



Northwestern
Michigan
College

Board of Trustees

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

1701 East Front Street
Traverse City, MI 49686
(231) 995-1010
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Meeting Agenda

Monday, September 23, 2024
Timothy J. Nelson Innovation Center
Room 106/107

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

II. STRATEGIC FOCUS

- E. Mission & Values in Action: Welcome Week and Student Life—*Molly Hidley and Lisa Thomas, Dean of Students*
- F. Future Focused Education—*Jason Slade, Vice President of Strategic Initiatives and Stephen Siciliano, Vice President for Educational Services*

III. REPORTS AND PRESENTATIONS

- G. Faculty Report: Wood Kiln Firing—*Laura Korch, Humanities Instructor*
- H. FY26 Five-Year Capital Outlay Plan Overview—*Troy Kierczynski, Vice President of Finance and Administration*

IV. PUBLIC INPUT

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

V. UPDATES/DISCUSSION

- I. President's Update—*President Nick Nissley*
- J. 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.



Board of Trustees

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September 23, 2024 Meeting Agenda
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Recommend that the following items be approved:

- K. Minutes of the August 26, 2024 regular meeting
- L. Minutes of the August 29, 2024 special meeting
- M. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- N. Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- O. PRMC—*Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications*
- P. Foundation Report—*Dino Hernandez, Vice President of College Advancement and Executive Director, NMC Foundation*
- Q. Audit Committee—*Kennard Weaver, Committee Chair*
- R. Building and Site Committee—*Ken Warner, Committee Chair*
- S. Executive Committee—*Laura Oblinger, Committee Chair*

VII. ACTION ITEMS

- T. **Foundation Board Appointments** (Pursuant to NMC Foundation Bylaws)
Recommend approval of the appointment of Jeff Caviston and Mike Lipp to the NMC Foundation Board for a term of three fiscal years, lasting until June 30, 2027.
- U. **Mitel Software Assurance Renewal** (Pursuant to Policy A-106.00 Finance)
Recommend authorization for administration to enter into a contract with BSB Communications for the purchase of a 3-year service contract for our VoIP phone system at a cost of \$50,894. The purchase will be funded by the Technology Plant Fund.

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.

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*

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: September 16, 2024
Subject: Strategic Initiatives Update: *September 23, 2024 Board of Trustees Meeting*
 Topic: ***Strategy 1 - Future-Focused Education***

Strategy 1: Future-Focused Education

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

Executive Summary:

This strategy is currently on track with 4 of the 5 objectives currently classified as “green” due to their progress through the action steps and metrics. Associated metrics were updated this month to reflect Fall 2024 data. The credit for prior learning objective has made significant progress as we continue to identify new articulation agreements and update older ones. The online course percentages continue to adapt to student demand and preferred learning methods. Complete metrics are included in the results below along with baseline and targets.

Highlights and Successes:

- Objective 1 (Credit for Prior Learning) - This objective took a large leap forward as NMC continues to recognize more industry-aligned certifications and is actively updating articulation agreements with career tech centers and aligned high school programs. Additional opportunities exist as we blur the transition from credit to noncredit. This work has become part of the current process. For example, engineering is working with TCAPS to identify credit that may be occurring at the high schools.
- Accelerated pathways/courses (Objective 4) continue to be offered along with better advising for students on the benefits and expectations of short courses. This objective has moved into monitoring mode as we review student success and the option for accelerated courses is now part of the planning process at the department level.
- Experiential Learning Institute (ELI) has expanded the number of courses offering experiential learning opportunities (ELOs) resulting in 92% of students having an ELO experience during last academic year! This objective has transformed into a more sustainable model ensuring ELOs across credentials and a potential endorsement. The change in objective language to focus on NMC’s credentials has allowed us to ensure 100% of our credentials have at least one ELO embedded.

Challenges and Opportunities:

- Objective 2 (Online Courses) - Analysis of student registration and advisor/dept. chair feedback continues to be used to monitor the ratio of online to face-to-face courses. Our goal is to offer courses in the format requested and needed by students. We will continue to work with advisors, instructors, and chairs to find the correct mix of course formats each semester.

- Objective 5 (ELI) - ELI is working towards identifying an experiential learning endorsement. A supplemental memo outlines the timeline. Future progress will be tracked via this objective.

Strategy 1 - Future-Focused Education				
Objective 1: Increase the annual number of students who receive prior learning credit from 236 to 270, using flexible academic pathways, by December 2024.				
Status of Action Steps	Baseline	Data Trend	Target	Notes
2 On Schedule	Students receiving credit for prior learning 236 (3-year avg.)	Students receiving credit for prior learning 2022-23: 241 2023-24: 230 2024-25: 272 ↑	Students receiving credit for prior learning 270 by 12/31/2024	Continue to work with regional career tech centers and our own Extended Education Services to identify more opportunities Agreements require ongoing maintenance and outreach. Bake into operating procedures.
Objective 2: Increase the proportion of online courses in Fall semester to 30% and in Spring semester to 35%.				
Status of Action Steps	Baseline	Current	Target	Notes
3 On Schedule	Proportion of online courses 28% (Fall 21) 30% (Spring 22)	Proportion of online courses 27% (Fall 22) 27% (Fall 23) 27% (Fall 24) ⇔ 33% (Spring 23) 32% (Spring 24) ⇔	Proportion of online courses 30% (Fall 24) 35% (Spring 25)	Percentage of online and face-to-face classes continues to be determined by demand, advisor input, and instructor qualifications. Key courses are being targeted based on demand.
Objective 3: Increase student success and completion rates in online courses from 87% to 90% and hybrid courses from 92% to 95% by developing additional teaching strategies by December of 2024.				
Status of Action Steps	Baseline	Current	Target	Notes
1 On Schedule 1 Deferred as they transition to Canvas	NMC Completer Success Rates: Online 87% Hybrid 92%	Success Rates: F22 (online): 87% S23 (online): 88% F23 (online): 86% S24(online): 88% F22 (hybrid): 93% S23 (hybrid): 91% F23 (hybrid): 91% S24 (hybrid): 91% ⇔	Student Success Rates Online 90% Hybrid 95% by 12/31/2024	Peer reviewers are all in place and have begun providing feedback on courses. Hybrid continues to match our face-to-face success rates.

Objective 4: Create six shortened course pathways (two courses in one semester) in multiple academic disciplines by May 2024.

Status of Action Steps	Baseline	Current	Target	Notes
3 On Schedule 1 Not Yet Started	Shortened pathways not tracked	F22 = 2 pathways F23 = 11 pathways (23 courses) S24 = 12 pathways (26 courses) F24 = 8 pathways (23 courses)	6 shortened pathways by 5/15/2024	This objective has moved into monitoring mode as the option for accelerated courses is an option at the department level when planning. Continuing to monitor student success.

Objective 5: Every NMC credential will have at least one experiential learning opportunity (ELO) to ensure every credential seeking student will have an opportunity to experience at least one ELO at NMC by May 2025. (revised)
~~Every credential-seeking student will engage in at least one ELO at NMC by September 2024~~

Status of Action Steps	Baseline	Current	Target	Notes
5 On Schedule	Experiential Learning Opportunities = not tracked	F22: 1,471 (ELO) out of 2,700 --> 54% of credential seeking students had ELO experience S23: 1,584 (ELO) out of 2,390 --> 66% of credential seeking students had ELO experience F23: 2482 (ELO) out of 2,685 → 92% of credential seeking students had ELO experience S24: 2081 (ELO) out of 2,507--> 83% of credential seeking students had ELO experience Audit of credential pathways: All have ELO experiences embedded.	Current: Curricular mapping ensuring ELO in each credential Previous: ~ 100% of students by 9/15/2024	Objective was revised for sustainability and to indicate the transition into reviewing the curriculum ensuring experiential learning opportunities across all credentials as well as the potential development of an experiential learning endorsement. The supplement memo from S. Siciliano explains the process. The timeline, developed by the ELI team, highlights the steps. The endorsement development will be updated in this objective moving forward.

