



Northwestern  
Michigan  
College

# Board of Trustees

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

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

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

## Meeting Agenda

Monday, March 17, 2025

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

4:45 p.m. Reception with Student Government Association—Room 104/105

5:30 p.m. Regular Meeting—Room 106/107

### 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. Student Government Association—*SGA Members and Advisors*
- F. Future-Focused Education—*Jason Slade, Vice President of Strategic Initiatives, and Stephen Siciliano, Vice President for Educational Services*

### IV. REPORTS AND PRESENTATIONS

- G. Faculty Report: Native American History—*Julieanna Frost, Humanities Instructor*
- H. FY26 Budget Process—*Troy Kierczynski, Vice President of Finance and Administration*

### V. PUBLIC INPUT

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



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March 17, 2025 Meeting Agenda

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## V. UPDATES

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

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

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

Recommend that the following items be approved:

- K. Minutes of the February 24, 2025, regular meeting
- L. Minutes of the March 10, 2025, study session
- M. Enrollment Report
- N. Financial Report
- O. Public Relations, Marketing, & Communications Report
- P. Foundation Report
- Q. Building and Site Committee—*Kennard Weaver, Committee Chair*

## VII. ACTION ITEMS

### R. **Contract for Legislative Advocacy (Pursuant to Policy A-106.00 Finance)**

Recommend authorization for administration to enter into a contract with Kelley Cawthorne, LLC to provide legislative advocacy services for a period of one year, beginning March 18, 2025, with a monthly fee of \$5,500, totaling \$66,000 annually. This contract will be funded through the College's general fund.

## VIII. REVIEW OF FOLLOW-UP REQUESTS

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

### **Upcoming Board Meeting Dates:**

*All board meetings are open to the public.*

March 17, 2025 – Timothy J. Nelson Innovation Center, Room 106/107 *\*\*Third Monday*

April 23, 2025 – Study Session: OMA and FOIA – NMC Hagerty Center

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

July 21, 2025 – Aeropark Campus, Parsons-Stulen Room 222/224 *\*\*Third Monday*

August 18, 2025 - Timothy J Nelson Innovation Center, Room 106/107 *\*\*Third Monday*

September 22, 2025 - Timothy J. Nelson Innovation Center, Room 106/107

October 20, 2025 - Timothy J. Nelson Innovation Center, Room 106/107 *\*\*Third Monday*

November 24, 2025 - Timothy J. Nelson Innovation Center, Room 106/107

# NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

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**To:** Dr. Nick Nissley, President  
**From:** Jason Slade, Vice President of Strategic Initiatives  
**Date:** March 10, 2025  
**Subject:** Strategic Initiatives Update: *March 17, 2025 Board of Trustees Meeting*  
 Topic: ***Strategy 1 - Future-Focused Education***

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

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

### *Executive Summary:*

This strategy is currently on track with 2 objectives classified as “green,” 2 objectives closed and in monitoring mode, and 1 in transition due to their progress through the action steps and metrics. Associated metrics were updated this month to reflect Fall 2024 data. The objectives focused on online course percentage and accelerated pathways are effectively closed and being monitored to ensure performance. Credit for prior learning continues to be a key recruitment tool and provides opportunities for alignment with Extended Education and professional training. Experiential learning continues to make progress and has exceeded the goals of this plan. Complete metrics are included in the results below along with baseline and targets.

### *Highlights and Successes:*

- Objective 1 (credit for prior learning) is moving to closure as credit for prior learning tied to career tech education, industry recognized certifications, aligned extended education programs, or on-the-job training have become part of standard operating procedures for academic programs. College credit (articulated) continues to be a strong recruitment tool for area career tech students. A more robust process continues to be implemented to support Extended Education students and the 60 x 30 grant will accelerate this work.
- Objective 4 (accelerated pathways/courses) continues to be offered along with better advising for students on the benefits and expectations of short courses. This objective has moved into monitoring mode as we review student success and the option for accelerated courses is now part of the planning process at the departmental level. Moving forward, academic departments can select accelerated pathways as a delivery option.
- Objective 5 (ELI) is now a more sustainable model, ensuring ELOs across credentials and the incorporation of a new endorsement. The NMC Experience Transcript, or nEXt, will give students a way to demonstrate that they have gained experience during their education, particularly in sought-after soft skills like communication, teamwork, and problem solving.

### *Challenges and Opportunities:*

- Objective 3 (online/hybrid success rates) - With online and hybrid success rates matching, or similar to, face-to-face delivery, educational technology resources have been realigned to support the college’s transition to the Canvas Learning Management System. This transition meets the

intent of this objective as the seamless transition of all courses and learning content to the new system is critical for the success of our students in any of our learning modalities.

<b>Strategy 1 - Future-Focused Education</b>				
<b>Objective 1:</b> Increase the annual number of students who receive prior learning credit from 236 to 270, using flexible academic pathways, by December 2024.				
<b>Status of Action Steps</b>	<b>Baseline</b>	<b>Data Trend</b>	<b>Target</b>	<b>Notes</b>
2 On Schedule	Students receiving credit for prior learning  236 (3-year avg.)	Students receiving credit for prior learning  2022-23: 241  2023-24: 264  2024-25: 275 (as of 3.11.25)	Students receiving credit for prior learning  270 by 12/31/2024	Continue to work with regional career tech centers and our own Extended Education Services to identify more opportunities  New agreements this year include Law Enforcement with Wexford Missaukee CTC, maritime agreement with Muskegon CC.  Agreements require ongoing maintenance and outreach. Bake into operating procedures and streamline the process.
<b>Objective 2:</b> Increase the proportion of online courses in Fall semester to 30% and in Spring semester to 35%.				
<b>Status of Action Steps</b>	<b>Baseline</b>	<b>Current</b>	<b>Target</b>	<b>Notes</b>
3 On Schedule	Proportion of online courses  28% (Fall 21)  30% (Spring 22)	Proportion of online courses  27% (Fall 22) 27% (Fall 23) 27% (Fall 24) ⇄ 33% (Spring 23) 32% (Spring 24) 33% (Spring 25) ⇄	Proportion of online courses  30% (Fall 24)  35% (Spring 25)	Moved into monitoring mode. Percentage of online and face-to-face classes continues to be determined by demand, advisor input, and instructor qualifications. Results have leveled out.  Key courses are being targeted based on demand. Process will be in place moving forward allowing instructors and chairs to select the appropriate format.
<b>Objective 3:</b> Increase student success and completion rates in online courses from 87% to 90% and hybrid courses from 92% to 95% by developing additional teaching strategies by December of 2024.				
<b>Status of Action Steps</b>	<b>Baseline</b>	<b>Current</b>	<b>Target</b>	<b>Notes</b>
1 On Schedule  1 Deferred as they transition to Canvas	NMC Completer Success Rates:  Online 87%  Hybrid 92%	Success Rates: F22 (online): 87% S23 (online): 88% F23 (online): 86% S24(online): 88% F24 (online): 87%  F22 (hybrid): 93% S23 (hybrid): 91% F23 (hybrid): 91% S24 (hybrid): 91% F24 (hybrid): 90% ⇄	Student Success Rates  Online 90% Hybrid 95% by 12/31/2024	ITS has pivoted to implementing Canvas, the online learning management system. All classes will use Fall 2025.  Hybrid continues to match our face-to-face success rates (~91%)

<b>Objective 4: Create six shortened course pathways (two courses in one semester) in multiple academic disciplines by May 2024.</b>				
<b>Status of Action Steps</b>	<b>Baseline</b>	<b>Current</b>	<b>Target</b>	<b>Notes</b>
4 On Schedule	Shortened pathways not tracked	F22 = 2 pathways F23 = 11 pathways (23 courses) S24 = 12 pathways (26 courses) F24 = 8 pathways (23 courses) S25 = ~ 8 pathways (21 courses)	6 shortened pathways by 5/15/2024	This objective has moved into monitoring mode as the option for accelerated courses is an option at the department level when planning.  Continuing to monitor student success. Adjustments being made in English courses.

**Objective 5: Every NMC credential will have at least one experiential learning opportunity (ELO) to ensure every credential seeking student will have an opportunity to experience at least one ELO at NMC by May 2025.**

<b>Status of Action Steps</b>	<b>Baseline</b>	<b>Current</b>	<b>Target</b>	<b>Notes</b>
5 On Schedule	Experiential Learning Opportunities:  not tracked	% of credential seeking students having an ELO experience:  <b>F22:</b> 1,471 (ELO) out of 2,700 → <b>54%</b>  <b>S23:</b> 1,584 (ELO) out of 2,390 → <b>66%</b>  <b>F23:</b> 2482 (ELO) out of 2,685 → <b>92%</b>  <b>S24:</b> 2081 (ELO) out of 2,507 → <b>83%</b>  Audit of credential pathways: All have ELO experiences embedded.	Current: Curricular mapping ensuring ELO in each credential  Previous: ~ 100% of students by 9/15/2024	Objective was revised for sustainability and to indicate the transition into reviewing the curriculum ensuring experiential learning opportunities across all credentials as well as the potential development of an experiential learning endorsement.  The NMC Experience Transcript, or nEXt, endorsement will demonstrate ELI competencies. Debuting as a pilot this semester (Spring 25), nEXt will roll out collegewide Fall 25.

