



Northwestern
Michigan
College

Board of Trustees

www.nmc.edu/trustees

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

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

Meeting Agenda

Monday, November 25, 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: College Edge—*Hannah Rodriguez, Student Success Coordinator, and Spencer Dewey, Pre-Respiratory Therapy Student*
- F. DEIB—*Jason Slade, Vice President of Strategic Initiatives and Marcus Bennett, Special Assistant to the President for Diversity, Equity, Inclusion, and Belonging*

III. REPORTS AND PRESENTATIONS

- G. PRMC Redesign Update—*Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications*
- H. Faculty Report: Mobile Food Pantry—*Cathy Warner, English & CIT 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.

V. UPDATES/DISCUSSION

- I. President's Update—*President Nick Nissley*
- J. Board Chair Update—*Laura Oblinger, Chair*
- K. ACCT Leadership Congress—*Attending Trustees*



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:

- L. Minutes of the October 21, 2024, regular meeting
- M. Minutes of the November 19, 2024, study session
- N. Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- O. Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- P. PRMC—*Diana Fairbanks, Associate Vice President of Public Relations, Marketing, and Communications*
- Q. Foundation Report—*Dino Hernandez, Vice President of College Advancement and Executive Director, NMC Foundation*
- R. Sensitive Information Report—*Troy Kierczynski, Vice President of Finance and Administration*
- S. Presidential Performance and Compensation Committee—*Laura Oblinger, Committee Chair*
- T. Executive Committee—*Laura Oblinger, Committee Chair*
- U. Policy Committee—*Chris Bott, Committee Chair*
- V. Audit Committee—*Kennard Weaver, Committee Chair*

VII. ACTION ITEMS

- W. **Resource Guidelines** (Pursuant to Policy A-106.00 Finance)
Recommend approval of NMC Resource Guidelines for 2025-2026 as presented.
- X. **Board Policies** (Pursuant to Policy A-106.00 Other)
Recommend adoption of the following Board Policy on a first-reading basis:
 - Policy A-103.00 Committees (amended)
- Y. **Presidential Contract** (Pursuant to Policy A-106.00 Human Resources)
Recommend approval of amendments to the president's contract as presented.
- Z. **Aircraft Purchase** (Pursuant to Policy A-106.00 Finance)
Recommend authorization for administration enter into an aircraft purchase agreement with Textron Aviation, Inc. for the purchase of two (2) new 2028 Cessna Skyhawk 172's at the amount of \$680,000 each (\$1,360,000 total) for delivery by Q1 2028.



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November 25, 2024 Meeting Agenda

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AA. Closed Session (Pursuant to Policy A-106.00 Other)

Recommend that the Board convene in closed session as permitted by Section 8(h) of the Open Meetings Act, MCL 15.268(h), to consider materials exempt from discussion or disclosure under state or federal statute as records or information of measures designed to protect the security or safety of persons or property in connection with Section 13(1)(y) of Michigan's Freedom of Information Act, MCL 15.243(1)(y). (*Requires two-thirds majority roll call vote of members elected or appointed and serving*)

BB. Reconvene Regular Session

Recommend the closed session adjourn and the open session of the regular meeting be reconvened. (***Roll call vote***)

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.

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: November 18, 2024
Subject: Strategic Initiatives Update: *November 25, 2024 Board of Trustees Meeting*
 Topic: *Strategy 3 - Diversity, Equity, Inclusion, and Belonging*

Strategy 3: Diversity, Equity, Inclusion, and Belonging

Diversity, Equity, Inclusion, and Belonging: Cultivate an inclusive environment that fosters a sense of belonging and delivers equitable opportunities so all students and employees can thrive and succeed.

(Champion: Marcus Bennett)

Summary:

This strategy is on track with 3 objectives completed, 1 objective currently classified as “green”/on-track, and 1 objective, related to student retention and enrollment, making moderate gains but still lagging. The HR training objective was completed as was the inclusion of a DEIB project in our employee goal setting process. This will shift the focus to the objectives centered around 1) addressing barriers for our vulnerable students and 2) revising NMC’s policies and procedures.

Highlights and Successes of this Strategy:

- Welcome Weekend kicked off the start of fall semester with a number of student-focused events designed to increase connections and make the transition to NMC easier. Some of the more popular offerings were kayaking, volleyball, bowling, and Pine Palooza.
- Brooklyn Survey complete. Summary shared as supplement to this document.
- The Mobile Food Pantry has had four events this fall. This \$15,000 grant-funded initiative is spearheaded by Cathy Warner, adjunct faculty in Communications and Information Technology, as part of a service learning class project. The result of this grant is nearly \$300,000 worth of groceries and perishable foods to food insecure students during the 2024-25 academic year. Twice monthly, students are able to pick up fresh foods, fruits, and vegetables in a drive-thru or walk-thru format. Each distribution supports nearly 100 households, or 220 people (70% are NMC-affiliated households). To date Mobile Food Pantry distribution statistics:
 - Sept 9: 4,529 lbs., 93 households, 233 individuals (incl. 103 children), 70% (65/93) NMC-affiliated households
 - Sept 23: 4,085 lbs., 69 households, 220 individuals, (incl. 84 children, 29 seniors, and 4 veterans), 70% (48/69) NMC-affiliated households
 - Oct 7: 2,984 lbs., 96 households, 230 individuals (incl. 101 children, 24 seniors, and 4 veterans), 74% (71/96) NMC-affiliated households
 - Oct 28: 5,359 lbs., 72 households, 252 individuals (incl. 137 children, 23 seniors, and 6 veterans), 49% (35/72) NMC-affiliated households
 - Nov 4: 3,520 lbs., 84 households, 221 individuals (incl. 68 children, 28 seniors, and 6 veterans), 63% (53/84) NMC-affiliated households

- The NMC October Conference, our 9th annual professional development day for faculty and staff, centered on the theme of “Creating a Caring and Connected Community” with an emphasis on diversity, equity, inclusion, and belonging, neurodiversity and disability support, and student success. Mr. Javon Brame, Senior Director of Client Success at CampusWorks, was the keynote speaker focusing on ideas and actions for fostering a connected campus community. 48 internal presenters and 15 presenters from the broader community joined him later in the day to lead a variety of sessions, including homelessness in the community, helping neurodiverse students transition to NMC, student support availability, and much more.
- NMC participated in the MCCA Student Success Summit in Lansing on September 26 and 27. Dr. Marcus Bennett served on a panel with other MCCA delegates focused on DEIB. In addition, several other staff members presented various strategies.
- The Neurodiversity Support Center held their open house on November 4. 60 people attended from several campus offices: advising, financial aid, recruiting, admissions, student life, disability services, and tutoring. Several members from the greater Traverse City community also came, after hearing about it in the Ticker and Record Eagle. UpNorth Live created a [television segment](#). The open house was a positive and uplifting opportunity to announce to the community that we are ready to increase our enrollment to 15 in the spring and up to 20 in the fall.
- Math College Edge was offered again in October to help students with algebra skill building for their STEM degree pathways. 100% of students enrolled completed the program.
- The veterans student group is being reestablished by Admissions/Recruiting (Ryan Deering, Geospatial Recruiter and Army veteran). He is working to encourage more students into the club as well as identifying academic pathways that may resonate with veterans.
- NMC continues to work to provide low-cost/open educational resources (OER) for our students.
 - Over the three academic terms of 2024 - spring, summer and fall - NMC instructors have offered 188 sections of 48 unique courses across 17 academic subject areas taught using OER materials
 - Enrollment in these OER sections comes to 3,334 for 2024
 - NMC instructors, supported by the OER team and the Library, have saved students over \$3 million since 2015, when the OER initiative began by switching to OER


Challenges:


- Food Pantry - The program is only funded for the 2024-25 academic year and will be seeking sustaining donations to continue. Currently, NMC does not have an accurate measure of food insecurity or need among our student body. NMC admissions and student life are determining how to update student surveys to acquire this data.
- Objective 4 (address the barriers to entry and success) - survey results have been challenging due to a limited BIPOC population. We have worked closely with the survey provider to collect more samples through various methods and the summary from Brooklyn College is attached. Limited community college data is available at a national level, so collection by NMC and Brooklyn College will continue. However, immediate takeaways are being implemented and acted upon.
- Long term funding sources for the Neurodiversity Support Center need to be identified.

Events:

- In addition to those mentioned above as highlights, DEIB-related events include:
 - NMC hosted the Pride Carnival on June 15, 2024
 - NMC hosted the Juneteenth Celebration on June 19, 2024
 - A Passages Simulation Game on September 27, 2024 was hosted by Jim Bensley
- Members of the college visited the [Jim Crow Museum](#) at Ferris State University on November 1 to explore the history of race relations in America. This visit also included a book, [Understanding Jim Crow: Using Racist Memorabilia to Teach Tolerance and Promote Social Justice](#) by [David Pilgrim](#) from the Diversity, Inclusion, and Strategic Initiatives Office at Ferris State University.

- NMC’s Veteran Day Ceremony was hosted on November 11 by Ryan Deering.
- Hawk Owl Cafe Indigenous Cuisine event was held on November 12, a collaborative event between NMC Dining, Native American Student Organization, DEIB Advisory Council, and Saginaw Chippewa Indian Tribe.

Strategy 3 - Diversity, Equity, Inclusion, and Belonging				
Objective 1: Create a college DEIB statement of definition and purpose; receive President’s Council approval, and share with the NMC Board of Trustees.				
Status of Action Steps		Current Percent Complete	Target	Notes
Objective Complete - Year 1		100%	100%	Definitions complete 11/22 Purpose Statement complete 5/23
Objective 2: Implement staffing and resourcing for DEI efforts with the creation of at least a .5 FTE position by end of FY 2022.				
Status of Action Steps		Current Percent Complete	Target	Notes
Objective Complete - Year 1		100%	100%	Objective complete 7/22
Objective 3: Provide onboarding training and regular training opportunities on diversity, equity, inclusion, and belonging for all NMC employees by August 15, 2023.				
Status of Action Steps		Current Percent Complete	Target	Notes
Objective Complete - Year 3		100%	100%	Training has been implemented for new hires and current employees. A DEIB component will be added to our goal planning process.
Objective 4: Address the barriers to entry and success of vulnerable student populations to improve application to enrollment statistics from 28% to 35% for BIPOC students and improve 12-month retention of all vulnerable populations by 3 percentage points by Fall 2025.				
Status of Action Steps	Baseline (Fall 2020)	Current	Target (Fall 2025)	Notes
6 In Progress/ On Schedule	Application to Enrollment: 28% Retention: 77% (12 month retention)	Application to Enrollment: F22: 26% F23: 22% F24: 21%  Retention: F22 to Sp23 = 77% F23 to Sp24 = 78% F24 to Sp25 = tbd	Application to Enrollment: 35% Retention: 80% (12 month retention)	Brooklyn DEIB survey completed. Summary information shared with the Board of Trustees as supplement to this memo.

				
Objective 5: Review and revise NMC systems, policies, and procedures for inclusive and equitable language and processes across college systems by Dec. 2025.				
Status of Action Steps		Current Percent Complete	Target	Notes
2 In progress/ On Schedule 1 Completed		70%	100%	EAB (Education Advisory Board) performed audits of the website and other materials. Results have been shared with PRMC and will be used as part of redevelopment for this objective. PRMC is beginning to plan a new web presence. NMC has internally reviewed policy and made changes where appropriate. NMC’s Equity Lens tool will be reviewed by the DEIB Advisory Board and PC.

