



Northwestern  
Michigan  
College

# Board of Trustees

[www.nmc.edu/trustees](http://www.nmc.edu/trustees)

*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, January 22, 2024

at Timothy J. Nelson Innovation Center, Room 106/107  
1701 E. Front Street

5:30 p.m. Regular Meeting

### 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
- E. Annual Meeting Business
  - i. Reading of Notice and Proof of Service
  - ii. Report of Secretary—*Andrew K. Robitshek, Secretary*
  - iii. Report of Treasurer—*Kenneth E. Warner, Treasurer*
  - iv. Verification of Residential Address
  - v. Conflict of Interest Disclosure Statement
  - vi. Election of Officers  
Nomination and election of officers by approved process.
  - vii. Regular Board Meeting Dates  
Review proposed regular meeting dates and locations through June 2025 as presented.

### II. STRATEGIC FOCUS

- F. Institutional Distinction and Sustainability—*Jason Slade, Vice President of Strategic Initiatives, and Troy Kierczynski, Vice President of Finance and Administration*

### III. REPORTS AND PRESENTATIONS

- G. Faculty Report: Peer Review Process—*Ryan Bernstein, Curriculum & Instructional Designer, and Becca Richardson, Math Instructor*

### 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.



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## V. UPDATES

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

## 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:

- J. Minutes of the December 11, 2023, regular meeting and closed session
- K. Minutes of the December 21, 2023, special meeting and closed session
- 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. Fellows Nominating Committee—*Andy Robitshek, Committee Chair*
- R. Presidential Performance and Compensation—*Laura Oblinger, Committee Chair*

## VII. ACTION ITEMS

- S. **Appointment of Fellows** (Pursuant to Policy A-106.00 Other)  
Recommend that Bill Donberg, Tim Nelson & Nancy Johnson, and Jack & Karen Segal be appointed 2024 Fellows of Northwestern Michigan College with all honors and privileges pertaining hereto.
- T. **NMC/NMC Foundation Memorandum of Understanding** (Pursuant to Policy A-106.00 Other)  
Recommend approval of amended Memorandum of Understanding between Northwestern Michigan College and the Northwestern Michigan College Foundation as presented.
- U. **High School Enrolled Out of District Tuition Rate** (Pursuant to Policy A-106.00 Educational Services)  
Recommend approval of new out of district tuition rate of \$160 per contact hour for high school enrolled students (dual enrolled, direct credit, and early college) beginning Fall 2024.
- V. **Aviation Hangar Expansion Project Scope** (Pursuant to Policy A-106.00 Facilities)  
Recommend approval of Aviation Hangar Expansion project scope, as presented and discussed with the full Board and Building and Site Committee in December 2023.



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**W. Hydrant Easement** (Pursuant to Policy A-106.00 Facilities)

Recommend authorization for administration to grant an easement to the City of Traverse City for a public utility easement at the Great Lakes Campus.

**X. Laundry Machines and Services Purchase** (Pursuant to Policy A-106.00 Finances)

Recommend authorization for administration to enter into an agreement with Max's Services in the amount of \$36,790 for the purchase, delivery, and installation of (36) laundry machines in the residence halls and apartments, to be funded by Auxiliary (Housing) funds.

**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.*

February 1, 2024—Study Session (1:00 p.m.) NMC Hagerty Center, Great Lakes Campus, Room C

February 26, 2024—Timothy J. Nelson Innovation Center, Room 106/107

March 18, 2024—NMC Hagerty Center, Great Lakes Campus, Room C (3rd Monday)

April 22, 2024—Timothy J. Nelson Innovation Center, Room 106/107

May 20, 2024—Timothy J. Nelson Innovation Center, Room 106/107 (3<sup>rd</sup> Monday)

June 24, 2024—Timothy J. Nelson Innovation Center, Room 106/107



Lynne Moritz <lmoritz@nmc.edu>

**Notice of 2024 Annual Meeting - PLEASE CONFIRM ATTENDANCE**

Lynne Moritz <lmoritz@nmc.edu>  
To: Board of Trustees <boardoftrustees@nmc.edu>

Tue, Jan 9, 2024 at 12:01 PM

Trustees:

Per [Board Policy A-100.00 Board of Trustees Bylaws](#) section 1.c.ii., this email is notification of the 2024 annual meeting of the Northwestern Michigan College Board of Trustees to be held each year during the first meeting held in January. The logistics of the meeting follow:

- Date: Monday, January 22, 2024**
- Time: 5:30 p.m.**
- Location: Timothy J. Nelson Innovation Center, Room 106/107  
1701 E. Front Street  
Traverse City, MI 49686**
- Purpose: Annual Meeting, Regular Monthly Meeting**

If you are unable to attend in-person, **PLEASE NOTIFY OUR OFFICE IMMEDIATELY to ensure we have a quorum.** Doug Bishop will be attending remotely. Therefore, as of today, I anticipate the following trustees attending in-person:

- 1. Laura Oblinger
- 2. Andy Robitshek
- 3. Chris Bott
- 4. Kennard Weaver

**Lynne Moritz**  
Executive Director of the President's Office & Board Operations  
FOIA Officer  
(231) 995-1900



**BOARD MEMBER ALERT: This email is not for interactive discussion purposes. The recipient should not forward it to any other individual or copy a reply to other board members.**

**Northwestern Michigan College**  
**Board of Trustees**  
**Annual Meeting**  
January 22, 2024  
at Timothy J. Nelson Innovation Center  
Room 106/107  
1701 E. Front Street

**Report of Secretary**

The 2023 Northwestern Michigan College Board of Trustees Annual Meeting minutes were approved on February 27, 2023, and are available online at the [2023 Trustee Meeting Materials and Minutes website](#) along with all other regular meeting minutes.

**Northwestern Michigan College**  
**Board of Trustees**  
**Annual Meeting**  
January 22, 2024  
at Timothy J. Nelson Innovation Center  
Room 106/107  
1701 E. Front Street

**Report of Treasurer**

The annual financial audit for Northwestern Michigan College for the fiscal year ending June 30, 2023, was accepted by the NMC Board of Trustees on October 23, 2023, and is available online at the NMC Audit Reports website (<https://www.nmc.edu/departments/finance-administration/audits/files/audit-nmc-2023.pdf>).

**NORTHWESTERN MICHIGAN COLLEGE**

**Board Meeting Dates January 2024 through June 2025**

*(Fourth Monday of each except where noted)*

**2024**

- January 22, 2024** – Timothy J. Nelson Innovation Center, Room 106/107
- February 26, 2024** – Timothy J. Nelson Innovation Center, Room 106/107
- March 18, 2024** – NMC Hagerty Center, Room C *\*\*Third Monday*
- April 22, 2024** – Timothy J. Nelson Innovation Center, Room 106/107
- May 20, 2024** – Timothy J. Nelson Innovation Center, Room 106/107 *\*\*Third 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*

**2025**

- January 27, 2025** – Timothy J Nelson Innovation Center, Room 106/107
- February 24, 2025** – Timothy J Nelson Innovation Center, Room 106/107
- March 17, 2025** – Timothy J Nelson Innovation Center, Room 106/107 *\*\*Third Monday*
- April 28, 2025** – Timothy J Nelson Innovation Center, Room 106/107
- May 19, 2025** – Timothy J Nelson Innovation Center, Room 106/107 *\*\*Third Monday*
- June 23, 2025** – Timothy J Nelson Innovation Center, Room 106/107

# NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

**To:** Dr. Nick Nissley, President

**From:** Jason Slade, Vice President of Strategic Initiatives

**Date:** January 15, 2024

**Subject:** Strategic Initiatives Update: *January 22, 2024 Board of Trustees Meeting*  
 Topic: **Strategy 5 - Institutional Distinction and Sustainability**

**Strategy 5 - Institutional Distinction and Sustainability:** Leverage distinctive programs that strengthen institutional sustainability and expand global connections for our learners and communities. (*Champion: Troy Kierczynski*)

*Summary:* Strategy 5 focuses on NMC’s distinctive programs with objectives centered around their long-term sustainability and growth. Activities in this strategy include:

- expansion of the Aviation program
- positioning of the Great Lakes Water Studies Institute (GLWSI) as a leader for marine and geospatial programs and professional training
- execution of the Great Lakes Culinary Institutes’s (GLCI) “reimagining” plan, and the strategic plans for the International Affairs Forum (IAF), Dennon Museum Center (DMC), and WNMC radio station
- deployment of a unique maritime/culinary certificate leveraging existing expertise

**Highlights and Successes:**

- Objective 1 (Aviation to execute its expansion plan to increase enrollment and annual net revenue):
  - Owner’s representative RFP issued. Tentative date for groundbreaking would be summer 2024.
  - FY23 was Aviation’s highest year ever for both flight hours and gross revenue and FY24 is shaping up to meet or exceed FY23.
  
- Objective 2 (GLWSI will leverage its assets and location to become a leading marine center):
  - The freshwater center continues to move forward with design, branding strategy development, financial performance analysis, joint venture development, and fundraising campaign (led by Discovery Center). Current timing is to complete the design by September 2024 and begin construction in early 2025. The project is expected to be completed by early 2027.
  - A binational water technology innovation competition was launched in September: AquaHacking Great Lakes Challenge. This ties directly into developing start-up, water-based companies for FRIC and NMC. This year’s program has 170 participants, 37 teams focused on issues facing the Great Lakes: microplastics, forever chemicals, nutrient cycling, and lead.
  - Contact hours for GLWSI are up 59% from Fall 2022, and there are 35 students in the Marine Technology program (up from 26) as PRMC continues to provide dedicated support and marketing for this distinctive program.
  - Lakebed 2030 was a success with over 200 participants at September’s annual event. Preparation has begun for the Fall 2024 event, as well as OCEANS 2025 in Chicago, IL where GLWSI will play a pivotal role.
  
- Objective 3 (GLCI will update curriculum, increase enrollment, and maximize space utilization to decrease deficit):
  - Enrollment registration continues to improve for GLCI, in part due to the increased marketing of PRMC.
  - Deficit for FY23 reduced to less than \$28K, compared with \$330K deficit in FY22. GLCI continues to stay on budget for FY24.



- GLCI is working with NoBoMkt to identify ways the two entities can benefit from each other.
- Objective 4 (DMC will execute the key financial stewardship initiatives from their Strategic Plan):
  - The November 2023 Holiday Artist Market welcomed a record-breaking 2,688 visitors to the DMC over two days and earned almost \$20,000 in net revenue.
  - Nearly 50% of the DMC's permanent art collection is digitized and now [accessible online](#).
  - The DMC is co-PI and co-organizer for a [\\$25,000 Terra Foundation grant](#) to convene the first gathering of community college art museum directors in Fall 2024 at the Housatonic Museum of Art in Bridgeport, Connecticut. Findings from the convening will be compiled and shared via AAMG and a white paper later in 2024.
  - The museum was open during the NMC winter break for the first time since 2019; as a result, DMC realized nearly \$10,000 in net revenue from four days of regular operation. Revenue was up 50% from four years ago despite two fewer days of operation.
  - As of this writing, the DMC is just 20% shy of its total fiscal year goal for gate admissions and will likely exceed projected revenue. This is in large part due to the museum's first general admission increase in over 15 years.
- Objective 4 (IAF will execute it's Business Plan to create a sustainable business operation by 6/30/25):
  - 4 Fall speaker events at NMC + Traverse City Central High School event for 250+ sophomores
  - IAF Academic WorldQuest Giving Tuesday fundraiser garnering \$11,576 from 27 donors
  - Partner content with University of Notre Dame Kroc Institute for International Peace
  - The Boardman Review non-profit feature article and partnership
- Objective 5 (GLMA & GLCI will leverage expertise/resources to offer a maritime culinary certificate):
  - Marketing materials are complete with outreach currently on-going.
  - First cohort in Fall '23 semester has 11 students: 4 enrolled specifically in the certificate and 7 combining the certificate with the AAS. Fall 2024 already has 8 applicants.

### **Challenges:**

- Objective 1 (Aviation) - Will need to maintain program continuity and effectiveness while construction of the hangar occurs. Coordination of moving simulators from the hangar to Parsons-Stulen.
- Objective 2 (GLWSI) - The joint venture continues to be developed but is behind schedule due to legal review (due diligence). Fundraising (led by Discovery Pier) is between \$6m and \$11m dependent on the status of \$5m from the state in RAP funding. Funds tied to ARPA put pressure on the bid and construction contract timing.
- Objective 3 (GLCI) - Determine additional revenue enhancements including more utilization of Lobdell's space.
- Objective 4 (DMC) - Work with NMC Foundation, new Chief Advancement Officer, and the President's Office to cultivate mid-tier and major donors for long-term endowment growth.
- Objective 4 (IAF) - Continuing to execute their Strategic Plan with the goal of increasing memberships, sponsorships, and revenue to sustain and grow the program.
- Objective 5 (Maritime Culinary) - On-boarding can be a challenge due to passport, TWIC (Transportation Worker Identity) security card, etc. Admissions/GLCI had developed a checklist for prospective students.

Strategy 5 - Institutional Distinction and Sustainability						
<b>Objective 1:</b> Aviation will execute its multi-phase expansion plan in an effort to increase enrollment by 25% and annual net revenues by 33% from June 30, 2021 to June 30, 2024.						
Status of Action Steps	Baseline	FY22	FY23	FY24 (current)	Target	Notes
2 Complete 5 On Schedule 1 Behind Schedule	June 30, 2021: Headcount: F140, S118 Contact Hrs: 1,818 Net Rev: +\$248,167	June 30, 2022: Headcount: F143, S145 Contact Hrs: 2,093 Net Rev: +\$189,155	June 30, 2023: Headcount: F164, S147 Contact Hrs: 2,298 Net Rev: +\$517,352	Dec 31, 2023: Headcount: F172, S151 Contact Hrs: 2,185 Net Rev: +608,644	June 30, 2024: Headcount : F175, S175 Contact Hrs: 2,300 Net Rev: +\$330,062	Aviation headcount and revenue continues to be high. Expansion finalization in progress.
<b>Objective 2:</b> The Great Lakes Water Studies Institute (GLWSI) will leverage its assets and geographical position on the Great Lakes to become a leading center for marine and geospatial programs, providing academic pathways, training & professional development, and other innovative technical services which generate positive net revenue by June 30, 2025.						
Status of Action Steps	Baseline	FY22	FY23	FY24 (current)	Target	Notes
12 On Schedule 3 Behind Schedule 1 Not Yet Started	June 30, 2021: Headcount: F57, S53 Contact Hrs: 460 Net Loss: (-\$340,080)	June 30, 2022: Headcount: F53, S49 Contact Hrs: 468 Net Loss: (-\$303,698)	June 30, 2023: Headcount: F49, S50 Contact Hrs: 426 Net Loss: (-\$344.708)	Dec 31, 2023: Headcount: F61, S52 Contact Hrs: 525* Net Loss: (-\$200,000) *incl. SU23 265 Tier III 260 Tier I and II	June 30, 2025: Headcount: F75, S75 Contact Hrs: 600 Net Rev: \$1	ADCI ROV Pilot Training program (2) deliveries @ \$63,000 ea (net ~\$30k) (Apr 24) Seafloor Detection Schemes training for the Office of Naval Intelligence & National Geospatial-Intelligence Agency completed summer 2023. Largest incoming Marine Tech class, 2 sections of WSI 200! Yellow River cohort planning for Fall '24/Spring '25.

**Objective 3:** The Great Lakes Culinary Institute will execute its “Reimagining” plan, which is to modernize curriculum, increase enrollment, and maximize utilization of the current Lobdell’s space to achieve a net deficit no greater than \$150,000 by June 30, 2023.