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

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



MEMO
Educational Services

To: Nick Nissley, President
From: Stephen Siciliano, Vice President for Educational Services,
Jason Slade, Vice President for Strategic Initiatives
Date: September 11, 2024
Subject: Experiential Learning Endorsement Timeline

As part of Strategy One, Objective Five's action steps, the Experiential Learning Institute is developing an Experiential Learning Endorsement that is modeled after our current Global Endorsement. At the last Board of Trustees meeting, there was a request to provide an update about the progress on this action step.

The Experiential Learning Institute Leadership team has developed a timeline for the development and implementation of the endorsement so that it is ready to be awarded under the new 2025-2026 catalog.

We understand the value of experiential learning and its role in helping our students be better learners and more effective in their futures. Our first step this fall will be to gather student feedback on how this endorsement will be valuable to them in both transfer to universities and in starting their professional careers. Similarly, we will gather information from our NMC faculty and staff as well as our community partners on how to make this a credential of value.

Also, this fall, we will create the criteria for the endorsement and complete the Curriculum Committee review process.

In the spring, our plan is to complete the focus groups and feedback process and label our courses for a searchable database schedule. We will then create the endorsement web page and add the endorsement to orientation and other communications. Finally, we will develop a tracking system for the criteria with our Student Services departments.

Next summer, the completed endorsement will be shared with our advisors and Student Success coaches for its promotion with our students.

The progress of this development will be tracked and shared in the Strategy #1 Board of Trustees updates as part of Objective Five.

A one-page handout is attached that outlines this plan. We would be glad to address additional questions at the Board meeting.



528 hz

4' x 4' x 7' baltic birch plywood, amp, shakers, Mp3, arduino, light sensors

528hz is an interactive sound sculpture. When the participant places their arms in the tunnels, light sensors trigger an arduino attached to an Mp3 player which sets off an amp and transducers to play a two wave vibrational frequency and pulses like a heartbeat. My work is about thoughtful connection and present consciousness.

528hz is part of The Scottsdale Museum of Contemporary Art's Permanent Collection in Arizona



Northwestern Michigan College

I teach a variety of classes at NMC as full time art faculty.

- Ceramics I
- Ceramics II
- Sculpture
- 3D Design
- Modern Art History
- Extended Ed Glaze Chemistry class
- Co teach Extended Ed Welding

Join us for a Wood Firing at NMC!

Okerstrom Fine Arts Building
Ceramics Studio

April 18-19 starting 7pm Thursday
continuing overnight until 7pm Friday

All are
Welcome

Our ceramics students need to fire pots!
You can help!

A wood firing is a style of kiln firing that uses wood as a fuel source instead of the more common gas or electricity. Firing a kiln with wood is labor intensive and lends to an exciting and unpredictable ash-glaze result. This community style of firing is an exciting and intuitive experience.

As the wood kiln increases in temperature, the kiln needs frequent stoking of wood. As a group we will stoke the wood kiln to increase temperature until we evenly reach a temperature of around 2381°F, however long that takes!

Stop by to watch or use the QR code at right to sign up for a shift!



Northwestern Michigan College

- We foster belonging and build organizational capacity that celebrates diversity and promotes equity.
- Our wood firing flyer went out to areas all around campus. All students, faculty, staff, administrators, and their friends and family were invited to attend.
- Sprung arch kiln
- Hard firebrick
- Approximately 12 cubic feet



Firing a wood kiln is a commitment to an ongoing labor-intensive process ultimately tied to a vision for personal work. Contemporary woodfirers learn about the process indirectly, by being attracted to the finished work, or by becoming part of a more integrated experience.

-potter Jack Troy

- The oxygen reducing environment of a wood kiln and the wood ash glazing effects creates surface treatments not achieved in electric and gas kiln firings.



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- We aim to fire the wood kiln each semester at NMC.
- Ceramics I and II students are given points toward their grade to volunteer for 2 hours during the firing - most stay longer.
- Students are also given points for making 5 pieces of pottery or sculpture on themes of their choosing for the wood kiln firing.



Students pottery from
the wood firing



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- Students learn techniques for wadding work, making cone packs, and loading the kiln as a group.



- fairness and openness



Northwestern Michigan College



- Our President Nick Nissley and wife Elise Ballinger joined in to stoke the fire
- 24 + hour firing
- Aiming to reach 2381°F. Also referred to as Cone 10 (pyrometric cone)



Northwestern Michigan College



- We demonstrate mutual regard and appreciation for one another to assure a culture of trust.
- Anyone who visiting the firing had an opportunity to stoke the wood kiln. As temperatures rose we worked in teams of two to stoke.



- lifelong learners; learning is foundational to a thriving community.



- celebrate the joy of working together, empowering each other and nurturing community.



Student response to the wood firing experience:

From the community aspect this event brought together the unpredictability of pieces. Participating in a wood firing was beyond just a learning experience, it required teamwork, problem-solving, laughter, joy, stress, and curiosity. Holding a wood firing with community members ensures that not just students taking the class, but others as well, are consumed in the experience. It is vital to keep firing the wood kiln to share further understandings of this technique as it is not a common practice today.

- Emma K.

Student response to the wood firing experience:

A Wood firing Experience

It was a warm summer day, cinder in the air, the fire was breathing as we fed it more wood. The door would be quickly and carefully opened by a masked and armored handler, while another would toss the wood in. Guiding each other through the process, and most of all guided by our sweet, sweet instructor Laura. Her enthusiasm for the firing was contagious. She gave us goggles and gloves to keep safe. We took turns to maintain our stamina. Periodically checking the cones to see if they were bending to temperature. In my 8 years of being in this studio I had never had the opportunity to be a part of a wood firing, I didn't even know we had one or what it was, and this was open to anyone on campus to join and be a part of the wood firing, which is an incredible opportunity! This feeling felt familiar, almost like an old school trip where we all are in it together, no one left behind. Laura's good at keeping everyone busy and feeling a part of the process. No one goes unseen in the studio. More wood was to be chopped for the final haul, all of us biting our fingernails hoping it would reach temp, in it for the long haul. I mean this was a 20+ hour journey, and we weren't gonna go out without a last hurrah. Eventually the ashes fell to the floor and we swept up the dust. Pieces of wood and ash mixed together. Hugs were shared, as were plenty of snacks. I left feeling like my relationship with clay and the process of firing was now different. More in tune, more appreciative of the craft and the intention behind wood firing. It's not just about the art, it's about the community, the shared love for pottery, the hard work, the passion, the ever present moments you will never forget and the rewarding results of a warm cup in your hand.

- Gail K.



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MEMO

Administrative Services

To: Dr. Nick Nissley, President

From: Troy Kierczynski, Vice President of Finance and Administration

Date: September 18, 2024

Subject: **FY2026 Five-Year Capital Outlay Plan**

This document provides an overview of the annual Five-Year Capital Outlay Plan. The FY2026 Five-Year Capital Outlay Plan will be submitted to the NMC Board of Trustees at their October 21, 2024 meeting. The Plan will include the information indicated below:

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

Capital Project – FY2026

Appendix A NMC Catalogue and Economic Impact Study

Staffing and Enrollment

Appendix B Current Enrollment Report Fall

Appendix C Faculty/Staff Headcount History

Appendix D Class Size & Projected Class Size Needs - Course Efficiency Report

Facility Assessment

Appendix E Facilities Assessment Report – Sodexo FCI

Appendix F Summary description of each facility (net to gross ratios)

Appendix G Building and/or Classroom Utilization Rates

Appendix H Replacement Value - Appraisal of Buildings

Appendix I Map of Parking and Roads

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

Dear Board of Trustees,

Since our August Board meeting the following are key updates.