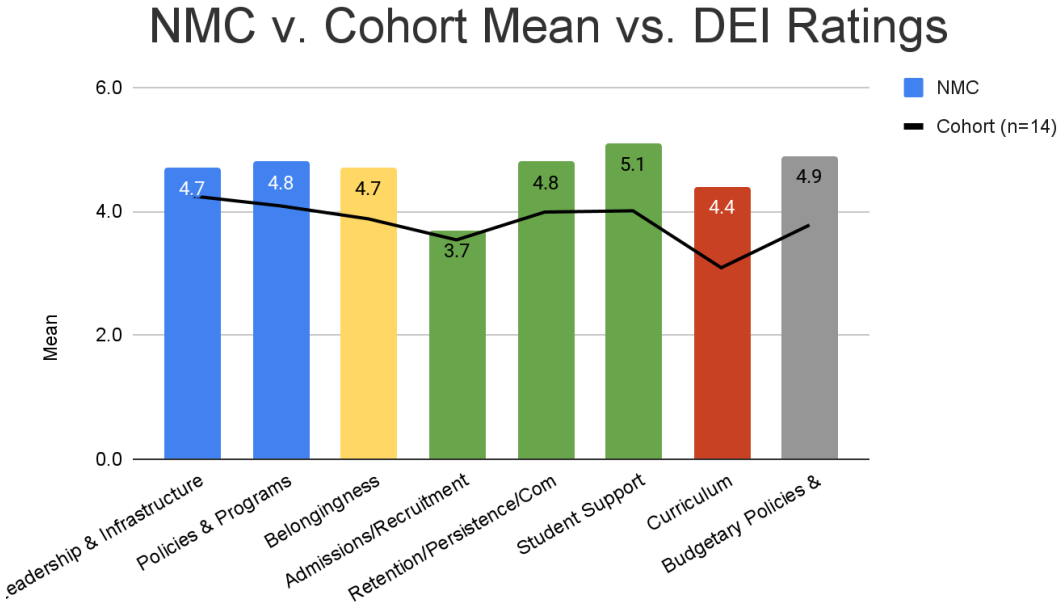
Key	
Green	> 75% of scheduled actions supporting objective are on task
Yellow	> 50% of scheduled actions supporting objective are on task
Red	< 50% of scheduled actions supporting objective are on task

NMC DEII Brooklyn College Executive Summary

The following report provides an analysis of a Diversity, Equity, and Inclusion Institutionalization (DEII) survey that was conducted by Brooklyn College in collaboration with Northwestern Michigan College with NMC students who were enrolled in Fall 2023. The survey started on October 5, 2023, and concluded on December 8, 2023, with a response rate of 25.7% of NMC students completing it. The summary notes the overview of DEII efforts on the campus of NMC and scores based on the evaluation of the following criteria:

- Institutional Environment: Leadership and Infrastructure
- Institutional Environment: Policies & Programs
- Belongingness
- Faculty and Staff: Recruitment
- Faculty and Staff: Retention
- Student: Admissions/ Recruitment
- Student: Retention/Persistence/Completion
- Student: Student Support
- Curriculum
- Budgetary Policies and Procedures

Key Findings:



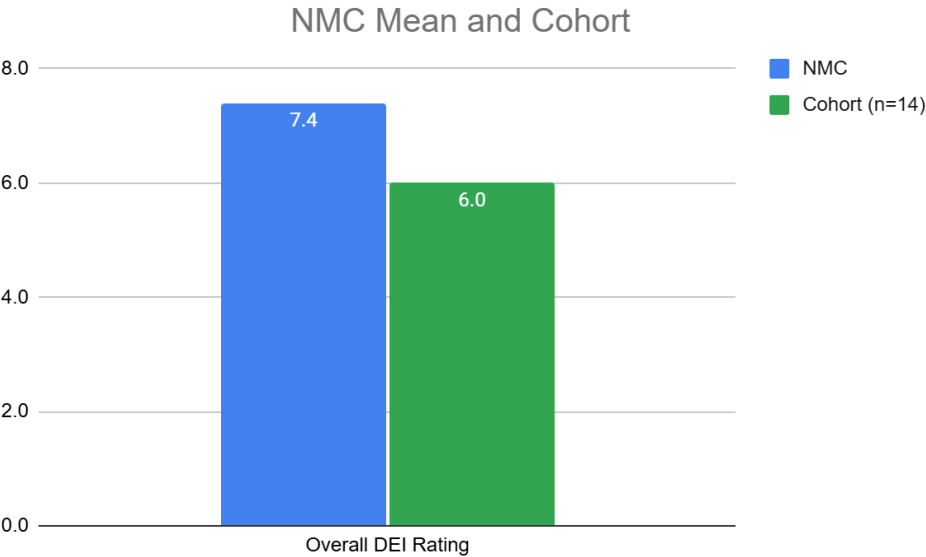
Note: Rating scores on a scale of 1 to 6, with 6 being the highest rating.

Challenges Identified:

- 1. **60.1%** of the participants surveyed noted they did not know if NMC has a mission that supports DEI.
- 2. **61.3%** of participants surveyed stated that they did not know if NMC allows them to observe religious holidays without being penalized.
- 3. **63.1%** of participants surveyed stated that they did not know how to file a complaint at the college.
- 4. **8.0%** of the participants surveyed stated that they (**sometimes**) have witnessed acts of prejudice based on race/ethnicity.

Successes:

- 1. Out of 3032 students, 781 completed the survey.
- 2. 474 of those surveyed identified as female.
- 3. 307 of those surveyed identified as male.
- 4. 6 out of those surveyed identified as transgender.



Note: Rating scores on a scale of 1 to 10, with 10 being the highest rating

Recommendations:

1. Continue the survey next fall or every other year to determine a baseline for DEIB measures at NMC.
2. Highlight DEIB measures at NMC
 - Notify the campus of the DEIB results from Brooklyn College.
 - Besides BoT DEI updates for Strategy 3, include DEIB updates in college communications
 - Share NMC DEIB initiatives with other MI community colleges., ie.MCCA
 - Encourage participation in Embrace the Dream, Disability Awareness Month, Pow Wow, IAF events, etc..
3. Continue recruiting a diverse workforce.
4. Utilize the Multicultural Club, Pride Club, and Student Government to gauge the pulse of behaviors impacting students belonging at NMC.
5. Inform students how to file a complaint if they feel unsafe or discriminated against.
6. DEIB webpage, inform campus and community stakeholders of upcoming activities and events.

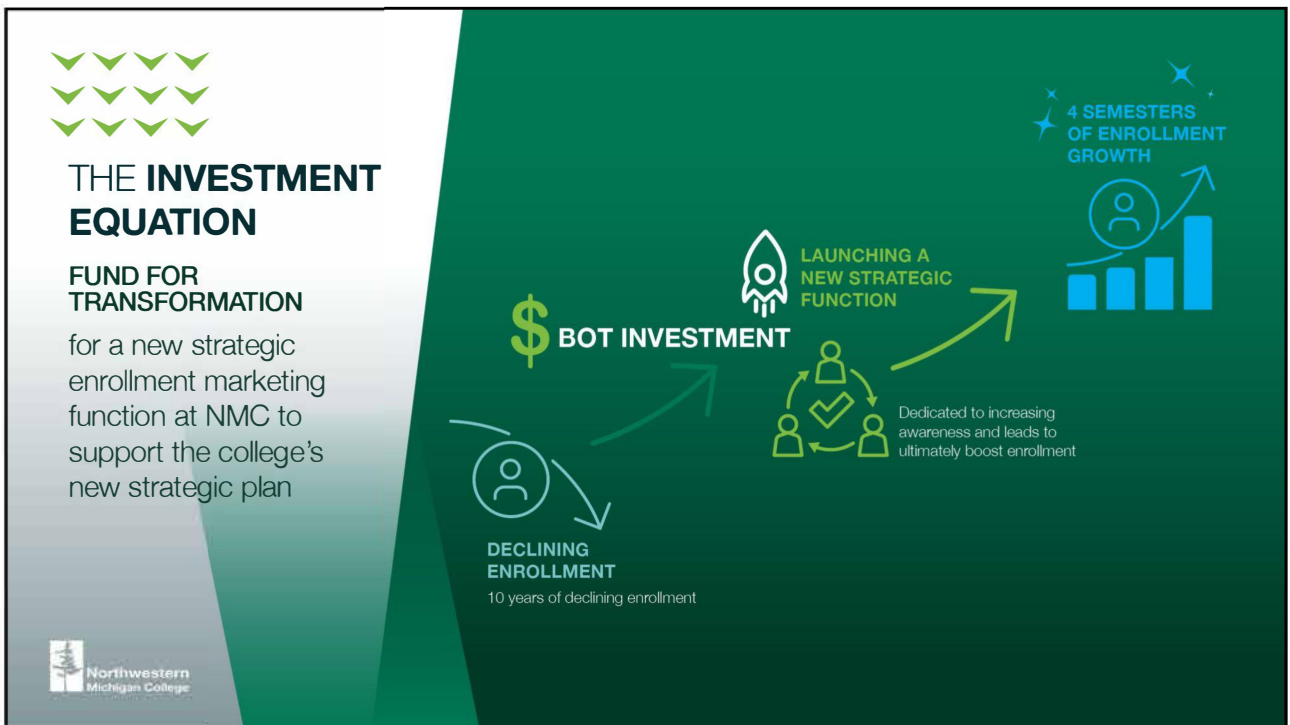
In conclusion, with the launching of NMC's Strategic Plan, Strategy 3- DEI, significant strides have been made in the advancement of the Diversity, Equity, Inclusion, and Belongingness objectives. Even though measures have been implemented, work still needs to be done in the area of continuous improvement for the initiatives to obtain their full potential. By building upon the successes, improving upon the challenges, and implementing the recommendations, NMC will continue to advance DEIB at the collegiate level.



PRMC REDESIGN:
Progress Update on Strategic Investment

Northwestern Michigan College
Diana Fairbanks, Associate Vice President of
Public Relations, Marketing and Communications

UPDATE & OUTLOOK
NOV 25 | 24



THE INVESTMENT EQUATION

FUND FOR TRANSFORMATION
for a new strategic enrollment marketing function at NMC to support the college's new strategic plan

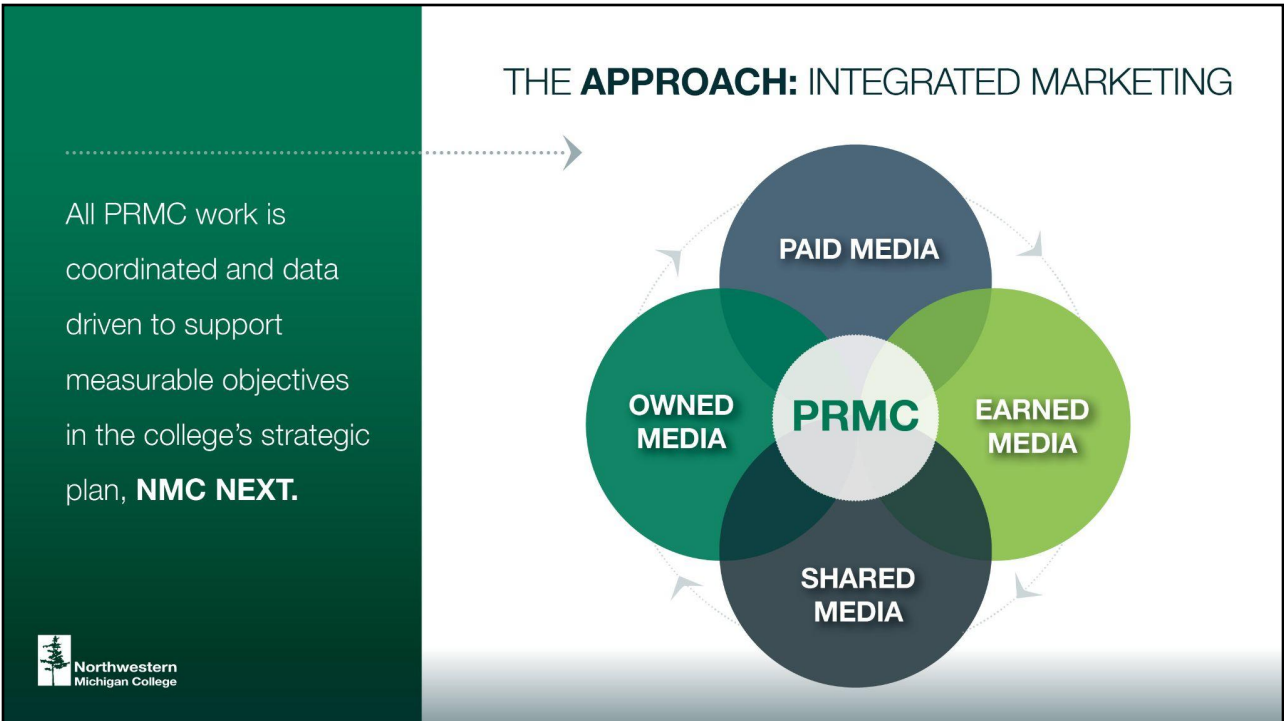
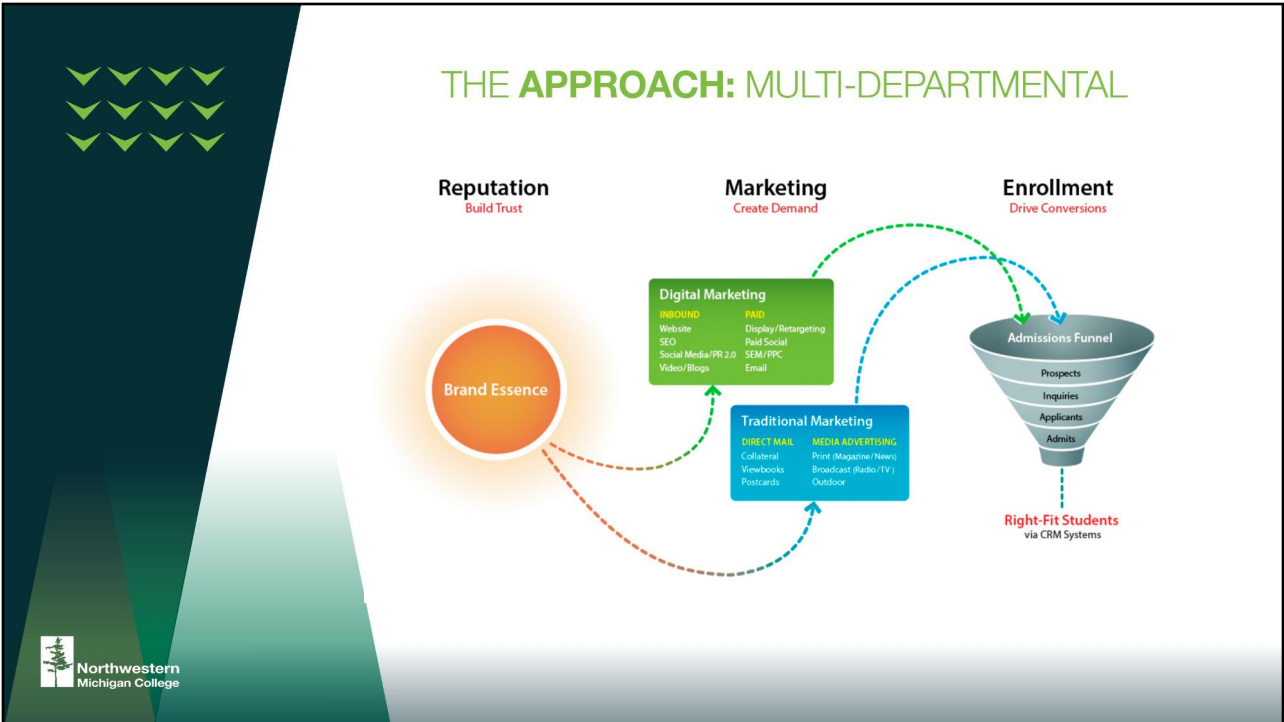
\$ BOT INVESTMENT

DECLINING ENROLLMENT
10 years of declining enrollment

LAUNCHING A NEW STRATEGIC FUNCTION
Dedicated to increasing awareness and leads to ultimately boost enrollment

4 SEMESTERS OF ENROLLMENT GROWTH

Northwestern Michigan College





THE RESULTS: METRICS THAT MATTER

Once we had the team members in place, the first major shift began with a new higher ed digital marketing partner in August 2022.



