Amendment of 06/28/21	Amendment of 10/24/22	Amendment of 09/25/23	Amendment of 03/18/24
\$ 119,012	\$ 144,012	\$ 340,012	\$ 440,012	\$ 550,000	\$ 650,000	\$ 800,000
\$ 1,035	\$ 1,252	\$ 2,957	\$ 3,826	\$ 4,782	\$ 5,651	\$ 6,956
\$ 14,488	\$ 17,532	\$ 41,393	\$ 53,567	\$ 66,957	\$ 79,130	\$ 97,391
\$ 103,489	\$ 125,228	\$ 295,663	\$ 382,619	\$ 478,261	\$ 565,217	\$ 695,652

Funding Vehicle: Pay-As-You-Go Agreement

Recommendation: Agreement Approved

MICHIGAN NEW JOBS TRAINING AGREEMENT

PART I

1. “College” means Northwestern Michigan College of Traverse City, Michigan. Notices, requests, or other communications directed to the College under this Agreement shall be addressed as follows:

Finance

Lindsey Lipke, Controller
 Northwestern Michigan College
 1701 East Front Street
 Traverse City, MI 49686
llipke@nmc.edu
 231-995-1943

Training

Lisa Rollin, Senior Accountant
 Michigan Manufacturing Technology Center
 Northern Lower Office
 1701 East Front Street
 Traverse City, MI 49686
lrollin@nmc.edu
 231-995-2005

2. “Employer” means Contractors Building Supply dba CBS Solar Inc. of Copemish, Michigan. Notices, requests, or other communications directed to the Employer under this Agreement shall be addressed as follows:

Allan O’Shea
 President
 CBS Solar Inc.
 PO Box 67
 16880 Front Street
 Copemish, MI 49625
 Windowman50@hotmail.com
Federal ID No.: 38-3104156

3. The Employer certifies that the number of jobs on its payroll in Michigan as of October 3, 2023, the date of the Preliminary Agreement, was 14 and that the highest number of jobs on its payroll in Michigan in the last 12 months prior to the date of the Preliminary Agreement was 14.
4. The Employer agrees that the New Jobs Credit from Withholding paid by the Employer to the College for Program Costs will begin as employees are hired.
5. The effective date of this Agreement shall be March 18, 2024.
6. The term of this Agreement shall be ten (10) years, expiring March 17, 2034, provided this Agreement shall not terminate and the obligations, representations, warranties, covenants, and agreements of the Employer hereunder shall continue until the Program Costs have been paid in full as provided herein.

The provisions of Part II and Part III of this Agreement are hereby approved and incorporated in full by reference.

**MICHIGAN NEW JOBS TRAINING AGREEMENT
PART II
EXHIBIT A**

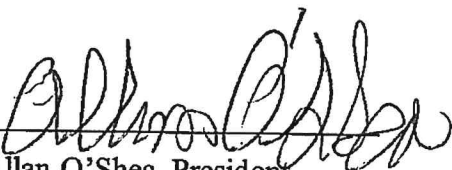
Estimated Budget

1.	Training	\$ 69,565
2.	Training Equipment	\$ 0
3.	Administrative Fee	\$ 10,435
	TOTAL	\$ 80,000

Final Costs

1.	Training	\$
2.	Training Equipment	\$
3.	Administrative Fee	\$
	TOTAL	\$

Acknowledged this 18th day of March 2024.


Allan O'Shea, President
CBS Solar Inc.

Nick Nissley, President
Northwestern Michigan College

EXHIBIT B

Tentative Training Program

I. Overview

A.	Estimated number of new jobs:	5
B.	Expected date by which new jobs will be filled:	01/01/2027
C.	Estimated costs of training:	\$ 69,565
D.	Expected begin date:	06/01/2024
E.	Expected end date:	03/17/2034

II. Description of Training

- Consumer Protection
- Site Survey
- Solar Design
- Solar Compliance
- Internal Operations Protocol and Systems

III. Description of Training Equipment – n/a

EXHIBIT C

Employer Projections of Payroll and New Jobs Credit

Year of Agreement	Estimated Payroll of New Positions	Estimate of Diverted Payroll Taxes	Cumulative Diverted Payroll Taxes
1	\$188,235	\$ 8,000	\$ 8,000
2	\$188,235	\$ 8,000	\$16,000
3	\$188,235	\$ 8,000	\$24,000
4	\$188,235	\$ 8,000	\$32,000
5	\$188,235	\$ 8,000	\$40,000
6	\$188,235	\$ 8,000	\$48,000
7	\$188,235	\$ 8,000	\$56,000
8	\$188,235	\$ 8,000	\$64,000
9	\$188,235	\$ 8,000	\$72,000
10	\$188,235	\$ 8,000	\$80,000

Note: Although the term of this Agreement is ten (10) years, the amount of payroll taxes diverted hereunder may not exceed the total amount of the budget. The College will work with the Employer and the Michigan Department of Treasury to ensure taxes in excess of the required amounts are not diverted but rather are forwarded directly to the State of Michigan by the Employer.

MICHIGAN NEW JOBS TRAINING AGREEMENT

PART III

An agreement to provide for:

- The creation of a New Jobs Training Program between the College and the Employer.
- The capture of New Jobs Credit from Withholding from employees in New Jobs.
- The use of New Jobs Credit from Withholding to pay Project Costs.

This New Jobs Training Agreement (the "Agreement") made and entered into as of the Effective Date, between the College and the Employer, under the following circumstances:

- A. Pursuant to the New Jobs Training Programs codified in Chapter 13 of the Community College Act of 1966, Act 331, Public Acts of Michigan, 1966, as amended ("Act 331"), the College and the Employer have determined to enter into this Agreement for purposes of establishing a project to educate and train certain persons employed by the Employer in new jobs.
- B. The College and the Employer each have full power and authority to authorize, execute, and deliver this Agreement.
- C. When duly executed and delivered, this Agreement will be a legal, valid, and binding obligation of the College and of the Employer enforceable in accordance with its terms.

NOW, THEREFORE, in consideration of the mutual covenants and benefits set forth below, it is agreed by the parties hereto as follows:

ARTICLE I

DEFINITIONS

Section 1.1 "Act" means the New Jobs Training Programs codified in Chapter 13 of the Community College Act of 1966, Act 331, Public Acts of Michigan, 1966, as amended.