#### Key

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


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



Northwestern Michigan College

“All History is Local”

Julieanna Frost, Ph.D.  
Humanities Division  
Instructor of History



*Philosophy of History*

Improve skills

Learn the basics of the discipline

Enjoy the liberal arts



## Northwestern Michigan College

### HST 211 Native American History

A history of the Native American experience from the pre-Columbian period to the post World War II era. Major emphasis is placed upon the social, political, and economic role of the Native American community in American society and its unique role as a part of that society. Students will also demonstrate an awareness of how contemporary problems were caused by past forces. Students will develop skills in analysis, critical thinking, historical reasoning and writing.





Carlisle Indian School Digital Resource Center  
[Digital Archives](#)

Introduce project during the first week of class

List of pre-selected Michigan students

NMC Library Resources



Carlisle Project

In a 3-5 page report, respond to these questions:

What can be understood about their life at school from their files? Provide a brief summary of your student and record interesting details. What did you find out about their Nation? Cultural beliefs, values, political economy? Analyzing what you found in the student files and your research on their nation, how did your student's experience at Carlisle differ from what they had likely been accustomed to at home? How do you think they might have felt or thought and what evidence do you have for these conclusions? How did the goals of the Carlisle Indian School seem to impact their life? Cite sources and include a bibliography. April 3: Peer Reviews





Thank you for your time and all your efforts on the behalf of NMC!

Any questions?

[jfrost@nmc.edu](mailto:jfrost@nmc.edu)





**Board of Trustees  
FY26 Working Budget Update**

**July 1, 2025 – June 30, 2026**

**March 17, 2025**

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Northwestern  
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## **MEMO**

*Administrative Services*

**To:** Dr. Nick Nissley, President  
**From:** Troy Kierczynski, VP of Finance & Administration  
**Date:** March 10, 2025  
**Subject:** FY 2026 Working Budget Update Memo

This memo provides a summary of the significant assumptions used in developing the College's FY26 working budget and next steps in the budgeting process. Letters **A-H** below correspond to the draft budget immediately following this memo.

### **Key Revenue Assumptions:**

- A. **Enrollment and Tuition**
  - FY25 actual = 74,570 contact hours (projection for summer 2025)
  - FY26 budget = 75,968 budgeted contact hours (↑1.8% vs. 2025 actual)
  - Assumes \$3.00 (2.9%) tuition rate and \$1.00 (2.9%) general fee increases
- B. **Property Taxes** – Assumes 5.0% growth in taxable values offset by 2% millage rate reduction due to Headlee Amendment, which caps property tax growth at the rate of inflation
- C. **State Sources** – Assumes a 2.0% total increase
- D. **Foundation** – Assumes steady programmatic and operational support, including reimbursement of 50% of Foundation operating expenditures in accordance with MOU
- E. **Investment Income** – Assumes slight decline due to expected interest rate cuts and NMC expenditure of cash for capital projections

### **Expense Assumptions:**

- F. **Labor** – \$800k increase 3% scale increases for full-time staff; 3.72% step increases for qualifying faculty; no scale increases will be budgeted amidst collective bargaining. See additional labor assumptions in the detailed working budget update following this memo
- G. **All Other Expenses (Non-Labor)** – 3% expense growth; purchased services includes a \$988,000 increase in EduStaff adjunct and supplemental costs to support projected enrollment increases, offset by \$506,000 reduction for termination of facilities management contract
- H. **Transfers** – FY26 includes increased transfers for deferred maintenance (+\$350k), new capital projects (+\$100k), debt service support (+\$675k), strategic funds (+\$25k), fund for transformation (+\$25k)

### **Next Budgeting Steps:**

- **Revenues: Monitor and update revenue assumptions**
  - Await State funding bills and legislation from the House and Senate
  - Monitor Summer and Fall 2025 enrollment metrics
  - Revise property tax assumptions as GTC equalization report becomes available (April)
- **Expenses: In-depth review of both labor and non-labor expenses**
  - Prioritize and allocate resources to support strategic plan initiatives as they are refined.
  - Review expenditures trends; align budget and/or seek cost reduction opportunities
  - Monitor departmental spending, key programs, PESR programs, Edustaff labor spend
- **Timeline:**
  - March & April 2025 – Review departmental budgets with budget managers
  - April 2025 – Equalization report released by GTC; COAT and Plant Fund prioritization
  - May 2025 – Aggregate auxiliary budgets
  - May 19, 2025 – 2<sup>nd</sup> Board Update
  - Early June 2025 – Budget Town Halls
  - June 23, 2025 - Budget and tuition rate approval at June regular board meeting

## Northwestern Michigan College General Fund Working Budget FY26

	Budget FY 24	Final FY24	Budget FY25	Projected FY25	Initial Budget FY 26	See memo	Projected Budget FY 27	Projected Budget FY 28	Projected Budget FY 29	Projected Budget FY 30	Projected Budget FY 31
<b>Operating Revenue</b>											
Local Sources						↓					
Tuition & Fees	\$ 22,212,097	\$ 23,655,078	\$ 23,905,070	\$ 25,350,669	\$ 26,815,944	A	\$ 27,338,862	\$ 27,643,629	\$ 27,867,905	\$ 28,476,971	\$ 28,866,658
Property Taxes	13,900,791	13,771,898	14,933,023	14,937,890	15,282,611	B	15,437,566	15,548,930	15,911,717	16,015,940	16,141,613
<b>Total Local Sources</b>	<b>36,112,888</b>	<b>37,426,976</b>	<b>38,838,093</b>	<b>40,288,559</b>	<b>42,098,555</b>		<b>42,776,428</b>	<b>43,192,559</b>	<b>43,779,622</b>	<b>44,492,911</b>	<b>45,008,271</b>
State Sources	10,826,033	11,704,450	11,155,934	12,876,909	11,550,000	C	11,722,000	11,898,440	12,079,409	12,264,997	12,455,297
Private Sources	1,175,242	1,356,771	1,346,370	1,346,370	1,346,714	D	1,362,325	1,423,341	1,487,408	1,554,678	1,625,312
Investment Income	320,000	1,560,989	450,000	900,000	400,000	E	400,000	350,000	325,000	300,000	250,000
Other Sources	495,000	616,316	617,000	609,608	702,025		702,025	702,025	727,025	727,025	727,025
<b>Total Revenues</b>	<b>48,929,163</b>	<b>52,665,502</b>	<b>52,407,397</b>	<b>56,021,446</b>	<b>56,097,294</b>		<b>56,962,778</b>	<b>57,566,365</b>	<b>58,398,464</b>	<b>59,339,611</b>	<b>60,065,905</b>
<b>Operating Expenditures</b>											
61 Salaries and Wages	25,137,687	24,193,795	24,638,366	24,536,786	25,879,701	F	26,196,742	26,582,954	27,055,502	27,593,997	28,174,068
65 Benefits	10,286,740	10,575,159	10,588,846	11,266,615	10,762,380	F	10,978,533	11,226,996	11,521,305	11,936,444	12,297,892
<b>Total Labor Costs</b>	<b>35,424,427</b>	<b>34,768,954</b>	<b>35,227,212</b>	<b>35,803,401</b>	<b>36,642,082</b>		<b>37,175,275</b>	<b>37,809,950</b>	<b>38,576,807</b>	<b>39,530,441</b>	<b>40,471,960</b>
71 Purchased Services	2,895,004	4,111,289	4,281,886	4,696,920	4,824,933	G	5,152,380	5,517,442	5,784,092	6,010,311	6,242,753
72 Supplies & Materials	3,107,437	3,163,600	3,384,460	3,574,775	3,597,375	G	3,813,218	3,889,482	3,967,271	4,046,617	4,127,549
73 Internal Services	110,273	144,823	143,940	145,104	141,140	G	143,963	146,842	149,779	152,774	155,830
74 Other Expenses	1,603,453	1,437,647	1,634,903	1,863,142	1,661,818	G	1,695,054	1,728,955	1,763,535	1,798,805	1,834,781
75 Institutional Expenses	1,700,512	1,925,883	1,954,864	2,054,022	2,021,236	G	2,061,661	2,102,894	2,144,952	2,187,851	2,231,608
76 Maintenance & Renovation	1,944,397	1,834,669	2,317,272	2,427,722	2,458,578	G	2,507,750	2,557,905	2,609,063	2,661,244	2,714,469
77 Events/Trvl/Prof. Devel.	600,659	674,403	662,860	721,483	707,955	G	722,114	736,556	751,288	766,313	781,640
78 Interest & Amort. (GASB 96)	-	321,943	-	-	-		-	-	-	-	-
79 Capital Outlay	98,000	115,517	150,000	108,559	225,000	n/a	229,500	234,090	238,772	243,547	248,418
80 Transfer - Deferred Maint.	1,230,000	1,230,000	1,400,000	1,400,000	1,750,000	H	1,837,500	1,929,375	2,025,844	2,127,136	2,233,493
<b>Total Op. Expenditures</b>	<b>48,714,162</b>	<b>49,728,728</b>	<b>51,157,397</b>	<b>52,795,128</b>	<b>54,030,117</b>		<b>55,338,414</b>	<b>56,653,491</b>	<b>58,011,401</b>	<b>59,525,040</b>	<b>61,042,501</b>
80 Other Transfers	215,000	1,849,392	1,250,000	1,778,756	2,214,200	H	2,432,200	2,648,200	2,834,900	2,709,950	2,703,450
<b>Net Revenue (Loss)</b>	<b>-</b>	<b>1,087,382</b>	<b>-</b>	<b>1,447,562</b>	<b>(147,023)</b>		<b>(807,836)</b>	<b>(1,735,327)</b>	<b>(2,447,837)</b>	<b>(2,895,379)</b>	<b>(3,680,046)</b>