LEAD/APPLICANT VOLUME

2,832
applications



CONVERSION RATE

2,000 RFIs
2,654
new accounts



COST PER LEAD & ROAS

\$3.46 ROAS
(Improved to
\$4.27 since FY24)

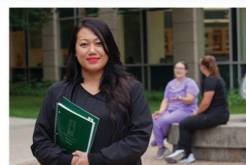


STANDOUTS: SINCE AUGUST 2022



ADULT LEARNER

1,083 applications
\$4.20 ROAS
From 359 (2022) to 488 (2024)



BRANDED NMC

619 applications
\$8.88 ROAS



GLCI

306 applications
\$6.54 ROAS
Enrolled 43 new students (2022)
to 56 new students (2024)



GLWSI

130 applications
\$4.99 ROAS
The Bachelors in
Marine Technology had
2 new students (2022) to
13 new students (2024)





INTEGRATED MARKETING COMMUNICATIONS APPROACH

The digital campaigns, include a blend of awareness and conversion, are an important part of the success of PRMC, but only part of the whole effort.



DIGITAL CAMPAIGNS ARE SUPPORTED BY

WEBSITE

NEW PRINT MATERIALS FOR RECRUITERS & DEPARTMENT LEADS

SOCIAL MEDIA POSTS

STORIES IN NMC NOW

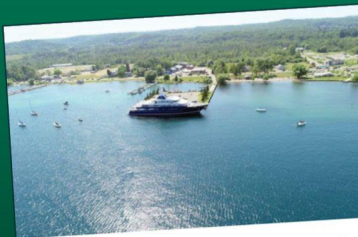
THE COMMUNITY REPORT

MEDIA COVERAGE FOR KEY INITIATIVES

ADVERTISEMENTS: PRINT, DIGITAL, & BILLBOARDS



IN THE NEWS:



NMC, Partners Confirm Ambitious Freshwater Research Center On Grand Traverse Bay

Nov. 1, 2022
Northwestern Michigan College, Michigan Tech, Discovery Center & Pier, Traverse Connect and 20fathoms have confirmed plans to develop an ambitious new Freshwater Research and Innovation Center on West Grand Traverse Bay at the current site of the Discovery Center & Pier.

The Ticker first reported on the plans back in July.



NMC Enrollment Numbers On The Rise Again After Years Of Decline

By Craig Manning | Nov. 7, 2024
At least when it comes to enrollment, Northwestern Michigan College (NMC) is on a winning streak.
So says Todd Neibauer, the school's vice president for student services and technologies. Per Neibauer, NMC's student headcount is up 3.4 percent this fall, while total contact hours are up 4.8 percent. It's the fourth consecutive semester of growth - a sign, Neibauer thinks, that recent initiatives at the college itself and at the state level are starting to pay dividends.



TRaverse CITY - Northwestern Michigan College's official fall semester enrollment numbers are up.

Official enrollment numbers, which saw a 3.4% increase in headcount over last year, were announced at the NMC Board of Trustees meeting.

Neibauer specifically noted that total contact hours increased by 4.8% over the summer and now they're over 100,000.

"I'll specifically note that this is our fourth consecutive semester of growth," Neibauer said. "It's a sign that the investments of the increases were believed in by the community college and the state."

Neibauer said that the increase, whether it's in enrollment or contact hours, is "a good thing, but I know it all pays for itself."

Neibauer's report, a 7.9% increase in total contact hours, was attributed, in large part, to the success of the new night's program.



How NMC's Great Lakes Culinary Institute Came Back From The Brink Of Oblivion

By Craig Manning | Feb. 18, 2024
Two years ago, the Great Lakes Culinary Institute (GLCI) was a massive money-losing operation for Northwestern Michigan College (NMC)—to the point where the college was questioning whether the beloved-but-expensive program should be eliminated entirely. Instead, NMC doubled down on GLCI, reimagining the program for a more modern context, looking for opportunities to cut costs, and chasing down the program for a more modern context. Fast forward to 2024, and the program that was once running at a deficit of \$375,000 is now on the verge of breaking even.

Speaking to The Ticker on the start of the 2023-23 academic year, NMC President Nick Nissley was candid about GLCI's hard times.

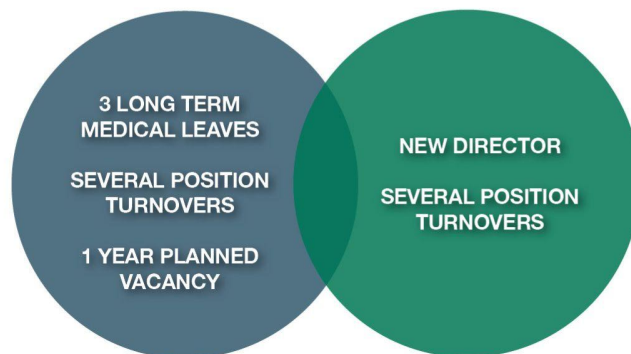


OVERCOMING STAFF & OPERATIONAL CHALLENGES

We are **very proud** of these metrics and even more proud considering, like all businesses, there have also been some challenges.

Since 2022, our team of six faced

Admissions team



Northwestern
Michigan College



FUTURE SUCCESS

- PRMC is now part of the Advancement and Community Engagement Division
- New marketing director started November 18
- Increased collaboration and impact with
 - Admissions
 - GLWSI
 - GLCI
 - Nursing
- Completion of the brand strategy project this month
- Elevating NMC's brand with the next strategic plan



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THE **IMPACT:** OF YOUR INVESTMENT

The Board's
strategic investment
was the critical
catalyst for
this success.



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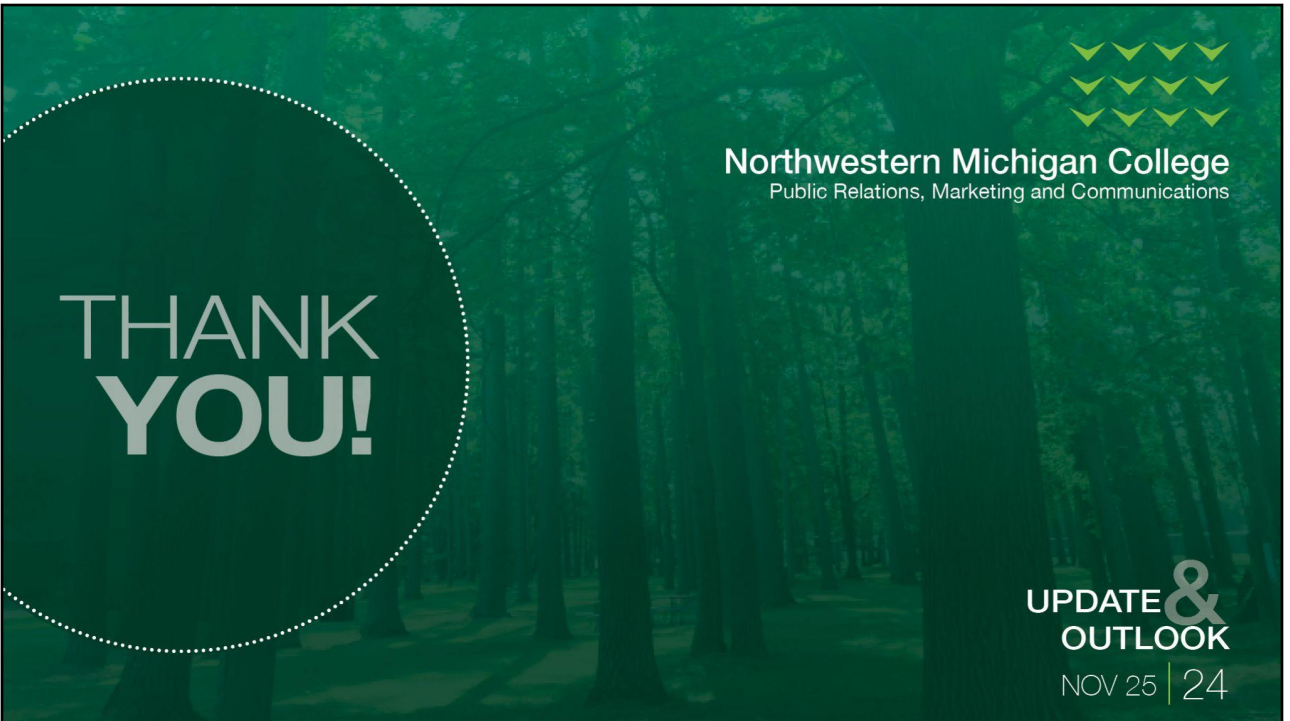
HIGH IMPACT TEAM



MODERNIZED OPERATIONS



CLEAR ENROLLMENT GROWTH



Northwestern Michigan College
Public Relations, Marketing and Communications

THANK
YOU!

UPDATE &
OUTLOOK
NOV 25 | 24



NMC's Mobile Food Pantry Program



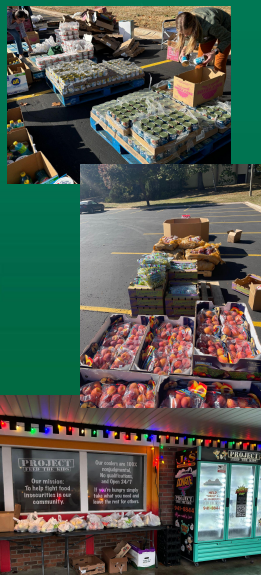
Origins: "Ava's Story" ... or how a food insecurity program came under the purview of an adjunct professor in Communications/CIT departments.

- Student Research Project - ENG111
- Student is passionate about food insecurity, equity, social justice
- Noticed many people were hungry in class; recognized the need for more cost-effective [healthy] options for students
- Proposed bringing back mobile pantries with changes to time/dates, marketing, anti-stigma efforts
- Proposal was picked up by NMC Foundation, resulting in a \$15,000 grant for 2024-25.
- Someone had to take charge.... [if you want something done, find a busy person/instructor/Girl Scout Leader/mom who can't say 'no']

Mobile Pantries & How they Work:

- 2x monthly, a truck from Feeding America West Michigan arrives to the Maple Lot
- Each truckload contains (on average) 4,500 lbs of food.
- Food is unloaded and organized, then distributed for FREE to participants in a drive-thru distribution.
- No means tests, financial restraints for participants - only a sign in sheet for stats and food recall.
- Distributions last 2 hours. We currently offer our pantries 3-5 p.m. 1st & 3rd Mondays each month. [high engagement of student-parents & school pick-up timing]

At the end, any remaining items are loaded up and delivered to the campus pantry or Project Feed the Kids' cooler on S. Airport Rd. (usually bulk fruit, veggies)



 Northwestern
Michigan College

Mobile Pantries & How they Work:

- Each truckload 'at cost' is approx \$875, from which we get up to \$15,000 worth of food.
- We have distributed 21,496 lbs of goods (prior to today's distribution)
- We will distribution approximately \$300,000 worth of food during the 24-25 academic year

PER DISTRIBUTION, we average 85-90 households, 220 people, with 65-70% being NMC affiliates.