Benzie County Annexation

As everyone is well aware, we made the difficult decision to withdraw the Benzie County annexation ballot proposal, rather than have it go forward with inaccurate ballot language. The Board of Trustees' resolution authorizing the withdrawal was delivered to the Benzie County Clerk on Thursday, August 29. We conducted an internal debrief during this past week and we are also planning to schedule a Study Session with the Board of Trustees, later this fall, to consider next steps.

Comprehensive Brand Assessment and Strategy Development

NMC's branding project is moving into the deliverable stage with first drafts of messaging and visual assets. This work is built upon the discovery phase and is designed to highlight NMC's unique qualities and leverage existing brand equity. While still in the draft stage, we're excited for an overdue refresh of our well known and beloved visual elements like the NMC green and pine tree. We believe this refresh will infuse new vibrancy into the NMC brand and build excitement as we move toward our 75th anniversary. The project also creates a systematic and strategic approach to brand architecture that will create better brand equity for all of the areas under the college umbrella.

Aviation Hangar Expansion

Over this past month, I have joined with the Foundation and Alex Bloye in a couple of tours with prospective donors. The Foundation is focused on advancing the mini-campaign and building donor support for the project. On October 7, we will celebrate the project's groundbreaking.

Freshwater Research and Innovation Center

On September 4 we celebrated the official signing of the Articles of Incorporation between Northwestern Michigan College and the Discovery Pier to create the Freshwater Research and Innovation Center. Along with our partners – Traverse Connect, Michigan Technological University and 20Fathoms – we boldly claimed our vision for *the Grand Traverse region to become the global epicenter for applied freshwater research and innovation*. Thanks to your support, this partnership is making an investment in the region's future by making an investment in the new, blue economy.

Points of Pride

While there's always many things to be proud about, given accomplishments on campus, the following are highlights:

- The **Traverse City Business News' '40 Under 40'** list was released this month. NMC was proudly represented: 5 NMC graduates on the list; 5 others who have credit hours at NMC (two are on staff and married to each other); one person is volunteering with our Office of Possibilities. Of the 17 people in total on the list who had education connections to NMC, 14 have attended Extended Ed and/or College for Kids classes!
- The **College for Kids Summer 2024** Program Report boasts the following highlights:
 - 1100 seats sold
 - 745 unique students
 - 88 classes run
 - 12% of credit-enrolled students started as College for Kids students
 - NMC Employees' children participated in 72 Classes
 - 4 NMC employees' 12+ year olds volunteered as teaching assistants for a total of 114 volunteer hours
- Data from the **2023 College Edge** ('Catch Up') program shows:
 - 27 students successfully completed the program
 - Of those, 26 were still enrolled in Spring 2024
 - Of the group, 24 are enrolled again for Fall 2024
 - That's an astounding 89% retention rate fall-to-fall. (Typically we see more in the range of 50-55% retention of first year students.)

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:

- [Forecasted Consolidations in Higher Ed](#)—Forbes

Upcoming Dates of Note

- **September 12-13**—GLMA Board of Visitors Meeting
- **September 17-19**—Lakebed 2030 Conference (Hagerty Center)
- **September 19-20**—MCCA Board of Directors Fall Meeting (West Shore CC)
- **September 23**—Regular Monthly Board Meeting (TJNIC)
- **October 7**—Aviation Hangar Expansion Groundbreaking
- **October 15**—NMC October Conference
- **October 21**—Regular Monthly Board Meeting (TJNIC)
- **October 23-26**—ACCT Leadership Congress



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MEMO

To: Northwestern Michigan College Board of Trustees
Cc: Dr. Nick Nissley, Ed.D.
From: Gabe Schneider, Founder/Principal, Northern Strategies 360
Date: September 16, 2024
Re: **State/Federal Legislative Update**

State

Legislative Calendar

The Legislature continues to largely be working in-district between now and November 5th. The House has nine scheduled session days, and the Senate has 14 days scheduled between now and election day.

Fall Supplemental

According to the State Budget Director, the State has \$320 million left on the balance sheet which may be the basis for a supplemental spending bill between now and the end of the year. Our priorities remain:

- Making the 1% 1-time performance funding ongoing
- \$100M in funding for ITEMS
- Include CCs in MPSERS long-term changes to employer/employee contributions
- Student Services Hub Capital Outlay planning authorization

Specific to the ITEMS funding, if a supplemental funding bill is passed before the election, ITEMS funding will not likely be included. However, the likelihood of the legislature including ITEMS funding increase if a supplemental spending bill is included in lame duck.

Capital Outlay

We are hearing that Joint Capital Outlay Subcommittee Chair; Natalie Price has been meeting with the six colleges who had Capital Outlay Planning Authorizations approved earlier this year to determine if they are ready to move forward with construction. Based on how those conversations go- there is a chance that Capital Outlay Construction Authorizations will be approved for those six before the end of the year. However, we are also hearing that Chair Price is not planning on holding any additional Capital Outlay Committee meetings between now and the end of the year. Therefore, it is not likely that our planning authorization will be considered this fall.

Dual Enrollment

The MCCA recently released a report titled [Increasing Dual Enrollment Access and Success](#). The report is the product of a Dual Enrollment Workgroup that was convened over the course of this year and identifies policy recommendations to increase dual enrollment opportunities for high school students in Michigan. Expect recommendations from this report to be key policy priorities for the MCCA in 2025.

MCCA 2025 Legislative Priorities

The MCCA is working on developing their 2025 legislative priorities and has been the case in recent years, are conducting a survey of members to identify key issues. Some of our suggestions for 2025 include:

- Increase state funding utilizing the existing performance funding model.
- Approval of capital outlay planning authorization/construction authorization.
- ITEMS funding utilizing the existing performance funding model.
- Modification of capital outlay process to allow for campus housing projects.

Federal

Distance Education

In response to a proposed rule from the Department of Education on distance education and the return of Title IV policies, we submitted a comment letter outlining our position on these issues. In summary, we identified our concerns with the proposed rule regarding distance education as it relates to the significant administrative burden it would place on our faculty and staff to enforce. This includes the cost and complexity of tracking attendance in all distance education courses in multiple two-week windows unique to each student and the impact that initiating removal would have on a student's financial aid.

Federal Budget

With only 15 days left for Congress to pass appropriations bills before the federal government runs out of money, a short-term continuing resolution (CR) is likely. The debate continues over the length of the CR with some conservative House members opposed to any CR and GOP leadership advocating for a six-month stopgap spending bill. With no clarity within the House Republican caucus, it is likely that the Senate will send over a CR that extends funding until mid-December and the House will concur, setting up an end of the year omnibus bill.



MICHIGAN COMMUNITY COLLEGE ASSOCIATION

Michigan's community and tribal colleges appreciate the Legislature's support of the game-changing Community College Guarantee which will make it possible for more Michiganders to obtain a post-secondary credential tuition-free or at a significant discount.

MCCA is laser focused on improving student enrollment, persistence and outcomes. To do that, we are requesting your consideration of the following budget and policy priorities this fall.

Make the 1-percent, 1-time best practices funding ongoing

We request the 1-time payment for implementing best practices for student success be made ongoing. This does not require additional funding for FY25, but rather remove references to 1-time payments in boilerplate. Increasing the operations base by making 1-time payments permanent will help colleges better keep up with inflation.