Status of Action Steps	Baseline	FY22	FY23	FY24 (current)	Target	Notes
2 Complete	June 30, 2021:	June 30, 2022:	June 30, 2023:	Dec 31, 2023:	June 30, 2023:	GLCI is currently meeting the objective. Will continue to monitor.
2 On Schedule	Headcount: F76, S62	Headcount: F79, S63	Headcount: F74, S75	Headcount: F87, S79	Headcount: F90, S80	
2 Behind Schedule	Contact Hrs: 1,904	Contact Hrs: 2,563	Contact Hrs: 2,270	Contact Hrs: 2,698	Contact Hrs: 2,750	NOBO partnership has begun with a kickoff meeting in Dec.
1 Not Yet Started	Net Loss: (-\$375,967)	Net Loss: (-\$362,698)	Net Loss: (-\$27,659)	Net Gain: (+\$50,000)	Net Loss: (-\$150,000)	

**Objective 4A:** The Dennon Museum Center will execute the key financial stewardship initiatives from the DMC Strategic Plan 2020–2025 by June 30, 2025. *Note: The full dashboard of actions are captured in the DMC Strategic Plan. The metrics below are key performance indicators and takeaways from their comprehensive plan.*

**Status of Action Steps: 6 Completed, 14 On Schedule, 3 Behind Schedule, 1 Deferred/Discontinued**

Action Steps	Baseline	FY22	FY23	FY24 (current)	Target	Notes
Increase external grant funding	FY20 federal and state grant funding: 1 state grant @ \$15-20k avg.	FY22 federal and state grant funding: 4 grants @ \$88,700	Grants secured since FY20: 22 grants @ \$382,000 total	Grants secured YTD DMC direct \$32,110 with an additional \$50,000 applied for	Secure at least two federal or state grants each FY to support collections and accreditation progress	Additional grants pending for upcoming FY
Increase Annual Fund performance	<b>FY20 Annual Giving (gifts &lt;\$25,000)</b>  # donors: 237  Revenue: \$83,049  <b>Appeal Perform:</b> # appeals: 4  # donors: 153	<b>FY22 Annual Giving (gifts &lt;\$25,000)</b>  # donors: 403 (↑70%)  Revenue: \$137,210 (↑65%)  <b>Appeal Perform:</b> # appeals: 6 (↑50%)  # donors: 301 (↑97%)	<b>FY23 Annual Giving (gifts &lt;\$25,000)</b>  # donors: 398 (↑68%)  Revenue: \$143,037 (↑72%)  <b>Appeal Perform:</b> # appeals: 5 (↑25%)  # donors: 140 (↓8%)	<b>FY24 (current) Annual Giving (gifts &lt;\$25,000)</b>  # donors: 127  Revenue: \$71,181  <b>Appeal Perform:</b> # appeals: 3  # donors: 71	Increase Annual Fund performance 25% over baseline	Annual gift and overall annual giving continues to perform well.  Since FY21, <b>25 new donors acquired by mail</b> and more through email.  Appeal revenue is tracking with last year’s. 3 more appeals planned for the year.

	Revenue: \$26,660	Revenue: \$72,973 (↑173%)	Revenue: \$68,193 (↑156%)	Revenue: \$42,815		
Stabilize/ increase memberships	FY20: Members: 857 Revenue: \$73,968	FY22: Members: 875 Revenue: \$81,955	FY23: Members: 896 Revenue: \$84,980	FY24: Members: 972 active members  Revenue: \$40,901 YTD	Encourage more members to join at higher levels to increase revenue	FY24 increase in \$100 level memberships overall
Increase Holiday Artist Market revenue / attendance	Baseline: average \$7,500 net revenue from previous FYs	FY22: Net: \$12,102 Attendance: 1,915	FY23: Net: \$17,875 Attendance: 2,226	FY24: Net: \$19,670 Attendance: 2,688	Increase Artist Market performan ce 25% over baseline	Increase in net revenue for the store's flagship annual event

**Objective 4B:** The International Affairs Forum will execute the IAF Business Plan for Strategic Growth to create a sustainable business operation by June 30, 2025.

Status of Action Steps	Baseline	FY22	FY23	FY24 (current)	Target	Notes
2 On Schedule  3 Not Yet Started	FY20: Memberships: 203  Net Loss: (\$2,979)	June 30, 2022  Memberships: 218  Avg attendance: 76 in-person 111 virtual  Net rev: +\$24,462	June 30, 2023  Memberships: 238  Avg. attendance: 167 in-person, 81 virtual  Net rev: -\$21,229	As of Dec. 18, 2023  Memberships: 247  Avg. attendance: 206 in-person, 78 virtual  Net rev: \$786 through Q1, Q2 pending	FY25: Memberships: 300  Net rev: \$50,000	Global Hotspot Israel - Palestine Dec. 2023 <i>record attendance</i> post-pandemic = 408 (286 in person, 140 online)  Academic WorldQuest <i>Record # of students</i> committed Feb. 2024 = 85 (+20 v. FY23)  Growth in # of participating high schools = 8 (+2 v. FY23)  AWQ Record fundraising FY24 = \$11,576  Sponsorship progress: \$1000 FY25 general programming // \$5000 FY25 fall events sponsor

<b>Objective 4C:</b> WNMC will execute the action steps defined in the report “Refocusing WNMC: A 5-Year Plan” to increase engagement/listenership and sustain WNMC's operations by June 30, 2025.						
Status of Action Steps	Baseline	FY22	FY23	FY24 (current)	Target	Notes
1 Completed 2 On Schedule	June 30, 2021:  Net Loss: (\$5,679)  Spots Filled: 28%	June 30, 2022:  Net Loss: (\$35,028)  Spots Filled: 72%	June 30, 2023:  Net Revenue: +\$30,925  Spots Filled: 75%	Dec 31, 2023:  Net Revenue: +\$12,000  Spots Filled: 75%	June 30, 2025:  Net Loss: \$0  Spots Filled: 85%	WNMC continues to operate net revenue positive and spots filled continue to trend towards target.
<b>Objective 5:</b> The GLMA and GLCI will leverage existing expertise and resources to develop and offer a maritime culinary certificate by Fall 2023, which will expand opportunities for students in this niche, high demand area.						
Status of Action Steps	Baseline	Current Percent Complete	Target	KPI		Notes
2 On Schedule 1 Behind Schedule 1 Not Yet Started	N/A - new program	60%	100%	# of enrollees: F23: 11 enrolled - 4 for the standalone certificate, 7 combining certificate with AAS.  Spring 24: 14 students listed as a primary or secondary program  Fall 2024: 8 applicants		Primarily a fall start program so focus will be on attracting students for Fall 2024.  3 students have completed processes for summer employment on ship

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

*Next Month:* Summary of the strategic plan process as we hit the halfway point of Year 2.

# NMC BOT Faculty Presentation Form

This form will be shared with the BOT before the meeting so they know what you will be presenting and a little bit about you. Thank you for sharing your time and expertise with the BOT so they continue to be informed about the high quality educators and programs we have here at NMC.

Name \*

Ryan Bernstein, Becca Richardson

Your Title \*

Curriculum & Instructional Designer, Math Instructor

Presentation Title \*

Online/Hybrid Course Peer Review Process

Please provide a description of what you will be presenting to the BOT. \*

We will be sharing a summary of the process for reviewing the quality of online and hybrid courses at NMC. Specifically, we'll share details on how we established a faculty peer review process to increase the number of courses reviewed annually to meet HLC guidelines.

Who are you? Please upload or type a bio here. If you do not have one, just tell The BOT a bit about yourself. This info will be given to them before the meeting. \*

Ryan Bernstein:

I am the Curriculum & Instructional Designer at NMC. I help faculty design face-to-face, online, hybrid and livestream courses and programs. I help with everything from writing course descriptions and outcomes to creating engaging assessments and activities. I also get to teach a little too, which is great fun. I started at NMC in 2011 as an adjunct in the Communications Department and I've taught public speaking, technical writing and English composition courses.

I moved to Traverse City in 2011 with my wife, Sarah, who teaches high school English at the North Ed CTC. Prior to living in TC, Sarah and I lived in Denver for 8 years where we both taught high school English. I've also worked in the private sector as a technical writer, copywriter, and content creator for businesses and nonprofits.

I was raised in Grand Blanc, Michigan, received my BS in Education in 2002 from Western Michigan and my Masters Degree in Liberal Studies from the University of Denver in 2010. Sarah and I have three daughters: Audrey (15), Isla (12) and Ruby (7). We also have a Bassett Hound named Chester. When I'm not working you can find me with my family at the Y, golfing, swimming, on a river, on a beach, listening to music, or camping. Thank you for your time.

Becca Richardson:

I want to take some time and tell you a little bit about myself. I am Rebecca (Becca) Richardson.

I have been teaching at NMC since 2013. I started part-time and have been full-time since 2018. A fun fact about myself is that I started my college career (I call it a career because I was a student for a very long time) right here at NMC (2002). My math journey began with Pre-Algebra (Math 08) (2005). I was terrified to take math because I was convinced that I was bad at math. So I waited... and I waited. I waited so long that the advisers told me that if I wanted to get a degree of any kind I would need to take math. So, finally I mustered up the courage to sign up for that class. And my math journey began. From Math 08 I moved on to Beginning Algebra (Math 23) and then Intermediate Algebra (Math 111).

Once I was in Math 111, I decided that maybe I actually liked math. I still had no direction in life. I had no idea what I wanted to do for the rest of my life. I just knew, I did not want to wait tables anymore.

One day while I was helping some classmates with the homework they asked, what I was going to school for. I said, I did not know. Those classmates told me, I should become a teacher, because I was very good at explaining things. I thought long and hard about that comment, and decided that was the path I was going to take. I decided not only would I become a teacher, I would become a math teacher (which required a lot of math LOL). I found my direction in Math 111.

So, I took every math class NMC has to offer. The NMC Math Department even gave me an award. They called it Math longevity (I am pretty sure it is made up). From NMC, I transferred to Ferris (through the University Center) where I earned my Bachelor's degree in Secondary Education, Math major and Chemistry minor (2012).

I had a long term sub position at West Senior High (2012/2013), then I was hired at NMC (2013). Once I

began teaching at NMC, I decided this is where I wanted to work for the rest of my life. In order to become a full-time math instructor, I needed a master's degree. So I applied to grad school.

I now hold a Master's degree in the Art of Teaching Mathematics from the University of Idaho (2015).

After reading this you might think I am a math whiz, but I am NOT. Every class was hard. I always felt like I was working ten times harder than ALL of my classmates. I was always jealous of my peers who seemed to sleep on their books and learn through reverse osmosis (you will learn what that means in chemistry).

My obligations this semester:

This Spring I am teaching 15 credits:

Mathematical Literacy (MTH 100)

Mathematical Explorations Online (MTH 120)

Mathematical Explorations (MTH 120)

Mathematical Explorations and Corequisite (MTH 120/20)

I serve on many committees and Fellowships:

Leadership Group

Planning and Budget Council

Vice Chair of Faculty Council

Developmental Education Committee

Online and Hybrid Course Reviewer

Teaching Fellow

Experiential Learning Fellow

Family obligations

Husband (Matthew but everyone calls him Dickie)

Daughter (Alivia 16 years old)

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Northwestern Michigan College



# Online/Hybrid Course Peer Review Process

Ryan Bernstein  
and  
Rebecca Richardson

# Ryan Bernstein

- Communications Adjunct, 2011 - present
- Senior Instructional Technologist, 2015 - 2018
- Curriculum & Instructional Designer, 2018 - present



# Mark Delonge

- Instructional Technology Coordinator: 2011 - present
- Adjunct Instructor: Introduction to Teaching



**TC Central**  
Frosh  
vs.  
Elk Rapids  
Jan. 22  
5:30 PM

# Rebecca (Becca) Richardson



# Connection to Strategic Plan

**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.

**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.

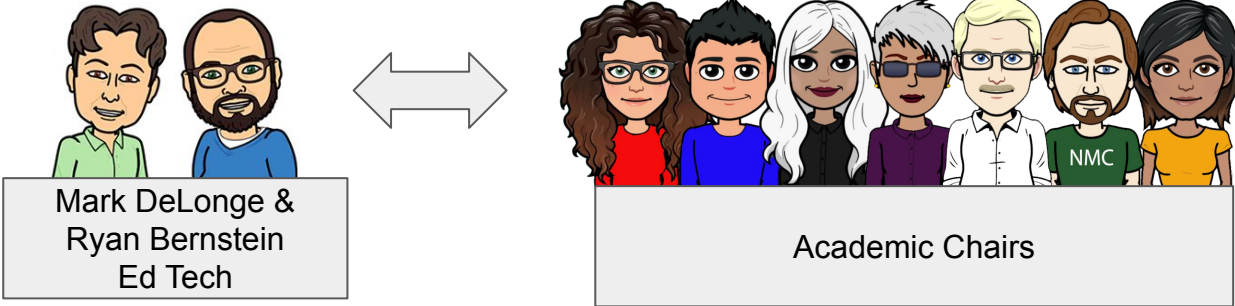
**Action 1:** Increase the number of online/hybrid courses reviewed annually

**Target Outcome:** Grow from 34 to 65 courses reviewed per year

**Action 2:** Increase capacity for qualified peer-to-peer course reviewers from 2 to 8

**Target Outcome:** Recruit and train 6 faculty to be peer reviewers

# Course Selection Process



Cohort

Peer Reviews

Indies

New Dev


# Peer Reviewers



- 14 PRs
- Groups of 2
- Review 2 courses in the Fall and Spring semesters
- Summer reviews are optional





<p>The <b>course gradebook</b> is clearly labeled, consistent with the course syllabus and allows students to see an accurate cumulative score as they progress through the course.</p>	No ▾	<p>The gradebook breakdown is per unit instead of assignment type. The syllabus has percentages per assignment type. I am sure the percentages are accurate in the gradebook, however students may not be sure how to accurately calculate their grade based on the inconsistency between the two.</p>
<b>IV. Technology and Learner Support</b>	Y   N	<b>Reviewer Feedback</b>
<p>The course includes a link to the <b>College Syllabus</b>, which provides students with links to technology requirements, the student code of conduct, disability support, and available online resources for the Technology Help Desk, Library Services, Advising and Tutoring.</p>	Yes ▾	
<p><b>Appropriate and consistent formatting</b> including the use of fonts, text size, colors,</p>	Yes ▾	<p>The course appearance is beautiful. Good job!</p>





*That's all Folks!*





Northwestern  
Michigan  
College

**MEMO**  
*Office of the President*

**To:** NMC Board of Trustees  
**From:** Nick Nissley, President  
**Subject:** January Mid-Month Update  
**Date:** Friday, January 12, 2024

Dear Board of Trustees,

Since our December Board meeting the following are key updates:

**Benzie County Annexation Possibility**

We are continuing with our ‘Listening Sessions’ (on-going 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. This is designed to help the College/trustees better gauge the probability of success, and to better understand what the community wants from such a relationship.

- *Thursday, January 11th*      *Inland Township Listening Session*
- *Thursday, January 11th*      *Elberta Listening Session*
- *Tuesday, January 16th*      *Rep. Jack O'Malley*
- *Monday, January 22nd*      *Benzie Chamber (Advocacy & Awareness Council)*
- *Tuesday, January 23rd*      *Benzie Sunrise Rotary*
- *Tuesday, January 23rd*      *Benzie County Administrator (Katie Zeits)*
- *Tuesday, January 23rd*      *Benzie Area Christian Neighbors Listening Session*
- *Tuesday, January 23rd*      *Thompsonville Listening Session*
- *Friday, February 9th*      *Benzie Chamber Annual Summit*
- *Tuesday, February 13th*      *Advocates for Benzie County Annual Dinner*
- *Saturday, February 17th*      *Benzie Democrats*

**Campus Master Planning**

On December 13<sup>th</sup> we held an open community meeting Listening Session, to share what’s emerging and to seek feedback from community members, regarding our campus master planning process. Approximately 25 individuals attended. Most discussion focused on: the future of the University Center; Eastern Avenue expansion; and the building of dorms and apartments to accommodate student housing needs. A special thanks to Brandon from Tower Pinkster - for designing and facilitating such the process and affording robust engagement.