*Spring Distributions: January 20; February 3 & 24;
March 3 & 17; April 7 & 21*



MOBILE FOOD PANTRY SCHEDULE

FALL - 2024

MON ³ ALL DATES: 3-5 P.M. IN
9/9 THE MAPLE LOT @ NMC

MON ³ FREE FRESH FOODS
9/23 2X MONTHLY

MON ³ DRIVE OR WALK-THRU
10/7

MON ³ TAKE WHAT YOU WILL
10/28 EAT / CAN USE

MON ³ NO FINANCIAL MEANS
11/4 TESTS - OPEN TO ALL

MON ³ APPROX. \$200 WORTH OF
11/25 FOOD / PERSON / PANTRY

MON ³ USE YOUR SAVED \$ FOR
12/2 OTHER EXPENSES

@NMC_TC #NMC_TC #NMCFOODPANTRY #NMCNEEDS #HUNGRYATNMC



 Northwestern
Michigan College



Mobile Pantry Distribution Statistics:



Date	Lbs. Distributed	Households	Individuals Served	% served NMC affiliated households
Sept 9	4529	93	233 (inc. 103 children)	70% (65/93)
Sept 23	4085	69	220 (inc. 84 children 29 sr., 4 veterans)	70% (48/69)
Oct 7	2984	96	230 (inc. 101 children, 24 seniors, 4 veterans)	74% (71/96)
Oct 28	5359	72	252 (inc. 137 children, 23 seniors, 6 veterans)	49% (35/72) * not all marked box, count may be off
Nov 4	4539	84	221 (inc. 66 children, 28 seniors, 6 veterans)	63% (53/84)



What's on the Truck? To Date we have distributed:



- Milk
- Ground Beef
- Plums
- Apples
- Potatoes
- Squash
- Broccoli
- Peaches
- Nectarines
- Salmon
- Pasta
- Dried Beans
- Canned Beans
- Cereal
- Grapes
- Melons
- Squash
- Peanut Butter
- Mushrooms
- Cottage Cheese
- Juice
- Grapefruit
- Collard Greens
- Tomatoes
- Chili [pouches]
- Shredded Cheese
- Carrots

The “Why” Behind Food Insecurity & Community Colleges

Tons of research in four short bullet points:

- **Addressing Food Insecurity significantly raises retention & graduation** (Huntington College CA study); and longevity studies show that they use far fewer federal assistance programs long term.
- Food Security is an **Equity** issue - making food accessible evens the playing field for marginalized and first generation students.
- Multiple programs provide layers of **safety nets** that meet needs in various multiple ways. (Swiss cheese)
- Abuse of programs is extremely low, **not an issue.**

NO ONE GOES HUNGRY AT NMC

Wondering how to stretch your budget this school year?

Let NMC and Feeding America help! Free fresh foods, fruits, vegetables, and more are available to all students through our grant-funded Mobile Food Pantry program.

All students are able to use this program; there are no means tests or financial measures to participate.

All students are encouraged to use this free resource. Each recipient receives approximately 7-10 days of fresh fruit, produce, and other goods on a first come, first served basis.

All pantries: Mondays, 3-5 p.m., Maple Lot, NMC Main Campus

Distribution Dates for 2024-25:

• September: 9 & 23	• January: 20
• October: 7 & 28	• February: 5 & 24
• November: 4 & 25	• March: 3 & 17
• December: 2	• April: 7 & 21

Hop in the car line in the Maple Lot on the Front Street Campus and drive through the distribution loop. Food will be loaded into your trunk. No car? No problem! You're welcome to "walk through" and receive goods in a carryable bag. Bring a backpack or reusable bags.

As a college, we recognize that so many students live paycheck to paycheck. Our mobile food pantry is specifically designed for students to supplement income with fresh, healthy food and free up limited funds to go towards other expenses.

If you need additional assistance, NMC will work to support you. Some of our supports include:
 *Scholarship *Hunger Relief *Food Pantry to Go *On-Campus *Financial Resource Center *NMC Student Emergency Fund *Personal Counseling Services *Health Center *Community Relations *Success Coaching *Academic Support *Disability Accommodations & Services *And more!
 For info on these additional programs, contact the Student Life Office at (202) 966-1181 or academic services at (202) 966-1040.

Looking Forward: Challenges & Measures

- We do not have a firm understanding of our food insecurity rates. (others average 43-77%)
 - [proposed intake questions]
 - In order to measure impact, we need to know where we're starting from.
- In order to continue, we will need to secure funding for Fall 2025+.
- Volunteer staffing [it's been great thus far, but winter?! Brrr!]
 - We have a great core group of volunteers – faculty and staff, TC area Girl Scouts, Scouts of America Troops 34 & 35G, NMC Foundation, Step Up NoMI, NWEd., Residence Life staff, NMC Aviation students, GLMA cadets, and GLCI students and staff!

NMC's FREE Mobile Food Pantry Distribution



Free to all NMC students & their families.

FEEDING AMERICA West Michigan MOBILE FOOD PANTRY

Welcome!

1. Line up
2. Sign in
3. Get your food
4. Enjoy!

Access the food distribution schedule at FeedWM.org/FindUs



Northwestern
Michigan
College

MEMO
Office of the President

To: NMC Board of Trustees
From: Nick Nissley, President
Subject: November Mid-Month Update
Date: Thursday, November 14, 2024

Dear Board of Trustees,

Since our October Board meeting the following are key updates.

Aviation Expansion Project

- We received the bond proceeds for this project of \$8,989,593.90 from StoneX Financial Inc. on Wednesday, October 30. The proceeds are composed of \$8,190,000 in par value plus a premium of \$881,621.50, and reduced by underwriter's discount of \$82,027.60. The proceeds are restricted for the construction of the hangar, acquisition of aircraft, and costs of issuance of the bonds. The bonds will be repaid over 15 years out of the College's general operating fund.
- Our construction manager, Miller-Davis ("MD"), received satisfactory bids for all bid categories (demo, concrete, masonry, steel, carpentry, roofing, electrical, etc). The sealed bid process was monitored by Cunningham-Limp ("CL"), our owner's representative, and NMC staff. Following the bid process, a guaranteed maximum price ("GMP") contract amendment was issued and signed by NMC and MD for a maximum project cost of \$6,872,427. The GMP represents the maximum price NMC will pay for the project, absent any change orders, and includes a 7% construction contingency, costs of liability and builder's risk insurance, cost of payment and performance bonds, and construction manager fees. The GMP excludes owner's representative fees, owner contingency, and other costs not directly related to the project such as costs for relocation of the simulators to Parsons-Stulen.
- Demolition of the current office/classroom space in the hangar will begin as early as next week (week of 11/18). The project team is in process of site clearing, relocating utilities, securing construction fencing, and delivering the office trailer and temporary restrooms.
- Substantial completion is still projected for late August 2025.
- A recommendation will be presented to the board in November for the acquisition of two new Cessna C-172 Skyhawks. Due to the manufacturer's backlog, delivery time is

expected to be two years. We also intend to shop the used aircraft market over the next year to acquire additional Cessna's to accommodate our expanded student capacity in Fall 2025.

2024 Community Report

NMC's 2024 Community Report (a sort of newly reimagined *Nexus*, focused more clearly on the community-college connection) was mailed this month. The message is clear: NMC is proud to be a partner in building a stronger, more vibrant and prosperous community. It's why we're referred to as "the community's college." The 2024 Community Report highlights how the College is improving lives right here in Grand Traverse — from offering high-quality education and workforce training to supporting local innovation and leadership. I couldn't be prouder of our NMC faculty and staff who deliver on that vision day in and day out - being community centered and community serving. A proud 'shout out' also, to Diana Fairbanks and her Public Relations, Marketing, and Communications team for their reimagining of the *Nexus*, and the passion they poured into this professional publication that's sure to 'wow' the readers/community. The [digital version \(nmc.edu/report\)](https://nmc.edu/report) is live and is designed to be a compliment to the print piece, build additional interest and increase engagement.

The Freshwater Research and Innovation Center

A delegation representing NMC including Ed Bailey (Marine Center), John Lutchko (GLWSI Director), Matt Hirsch (GLWSI), and Jason Slade (Strategic Initiatives) as well Traverse Connect and Discovery Pier visited Michigan State University last week. FRIC site plans were reviewed by the MSU facilities team specializing in lab and start-up buildouts. They previously provided input at the beginning of the process and this review was equally as valuable. Start-ups and research teams were also interviewed to better understand specific needs. Discussions continued with MSU's Foundation, Red Cedar Ventures, Spartan Innovation, and research teams from across the college with a focus on how FRIC could accelerate their efforts. Conversations will need to continue in order to identify specifics, but the meetings were positive. In addition, potential education pathways through GLWSI were explored with follow-ups planned around a transfer program.

Acquisition of the Tow Vessel *Robinson Bay*

On 16 October we received confirmation from the Great Lakes St. Lawrence Seaway Development Corporation that they will donate the Robinson Bay to GLMA. There will be a hand-off ceremony in Massena, NY on November 22. Then, to depart for a shipyard in early December where work can be completed to have the vessel re-admeasured to less than 200 tons as well as other work required. Our plans for use of the vessel include:

- Summer 2025: Three sections of 30-day summer TOAR. This will allow all cadets the opportunity to earn their TOAR, and additional cadet sea time.
- 2025: Work with USCG on approval for engine cadets to earn DDE.
- Summer 2026: Transition the summer TOAR to a three-credit elective.
- TBD: Development of a two-year associate's degree/ DDE program.

- TBD: development of a one-day TOAR for professional mariners who have requisite sea time for TOAR, but need to complete the checklist.
- GLMA is working with NMC Foundation to officially record the gift in kind donation of the Tug estimated at \$300,000

Training Ship State of Michigan – Drydock Update

The Training Ship State of Michigan 2025 drydock will include the addition of five single person, private head staterooms. Due to the length of time it will take to complete this work it is possible the vessel will need to depart for a shipyard in mid-July, which would result in the cancellation of Phase II. While it will be a challenge, Superintendent Achenbach is confident that we will find a way to ensure all cadets have the ability to graduate per their model schedule. This will be accomplished via commercial berths and use of the Robinson Bay.

President Nissley’s Five-Year Focus for 2025-2029

What’s on the horizon and will be my focus, as I look to the next year *and beyond*? While much has been accomplished over these first five years of my presidency, I am equally excited about the possibilities that lie on the horizon, the next five years. As we look ahead to the next five years, the following seven strategic initiatives will be where I focus my attention and leadership energy. To what end? I will continue to be driven by our mission to *deliver lifelong learning opportunities to transform lives and enrich our communities*. That means, first, remaining firmly grounded in our *raison d’être* – education – and committing to excellence in teaching and learning. I believe that our students come to college hoping to change their lives – they’re making a bet and investing in NMC – they’re seeking social and economic mobility. I also believe that social and economic mobility help drive community vibrancy. Therefore, these seven strategic initiatives, where I will focus my attention and leadership energy, reflect my **commitment to not only transform students’ lives but to also enrich our communities.**

1. The end of 2025 will mark the completion of our **strategic plan**, *NMC Next*, and the need to update/develop a ‘new’ strategic plan (building on our present plan while also living into an unknown future).
2. At the same time, we are beginning implementation of our **campus master plan**, which includes deliberate efforts to enhance campus vibrancy:
 - a. Building consensus around a vision for the **University Center**, including the consolidation of the University Center onto the Front Street/Main Campus, and embracing its potential as a revenue diversification strategy (through repurposing it, not as an educational building, but as a real estate asset – e.g., deciding upon its future use: long-term lease, sale, or development).
 - b. Expanding **student housing** – removing a barrier for enrollment while at the same time expanding revenue diversification strategies. Additionally, our recently completed Campus Master Plan articulates a vision for the possible development

of our Eastern Avenue property. The plan envisions that development to occur in the next 8 years. We will need to begin planning in this next 5-year window in order to deliver on that plan expectation.

- c. Renovating Osterlin and developing our **new student services hub**.
 - d. Conversion of our **power plant** to green/geothermal energy.
 - e. As well as execution of our **Aviation Growth Plan** and development of the **Freshwater Research and Innovation Center**.
3. We will prioritize **student engagement and success** as we also seek to grow enrollment. Specifically, we will remain committed to: increasing the percentage of high school graduates attending NMC; increasing overall enrollment; enhancing student completion support (e.g., percentage of students using success coach services); and, increasing completion success rates. This is obviously linked to the above-noted priority of renovating Osterlin and developing our new student services hub.
 4. Ensure the College's **financial sustainability and revenue enhancement**, focusing on:
 - a. We are beginning implementation of a **program review process** – PESR (the Program Enhancement and Sustainability Review) to ensure long-term fiscal sustainability.
 - b. Thinking sustainably about the College's revenue model and seeking to decide upon the **non-enrollment driven revenue growth possibilities** – e.g., consideration of Headlee override strategy; capital improvement/millage strategy; and/or annexation strategies.
 - c. And, development of the Foundation's next **fundraising campaign** (to align with our 75th anniversary).
 5. Continue to advance our **brand assessment and brand strategy execution process** (amplifying NMC's unique strengths and values – our brand – to enhance our institution's identity and appeal). We will leverage our brand to ultimately increase enrollment and employee satisfaction, becoming an employer of choice.
 6. We will continue leveraging **The Office of Possibilities (OOPs)** to further develop the College's innovation capability by encouraging entrepreneurial mindedness and innovative action. Our focus will become sharper, seeking to align OOPs' efforts with our strategic plan priorities (and, less on the interfacing with community possibilities; leaving that to other ecosystem partners).