Invest \$100.0 million into Infrastructure, Technology, Equipment, Maintenance, Safety and Housing (ITEMS)

We request a \$100.0 million investment to aid community colleges in necessary updates on their campuses to meet the needs of students and the community. We thank the Senate and House subcommittees for recognizing the need and including a placeholder in their FY25 recommendations. We also support the recommendations to delete language that stated colleges could only receive an ITEMS payment or capital outlay authorization.

Support long-term MPSERS changes that include savings for community colleges

We ask the Legislature to pass legislation that would provide a reduction in the maximum amount local school districts (community colleges included) must pay into MPSERS while ensuring long-term sustainability. The resulting savings to community colleges would be reinvested into campus priorities to serve students and the community. (SB 911, HB 5803)

Approve Capital Outlay construction and planning authorizations

We urge the Legislature to grant construction authorization for all community colleges that demonstrate they have met planning requirements. We also ask the Legislature to grant new planning authorizations for community colleges.

Brandy Johnson

President
brandy@mcca.org

Katie Witkowski

Director of Government and External Affairs
kwitkowski@mcca.org



Northwestern
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MEMO
Office of the
President

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

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

- The final FY24 general fund surplus is expected to be \$1,087,000, after an unbudgeted year-end transfer of \$1,500,000 to Plant Fund reserves. The College's Auxiliary operations will show a loss of approximately \$2.1 million due to the \$3.6 million cash acquisition of the Front St. Flats apartments in April 2024, which was capitalized into the Plant Fund.
- Plante Moran will present the final FY24 financial and federal awards audit reports to the Board in October for approval. College-wide net income for FY24 is expected to be \$10.7 million before recognition of the employee retention credit, and includes \$6.3 million in net income from the GASB 68/75 Pension and OPEB fund due to market performance and changes in actuarial assumptions with MPSERS.
- Fiscal year 2025 financials through August are included in this packet. Tuition and fee revenue is tracking over budget due to higher than expected Fall enrollment. Salaries and benefits are tracking at budget and comparable to prior year.
- We will present a snapshot of the College's financial reserves as of 6/30/24 at the November board meeting along with the College's annual budget resource guidelines.

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

- Fall enrollment ended up 4.8% in contact hours over Fall 2023.
- There was a 7.9% increase in students aged 21+.

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

- ***Paid Media*** - ↑
 - Applications: 139
 - Accounts: 133

- Earned and shared media performance were also up MOM and YOY
- We are in the second phase of the brand assessment and strategy development to focus on brand architecture, draft design updates and other deliverables. The next phase will be implementation planning.
- Content development continues on the new community report with a targeted launch date of fall 2024. The goal of the new piece is to directly communicate NMC's value proposition with tax payers.

Strategic Plan (NMC Next) –Jason Slade, Vice President for Strategic Initiatives

- This month's strategic plan update focuses on Strategy 1 - Future-Focused Education. This strategy includes objectives related to flexible academic pathways, innovative instructional delivery models, and experiential learning opportunities. This strategy is currently on track with 4 of the 5 objectives currently classified as "green" due to their progress through the action steps and metrics.

**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, August 26, 2024
Timothy J. Nelson Innovation Center 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, Bill F. Marsh, Kennard R. Weaver, Chris M. Bott, Douglas S. Bishop, Kenneth E. Warner, Andrew K. Robitshek

Trustees absent: None

Also present: President Nick Nissley, Lynne Moritz, Diana Fairbanks, Troy Kierczynski, Kyle Morrison, Todd Neibauer, Stephen Siciliano, Jason Slade, Marcus Bennett, Dino Hernandez, Melissa Sprenkle, Becca Richardson, Jim Bensley, Marina Call, David Mortenson-Chown, Molly Norville, Kathryn DePauw, Cody Bair

REVIEW OF AGENDA—A motion was made by Laura Oblinger to amend the agenda with an addition to consider an updated resolution regarding the Benzie County annexation ballot proposals, to become item “S” on the agenda and have the previously listed action items follow that discussion.

STRATEGIC FOCUS

Mission & Values in Action: Audio Tech Study Abroad—Student Participants and Program Leads Jim Bensley, Director of International Services and Service Learning, and Marina Call, Student Success Coach, provided a brief update on study abroad opportunities for students and highlighted the recent Audio Tech trip to Ireland with music played by the group Gaelic Football.

Strategic Initiatives Update—Jason Slade, Vice President of Strategic Initiatives, provided an update on the transition from year two to year three of the plan.

REPORTS AND PRESENTATIONS

Faculty Report: Possible Worlds and Critical Thinking—Melissa Sprenkle, Communications Instructor, Co-chair Curriculum Committee, presented on the Science Fiction and Fantasy literature class in order to explore the role of imagination in critical thinking and problem solving.

PUBLIC INPUT—There was no public input offered.

UPDATES

President’s Update—President Nick Nissley reminded everyone of the start of the fall semester and Welcome Week activities. Nissley also welcomed Vice President of College Advancement Dino Hernandez and thanked trustees for their participation in fall student activities. Other points of pride highlighted by President Nissley included: first pinning ceremony for ADN to BSN students, NCLEX stores. Nissley also highlighted an update on the University Center related to the facilities plan; Plante Moran Realpoint will be conducting an analysis of the current state of the property, determining its highest and best use, and identifying and evaluating potential strategies and options for NMC to monetize the real estate, which may include lease, sale, or development. President Nissley also shared brief slides from the economic impact study conducted for FY22, which was requested at a Board of Trustees retreat in February 2023.

Board Chair Update—Chair Laura Oblinger provided an update on the presidential evaluation process and contract renewal, including a note of the annual performance review at the October regular meeting.

MCCA Summer Conference—Those trustees which attended the recent conference in July shared their highlights and takeaways from the learning and networking opportunity.

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

Minutes of the July 22, 2024 regular meeting and closed session

Minutes of the August 7, 2024 special meeting

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

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

PRMC—*Diana Fairbanks, Associate Vice President of PRMC*

Foundation Report—*Dino Hernandez, Vice President of College Advancement*

Building and Site Committee—*Ken Warner, Committee Chair*

Presidential Performance & Compensation Committee—*Laura Oblinger, Committee Chair*

ACTION ITEMS

Amendment to Resolution Proposing Annexation of Benzie County—Doug Bishop made a motion, seconded by Kennard Weaver, to recommend adoption of an updated resolution proposing annexation of Benzie County to join the Northwestern Michigan College district, which includes a correction to an inaccurate statement in the preamble to the Annexation Proposal and Annexation Millage Proposal in order to provide accurate information to the voters. The motion passed unanimously.

2024 Community College Facilities and Equipment Bonds—On a motion by Doug Bishop, seconded by Kennard Weaver, the Board unanimously adopted a resolution authorizing the issuance and delegating the sale of bonds and other matters relating to the proposed 2024 Community College Facilities and Equipment Bonds, as presented by the Administration. The motion passed unanimously.

Apartment Security Cameras and Door Access—Bill Marsh made a motion, seconded by Chris Bott, authorizing for the administration to enter into a contract with People Driven Technology for the installation of security cameras and door access controls for the new apartment buildings in the amount of \$120,040.00 plus a 10% contingency, for a total project budget of \$132,044.00 to be funded by the Plant Fund reserves. The motion passed unanimously.

Local Strategic Value Resolution—Ken Warner made a motion, seconded by Doug Bishop, to recommend adoption of presented Local Strategic Value Resolution certifying that Northwestern Michigan College meets the best practices standards required by the appropriations law for fiscal year 2025. The motion passed unanimously.

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

- **Send Economic Impact Study slides to Board**
- **Experiential Learning credential**

ADJOURNMENT—The meeting adjourned at 7:05 p.m.

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

SIGNED _____
Laura J. Oblinger, Chair

ATTESTED _____
Chris M. Bott, Secretary

NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
SPECIAL MEETING MINUTES
Thursday, August 29, 2024
Timothy J. Nelson Innovation Center
Room 106/107

CALL TO ORDER—Chair Laura J. Oblinger called the regular meeting to order at 9:00 a.m.