### **January Opening Conference**

On Monday, January 8<sup>th</sup> we held our annual January Opening Conference. It was very well attended, with more than 200 employees present. Erica Orians, VP of the Michigan Community College Association, and Executive Director of the Michigan Center for Student Success, was our keynote speaker. She addressed “The Ecosystem of Higher Education,” sharing a broad overview of the changes and challenges occurring in higher education, with special attention to how these are impacting community colleges. We also recognized 2024 NISOD Excellence Award winners and our new employees. The conference and keynote was well received, with many “kudos” being shared with our office.

### **Legislative Reception**

As we did last year, we are hosting a Legislative Reception (January 18<sup>th</sup>) to coincide with Traverse Connect's Policy Conference and Annual Gala (January 19<sup>th</sup>). This will afford us an opportunity to gather with local government officials and our state legislators. We hope you can join!

### **Neurodiversity Support Center Opens on Campus**

Beginning this month, support services designed specifically for neurodiverse students will be offered for the first time at an on-campus center, to a pilot cohort of NMC students. An English faculty member, Nancy Gray, proposed the center after spending her 2022-23 sabbatical year researching neurodiversity support services that many other colleges and universities provide. A key component of the Neurodiversity Support Center (NSC), located in Scholars Hall, will be training staff to meet the specific needs of these learners. An advisory body including neurodiverse students, NMC employees, and community partners have assisted Gray in planning the NSC. For more information, visit [nmc.edu/neurodiversity](http://nmc.edu/neurodiversity).

### **International Affairs Forum**

NMC's International Affairs Forum hosted a Global Hotspot event – Israel-Palestine: Conflict in Context – on December 14<sup>th</sup> in the Milliken Auditorium at the Dennis Museum Center. The program included an examination of historical foundations of the current conflict, and welcomed back two past leaders of IAF to share their informed insights: Leila Hilal (a human rights attorney and former IAF executive director, who served as Senior Policy Adviser to the Commissioner-General of the Palestinian refugee agency) and Jack Segal (a former IAF Board co-chair and a retired senior U.S. diplomat who served in the U.S. Embassy in Israel). The event drew 408 total attendees, including 73 students.

### **US Senate Debate**

The Michigan US Senate Debate Taskforce, the statewide organization coordinating the three planned US Senate Debates which will bring the two candidates for the US Senate to Traverse City, has invited NMC to play a role. Stephen Siciliano has had an initial meeting with Traverse City's debate organizers, Norman Plumstead (CEO Honor Bank) and Warren Call (CEO Traverse Connect). NMC has offered the space of the Milliken Auditorium for the debate scheduled for October 10, 2024. The Economic Club and Traverse Connect will also be playing key roles. Additional meetings are scheduled to confirm the details.

### **Amending OMA to Allow for Remote Participation and Voting**

A group of community colleges (NMC, NCMC, Alpena, and Lake Michigan College) have begun working with MCCA and state legislators to explore the possibility of amending OMA to allow for remote participation and voting of trustees in monthly board meetings. State representative Pauline Wendzel has a bill ready to drop, and Senator Aric Nesbitt is supportive of such legislation. We are beginning advocacy with Senator Damoose and Representatives Coffia and Roth.

### **NMC Earns the Michigan Dental Association's Allied Dental Professional Educator Award for**

Northwestern Michigan College and Bay Mills Community College collaboration has earned NMC the Michigan Dental Association's Allied Dental Professional Educator Award for 2024. Our partnership was designed in an effort to increase the number of dental assistants serving northern Michigan, and American Indian patients in particular. Together, we signed an agreement that will allow Bay Mills students to transfer to NMC's dental assistant program after their first year. NMC recently invested \$52,000 in new equipment for the dental assistant program. We have six fully functioning patient rooms and some of the latest technology, including an intraoral scanner. The program has been designed with student convenience in mind. Bay Mills students can take their first year of general education requirements entirely online. The second year of in-person dental assistant classes is scheduled in a Tuesday-Thursday block, allowing students to spend most of their week back home in the U.P., if necessary. On-campus housing is also available for these students.

### **Embrace the Dream**

In honor of Martin Luther King Jr. Day and to kick off [Embrace the Dream programming](#) (which goes through the month of February), we invite you and the greater community to following upcoming events:

- **Monday, January 15 - [Embrace the Dream Free Day at Dennon Museum Center](#)**  
11 am - 4 pm: Celebrate Martin Luther King Jr. Day with us and kick off the Embrace the Dream programming with free admission to the museum!
- **Monday, January 15 - Building Bridges with Music presents:**  
An MLK Day Celebration Across Two TC Venues (Traverse City) Brooklyn Bridges with Music presents an original literary and musical masterpiece by acclaimed composer/bassist Marion Hayden. Ocean: The Life and Times of Poet, Phillis Wheatley will take place this MLK Day, Monday, January 15, 2024, at 7 pm. This Dr. Martin Luther King Day Jr. Day event features one show across two venues: The Alluvion and Miliken Auditorium! From The Alluvion, Marion Hayden and her all-star Detroit octet will perform her musical suite centered around the life of poet, Phillis Wheatley, the first African American to publish a book and achieve international stature, nearly 200 years before The Civil Rights Movement.
  - The same program will be live streamed into Milliken Auditorium where NMC's Chamber Singers, Cantus Children's Choir and Skyelea Martin with Jimmy Olson will perform live in an interactive dance celebration of Dr. Martin Luther King Jr.
- All day long, the Alluvion and NoBo Market, located in the Commongrounds at 414 E Eighth, will be hosting a series of FREE events in honor of Dr. King, sponsored by Building Bridges with Music.
  - 10 - 10:45 am: Music for Kids in The Alluvion - Ms. Miriam will lead a music class perfect for Kindergarten and younger with their grownups with stories about MLK.
  - 11 - 11:45 am: Art for the Kids in the Alluvion - Laura Adams will offer creative reflections about MLK with art-making stations for 1st through 5th graders.
  - 12 - 2 pm: Free Community Lunch at NOBO Market- Building Bridges with Music invites everyone to a free community lunch in TC's newest restaurant.
  - Spirituals: Listen for Kevin LaRose on Tuba and Joe Wilson on Dobro playing spirituals throughout the building.
  - 6 - 6:30 pm: SkyeLea and Jimmy Olson in The Hive (The Alluvion Lobby)
  - 6:30 pm: Doors to the Alluvion open for the day's final showcase: Marion Hayden's Ocean Suite

- 7 - 9pm: Marion Hayden's Ocean: The Life and Times of Poet, Phillis Wheatley with NMC Choirs, and SkyeLea with Jimmy Olson from The Alluvion and Milliken Auditorium. Tickets are FREE and available at [mynorthtickets.com](http://mynorthtickets.com) You can choose the venue most convenient for you. All aspects of the 7 pm show will be livestreamed into both venues, creating one seamless, citywide remembrance of the life and teachings of Dr. Martin Luther King Jr. This event is sponsored by Building Bridges with Music and Denno's Museum's Milliken Auditorium.
- **Thursday, January 18, 2024, 4 pm (NMC Dutmers Theater at the Denno's) - [Free Screening of Razing Liberty Square](#)**

### **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:*

- [“Community college students struggle with affordable housing,”](#) *The Mining Journal*
- [Companies eliminating bachelor's degree requirements,](#) *Higher Ed Dive*

### **Upcoming Dates of Note**

- January 18—Legislative Reception, 4:00-6:00 pm, Lobdell's
- January 19—Traverse Connect's Policy Conference and Annual Gala, Grand Traverse Resort
- January 22—Regular monthly Board of Trustees meeting, Timothy J. Nelson Innovation Center
- January 24—Facilities Master Plan Listening Session, 6:00 pm, Timothy J. Nelson Innovation Center
- February 1—Board Study Session (Topic: Campus Facilities Master Plan)—NMC Hagerty Center, Room C
- February 26—Regular monthly Board of Trustees meeting, Timothy J. Nelson Innovation Center

148 E. Front Street, Suite 203  
 Traverse City, MI 49685

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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:** January 15, 2024  
**Re:** **State/Federal Legislative Update**

### State

#### **2024 State Legislative Priorities**

As legislators returned this week, senate leaders summarized their priorities for the year to MIRS. Senate Majority Leader Winnie Brinks (D-Grand Rapids) said she expects to continue working on moving policy items left over from 2023, which includes prescription drug affordability, auto no-fault insurance law changes and a bill package that could set up new requirements for incentives offered to companies for projects through the Strategic Outreach and Attraction Reserve Fund (now called the Make It In Michigan Fund). On the other side of the aisle, Republican Senate Leader Aric Nesibtt (R-Lake Michigan College) expressed his priority is to see both parties work together to lower taxes and make Michigan more competitive for residents and business.

For NMC, our state legislative priorities are:

- Approve NMC's Integrated Student Services Hub capital outlay project, which was left out of the FY24 supplemental budget passed last year.
- Permanently lower the eligibility for Michigan Reconnect to 21
- Increase FY25 Community College appropriations and oppose a per pupil funding model.
- Amend the Open Meetings Act to allow for remote attendance.

#### **Consensus Revenue Estimating Conference**

State revenue for the current and next fiscal years was revised upward very slightly last Friday at the first of two Consensus Revenue Estimating Conferences (CREC) this year. This will help to guide the state budget process set to kick off following the Governor's State of the State scheduled for 1/24/24.

### Federal

#### **2024 Federal Legislative Priorities**

For NMC our key legislative priorities at the federal level include:

- Approval of FY4 congressionally directed spending for the aviation hangar project
- Consideration of FY25 congressionally directed spending.
- Passage of the Bipartisan Workforce Pell Act

#### **FY24 Appropriations**

Congress continues to debate next steps in funding the federal government for Fiscal Year 2024. Current short-term funding expires on January 19 for some departments and February 2<sup>nd</sup> for others. While an agreement had been reached between House and Senate leadership over top-line FY24 spending levels (The agreement essentially upholds the spending levels established in the Fiscal Responsibility Act last spring, allocating \$886.3 billion for defense and \$772.7 billion for nondefense programs), conservative members of the House

Republican party have balked, resulting in another short-term funding deal being proposed. Under this<sup>31</sup> scenario, short term funding would be extended until March 1 and March 8.

We continue to advocate for the inclusion of congressionally directed spending (earmarks) in the FY24 funding bill package, which could include the \$1.75 million that we requested through Senator Stabenow's office for the aviation hanger project.

### **FY25 Appropriations**

I met with Senator Peters office to discuss opportunities for FY25 congressionally directed spending (earmarks). The office stated that they expect that their portal for applications will open in late February or early March. As was the case with FY24, Senator Peters is only accepting applications from public entities and is asking that requests be limited to no more than \$3 million dollars. More than one project can be submitted if they fall under different accounts.

### **NOAA Climate Ready Workforce Grant**

NMC is partnering with Michigan Central to request funding under the NOAA Climate Ready Workforce grant program. This funding will support the Great Lakes Blue Economy Training Program (GLBET). The GLBET Program, is a workforce development initiative created through a newly formed partnership between five core entities: Michigan Central, Newlab, Northwestern Michigan College, Port of Monroe and Mythos AI. The Program will administer new blue economy technical workforce training with a focus on remote and autonomous systems, acoustical platforms, and data management and processing. Michigan Central is taking the lead on the grant and NMC is leading the academic consortium and providing most of the training. The College share of the \$10M grant is about \$4.3M and a \$1.0M autonomous survey vessel. We have asked that our congressional delegation support this application and will have letters coming from Congressman Bergman, Senator Stabenow and Senator Peters.

### **Great Lakes Mapping Act of 2023**

This legislation, being introduced by Congresswomen McClain and Dingell would direct NOAA to conduct high-resolution bathymetric mapping of the lakebeds (submerged lands) of the Great Lakes as well as it would authorize \$200M in appropriations to support this effort. The legislation also directs NOAA to work with relevant state agencies, consulting bodies, and regional coastal observing systems to design and conduct this mapping program. The legislation also calls for a data center to act as the repository of the mapping data.

We have reached out to Congressman Bergman to ask that he support this legislation and asked that Traverse City and the Freshwater Research and Innovation Center be considered as a location for the data center.

### **The Bipartisan Workforce Pell Act**

Last month, House Conference Chair Elise Stefanik (R-NY), Education and the Workforce Committee Ranking Member Robert C. "Bobby" Scott (D-VA), Education and the Workforce Committee Chairwoman Virginia Foxx (R-NC), and Health, Employment, Labor, and Pensions Subcommittee Ranking Member Mark DeSaulnier (D-CA) introduced H.R. 6585, the Bipartisan Workforce Pell Act. The legislation provides opportunities for students and workers looking to gain skills in high-demand fields by allowing Pell Grants to support students enrolled in high-quality, short-term workforce programs that last between 8t and 14 weeks.

We are supportive of this legislation and are pleased to say that Congressman Bergman has agreed to sign on as a co-sponsor. We are also urging the full House and then the Senate to take up and pass this legislation this year.



Northwestern  
Michigan  
College

**MEMO**  
Office of the  
President

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

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

- The general fund financial results through December 31, 2023 are positive. Revenues are up 12% through the same period last year due to increased property tax revenue, favorable interest rates (more interest income), slightly increased Fall enrollment combined with our current year tuition rate increases, and more flight fees in the current year. Expenses are up 7% due to wage increases, more recruiting/promotion expenses, and higher utility rates.
- The general fund financial forecast/projections through June 30, 2024 anticipate a \$1.5m surplus based on early indicators. The primary factors driving the surplus are stronger than expected revenues and lower than expected labor costs due to open positions / staff turnover, departmental reorganizations, and savings realized from converting new part-time staff to EduStaff.
- The general fund balance sheet indicates the College maintains a strong financial position. The College's net position (general fund) is expected to increase for the year ended June 30, 2024 due to the expected surplus.

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

- At this time, headcount is up 1.4% and contact hours are up 1.8%.
- Spring semester count day is January 23.

**PRMC**—Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications  
Paid media saw a YOY increase, but MOM decrease. This is expected and tracks across the industry as the holidays impact applicants' user journey.

**Paid Media** ↓

- Applications: 123
- Accounts: 116

**Strategic Plan**—Jason Slade, Vice President for Strategic Initiatives

- Strategy 5 - Institutional Distinction and Sustainability is our most expansive strategy covering Aviation, Great Lakes Water Studies Institute, Great Lakes Culinary Institute, International Affairs Forum, WNMC, Dennon and the Maritime/Culinary certificate. GLCI, WNMC, Dennon and the Maritime/Culinary certification objectives are on track and classified as “green”. Aviation took a major step forward with a finalized plan for expansion and RFP out for solicitation. IAF and GLWSI objectives continue to work towards revenue growth goals.



**NORTHWESTERN MICHIGAN COLLEGE  
BOARD OF TRUSTEES  
MINUTES  
Monday, December 11, 2023  
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.

**ROLL CALL**

**Trustees present:** Laura J. Oblinger, Kennard R. Weaver, Chris M. Bott, Douglas S. Bishop, Kenneth E. Warner, Andrew K. Robitshek

**Trustees absent:** Rachel A. Johnson

**Also present:** President Nick Nissley, Lynne Moritz, Troy Kierczynski, Lindsey Lipke, Kyle Morrison, Todd Neibauer, Jennifer Hricik, Stephen Siciliano, Molly Norville, Alex Walsh, Joe Asperger, Angela Garrey, Zach Whitaker, Shannon Owen, Glenn Wolff, Marcus Bennett, Hollie DeWalt, Alison Arnold, Laura Matchett, Jim Bensley, Brad Butcher, Marina Call

**REVIEW OF AGENDA**—The agenda was accepted as presented.

**STRATEGIC FOCUS**

**Strategic Initiatives Update: Community Partnerships and Engagement**—As one of the broader strategies, Jason Slade, Vice President of Strategic Initiatives, highlighted the University Center partners that presented later in the agenda. Points of pride include utilizing the strengths of the NMC Foundation, workforce IT 8-week training, and significant increases in requests for custom training. Chair Oblinger commended Slade for the work with the Office of Possibilities (OOPs). In response to a questions regarding EES deficit, Slade described how EES programing is now planned through a business and financial perspective.