7. These are big, bold plans for the College's future. Plans that will span the next 5-10 years. I am committed to delivering on these plans. In fact, I've already begun investing in a years-long team development process, engaging with an outside facilitator to help us, as President's Council grow together, to **build our leadership capabilities**. Especially, considering the magnitude of the challenges that we're facing in the next 5-10 years, as we go about executing on the strategies noted above – I must ensure that we're a high performance team. This years-long process with the President's Council is designed to help us grow so we can deliver on these big goals, while also ensuring the development of leaders throughout the College. I am especially mindful of the need to ensure we're pacing ourselves to run a marathon and not trying to sprint for 26 miles. We must ensure that we're respectful of the amount of work that goes into the day-to-day operations of the College, while also committing to these transformational endeavors.

Student Managed Investment Fund

The NMC Foundation's Finance and Audit Committee, under the leadership of Chris Lamb, has proposed and will begin implementation of an innovative student engagement/experiential learning initiative focused around hands-on learning about investment. Specifically, the Foundation has authorized the Finance and Audit Committee to allocate funds to the Student Managed Investment Fund (SMIF) portion of the NMC Investment Foundation at its discretion. This amount is not to exceed .5% of the Foundation's value at the end of the most recent quarter. This allocation may be managed as a 'sub fund' and shall be maintained as a separate and distinct account within the overall structure of the Foundation. This is done for purposes of separate trading, performance, and management within the overall Foundation's portfolio. This account, while not managed by the Foundation's advisor, shall still be monitored by the Foundation's advisor.

The overall goal of the Student Managed Investment Fund is to provide experiential learning experiences for NMC students by allowing students to actively manage the SMIF allocation of the Foundation's investment portfolio. Additionally, the goal is to provide a hands-on experience with respect to money management, fundamental and technical investment analysis, and economics. This will provide students with experience in conducting business within a formal business structure, experience in researching investments for purposes of buying, selling or maintaining positions within the investment portfolio. Additionally, this will also involve students in the process of drafting and presenting business research reports, participation in investment-related discussions, and providing investment recommendations to others for execution.

An advisory group, consisting of a member of the NMC Faculty, and member(s) of the Foundation's Finance and Audit Committee or the Foundation's Board will be charged with launching this new learning venture at NMC.

Cybersecurity Tabletop Exercise

Under the leadership of Dan Wasson, the College's President's Council and IT staff engaged in a cybersecurity tabletop exercise, where we engaged in experiential learning around a fictitious cybersecurity incident so we could review our respective roles and responses during an actual emergency scenario. It also helped us validate the College's Incident Response Plan. The goal of this session was to not only work through the College's response to a cyber incident, but also the administrative management decisions and employee and public communications that would be required. Of course, I was impressed by the overall collaboration and communication. I was even more impressed with the Technical Team's 'know how' - their 'procedural knowledge' - e.g., they conveyed knowledge and confidence in how to handle a cybersecurity incident. While we discussed a fictitious cybersecurity incident, everyone was able to consider their respective role and responses during an actual emergency scenario.

A special 'shout out' to Dan Wasson, NMC's Director of Systems and LAN Management. Dan is scheduled to retire at the end of this month. He's surely not 'coasting' to retirement. Dan continues to work harder than ever - even at 33 years on the job - helping us learn and better ourselves/the College. This most-recent cybersecurity tabletop exercise was one more example of that.

Great Lakes Water Studies Institute – John Lutchko Named New Director

We just announced that John Lutchko has been chosen as the new Director of the Great Lakes Water Studies Institute (GLWSI), given the recent departure of Hans VanSumeren. John made it clear during a robust national search and interview process that he had the passion, expertise, and vision to drive the institute forward. John will lead efforts to enhance GLWSI's sustainability and efficiency. His work will include growing Marine Technology and other key pathways, prioritizing workforce training and grant opportunities with the Marine Center, and aligning with the Freshwater Research and Innovation Center.

Let me share a little background on John. He has been part of the NMC community for almost 15 years. He began as a student in the Freshwater Studies program, earned a Bachelor of Science in Freshwater Science and Sustainability from Western Michigan University, as well as a Master of Science in Geospatial Technology from Michigan Technological University. He served as GLWSI Lab Coordinator and Manager, and has clocked more than 1,000 hours piloting and maintaining ROVs, captaining the *R/V Northwestern*, and presenting at national conferences on workforce training. John has also supported numerous research projects, working with NOAA, the National Park Service, and the United States Geological Survey throughout the Great Lakes.

He has played a key part in the evolution of the Marine Technology program as its focus broadened from ROVs to include hydrographic surveying, remote sensing, and data analysis, resulting in continued 100% job placement. In John's previous role, he co-taught many of Marine Tech's key technical classes, delivered workforce and professional training, and served as an industry contact for NMC students and staff. For this work, John was recognized in 2020 as one of Traverse City Business News' 40 Under 40 and was invited to serve on national organizations and at conferences, including the esteemed Marine Technology Society and Oceans 2025.

John is currently leading NMC's work with the Yellow River Conservancy Technical Institute, is finalizing a Marine Tech microcredential with the Association of Diving Contractors International, is capping off training he co-delivered earlier this year, and just welcomed one of the largest Marine Technology classes in NMC's history.

John will be spearheading the GLWSI's role as a leading educational partner in the Freshwater Research and Innovation Center and has already begun collaborating with the Discovery Pier, Traverse Connect, 20Fathoms, and Michigan Technological University in developing this work. During John's role as interim director, I received many letters from industry partners, professional societies, and students, all voicing their support of John Lutchko as the next director. But what impresses me most is John's student-centered approach as he looks to prepare our graduates for the many water-based career opportunities. It was evident that seeing the continued success of our students and programs was critical to him. Please welcome John to the role!

Points of Pride

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

- The **Dennos Museum Center's 25th Annual Holiday Artist Market** celebrated yet another record-setting year and welcomed more than 2,733 visitors to the event thanks to Store Manager Nicole Zeiler, netting \$21,500 in adjusted revenue for the museum (compared to \$17,784 in 2022). All proceeds from the raffle support free K-12 visits to the museum. This year's attendance of 2,733 visitors was well above the 2022 record attendance of 2,226.
- **Math College Edge** celebrated fall graduates in October, taking the time to celebrate students' accomplishments with a ceremony.
- On November 4, the **Neurodiversity Center** hosted an open house with staff, Foundation Board, and students in attendance.
- The **NMC Foundation has secured a \$100,000 gift** towards the Aviation hangar expansion project.

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:

- "The University of Michigan Doubled Down on D.E.I. What Went Wrong" – *The New York Times* (attached)

Upcoming Dates of Note

- **November 19**–Board of Trustees Study Session (TJNIC)
- **November 25**–Regular Monthly Meeting (TJNIC)
- **December 5**–Reception Honoring Doug Bishop & Bill Marsh (Hagerty Center)
- **December 13**–NMC Employee Holiday Party (Hagerty Center)
- **December 16**–Regular Monthly Meeting (TJNIC)
- **December 24-January 1, 2025**–College Closed for Holiday Break



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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: November 19, 2024
Re: **State/Federal Legislative Update**

State

Legislative Calendar

The Legislature is currently on recess and will re-convene on Tuesday, December 3rd. At that point, they will have 8 legislative session days remaining.

Supplemental Spending Bill

We continue to expect a supplemental spending bill to be considered in lame duck. While reports indicate that the state has around \$400 million in available funding, spending priorities of the Governor, House and Senate leadership account for the majority of what is available. Therefore, while some member specific or statewide initiatives will be funded, the amounts will be smaller than supplemental budgets in the past. The MCCA continues to advocate for the inclusion of the following in any supplemental bill considered:

- Making the 1% 1-time performance funding ongoing
- \$100M in funding for ITEMS
- Include CCs in MPSERS long-term changes to employer/employee contributions

Osterlin Student Services Hub Capital Outlay Request

We continue to advocate that the Osterlin Student Services Hub Capital Outlay planning authorization request be included in a year end supplemental bill. It is unlikely that a stand-alone capital outlay bill will be approved this year. Our advocacy includes writing to the entire Joint Capital Outlay Subcommittee, asking Senator Damoose and Representative Coffia to include this request as a supplemental priority and meeting with members to advocate for its inclusion.

Michigan Reconnect Bills

Recently, the Senate Appropriations Committee approved SB 406 and SB 407 which would lower the eligibility age for Michigan Reconnect from 25 to as low as 21 if there is sufficient funding to do so. The bills also provide a sunset to this expansion of September 30, 2032. We formally supported this legislation by submitting a card in support of the bills to the Committee and were pleased to see that they have now been sent to the Senate floor for consideration. We continue to engage with Senator Damoose on this issue.

Federal

Student Debt Relief

With President Elect Trump and fellow Republicans having criticized President Biden's loan forgiveness efforts in the past, there is significant uncertainty around what the new administration will do as it relates to current policies in place today. Further complicating the situation is the fact that President Elect Trump has vowed to dismantle the Department of Education (which can only be done by Congress), which oversees student loan policies. While some of the Biden policies are tied up in court (the SAVE plan), others like Biden's second attempt at broad loan forgiveness known as Plan B have yet to be finalized and also face legal challenges.



Northwestern
Michigan
College

MEMO
Office of the
President

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

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

- Year-to-date revenue over expenses is \$4,143,191. Revenue increased by 10% and expenses increased by 7% when comparing year-to-date October 2024 to October 2023.
- 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 35,213 with actual revenue of \$7,550,881. Fall revenue is trending over budget by \$170,642.
- The 2025-2026 **Resource Guidelines** are included as an Action Item for Board approval. Included with the Resource Guidelines are a table of NMC's reserve balances as of June 30, 2024.

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

- Contact hours are up 10.6% over this time last year.

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

Paid Media - ↑

- Applications: 175
- Accounts: 171
- All other media KPIs were up MOM, YOY or both
- The new community report was printed and mailed. It should arrive to local homes and businesses mid November. The goal of the new piece is to directly communicate NMC's value proposition with local tax payers.
- We are nearing the end of the brand assessment and strategy development with the final deliverable of a sample campaign and brand guidelines. The next phase will be implementation planning and incorporation into the next strategic plan.

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

- This month's strategic plan update focuses on Strategy 3 - Diversity, Equity, Inclusion, and Belonging. This strategy includes objectives related to onboarding and training, appointing a special assistant to the President, addressing barriers for admissions and enrollment, and revision of NMC policies. This strategy is currently on track with 3 objectives completed, 1 objective currently classified as "green"/on-track, and 1 objective, related to student retention and enrollment, making moderate gains but still lagging.

**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES
Monday, October 21, 2024
Timothy J. Nelson Innovation Center
Room 106/107**

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

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, Lindsey Lipke, Kyle Morrison, Todd Neibauer, Stephen Siciliano, Dino Hernandez, Marcus Bennett, Hollie DeWalt, Jason Slade, Kathryn DePauw, Becca Richardson, Shilo Smith, Jerry Achenbach, Maddie Agnew, Mark Keely

REVIEW OF AGENDA—The agenda was accepted as presented.

STRATEGIC FOCUS

Mission & Values in Action: GLMA—Maddie Agnew, Student, and Jerry Achenbach, GLMA Superintendent, presented on the Great Lakes Maritime Academy.

Strategic Initiatives Update—Jason Slade, Vice President of Strategic Initiatives, and Todd Neibauer, Vice President for Student Services and Technologies presented on Student Engagement and Success.

REPORTS AND PRESENTATIONS

Audit Presentation—Katie Thornton and Alyssa Lawrence, of Plante Moran, presented via Zoom and shared a clean, unmodified opinion for the college, which is the highest level of assurance. Thornton also shared that no deficiencies were identified during the IT audit.

Faculty Report—Shilo Smith, Social Sciences Instructor, presented on a book project assignment in her Psych 101 course.

PUBLIC INPUT—There was no public input offered.

UPDATES

President's Update—President Nick Nissley shared updates regarding state contributions to MPSERs, a potential Employee Retention Credit that the college may be eligible for, the recent awarding of an Impact 100 grant towards Construction Technology, and the upcoming community report developed by PRMC.

Board Chair Update—Chair Laura Oblinger emphasized the continuous learning opportunities available to trustees and noted the upcoming November 19 study session.

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

- Minutes of the September 23, 2024 regular meeting
- Enrollment Report
- Financial Report
- PRMC
- Foundation Report
- Scholarship and Financial Aid Report
- Audit Committee

ACTION ITEMS

FY24 Financial Audit—On a motion by Kennard Weaver, seconded by Chris Bott, the Board accepted the financial audit of Northwestern Michigan College for the fiscal year ending June 30, 2024, as presented. The motion passed with a unanimous vote.

FY26 Five Year Capital Outlay Plan—Doug Bishop made a motion, seconded by Ken Warner, to approve the FY 2026 Five-Year Capital Outlay Plan for submission to the Michigan Office of the State Budget as presented. The motion passed unanimously.

Bond Sale Ratification—On a motion by Chris Bott, seconded by Doug Bishop, the Board adopted the bond sale ratification resolution related to the 2024 Community College Facilities and Equipment Bonds. The motion passed unanimously.