ROLL CALL

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

Trustees absent: Douglas S. Bishop (via phone)

Also present: President Nick Nissley, Lynne Moritz, Diana Fairbanks, Michael Livingston, Kathryn DePauw, Cari Noga

REVIEW OF AGENDA—The agenda was accepted as presented.

PUBLIC INPUT—There was no public input offered.

Trustee Bishop participated in discussion via phone but did not count toward a quorum nor toward the action item vote.

Resolution Requesting Withdrawal of Annexation Proposals—Chris Bott made a motion, seconded by Bill Marsh, recommending adoption of the resolution requesting that the Benzie County Clerk withdraw and remove the Annexation Proposals, which were previously certified to the Benzie County Clerk, from the ballot for the November 5, 2024 general election. The motion passed unanimously of those trustees present.

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 9:02 a.m.

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

SIGNED _____

Laura J. Oblinger, Chair

ATTESTED _____

Chris M. Bott, Secretary



Enrollment Services MEMO

To: Dr. Nick Nissley, President
 From: Todd Neibauer, VP for Student Services & Technologies
 Date: September 12, 2024
 Subject: Enrollment Report - Fall Semester 2024

Fall 2024

On fall count day, contact hours were up 4.8% and headcount was up 3.4% (107 students) versus Fall 2023. The rate of retained students was also up .4 percentage points. Other points of interest include:

- There was an increase in students aged 21+ of 115. This increase was, in large part, a result of the extension of Reconnect to students aged 21-24.
- Though only reflected in the number of international applications, this fall marked the return of online Yellow River students from China. This program resumed after pausing due disruptions caused by the pandemic.
- The average number of contact hours increased by 1.3 percentage points versus last year. This metric had been lagging until the announcement of the Community College Guarantee in July. Eligibility for this program requires students to be full time.

Fall Semester Statistics

(Resources: Digital Dashboard – Same Date Comparison FA2021-2024)

	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Δ
Inquiries	4,108	3,840	3,963	4,049	2.2%
Applicants	3,526	3,236	3,511	3,672	4.6%
% Applied	85.8%	84.3%	88.6%	90.7%	2.1%
Admits	2,590	2,350	2,402	2,558	6.5%
% Admitted	73.5%	72.6%	68.4%	69.7%	1.3%
Admits Registered	1,528	1,285	1,379	1,477	7.1%
% Admits Registered	59.0%	54.7%	57.4%	57.7%	0.3%
Prior Admits Registered	38	19	38	31	-18.4%
Retained Students	1,494	1,621	1,518	1,543	1.7%
% Retained	49.9%	52.5%	52.9%	52.3%	-0.6%
Return Students	239	182	215	205	-4.7%
Average Contact Hours	10.71	10.75	10.68	10.82	1.3%
Total Headcount	3,298	3,100	3,148	3,255	3.4%
Total Contact Hours	35,329	33,320	33,613	35,213	4.8%
Tuition	6,712,509	6,736,361	7,218,218	7,550,881	4.6%

Comprehensive Enrollment Reports

Registration

- [Report Day Status](#) ... Executive summary which includes inquiries, applications, financial aid, headcount, credit hours, contact/billing hours, and assessed tuition and fees
- [Contact Hours](#) ... Generated by departments
- [Student Demographics](#) ... Comparison of students registered by residency, financial need, age range, credit load, ethnicity, gender, student type, and count of residence
- [Program Analysis](#) ... Contact hours of students enrolled in specific programs

Admission and Recruiting Information

- [Applicant Demographics](#) ... New applicants showing residency, financial need, age range, ethnicity, gender, and student type
- [Prospect Demographics](#) ... by gender, age range, and county
- [Prospect Statistics](#) ... by program of study
- [Prospect Statistics](#) by High School

Fall 2024 Community College Enrollments - Credit Hours and Headcount

Community College	% change in credit hours	% change in headcount	Total credit hours	Total headcount
Alpena	7.7	6.1	14,095	1,557
Bay	11	11	17,684	2,125
Delta	9.8	9.8	72,685	8,458
Gogebic	7.4	6.5	8,793	887
Grand Rapids	2.2	3.4	103,335	12,323
Henry Ford	3.6	1.9	105,743	11,633
Kalamazoo Valley	1.5	2.8	52,014	6,201
Kellogg	8	8.7	34,745	4,350
Kirtland	7.8	20	12,871	1,634
Lansing	7.1	7.4	87,339	9,845
Macomb	1.5	1.1	140,595	15,662
Mid Michigan	6.7	5.4	29,609	3,679
North Central Michigan	4.1	4.2	12,999	1,407
Northwestern Michigan	5.4	3.4	30,517	3,255
Oakland	11.3	8.8	131,094	14,976
Schoolcraft	10.8	9.3	74,685	8,220
Southwestern Michigan	1.8	2.8	21,336	2,072
Washtenaw	4	5.3	89,837	10,920
West Shore	15	11.9	10,907	1,178

**Not all schools have consistently reported their enrollment at mccssa.org*

Housing

Apartments

Building	Units	Leased	FA 2024 Occupancy Rate*
College Drive	36	36	100%
Front Street Flats	24	15	63%
Totals	60	51	85%

**Nine units at Front Street Flats are offline for renovation/maintenance*

**We currently have a waiting list of 36 for apartments*

Residence Halls

Building	FA 2021	FA 2022	FA 2023	FA 2024	FA 2024 Occupancy Rate*
North Hall	115	123	131	128	98%
East Hall	154	186	210	194	82%
Totals	269	309	341	322	87%

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

*** All available apartments are leased.*

Summer Housing Revenue

Building	2020	2021	2022	2023	2024
East Hall	\$49,280	\$3,080	\$56,578	\$62,812	\$43,987
North Hall	\$64,890	\$235,507	\$298,125	\$283,636	\$210,460
Total	\$114,170	\$238,587	\$354,703	\$346,447	\$254,447

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

Several factors had a negative impact on summer revenue. First was the replacement of flooring in East Hall starting in late July which prevented several groups from staying this summer. The closure of the Parallel 45 theater program also impacted stays in North Hall. Finally, the increasing number of students utilizing summer housing has grown for North Hall which brings in less revenue than the market rates we charge for non-students.



MEMO
Administrative
Services

To: Dr. Nick Nissley, President
From: Troy Kierczynski, Vice President of Finance and Administration
Date: September 20, 2024
Subject: Summary Report for the General Fund as of August 31, 2024

The attached reports summarize the financial results for the General Fund as of August 31, 2024. The second month represents 16.66% 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 \$152,488. Both revenue and expenses increased by 9% when comparing year-to-date August 2024 to August 2023.

Revenue (letters refer to the attached General Fund summary)

- A. Tuition and fees: For Summer 2024, the budget was set at 5,469 contact hours for a total budget revenue of \$1,338,533. Actual summer contact hours are 5,865 with actual revenue of \$1,382,702. Summer revenue is trending over budget by \$44,169. For Fall 2024, the budget was set at 33,390 contact hours for a total budget revenue of \$7,380,239. Actual fall contact hours to date are 35,261 with actual revenue of \$7,557,895. Fall revenue is trending over budget by \$177,656.
- 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 offset payments. State appropriations payments will begin in October.
- D. Actual year-to-date investment income recorded for fiscal year 2025 reflects interest and dividend income only. Unrealized gains or losses are held on the balance sheet during the year and will be recognized at fiscal year end. Year-to-date realized gains and losses are shared quarterly in the investment memo.
- E. Both Private Sources and Other Sources are timing and event-dependent.