**Revenue Assumptions**

Enrollment (% change)	-8%		-2%		11%
Tuition Rate (% change)	2%		3%		3%
Property Taxes (% change-TV)	9%		9%		5%
State Funding (% change)	2%		2%		2%

-1%	-2%	-2%	0%	-1%
2%	2%	2%	2%	2%
3%	3%	3%	3%	3%
2%	2%	2%	2%	2%

**Expense Assumptions**

Wage Scale Changes	2%		2%		3%
Other Expenses (% change)	-1%		5%		3%

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

## FY26 Working Budget Assumptions

### Tuition and Fees Revenue

Tuition and fee revenues are a factor of enrollment and tuition rates. Demographic, economic, and social conditions significantly influence enrollment, which is expected to trend downward both in Michigan and nationally over the next 15 years. However, despite demographic trends, NMC anticipates a slight overall enrollment boost (+1.8%) compared to FY25 due to an expected increase in student applicant utilization of the Community College Guarantee (“CCG”). The CCG was born legislatively in July 2024, too late to substantially influence college decisions for most class of 2024 high school grads. The HS class of 2025 will be the first class of high school graduates aware of this program by Spring, the key decision-making time for high school seniors contemplating higher education. Additionally, NMC expects continued ROI on its enrollment marketing campaign strategy, particularly for our distinctive programs, to help combat the pool of potential students.

The Governor’s FY26 Executive Budget Recommendation seeks to permanently codify Michigan Achievement Scholarship and the Community College Guarantee, which would have a positive long-term impact on higher education enrollment.

### *Enrollment—Demographic Factors*

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

Actual Contact Hours (by Age)					% of Contact Hours (by Age)				
Age	Fall 2021	Fall 2022	Fall 2023	Fall 2024	Age	Fall 2021	Fall 2022	Fall 2023	Fall 2024
<=17	3,174	2,532	3,253	3,736	<=17	9%	8%	10%	11%
18-20	15,137	15,609	15,453	15,205	18-20	43%	47%	46%	43%
21-25	7,744	7,192	7,037	7,780	21-25	22%	22%	21%	22%
26+	9,273	7,987	7,869	8,492	26+	26%	24%	23%	24%
	35,329	33,320	33,613	35,213		100%	100%	100%	100%

The tables above demonstrate contact hour increases for all age groups except 18 to 20-year-olds when comparing Fall 2024 to 2023. The tables also show the boost in students aged 17 and under (dual enrollment) enrolled in Fall 2024, directly attributable to a strategic reduction in the out-of-district dual enrollment rate implemented in January 2024.

### *Enrollment—Economic & Social Factors*

One reason fewer students are pursuing college is the strong regional labor market. Grand Traverse County boasts the 7<sup>th</sup> lowest county unemployment rate in Michigan (December 2024). Other common reasons students forgo college today include:

- fear of amassing student debt / economic reasons / uncertainty of federal student aid programs
- too stressful/mental health
- family reasons
- lack of career certainty
- value perception that college is “not worth the money”

### *Contact Hour and Tuition Rate Assumptions*

The College assesses tuition as a rate per contact hour based on residency. Tuition and fee rates and contact hour assumptions are the two key variables in projecting tuition and fee revenue. Class sizes and course efficiency (% seats filled) influence net return on tuition. The FY26 working budget includes the following assumptions:

- A **1.8% increase** in contact hours vs. FY25 actual (summer projected)
- A **2.9% increase** in tuition rates vs. FY25 actual

Tuition restraint language as proposed by the Governor caps in-district tuition and fee rate increases for FY26 at 4.5% or \$227, whichever is greater. The proposed FY27 cap is 5.0% or \$248, whichever is greater. Tuition restraint was first enacted in FY23.

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

Semester	FY19	FY20	FY21	FY22	FY23	FY24	FY25	Budget FY26
Fall	40,076	38,571	35,167	35,329	33,320	33,613	35,213	36,415
Spring	36,245	34,882	29,670	32,899	29,688	30,621	33,288	34,048
Summer	5,710	5,886	6,443	5,504	5,462	5,918	6,069	5,505
<b>Total</b>	<b>82,031</b>	<b>79,339</b>	<b>71,280</b>	<b>73,732</b>	<b>68,470</b>	<b>70,152</b>	<b>74,570</b>	<b>75,968</b>
	-4%	-3%	-10%	3%	-7%	2%	6%	2%

### State Appropriations Revenue

The Governor’s Fiscal Year 2026 Executive Budget Recommendation proposes a base increase of 4.0% in operational funding for community colleges, offset by the removal of the 1% one-time appropriation appropriated in FY25. The College’s working FY26 budget currently includes a projected 2.0% increase in state funding. For planning purposes, we do not anticipate knowing our State appropriation for FY26 before our budget must be passed by June 30, 2025.

### Property Tax Revenue

The current working budget is built with an assumption of 5.0% increase in taxable values, offset by a 2% millage rate reduction due to the Headlee rollback. The below table shows historical property tax revenue outcomes and future budgets assumptions:

	Taxable Value	% Chg in TV	Maximum Allowable Millage Levy	Headlee Rollback	Subtotal	Less: TIF 97, Old Town TIF, Brownfield, and other tax abatements	Property Tax Revenues
FY12	\$ 4,285,384,931	-2.2%	2.1700	0.0%	\$ 9,299,285	\$ (169,585)	\$ 9,129,700
FY13	\$ 4,285,338,798	0.0%	2.1700	0.0%	\$ 9,299,185	\$ (103,134)	\$ 9,196,051
FY14	\$ 4,396,631,123	2.6%	2.1700	0.0%	\$ 9,540,690	\$ (187,985)	\$ 9,352,705
FY15	\$ 4,473,291,394	1.7%	2.1700	0.0%	\$ 9,707,042	\$ (176,394)	\$ 9,530,648
FY16	\$ 4,620,528,695	3.3%	2.1700	0.0%	\$ 10,026,547	\$ (208,594)	\$ 9,817,953
FY17	\$ 4,698,287,253	1.7%	2.1692	0.0%	\$ 10,191,525	\$ (156,737)	\$ 10,034,788
FY18	\$ 4,868,438,486	3.6%	2.1520	-0.8%	\$ 10,476,880	\$ (126,638)	\$ 10,350,242
FY19	\$ 5,106,798,342	4.9%	2.1439	-0.4%	\$ 10,948,465	\$ (262,760)	\$ 10,685,705
FY20	\$ 5,368,654,721	5.1%	2.1339	-0.5%	\$ 11,456,172	\$ (293,000)	\$ 11,163,172
FY21	\$ 5,651,352,613	5.3%	2.1137	-0.9%	\$ 11,945,264	\$ (376,123)	\$ 11,569,141
FY22	\$ 5,901,559,989	4.4%	2.0935	-1.0%	\$ 12,354,916	\$ (404,650)	\$ 11,950,266
FY23	\$ 6,383,535,930	8.2%	2.0574	-1.7%	\$ 13,133,487	\$ (470,960)	\$ 12,662,527
FY24	\$ 6,958,129,076	9.0%	2.0574	0.0%	\$ 14,315,655	\$ (603,757)	\$ 13,711,898
FY25	\$ 7,625,687,860	9.6%	2.0331	-1.2%	\$ 15,503,786	\$ (570,000)	\$ 14,933,786
FY26 Budget	\$ 8,006,972,253	5.0%	1.9923	-2.0%	\$ 15,952,611	\$ (620,000)	\$ 15,332,611

## **Labor Expenses**

Labor costs represent 68% of NMC's total expenditures, excluding transfers. FY26 labor assumptions include a significant increase in health insurance expenses based on calendar 2024 experience, offset by decreases in MPSERS expenses due to legislative changes enacted in December 2024 to reduce the MPSERS rate cap from 20.96% to 15.21% of reportable wages.

In addition to the scale increase mentioned in the preceding memo, the following positional change assumptions are included in FY26:

- 6 new positions in facilities (budget neutral—included in purchased services in FY25)
- 1 new Campus Safety Coordinator position (hired December 2024)
- 2 new Success Coaches (one hired January 2025, other TBD and requires PC approval)
- 1 new Aviation Advisor supporting strategic growth plan
- Replacement of all faculty positions except for 1 Communication Instructor (resulting from 2023 voluntary severance plan)
- Foundation Staff Reorganization (budget neutral)

## **Non-Labor Expenses**

Non-labor expenses include the following categories:

- Purchased services
  - Examples: EduStaff adjuncts, supplementals, and full-time positions, 3<sup>rd</sup> party services for security, food services for GLMA summer cruises, EES and Marine Center contracted instructors, advertising management services, MCAN employment readiness coaches, tree trimming services, audit, legal, tax, environmental, architectural, engineering, and other planning services.
- supplies & materials
- internal services
- other expenses (bad debt expense, Indian tuition Waiver
- institutional expenses (utilities)
- maintenance and renovation
- professional development and events
- capital outlay

## **Transfers**

NMC's general fund budget includes transfers to support deferred maintenance (plant fund), new capital projects, strategic fund, fund for transformation, Aviation equipment renewal, technology upgrades, and debt service.