Closed Session—Doug Bishop made a motion, seconded by Kennard Weaver, that the Board adjourn the open session and consider in closed session (pursuant to Subsection 8(a) of the Open Meetings Act, MCL 15.268) the annual performance evaluation of the president, per his request for a closed session. The motion passed with the following roll call vote: Yes—Chris Bott, Bill Marsh, Ken Warner, Doug Bishop, Andy Robitshek, Kennard Weaver, Laura Oblinger; No—none; and the Board went into closed session at 6:55 p.m.

Reconvene Regular Session—Kennard Weaver made a motion, second 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, Bill Marsh, Chris Bott, and Laura Oblinger; No—none; and the regular open session reconvened at 7:28 p.m.

Presidential Performance Evaluation—On a motion by Chris Bott, seconded by Ken Warner, the Board unanimously accepted October 2024 Presidential Performance Evaluation. Board Chair Laura Oblinger made the following statement:

The NMC Board of Trustees recently completed an evaluation of President Nissley. This year's evaluation was enhanced to create alignment with the college's strategic plan. The process included an evaluation from each trustee, as well as a self-evaluation from President Nissley.

The College’s Board of Trustees is pleased to report that we agree with the success in President Nissley’s performance. The Board is looking forward to the areas of growth and opportunity for 2025.

The Presidential Performance and Compensation Committee will be meeting in the coming months to solidify 2025 goals. These goals and priorities will be presented to the committee by President Nissley.

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.

- Consideration of how to utilize MPSERS contribution savings to lower liability

ADJOURNMENT—The meeting adjourned at 7:30 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
STUDY SESSION MINUTES
Tuesday, November 19, 2024
Timothy J. Nelson Innovation Center
Room 14 (Lower Level)**

CALL TO ORDER—Chair Laura J. Oblinger called the regular meeting to order at 3:05 p.m.

ROLL CALL

Trustees present: Laura J. Oblinger, Andrew K. Robitshek, Kennard R. Weaver, Chris M. Bott, Douglas S. Bishop (until 3:58), Kenneth E. Warner, Bill F. Marsh

Trustees absent: None

Also present: President Nick Nissley, Troy Kierczynski, Todd Neibauer, Hollie DeWalt, Marcus Bennett, Lynne Moritz, Jason Slade, Diana Fairbanks, Stephen Siciliano, Pam Horne, Mark Keely, Dino Hernandez, Kathryn DePauw

REVIEW OF AGENDA—The agenda was accepted as presented.

PUBLIC INPUT—There was no public input offered.

DISCUSSION

Chair Oblinger recognized two incoming trustees, Mark Keely and Pam Horne, who were in attendance before they will officially begin their terms in January. Oblinger emphasized the objective and importance of the study session, citing that debriefing Benzie and seeking sustainable revenue sources are vital to the future of the college. President Nissley provided detail regarding the meeting agenda, noting that the first portion of the discussion will be a brief review after the Benzie Annexation effort that occurred earlier in the year. A majority of the discussion time is intended to review the existing revenue model and potential property tax revenue growth possibilities. Reaching a decision is *not* an objective at this time, as a Board Retreat is being planned for February 2025.

After Action Review of Benzie Annexation Effort—Nissley shared strengths and challenges that surfaced during multiple debrief conversations with both internal and external stakeholders. There was discussion pertaining to the impact of the Community College Guarantee. Out of District (OOD) students are charged the OOD tuition rate, and the state guarantee pays for the in-district portion; as PELL eligibility has expanded (covering their tuition and fees), this greatly changes the value proposition of county annexation into a community college district.

Thinking Sustainably About the College's Revenue Model—Vice President Kierczynski reviewed the traditional revenue sources for community colleges. Since 2003, state aid has decreased 13%, with tuition reliance increased by 9%. Considering other sources of revenue diversification, Kierczynski discussed projects such as leveraging the University Center as a real estate asset, confirmation of the Employee Retention Credit, housing development, growth of the Freshwater Research Innovation Center, and development of the Eastern Avenue property. The Building and Site Committee will be briefed on an assessment of the University Center and its potential uses at their meeting on December 10. Considering enrollment projections, Vice President Neibauer highlighted factors influencing enrollment: demographics, unemployment and state programs. Of the over 96 thousand high school graduates in 2023, only 53.3% pursued college within 6 months. The projected budgetary impact of the Campus Master Plan was reviewed prior to consideration of pursuing a Headlee override or capital millage ballot initiative in Grand Traverse County.

Regarding housing projects, it was noted that legislative advocacy efforts also include seeking allowing housing projects for capital outlay project funding.

Five-year budget projections show deficits for the next five fiscal years; however, President Nissley provided context that those projects are if nothing is done to increase revenue or reduce expenses. As such, asking Grand Traverse voters to restore the college’s operating mileage to the amount originally supported by the community through a Headlee override would provide an additional \$4.2 million in revenue annually for operational support, strategic initiatives, capital initiatives, and more. Asking voters to support a levy for capital projects through a capital improvements millage is another consideration.

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.

- Numbers of OOD students/tuition over the past 20 years
- Data on Foundation contribution to revenue, investment funds
- 2nd Day of February Retreat will include TIF topic
- March Study Session will be planned for executive staff to bring a recommendation to the Board re: potential ballot initiative

ADJOURNMENT—The meeting adjourned at 5:00 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
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College

MEMO Enrollment Services

To: Dr. Nick Nissley, President
 From: Todd Neibauer, VP for Student Services and Technologies
 Date: November 18, 2024
 Subject: Spring 2025 Enrollment Update

Spring 2025

Registration for the 2025 spring and summer semesters opened on October 16, 2024. Currently, contact hours are up 10.6%. This includes a 28.3% increase in admits registered and a 3.5 percentage point increase in the rate of retained students.

Orientations for new students will continue through January 2025.

	Spring 2022	Spring 2023	Spring 2024	Spring 2025	△
Inquiries	1,069	1,023	1,131	1,257	11.1%
Applicants	1,064	1,014	1,100	1,236	12.4%
% Applied	99.5%	99.1%	97.3%	98.3%	1.1%
Admits	791	725	753	920	22.2%
% Admitted	74.3%	71.5%	68.5%	74.4%	6.0%
Admits Registered	318	332	368	472	28.3%
% Admits Registered	40.2%	45.8%	48.9%	51.3%	2.4%
Prior Admits Registered	7	0	1	1	0.0%
Retained Students	1,618	1,547	1,506	1,670	10.9%
% Retained	49.1%	49.9%	47.8%	51.3%	3.5%
Return Students	78	78	70	62	-11.4%
Average Contact Hours	11.34	11.52	11.43	11.14	-2.5%
Total Headcount	2,021	1,957	1,945	2,205	13.4%
Total Contact Hours	22,915	22,553	22,224	24,752	10.6%
Tuition	4,596,827	4,705,498	4,982,219	5,526,923	10.9%

(Resources: Digital Dashboard – Same Date Comparison SP2022-2025)



Northwestern
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MEMO
Administrative
Services

To: Dr. Nick Nissley, President

From: Troy Kierczynski, Vice President of Finance and Administration

Date: November 18, 2024

Subject: Summary Report for the General Fund as of October 31, 2024

The attached reports summarize the financial results for the General Fund as of October 31, 2024. The fourth month of the year represents 33% of the year.

Month End Results

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

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

The general fund has year-to-date revenue over expenses of \$4,143,191. Revenue increased by 10% and expenses increased by 7% when comparing year-to-date October 2024 to October 2023.

Revenue (letters refer to the attached General Fund summary)

- A. Tuition and fees: 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 35,213 with actual revenue of \$7,550,881. Fall revenue is trending over budget by \$170,642.
- 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 began 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 year end results.

Summary Report for General Fund Accounts

Fiscal Year 2025, Period 04

Funds	Accounts	2024-2025 Adjusted Budget	YTD Activity	% of Annual Budget
TOTAL GENERAL FUND				
50	Revenues			
	Tuition and Fees	23,905,070	10,150,883	42.46%
	Property Taxes	14,933,023	6,374,984	42.69%
	Other Local	<u>0</u>	<u>0</u>	*
	Local Sources	38,838,093	16,525,867	42.55%
	State Sources	11,155,934	1,218,361	10.92%
	Federal Sources	0	0	*
	Private Sources	1,346,370	287,486	21.35%
	Investment Income	450,000	278,425	61.87%
	Other Sources	<u>617,000</u>	<u>204,805</u>	33.19%
	Total Revenues	52,407,397	18,514,944	35.33%
60	Labor			
	Salaries & Wages	24,638,366	6,436,653	26.12%
	Benefits	<u>10,588,846</u>	<u>3,020,601</u>	28.53%
	Total Labor	35,227,212	9,457,254	26.85%
70	Expenses			
	Purchased Services	4,281,886	1,579,807	36.90%
	Supplies & Materials	3,384,460	1,053,134	31.12%
	Internal Services	143,940	51,808	35.99%
	Other Expenses	1,634,903	451,657	27.63%
	Institutional Expenses	1,954,864	500,488	25.60%
	Maintenance & Renovation	2,317,272	849,013	36.64%
	Prof Develop, Travel & Events	662,860	175,768	26.52%
	Capital Outlay	<u>150,000</u>	<u>66,565</u>	44.38%
	Total Expenses	14,530,185	4,728,240	32.54%
	Total Expenditures	49,757,397	14,185,494	28.51%
80	Transfers			
	Transfers	2,650,000	186,259	7.03%
	Total Transfers	2,650,000	186,259	7.03%
	Total Expenditures and Transfers	52,407,397	14,371,753	27.42%
	Net Revenues over (under) Expenditures	0	4,143,191	



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

INTERIM
This statement does not
reflect year-end results.

	YTD 10/31/2024	YTD 10/31/2023	\$ Diff	% Diff	Comments
Revenue					
Local Sources:					
Tuition & Fees	\$ 10,150,883	\$ 8,733,105	\$ 1,417,778	16%	Primarily due to higher enrollment in FY25 than prior year and higher flight fee revenue in FY25
Property Taxes	6,374,984	6,117,983	257,001	4%	Timing of property tax payments received from townships
Total Local Sources	16,525,867	14,851,088	1,674,779	11%	
State Sources	1,218,361	1,272,835	(54,474)	-4%	Timing of Local Community Stabilization Authority payment (received in October in FY24 and November in FY25)
State PPT Reimbursement	-	-	-	0%	Consistent with prior year
Federal Sources	-	-	-	0%	Consistent with prior year
Private Sources	287,486	215,198	72,288	34%	Timing of Foundation gifts
Investment Income	278,425	410,472	(132,047)	-32%	Interest rates in early FY25 are down 25 to 50 basis points compared to early FY24
Other Sources	204,805	152,552	52,253	34%	Primarily due to higher Lobdell's sales and NJTP administrative fees in FY25
Total Revenue	18,514,944	16,902,145	1,612,799	10%	
Expenses					
Salaries and Wages	6,436,653	6,415,179	21,474	0%	Consistent with prior year
Benefits	3,020,601	2,914,865	105,736	4%	Primarily due to higher MPSERS expenses in FY25
Purchased Services	1,579,807	1,250,798	329,009	26%	Primarily due to transition of adjunct and supplemental staff to EduStaff and higher purchased services in FY25.
Supplies & Materials	1,053,134	919,575	133,559	15%	Primarily due to higher EES international trip fees and higher course related fee expenses in FY25 and timing of fuel purchases
Internal Services	51,808	46,878	4,930	11%	Timing of internal events/charges
Other Expenses	451,657	382,625	69,032	18%	Primarily due to higher recruiting/promotional fees, Native Tuition Waivers, and financial fees in FY25
Institutional Expenses	500,488	527,359	(26,871)	-5%	Timing of utilities and insurance expenses in FY25
Maintenance & Renovation	849,013	610,491	238,522	39%	Primarily due to higher equipment maintenance expenses in FY25
Professional Development	175,768	172,406	3,362	2%	Consistent with prior year
Capital Outlay	66,565	28,799	37,766	131%	Timing of COAT purchases; alignment lift (Auto Tech - \$36,465) and lift/trailer (Facilities - \$30,100) were purchased in early FY25
Total Expenses	14,185,494	13,268,975	916,519	7%	
Transfers	186,259	176,682	9,577	5%	Aviation flight hours transfer
Total Expenses & Transfers	14,371,753	13,445,657	926,096	7%	
Net Revenue Over (Under) Expenses	\$ 4,143,191	\$ 3,456,488	\$ 686,703	20%	



**Northwestern Michigan College
Comparison - Month Over Month
General Fund
Oct 2024 vs. Sept 2024**

INTERIM

This statement does not
reflect year-end results.