Section 1.2 "Bonds" means Bonds or Notes of the College issued pursuant to the Act to pay all or part of the Program Costs pursuant to this Agreement.

Section 1.3 "Debt Service" means the payment of the principal of and interest on and redemption premium, if any, on Bonds issued pursuant to this Agreement.

Section 1.4 "New Job" means a full-time job in this state that meets all the following:

- (i) Except as provided in subparagraph (ii) or (iii), is a new, existing, or expanding business of an employer.
- (ii) Is not a job of a recalled worker, a replacement job, or any other job that existed in the employer's business within the one-year period preceding the date of the Agreement.
- (iii) Is not a job that is part of an employer's business operation located in a municipality in this state, if that job existed in a business operation or a substantially similar business operation of the employer formerly located in another municipality in this state, the employer moved that business operation or substantially similar business operation to its current location, and the employer closed or substantially reduced that former business operation or substantially similar business operation.

(iv) Results in a net increase in employment in this state for that employer.

(v) The wage paid for the job is equal to or exceeds the ALICE rate for Manistee County in effect as of the Effective Date (**\$17.63**).

Section 1.5 “New Jobs Credit from Withholding” or “Jobs Credit” means the New Jobs Credit from Withholding, established in Section 163 of the Act, MCL 389.163, paid to the College by the Employer pursuant to Article IV of this Agreement.

Section 1.6 “Program Costs” means all necessary and incidental costs of providing Program Services for the Project and shall include an administrative fee of 15 percent of the aggregate amount paid under this Agreement. Attached hereto as Part II Exhibit A and incorporated herein by reference is an estimated budget relating to the Project.

Section 1.7 “Program Services” for the Project are as tentatively set forth on Part II Exhibit B attached hereto and incorporated herein by reference.

Section 1.8 “Project” shall consist of this training arrangement to provide Program Services pursuant to this Agreement with respect to employees to be employed by the Employer in New Jobs at the Project Site.

Section 1.9 “Project Fund” means a special fund of the College established for the payment of Program Costs as provided in Section 3.1 and for no other purpose.

Section 1.10 “Project Site” means the Employer’s business address named in Part I attached hereto and incorporated herein by reference, where the New Jobs will be created.

Section 1.11 “Resolution” means the Resolution or Resolutions authorizing the issuance of New Jobs Training Bonds adopted by the College in connection with the Project.

Section 1.12 “Training” means the Program Services exclusive of administrative fees for the New Jobs Training Program and the College’s legal fees.

Other terms used in this Agreement shall have the meanings set forth in the Act.

ARTICLE II PROJECT: PROGRAM SERVICES

Section 2.1 The College agrees to provide the Program Services to the extent of funds available for that purpose in the Project Fund. It is understood and agreed that the Employer and the College will cooperate in the coordination and programming of the specific expenditures and of the Project within the guidelines set out in this Agreement and Part II, Exhibits B and C. The College may, in its discretion, subcontract with other entities or persons to provide all or part of the Training. It is understood and agreed that the Training set forth on Part II, Exhibit B is tentative and is subject to change and further development, within the budget for the Project, upon the mutual written agreement of the College, acting through its authorized officer, and the Employer.

Section 2.2 The College and Employer agree that all necessary and incidental costs, including but not limited to Program Costs and Debt Service, if any, and related costs may be paid from New Jobs Credit from Withholding, to be received or derived from new employment resulting from the Project.

If any equipment is to be procured as part of the Program Services under this Agreement (“Training Equipment”), all the following apply:

(a) Training Equipment may be procured by either purchase or pursuant to a lease which does not result in or end with the ownership of the property by the leasing party.

Training Equipment acquired by purchase may only be acquired by the College and title to such Training Equipment shall immediately vest with the College. Training Equipment procured by the College, whether by lease or purchase, shall comply with the College's approved procurement policy and state law.

Training Equipment acquired by lease may be acquired by either the College or the Employer with prior written approval of the College. The term of any such lease shall not be longer than the term of this Agreement.

(b) During the term of this Agreement, Training Equipment shall be used exclusively to provide the Program Services and may not be used by the Employer for any other purpose.

(c) Upon expiration or termination of this Agreement, the College may use or dispose of the Training Equipment acquired by purchase in compliance with the same policies, procedures and practices in effect for similar property of the College.

(d) Any costs for the delivery of the Training Equipment shall be paid as part of Program Costs. Any installation accommodations, such as compressed air, or routine maintenance necessary to keep the Training Equipment in good and working condition, such as fluid refills or changes, replacement of worn tools, parts, or consumables, etc. during the term of this Agreement, shall be the sole responsibility of the Employer.

(e) Only fully qualified, competent, trained, and certified (if applicable) personnel providing the Training ("Training Personnel") may use the Training Equipment to provide Program Services.

(f) Each of the College or the Employer, as applicable, shall contractually or otherwise require Training Personnel to keep a record of each day and time the Training Equipment is used to provide Training and the name of every employee who participated in Training on such day and time. The Employer shall provide these records to the College upon request.

(g) Training Personnel shall manage the Training Equipment in a professional manner and properly instruct any employees in the use of the Training Equipment.

(h) The Employer shall ensure that the Training Equipment is properly operated and maintained in accordance with the manufacturer's recommendations and that all scheduled maintenance or necessary repairs are carried out promptly by a qualified person to keep the Training Equipment in good working order and to maintain all applicable manufacturer's warranties.

(i) During the term of this Agreement, the Employer shall indemnify, defend, and hold College its officials, administrators, employees, agents, contractors, successors, and assignees, harmless from and against any and all claims, suits, debts, demands, actions, judgments, liens, costs, expenses, damages, injuries and liabilities, including reasonable attorney's fees, arising from the ownership or lease, use, storage, procurement, delivery, maintenance, repair, movement or relocation of the Training Equipment, including, without limitation, all claims relating to injury or death of any person or damage to any property.