## 2024-2025 Tuition & Fees Community College Summary Report\*

Data are current as of 3/10/2025

\*Note: Figures in table below represent annual tuition and fees based on 30 contact hours (2 semesters: Fall + Spring)

Sorted ↓

Community College Name	Tuition			Mandatory Fees (Per Hour)			Mandatory Fees (Per Semester)		
	In District	Out of District	Out of State	In District	Out of District	Out of State	In District	Out of District	Out of State
Washtenaw Community College	\$2,970.00	\$5,430.00	\$7,680.00	\$450.00	\$450.00	\$450.00			
Oakland Community College	\$3,330.00	\$6,330.00	\$6,330.00				\$220.00	\$220.00	\$220.00
Wayne County Community College	\$3,360.00	\$3,636.00	\$4,554.00	\$405.00	\$405.00	\$405.00	\$100.00	\$100.00	\$100.00
Macomb Community College	\$3,390.00	\$6,360.00	\$8,100.00	\$150.00	\$150.00	\$150.00	\$264.00	\$264.00	\$264.00
Henry Ford College	\$3,465.00	\$6,060.00	\$8,775.00	\$720.00	\$720.00	\$720.00	\$220.00	\$220.00	\$220.00
Lansing Community College	\$3,600.00	\$7,200.00	\$10,800.00	\$450.00	\$450.00	\$450.00	\$50.00	\$50.00	\$50.00
Montcalm Community College	\$3,630.00	\$6,930.00	\$11,340.00	\$1,290.00	\$1,290.00	\$1,290.00			
Grand Rapids Community College	\$3,720.00	\$7,830.00	\$11,760.00	\$165.00	\$165.00	\$165.00	\$294.00	\$294.00	\$294.00
West Shore Community College	\$3,750.00	\$5,700.00	\$8,100.00	\$720.00	\$720.00	\$720.00			
Northwestern Michigan College	\$3,780.00	\$8,070.00	\$10,500.00	\$1,020.00	\$1,020.00	\$1,020.00	\$80.00	\$80.00	\$80.00
Kalamazoo Valley Community College	\$3,810.00	\$6,570.00	\$8,760.00				\$334.00	\$334.00	\$334.00
Monroe County Community College	\$3,885.60	\$6,637.80	\$7,394.40	\$817.50	\$817.50	\$817.50	\$80.00	\$80.00	\$80.00
Delta College	\$3,990.00	\$6,720.00	\$7,050.00	\$750.00	\$750.00	\$750.00	\$80.00	\$80.00	\$80.00
Kellogg Community College	\$4,005.00	\$6,480.00	\$9,210.00	\$810.00	\$810.00	\$810.00			
Glen Oaks Community College	\$4,050.00	\$6,030.00	\$7,110.00	\$1,170.00	\$1,170.00	\$1,170.00			
Muskegon Community College	\$4,050.00	\$7,590.00	\$10,620.00	\$1,335.00	\$1,335.00	\$1,335.00	\$70.00	\$70.00	\$70.00
Schoolcraft College	\$4,170.00	\$6,000.00	\$8,100.00	\$870.00	\$870.00	\$870.00	\$112.00	\$112.00	\$112.00
Kirtland Community College	\$4,290.00	\$6,450.00	\$8,970.00	\$900.00	\$900.00	\$900.00			
Gogebic Community College	\$4,320.00	\$6,150.00	\$7,050.00	\$360.00	\$360.00	\$360.00	\$120.00	\$120.00	\$120.00
Southwestern Michigan College	\$4,342.50	\$5,745.00	\$6,255.00	\$1,867.50	\$1,867.50	\$1,867.50			
North Central Michigan College	\$4,440.00	\$7,500.00	\$9,600.00	\$990.00	\$990.00	\$990.00			
St. Clair County Community College	\$4,590.00	\$8,520.00	\$12,300.00	\$1,200.00	\$1,200.00	\$1,200.00			
Alpena Community College	\$4,620.00	\$7,380.00	\$7,380.00	\$570.00	\$570.00	\$570.00	\$60.00	\$60.00	\$60.00
Bay de Noc Community College	\$4,650.00	\$8,010.00	\$9,810.00	\$1,470.00	\$1,470.00	\$1,470.00	\$0.00	\$0.00	\$0.00
Mid Michigan College	\$4,650.00	\$7,740.00	\$10,410.00	\$1,095.00	\$1,095.00	\$1,095.00	\$100.00	\$100.00	\$100.00
Mott Community College	\$4,687.50	\$5,987.10	\$8,533.20	\$625.80	\$625.80	\$625.80	\$312.50	\$312.50	\$312.50
Lake Michigan College	\$5,445.00	\$7,755.00	\$7,755.00	\$0.00	\$0.00	\$0.00			
Jackson College	\$5,790.00	\$6,750.00	\$8,640.00	\$1,560.00	\$1,560.00	\$1,560.00			

## In-District Tuition Rate History

### Michigan Community Colleges

For Years 2020-2024

Rank	Community College	Tuition Basis	Fall 2020		Fall 2021		Fall 2022		Fall 2023		Fall 2024		5-Year Average
			% change	% change	% change	% change	% change	% change	% change				
1	Washtenaw Community College	Credit	\$ 95.00	0.0%	\$ 95.00	0.0%	\$ 95.00	0.0%	\$ 99.00	4.2%	\$ 99.00	0.0%	<b>0.8%</b>
2	Oakland Community College	Credit	\$ 97.00	2.6%	\$ 99.00	2.1%	\$103.00	4.0%	\$107.00	3.9%	\$111.00	3.7%	<b>3.3%</b>
3	Wayne County Community College	Credit	\$109.10	0.0%	\$109.10	0.0%	\$109.10	0.0%	\$112.00	2.7%	\$112.00	0.0%	<b>0.5%</b>
4	Macomb Community College	Credit	\$102.00	0.0%	\$104.00	2.0%	\$106.00	1.9%	\$111.00	4.7%	\$113.00	1.8%	<b>2.1%</b>
5	Henry Ford Community College	Credit	\$101.50	0.0%	\$105.75	4.2%	\$108.00	2.1%	\$111.00	2.8%	\$115.50	4.1%	<b>2.6%</b>
6	Lansing Community College	Credit	\$111.00	2.8%	\$114.00	2.7%	\$114.00	0.0%	\$117.00	2.6%	\$120.00	2.6%	<b>2.1%</b>
7	Montcalm Community College	Contact	\$113.00	2.7%	\$115.00	1.8%	\$117.00	1.7%	\$119.00	1.7%	\$121.00	1.7%	<b>1.9%</b>
8	Grand Rapids Community College	Contact	\$117.00	1.7%	\$117.00	0.0%	\$118.00	0.9%	\$120.00	1.7%	\$124.00	3.3%	<b>1.5%</b>
9	West Shore Community College	Credit	\$106.00	0.0%	\$110.00	3.8%	\$115.00	4.5%	\$120.00	4.3%	\$125.00	4.2%	<b>3.4%</b>
10	<b>Northwestern Michigan College</b>	<b>Contact</b>	<b>\$109.00</b>	<b>0.0%</b>	<b>\$112.00</b>	<b>2.8%</b>	<b>\$118.00</b>	<b>5.4%</b>	<b>\$122.00</b>	<b>3.4%</b>	<b>\$126.00</b>	<b>3.3%</b>	<b>3.0%</b>
11	Kalamazoo Valley Community College	Credit	\$114.00	3.6%	\$118.00	3.5%	\$120.00	1.7%	\$124.00	3.3%	\$127.00	2.4%	<b>2.9%</b>
12	Monroe County Community College	Credit	\$114.50	2.0%	\$116.75	2.0%	\$119.75	2.6%	\$124.54	4.0%	\$129.52	4.0%	<b>2.9%</b>
13	Delta College	Credit	\$117.00	1.7%	\$119.00	1.7%	\$121.00	1.7%	\$127.00	5.0%	\$133.00	4.7%	<b>3.0%</b>
14	Kellogg Community College	Credit	\$121.75	9.4%	\$124.50	2.3%	\$127.50	2.4%	\$131.25	2.9%	\$133.50	1.7%	<b>3.8%</b>
15	Glen Oaks Community College	Contact	\$126.00	2.4%	\$126.00	0.0%	\$130.00	3.2%	\$133.00	2.3%	\$135.00	1.5%	<b>1.9%</b>
16	Muskegon Community College	Credit	\$121.50	3.8%	\$121.50	0.0%	\$125.00	2.9%	\$130.00	4.0%	\$135.00	3.8%	<b>2.9%</b>
17	Schoolcraft College	Credit	\$123.00	4.2%	\$126.00	2.4%	\$131.00	4.0%	\$135.00	3.1%	\$139.00	3.0%	<b>3.3%</b>
18	Kirtland Community College	Credit	\$121.00	0.0%	\$126.00	4.1%	\$132.00	4.8%	\$138.00	4.5%	\$143.00	3.6%	<b>3.4%</b>
19	Gogebic Community College	Credit	\$127.00	2.4%	\$130.00	2.4%	\$134.00	3.1%	\$138.00	3.0%	\$144.00	4.3%	<b>3.0%</b>
20	Southwestern Michigan College	Credit	\$125.50	1.8%	\$126.75	1.0%	\$133.00	4.9%	\$139.00	4.5%	\$144.75	4.1%	<b>3.3%</b>
21	North Central Michigan College	Credit	\$129.00	3.2%	\$132.00	2.3%	\$138.00	4.5%	\$144.00	4.3%	\$148.00	2.8%	<b>3.4%</b>
22	St. Clair County Community College	Contact	\$136.00	3.8%	\$139.00	2.2%	\$146.00	5.0%	\$149.00	2.1%	\$153.00	2.7%	<b>3.2%</b>
23	Alpena Community College	Contact	\$137.00	0.0%	\$141.00	2.9%	\$145.00	2.8%	\$150.00	3.4%	\$154.00	2.7%	<b>2.4%</b>
24	Bay De Noc Community College	Contact	\$135.00	4.7%	\$140.00	3.7%	\$144.00	2.9%	\$150.00	4.2%	\$155.00	3.3%	<b>3.7%</b>
25	Mid-Michigan Community College	Contact	\$132.00	2.3%	\$137.00	3.8%	\$142.00	3.6%	\$148.00	4.2%	\$155.00	4.7%	<b>3.7%</b>
26	Mott Community College	Contact	\$143.58	0.0%	\$145.02	1.0%	\$145.02	0.0%	\$151.55	4.5%	\$156.25	3.1%	<b>1.7%</b>
27	Lake Michigan College	Credit	\$158.75	50.5%	\$162.00	2.0%	\$168.25	3.9%	\$175.50	4.3%	\$181.50	3.4%	<b>12.8%</b>
28	Jackson Community College	Contact	\$163.46	2.0%	\$168.00	2.8%	\$176.00	4.8%	\$185.00	5.1%	\$193.00	4.3%	<b>3.8%</b>