	YTD <u>10/31/2024</u>	YTD <u>9/30/2024</u>	Oct 24 <u>Activity</u>	Sept 24 <u>Activity</u>	<u>Comments</u>
Revenue					
Local Sources:					
Tuition & Fees	\$ 10,150,883	\$ 6,975,752	\$ 3,175,131	\$ 2,681,419	Primarily due to higher academic and related fees received in October as registration opened. Additionally, September had 4 weeks of fall tuition allocated and October had 5 weeks of fall tuition allocated.
Property Taxes	6,374,984	4,482,108	1,892,876	2,787,970	Timing of tax collections received
Total Local Sources	16,525,867	11,457,860	5,068,007	5,469,389	
State Sources	1,218,361	5,661	1,212,700	5,661	State appropriations began in October
State PPT Reimbursement	-	-	-	-	- Consistent with prior month
Federal Sources	-	-	-	-	- Consistent with prior month
Private Sources	287,486	287,486	-	287,486	Timing of quarterly Foundation support
Investment Income	278,425	226,202	52,223	67,867	Lower interest and dividend income in October
Other Sources	204,805	108,268	96,537	20,437	Primarily due to Lobdell's external sales and services and a large refund received for an EES international trip
Total Revenue	18,514,944	12,085,477	6,429,467	5,850,840	
Expenses					
Salaries and Wages	6,436,653	4,577,324	1,859,329	1,891,665	Consistent with prior month
Benefits	3,020,601	2,206,838	813,763	834,486	Consistent with prior month
Purchased Services	1,579,807	1,009,762	570,045	393,103	Primarily due to external personnel services for GLMA cruises paid in October
Supplies & Materials	1,053,134	824,132	229,002	315,135	Primarily due to lower fee related expenses in October
Internal Services	51,808	35,732	16,076	16,126	Timing of internal events/charges (including opening conference and HR new employee orientation)
Other Expenses	451,657	317,276	134,381	128,886	Consistent with prior month
Institutional Expenses	500,488	336,429	164,059	177,223	Consistent with prior month
Maintenance & Renovation	849,013	636,285	212,728	257,429	Primarily due to timing of software maintenance expenses and lower facility and grounds maintenance expenses in October
Professional Development	175,768	111,020	64,748	25,161	Driven by timing of professional development expenses
Capital Outlay	66,565	66,565	-	-	No activity in Oct
Total Expenses	14,185,494	10,121,363	4,064,131	4,039,214	
Transfers	186,259	186,259	-	186,259	Aviation flight hours transfer
Total Expenses & Transfers	14,371,753	10,307,622	4,064,131	4,225,473	
Net Revenue Over (Under) Expenses	\$ 4,143,191	\$ 1,777,855	\$ 2,365,336	\$ 1,625,367	



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: November 25, 2024

Subject: Foundation Update

Update on Philanthropic Activity

As of November 7, 2024, the fiscal year is 35% completed. 33% of the budgeted goal of \$2,575,000 in new cash gifts and pledges has been received, with 1,739 gifts and pledges recorded.

FY25 Total Dollars Raised Through the NMC Foundation

\$790,071	Total cash gifts and pledges received to date (including The Fund for NMC)
\$58,271	Gross event revenue
+ \$0	Additional cash received from previously documented planned gifts
\$848,342	Total raised through donations, event revenue, and realized planned gifts
+ \$0	New documentation of planned gift intentions
\$848,342	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 November 7, 2024:

- Unrestricted gifts to the Fund for NMC - \$65,145 (8% of total giving)
- Scholarships, both restricted and endowed funds - \$156,237 (18% of total giving)
- Program support and capital projects at NMC - \$626,959 (74% of total giving)

Foundation Initiatives

- *Next Level: The Campaign for NMC Aviation* continues to gain momentum. Since October 23, the Foundation has been awarded \$256,540 for the campaign. This includes two major gifts of \$100,000 and \$150,000, and brings the Foundation's fundraising total to \$390,000 of our \$1 million goal for *Next Level*. Stay tuned for announcements about the two major gifts as we work with the donors to honor their wishes regarding recognition.
- Candidates have accepted and begin soon for 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). Director of Annual Giving & Special Events interviews are underway.
- Vice President Dino Hernandez has now met with, or extended an invitation to, each foundation board member.



Northwestern
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MEMO

Administrative Services

To: Dr. Nick Nissley, President
From: Troy Kierczynski, VP of Finance and Administration
Date: November 14, 2024
Subject: Annual Update - Sensitive Information Policy

Annual Update

The Fair and Accurate Credit Transactions Act of 2003, requires colleges to provide an annual update of incidents related to identity theft protection to their Board of Trustees. During the past twelve months, there were **no breaches of sensitive information or data owned by NMC**. However, there were two (2) indirect incidents of this nature:

- The College received two fraudulent unemployment claims during the year. Unemployment fraud is unfortunately common, and perpetrators typically obtain personally identifiable information from other data breaches, phishing scams, the dark web, or social engineering schemes. Human Resources promptly discovered and denied the claims and reported them as fraud to the UIA.

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

Background/Scope

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

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

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

Northwestern Michigan College
Board of Trustees
Presidential Performance & Compensation Committee Minutes
November 7, 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 2:00 p.m.

Members Present: Laura Oblinger, Doug Bishop, Kennard Weaver

Others Present: Nick Nissley, Lynne Moritz, Kathryn DePauw

Chair Oblinger reviewed the agenda and objectives for the committee meeting.

Review of 2024 Presidential Evaluation Process—The committee members expressed appreciation for the alignment and simplification of the evaluation rubric format for 2024.

Presidential Goals—President Nissley shared his vision for the next five years as he enters into his sixth year as president, emphasizing the connection to the college's mission. Seven areas of focus include: strategic plan, campus master plan, student engagement and success, financial sustainability and revenue enhancement; brand assessment and strategy implementation; leverage the Office of Possibilities; and, building leadership capabilities. The areas of focus for the next five years will be sent to the full Board. There was discussion regarding the terms of President Nissley's contract renewal, as his current contract expires December 31, 2024. The committee suggested a compensation benchmarking study be conducted in 2025.

Follow-up/next steps—Chair Oblinger confirmed that the updated contract terms will be sent to legal counsel in effort to have a draft contract prepared in coordination with the November 25 regular Board meeting, during which the terms will be presented for approval by the full Board.

Public Input—There was no public comment offered.

The meeting was adjourned at 2:28 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
November 7, 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 3:00 p.m.

Members Present: Laura Oblinger, Chris Bott, Kennard Weaver

Others Present: Nick Nissley, Lynne Moritz, Kathryn DePauw

Chair Oblinger reviewed the agenda and meeting objectives.

President's Update

President Nissley informed the committee about a recent cybersecurity tabletop exercise led by Dan Wasson, Director of Systems and LAN Management. The most recent IT audit report will be shared with the Board of Trustees at their November regular meeting. Due to the sensitive nature of the report, it is exempt from FOIA and will be discussed in closed session as permitted by Section 8(1)(h) of the Open Meetings Act. Nissley also noted the recent election, emphasizing that the state legislators representing the region that were re-elected are familiar with the college and great advocates for NMC.

11/19/24 Study Session Agenda

Chair Oblinger and President Nissley provided an overview of the objectives and agenda for the upcoming Board Study Session on November 19. The two hour session will include an after-action review of the Benzie annexation effort, but will focus primarily on "Thinking Sustainably About the College's Revenue Model." There was discussion about including TIF as a factor in the college's revenue model.

Public Input—There was no public comment offered.

Other Discussion—There was discussion regarding improvements to the trustee orientation process, as two new trustees will begin terms in January 2025. An emphasis on trustee communications was a key theme in the conversation.

The meeting was adjourned at 3:39 p.m.

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

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

Committee Chair Chris Bott called the meeting to order at 2:30 p.m.

Members Present: Chris Bott, Doug Bishop, Ken Warner

Others Present: Nick Nissley, Lynne Moritz

Policy A-103.00 Board Committees—The Board Committee policy was reviewed in effort to define the standing committees and their charges. The purpose of each committee remains unchanged throughout the policy; however, it now combines information previously included on a standalone public webpage with portions of the existing policy.

Proposed Policy A-109.00 Trustee Vacancy—The committee reviewed a draft policy and identified which portions they would like to move forward. Lynne Moritz, Executive Director of the President's Office & Board Operations, will send a clarified version to each committee member for initial review to determine if the policy will move forward for a first reading at the November 25 meeting, or if a subsequent committee meeting will be needed for it to be recommended forward in December. The policy may also be reviewed by legal counsel to ensure compliance with all laws pertaining to trustee vacancies.

Public Input—There was no public comment offered.

Other Discussion—There was discussion of the recent election results.

The meeting was adjourned at 3:19 p.m.

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

Northwestern Michigan College
 Board of Trustees
Audit Committee Minutes
 November 19, 2024
 Timothy J. Nelson Innovation Center
 Room 14
 1701 E. Front Street, Traverse City, MI 49686

Committee Chair Kennard Weaver called the meeting to order at 2:00 p.m.

Members Present: Kennard Weaver, Bill Marsh

Members Absent: Andy Robitshek

Others Present: Nick Nissley, Lynne Moritz, Troy Kierczynski, Todd Neibauer, Dan Wasson

Closed Session– Bill Marsh made a motion, seconded by Kennard Weaver, that the Board convene in closed session as permitted by Section 8(1)(h) of the Open Meetings Act, MCL 15.268, to consider materials exempt from discussion or disclosure under state or federal statute as written attorney-client communications in connection with Section 13(1)(y) of Michigan’s Freedom of Information Act, MCL 15.243(1)(y). The motion passed with the following roll call vote: Yes–Bill Marsh, Kennard Weaver; No–none; and the Board Committee went into closed session at 2:31 p.m.

Reconvene Regular Meeting–Bill Marsh made a motion by, seconded by Kennard Weaver, to adjourn the closed session and reconvene the open session. The motion passed with the following roll call vote: Yes–Bill Marsh, Kennard Weaver; No–none; and the Board reconvened in regular open session at 2:56 p.m.

Potential Other Discussion—The cybersecurity audit report, which is exempt from FOIA, will be reviewed by the full Board at their meeting on Monday, November 25, 2024, again in closed session due to the report being exempt from FOIA.

Vice President of Finance and Administration Troy Kierczynski shared that Plante Moran will present the single audit results at a future meeting. Kierczynski was notified yesterday by Plante Moran of a finding regarding unallowable costs attributed to ADN to BSN Grant funding from the State of Michigan. More information will be shared with the committee at an upcoming meeting, in December.

A draft Request for Proposals will also be shared at the next meeting of the committee, slated for sometime in December 2024.

Public Input—There was no public comment offered.

The meeting was adjourned at 3:00 p.m.

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



Northwestern
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Memorandum
Administrative Services

To: Dr. Nick Nissley, President
From: Troy Kierczynski, Vice President of Finance and Administration
Date: November 1, 2024
Subject: Budget Resource Guidelines 2025-2026

Recommendation

Recommend approval of the FY26 Budget Resource Guidelines as presented.

Background

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

A red-lined version of the Guidelines for FY26 is attached to this memo for your review, along with a listing of the College’s financial reserve balances as of June 30, 2024.

NMC BOARD OF TRUSTEES
202~~5~~4-202~~6~~5 RESOURCE GUIDELINES

1 – Strategic and Financial Planning

The budget is a financial plan for the priorities of the institution. The budget proposed to the Board of Trustees for adoption should reflect the Strategic Plan and the area operational plans.

2 – Tuition and Fee Rates

Tuition and fee rates should be considered within the context of the most reasonable estimates of State, local, and private support and projected expenses to support the College's plans, ~~and~~ projected enrollment, and unique program characteristics. Tuition should balance the goal of affordable access to learning opportunities with the goal of high-quality service levels for NMC offerings. Regular tuition increases should be considered as a means to sustain this portion of the revenue mix, while minimizing the year-to-year increases. Fees should be reviewed regularly and increases considered when the cost elements to which they contribute increase. Our in-district students will pay less than out-of-district students because the College receives local tax support from Grand Traverse County residents. For some programs, the College uses differential tuition and fees in excess of the general rates.

Tuition and fee changes must also comply with the State of Michigan's tuition restraint regulations. For fiscal year 2026, in-district tuition and fee increases are limited to the greater of 4.5% or \$227 per student (based on 30 credit hours).

3 – Salaries and Benefits Equity

Northwestern Michigan College is committed to attracting and retaining a quality workforce. Equity in salary and benefits is part of the NMC culture and should be expressed within a total compensation package. As part of that package, salary and benefits for faculty and staff will be based on the appropriate peer group or determined in the relevant collective bargaining agreement. The Human Resources office will benchmark non-union employee salaries and wages at least once every three years.

4 – Professional Development

Maintaining and improving the knowledge and skills of the faculty and staff is an investment in the future. Funds should be appropriated annually in the budget for that purpose. Approximately 2.25% of general fund salaries and wages should be appropriated annually in the budget for that purpose.

5 – Faculty and Staff Composition

The College should balance the composition of its workforce between regular employees (those eligible for full benefits) and contingent employees to assure continuity and commitment while maintaining flexibility to implement strategic directions and complete its strategic initiatives in a timely and effective manner. To enhance the smooth transition of personnel, the College has established a contingency for implementing succession decisions.

6 – Technology, Capital Equipment, Maintenance and Renovation

Providing a quality education requires investment in classroom equipment, facilities, and infrastructure. The annual budget should provide for regular maintenance, replacement/upgrade, growth and contingency funding.

Commented [TK1]: 2.69% was budgeted in FY25
2.39% was budgeted in FY24

7 – Debt Service

Debt Service obligations must be included in the budgeting process at 100% of the current costs.