(j) If Training Equipment will be physically located on the property of the College, then all the following apply:

- (i) The College shall be responsible for any damage to the Training Equipment other than normal wear and tear.
- (ii) The College shall ensure the Training Equipment is housed in a safe location on its property and shall protect the Training Equipment from all risks, including but not limited to risk of damage or theft.
- (iii) The College and the Employer shall mutually agree on a Training schedule to ensure the Employer has access to the Training Equipment.

(k) If Training Equipment will be physically located on the property of the Employer, then all of the following apply:

- (i) The Employer shall be responsible for any damage to the Training Equipment other than normal wear and tear.
- (ii) The Employer shall ensure the Training Equipment is housed in a safe location on its property and shall protect the Training Equipment from all risks, including but not limited to risk of damage or theft.
- (iii) To the extent the Training Equipment requires internet access, the Employer shall provide a secure internet connection (wired or wireless) for the Training Equipment and the Employer shall be solely responsible for the selection, implementation and maintenance of security procedures, policies, and protocols sufficient to protect electronic records and data against improper access, use, loss, alteration or destruction.
- (iv) The Employer shall procure Commercial General Liability Insurance, and maintain such insurance at all times the Training Equipment is on the property of the Employer, that meets all of the following requirements:
 - (1) Limits of liability shall not be less than the commercially reasonable value of the Training Equipment.
 - (2) Commercial General Liability shall include an endorsement stating the following shall be Additional Insureds: the College, its officials, administrators, employees, agents, contractors, successors, and assignees. It is understood and agreed by naming the College as additional insured, coverage afforded is primary and any other insurance the College may have in effect shall be considered secondary and/or excess.
 - (3) The policy shall include an endorsement providing that the College shall be provided thirty (30) days' advance written notice of Non-Renewal, Reduction, and/or Material Change of the policy and ten (10) days' advance written notice of cancellation of the policy for non-payment of premium.
 - (4) The Employer shall provide the College a Certificate of Insurance as well as the required endorsements prior to the location of any Training Equipment on the property of the Employer. In lieu of required endorsements, if applicable, a copy of the policy sections where coverage is provided for additional insured and cancellation notice would be acceptable. Copies or certified copies of all policies mentioned above shall be furnished to the College upon request.
- (v) The Employer shall provide the College access to the Training Equipment upon request to allow the College to inspect the Training Equipment and ensure the Employer's compliance with the provisions of this Section 2.2.
- (vi) The Employer shall, at its sole cost, deliver or cause to be delivered the Training Equipment to the College, or to the owner of the Training Equipment if leased, in compliance with any delivery instructions provided by the College's representative upon the earlier of (A) the completion of Training for all eligible and identified positions, (B) ten (10) business days of the expiration or termination of this Agreement, or (C) the day of expiration of the lease of the Training Equipment.

Section 2.3 The College may revise or expand the Training from time to time as may be mutually agreed between the parties; provided that no revision shall be made which would change the Project to purposes other than those purposes permitted by the Act.

Section 2.4 Employer certifies that the number of jobs, including formerly existing jobs, on its payroll in Michigan is as set forth in Part I of this Agreement.

Section 2.5 As part of the Program Services, the Employer shall pay to the College an administrative fee of 15 percent of the aggregate amount paid under this Agreement. The College shall retain that portion of the administrative fee representing 14 percent of the aggregate amount paid under this Agreement for its administrative expenses and the remaining sum representing 1 percent of the aggregate amount paid under this Agreement shall be paid by the College to the Michigan Community College Association (the "MCCA") to cover certain costs of the MCCA with respect to administration, coordination, and reporting requirements for new jobs training agreements, including this Agreement.

ARTICLE III PROJECT FUND

Section 3.1 The College shall open a separate depository account or create a separate Project Fund on the books of the College to facilitate the funding of this Agreement. The College shall deposit into the Project Fund (i) funds on hand of the College, (ii) tuition, student fees, or special charges received by the College for the Project, (iii) training funds received by the College from the Employer (other than New Jobs Credit from Withholding) intended as direct payment for the Project, and (iv) proceeds of the Bonds issued for the Project pursuant to Article VI. All sums held in the Project Fund shall be used solely and only for payment of costs of the Project.

ARTICLE IV NEW JOBS CREDIT FROM WITHHOLDING

Section 4.1 The Employer and the College hereby acknowledge and agree that the costs of the Project are to be paid from New Jobs Credit from Withholding which shall be based on salary and wages paid to employees of the Employer in the New Jobs.

Section 4.2 This Agreement is entered into upon the expectation that, as set forth in Part II, Exhibit C, sufficient funds from New Jobs Credit from Withholding will be generated to pay the Program Costs. Part II, Exhibit C sets forth the minimum annual amount of New Jobs Credit from Withholding or tuition and fee payments to be paid for Program Costs. Employer's projections of gross wages to be paid to employees in New Jobs covered by this Agreement are set forth in Part II, Exhibit C attached hereto.

Section 4.3 Part II, Exhibit B sets forth the estimated number of employees in New Jobs to be trained, the expected beginning and ending date of the training to be provided, the estimated costs, the training that will be provided, and the expected date by which the number of New Jobs will be filled.

Section 4.4 The Employer shall each month for each employee in a New Job pay the amount required to be deducted and withheld by the Employer under section 703 of the income tax act of 1967, 281 PA 1967, MCL 206.703, to the College in the same manner as the Employer returns and pays withholding payments to the Revenue Division of the Department of Treasury.

Section 4.5 The Employer agrees to certify to the Department of Treasury all New Jobs Credit from Withholding paid to the College pursuant to this Agreement and shall provide any other information reasonably requested by the Department of Treasury.

Section 4.6 Upon receipt of New Jobs Credit from Withholding and other funds received pursuant to this Article, if any, the College shall deposit said funds into a special fund designated as the Project Receipt Fund and used exclusively for the purposes of reimbursing the College for Program Costs.

Section 4.7 The College agrees to certify to the Michigan Department of Treasury, at the end of each calendar quarter, the amount of New Jobs Credit from Withholding that the Employer has remitted to the College in said quarter. In addition, the College agrees to satisfy all reporting requirements to the Department of Treasury as set forth in the Act.

Section 4.8 The Employer agrees to provide the College at least quarterly during the term of this Agreement with payroll and such other records as the College may reasonably request with respect to all employees in New Jobs in sufficient detail to permit the College to review and confirm the wages paid to said employees; timing of payments, deductions, and withholdings from income tax for purposes of generated New Jobs Credit from Withholding; and dates of employment.