## Out-of-District Tuition Rate History

### Michigan Community Colleges

For Years 2020-2024

Rank	Community College	Tuition Basis	Sorted ↓											
			Fall 2020	% change	Fall 2021	% change	Fall 2022	% change	Fall 2023	% change	Fall 2024	% change	5-Year Average	% change
1	Wayne County Community College	Credit	\$ 118.30	0.0%	\$ 118.30	0.0%	\$ 118.30	0.0%	\$121.20	2.5%	\$121.20	0.0%	<b>0.5%</b>	
2	Washtenaw Community College	Credit	\$ 164.00	0.0%	\$ 167.00	1.8%	\$ 169.00	1.2%	\$176.00	4.1%	\$181.00	2.8%	<b>2.0%</b>	
3	West Shore Community College	Credit	\$ 170.00	0.0%	\$ 175.00	2.9%	\$ 185.00	5.7%	\$185.00	0.0%	\$190.00	2.7%	<b>2.3%</b>	
4	Southwestern Michigan College	Credit	\$ 164.75	2.0%	\$ 166.50	1.1%	\$ 174.50	4.8%	\$183.00	4.9%	\$191.50	4.6%	<b>3.5%</b>	
5	Mott Community College	Contact	\$ 183.40	0.0%	\$ 185.23	1.0%	\$ 185.23	0.0%	\$193.57	4.5%	\$199.57	3.1%	<b>1.7%</b>	
6	Schoolcraft College	Credit	\$ 177.00	3.5%	\$ 182.00	2.8%	\$ 188.00	3.3%	\$194.00	3.2%	\$200.00	3.1%	<b>3.2%</b>	
7	Glen Oaks Community College	Contact	\$ 192.00	2.7%	\$ 192.00	0.0%	\$ 196.00	2.1%	\$199.00	1.5%	\$201.00	1.0%	<b>1.5%</b>	
8	Henry Ford Community College	Credit	\$ 177.00	0.0%	\$ 184.50	4.2%	\$ 188.00	1.9%	\$194.00	3.2%	\$202.00	4.1%	<b>2.7%</b>	
9	Gogebic Community College	Credit	\$ 180.00	2.9%	\$ 185.00	2.8%	\$ 191.00	3.2%	\$197.00	3.1%	\$205.00	4.1%	<b>3.2%</b>	
10	Oakland Community College	Credit	\$ 188.00	2.7%	\$ 192.00	2.1%	\$ 199.00	3.6%	\$205.00	3.0%	\$211.00	2.9%	<b>2.9%</b>	
11	Macomb Community College	Credit	\$ 190.00	0.0%	\$ 194.00	2.1%	\$ 198.00	2.1%	\$208.00	5.1%	\$212.00	1.9%	<b>2.2%</b>	
12	Kirtland Community College	Credit	\$ 182.00	0.0%	\$ 187.00	2.7%	\$ 194.00	3.7%	\$205.00	5.7%	\$215.00	4.9%	<b>3.4%</b>	
13	Kellogg Community College	Credit	\$ 197.75	9.6%	\$ 202.25	2.3%	\$ 206.75	2.2%	\$212.50	2.8%	\$216.00	1.6%	<b>3.7%</b>	
14	Kalamazoo Valley Community College	Credit	\$ 197.00	4.2%	\$ 204.00	3.6%	\$ 207.00	1.5%	\$214.00	3.4%	\$219.00	2.3%	<b>3.0%</b>	
15	Monroe County Community College	Credit	\$ 203.50	2.0%	\$ 207.50	2.0%	\$ 212.75	2.5%	\$221.26	4.0%	\$221.26	0.0%	<b>2.1%</b>	
16	Delta College	Credit	\$ 199.00	1.0%	\$ 202.00	1.5%	\$ 205.00	1.5%	\$214.00	4.4%	\$224.00	4.7%	<b>2.6%</b>	
17	Jackson Community College	Contact	\$ 245.19	2.0%	\$ 190.00	-22.5%	\$ 199.00	4.7%	\$209.00	5.0%	\$225.00	7.7%	<b>-0.6%</b>	
18	Montcalm Community College	Contact	\$ 214.00	2.9%	\$ 218.00	1.9%	\$ 222.00	1.8%	\$226.00	1.8%	\$231.00	2.2%	<b>2.1%</b>	
19	Lansing Community College	Credit	\$ 222.00	2.8%	\$ 228.00	2.7%	\$ 228.00	0.0%	\$234.00	2.6%	\$240.00	2.6%	<b>2.1%</b>	
20	Alpena Community College	Contact	\$ 217.00	0.0%	\$ 224.00	3.2%	\$ 231.00	3.1%	\$239.00	3.5%	\$246.00	2.9%	<b>2.5%</b>	
21	North Central Michigan College	Credit	\$ 214.00	3.4%	\$ 219.00	2.3%	\$ 229.00	4.6%	\$240.00	4.8%	\$250.00	4.2%	<b>3.9%</b>	
22	Muskegon Community College	Credit	\$ 227.00	4.1%	\$ 227.00	0.0%	\$ 234.00	3.1%	\$243.00	3.8%	\$253.00	4.1%	<b>3.0%</b>	
23	Mid-Michigan Community College	Contact	\$ 220.00	1.4%	\$ 229.00	4.1%	\$ 237.00	3.5%	\$247.00	4.2%	\$258.00	4.5%	<b>3.5%</b>	
24	Lake Michigan College	Credit	\$ 224.75	31.8%	\$ 229.50	2.1%	\$ 238.25	3.8%	\$250.00	4.9%	\$258.50	3.4%	<b>9.2%</b>	
25	Grand Rapids Community College	Contact	\$ 247.00	0.8%	\$ 247.00	0.0%	\$ 249.00	0.8%	\$253.00	1.6%	\$261.00	3.2%	<b>1.3%</b>	
26	Bay De Noc Community College	Contact	\$ 231.00	4.5%	\$ 240.00	3.9%	\$ 247.00	2.9%	\$258.00	4.5%	\$267.00	3.5%	<b>3.9%</b>	
27	<b>Northwestern Michigan College</b>	<b>Contact</b>	<b>\$ 227.00</b>	<b>0.0%</b>	<b>\$ 234.00</b>	<b>3.1%</b>	<b>\$ 246.00</b>	<b>5.1%</b>	<b>\$261.00</b>	<b>6.1%</b>	<b>\$269.00</b>	<b>3.1%</b>	<b>3.5%</b>	
28	St. Clair County Community College	Contact	\$ 257.00	0.0%	\$ 260.00	1.2%	\$ 275.00	5.8%	\$276.00	0.4%	\$284.00	2.9%	<b>2.0%</b>	