8 – Financial Reserves

The annual operating budget should include an appropriate allocation for financial reserves. The Vice President of Finance and Administration and Planning and Budget Council shall monitor reserves at least annually. The College identifies the following specific reserves in accordance with Staff Policy D-504.01 *Financial Reserves*:

A – General Operating Reserve

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

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

Northwestern Michigan College shall maintain a General Operating Reserve equal to three to six months of operating expenses as calculated using the annual General Fund budget. The College will target four-and-a-half months of annual operating expenditures for this reserve.

B – Fund for Transformation

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

C – Plant Fund

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

The College's auxiliary enterprises may also accumulate net asset reserves. Reserves generated by its residence halls, apartments, bookstore, events center, museum, and cafeteria are designated for reinvestment, capital, and contingency planning for those auxiliary functions. Only the Board of Trustees may authorize, designate, or transfer auxiliary net assets for another purpose.

Additionally, the administration may establish additional reserves as required to comply with generally accepted accounting principles or other external restrictions.

**Northwestern Michigan College
Financial Reserves
June 30, 2024**

*Per Board Approved Budget Resource Guidelines

Board Required Reserves*	Target*	Minimum*	Maximum*	2022	2023	2024
General Operating Reserve	3-6 months of budgeted operating expenses	\$11,871,041	\$23,742,082	\$ 11,697,703	\$ 11,692,916	\$ 12,801,662
Fund for Transformation	2-5% of budgeted operating expenses	\$ 949,683	\$ 2,374,208	\$ 1,586,740	\$ 1,405,660	\$ 1,255,255
Plant Fund Reserves	2-5% of appraised replacement value of real property	\$ 5,880,684	\$14,701,710	\$ 5,749,506	\$ 4,889,048	\$ 6,128,424
Total Board Required Reserves (A)				\$ 19,033,949	\$ 17,987,624	\$ 20,185,341

Discretionary Reserves	Description	2022	2023	2024
Residence Halls	North Hall, East Hall	\$ 5,182,805	\$ 5,767,520	\$ 6,729,840
Cafeteria	Hawk Owl Café	\$ (92,934)	\$ 7,729	\$ (165,922)
Apartments	College Dr. Apartments A, B, C	\$ 2,149,928	\$ 2,326,719	\$ 136,071
Apartments II	Front St. Flats - 1550 & 1560 E Front	\$ -	\$ -	\$ (113,886)
Dennos Museum	Dennos Museum Center	\$ 198,164	\$ 20,467	\$ 6,676
University Center	University Center	\$ 590,508	\$ 594,304	\$ 196,114
Main Campus Bookstore	NMC Bookstore	\$ 707,954	\$ 617,032	\$ 531,131
Hagerty Center	Hagerty Center Operations	\$ 986,731	\$ 889,993	\$ 862,388
Esports	NMC Esports Activities	\$ (66)	\$ -	\$ (50,873)
WNMC	WNMC Radio	\$ -	\$ 2,600	\$ 4,393
GLMA Vessels	Designated for GLMA vessels	\$ 512,401	\$ 512,401	\$ 512,401
Wellness	Wellness Initiatives	\$ 364,114	\$ 364,114	\$ 364,114
Strategic Projects	Strategic Initiatives	\$ 1,203,865	\$ 970,614	\$ 1,015,481
Employee Retention Credit	Undesignated	\$ -	\$ -	\$ 8,037,442
Total Discretionary Reserves (B)		\$ 11,803,469	\$ 12,073,493	\$ 18,065,370
Total Required and Discretionary Reserves (A+B)		\$ 30,837,418	\$ 30,061,117	\$ 38,250,711

Other Reserves	Description	2022	2023	2024
GASB 68 - Pension Fund	Under GASB 68, institutions participating in defined benefits plans are required to recognize each's proportionate share of any defined benefit plan liability. This deficit represents NMC's net obligations related to the MPSERS Pension Plans.	\$ (48,727,050)	\$ (48,424,990)	\$ (45,123,312)
GASB 75 - Other Postemployment Benefits (OPEB) Fund	Under GASB 75, institutions are required to recognize each's proportionate share of any Other Postemployment Benefit Plan Liabilities. This deficit represents NMC's net obligations related to the MPSERS Postemployment Healthcare Plans.	\$ (9,813,077)	\$ (6,916,416)	\$ (3,879,177)
Aviation Hangar Expansion	MEDC Grant - restricted for Aviation Expansion	\$ -	\$ -	\$ 1,716,533
Total Other Reserves (C)		\$ (58,540,127)	\$ (55,341,406)	\$ (47,285,956)
Total Reserves (A+B+C)		\$ (27,702,709)	\$ (25,280,289)	\$ (9,035,245)
Add: Investment in Capital Assets, Net of Related Debt		\$ 56,298,239	\$ 54,855,673	\$ 57,992,744
Total Net Position (per Audited Financial Statements)		\$ 28,595,530	\$ 29,575,384	\$ 48,957,499



Northwestern Michigan College

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Board Policy A-103.00 Board of Trustees Process

Board Committees

The board chair may appoint any member, or up to three members, of the board of trustees to fulfill various responsibilities, including, but not limited to the following committees:

AUDIT COMMITTEE

The Audit Committee shall serve on behalf of the Board as a recommending body to the full Board. Responsibilities include the following:

- Recommend the selection of an auditor
- Review annual audit planning
- Determine the internal audit component
- Review the audit with the auditors prior to the full-board review

BUILDING AND SITE COMMITTEE

The Building and Site Committee will guide and monitor construction and major renovation projects, including land acquisition/disposition and updates to the campus master plan, and will communicate progress to the full Board of Trustees.

Responsibilities of the Building and Site Committee include the following:

- Review recommendations to construct new structures and major renovation to older structures, and monitor progress of projects.
- Review recommendations to acquire new property and dispose of existing property.
- Review recommendations for amendments to the campus master plan.
- Communicate with full Board of Trustees on all issues considered by the committee.
- Act as a resource to the vice president of finance and administration.
- Carry out other responsibilities related to major facilities projects, as identified by the board chair.

EXECUTIVE COMMITTEE

The Executive Committee serves a board-level oversight role where it receives information and provides advice, counsel and general direction, as it deems appropriate, to the [College President](#). Members of the Executive Committee shall include Board Chair, Vice-Chair, and Immediate Past-Chair if available.

Recommendations of the Executive Committee shall be reported to the full [Board of Trustees](#) and their meeting minutes will be provided at the next regularly scheduled Board of Trustees' meeting.

The committee meets with the president as appropriate prior to each regular board of trustees meeting to finalize and/or review the meeting agenda for that month. The committee also encourages the continuing education of board members with particular emphasis on orientation of newly elected members.

FELLOWS NOMINATING COMMITTEE

The Fellows Nominating Committee seeks and reviews nominations for the [NMC Fellows](#) award. Each year the committee selects an honoree(s) for the Fellow award, which is Northwestern Michigan College's highest honor, awarded since 1964. ~~No more than two individuals or two couples shall be recommended to the full Board as honorees. No more than two honorees shall be recommended to the full Board, except for exceptional circumstances.~~

NMC FOUNDATION BOARD

Up to three (3) members of the NMC Board of Trustees are appointed by the Board of Trustees Chair to serve on the [NMC Foundation Board](#) of Directors. One of these three trustees ~~shall also~~ ~~serve~~ on the Foundation's Executive Committee.

MCCA COMMITTEE

Two (2) trustees are assigned to serve on the Board of Directors of the Michigan Community College Association (one as a primary member, another as an alternate). See the [Michigan Community College Association \(MCCA\) website](#) for more information.

POLICY COMMITTEE

The Policy Committee shall ~~review all matters~~ ~~do all things~~ affecting the [Board Policies](#) of the college and report and recommend thereon to the Board of Trustees. Duties of the Board Policy Committee include the following:

- Review "NMC" Policy Governance Model: A Summary"
- Review "Types of Policy"
- Review all board policies. Policies with a prefix of:
 - A are board of trustees process policies;
 - B are board-president relationship policies;
 - C are ends policies (mission, vision, values, purposes);
 - D are parameters for indicators of success policies.
- Make recommendations to the trustees for changes to board policy on a first and second reading basis.

PRESIDENTIAL PERFORMANCE AND COMPENSATION COMMITTEE

The Presidential Performance and Compensation Committee serves to develop, review, and distribute the annual evaluation tool to support the Board of Trustees' responsibility of monitoring presidential performance (see [Board Policy B-102.00](#)). Responsibilities of the committee include the following:

- Develop and review assessment tool
 - Determine annual evaluation timeline
 - Review presidential contract and recommend to the full board for approval (as necessary according to contract terms)
- a. ~~Meet with the president prior to each regular board of trustees meeting to finalize and/or review the meeting agenda for that month.~~
 - b. ~~Meet monthly with the president and chief financial officer to review monthly financial reports, audit reports, and proposed board action items that have a fiscal impact.~~
 - c. ~~Represent the board of trustees at appropriate local, state and national functions as needed.~~

Commented [1]: Move to Exec Cmte

- ~~d.b. Represent the board as members of the NMC foundation board.~~
- ~~e.c. Encourage the continuing education of board members with particular emphasis on orientation of newly elected members.~~
- ~~f.d. Coordinate an annual evaluation of board performance.~~
- ~~g.e. Coordinate the annual performance evaluation of the president and develop recommendation regarding annual compensation.~~
- ~~h. Represent the board of trustees in the provision of advice to the president between regular meetings in matters dealing with board policy and/or critical issues.~~
- ~~i. Annually review nominees submitted for Fellows appointment and recommend to the board acceptance of one or more persons to be recognized or, in any given year, to make no recommendation.~~
- ~~j.f. In concert with the administration, maintain an awareness of issues being discussed in Lansing and/or Washington that have the potential for impact upon NMC, and develop and maintain a working relationship with appropriate legislators and staff who will be critical in decision making roles pertaining to NMC's future.~~

Commented [2]: Remove

Commented [3]: Move to Exec Cmte

Commented [4]: Move to PPC

Commented [5]: Remove

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

Adopted by the Northwestern Michigan College Board of Trustees October 23, 1995
 Revised April 28, 1997
 Revised December 19, 2005
 Reviewed without changes July 27, 2015



Northwestern
Michigan
College

MEMO

To: Board of Trustees
From: Laura Oblinger, Chair
Date: November 20, 2024
Subject: Employment Contract between President Nissley and Northwestern Michigan College

After the full Board conducted President Nissley's 2024 annual performance review, the Presidential Performance and Compensation Committee assessed his contract, which is set to expire on December 21, 2024. In light of this evaluation and President Nissley's exceptional performance, we are recommending a new contract for him to the full Board of Trustees, incorporating the terms outlined below.

1. Page 1, AGREEMENT, item #2, Term - The term of the agreement will become effective January 1, 2025 and shall terminate on December 31, 2029
 - Increase contract from 3 year term to 5.
2. Page 2, AGREEMENT, item 4.1 Salary - The President's salary shall be at the annual rate of...Two hundred eighteen thousand four hundred and eighty four dollars (\$222,854) until December 31, 2025. On each subsequent year (2025-2029) of this contract.....
 - Increase salary by 2%
3. Page 2, AGREEMENT, item 5.2.1 Office Holder Allowance -an office holder allowance of Fifteen thousand dollars (\$15,000).
 - Increase from \$12,000 to \$15,000
4. Page 3, AGREEMENT, item 5.2.7 Supplemental Retirement - The College agrees to annually contribute eight percent (8%) of the President's.....
 - Increase from 4% to 8%

We look forward to discussing these contractual provisions with the Board and ensuring President Nissley's continued leadership at NMC.



Northwestern
Michigan
College

To: Nick Nissley, Ed.D., President

From: Alex Bloye, Director of Aviation
Stephen N. Siciliano, Ph.D., Vice President for Educational Services
Troy Kierczynski, VP of Finance & Administration

Date: November 18, 2024

Subject: New Aircraft Purchase Agreement

Recommendation

Authorize the administration to enter into an aircraft purchase agreement with Textron Aviation, Inc. for the purchase of two (2) new 2028 Cessna Skyhawk 172's at the amount of \$680,000 each (\$1,360,000 total) for delivery by Q1 2028.

Background and Justification

Strategy 5, Objective 1 of the Strategic Plan calls for the addition of at least four (4) training aircraft to Aviation Division's current fleet of twelve (12).

This request for new planes helps bring certainty that the Aviation Division will meet its Strategic Plan fleet expansion targets. Student demand for flight time remains at an all-time high, but unfortunately due to unprecedented demand for training planes and a recent labor strike at Cessna, production is now backlogged through Q1 2028 and continues moving further out. While we await the production of these two aircraft, administration intends to shop for and secure several used aircraft to meet our growth goal and fulfill the capacity of our new hangar.

This purchase requires a contract with an up-front, non-refundable deposit of \$40,000 per plane (\$80,000 total) to secure our position in line. The Skyhawk will be manufactured in Wichita, Kansas, and delivered to Independence, Kansas for inspection by NMC and transfer of ownership. The vendor is deemed "sole source" due to the program's investment in curriculum and training designed for Skyhawks.

Funding Source

Purchase will be funded via the Federal Congressionally Directed Spending funds awarded from Senator Stabenow through the Department of Education (\$550,000) along with the 2024 Aviation Project Bonds (\$810,000).