ARTICLE V REIMBURSEMENT OF EMPLOYER TRAINING EXPENSES

Section 5.1 The Employer has consented to pay for all training conducted under this Agreement for remuneration of all expenses incurred by the College including but not limited to assessment; instruction; training materials and manuals; required equipment; evaluation; and other related costs. The College will not require payment from the Employer, nor is the Employer obligated to prepay, any College administrative costs incurred as a result of this Agreement except for the administrative fee of 15 percent required by Section 2.5 of this Agreement.

Section 5.2 The College agrees to periodically submit invoices to the Employer delineating all anticipated expenses related to the ensuing training period. These invoices will include costs and fees associated with providing training to meet expectations established in the approved Training Plan. Unless the Employer disputes the invoiced amount in good faith, the Employer agrees to remit, in full, the total amount listed on the invoice within thirty (30) days of its receipt. If the Employer disputes any portion of the invoiced amount in good faith, the Employer shall pay the disputed portion as required under this Section 5.2 and provide written notice to the College describing the Employer's reason(s) for disputing the balance of the invoice. The Employer and College shall promptly meet to discuss and resolve such dispute. Upon completion of each training period, the College shall provide documentation to the Employer evidencing the actual costs and expenses incurred.

Section 5.3 The Employer may, with the College's prior written approval, directly incur certain training expenses. The Employer is required to submit to the College copies of all invoices, receipts, records, and any additional data necessary to describe all expenses it incurred and paid, if any, for purposes of providing the training as outlined in the Training Plan.

Section 5.4 If training is provided by an entity or person other than the College, the College shall add a project management fee of twenty (20) percent to the total cost of Training.

ARTICLE VI NEW JOBS TRAINING REVENUE BONDS: SECURITY

Section 6.1 If Bonds are issued to finance or refinance all or a part of the Project, then the provisions of this Article shall apply.

Section 6.2 The College may irrevocably pledge the New Jobs Credit from Withholding, and the Project Receipt Fund into which the withholdings are paid, for the payment of the principal of and interest on bonds issued by the College to finance or refinance the Project in whole or in part. The Employer acknowledges and agrees that the College may issue bonds for this Project in conjunction with and as a single issue, or as multiple series of bonds, to finance multiple projects of the College pursuant to new jobs training agreement(s) entered into between the College and other employers. The Employer's obligations, covenants and representations set forth herein are not and shall not be conditioned on the issuance of Bonds identifiable or specifically attributable to this Project.

Section 6.3 The College and the Employer agree that the receipts from the New Jobs Credit from Withholding and the Project Receipt Fund into which the same are paid may be irrevocably pledged by the College for the payment of the Debt Service. If Bonds are to be issued, a tentative payment schedule for the Bonds shall be attached to this Agreement. Following issuance and sale of the Bonds a final payment schedule, if different from the attached schedule, shall be prepared using the actual rates of interest and maturities for the Bonds. Such final payment schedule, if prepared, shall become a part of this Agreement without further action by the Employer or the

College and shall supersede the schedule attached hereto. A copy of such final payment schedule shall be provided to the Employer.

Section 6.4 The term of this Agreement shall coincide with the period of time over which the Bonds mature and the Program Costs are deferred; provided, that this Agreement shall not terminate, and the obligations, representations, warranties, covenants and agreements of the Employer hereunder shall continue until the Bonds, if any, issued in connection with the Project shall have been paid in full.

Section 6.5 The Bonds will be issued pursuant to a Resolution adopted by the Board of Trustees of the College in the aggregate principal amount, bearing interest (at a rate to be determined at the time the Bonds are authorized to be issued), maturing, and being redeemable as set forth in the Resolution.

Section 6.6 The proceeds from the sale of the Bonds shall be paid to the College and deposited in the Project Fund or other fund established by the College. The Project Fund shall be used only for purposes of the Project. Pending disbursements for Program Services and Program Costs, the proceeds so deposited in the Project Fund, together with any investment earnings thereon, shall be subject to a lien in favor of the holders of the Bonds as provided in the Resolution authorizing the Bonds.

Section 6.7 The College agrees to use its best efforts to sell and issue the Bonds, and the Employer agrees to cooperate with the College to provide necessary financial information in connection with the marketing and sale of the Bonds.

ARTICLE VII COVENANTS, REPRESENTATIONS, AND WARRANTIES

Section 7.1 Representations of the College. The College represents that (i) it is a community college duly organized and validly existing under the Act, (ii) it has full power and authority pursuant to the Act to enter into this Agreement, and to execute, deliver, and perform its obligations under this Agreement, and (iii) it has full power and authority pursuant to the Act to carry out and consummate all actions required to be taken by it in connection with the activities contemplated in this Agreement.

Section 7.2 Representations, Warranties, and Covenants of Employer. Employer represents, warrants, and covenants that:

- (a) The Employer is duly organized and validly existing under the laws of the State of Michigan and is duly qualified, authorized, and licensed to do business in the State of Michigan.
- (b) The Employer has full power and authority to enter into the Agreement.
- (c) The Employer has duly authorized, by all necessary action, the execution, delivery, and due performance of the Agreement
- (d) There is no action, suit, proceeding, inquiry, or investigation pending before any court or before or by any public board or body, nor, to the knowledge and information of the Employer, threatened against or affecting the Employer, and to the best of the knowledge and information of the undersigned is there any basis therefor, wherein an unfavorable decision, ruling, or finding that would materially adversely affect the activities contemplated by or the validity of this Agreement.
- (e) There is no litigation or proceeding pending, or to the knowledge of Employer threatened, against the Employer or any other person affecting in any manner whatsoever the right of the Employer to execute the Agreement or to otherwise comply with its obligations under the Agreement.
- (f) Each of the jobs covered by this Agreement is a New Job as that term is defined in the Act and each of the employees to be trained under this Agreement will be employed directly by the Employer.

(g) The Employer's projections of the annual gross wages to be paid by the Employer to employees in the New Jobs covered by this Agreement are accurately depicted in Part II, Exhibit C based on current expectations of the Employer.