Expenses

- F. Salaries and benefits are tracking comparatively to Fiscal Year 2024.
- G. Overall expenses are under budget at this time.
- H. Capital Outlay reflects expenditures budgeted through the allocation of COAT dollars.

Northwestern Michigan College

Unaudited



Monthly reports are interim and not a reflection of -end results.

Summary Report for General Fund Accounts

Fiscal Year 2025, Period 02

Funds	Accounts	2024-2025 Adjusted Budget	YTD Activity	% of Annual Budget
TOTAL GENERAL FUND				
50	Revenues			
	Tuition and Fees	23,905,070	4,294,333	17.96%
	Property Taxes	14,933,023	1,694,138	11.34%
	Other Local	<u>0</u>	<u>0</u>	*
	Local Sources	38,838,093	5,988,471	15.42%
	State Sources	11,155,934	0	0.00%
	Federal Sources	0	0	*
	Private Sources	1,346,370	0	0.00%
	Investment Income	450,000	158,335	35.19%
	Other Sources	<u>617,000</u>	<u>87,831</u>	14.24%
	Total Revenues	52,407,397	6,234,637	11.90%
60	Labor			
	Salaries & Wages	24,638,366	2,685,659	10.90%
	Benefits	<u>10,588,846</u>	<u>1,372,352</u>	12.96%
	Total Labor	35,227,212	4,058,011	11.52%
70	Expenses			
	Purchased Services	4,281,886	616,659	14.40%
	Supplies & Materials	3,384,460	508,997	15.04%
	Internal Services	143,940	19,606	13.62%
	Other Expenses	1,634,903	188,390	11.52%
	Institutional Expenses	1,954,864	159,206	8.14%
	Maintenance & Renovation	2,317,272	378,856	16.35%
	Prof Develop, Travel & Events	662,860	85,859	12.95%
	Capital Outlay	<u>150,000</u>	<u>66,565</u>	44.38%
	Total Expenses	14,530,185	2,024,138	13.93%
	Total Expenditures	49,757,397	6,082,149	12.22%
80	Transfers			
	Transfers	2,650,000	0	0.00%
	Total Transfers	<u>2,650,000</u>	<u>0</u>	0.00%
	Total Expenditures and Transfers	52,407,397	6,082,149	11.61%
	Net Revenues over (under) Expenditures	0	152,488	



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

INTERIM
This statement does not
reflect year-end results.

	YTD 8/31/2024	YTD 8/31/2023	\$ Diff	% Diff	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 4,294,333	\$ 3,656,908	\$ 637,425	17%	Primarily due to higher enrollment in FY25 than prior year
Property Taxes	1,694,138	1,771,501	(77,363)	-4%	Timing of property tax payments received from townships
Total Local Sources	5,988,471	5,428,409	560,062	10%	
State Sources	-	411	(411)	-100%	Timing of State of Michigan Ren Zone payment in FY24
State PPT Reimbursement	-	-	-	0%	Consistent with prior year
Federal Sources	-	-	-	0%	Consistent with prior year
Private Sources	-	-	-	0%	Consistent with prior year
Investment Income	158,335	185,534	(27,199)	-15%	Interest rates in early FY25 are down 25 to 50 basis points compared to early FY24
Other Sources	87,831	94,957	(7,126)	-8%	Primarily due to higher NJTP Admin fees and higher Lobdell's sales in FY25
Total Revenue	6,234,637	5,709,311	525,326	9%	
Expenses					
Salaries and Wages	2,685,659	2,658,563	27,096	1%	Consistent with prior year
Benefits	1,372,352	1,322,847	49,505	4%	Consistent with prior year
Purchased Services	616,659	501,059	115,600	23%	Primarily due to transition of adjunct and supplemental staff to EduStaff
Supplies & Materials	508,997	325,766	183,231	56%	Primarily due to higher printing expenses and higher EES international trip fees in FY25 and the timing of fuel purchases
Internal Services	19,606	(88)	19,694	225%	Timing of internal events/charges
Other Expenses	188,390	151,369	37,021	24%	Primarily due to higher recruiting/promotional fees in FY25
Institutional Expenses	159,206	227,429	(68,223)	-30%	Due to a combination of lower electric expenses and higher insurance expenses in FY25
Maintenance & Renovation	378,856	286,616	92,240	32%	Higher maintenance expenses in FY25 for equipment, facilities, and grounds
Professional Development	85,859	65,436	20,423	31%	Primarily due to higher membership and subscription expenses in FY25
Capital Outlay	66,565	0	66,565	100%	Timing of COAT purchases; alignment lift (Auto Tech - \$36,465) and lift/trailer (Facilities - \$30,100) were purchased in early FY25
Total Expenses	6,082,149	5,538,997	543,152	10%	
Transfers	-	32,000	(32,000)	-100%	
Total Expenses & Transfers	6,082,149	5,570,997	511,152	9%	
Net Revenue Over (Under) Expenses	\$ 152,488	\$ 138,314	\$ 14,174	10%	



**Northwestern Michigan College
Comparison - Month Over Month
General Fund
Aug 2024 vs. July 2024**

INTERIM
This statement does not
reflect year-end results.

	YTD 8/31/2024	YTD 7/31/2024	Aug 24 Activity	Jul 24 Activity	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 4,294,333	\$ 1,903,272	\$ 2,391,061	\$ 1,903,272	July had 4 weeks of summer tuition; August had 1 week of summer & 1 week of fall tuition. Additionally, fall general fees were recognized in August. Partially offset by higher course fees in July
Property Taxes	1,694,138	181,312	1,512,826	181,312	Timing of tax collections received
Total Local Sources	5,988,471	2,084,584	3,903,887	2,084,584	
State Sources	-	-	-	-	- Consistent with prior month
State PPT Reimbursement	-	-	-	-	- Consistent with prior month
Federal Sources	-	-	-	-	- Consistent with prior month
Private Sources	-	-	-	-	- Consistent with prior month
Investment Income	158,335	96,788	61,547	96,788	Lower interest activity from investments in August
Other Sources	87,831	68,891	18,940	68,891	Primarily due to timing of NJTP admin revenue recognized in July
Total Revenue	6,234,637	2,250,263	3,984,374	2,250,263	
Expenses					
Salaries and Wages	2,685,659	846,237	1,839,422	846,237	Faculty and adjuncts began in August and impact from timing of wage allocations crossing fiscal years in July
Benefits	1,372,352	563,772	808,580	563,772	Faculty and adjuncts began in August and slight impact from timing of wage allocations crossing fiscal years in July
Purchased Services	616,659	269,145	347,514	269,145	Primarily due to higher advertising expenses and purchased service expenses in August (including EES instructional expenses [College for Kids activity] and security risk assessment)
Supplies & Materials	508,997	179,130	329,867	179,130	Primarily due to timing of postage expenses and higher supply and printing related expenses in August
Internal Services	19,606	2,545	17,061	2,545	Timing of internal events/charges (including opening conference and HR new employee orientation)
Other Expenses	188,390	57,253	131,137	57,253	Primarily driven by timing of permit/licensing expenses (aviation) and non-professional development expenses in August along with higher recruiting/promotional expenses incurred in August
Institutional Expenses	159,206	42,796	116,410	42,796	Timing of electricity payments in August (impacted by fiscal year end processes)
Maintenance & Renovation	378,856	124,354	254,502	124,354	Primarily due to timing of software and facilities maintenance expenses in August
Professional Development	85,859	27,901	57,958	27,901	Driven by timing of professional development expenses
Capital Outlay	66,565	58,590	7,975	58,590	\$36,465 Advance Professional (lift/alignment system for Auto Tech dept), (\$28,490) reclass of Stein Motors expense from July to Plant fund
Total Expenses	6,082,149	2,171,723	3,910,426	2,171,723	
Transfers	-	-	-	-	
Total Expenses & Transfers	6,082,149	2,171,723	3,910,426	2,171,723	
Net Revenue Over (Under) Expenses	\$ 152,488	\$ 78,540	\$ 73,948	\$ 78,540	