## Out-of-State Tuition Rate History

### Michigan Community Colleges For Years 2020-2024

Rank	Community College	Tuition Basis	Fall 2020		Fall 2021		Fall 2022		Fall 2023		Fall 2024		5-Year Average % change
			% change	% change	% change	% change	% change	% change					
1	Wayne County Community College	Credit	\$ 148.90	0.0%	\$ 148.90	0.0%	\$148.90	0.0%	\$151.80	1.9%	\$151.80	0.0%	<b>0.4%</b>
2	Southwestern Michigan College	Credit	\$ 179.50	2.0%	\$ 181.25	1.0%	\$190.00	4.8%	\$199.00	4.7%	\$208.50	4.8%	<b>3.5%</b>
3	Oakland Community College	Credit	\$ 188.00	2.7%	\$ 192.00	2.1%	\$199.00	3.6%	\$205.00	3.0%	\$211.00	2.9%	<b>2.9%</b>
4	Delta College	Credit	\$ 373.00	0.5%	\$ 210.00	-43.7%	\$214.00	1.9%	\$224.00	4.7%	\$235.00	4.9%	<b>-6.3%</b>
5	Gogebic Community College	Credit	\$ 209.00	2.5%	\$ 214.00	2.4%	\$220.00	2.8%	\$226.00	2.7%	\$235.00	4.0%	<b>2.9%</b>
6	Glen Oaks Community College	Contact	\$ 228.00	2.7%	\$ 228.00	0.0%	\$232.00	1.8%	\$235.00	1.3%	\$237.00	0.9%	<b>1.3%</b>
7	Alpena Community College	Contact	\$ 217.00	0.0%	\$ 224.00	3.2%	\$231.00	3.1%	\$239.00	3.5%	\$246.00	2.9%	<b>2.5%</b>
8	Monroe County Community College	Credit	\$ 226.50	2.0%	\$ 231.00	2.0%	\$237.00	2.6%	\$246.48	4.0%	\$246.48	0.0%	<b>2.1%</b>
9	Washtenaw Community College	Credit	\$ 227.00	0.0%	\$ 234.00	3.1%	\$239.00	2.1%	\$249.00	4.2%	\$256.00	2.8%	<b>2.4%</b>
10	Lake Michigan College	Credit	\$ 224.75	-11.5%	\$ 229.50	2.1%	\$238.25	3.8%	\$250.00	4.9%	\$258.50	3.4%	<b>0.5%</b>
11	Macomb Community College	Credit	\$ 242.00	0.0%	\$ 247.00	2.1%	\$252.00	2.0%	\$265.00	5.2%	\$270.00	1.9%	<b>2.2%</b>
12	Schoolcraft College	Credit	\$ 260.00	3.2%	\$ 262.00	0.8%	\$265.00	1.1%	\$268.00	1.1%	\$270.00	0.7%	<b>1.4%</b>
13	West Shore Community College	Credit	\$ 240.00	0.0%	\$ 250.00	4.2%	\$255.00	2.0%	\$265.00	3.9%	\$270.00	1.9%	<b>2.4%</b>
14	Mott Community College	Contact	\$ 261.40	0.0%	\$ 264.01	1.0%	\$264.01	0.0%	\$275.89	4.5%	\$284.44	3.1%	<b>1.7%</b>
15	Jackson Community College	Contact	\$ 326.91	2.0%	\$ 327.00	0.0%	\$264.00	-19.3%	\$277.00	4.9%	\$288.00	4.0%	<b>-1.7%</b>
16	Kalamazoo Valley Community College	Credit	\$ 264.00	3.9%	\$ 273.00	3.4%	\$276.00	1.1%	\$285.00	3.3%	\$292.00	2.5%	<b>2.8%</b>
17	Henry Ford Community College	Credit	\$ 257.00	0.0%	\$ 267.50	4.1%	\$273.00	2.1%	\$281.00	2.9%	\$292.50	4.1%	<b>2.6%</b>
18	Kirtland Community College	Credit	\$ 260.00	0.0%	\$ 260.00	0.0%	\$270.00	3.8%	\$285.00	5.6%	\$299.00	4.9%	<b>2.9%</b>
19	Kellogg Community College	Credit	\$ 282.00	9.3%	\$ 288.00	2.1%	\$294.25	2.2%	\$302.25	2.7%	\$307.00	1.6%	<b>3.6%</b>
20	North Central Michigan College	Credit	\$ 278.00	3.3%	\$ 284.00	2.2%	\$297.00	4.6%	\$310.00	4.4%	\$320.00	3.2%	<b>3.5%</b>
21	Bay De Noc Community College	Contact	\$ 282.00	4.4%	\$ 293.00	3.9%	\$302.00	3.1%	\$316.00	4.6%	\$327.00	3.5%	<b>3.9%</b>
22	Mid-Michigan Community College	Contact	\$ 220.00	1.4%	\$ 229.00	4.1%	\$237.00	3.5%	\$247.00	4.2%	\$347.00	40.5%	<b>10.7%</b>
23	<b>Northwestern Michigan College</b>	<b>Contact</b>	<b>\$ 296.00</b>	<b>0.0%</b>	<b>\$ 305.00</b>	<b>3.0%</b>	<b>\$320.00</b>	<b>4.9%</b>	<b>\$340.00</b>	<b>6.3%</b>	<b>\$350.00</b>	<b>2.9%</b>	<b>3.4%</b>
24	Muskegon Community College	Credit	\$ 318.00	3.9%	\$ 318.00	0.0%	\$327.00	2.8%	\$340.00	4.0%	\$354.00	4.1%	<b>3.0%</b>
25	Lansing Community College	Credit	\$ 333.00	2.8%	\$ 342.00	2.7%	\$342.00	0.0%	\$351.00	2.6%	\$360.00	2.6%	<b>2.1%</b>
26	Montcalm Community College	Contact	\$ 350.00	2.9%	\$ 357.00	2.0%	\$364.00	2.0%	\$371.00	1.9%	\$378.00	1.9%	<b>2.1%</b>
27	Grand Rapids Community College	Contact	\$ 371.00	1.6%	\$ 371.00	0.0%	\$374.00	0.8%	\$380.00	1.6%	\$392.00	3.2%	<b>1.4%</b>
28	St. Clair County Community College	Contact	\$ 375.00	0.0%	\$ 378.00	0.8%	\$396.00	4.8%	\$399.00	0.8%	\$410.00	2.8%	<b>1.8%</b>

Table 22 Total Operating Funds Revenue 2023-24

↓ sorted

Community College Name	Gross Tuition & Fees %	Property Tax %	State Appropriations %	Personal Property Tax Replacement %	Other Revenue %
Mid Michigan College	56%	16%	23%	0%	4%
Jackson College	52%	13%	31%	0%	4%
Henry Ford College	45%	14%	34%	4%	4%
St. Clair County Community College	39%	35%	22%	1%	4%
Bay de Noc Community College	39%	13%	32%	2%	14%
Mott Community College	38%	27%	28%	1%	6%
Kellogg Community College	38%	25%	29%	5%	3%
Southwestern Michigan College	37%	26%	33%	0%	3%
Northwestern Michigan College	37%	22%	23%	0%	18%
Grand Rapids Community College	37%	31%	24%	2%	5%
Muskegon Community College	37%	28%	31%	2%	2%
Alpena Community College	37%	16%	41%	1%	5%
Schoolcraft College	37%	36%	21%	2%	5%
Delta College	35%	30%	27%	4%	4%
Kirtland Community College	35%	41%	22%	1%	1%
Macomb Community College	33%	30%	25%	3%	9%
North Central Michigan College	32%	36%	24%	0%	8%
Gogebic Community College	31%	15%	50%	0%	4%
Kalamazoo Valley Community College	31%	33%	26%	4%	6%
Montcalm Community College	28%	40%	30%	0%	2%
Lansing Community College	28%	38%	28%	1%	5%
Monroe County Community College	27%	50%	18%	2%	3%
Washtenaw Community College	25%	50%	13%	1%	10%
Lake Michigan College	24%	55%	20%	1%	0%
Glen Oaks Community College	24%	41%	21%	9%	5%
Oakland Community College	22%	51%	16%	1%	10%
West Shore Community College	21%	48%	18%	4%	8%
Wayne County Community College	17%	56%	14%	3%	10%
<b>State Aggregate</b>	<b>32%</b>	<b>36%</b>	<b>23%</b>	<b>2%</b>	<b>7%</b>

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

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## Table 22A Total Institutional Revenue 2023-24

↓ sorted

Community College Name	Gross Tuition & Fees %	Property Tax %	State Appropriations %	Personal Property Tax Replacement %	Contracts and Grants %	Other Revenue %
St. Clair County Community College	32.14%	29.23%	18.23%	0.45%	4.00%	15.95%
Mid Michigan College	27.15%	13.25%	19.19%	0.13%	17.75%	22.52%
Northwestern Michigan College	25.21%	16.49%	20.12%	0.25%	6.74%	31.20%
Bay de Noc Community College	25.04%	11.56%	24.44%	2.14%	7.65%	24.16%
Alpena Community College	24.03%	13.05%	27.56%	0.74%	17.44%	17.17%
Schoolcraft College	23.60%	28.79%	21.44%	1.42%	7.86%	16.89%
Kellogg Community College	22.69%	19.07%	24.46%	4.66%	10.41%	13.72%
Grand Rapids Community College	21.97%	23.16%	21.23%	1.52%	7.71%	18.29%
Kalamazoo Valley Community College	20.92%	26.72%	21.84%	3.73%	4.75%	17.55%
Delta College	20.73%	23.61%	23.78%	2.87%	5.34%	23.66%
Kirtland Community College	20.54%	33.31%	19.19%	0.75%	6.00%	16.35%
Macomb Community College	19.99%	26.29%	22.27%	2.35%	7.48%	21.62%
Southwestern Michigan College	19.85%	23.15%	30.65%	0.43%	3.77%	22.16%
Lansing Community College	18.94%	35.18%	26.28%	0.66%	7.25%	11.68%
Montcalm Community College	18.93%	33.85%	19.83%	0.30%	3.96%	23.14%
Mott Community College	18.47%	20.80%	16.80%	0.74%	12.70%	23.97%
State Aggregate	17.96%	31.19%	21.47%	1.72%	7.15%	20.50%
Washtenaw Community College	16.88%	40.67%	16.62%	1.10%	3.32%	21.42%
Henry Ford College	16.68%	10.84%	28.51%	2.82%	14.49%	26.62%
North Central Michigan College	15.12%	32.04%	18.26%	0.23%	6.10%	28.26%
Monroe County Community College	15.01%	34.53%	20.28%	1.62%	6.11%	8.99%
Lake Michigan College	14.44%	51.72%	19.13%	0.65%	7.05%	7.02%
Muskegon Community College	14.24%	23.51%	27.54%	1.76%	17.38%	12.67%
Glen Oaks Community College	13.95%	32.17%	14.55%	6.64%	8.55%	24.13%
Gogebic Community College	13.26%	13.37%	42.42%	0.00%	11.46%	19.49%
Jackson College	12.24%	10.52%	26.41%	0.35%	11.98%	38.51%
Oakland Community College	11.16%	44.32%	19.68%	1.05%	1.81%	21.99%
West Shore Community College	10.14%	34.36%	12.91%	2.97%	6.11%	17.94%
<b>Wayne County Community College</b>	<b>8.31%</b>	<b>49.05%</b>	<b>16.45%</b>	<b>2.97%</b>	<b>2.39%</b>	<b>20.83%</b>