(h) All training and services provided pursuant to this Agreement constitute the Program Services as that term is defined in the Act and qualify for funding from the New Jobs Credit from Withholding.

(i) Employer knowingly assumes the obligation under this Agreement to pay the Program Costs in the event the sources of payment described in Section 4.6 are not sufficient to satisfy the Program Costs in full, and the Employer shall also pay the Training costs for any Non-Eligible Employees.

(j) Employer agrees to hold the College harmless and to reimburse the College for any Program Costs, Training costs, or other costs or expenses related to this Agreement which are determined to be ineligible to be paid for with New Jobs Credit from Withholding by any order of the State of Michigan, any agency therefor, or a court of competent jurisdiction, including the College's costs and expenses (including, without limitation, reasonable attorneys, and consultant fees) in responding to or defending any claim, demand, audit, action, or suit questioning the use of New Jobs Credit from Withholding.

ARTICLE VIII EVENTS OF DEFAULT

Section 8.1 Events of Default. Each of the following shall be an "event of default":

(a) The Employer shall fail to pay, advance, or deposit any amount required to be made by the Employer on or prior to the date on which such payment, advancement, or deposit is due and payable and continuing for more than five (5) business days thereafter.

(b) The Employer shall fail to observe and perform any representation, term, or condition contained in this Agreement, if such failure continues for a period of twenty (20) days after notice of such failure is given to the Employer by the College, or for such longer period as the College may agree to in writing; provided, that if the failure is other than the payment of money and is of such nature that it cannot be corrected within the applicable period, such failure shall not constitute an event of default so long as the Employer institutes a curative action plan approved by the College within the applicable period and diligently pursues such action plan to completion and cures such default within sixty (60) days thereafter.

(c) The Employer, any guarantor of the obligations of the Employer to the College pursuant to this Agreement, a Person controlled by the Employer or Person in control of the Employer shall: (i) admit in writing its inability to pay its debts generally as they become due; (ii) have an order for relief entered in any case commenced by or against it under the federal bankruptcy laws, as now or hereafter in effect; (iii) commence a proceeding under any other federal or state bankruptcy, insolvency, reorganization or other similar law, or have such a proceeding commenced against it and either have an order of insolvency or reorganization entered against it or have the proceeding remain undismissed and unstayed for ninety (90) days; (iv) make an assignment for the benefit of creditors; or (v) have a receiver or trustee appointed for it or for the whole or any substantial part of its property.

(d) The Employer shall close or announce that it is closing its operations at the Project Site (unless such operations will be transferred to another facility in the state of Michigan and as a result the College will be entitled to receive the revenue from the sources set forth in Section 4.6 or receives assurance satisfactory to the College of the receipt by the College of payments to satisfy the obligations of the Employer).

(e) The College determines from time to time that, for any reason, including but not limited to a work force reduction at the Project Site, sufficient realized or projected revenue from New Jobs Credit from Withholding will not be generated by the Project to enable the College to satisfy the Obligations.

(f) Any representation or warranty made by the Employer herein or any statement in any report, certificate, financial statement, or other instrument furnished in connection with this Agreement or with the sale of the Bonds shall at any time prove to have been false or misleading in any material respect when made or given.

(g) The Employer acts in a manner contrary to any provision of this Agreement or fails to act in a manner required by any provision of this Agreement and the College determines as a result of such act or failure to act that (1) there are not or will not be sufficient funds generated by the Project to enable the College to satisfy the costs of the Project and/or (2) that the security interest granted to the College pursuant to this Agreement is not perfected or that the College's relative priority as a secured party has changed to the detriment of the College without its written consent.

(h) Any guarantor of the obligations of the Employer under this Agreement shall no longer own or control the Employer, such guarantor shall be dissolved, merged, or consolidated or such guarantor shall notify the College that it rejects or disavows the guarantor's obligations to the College.

The exercise of remedies upon the occurrence of any event of default under subsection (c) above shall be subject to any applicable limitations of federal bankruptcy law affecting or precluding such exercise during the pendency of or immediately following any bankruptcy, liquidation, or reorganization.

Section 8.2 In the event of default by the Employer, the College may, without notice to Employer, withhold, suspend, or terminate the Training and the Program Services, and apply all or a part of any remaining funds budgeted for Training to the satisfaction of the Obligations. In addition, the College may take whatever other action at law or in equity may appear necessary or desirable to collect the payments and other amounts then due and thereafter to become due, or to enforce performance and observance of any other obligation or agreement of the Employer under this Agreement. Notwithstanding the foregoing, the College shall not be obligated to take any step which in its opinion will or might cause it to expend time or money or otherwise incur liability unless and until a satisfactory indemnity bond has been furnished to the College at no cost or expense to the College.

Section 8.3 Immediately upon the occurrence of an event of default, there shall be due from the Employer to the College such amount as will enable the College to presently satisfy the unpaid amount of the Obligations, including Debt Service on the Bonds. No demand or notice of the amount due immediately upon the occurrence of an event of default is or shall be required to fix the liability of Employer or the amount due from Employer. The amount due hereunder from the Employer shall be a debt of Employer to the College and the College may set off against the amount due from the Employer any debt or debts of the College to Employer.

Section 8.4 No remedy conferred upon or reserved to the College by this Agreement is intended to be exclusive of any other available remedy or remedies, but each such remedy shall be cumulative and shall be in addition to every other remedy now or hereafter existing at law, in equity or by statute. No delay or omission to exercise any right or power accruing upon any default shall impair any such right or power or shall be construed to be a waiver thereof, but any such right and power may be exercised from time to time and as often as may be deemed expedient. To entitle the College to exercise any remedy reserved to it in this Article, it shall not be necessary to give any notice, other than such notice as may be expressly required herein, nor shall it be necessary to make any declaration of an event of default other than such declaration as may be expressly required herein.

Section 8.5 In the event any agreement contained in this Agreement should be breached by either party and thereafter waived by the other party, such waiver shall be limited to the particular breach so waived and shall not be deemed to be a waiver of any other breach hereunder.

**ARTICLE IX
MISCELLANEOUS**

Section 9.1 This Agreement may be executed in any number of counterparts, each of which shall be regarded as an original and all of which shall constitute but one and the same instrument.