**REPORTS AND PRESENTATIONS**

**University Center Partnerships**—Dr. Angela Garrey noted Central Michigan University has been a University Center (UC) partner since 1979 and shared CMU’s six strategic focus areas. Davenport University’s Zach Whitaker, Campus Director, highlighted collaborative paths in aviation, Uncrewed Aerial Systems, and nursing. Standing in for Kevin D’Alessandro of Ferris State University, Jason Slade explained Traverse City is one of five regional hubs for Ferris State. Shannon Owen, Grand Valley State University, Director Northern Region, emphasized four areas of GVSU’s investments in the region: 1) increasing access to healthcare education; 2) growing teacher preparation and talent pipelines; 3) growing the green and blue economy; and 4) enhancing a tech talent pipeline and supporting local entrepreneurs.

**Aviation Hangar Capital Planning**—Joe Asperger, Plante Moran Realpoint, provided background on Plante Moran Realpoint, which provides real estate consulting, real estate transaction management and owner representation/program management. Vice President of Finance and Administration Troy Kierczynski shared the alignment with strategy five-objective one, to increase aviation enrollment. The original and alternate concepts of hangar expansion were presented. The

Board's Building and Site Committee will discuss the options further at their next meeting and bring forth a formal recommendation to the full Board when it is appropriate in the process.

**Faculty Report: Study Abroad Success**—Jim Bensley, Director of International Services and Learning, celebrated the recent ranking of NMC as #10 in the nation among community colleges for student participation in study abroad by the Institute for International Education. Bensley shared how travel protocols took COVID-19 into account and what future internationalization opportunities are being planned.

**PUBLIC INPUT**—There was no public input offered.

## UPDATES

**President's Update**—President Nick Nissley's key highlights included:

- Benzie County Listening Sessions
- ITEMS funding from State of Michigan
- Upcoming Facilities Master Plan Community Listening Sessions

**Board Chair Update**—Chair Laura Oblinger reflected on 2023 and recognized the work of the NMC executive staff. Oblinger thanked executive staff individually for their work throughout the year.

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

- Minutes of the November 20, 2023, regular meeting and closed session
- Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- PRMC—*Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications*
- Foundation Report—*Jennifer Hricik, Interim Associate Vice President for Resource Development and Executive Director of Foundation*
- Executive Committee Report—*Laura Oblinger, Committee Chair*

## ACTION ITEMS

**Closed Session**—Andy Robitshek made a motion, seconded by Kennard Weaver that the Board adjourn the open session and meet in closed session (pursuant to Subsection 8(1)(d)) of the Open Meetings Act, MCL 15.268) to consider the purchase or lease of property. The motion passed with the following roll call vote: Yes—Chris Bott, Ken Warner, Doug Bishop, Andy Robitshek, Kennard Weaver, and Laura Oblinger; No—none; and the Board went into closed session at 7:11 p.m.

**Reconvene Regular Session**—Kennard Weaver made a motion, seconded by Doug Bishop, to adjourn the closed session and reconvene the open session. The motion passed with the following roll call vote: Yes—Kennard Weaver, Ken Warner, Doug Bishop, Andy Robitshek, Chris Bott, Laura Oblinger; No—none; and the regular open session reconvened at 7:36 p.m.

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

**ADJOURNMENT**—The meeting adjourned at 7:37 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  
BOARD OF TRUSTEES  
SPECIAL MEETING MINUTES  
Thursday, December 21, 2023  
President’s Office Conference Room**

**CALL TO ORDER**—Chair Laura J. Oblinger called the regular meeting to order at 10:30 a.m.

**ROLL CALL**

**Trustees present:** Laura J. Oblinger, Chris M. Bott, Kennard R. Weaver, Douglas S. Bishop

**Trustees absent:** Kenneth E. Warner, Andrew K. Robitshek, Rachel A. Johnson

**Also present:** President Nick Nissley, Lynne Moritz, Troy Kierczynski

**REVIEW OF AGENDA**—The agenda was accepted as presented.

**PUBLIC INPUT**—There was no public input offered.

**Closed Session**—Chris Bott made a motion, seconded by Doug Bishop, that the Board adjourn the open session and meet in closed session (pursuant to Subsection 8(1)(d) of the Open Meetings Act, MCL 15.268) to consider the purchase or lease of property. The motion passed with the following roll call vote: Yes—Chris Bott, Kennard Weaver, Doug Bishop, and Laura Oblinger; No—none; and the Board went into closed session at 10:33 a.m.

**Reconvene Regular Session**—Doug Bishop made a motion, seconded by Kennard Weaver, to adjourn the closed session and reconvene the open session. The motion passed with the following roll call vote: Yes—Doug Bishop, Kennard Weaver, Chris Bott, Laura Oblinger; No—none; and the regular open session reconvened at 10:43 a.m.

**Acquisition of Real Property**—Pursuant to Policy A-106.00 Facilities, Doug Bishop made a motion, seconded by Kennard Weaver, authorizing administration to enter into the purchase agreement as presented, with an additional phase one environmental site assessment to be completed during the inspection period. The motion passed with unanimous support.

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

**ADJOURNMENT**—The meeting adjourned at 10:43 a.m.

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

SIGNED \_\_\_\_\_

Laura J. Oblinger, Chair

ATTESTED \_\_\_\_\_

Doug Bishop, Trustee



**Northwestern  
Michigan  
College**

**MEMO  
Enrollment Services**

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To: Dr. Nick Nissley, President  
 From: Todd Neibauer, VP for Student Services and Technologies  
 Date: January 15, 2023  
 Subject: Enrollment Update – Spring 2024

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**Spring 2024**

Overall contact hour enrollment is currently up 1.8% while our current headcount is up 1.4%. Final count day for the semester is January 23. We currently have 77 more new students and 40 fewer returning students than last year. The full spring 2024 enrollment report will be provided at the February meeting.

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

	<b>Spring 2021</b>	<b>Spring 2022</b>	<b>Spring 2023</b>	<b>Spring 2024</b>	<b>Change</b>
<b>Inquiries</b>	1,838	1,797	1,419	1,630	14.9%
<b>Applicants</b>	1,721	1,424	1,400	1,592	13.7%
<b>% Applied</b>	93.6%	79.2%	98.7%	97.7%	-1.0%
<b>Admits</b>	1,358	1,161	1,055	1,152	9.2%
<b>% Admitted</b>	78.9%	81.5%	75.4%	72.4%	-3.0%
<b>Admits Registered</b>	836	788	688	765	11.2%
<b>% Admits Registered</b>	61.6%	67.9%	65.2%	66.4%	1.2%
<b>Prior Admits Registered</b>	5	7	0	1	100.0%
<b>Retained Students</b>	2,048	2,177	2,081	2,041	-1.9%
<b>% Retained</b>	62.5%	66.0%	67.1%	64.8%	-2.3%
<b>Return Students</b>	156	146	114	114	0.0%
<b>Average Contact Hours</b>	10.1	10.78	10.52	10.57	0.5%
<b>Total Headcount</b>	3,045	3,118	2,881	2,920	1.4%
<b>Total Contact Hours</b>	30,748	33,614	30,319	30,872	1.8%
<b>Tuition</b>	5,754,482	6,810,322	6,136,721	6,673,371	8.7%



**MEMO**  
*Administrative Services*

**To:** Dr. Nick Nissley, President  
**From:** Troy Kierczynski, Vice President of Finance and Administration  
**Date:** January 15, 2024  
**Subject:** Summary Report for the General Fund as of December 31, 2023

The attached reports summarize the financial results for the General Fund as of December 31, 2023. The 6th month represents 50% 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 \$1,968,173. Revenue increased by 12% when comparing year-to-date December 2023 to December 2022. Expenses increased by 7% when comparing year-to-date December 2023 to December 2022.

**Revenue (letters refer to the attached General Fund summary)**

- A. Tuition and fees: For Fall 2023, the budget was set at 32,231 contact hours for a total budget revenue of \$6,821,060. Actual fall contact hours are projected at 32,732 with a projected revenue of \$7,030,253. Fall revenue was over budget by \$209,193. 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 29,957 with actual revenue of \$6,570,239. Spring revenue is trending over budget by \$168,521.
- 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 06

Funds	Accounts	2023-2024 Adjusted Budget	YTD Activity	% of Annual Budget
<b>TOTAL GENERAL FUND</b>				
<b>50</b>	<b>Revenues</b>			
	Tuition and Fees	22,212,097	12,574,169	56.61%
	Property Taxes	13,900,791	6,458,688	46.46%
	Other Local	<u>0</u>	<u>0</u>	*
	Local Sources	36,112,888	19,032,857	52.70%
	State Sources	10,826,033	3,983,594	36.80%
	Federal Sources	0	0	*
	Private Sources	1,175,242	215,198	18.31%
	Investment Income	320,000	500,750	156.48%
	Other Sources	<u>495,000</u>	<u>248,739</u>	50.25%
	<b>Total Revenues</b>	<b>48,929,163</b>	<b>23,981,138</b>	<b>49.01%</b>
<b>60</b>	<b>Labor</b>			
	Salaries & Wages	25,137,688	10,955,080	43.58%
	Benefits	<u>10,286,740</u>	<u>4,779,488</u>	46.46%
	<b>Total Labor</b>	<b>35,424,428</b>	<b>15,734,568</b>	<b>44.42%</b>
<b>70</b>	<b>Expenses</b>			
	Purchased Services	2,895,004	1,829,455	63.19%
	Supplies & Materials	3,107,437	1,325,444	42.65%
	Internal Services	110,273	55,029	49.90%
	Other Expenses	1,603,453	644,837	40.22%
	Institutional Expenses	1,700,512	859,860	50.56%
	Maintenance & Renovation	1,944,397	908,341	46.72%
	Prof Develop, Travel & Events	600,659	305,059	50.79%
	Capital Outlay	<u>98,000</u>	<u>65,364</u>	66.70%
	<b>Total Expenses</b>	<b>12,059,735</b>	<b>5,993,389</b>	<b>49.70%</b>
	<b>Total Expenditures</b>	<b>47,484,163</b>	<b>21,727,957</b>	<b>45.76%</b>
<b>80</b>	<b>Transfers</b>			
	Transfers	1,445,000	285,008	19.72%
	<b>Total Transfers</b>	<b><u>1,445,000</u></b>	<b><u>285,008</u></b>	<b>19.72%</b>
	<b>Total Expenditures and Transfers</b>	<b>48,929,163</b>	<b>22,012,965</b>	<b>44.99%</b>
	<b>Net Revenues over (under) Expenditures</b>	<b>0</b>	<b>1,968,173</b>	



**Northwestern Michigan College  
Comparison - Fiscal Year to Date  
General Fund  
Dec 2023 vs. Dec 2022**

**INTERIM**  
This statement does not  
reflect year-end results.

	YTD 12/31/2023	YTD 12/31/2022	\$ Diff	% Diff	Comments
<b>Revenue</b>					
Local Sources:					
Tuition & Fees	\$ 12,574,169	\$ 11,537,006	\$ 1,037,163	9%	Primarily due to higher enrollment resulting in higher tuition and fee revenue in FY24 than prior year
Property Taxes	6,458,688	5,732,374	726,314	13%	Timing of property tax payments received from townships and overall increases in property values
<b>Total Local Sources</b>	<b>19,032,857</b>	<b>17,269,380</b>	<b>1,763,477</b>	<b>10%</b>	
State Sources	3,894,537	3,533,027	361,510	10%	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	215,198	220,279	(5,081)	-2%	Consistent with prior year
Investment Income	500,750	86,747	414,003	477%	Higher interest/dividends recognized in FY24 than in FY23
Other Sources	248,739	292,163	(43,424)	-15%	Primarily due to lower Marine Center revenue through this time of year in FY24
<b>Total Revenue</b>	<b>23,981,138</b>	<b>21,477,534</b>	<b>2,503,604</b>	<b>12%</b>	
<b>Expenses</b>					
Salaries and Wages	10,955,080	10,714,162	240,918	2%	Consistent with prior year; professional salary expenses are higher in FY24 and partially offset by lower adjunct expenses due to EduStaff transition
Benefits	4,779,488	4,453,885	325,603	7%	Primarily due to higher health benefit expenses in calendar year 2023 and higher MPERS and TIAA expenses in FY24
Purchased Services	1,829,455	1,322,816	506,639	38%	Primarily due to transition of adjunct and supplement staff to EduStaff; also impacted by higher advertising expenses in FY24
Supplies & Materials	1,325,444	1,381,144	(55,700)	-4%	Primarily due to timing of aviation fuel purchases
Internal Services	55,029	30,396	24,633	81%	Timing of internal events/charges
Other Expenses	644,837	592,898	51,939	9%	Primarily due to higher recruiting/promotion expenses in FY24
Institutional Expenses	859,860	774,657	85,203	11%	Primarily due to a combination of higher electric expenses; partially offset by timing of heating payments in FY24
Maintenance & Renovation	908,341	796,653	111,688	14%	Primarily due to the timing of equipment and software maintenance expenses and higher facility maintenance expense in FY24
Professional Development	305,059	219,742	85,317	39%	Higher membership and subscription expenses and higher professional development expenses in FY24
Capital Outlay	65,364	102,960	(37,596)	8083%	Timing of COAT purchases
<b>Total Expenses</b>	<b>21,727,957</b>	<b>20,389,313</b>	<b>1,338,644</b>	<b>7%</b>	
<b>Transfers</b>	<b>285,008</b>	<b>234,062</b>	<b>50,946</b>	<b>4000%</b>	Sabbatical, CIE, and IAF transfers for FY24
<b>Total Expenses &amp; Transfers</b>	<b>22,012,965</b>	<b>20,623,375</b>	<b>1,389,590</b>	<b>7%</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 1,968,173</b>	<b>\$ 854,159</b>	<b>\$ 1,114,014</b>	<b>130%</b>	





**Northwestern Michigan College  
Comparison - Month Over Month  
General Fund  
Dec 2023 vs. Nov 2023**

**INTERIM**

This statement does not  
reflect year-end results.