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

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

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**Table 28**  
**Expenses by Activity**  
**2023-24**

Community College Name	Instruction	Information Technology	Public Service	Academic Support	Student Services	Institutional Support	Physical Plant Operations
Alpena Community College	47.2%	5.8%	1.6%	8.7%	11.3%	14.8%	10.6%
Bay de Noc Community College	35.5%	8.3%	0.7%	9.7%	18.3%	16.5%	11.1%
Delta College	50.1%	5.9%	1.8%	8.5%	12.0%	11.9%	9.9%
Glen Oaks Community College	29.6%	10.1%	1.6%	9.6%	15.5%	24.3%	9.4%
Gogebic Community College	42.2%	2.7%	3.3%	9.8%	15.6%	17.8%	8.7%
Grand Rapids Community College	44.1%	7.3%	1.6%	12.0%	10.4%	12.4%	12.2%
Henry Ford College	51.8%	4.7%	0.0%	4.1%	13.2%	13.8%	12.4%
Jackson College	35.0%	11.9%	0.8%	5.4%	15.3%	17.3%	14.4%
Kalamazoo Valley Community College	44.3%	8.1%	4.7%	9.5%	11.5%	10.6%	11.2%
Kellogg Community College	43.8%	4.4%	0.4%	17.3%	11.3%	11.3%	11.4%
Kirtland Community College	33.1%	7.3%	0.3%	10.7%	21.2%	13.3%	14.1%
Lake Michigan College	35.2%	6.4%	0.0%	10.6%	16.3%	18.5%	13.0%
Lansing Community College	29.8%	11.9%	1.0%	17.5%	14.6%	14.3%	10.9%
Macomb Community College	38.7%	6.5%	3.0%	15.0%	10.4%	14.1%	12.4%
Mid Michigan College	46.1%	7.3%	3.9%	7.1%	13.0%	13.5%	9.0%
Monroe County Community College	40.9%	6.9%	1.0%	11.7%	10.3%	14.8%	14.5%
Montcalm Community College	38.0%	7.1%	2.9%	13.8%	11.6%	13.3%	13.4%
Mott Community College	38.4%	5.2%	1.2%	10.5%	15.9%	13.9%	14.9%
Muskegon Community College	44.0%	6.8%	1.8%	9.1%	12.7%	13.4%	12.4%
North Central Michigan College	34.1%	9.8%	1.2%	12.5%	17.8%	14.6%	10.1%
<b>Northwestern Michigan College</b>	<b>41.1%</b>	<b>7.1%</b>	<b>0.5%</b>	<b>15.3%</b>	<b>10.7%</b>	<b>16.0%</b>	<b>9.4%</b>
Oakland Community College	39.1%	6.6%	0.3%	14.8%	10.6%	14.9%	13.6%
Schoolcraft College	37.0%	6.8%	2.1%	15.4%	14.5%	10.4%	13.8%
Southwestern Michigan College	31.9%	9.7%	0.0%	8.7%	19.9%	15.2%	14.6%
St. Clair County Community College	42.2%	6.6%	0.3%	9.1%	13.6%	15.0%	13.3%
Washtenaw Community College	41.8%	8.9%	1.0%	11.9%	12.6%	11.6%	12.2%
Wayne County Community College	30.7%	5.7%	2.1%	13.2%	17.7%	15.5%	15.3%
West Shore Community College	35.3%	6.5%	4.1%	11.1%	11.0%	16.9%	15.2%
<b>State Average</b>	<b>39.3%</b>	<b>7.2%</b>	<b>1.5%</b>	<b>11.2%</b>	<b>13.9%</b>	<b>14.6%</b>	<b>12.3%</b>

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**Table 35**  
**Salary and Fringe Benefit Costs**  
**2023-24**

Community College Name	Salaries	Fringe Benefits	Compensation	Total Expenses	Compensation % of Total Expenses
Henry Ford College	\$51,280,329.00	\$30,096,890.00	\$81,377,219.00	\$95,881,714.00	84.87%
Macomb Community College	\$76,327,113.00	\$38,468,251.00	\$114,795,364.00	\$135,998,282.00	84.41%
Grand Rapids Community College	\$62,052,477.00	\$39,435,958.00	\$101,488,435.00	\$120,540,876.00	84.19%
Alpena Community College	\$9,641,109.00	\$5,656,405.00	\$15,297,514.00	\$18,212,092.00	84.00%
Schoolcraft College	\$50,191,183.00	\$28,707,895.00	\$78,899,078.00	\$97,788,945.00	80.68%
Delta College	\$37,954,400.00	\$24,506,369.00	\$62,460,769.00	\$77,625,113.00	80.46%
Kellogg Community College	\$23,565,654.00	\$12,593,090.00	\$36,158,744.00	\$44,992,565.00	80.37%
Kalamazoo Valley Community College	\$36,702,737.00	\$19,413,508.00	\$56,116,245.00	\$70,130,719.00	80.02%
Monroe County Community College	\$14,347,080.00	\$6,829,808.00	\$21,176,888.00	\$26,539,831.00	79.79%
Oakland Community College	\$70,515,604.00	\$32,088,344.00	\$102,603,948.00	\$131,702,034.00	77.91%
Muskegon Community College	\$18,950,167.00	\$11,471,852.00	\$30,422,019.00	\$39,731,004.00	76.57%
Montcalm Community College	\$8,040,917.00	\$5,196,363.00	\$13,237,280.00	\$17,351,961.00	76.29%
Lansing Community College	\$61,698,458.00	\$28,874,256.00	\$90,572,714.00	\$118,859,995.00	76.20%
Mott Community College	\$40,783,982.00	\$23,862,646.00	\$64,646,628.00	\$85,717,454.00	75.42%
Washtenaw Community College	\$57,721,305.00	\$26,063,144.00	\$83,784,449.00	\$111,296,244.00	75.28%
St. Clair County Community College	\$16,136,574.00	\$3,124,589.00	\$19,261,163.00	\$25,602,353.00	75.23%
<b>Northwestern Michigan College</b>	<b>\$24,205,744.00</b>	<b>\$13,366,541.00</b>	<b>\$37,572,285.00</b>	<b>\$51,361,109.00</b>	<b>73.15%</b>
Kirtland Community College	\$7,409,230.00	\$3,647,638.00	\$11,056,868.00	\$15,297,169.00	72.28%
Gogebic Community College	\$5,419,595.00	\$3,001,741.00	\$8,421,336.00	\$11,659,568.00	72.23%
Southwestern Michigan College	\$11,239,491.00	\$5,658,463.00	\$16,897,954.00	\$23,890,899.00	70.73%
Mid Michigan College	\$10,879,833.00	\$7,937,125.00	\$18,816,958.00	\$26,777,543.00	70.27%
West Shore Community College	\$6,475,533.00	\$3,948,658.00	\$10,424,191.00	\$15,187,495.00	68.64%
Glen Oaks Community College	\$6,630,675.00	\$3,045,514.00	\$9,676,189.00	\$14,159,604.00	68.34%
Bay de Noc Community College	\$9,588,724.00	\$4,475,880.00	\$14,064,604.00	\$20,832,168.00	67.51%
Lake Michigan College	\$14,709,977.00	\$8,129,092.00	\$22,839,069.00	\$33,858,394.00	67.45%
Jackson College	\$20,880,708.00	\$8,755,422.00	\$29,636,130.00	\$44,405,754.00	66.74%
North Central Michigan College	\$8,377,710.00	\$4,644,670.00	\$13,022,380.00	\$20,107,375.00	64.76%
Wayne County Community College	\$48,217,021.00	\$23,488,690.00	\$71,705,711.00	\$112,184,657.00	63.92%
<b>State Aggregate</b>	<b>\$809,943,330.00</b>	<b>\$426,488,802.00</b>	<b>\$1,236,432,132.00</b>	<b>\$1,607,692,917.00</b>	<b>76.91%</b>

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# Unemployment by County Rank\*

## December 2024

\*Per MI DTMB website: <https://www.milmi.org/DataSearch/Unemployment-by-County>

Area	Rate	Rank
Livingston County, MI	3.3%	1
Oakland County, MI	3.8%	2
Ottawa County, MI	3.9%	3
Washtenaw County, MI	4.0%	4
Kent County, MI	4.1%	5
Clinton County, MI	4.1%	5
Grand Traverse County, MI	4.4%	7
Allegan County, MI	4.4%	7
Ingham County, MI	4.5%	9
Eaton County, MI	4.5%	9
Ionia County, MI	4.6%	11
Barry County, MI	4.6%	11
Kalamazoo County, MI	4.6%	11
Macomb County, MI	4.7%	14
Branch County, MI	4.7%	14
Leelanau County, MI	4.9%	16
Midland County, MI	5.0%	17
St. Joseph County, MI	5.0%	17
St. Clair County, MI	5.1%	19
Jackson County, MI	5.1%	19
Gratiot County, MI	5.1%	19
Houghton County, MI	5.2%	22
Isabella County, MI	5.2%	22
Lenawee County, MI	5.2%	22
Monroe County, MI	5.2%	22
Newaygo County, MI	5.2%	22
Cass County, MI	5.3%	27
Montcalm County, MI	5.4%	28
Menominee County, MI	5.4%	28
Marquette County, MI	5.5%	30
Hillsdale County, MI	5.5%	30
Huron County, MI	5.6%	32
Berrien County, MI	5.6%	32
Lapeer County, MI	5.6%	32
Wayne County, MI	5.6%	32
Alpena County, MI	5.7%	36
Dickinson County, MI	5.7%	36
Bay County, MI	5.8%	38