Section 9.2 If any Section or provision of this Agreement shall be found invalid, that Section or provision shall be severable, and the balance of the Agreement shall remain in full force and effect.

Section 9.3 This Agreement shall be governed under the laws of the State of Michigan.

Section 9.4 Amendments to this Agreement shall not be effective unless approved in writing by both parties.

Section 9.5 All notices, requests, or other communications under this Agreement shall be in writing and deemed given when delivered personally, upon the next business day if deposited with a nationally recognized over-night delivery service, or upon the third following business day, if deposited in the United States Mail with postage prepaid and sent by certified mail, return receipt requested, addressed as set forth in Part I of this Agreement.

Employer and the College may, by notice given hereunder, designate any further or different addresses or persons to which subsequent notices, requests, or other communications shall be sent.

Section 9.6 This Agreement shall inure to the benefit of and shall be binding in accordance with its terms upon the College, the Employer, and their respective permitted successors and assigns provided that this Agreement may not be assigned by Employer without the prior written consent of the College.

Section 9.7 This Agreement, including Part II Exhibits, constitutes the entire agreement between the College and the Employer with respect to the subject matter hereof and as such supersedes all previous negotiations, commitments, and understandings. Captions and the alignment of the Agreement are for convenience only and shall not be construed to modify the rights or obligations of the parties.

Section 9.8 This Agreement consists of Part I, Part II, and Part III and includes all attachments, appendices, and exhibits thereto all of which are hereby approved and incorporated in full by reference.

IN WITNESS WHEREOF the College and Employer have caused this Agreement to be duly executed all as of the Effective Date.

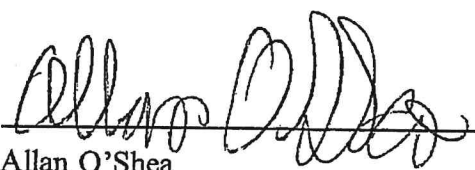
NORTHWESTERN MICHIGAN COLLEGE

Name: _____
Nick Nissley

Title: President

Date: March 18, 2024

CBS SOLAR INC.

Name:  _____
Allan O'Shea

Title: President

Date: March 18, 2024

MICHIGAN NEW JOBS TRAINING AGREEMENT NJTP-055; AMENDMENT #8

This amendment between Northwestern Michigan College and Shoreline Power Services Inc., dated March 18, 2024, amends the previous Agreement dated September 25, 2023. This Agreement increases the budget from \$650,000 to \$800,000.

PART I

1. "College" means Northwestern Michigan College, Traverse City, Michigan. Notices, requests, or other communications directed to the College under this Agreement shall be addressed as follows:

Finance:

Lindsey Lipke, Controller
Northwestern Michigan College
1701 East Front Street
Traverse City, MI 49686
llipke@nmc.edu
231-995-1943

Training:

Lisa Rollin, Senior Accountant
Michigan Manufacturing Technology Center
1701 East Front Street
Traverse City, MI 49686
lrollin@nmc.edu
231-995-2005

2. "Employer" means Shoreline Power Services Inc. of Williamsburg, Michigan. Notices, requests, or other communications directed to the Employer under this Agreement shall be addressed as follows:

Amanda Jerrett
Human Resources Director
Shoreline Power Services Inc.
6724 East Railway Commons
Williamsburg, MI 49690
Federal ID: 45-5250321

3. The Employer certifies that the number of jobs on its payroll in Michigan as of the date of the Agreement of Intent was 20 and that the highest number of jobs on its payroll in Michigan in the last 12 months was 20.
4. The Employer agrees that the New Jobs Credit from Withholding paid by the Employer to the College for Program Costs will begin as employees are hired.
5. The effective date of this Agreement shall be April 22, 2013 (the "Effective Date").
6. The term of this Agreement shall be fifteen (15) years; provided that this Agreement shall not terminate, and the obligations, representations, warranties, covenants, and agreements of the Employer hereunder shall continue until the Program Costs have been paid in full as provided herein.

The provisions of Part II and Part III of this Agreement are hereby approved and incorporated in full by reference.

**NEW JOBS TRAINING AGREEMENT
PART II
EXHIBIT A—ESTIMATED BUDGET**

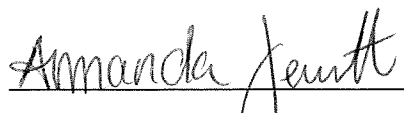
1.	Training	\$ 695,652
2.	Administrative Fee	\$ 104,348
	TOTAL	\$ 800,000

The dollar amounts within the line items may fluctuate because of the need to adapt the monies to specific program costs.

Final Costs

1.	Training	\$ _____.
2.	Administrative Fee	\$ _____.
	TOTAL	\$ _____.

Acknowledged this 18th day of March 2024.


Amanda Jerrett
Human Resources Director
Shoreline Power Services Inc.

Nick Nissley, President
Northwestern Michigan College

EXHIBIT B Tentative Training Program

I. Overview

A.	Number of new jobs:	100
B.	Expected date by which new jobs will be filled:	12/31/2013
C.	Estimated costs of training:	\$ 695,642
D.	Expected beginning date of training:	05/01/13
E.	Expected ending date of training:	04/21/28

II. Description of Training

- CPR, First Aid, and Blood Pathogens
- Infrared Electrical Inspection
- System Platform 1
- System Platform 2
- Construction OSHA Safety
- RSLogix 5000 Controllogix Fundamentals and Troubleshooting
- Arc Flash
- Accubid Electrical Estimating
- Identicard Premisys
- Cognex Vision
- OSHA 500 for Construction
- OSHA 510 for Construction
- Opto 22 – Snap Pac Systems
- Project Management
- Electrical Thermography
- Watchfire Service Networking