	YTD <u>12/31/2023</u>	YTD <u>11/30/2023</u>	Dec 23 <u>Activity</u>	Nov 23 <u>Activity</u>	<u>Comments</u>
<b>Revenue</b>					
Local Sources:					
Tuition & Fees	\$ 12,574,169	\$ 11,169,295	\$ 1,404,874	\$ 2,436,190	Four weeks of tuition recognized in November and only two weeks of tuition recognized in December; flight fees were also lower in December than in November
Property Taxes	6,458,688	5,593,003	865,685	(524,980)	Timing of tax collections received - one Twp check returned (Twp reissued check received and deposited in December)
<b>Total Local Sources</b>	<b>19,032,857</b>	<b>16,762,298</b>	<b>2,270,559</b>	<b>1,911,210</b>	
State Sources	3,894,537	2,800,227	1,094,310	1,527,392	Due to the timing of 147a offset payments received in November
State PPT Reimbursement	89,057	-	89,057	-	- State PPT reimbursement received in December
Federal Sources	-	-	-	-	- Consistent with prior month
Private Sources	215,198	215,198	-	-	- Consistent with prior month
Investment Income	500,750	432,781	67,969	22,309	Higher interest and dividend activity from investments in December
Other Sources	248,739	210,638	38,101	58,086	Primarily due to lower Lobdell's sales in December due to timing of Lobdell's end of semester closure
<b>Total Revenue</b>	<b>23,981,138</b>	<b>20,421,142</b>	<b>3,559,996</b>	<b>3,518,997</b>	
<b>Expenses</b>					
Salaries and Wages	10,955,080	8,297,818	2,657,262	1,882,639	December had an extra pay period (3 pays instead of 2)
Benefits	4,779,488	3,726,724	1,052,764	811,859	December had an extra pay period (3 pays instead of 2)
Purchased Services	1,829,455	1,545,150	284,305	294,352	Consistent with prior month
Supplies & Materials	1,325,444	1,128,517	196,927	208,942	Consistent with prior month
Internal Services	55,029	55,510	(481)	8,632	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	644,837	562,077	82,760	179,452	Primarily due to higher recruiting/promotional expenses in November
Institutional Expenses	859,860	726,892	132,968	199,533	Due to timing of snow removal expenses
Maintenance & Renovation	908,341	751,275	157,066	140,784	Consistent with prior month
Professional Development	305,059	256,143	48,916	83,737	Timing of professional development reimbursements
Capital Outlay	65,364	65,364	-	36,565	No activity in December
<b>Total Expenses</b>	<b>21,727,957</b>	<b>17,115,470</b>	<b>4,612,487</b>	<b>3,846,495</b>	
<b>Transfers</b>	<b>285,008</b>	<b>176,682</b>	<b>108,326</b>	<b>-</b>	- Sabbatical, CIE, and IAF transfers for FY24
<b>Total Expenses &amp; Transfers</b>	<b>22,012,965</b>	<b>17,292,152</b>	<b>4,720,813</b>	<b>3,846,495</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 1,968,173</b>	<b>\$ 3,128,990</b>	<b>\$ (1,160,817)</b>	<b>\$ (327,498)</b>	



Northwestern  
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**MEMO**  
*Administrative Services*

**To:** Troy Kierczynski, VP Finance and Administration  
**From:** Lindsey Lipke, Controller  
**Date:** January 15, 2024  
**Subject:** Realized and Unrealized Investment Gains & Losses for the Quarter Ended December 31, 2023

Northwestern Michigan College (“the College”) manages its investments in effort to maximize returns while carefully assessing portfolio security, interest rate risk, and cash flow needs. The College’s investment options are limited to those allowable under Michigan’s *Community College Act of 1966*, as amended, including but not limited to bonds, treasury bills, treasury notes, certificates of deposit, savings accounts, commercial paper, and mutual funds, trusts, or investment pools composed entirely of instruments that are eligible collateral.

The College invests primarily in bonds, commercial paper, and certificates of deposit. In its long-term strategy, the College typically holds investments to maturity rather than seeking short-term gains at the expense of future returns. Market conditions ultimately drive the College’s investment holdings, income and overall performance.

The College reports investments on its statement of net position at fair value. Dividends, interest, and gains (realized and unrealized) are reflected in aggregate as **net investment income** in the College’s statement of revenue, expenses, and changes in net position. The College recognized the following investment income (general fund only):

**Investment Income - General Fund Only**

*For the periods ending:*

	June 30 2022	June 30 2023	December 31 2023
Realized gains (losses)	\$ -	\$ -	\$ -
Unrealized gains (losses)	(1,891,082)	(501,288)	(483,607)
Dividends and interest	172,479	543,467	446,952
<b>Investment income, net</b>	<u>(1,718,603)</u>	<u>42,179</u>	<u>(36,655)</u>

The College had no realized gains in fiscal years 2022, 2023, or 2024 (year to date) related to investments.

The unrealized losses in fiscal years 2022 and 2023 represent a rebound in bond market rates after bottoming out in June 2020. In fiscal year 2024 (year to date), we continue to recognize overall unrealized losses.

After nearly four years of interest rate hikes stemming from the pandemic, the Fed is planning to begin a rate cutting cycle in 2024 with a cut of 25 basis points expected in March 2024.

An increase in dividends and interest is being seen in 2024 partially due to more favorable market conditions and partially due to the College’s short term investment strategy which is taking advantage of prevailing rates in liquid money market and commercial paper.

**Northwestern Michigan College**  
**Investments Held**  
**December 31, 2023**

<b>Financial Institution</b>	<b>CUSIP</b>	<b>Security Issuer</b>	<b>Abbr.</b>	<b>Security Type</b>	<b>Maturity</b>	<b>Coupon or Interest Rate</b>	<b>Interest Frequency</b>	<b>Cost</b>	<b>NMC Notes</b>
Huntington Bank	3136G4N33	Federal National Mortgage Association	FNMA	U.S. Agency Bond	8/27/2025	0.500%	Semi-Annual	\$ 5,000,000	callable on 2/27/24
Huntington Bank	3136G45G4	Federal National Mortgage Association	FNMA	U.S. Agency Bond	10/27/2028	0.750%	Semi-Annual	\$ 5,000,000	callable on 1/27/24
Huntington Bank	3135GA3L3	Federal National Mortgage Association	FNMA	U.S. Agency Bond	11/23/2029	1.070%	Semi-Annual	\$ 5,000,000	callable on 2/23/24
Huntington Bank	3134GWNX0	Federal Home Loan Mortgage Corporation	FHLM	U.S. Agency Bond	8/27/2030	1.100%	Semi-Annual	\$ 3,900,000	callable on 2/27/24
Huntington Bank	3130AWNN6	Federal Home Loan BKS	FHLB	U.S. Agency Bond	7/26/2028	5.750%	Semi-Annual	\$ 1,250,000	callable 1/26/2024
Huntington Bank	09659BC81	Paribas New York BRH Disc Commercial Paper		Corporate Bond	3/8/2024	5.570%	Maturity	\$ 707,000	matures 3/8/2024
Huntington Bank	40060WAR3	GTA FDG LLC Disc Commercial Paper		Corporate Bond	1/25/2024	5.500%	Maturity	\$ 1,500,000	matures 1/25/2024
Huntington Bank	53944QAV2	LMA Amers LLC Disc Commercial Paper		Corporate Bond	1/29/2024	5.570%	Maturity	\$ 1,500,000	matures 1/29/2024
Huntington Bank	63307LD16	National Bank of Canada Disc Commercial Paper		Corporate Bond	4/1/2024	5.600%	Maturity	\$ 1,270,000	matures 4/1/2024
Huntington Bank	13608AEE2	Canadian Imperial Bk of Disc Commercial Paper		Corporate Bond	5/14/2024	5.570%	Maturity	\$ 1,040,000	matures 5/14/2024
Huntington Bank	71708EFS9	Pfizer Inc Disc Commercial Paper		Corporate Bond	6/26/2024	5.320%	Maturity	\$ 1,060,000	matures 6/26/2024
Huntington Bank	89233GF35	Toyota Mtr Cr Corp Disc Commercial Paper		Corporate Bond	6/3/2024	5.430%	Maturity	\$ 1,050,000	matures 6/3/2024
<b>Total Investments Held</b>								<b>\$ 28,277,000</b>	

**Northwestern Michigan College**  
**Statement of Net Position**  
**General Fund**  
**December 31, 2023**



	<b>As of December 31,</b>	
	<b>2023</b>	<b>2022</b>
<b>Assets</b>		
<b>Current assets</b>		
Cash and cash equivalents	\$ 7,988,824	\$ 10,212,278 <b>A</b>
Accounts receivable, net	10,335,491	9,638,158
Prepaid expenses and other current assets	2,242,163	1,803,852
<b>Total current assets</b>	<b>20,566,478</b>	<b>21,654,288</b>
<b>Noncurrent assets</b>		
Long-term investments	25,865,650	24,608,898 <b>A</b>
Due to other funds	(23,273,133)	(25,286,177)
<b>Total noncurrent assets</b>	<b>2,592,518</b>	<b>(677,279)</b>
<b>Total assets</b>	<b>\$ 23,158,995</b>	<b>\$ 20,977,009</b>
<b>Liabilities</b>		
<b>Current liabilities</b>		
Accounts payable	\$ 103,277	\$ 214,113 <b>B</b>
Accrued payroll	2,027,130	2,035,158
Unearned revenue	8,535,219	7,447,812
<b>Total current liabilities</b>	<b>10,665,626</b>	<b>9,697,083</b>
<b>Noncurrent liabilities</b>		
Voluntary separation plan	\$ 20,800	\$ 52,000
<b>Total noncurrent liabilities</b>	<b>20,800</b>	<b>52,000</b>
<b>Total liabilities</b>	<b>\$ 10,686,426</b>	<b>\$ 9,749,083</b>
<b>Net position</b>		
Net position, beginning of year	\$ 10,504,396	\$ 10,327,835
Change in net position	1,968,173	900,091
<b>Total net position</b>	<b>12,472,569</b>	<b>11,227,926</b>
<b>Total liabilities and net position</b>	<b>\$ 23,158,995</b>	<b>\$ 20,977,009</b>

**Notes:**

**A** - Cash and investments balances fluctuate due to timing of investment purchases, sales, and payroll.

**B** - Accounts Payable balances fluctuate due to timing of accounts payable processes



**Northwestern Michigan College**  
**Income Statement Projections - General Fund**  
**For the Year Ended June 30, 2024**  
**As of 1/12/2024**

**INTERIM**  
This statement does not  
reflect year-end results.

	FY23 <u>Actual</u>	FY 24 <u>Budget</u>	YTD <u>1/12/2024</u>	FY 24 <u>Projected</u>	Difference <u>vs. Budget</u>	<u>Comments</u>
<b>Revenue</b>						
Local Sources:						
Tuition & Fees	\$ 21,323,999	\$ 22,212,097	\$ 12,806,935	\$ 23,217,559	1,005,462	Enrollment was higher than expected in Fall / Spring. Also, aviation flight fees are trending higher than budgeted.
Property Taxes	12,663,865	13,900,791	6,485,064	13,902,075	1,284	In line with budget
<b>Total Local Sources</b>	<b>33,987,864</b>	<b>36,112,888</b>	<b>19,291,999</b>	<b>37,119,635</b>	<b>1,006,747</b>	
State Sources	14,609,228	10,696,033	3,461,034	10,842,670	146,637	Currently trending slightly above budget due to higher than expected MPSERS offset receipts
State Property Tax Reimbursement	185,235	130,000	89,057	156,477	26,477	In line with budget
Federal Sources	9,200	-	24,182	-	-	GLMA direct funding is now recognized in restricted funds instead of the general fund
Private Sources	1,333,617	1,175,242	215,198	1,175,242	-	In line with budget
Dividend and Interest Income	544,035	320,000	446,952	799,953	479,953	The College continues to take advantage of a favorable interest rate environment
Unrealized Gain (Loss) on Investments	(530,514)	-	-	-	-	Not projected due to volatility of unreal. losses; see quarterly investments memo (Jan/Apr/Jul/Oct)
Other Sources	675,147	495,000	274,380	639,567	144,567	Increase in extra sales including culinary sales in FY24
<b>Total Revenue</b>	<b>50,813,812</b>	<b>48,929,163</b>	<b>23,802,801</b>	<b>50,733,543</b>	<b>1,804,380</b>	
<b>Expenses</b>						
Salaries and Wages	23,517,092	25,137,688	10,955,080	23,721,194	(1,416,494)	Currently trending below budget due to shift to EduStaff for suppl + adjuncts, and open positions
Benefits	13,441,442	10,286,740	4,785,339	9,773,576	(513,164)	Currently trending below budget
Purchased Services	3,073,784	2,895,004	1,979,758	3,947,074	1,052,070	Trending above budget due to impacts of EduStaff transition
Supplies & Materials	2,861,325	3,107,437	1,365,646	3,125,032	17,595	Currently trending slightly above budget
Internal Services	82,699	110,273	56,133	98,579	(11,694)	Trending slightly below budget
Other Expenses	1,238,042	1,603,453	661,375	1,718,380	114,927	Trending above budget for student assistance expenses (offset by Foundation gifts) and Native tuition waivers
Institutional Expenses	1,919,104	1,700,512	1,004,519	1,975,899	275,387	Budgeted for increases in utilities but electric expenses are currently trending above budget
Maintenance & Renovation	1,565,241	1,944,397	950,484	2,066,091	121,694	Maintenance of facilities trending above budget
Professional Development	593,380	600,659	330,547	730,113	129,454	Increased activity in PD events and travel
Capital Outlay	842,128	98,000	84,930	98,000	-	
<b>Total Expenses</b>	<b>49,134,237</b>	<b>47,484,163</b>	<b>22,173,811</b>	<b>47,253,939</b>	<b>(230,224)</b>	
<b>Transfers Out (In)</b>						
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
Restricted Fund - CARES Act Funding	-	-	(120,000)	-	-	Transfer CARES Act funding items to restricted fund
Restricted Fund - GLMA Direct Support	(1,061,425)	(1,100,000)	-	(600,000)	-	Transfer MARAD restricted funds to the general fund to support academy operations
Restricted Fund - GLMA Heritage Act Program Specific	-	-	-	-	-	One-Time transfer of Heritage Act fund balance to restricted fund
<b>Total Transfers</b>	<b>1,446,680</b>	<b>1,445,000</b>	<b>133,008</b>	<b>3,201,618</b>	<b>1,756,618</b>	
<b>Total Expenses &amp; Transfers</b>	<b>50,580,917</b>	<b>48,929,163</b>	<b>22,306,819</b>	<b>50,455,556</b>	<b>1,526,393</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 232,895</b>	<b>\$ -</b>	<b>\$ 1,495,983</b>	<b>\$ 277,987</b>	<b>\$ 277,987</b>	



Northwestern  
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## **MEMO**

*Public Relations, Marketing,  
and Communications*

**To:** Nick Nissley, President

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

**Date:** 1-12-24

**Subject:** December 2023 Monthly Report

NMC had strong results, especially in earned media, for December with coverage of an NMC alumna who graduated from Ferris State University with her infant tucked inside her gown. [This story](#) was picked up by many national media outlets including USA Today, CNN, People, MSN and Yahoo News. In paid media, overall applications were down MOM, but up YOY. This is expected and seen across the industry due to the impact of the holidays on the user journey. The GLCI campaign continues to be the highest performing program campaign, followed by GLWSI. Both have an expanded geographic reach to support strategies 2 and 5. Owned media's NMC Now e-newsletter highlighted the facility master plan process and the police academy easing officer shortages. In other owned media news, we are transitioning Nexus magazine into a new community engagement piece with a targeted launch date of fall 2024. Shared media was up YOY with highest performing social posts of aviation aerial views, police academy, study abroad and dental. We are also in the process of gathering RFPs for the comprehensive college branding initiative funded by a Lumina Foundation grant we secured last year. NMC Public Relations, Marketing and Communication key performance indicators for December 2023 include:

### **Paid Media** ↓

- Applications: 123
- Accounts: 116

### **Earned Media** ↑

- Media mentions: 115
- Positive/neutral sentiment: 100%
- Publicity value: \$880k

### **Owned Media** ↑

- NMC Now: 904 readers, 45% open rate

### **Shared Media** ↑

- Facebook followers: +12% YOY
- Facebook engagement: -40% YOY
- Instagram followers: +14% YOY
- Instagram engagement: +43% YOY



**MEMO: Resource Development**

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

**From:** Carly McCall, Director of Alumni Engagement

**Date:** January 15, 2024

**Subj:** Foundation Update

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**Fund Raising – a report on FY24 goals**

As of today's date, the fiscal year is 54% completed and 63% of the budgeted goal of \$2,575,000 in new cash gifts and pledges has been received, with 1,949 gifts and pledges recorded.

**FY24 Total Dollars Raised Through the NMC Foundation**

\$1,570,451	Total cash gifts and pledges received to date (including The Fund for NMC)
\$100,000	New documentation of planned gift intentions
<u>+ \$47,1133</u>	Gross event revenue
<b>\$1,717,564</b>	<b>Total raised through new gifts, commitments, &amp; events</b>
\$650,000	Additional, received from previously documented planned gifts

Of the new cash gifts and pledges realized, donors are impacting the following areas of the college:

- Unrestricted gifts to the Fund for NMC - \$291,866
- Scholarships, both restricted and endowed funds - \$901,259
- Program support and capital projects at NMC - \$477,325

**Foundation Initiatives**

- Results of the year end direct mail and email campaigns were very strong. We received 571 gifts (the second highest in December over the last 10 years), raising \$507,724. This included a new planned gift intention for \$100,000 and four gifts over \$25,000 each.
- Jennifer Hricik has resumed her position of Leadership Gift Specialist, transitioning out of the role of Interim Director. Carly McCall, Director of Alumni Engagement, will be covering essential responsibilities of the role of executive director, until the search (now underway) for the Chief Advancement Officer is completed and the new vice president is on-board.
- The Great Lakes Maritime Academy Alumni Association is resuming activities this winter, after a four-year hiatus. Building a revitalized working partnership with the Alumni Office, they will hold their reunion weekend February 16-17, 2024.