MEMO

*Public Relations, Marketing,
and Communications*

To: Nick Nissley, President

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

Date: 9-13-24

Subject: August 2024 Monthly Report

With an increase in campus activity in August comes an increase in media activity. In paid media, NMC saw YOY and MOM growth for our digital campaigns. While the primary KPIs are higher, we would like to continue to improve campaign efficiency. This area is becoming increasingly competitive and more expensive as more Michigan colleges and universities vie for a smaller pool of in-state students. Earned media performance was also up MOM and YOY. Highlights include the Denmos as a certified autism destination, aviation growth and regional drone demo initiative. There was a slight dip in sentiment with Benzie Annexation coverage, but overall sentiment is still very strong. In owned media, NMC Now was on summer hiatus. Content development continues on the new community report with a targeted launch date of November 2024. The goal of the new piece is to directly communicate NMC's value proposition with tax payers. Shared media followers were up YOY, but engagement is lower due to a shift in paid strategy. August's highest performing posts include a variety of Welcome Week activities and the ADN to BSN pinning ceremony. Finally, we are in the second phase of the brand assessment and strategy development to focus on brand architecture, draft design updates and other deliverables. The next phase will be implementation planning. NMC Public Relations, Marketing and Communication key performance indicators for August 2024 include:

Paid Media - ↑

- Applications: 139
- Accounts: 133

Earned Media - ↑

- Media mentions: 173
- Positive/neutral sentiment: 96%
- Publicity value: \$1.4M

Owned Media -

- NMC Now is on summer hiatus. Content development continues on the new community report.

Shared Media ↑

- Facebook followers: +3% YOY
- Facebook engagement: -74% YOY
- Instagram followers: +8% YOY
- Instagram engagement: -48% YOY



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

From: Dino M. Hernandez, Chief Advancement Officer
Vice President of College Advancement, Executive Director, NMC Foundation

Date: September 23, 2024

Subject: Foundation Update

Update on Philanthropic Activity

As of September 5, 2024, the fiscal year is 18% completed. 10% of the budgeted goal of \$2,575,000 in new cash gifts and pledges has been received, with 737 gifts and pledges recorded.

FY25 Total Dollars Raised Through the NMC Foundation

\$227,213	Total cash gifts and pledges received to date (including The Fund for NMC)
\$27,000	Gross event revenue
+ \$0	Additional cash received from previously documented planned gifts
\$254,213	Total raised through donations, event revenue, and realized planned gifts
+ \$0	New documentation of planned gift intentions
\$254,213	Total raised, including new planned gift intentions

Of the total raised (cash, pledges, and planned gifts), donors are impacting the following areas of the college as of September 5, 2024:

- Unrestricted gifts to the Fund for NMC - \$48,551 (19% of total giving)
- Scholarships, both restricted and endowed funds - \$48,899 (19% of total giving)
- Program support and capital projects at NMC - \$156,763 (61% of total giving)

Foundation Initiatives

- The Foundation executed its annual August fundraising series consisting of a letter and two emails. We're pleased to report there have been 152 gifts totaling \$42,695 made in direct response to the August appeal. Forty of the 152 gifts were first-time gifts to the college. Additionally, \$72,967 from 46 ancillary gifts arrived during this period that we are hopeful were made in response to the appeal.
- Fundraising for *Next Level: The Campaign for NMC Aviation* continues to be a priority for the Foundation's gift officers. There are a number of major gift conversations underway, and we hope to report on these publicly soon. The Foundation team is assisting the President's Office, Public Relations, Marketing, and Communications, and the Aviation Department with the hangar expansion groundbreaking on October 7th. Additionally, we will execute fundraising appeals targeted to aviation alumni and donors in both October and November.
- The Foundation is working closely with Student Financial Services to assess the results of the first application of the bolstered Michigan Achievement Scholarship (often referred to as "free community college"). The Foundation will communicate as appropriate to scholarship donors how the state aid affects institutional scholarships. The Foundation will continue to make the case for donor-supported scholarships as many students will still need help with costs 'beyond tuition' and students residing outside of Grand Traverse County will not be granted the maximum award amount.

- The college is seeking to fill two full-time positions and one part-time position that will be part of the Foundation and/or Advancement Team(s): Foundation Operations & Advancement Manager, Director of Corporate and Foundation Relations, and Resource Development Assistant (Part Time).

Northwestern Michigan College
Board of Trustees
Audit Committee Minutes
August 27, 2024
Timothy J. Nelson Innovation Center
Room 08 (Lower Level)
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Kennard Weaver called the meeting to order at 2:02 p.m.

Members Present: Kennard Weaver, Andy Robitshek

Members Absent: Bill Marsh

Others Present: Nick Nissley, Lynne Moritz, Troy Kierczynski, Chris Lamb, Lindsey Lipke

Present Via Zoom: Katie Thornton, Alyssa Larner, Dino Hernandez

Update on FY24 Audit Process

Katie Thornton and Alyssa Larner of Plante Moran provided an update on the FY24 Audit Process to-date. With preliminary testing complete, Thornton shared a deficiency found in fall 2023 loan disbursement notifications. It was discovered that in fall 2023, loans were disbursed but the required email notification did not go to the borrowers. After being discovered in July, NMC's Student Financial Services team developed a corrective action plan. Plante Moran is still assessing what went wrong and if it occurred more than once, but had not found any evidence of the issue recurring in spring 2024. The question was raised as to whether notification this far past disbursement is helpful or confusing for borrowers.

Employer Retention Credit (ERC)

Committee Chair Weaver requested his advance questions, and the responses from VP Kierczynski, be included along with the meeting minutes. Committee members expressed concern that the potential employer retention credit was not brought to the attention of the trustees prior to this point in time by either the executive team or the auditors. While there is still uncertainty about whether or not the college is eligible for the ERC, the committee emphasized the importance of sharing the potential, anticipated revenue. Notification to full Board regarding the ERC will occur through the meeting minutes and at the next meeting of the Board of Trustees Executive Committee on September 12. The next full Board of Trustees meeting is scheduled for Monday, September 23, with the next Audit Committee on September 25.

Other Discussion

The Foundation Audit will begin after Labor Day with the College's beginning September 9.

Public Input—There was no public comment offered.

The meeting was adjourned at 2:33 p.m.

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

Refund Application for Employee Retention

Credit Eligibility

Preliminary questions for the Audit & Finance

Committee Meeting August 27, 2024

1. The original tax returns for the credit omitted qualified wages for the employee retention credit. Were these returns prepared entirely in-house, or were there external entities which advised or assisted in preparing these returns? If so, who was consulted? Page 4 of the memo in the committee packet references using a Plante Moran “template” in preparing the amended return.