EXHIBIT C**Employer Projections of Sources of Payments of Program Costs**

Year of Agreement	Estimated Payroll of New Positions	Estimate of Diverted Payroll Taxes	Cumulative Diverted Payroll Taxes
1	\$ 1,254,902	\$ 53,333	\$ 53,333
2	\$ 1,254,902	\$ 53,333	\$106,666
3	\$ 1,254,902	\$ 53,333	\$159,999
4	\$ 1,254,902	\$ 53,333	\$213,332
5	\$ 1,254,902	\$ 53,333	\$266,665
6	\$ 1,254,902	\$ 53,333	\$319,998
7	\$ 1,254,902	\$ 53,333	\$373,331
8	\$ 1,254,902	\$ 53,333	\$426,664
9	\$ 1,254,902	\$ 53,333	\$479,997
10	\$ 1,254,902	\$ 53,333	\$533,330
11	\$ 1,254,902	\$ 53,333	\$586,663
12	\$ 1,254,902	\$ 53,333	\$639,996
13	\$ 1,254,902	\$ 53,333	\$693,329
14	\$ 1,254,902	\$ 53,333	\$746,662
15	\$ 1,254,902	\$ 53,333	\$800,000

Note: Although the term of this Agreement is fifteen (15) years, the amount of payroll taxes diverted hereunder may not exceed the total amount of the budget. The College will work with the Employer and the Michigan Department of Treasury to ensure taxes in excess of the required amounts are not diverted but rather are forwarded directly to the State of Michigan by the Employer.

IN WITNESS WHEREOF the College and Employer have caused this Agreement to be duly executed all as of the Effective Date.

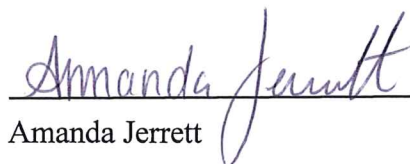
NORTHWESTERN MICHIGAN COLLEGE

Name: _____
Nick Nissley

Title: President

Date: March 18, 2024

SHORELINE POWER SERVICES INC.

Name: 
Amanda Jerrett

Title: Human Resources Director

Date: March 18, 2024

MICHIGAN NEW JOBS TRAINING AGREEMENT NJTP-136; AMENDMENT #7

This amendment between Northwestern Michigan College and RJG, Inc., dated March 18, 2024, amends the previous Agreement dated March 28, 2023. The Agreement increases the budget to \$470,000.

PART I

1. “College” means Northwestern Michigan College of Traverse City, Michigan. Notices, requests, or other communications directed to the College under this Agreement shall be addressed as follows:

Finance

Lindsey Lipke, Controller
Northwestern Michigan College
1701 East Front Street
Traverse City, MI 49686
llipke@nmc.edu
231-995-1943

Training

Lisa Rollin, Senior Accountant
Michigan Manufacturing Technology Center
1701 East Front Street
Traverse City, MI 49686
lrollin@nmc.edu
231-995-2005

2. “Employer” means RJG Inc. of Traverse City, Michigan. Notices, requests, or other communications directed to the Employer under this Agreement shall be addressed as follows:

Carrie Serrano
Accounting and HR Assistant
RJG Inc.
3111 Park Drive
Traverse City, MI 49686
Federal ID: 38-2888955

3. The Employer certifies that the number of jobs on its payroll in Michigan as of April 11, 2016, the date of the Preliminary Agreement, was 71 and that the highest number of jobs on its payroll in Michigan in the last 12 months prior to the date of the Preliminary Agreement was 71.
4. The Employer agrees that the New Jobs Credit from Withholding paid by the Employer to the College for Program Costs will begin as employees are hired.
5. The effective date of this Agreement shall be May 23, 2016 (the “Effective Date”).
6. The term of this Agreement shall be fifteen (15) years, expiring May 22, 2031, provided this Agreement shall not terminate and the obligations, representations, warranties, covenants, and agreements of the Employer hereunder shall continue until the Program Costs have been paid in full as provided herein.

The provisions of Part II and Part III of this Agreement are hereby approved and incorporated in full by reference.

**MICHIGAN NEW JOBS TRAINING AGREEMENT
PART II
EXHIBIT A**

Estimated Budget

1.	Training	\$ 408,696
2.	Training Equipment	\$ 0
3.	Administrative Fee	\$ 61,304
	TOTAL	\$ 470,000

Final Costs

1.	Training	\$
2.	Training Equipment	\$
3.	Administrative Fee	\$
	TOTAL	\$

Acknowledged this 18th day of March 2024.

Stephanie Primeau

Stephanie Primeau, Executive Assistant
RJG Inc.

Nick Nissley, President
Northwestern Michigan College

EXHIBIT B Tentative Training Program

I. Overview

A.	Estimated number of new jobs:	20 @ \$14.88 or higher
B.	Expected date by which new jobs will be filled:	04/11/19
C.	Estimated costs of training:	\$408,696
D.	Expected begin date:	07/01/16
E.	Expected end date:	05/22/31

II. Description of Training

- Systematic Molding
- Master Molder I
- Master Molder II
- Train-the-Trainer
- Sales Logix
- Database Software
- Inventory, Purchasing, and Order Process Software
- Systematic Injection Molding
- DiSC
- Injection Molding Essentials
- Building Leaders
- Negotiating Skills

III. Description of Training Equipment

EXHIBIT C
Employer Projections of Payroll and New Jobs Credit

Year of Agreement	Estimated Payroll of New Positions	Estimate of Diverted Payroll Taxes	Cumulative Diverted Payroll Taxes
1	\$ 737,255	\$ 31,333	\$ 31,333
2	\$ 737,255	\$ 31,333	\$ 62,666
3	\$ 737,255	\$ 31,333	\$ 93,999
4	\$ 737,255	\$ 31,333	\$ 125,332
5	\$ 737,255	\$ 31,333	\$ 156,665
6	\$ 737,255	\$ 31,333	\$ 187,998
7	\$ 737,255	\$ 31,333	\$ 219,331
8	\$ 737,255	\$ 31,333	\$ 250,664
9	\$ 737,255	\$ 31,333	\$ 281,997
10	\$ 737,255	\$ 31,333	\$ 313,330
11	\$ 737,255	\$ 31,333	\$ 344,660
12	\$ 737,255	\$ 31,333	\$ 375,993
13	\$ 737,255	\$ 31,333	\$ 407,326
14	\$ 737,255	\$ 31,333	\$ 438,659
15	\$ 737,255	\$ 31,333	\$ 470,000

Note: Although the term of this Agreement is fifteen (15) years, the amount of payroll taxes diverted hereunder may not exceed the total amount of the budget. The College will work with the Employer and the Michigan Department of Treasury to ensure taxes in excess of the required amounts are not diverted but rather are forwarded directly to the State of Michigan by the Employer.