Northwestern Michigan College  
Board of Trustees  
**Building and Site Committee Minutes**  
December 12, 2023  
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 (Chair), Kennard Weaver, Chris Bott

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

**TART Trail Expansion at Great Lakes Campus**—Chris Kushman, Trail Planning & Management Director of TART Trails, provided an update on TART Trail's proposed expansion project planned from Division/US-31 to Eastern Avenue along Grandview Parkway. The timing of this project is based upon funding and Grandview Parkway construction scheduled for 2024. There was discussion whether the trail expansion impedes potential future development for parking or if parking spaces are at capacity for the Great Lakes Campus. NMC Facilities will confirm the parking space capacity and potential. The parking roundabout compass design does expand through the area where the trail is moved northward, away from the roadway; there was discussion regarding this design element, as well as the impact on removal and replanting of trees between the parking lot and roadway. Kushman will put together easement language with legal description for review by the full Board of Trustees tentatively slated for January 2024.

**Critical Incident Mapping**—Vice President of Finance and Administration Troy Kierczynski announced the state budget included funding for critical incident mapping, which is a tactic used by military and emergency responders to create real-life satellite imaging of buildings and surrounding areas to help with first responders in an emergency situation. The amount of funding available is \$140,000 and while there is one vendor/company that has completed this work for all k-12 schools in Michigan, the business office will solicit quotes. As the funding is grant based, no Board approval is required. The project is anticipated to be complete by the end of June 2024.

**Facilities Master Plan**—The second of three community listening sessions is scheduled for later this week. Kierczynski provided an overview of the session program. Close to 100 survey responses have been received from the campus and broader community.

**Aviation Hangar Capital Planning**—At the previous committee meeting and regular Board meeting Plante Moran Realpoint presented the alternative concept for expansion of the Aviation hangar. Chris Bott made a motion, seconded by Kennard Weaver, to move forward with the recommended Aviation expansion plan as presented to the full Board at the regular meeting on December 11, 2023. Next steps for the process will include the required request for proposals and bids. The committee unanimously supported the motion.

**Public Input**—There was no public comment offered.

The meeting was adjourned at 2:37 p.m.

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



## Projected Return On Investment (ROI)

	Recommended	Alternate	Comments
Description	Excludes Long Haul Bay	Includes Long Haul Bay	
Program Capacity (# students)	195	211	Currently 130 students
Fleet Size (# planes)	23	25	Currently 15 planes
Cost of Expansion	\$9,196,310	\$11,696,310	As presented
Cost of Additional New Planes	\$4,800,000	\$6,000,000	Estimated \$600,000 per plane
State Grant	\$3,750,000	\$3,750,000	Appropriated through LEO in 2023 State Supplemental
Foundation Support	\$500,000	\$500,000	Campaign focus on equipment (planes/simulation) vs. building?
Projected Annual Net Income Impact (\$)	\$750,000	\$875,000	Rounded
Projected Annual ROI (%)	7.9%	6.6%	Excludes time value of money considerations
Projected Payback Period (Years)	12.7	15.2	Excludes time value of money considerations
Risks	<ul style="list-style-type: none"> <li>Staffing challenges</li> <li>Changes in Aviation demand may alter business model</li> </ul>	<ul style="list-style-type: none"> <li># of Planes <u>Exceeds</u> Runway Capacity</li> <li>Staffing challenges</li> <li>Overinvestment; changes in Aviation demand may alter business model</li> </ul>	

Northwestern Michigan College  
Board of Trustees  
**Building & Site Committee Minutes**  
January 9, 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, Kennard Weaver, Chris Bott

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

### **Hydrant Easement at Great Lakes Campus**

A request from the City of Traverse City for a hydrant easement in relation to the upcoming Front Street construction project near the Great Lakes Campus was reviewed. Kennard Weaver made a motion, seconded by Chris Bott, recommending the full Board of Trustees consider authorizing administration to grant an easement to the City of Traverse City for a public utility easement at the Great Lakes Campus.

### **Campus Facilities Master Plan**

President Nick Nissley and Vice President of Finance and Administration Troy Kierczynski reviewed early emerging themes from the ongoing Facilities Master Plan. Five large themes include consolidation of the University Center Campus, Front Street Campus revitalization, Aero Park revitalization, Freshwater Research and Innovation Center, and assessment of surplus real estate. In advance of the Study Session planned for February 1, 2024, these themes and the additional context and information requested were discussed. The importance of prioritizing projects in alignment with the strategic plan was emphasized.

### **Aviation Hangar Capital Planning**

Kierczynski shared that the college is prepared to post a request for proposals for owner's representation related to the Aviation hangar expansion project soon, with an intention to bring the selection to the Board of Trustees for approval in early February. The need for additional ramp space was discussed, with a request to confirm if that is needed with the current scope of the project.

### **TART Trail Expansion at Great Lakes Campus Follow Up**

Following the December meeting of the committee, the question of the ability to expand the parking lot at the Great Lakes Campus was discussed.

**Public Input**—There was no public comment offered.

**Other Discussion**—Scheduling ongoing monthly committee meetings for 2024 was referenced.

The meeting was adjourned at 2:27 p.m.

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

Northwestern Michigan College  
Board of Trustees  
**Fellows Nominating Committee Minutes**  
January 12, 2024  
President's Office Conference Room  
Tanis Building  
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Andy Robitshek called the meeting to order at 12:00 p.m.

Members Present: Andy Robitshek, Ken Warner

Members Absent: Rachel Johnson

Others Present: Nick Nissley, Lynne Moritz

**Selection of 2024 Fellow(s)**

Nominations for the 2024 Fellow(s) were reviewed and discussed. With a large pool of strong candidates, the committee recommends recognizing Bill Donberg, Tim Nelson & Nancy Johnson, and Jack & Karen Segal as 2024 Fellows of Northwestern Michigan College.

There was discussion regarding the most appropriate trustee(s) to contact the honorees and those who submitted their nominations.

**Public Input**—There was no public comment offered.

The meeting was adjourned at 12:28 p.m.

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

Northwestern Michigan College  
Board of Trustees  
**Presidential Performance and Compensation Committee Minutes**  
December 21, 2023  
President's Office Conference Room  
Tanis Building  
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Laura Oblinger called the meeting to order at 11:01 a.m.

Members Present: Laura Oblinger, Kennard Weaver, Doug Bishop

Others Present: Nick Nissley, Lynne Moritz

### **2024 Presidential Evaluation Process**

Chair Oblinger reviewed where the committee's last discussion left off regarding development of a less cumbersome evaluation instrument for trustees to complete the 2024 presidential evaluation. Oblinger proposed two segments: one focused on the college's Strategic Plan, and another on Core Competencies (i.e., traits the president is expected to have to effectively carry out his/her duties). The committee supported this updated framework, noting it simplifies prior evaluation tools.

Each area for assessment will include a numerical grading component and opportunity for trustees to submit comments.

The committee agreed to add "Board Communications and Relations" to the Core Competencies list, as it was previously a "Key Responsibility" and incorporated into other sections of past evaluations.

The committee would like to discuss the evaluation process and timeline with the full Board at an upcoming study session, once the President's Office has updated the trustee survey questions accordingly. No edits to the timeline or process were requested. Committee members noted they appreciate the mid-year evaluation check-in and do not see a need to conduct a 360, comprehensive review this year.

**Public Input**—There was no public comment offered.

The meeting was adjourned at 11:16 a.m.

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

**MEMORANDUM OF UNDERSTANDING  
BETWEEN NORTHWESTERN MICHIGAN COLLEGE  
AND THE NORTHWESTERN MICHIGAN COLLEGE FOUNDATION**

This Agreement is an amendment of the Agreement of December 16, 2015, and is entered into this \_\_\_\_ day of \_\_\_\_\_, 2023, by and between **Northwestern Michigan College**, a Michigan Community College authorized by the State of Michigan (the “College”), and the **Northwestern Michigan College Foundation**, a Michigan not-for-profit corporation organized under Section 501(c)(3) of the Internal Revenue Code (the “Foundation”).

**Purpose**

The Foundation was organized and incorporated in 1981 for the purpose of stimulating voluntary private support from alumni, parents, friends, corporations, foundations, and others, for the benefit of Northwestern Michigan College. The Northwestern Michigan College Foundation exists to raise and manage private resources supporting the mission and priorities of Northwestern Michigan College, and provide opportunities for students and a margin of institutional excellence unavailable with state funds. The Foundation is dedicated to assisting the College in the building of an endowment as well as addressing, through financial support, the long term academic and other priorities of the College.

As stated in its Articles of Incorporation, the Foundation is a separately incorporated Section 501(c)(3) organization and is responsible for identifying and nurturing relationships with potential donors and other friends of Northwestern Michigan College; soliciting cash, securities, real and intellectual property, and other private resources for the support of Northwestern Michigan College; and acknowledging and stewarding such gifts in accordance with donor intent in its fiduciary responsibilities.

**Foundation Name**

Consistent with its mission to help advance the plans and objectives of Northwestern Michigan College, the Foundation has been granted the use of the name Northwestern Michigan College Foundation. So long as the Foundation is granted consent to the use of its name by the College, the College further grants to the Foundation the use of the Northwestern Michigan College seal and other identifying marks to be used in the promotion of its business and activities, all of which are related to the benefit of Northwestern Michigan College by mutual agreement.

**Relationship of the Foundation to the College**

The Board of Trustees of the College is responsible for overseeing the mission, leadership, and the operations of the College.

The Foundation’s Board of Directors is responsible for the raising, oversight, investment, and management of all assets of the Foundation, including prudent management of all gifts consistent with donor intent. The College Board of Trustees approves the appointments of Foundation Board of Directors members, based upon recommendations from the Foundation Board.

Each Board is responsible for developing and overseeing its approved Strategic Plan. The President and the College Board of Trustees' representatives on the Foundation Board will ensure that the Foundation's Strategic Plan is in alignment with the College's plan, and will facilitate feedback and communication between the two boards during the development and implementation process.

The College President is responsible for communicating the College's priorities and long term plans, as approved by the Board of Trustees, to the Foundation Board of Directors and the Foundation Executive Director, and also for communicating back to the College Board of Trustees regarding the Foundation's activities, needs, and ideas. The Foundation Executive Director reports to the College President and is responsible for leading the Foundation's activities through its Board of Directors and staff. **The College's Vice President of Finance and Administration will develop, in conjunction with the Executive Director of the Foundation, the annual budget for the Foundation using the existing process that is in place.**

The College recognizes that its Foundation is a private corporation, with the authority to keep records and data confidential consistent with the law. The College shall establish and enforce policies that support the Foundation's ability to respect the privacy and confidentiality of donor records and shall adhere to practices set forth in the Association of Fundraising Professionals' Donor Bill of Rights.

The Foundation and the College Board of Trustees recognize that the Foundation exists for the sole purpose of raising and managing private resources in support of the College, and that all assets held by the Foundation ultimately belong to the College.

### **Foundation Responsibilities**

The Foundation shall create an environment conducive to increasing levels of private support for the mission and priorities of the College as identified by its Board of Trustees. The Foundation, in consultation with the College, will assist with planning and executing comprehensive fundraising and donor acquisition programs in support of the College's mission. These programs include annual giving, major gifts, planned gifts, special projects, and campaigns as appropriate. The College recognizes that the Foundation bears primary responsibility for private fundraising, and program directors will coordinate with development staff for fundraising activities with the Foundation.

The Foundation will establish, adhere to, and periodically assess its gift management and acceptance policies. It will promptly acknowledge and issue receipts for all gifts on behalf of the Foundation and the College, and provide appropriate recognition and stewardship of such gifts.

Consistent with the College's Gift Acceptance Policy, the Foundation is the primary depository of private gifts to the College, and will transfer funds to the College in compliance with applicable laws, College policies, and gift agreements. The Foundation's disbursements on behalf of the College must be used for reasonable business expenses that support the College, are consistent with donor intent, and do not conflict with the law. When distributing gift funds to the College, the Foundation will disclose any terms, conditions, or limitations imposed by the donor

or other legal determination on the gift. The College will abide by such restrictions and provide appropriate documentation.

The Foundation is also responsible for ensuring effective alumni relations and shall oversee an active program of engagement with college alumni.

### **Asset Management**

The Foundation will establish asset allocation, disbursement, and spending policies that adhere to applicable federal and state laws, including the Uniform Prudent Investor Act (UPIA), and the Uniform Management of Institutional Funds Act (UMIFA). The Foundation will receive, hold, manage, invest, and disburse contributions of cash, securities, patents, copyrights, and other forms of property, including immediately vesting gifts and deferred gifts that are contributed in the form of planned and deferred gift instruments.

To the extent permitted by law, the College and the Foundation will cooperate in the engagement of an independent accounting firm annually to conduct an audit of the Foundation's financial and operational records, and will provide the Northwestern Michigan College Board of Trustees a copy of the annual audited financial statements, including management letters. The Chair of the Foundation Finance and Audit Committee, or their designee, will serve as an ex-officio member of the Board of Trustees Audit Committee in the selection of the auditing firm.

### **Institutional Flexibility**

The Foundation may explore current opportunities, including acquisition and management of real estate, on behalf of the College, for future allocation, transfer, or use. The Foundation may serve as an instrument for entrepreneurial activities for the College and engage in such activities as purchasing, developing, or managing real estate for College needs. It may also hold licensing agreements and other forms of intellectual property.

### **Foundation Funding and Administration**

#### **Operating Expenses and College distributions**

The Foundation shall compensate the College for administrative and operational expenses as set forth below. Distributions to the College for other expenses shall also be completed as set forth in this Agreement. The annual fund transfer from the College to the Foundation will inform the Executive Director's development of the Foundation's operating budget. The amount of these funds to be transferred will be determined up front through the Vice President of Finance and Administration and Executive Director of Foundation's discussions.

The Foundation shall establish a financial plan to underwrite the cost of Foundation programs, operations, and services, which shall be approved by the College President. Upon recommendation by the Foundation Board and approval of the College President, The Foundation may use annual unrestricted funds to fund annual operating expenses. Any expenditures of unrestricted funds, must meet the purpose of fulfilling the Foundation's strategic

plan, which aligns with the College's strategic plan, and increases the net financial support of the College.

In recognition that a portion of resource development remains the responsibility of the College, the Foundation and the College shall mutually agree upon an annual operating budget within which a portion of Foundation operating expenses are allocated for payment paid by the College, with the remaining expenses to be paid by the Foundation. The ultimate approval of the Foundation operating budget resides with the College President.

The Foundation shall ensure that it is setting and achieving the mutual goals of the College and Foundation in terms of continued organizational development and resource development in support of College priorities.

The Foundation additionally agrees to provide necessary resources to support reasonable fundraising activities, including events, that may be outside the realm of allowable expenditures for the College.

#### Office Space

The College additionally agrees to provide adequate and appropriate office space to the Foundation. This includes computer and telephone systems, utilities, interior and exterior maintenance, parking, and other such services that may be necessary or required to fulfill its responsibilities and obligations.

#### Data

The Foundation shall own and maintain an effective donor and alumni database. All gifts to the College are to be tracked and stewarded appropriately. Reports to the Foundation Board and the College Board of Trustees shall be made available as requested. In recognition that the College's Gift Acceptance Policy allocates all gifts, which requires contact with the gift donors, The Foundation will share data with the College, which does not violate donor's rights and which is in accordance with applicable laws, Foundation policies, and guidelines.

#### Staffing

In connection with the Foundation's activities, the College will employ personnel on behalf of the Foundation as ultimately determined by the College President..