[Troy Kierczynski responses are in blue]

- ADP processes NMC’s monthly, quarterly, and annual payroll tax filings. Amended (manual) claims were filed by NMC later upon determination of qualification.
- NMC has been investigating the ERC since calendar 2022 with assistance from Plante Moran’s [“PM”] tax team. PM provided key guidance over the course of almost two years on how to calculate and analyze gross receipts for purposes of the credit. The target date for NMC to make any ERC claims had been April 2025 based on statute of limitations for 2021 quarterly filings.
- The IRS issued an internal *processing* moratorium on ERC claims on September 14, 2023.
- On January 17, 2024, federal legislation was introduced and quickly passed by the House of Representatives [H.R. 7024 - Tax Relief for American Families and Workers Act of 2024], which among other things sought to permanently sunset the ERC on January 31, 2024. To-date, the bill has not been passed by the Senate.
- With the window of opportunity for ERC claims potentially closing, I turned my full attention to it in mid-January 2024. Based on the guidance and ‘templates’ Plante Moran previously provided, NMC appeared to qualify for 1st, 2nd, and 3rd quarters in calendar 2021.
- In late-January 2024, I asked PM tax to assist with our filings (941-x amendments). They informed us they were unable to assist due to a significant influx of client ERC requests.
- For additional assurance, I asked Rehmann Tax to provide a high-level review. Rehmann reviewed and agreed that we qualified based on the data provided.
- Seeking filing assistance, I approached Trustee Bott (through President Nissley) for assistance on filing the amended claims. Trustee Bott prepared the 3 amended filings on my behalf, and I signed and certified mailed the claims on January 31, 2024.
- We fully anticipate an IRS audit of the claims, which is the primary reason for the March memo.
- To date, we have had no communication back from the IRS and have not received our refund.
- The IRS is just now starting to process post-moratorium claims (those filed between September 14, 2023 - January 31, 2024)

2. Is the amount of the credit claimed for refund a material amount in relation to the NMC financial statements?
 - Yes, the credits without interest total \$7,449,292.
 - With interest, we should expect between \$8-9m
 - Due to its significance for audit purposes, PM audit team has been reviewing our claims and believes we meet the criteria for Q1-Q3 of 2021.

3. Amended 941-X returns were prepared in January and filed on January 31, 2024. The actions were described in a memo dated March 5, 2024. The NMC Audit and Finance Committee was first notified of these developments in late August, 2024, and the full Board of Trustees still has not received notice. Why the delay?
 - We knew the ERC calculation would be scrutinized and audited by both PM and the IRS, and had to survive both. Due to its contingent nature, we were cautious about sharing information publicly until getting feedback from PM and/or the IRS. For the FY24 financial audit, we were uncertain about revenue recognition and sought guidance from PM.
 - I wrote the memo for “audit defense” purposes, capturing as many details as possible in justifying NMC’s qualification.

4. Is the amount of the credit claimed already included in the NMC financial statements? If so, is there sufficient confidence in the amended returns that NMC financial statements including that amount can receive a clean audit opinion?
 - It will be booked as revenue/receivable as of June 30, 2024 before audit fieldwork begins. Based on the feedback received from PM thus far, I’m confident that we should be recognizing the revenue in FY24.

5. Is there a question of Plante Moran’s maintaining independence if Plante Moran contributed to preparation of the amended returns?
 - N/A per response to #1 above since PM did not assist with filing.
 - Tax services don’t impact auditor independence. PM provides routine tax services for NMC and NMCF in preparing our 990’s.

6. Are there other matters which should be presented to the Audit & Finance Committee, and then to the full Board?
 - Katie’s update should capture the most significant audit-related items for FY24. No other significant issues that I’m aware of.

Northwestern Michigan College
 Board of Trustees
Building & Site Committee Minutes
 September 10, 2024
 President's Office Conference Room
 Tanis Building
 1701 E. Front Street, Traverse City, MI 49686

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

Members Present: Ken Warner, Chris Bott, Kennard Weaver

Others Present: Nick Nissley, Lynne Moritz, Troy Kierczynski, Jerry Tomczak, Kathryn DePauw

Aviation Hangar Expansion

Jerry Tomczak, owner's representative, provided an update on bid packages one and two. There was discussion regarding signage on the flat portion of the hangar roof. A groundbreaking ceremony is being planned for Monday, October 7, and official construction is scheduled to begin November 1.

Vice President of Finance and Administration Troy Kierczynski provided an update on considerations of the bond amount based upon lead time for purchasing aircraft. The Board of Trustees adopted a resolution approving bond issuance not-to-exceed \$11 million at their August 26 regular meeting.

University Center

Troy shared an update on real estate consulting regarding the University Center campus.

Public Input—There was no public comment offered.

Other Discussion

The October meeting was rescheduled from October 8 to October 21 at 4:30 p.m. to occur just prior to the regular monthly meeting of the full Board of Trustees.

The meeting was adjourned at 1:57 p.m.

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

Northwestern Michigan College
Board of Trustees
Executive Committee Minutes
September 12, 2024
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 4:03 p.m.

Members Present: Laura Oblinger, Kennard Weaver, Chris Bott

Others Present: Nick Nissley, Lynne Moritz, Kathryn DePauw

President's Update

President Nissley shared an update on Benzie annexation since the proposals were requested to be removed from the ballot.

Employee Retention Credit

There was discussion pertaining to the auditing firm recommendation to record employee retention credit although official approval from the IRS has not been received.

September 23 Board Meeting Agenda

The agenda for the upcoming regularly monthly meeting of the full Board was reviewed.

Other Discussion—The November meeting of the committee will need to be rescheduled due to a travel conflict with an MCCA President's meeting.

Public Input—There was no public comment offered.

The meeting was adjourned at 4:48 p.m.

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



MEMO: Resource Development

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

From: Dino Hernandez
Chief Advancement Officer
Vice President of College Advancement/
Executive Director, NMC Foundation

Date: September 23, 2024

Subj: Foundation Board Appointments

The NMC Foundation Board of Directors recommends for Board of Trustees' approval the following Foundation Board appointment.

New Director Appointment

Mike Lipp is recommended for a new term of three fiscal years commencing August 28, 2024 and expiring June 2027.

Mike grew up in Lansing, Michigan. He moved south and received a Bachelor of Business Administration from Eastern Michigan University. He and his wife Anne settled in metro Detroit for a few years, then moved north to Traverse City in 1996. Mike is a CPA with Rehmann and has been in public accounting his entire career of 35 years. He was on the NMC Scholarship Open committee for 10+ years until its discontinuance, chairing the committee for two years. He and Anne will be married 33 years in August and have two adult children (31 and 27); one in Traverse City and one in Salt Lake City. Mike enjoys most anything outdoors – golf, hiking, mountain biking, road biking, running, paddleboarding, kayaking...and golf! Anne is a fitness instructor at the Grand Traverse Resort, so the aforementioned activities help him keep up.

Jeff Caviston is recommended for a new term of three fiscal years commencing August 28, 2024 and expiring June 2027.

Jeff grew up in Traverse City and graduated from Traverse City Central High School. He then attended NMC and went on to earn his bachelor's degree from Michigan State University. After an initial career in public policy, Jeff returned to MSU to obtain his law degree, after which he worked as an attorney in the Lansing area, both in private practice and as in-house counsel. In 2022, he and his family took the opportunity to return home to Traverse City. Jeff now serves as a trust officer for Huntington Bank, where he administers trusts and advises families on their wealth and estate plans. He has also contributed his time to a number of organizations and causes, including the Grand Traverse Regional Land Conservancy, Wills for Heros, the Father Fred Foundation, The Nature Conservancy, Habitat for Humanity, Traverse Connect, and Michigan Farm Bureau. Jeff and his wife, Torey, have a daughter, Emi, a son, Sy, and a pup named Sadie. They tend to spend their free time at the beach, on a boat, or in the woods.



MEMO
Systems & LAN Management

To: Dr. Nick Nissley, President
From: Todd Neibauer, Vice President for Student Services and Technologies
Date: September 23, 2024
Subject: Mitel software assurance renewal

Board Authorization Requested

Authorize the administration to enter into a contract with BSB Communications for the purchase of a 3-year service contract for our VoIP phone system at a cost of \$50,894.

Background

NMC maintains an existing VoIP based telephony system which requires annual service and support contract. Mitel has announced a price increase of 25% for these contracts that will become effective October 2024. We are purchasing a 3-year contract at the current rate prior to this published increase.

Funding Source

This purchase will be funded by the Technology Plant fund.