IN WITNESS WHEREOF the College and Employer have caused this Agreement to be duly executed all as of the Effective Date.

NORTHWESTERN MICHIGAN COLLEGE

Name: _____
Nick Nissley

Title: President

Date: March 18, 2024

RJG INC.

Name: Stephanie Primeau
Stephanie Primeau

Title: Executive Assistant

Date: March 18, 2024

COMPANY NAME	TOTAL	DATES		PROJECTED ⁸³ NET NEW JOBS
	AWARD	AGREEMENT	EXPECTED END	
ACAT GLOBAL	\$ 30,994	04/22/13	04/30/20	15
ADAPTIVE COUNSELING AND CASE MANAGEMENT, LLC	\$ 70,000	12/19/16	12/18/26	7
AJD FOREST PRODUCTS	\$ 32,000	04/22/13	04/30/20	2
ARMOR EXPRESS	\$ 93,000	12/17/12	12/31/19	29
BRITTEN BANNERS, INC.	\$ 255,975	08/25/14	12/31/19	17
BRITTEN DÉCOR, INC.	\$ 70,000	04/20/15	05/31/20	0
BRITTEN INC.	\$ 282,650	05/20/19	05/19/24	100
BRITTEN METALWORKS, INC.	\$ 50,000	04/20/15	05/31/20	0
BRITTEN SERVICES, INC.	\$ 150,000	04/20/15	05/31/20	14
BRITTEN WOODWORKS, INC.	\$ 70,000	04/20/15	05/31/20	19
BULMANN ENTERPRISES	\$ 75,000	12/18/17	12/17/27	13
CBS SOLAR	\$ 80,000	03/18/24	03/17/34	5
CEDAR RUN EYE CENTER	\$ 20,000	12/18/17	12/17/22	1
CENTURY EXTRUSION	\$ 30,000	12/17/12	12/17/17	4
CENTURY INC.	\$ 370,000	02/28/11	02/27/31	5
CENTURY INC.	\$ 125,000	09/24/18	09/23/23	0
CHERRY CAPITAL FOODS, LLC	\$ 185,000	08/24/15	08/23/24	26
CHERRY REPUBLIC	\$ 450,000	04/22/13	04/21/26	47
CHERRY REPUBLIC	\$ 373,498	09/24/18	09/23/33	19
CULTURED FERMENTS COMPANY LLC	\$ 50,000	02/27/23	02/26/33	7
EAR FAB AMERICAS INC.	\$ 200,000	09/25/23	09/24/33	100
EFULFILLMENT SERVICE	\$ 53,000	01/23/17	01/22/27	10
ELECTRO-OPTICS TECHNOLOGY INC.	\$ 500,000	12/15/10	12/31/20	44
ELECTRO-OPTICS TECHNOLOGY INC. (2017)	\$ 75,000	12/18/17	12/14/20	8
ELMER'S CRANE AND DOZER, INC.	\$ 306,795	08/25/14	08/24/26	60
ELMER'S CRANE AND DOZER, INC.	\$ 300,000	10/28/19	10/27/26	11
FOOD FOR THOUGHT	\$ 100,000	02/27/23	02/26/33	15
GRAND TRAVERSE SENIOR LIVING LLC	\$ 60,000	08/25/14	12/31/19	0
GREAT LAKES STAINLESS	\$ 83,999	04/22/13	04/21/25	24
GROCER'S DAUGHTER CHOCOLATE	\$ 83,750	06/27/22	06/26/32	8
HAGERTY	\$ 80,000	12/16/13	12/31/18	0
HAYES MANUFACTURING	\$ 26,000	12/16/13	12/31/20	7
HAYES MANUFACTURING	\$ 550,000	04/27/20	04/26/28	60
IMAGE 360	\$ 25,000	09/24/18	09/23/23	0
IMM, INC.	\$ 10,000	05/23/16	05/22/21	6
INDUSTRIAL ARTS INSTITUTE	\$ 10,625	05/23/16	04/30/21	1
IRON FISH DISTILLERY LLC	\$ 180,000	12/20/21	12/19/31	25
ISENHART ELECTRIC LLC	\$ 100,000	05/20/19	05/19/26	8
JANTEC INC.	\$ 200,000	06/27/22	06/26/32	25
MATERNE NORTH AMERICA CORP.	\$ 260,000	12/16/13	12/15/26	67
MATERNE NORTH AMERICA CORP.	\$ 100,000	10/28/19	10/27/26	14
MORAN IRON WORKS	\$ 25,000	12/17/12	12/17/17	8
NAVEEGO INC./AUNALYTICS INC.	\$ 455,000	09/24/18	09/23/33	7
NORTHWEST MICHIGAN SURGERY CENTER, LLC	\$ 50,000	08/24/15	07/31/20	0
PLASCON INC.	\$ 70,000	04/22/13	04/30/20	15
PRECISION EDGE SURGICAL PRODUCTS	\$ 35,000	12/17/12	12/16/17	12
PRESTON FEATHER BUILDING CENTERS	\$ 80,000	05/23/16	05/22/26	14
RJG INC.	\$ 470,000	05/23/16	05/22/26	21
RJG INC.	\$ 352,755	09/28/20	09/27/30	2
SHORELINE FRUIT	\$ 120,000	12/17/12	12/31/17	29
SHORELINE POWER SERVICES	\$ 800,000	04/22/13	04/21/28	112
SHORELINE POWER SERVICES	\$ 100,000	10/28/19	10/27/26	3
SKILLED MANUFACTURING INC.	\$ 160,000	12/16/13	12/31/18	38
SPRINGFIELD INC.	\$ 15,000	12/18/17	12/17/22	0
STRATA DESIGN	\$ 122,903	05/23/16	05/22/26	7
SUPERIOR PHYSICAL THERAPY	\$ 170,000	06/28/21	06/27/31	0
TAMARACK HOLDINGS	\$ 120,000	05/23/16	05/23/24	7
TENTCRAFT INC.	\$ 980,000	12/16/13	12/16/25	50
TENTCRAFT INC.	\$ 350,000	06/26/17	06/25/22	0
	\$ -			
TOTAL	\$ 10,742,941			1,148

CLOSED

3/7/2024