The College additionally agrees to provide business support services to the Foundation. This includes but is not limited to monthly bank reconciliation, service of the Northwestern Michigan College Chief Financial Officer as an ad-hoc member of the Foundation's Finance and Audit Committee, and audit support.

The College President is expected to serve a critical role as a fundraiser and relationship builder in support of the College and in collaboration with the fundraising initiatives of the Foundation.



The Executive Director of the Foundation shall serve as a member of the College senior administrative team, reporting directly to, and supervised by the College President. The College President has the ultimate responsibility to select and hire the Executive Director, and will involve an equal number of Foundation Board members to College representatives on the search committee; and the Foundation Board and College Board of Trustees will have the opportunity to meet the final candidate(s). The Foundation Board’s Executive Committee shall have the opportunity to annually, and more often if needed, provide input regarding the Executive Director’s performance. The Foundation Board Chair and the College President shall annually meet with the Executive Director to review the Executive Director’s performance.

**Miscellaneous Terms**

This Memorandum of Understanding is intended to set forth policies and procedures that will contribute to the coordination of activities that mutually benefit the College and the Foundation. To ensure effective achievement of the terms of this agreement, the College and Foundation Executive Committees shall hold periodic meetings at a minimum of once per year, to foster and maintain productive relationships and to ensure open and continuing communications and alignment of priorities. In addition, this Memorandum will be reviewed by the parties at least once every two years.

Either party may, upon one year’s prior written notice to the other, terminate this agreement. Notwithstanding the foregoing, either party may terminate this Memorandum of Understanding in the event that the other party defaults in the performance of its obligations and fails to cure the default within a reasonable time after receiving written notice showing cause.

Either party may propose changes to this agreement, to be discussed and, if agreed, approved by both boards.

IN WITNESS WHEREOF, the parties have caused this Memorandum of Understanding to be executed by their duly authorized officers as of the day and date first above written.

**NORTHWESTERN MICHIGAN COLLEGE**

**NORTHWESTERN MICHIGAN COLLEGE FOUNDATION**

By: \_\_\_\_\_  
Laura Oblinger, Chairperson of the Board of Trustees

By: \_\_\_\_\_  
Jayne Mohr, Chairperson of the Foundation Board of Directors

Date: \_\_\_\_\_

Date: \_\_\_\_\_

By: \_\_\_\_\_  
Nick Nissley, President

By: \_\_\_\_\_  
Jennifer Hricik, Interim Executive Director

Date: \_\_\_\_\_

Date: \_\_\_\_\_

Signing and Revision History

First signed: 12/06/2015

Revised and signed: XX/XX/XXXX

Next review: XX/XX/2025

**MEMORANDUM OF UNDERSTANDING  
BETWEEN NORTHWESTERN MICHIGAN COLLEGE  
AND THE NORTHWESTERN MICHIGAN COLLEGE FOUNDATION**

This Agreement is an amendment of the Agreement of December 16, 2015, and is entered into this \_\_\_\_ day of \_\_\_\_\_, 2015~~2023~~, by and between **Northwestern Michigan College**, a Michigan Community College authorized by the State of Michigan (the “College”), and the **Northwestern Michigan College Foundation**, a Michigan not-for-profit corporation organized under Section 501(c)(3) of the Internal Revenue Code (the “Foundation”).

**Purpose**

The Foundation was organized and incorporated in 1981 for the purpose of stimulating voluntary private support from alumni, parents, friends, corporations, foundations, and others, for the benefit of Northwestern Michigan College. The Northwestern Michigan College Foundation exists to raise and manage private resources supporting the mission and priorities of Northwestern Michigan College, and provide opportunities for students and a margin of institutional excellence unavailable with state funds. The Foundation is dedicated to assisting the College in the building of an endowment as well as addressing, through financial support, the long term academic and other priorities of the College.

As stated in its Articles of Incorporation, the Foundation is a separately incorporated Section 501(c)(3) organization and is responsible for identifying and nurturing relationships with potential donors and other friends of Northwestern Michigan College; soliciting cash, securities, real and intellectual property, and other private resources for the support of Northwestern Michigan College; and acknowledging and stewarding such gifts in accordance with donor intent in its fiduciary responsibilities. ~~As outlined in its Articles of Incorporation, the purpose of the Northwestern Michigan College Foundation is as follows:~~

~~To provide support for the objects and purposes of the Northwestern Michigan College, an institution of higher education in the State of Michigan, established under Act 188, Public Acts of 1955, as amended, to assist in an exclusively educational and charitable manner in the accomplishment of the educational purposes of such institution; and to augment the facilities thereof in such manner as may be designated, directed, or desired by the Board of Trustees of said institution. Included, by way of illustration, but without limitation, are promotion, sponsorship, and carrying out of the educational, scientific, charitable, and related activities for the objects and purposes of Northwestern Michigan College; to take and hold by bequest, devise, grant, gift, purchase, lease, and transfer, and dispose of such property as the purposes and objects of the Foundation may require; to invest and reinvest the principal and income in accordance with the laws of the State of Michigan covering authorized investments for trustees; to deal with and spend the principal and income of the Foundation in such manner as will promote its objects; and in general to exercise such other powers~~

~~which now are or may hereafter be conferred by law upon a foundation organized for the purposes herein set forth, namely: the promotion of the objects and purposes of Northwestern Michigan College, or conducive to the attainment thereof; and in any event to operate exclusively for such charitable and educational purposes as are required for tax exempt status under Section 501(c)(3) and as a supporting organization under Section 509(a)(3) of the Internal Revenue Code.~~

~~In connection with its fundraising and asset management activities, the Foundation may retain personnel experienced in planning for and managing private contributions, and to work with the College to assist and advise in such activities.~~

~~In consideration of the mutual commitments contained herein, and other good and valuable consideration, receipt of which is hereby acknowledged, the parties agree as follows:~~

### **Foundation Name**

Consistent with its mission to help advance the plans and objectives of Northwestern Michigan College, the Foundation has been granted the use of the name Northwestern Michigan College Foundation. So long as the Foundation is granted consent to the use of its name by the College, the College further grants to the Foundation the use of the Northwestern Michigan College seal and other identifying marks to be used in the promotion of its business and activities, all of which are related to the benefit of Northwestern Michigan College by mutual agreement.

### **Relationship of ~~Northwestern Michigan College to the Northwestern Michigan College~~ the Foundation to the College**

The Board of Trustees of the College is responsible for overseeing the mission, leadership, and the operations of the College.

~~The Foundation's Board of Directors ~~of the Foundation~~ is responsible for the ~~control~~raising, oversight, investment, and management of all assets of the Foundation, including ~~the~~ prudent management of all gifts consistent with donor intent. The College Board of Trustees approves the appointments of Foundation Board of Directors members, based upon recommendations from the Foundation Board.~~

~~The President of the College Each Board is responsible for developing and overseeing its approved Strategic Plan. The President and the College Board of Trustees' representatives on the Foundation Board will ensure that the Foundation's Strategic Plan is in alignment with the College's plan, and will facilitate feedback and communication between the two boards during the development and implementation process.~~

~~The College President is responsible for communicating the College's priorities and long term plans, as approved by the Board of Trustees, to the Foundation. The Board of Directors and the Foundation Executive Director, and also for Resource Development, or the equivalent staff position at communicating back to the College, shall serve as Board of Trustees regarding the Foundation's activities, needs, and ideas. The Foundation Executive Director of the Foundation~~

~~unless otherwise agreed by reports to the College and the Foundation. President and is responsible for leading the Foundation's activities through its Board of Directors and staff. The College's Vice President of Finance and Administration will develop, in conjunction with the Executive Director of the Northwestern Michigan College Foundation shall be included as a member of, the Senior Administrative Team of annual budget for the President of Northwestern Michigan College Foundation using the existing process that is in place.~~

The College recognizes that its Foundation is a private corporation, with the authority to keep records and data confidential consistent with the law.

The College shall establish and enforce policies that support the Foundation's ability to respect the privacy and confidentiality of donor records and shall adhere to practices set forth in the Association of Fundraising Professionals' Donor Bill of Rights.

~~The Foundation and the College Board of Trustees recognize that the Foundation exists for the sole purpose of raising and managing private resources in support of the College, and that all assets held by the Foundation ultimately belong to the College.~~

### **Foundation Responsibilities**

The Foundation shall create an environment conducive to increasing levels of private support for the mission and priorities of ~~Northwestern Michigan~~the College ~~as identified by its Board of Trustees~~. The Foundation, in consultation with the College, will assist with planning and executing comprehensive fundraising and donor acquisition programs in support of the College's mission. These programs include annual giving, major gifts, planned gifts, special projects, and campaigns as appropriate. ~~Northwestern Michigan~~The College recognizes that the Foundation bears primary responsibility for private fundraising, and program directors will coordinate with development staff for fundraising initiatives activities with the Foundation.

The Foundation will establish, adhere to, and periodically assess its gift management and acceptance policies. It will promptly acknowledge and issue receipts for all gifts on behalf of the Foundation and the College, and provide appropriate recognition and stewardship of such gifts.

~~Consistent with the College's Gift Acceptance Policy, the Foundation is the primary depository of private gifts to the College, and will transfer funds to the College in compliance with applicable laws, College policies, and gift agreements. The Foundation's disbursements on behalf of the College must be used for reasonable business expenses that support the College, are consistent with donor intent, and do not conflict with the law. When distributing gift funds to the College, the Foundation will disclose any terms, conditions, or limitations imposed by the donor or other legal determination on the gift. The College will abide by such restrictions and provide appropriate documentation.~~

~~The Foundation is also responsible for ensuring effective alumni relations and shall oversee an active program of engagement with college alumni.~~

### **Asset Management**

The Foundation will establish ~~estate~~ asset allocation, disbursement, and spending policies that adhere to applicable federal and state laws, including the Uniform Prudent Investor Act (UPIA), and the Uniform Management of Institutional Funds Act (UMIFA). The Foundation will receive, hold, manage, invest, and disburse contributions of cash, securities, patents, copyrights, and other forms of property, including immediately vesting gifts and deferred gifts that are contributed in the form of planned and deferred gift instruments.

To the extent permitted by law, the College and the Foundation will cooperate in the engagement of an independent accounting firm annually to conduct an audit of the Foundation's financial and operational records, and will provide the Northwestern Michigan College Board of Trustees a copy of the annual audited financial statements, including management letters. The Chair of the Foundation Finance and Audit Committee, or their designee, will serve as an ex-officio member of the Board of Trustees Audit Committee in the selection of the auditing firm.

### **Institutional Flexibility**

The Foundation may explore current opportunities, including acquisition and management of real estate, on behalf of the College, for future allocation, transfer, or use. The Foundation may serve as an instrument for entrepreneurial activities for the College and engage in such activities as purchasing, developing, or managing real estate for College ~~expansion, student housing, or retirement communities.~~needs. It may also hold licensing agreements and other forms of intellectual property, ~~borrow or guarantee debt issued by the parties, or engage in other activities to increase Foundation revenue with no direct connection to a College purpose.~~

~~When distributing gift funds to the College, the Foundation will disclose any terms, conditions, or limitations imposed by donor or other legal determination on the gift. The College will abide by such restrictions and provide appropriate documentation.~~

~~Consistent with the College's Gift Acceptance Policy, the Foundation is the primary depository of private gifts to the College, and will transfer funds to the College in compliance with applicable laws, College policies, and gift agreements. The Foundation's disbursements on behalf of the College must be reasonable business expenses that support the College, are consistent with donor intent, and do not conflict with the law.~~

### **Foundation Funding and Administration**

#### **Operating Expenses and College distributions**

The Foundation shall compensate the College for administrative and operational expenses as set forth below. ~~Distributions to the College for other expenses shall also be completed as set forth in the~~this Agreement. ~~The annual fund transfer from the College to the Foundation will inform the Executive Director's development of the Foundation's operating budget. The amount of these funds to be transferred will be determined up front through the Vice President of Finance and Administration and Executive Director of Foundation's discussions.~~

The Foundation shall establish a financial plan to underwrite the cost of Foundation programs, operations, and services, which shall be approved by the College President, ~~and as amended.~~ Upon recommendation by agreement. ~~The~~the Foundation ~~has the right to Board and~~

approval of the College President, the Foundation may use annual unrestricted funds to fund annual operating expenses. Any expenditures of unrestricted funds, must meet the purpose of fulfilling the Foundation's strategic plan, which aligns with the College's strategic plan, and assess fees for services to increases the net financial support its operations. of the College.

In recognition that a portion of resource development remains the responsibility of the College, the Foundation and the College shall mutually agree upon an annual operating budget within which a portion of Foundation operating expenses are allocated for payment paid by the College, with the remaining expenses to be paid by the Foundation. The ultimate approval of the Foundation operating budget resides with the College President.

The Foundation shall ensure that it is setting and achieving the mutual goals of the College and Foundation in terms of continued organizational development and resource development in support of College priorities.

The Foundation additionally agrees to provide necessary resources to support reasonable fundraising activities, including events, that may be outside the realm of allowable expenditures for the College.

#### Office Space

The College additionally agrees to provide adequate and appropriate office space to the Foundation. This includes computer and telephone systems, utilities, interior and exterior maintenance, parking, and other such services that may be necessary or required to fulfill its responsibilities and obligations.

#### Technology Infrastructure (Data)

~~Within the operating budget addressed above, the~~The Foundation shall own and maintain an effective donor and alumni database. All gifts to the College are to be tracked and stewarded appropriately. Reports to the Foundation Board and the College Board of Trustees shall be made available as requested. In recognition that the College's Gift Acceptance Policy allocates all gifts, which requires contact with the gift donors, The Foundation will share data with the College, which does not violate donor's rights and which is in accordance with applicable laws, Foundation policies, and guidelines.

#### Staffing

~~The Foundation shall be adequately staffed in order to meet mutually agreed upon goals, by College employees. Compensation for employees will be part of the aforementioned annual operating budget and paid for by the College. The Foundation may contribute to the College in order to enhance employee compensation at additional Foundation expense in order to attract or retain employees.~~

In connection with the Foundation's activities, the College will employ personnel on behalf of the Foundation as ultimately determined by the College President.

The College additionally agrees to provide business support services to the Foundation. This includes but is not limited to monthly bank reconciliation, service of the Northwestern Michigan College Chief Financial Officer as an ad-hoc member of the Foundation's Finance and Audit Committee, and audit support.

The College President is expected to serve a critical role as a fundraiser and relationship builder in support of the College and in collaboration with the fundraising initiatives of the Foundation.

The Executive Director of the Foundation shall serve as a member of the ~~Northwestern Michigan~~ College senior administrative team. ~~The, reporting directly to, and supervised by the College President of Northwestern Michigan. The~~ College ~~shall have~~ President has the ultimate responsibility to select and hire, with input from the ~~the Executive Director, and will involve an equal number of~~ Foundation Board members to College representatives on the search committee; and the Foundation Board and College Board of Trustees will have the opportunity to meet the final candidate(s). The Foundation Board's Executive Committee, ~~and supervise the Executive Director. The Executive Committee of the College~~ shall have the opportunity to annually, and more often if needed, provide input regarding the Executive Director's performance ~~of the Executive Director.~~ The Foundation Board Chair and the College President shall annually meet with the Executive Director to review ~~his/her~~ the Executive Director's performance.

### **Miscellaneous Terms**

This Memorandum of Understanding is intended to set forth policies and procedures that will contribute to the coordination of activities that mutually benefit the College and the Foundation. To ensure effective achievement of the terms of this agreement, the College and Foundation ~~officers and board representatives~~ Executive Committees shall hold periodic meetings at a minimum of once per year, to foster and maintain productive relationships and to ensure open and continuing communications and alignment of priorities. In addition, this Memorandum will be reviewed by the parties at least once every two years.

Either party may, upon one year's prior written notice to the other, terminate this agreement. Notwithstanding the foregoing, either party may terminate this Memorandum of Understanding in the event that the other party defaults in the performance of its obligations and fails to cure the default within a reasonable time after receiving written notice showing cause.

~~Should Northwestern Michigan College choose to terminate this agreement, the Northwestern Michigan College Foundation may require the College to pay, within 180 days of written notice, all debt incurred by the Foundation on the College's behalf. Should the Northwestern Michigan College Foundation choose to terminate this agreement, Northwestern Michigan College may require the Foundation to pay debt it holds on behalf of the Foundation in like manner.~~ Either party may propose changes to this agreement, to be ~~negotiated~~ discussed and, if agreed, approved by both boards.

~~Consistent with provisions appearing in the Northwestern Michigan College Foundation's Bylaws and its Articles of Incorporation, should the Foundation cease to exist or cease to be an Internal Revenue Code Section 501(c)(3) organization, the Foundation will transfer its assets and~~



~~property to Northwestern Michigan College so long as it remains in existence, or in a manner otherwise provided under law and in accordance with donor intent.~~

IN WITNESS WHEREOF, the parties have caused this Memorandum of Understanding to be executed by their duly authorized officers as of the day and date first above written.

**NORTHWESTERN MICHIGAN COLLEGE**

**NORTHWESTERN MICHIGAN COLLEGE FOUNDATION**

By: \_\_\_\_\_  
~~Douglas Bishop, Chairman~~Laura Oblinger, Chairperson of the Board of Trustees

By: \_\_\_\_\_  
~~Mark Lundmark, Chair~~Jayne Mohr, Chairperson of the Foundation Board of Directors

Date: \_\_\_\_\_

By: \_\_\_\_\_  
~~Rebecca Teahen, CFRE, Executive Director~~

By: \_\_\_\_\_  
~~Timothy J. Nelson~~Nick Nissley, President

Date: \_\_\_\_\_

Date: \_\_\_\_\_

By: \_\_\_\_\_  
Jennifer Hricik, Interim Executive Director

Date: \_\_\_\_\_

Signing and Revision History

First signed: 12/06/2015

Revised and signed: XX/XX/XXXX

Next review: XX/XX/2025



**Northwestern  
Michigan  
College**

***MEMO  
Enrollment Services***

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To: Dr. Nick Nissley, President  
 From: Todd Neibauer, VP for Student Services and Technologies  
 Date: January 4, 2024  
 Subject: High School Enrolled Out of District Tuition Rate

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**Board Action**

Approve a new out of district tuition rate of \$160 per contact hour for high school enrolled students (dual enrolled, direct credit and early college) to be applied commencing with Fall 2024 enrollments.

**Background**

We have seen a decrease in the number of dual enrolled and early college students since its height in 2017. However, community colleges across the country have seen increases in this population on their campus since the end of the pandemic which has helped offset the decline in general enrollment.

This is the case for many of our peer institutions where many have a considerably higher percentage of their enrollment coming from dual enrollment and early college than NMC. For the 2022-23 academic year, each of the six community college closest to NMC in enrollment had a high school enrolled population over 20% while NMC was at 12.3%.

The largest impediment to increasing enrollment from this segment is the current out of district tuition rate. Schools are required to pay a percentage of their foundation allowance for dual enrollment that is capped well below the cost of out-of-district tuition. The remainder of the bill is passed on to the parent and this has limited enrollment from much of the region and has brought competition from schools who are discounting tuition for this group. In a poll of Michigan community colleges, 18 of the 20 respondents were discounting tuition for this group in some manner.

Growing the high school enrolled population will help us increase the percentage of area students who enroll at NMC after graduation. National studies have shown the benefit of high school enrollment opportunities for students and this discounted rate will give us a greater opportunity to demonstrate NMC's value to students prior to graduation.

December 21, 2023

NORTHWESTERN MICHIGAN COLLEGE  
1701 E. Front Street, Traverse City, MI 49686-3061

Subject: 715 E FRONT ST

Dear NORTHWESTERN MICHIGAN COLLEGE

The City of Traverse City has an upcoming project along US-31, also known as East Front Street and has reviewed your property as it relates to the needs of the project. The City has determined that it is necessary to acquire property as described in the attached conveyance documents: Public Utility Easement, and Assessor's Sales Report.

The City of Traverse City is authorized to acquire easements for public utilities by purchase or condemnation. In accordance with state laws and federal regulations governing the acquisition of property by The City of Traverse City, this letter is the City's Good Faith Offer.

The City of Traverse City has established just compensation for the property rights to be acquired. This Good Faith Offer is based upon the valuation set forth in the enclosed Assessor's Sales Report. This report is to be considered part of this Good Faith Offer. It outlines the items for which you are entitled to be paid, based on the facts known at this time, along with the state of the market and condition of the property as the date of the valuation.

The City's Good Faith Offer for the property rights to be acquired are itemized below:

Type	Amount
Hydrant easement	\$1,614.00
Hydrant temporary construction easement	\$578.08
<b>TOTAL</b>	<b>\$ 2,192.08</b>

Accordingly, the total amount that The City of Traverse City is offering to you is \$2,192.08. Please note that this offer is valid only until January 29, 2024, after which time the City may pursue a condemnation case if we have not reached an agreement.

Please review all the materials carefully and let us know in writing if you believe anything of significance has been omitted with respect to the amount of money you should be paid. The City will review the items you identify and will respond accordingly if any changes will be made to its Good Faith Offer. We are also available to discuss this offer with you and answer any questions you may have related to this Good Faith Offer and the Eminent Domain process.

This Good Faith Offer is for the property rights of all individuals and entities that may have a property interest in the parcel. If there is more than one person or entity with an interest in the property, you can decide amongst yourselves how to divide the amount the City is offering you, or you can request a court to decide.

Please note that as part of this offer, the City of Traverse City reserves the right to bring federal or state cost recovery actions against you (the present owners) and/or any other potentially responsible parties relating to any release of hazardous substances on the property. If you have any questions regarding this provision, please let us know.

If you are willing to accept the City's Good Faith Offer and, also agree to the terms and conditions set forth in the enclosed conveyance documents, please follow the execution directions on each document. Please return the executed documents to my attention.

Finally, the US-31 project and this easement acquisition are separate from the work Traverse Area Regional Trails (TART) is working on. You may have been contacted by TART already regarding that project. IN ADDITION, A PREVIOUS MAILING INADVERTANTLY EXCLUDED THE EASEMENT FORM FOR SIGNATURE. This mailing includes that form. Apologies for any confusion this may have caused.

Thank you in advance for your consideration of this Good Faith Offer. If you have any questions, please contact me at (231) 922-4900, or [akrueger@traversecitymi.gov](mailto:akrueger@traversecitymi.gov).

Sincerely,

Art Krueger  
Director of Utilities  
City of Traverse City

Enclosures:  
Public Utility Easement  
Assessor's Sales Report

Rev: 12/20/23

## PUBLIC UTILITY EASEMENT

Grantors, NORTHWESTERN MICHIGAN COLLEGE whose address is 1701 E. Front Street, Traverse City, MI 49686-3061, grant(s) and convey(s) to the CITY OF TRAVERSE CITY, a Michigan municipal corporation, whose address is 400 Boardman Avenue, Traverse City, Michigan, 49684, ("the City"), its successors and assigns, an easement for public utility purposes in, over, upon, and under the real estate situated in the City of Traverse City, County of Grand Traverse, State of Michigan, described in Attachment A:

This conveyance includes the right to install public utility facilities including but not limited to water mains, meters, hydrants, sanitary sewers, storm drains, catch basins, conduits, poles and wires. This conveyance includes the consent of the Grantors to the removal at any time of such trees, shrubs and vegetation as, in the judgment of the City, is necessary to the construction and maintenance of the public utilities.

The City has the right to temporarily use any adjacent property of the Grantor for ingress and egress to said easement as necessary to affect the purposes of the easement granted by this instrument.

The right herein granted shall include the right to excavate and to install, repair, maintain and improve all facilities placed in, over and upon said land.

Consideration for this easement is \$2,192.08, the adequacy and receipt of which is acknowledged.

As part of the consideration for the granting of this easement, the City will make a reasonable effort to leave the premises in good condition. This conveyance includes a release of any and all claims to damages to Grantors on adjoining property, arising from or incidental to the laying out, establishing, altering, widening, change of grade, draining, and improving of the highway or public utilities in, over and upon the land herein granted.

The easement described herein is in gross for the benefit of the public and may be assigned or transferred in whole or in part to another public entity.

Executed this \_\_\_\_\_ day of \_\_\_\_\_, 20 \_\_\_\_.

GRANTOR(S):

\_\_\_\_\_  
\_\_\_\_\_

STATE OF \_\_\_\_\_ )  
COUNTY OF \_\_\_\_\_ )

The foregoing instrument was acknowledged before me this \_\_\_\_ day of \_\_\_\_\_, 20 \_\_, by \_\_\_\_\_  
\_\_\_\_\_

\_\_\_\_\_, Notary Public

\_\_\_\_\_ County, \_\_\_\_\_

My Commission Expires: \_\_\_\_\_

This instrument drafted by:

Art Krueger, Director of Municipal Utilities  
400 Boardman Avenue  
Traverse City, MI 49684

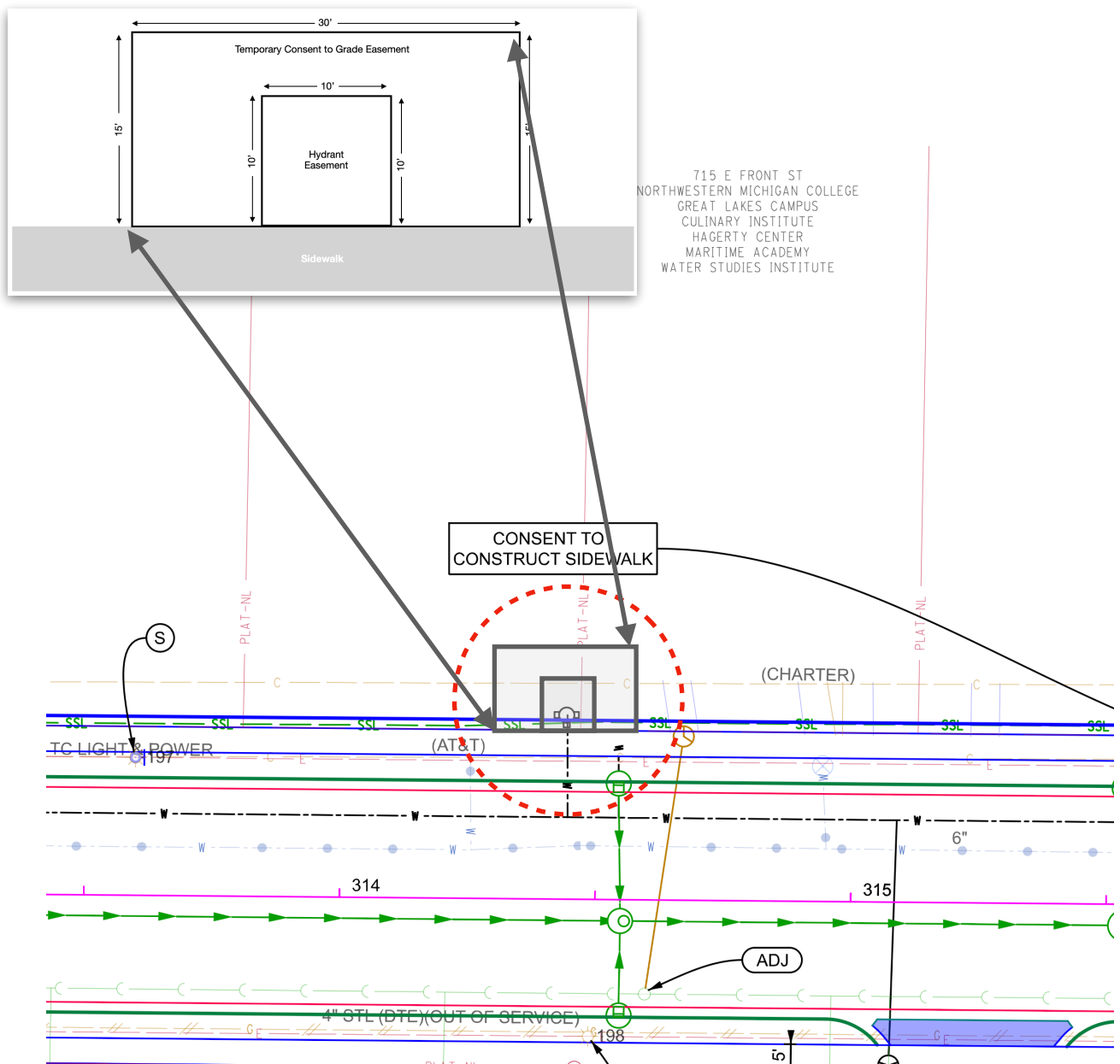
When recorded return to:

Benjamin C. Marentette, City Clerk  
400 Boardman Avenue  
Traverse City, MI 49684

# Easement

## US-31 Realignment 2024

### For: Hydrant at 715 E. Front



Not to scale, final easement to be determined by survey



**MEMO**  
*Administrative Services*

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**To:** Dr. Nick Nissley, President  
**From:** Troy Kierczynski, Vice President of Finance and Administration  
 Todd Neibauer, Vice President of Student Services and Technologies  
 Marcus Bennett, Special Asst. to the President & Associate Dean of Campus Life  
**Date:** January 12, 2024  
**Subject:** Laundry Machines and Services

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This document provides an overview and recommendation for the purchase of laundry machines for the College's residence halls and apartments.

**Recommendation**

Authorize the administration to enter into an agreement with Max's Services in the amount of \$36,790 for the purchase, delivery, and installation of (36) laundry machines in our residence halls and apartments.

**Background/Scope of Work**

Since 2001, the College has contracted with WASH Multifamily Laundry Services for campus residential laundry services. Under the current lease arrangement, WASH provides and services the machines, and students pay a fee for each use. The College receives a portion of those fees, equating to approximately \$10,000 in annual revenue. Our current contract was amended in 2019 and expires March 1, 2024. The current leased machines are beyond their useful lives and often under repair, driving frustration and complaints from our student residents.

Over the past year, the College explored a variety of laundry arrangements, assessing the cost—benefit of ownership vs. leasing and related fee structures. We also inquired with other colleges and universities about their residential laundry arrangements. We found that many institutions are moving to a free laundry model. While lease and pay-per-use arrangements are more attractive economically, they are not attractive for students and add administrative burden for housing staff. Further, the service agreements attached to leases typically rely on one appliance mechanic with a large geographical territory, which can result in slow or inconsistent service.



Administration believes College ownership of machines and offering free laundry will drive a better experience for students. While the College would forgo the annual pay-per-use revenue, the cost of acquisition and “lost revenue” from fees under this model were addressed in our FY24 housing rates. In the May 2023 housing rates memo to the Board of Trustees, we noted that “beginning in Fall 2023, NMC will provide students with pre-loaded laundry cards and plans to upgrade its machines in Spring 2024 at the expiration of its current laundry contract.”

Accordingly, we requested quotes for commercial machines that do not have pay-per-use functionality/hardware. The following retailers responded with quotes:

<b>Company</b>	<b>Location</b>	<b>Equipment Cost</b>	<b>Delivery + Installation</b>	<b>Warranty</b>	<b>Service</b>
Max’s Service	TC	\$36,790	Both included	3 years-parts	Not included
Wash.com	GR	\$47,999	\$2,700	No additional warranty beyond manufacturer	\$99 diagnostic fee + \$120/hr charge + \$1.75/mi from Kentwood per service call
Build.com	California	\$33,233	Delivery included, installation not included	No additional warranty beyond manufacturer	Not included

We recommend purchasing the machines locally from Max’s Service, and using a combination of NMC maintenance staff and local service providers as needed for repairs. While build.com’s cost for the equipment was less than Max’s, installation costs make the prices comparable – in which case we should award the local vendor in accordance with our purchasing policy.

#### **Funding Source**

This project will be funded by Auxiliary (Housing) funds.