Calhoun County, MI	5.8%	38
Shiawassee County, MI	5.9%	40
Charlevoix County, MI	6.0%	41
<b>Benzie County, MI</b>	<b>6.1%</b>	<b>42</b>
Genesee County, MI	6.1%	42
Muskegon County, MI	6.1%	42
Osceola County, MI	6.1%	42
Missaukee County, MI	6.2%	46
<b>Wexford County, MI</b>	<b>6.2%</b>	<b>46</b>
Van Buren County, MI	6.2%	46
Tuscola County, MI	6.3%	49
Saginaw County, MI	6.3%	49
Gogebic County, MI	6.3%	49
Otsego County, MI	6.4%	52
Sanilac County, MI	6.5%	53
Mason County, MI	6.6%	54
Mecosta County, MI	6.7%	55
Keweenaw County, MI	7.0%	56
<b>Antrim County, MI</b>	<b>7.0%</b>	<b>56</b>
<b>Kalkaska County, MI</b>	<b>7.1%</b>	<b>58</b>
Emmet County, MI	7.5%	59
Delta County, MI	7.5%	59
Iron County, MI	7.8%	61
Manistee County, MI	7.8%	61
Gladwin County, MI	7.9%	63
Crawford County, MI	8.1%	64
Iosco County, MI	8.1%	64
Clare County, MI	8.1%	64
Oceana County, MI	8.2%	67
Chippewa County, MI	8.3%	68
Ontonagon County, MI	8.4%	69
Luce County, MI	8.4%	69
Lake County, MI	8.5%	71
Ogemaw County, MI	8.7%	72
Baraga County, MI	8.7%	72
Arenac County, MI	8.8%	74
Schoolcraft County, MI	9.3%	75
Alcona County, MI	9.9%	76
Roscommon County, MI	10.6%	77
Presque Isle County, MI	10.8%	78
Montmorency County, MI	10.8%	78
Alger County, MI	11.2%	80
Oscoda County, MI	12.2%	81
Cheboygan County, MI	12.9%	82
Mackinac County, MI	17.9%	83



Northwestern  
Michigan  
College

**MEMO**  
*Office of the President*

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**To:** NMC Board of Trustees  
**From:** Nick Nissley, President  
**Subject:** March Mid-Month Update  
**Date:** Wednesday, March 12, 2025

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Dear Board of Trustees,

Since our February Board meeting the following are key updates.

**Board Study Session**

Thank you for your active engagement in a productive study session as we continue to make progress on our facilities master plan and seek your guidance on funding strategies to complete the next phase(s) of projects. With a clear vision of what we are trying to accomplish, I look forward to continued discussions with the Building and Site Committee and the full Board at future study sessions and meetings. We now have a way forward plan for funding the Geothermal Project (Phases I and II) and the Student Services Hub - the next projects on the Campus Master Plan list. That means that along with the first three projects on the Campus Master Plan List (Front Street Apartments, Aviation Hangar, and the Fresh Water Research & Innovation Center), we have funding plans for the first five of the sixteen projects identified in the Campus Master Plan.

**The Freshwater Research and Innovation Center**

Fundraising, tenant attraction, and awareness are the current focus for the Freshwater Research and Innovation Center (FRIC). Currently we're working on a Congressionally Directed Spending (CDS) request through Senator Peters' Office, to fund a portion of the funding gap to complete the construction of the research building. Ed Bailey (GLWSI/Marine Center) and Gabe Schneider attended the Great Lakes advocacy days on March 4 - 6 in Washington, D.C., providing NMC and FRIC support for the Great Lakes Observing Systems' (GLOS) Great Lakes Mapping Act, a bill that would fund the mapping of the Great Lakes lakebed. In addition, FRIC has been invited to attend the upcoming International Joint Commission's Great Lakes Science Plan, with the goal of making the Freshwater Research and Innovation Center part of their future strategic plans.

### **Brand Assessment and Strategy Development**

Brand implementation planning is in full swing with the opportunity to utilize FY 25 budget to jumpstart the launch effort. The college is planning for an August phase one launch of this multi-year project. We have a two-tiered approach with college wide brand ambassadors focusing on brand leadership and decision making and brand champions focusing on brand management and tactical implementation. NMC is also proud to have the opportunity to present to the MCCA summer conference on this strategic level initiative.

### **State of the State Address**

What a privilege to attend Governor Gretchen Whitmer's State of the State address on February 26, in the Michigan House Chambers, with special thanks to State Representative John Roth for the kind invitation to join him on the floor, along with Triston Cole, former Majority Leader of the Michigan House of Representatives. Both John and Triston are Northwestern Michigan College alums. It was great hearing the Governor's (and the bipartisan) support for community colleges. All agree - community colleges are an engine for driving socioeconomic mobility.

### **Community Colleges for International Development**

As of mid-February, my application to serve on the Community Colleges for International Development (CCID) Board of Directors was accepted. The CCID serves a mission to engage and empower "an international association of community, technical, and vocational institutions to create globally engaged learning environments." Given our vision to be a global community where all learners unlock their full potential, I look forward to serving on this board, of which Jim Bensley has been a member of for the past eight years.

### **Great Lakes Maritime Academy**

Recall, I shared some good news in January about GLMA programming. I noted that the National Defense Authorization Act (NDAA) was signed by President Biden December 2024. Included in the bill is specific language authorizing state maritime academies to offer a less than three-year program, for veterans who hold a bachelor's degree (current law requires a state maritime academy program to be not less than three years). This will afford GLMA to begin development of a 2.5 year long engine officer program for veterans. Additional good news regarding GLMA, is that thanks to Admiral Achenbach's legislative advocacy, we continue to work on an appropriations request to Representative Bergman to have our MARAD Direct Grant increased (from \$1M per year) to \$2M per year.

### **75th Anniversary Steering Committee**

The next meeting of the 75th Anniversary Steering Committee will occur on March 19, 2025 as they continue to establish the composition of the four (4) Sub-Committees and propose additional nominations for the Honorary Committee.

## **NMC Scholarship Open**

In February, the NMC Foundation Board voted unanimously in support of returning the Scholarship Open event on August 6, 2025. The Scholarship Open Steering Committee next meets on Thursday, March 13, 2025, and begins the work of securing lead sponsorships and raffle prizes.

## **Foundation Highlights**

The Request for Proposals (RFP) for our Campaign Feasibility Study have been reviewed by both Foundation staff and NMCF Board Development Committee members. Of the eight campaign consulting firms, we have narrowed down the selection to the top four (4) with a goal of bringing these finalists to campus in late March or early April 2025 for in-person presentations.

As shared in the March BOT Update, we are pleased to share that the NMC Foundation Team has already met and exceeded their goal of \$2.4M and stand at 104% of goal as of January 31, 2025. Dino and his team have submitted a stretch goal of securing an additional \$250,000 before June 30, 2025, a stretch goal of \$3.25M in total!

## **Alliance for Innovation and Transformation**

February 26 - 28, Jason Slade attended the CEO and representatives meeting to learn more about this year's theme – "Leading at the Speed of Change". Based on the experience, we will look to assemble a team for the AFIT Summer Institute (July).

## **Points of Pride**

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

- The March 6 **Career and Majors Fair** was held at the Park Place Hotel. The venue was filled with positive energy and a high-level of pride and engagement. Members of our campus and our community spent the afternoon meeting with local employers and program directors. Employers sat side-by-side with program directors from our academic majors to showcase how NMC pathways can lead to employment opportunities in our region.
- Marketing Director Kelly Yauk joined me in proudly and passionately telling the story of 'why NMC' to the current **Leadership Grand Traverse** cohort during its March 6 Education Day.
- NMC students/staff/faculty volunteered last month, supporting the **NMC Library's "Embrace the Dream Reading Events"**. Our volunteers served as reading buddies, spending time with TCAPS students, reading and talking with them, completing a craft, and making each person feel seen. This year, 117 children participated in the programming.

- Wow, did the students' pride fill the room on March 9, along with family/friends/faculty/staff cheering on our new **NMC Phi Theta Kappa Honor Society** inductees. And, rightfully so - these students have worked hard to earn induction into PTK, while also balancing competing demands and overcoming challenges. I loved that some of our Phi Theta Kappa - Alpha Rho Pi Chapter alums returned to be part of the day's ceremony. Hats off to Chapter Advisor and NMC Admissions Recruiter, Augusta Kummer for helping the chapter officers pull it all together.
- **International Affairs Forum** hosted the 12th annual Academic WorldQuest regional competition on February 27 at the Hagerty Center with volunteers, parents, faculty advisors, and IAF Advisory Board members rooting for the students and playing along. Students also learned about NMC study abroad opportunities and diverse programs offered across NMC campuses. This was IAF's largest competition to date: 120 students, 26 teams, from 8 schools!

### **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 Deadline That Wasn’t”](#) – Steve Robinson, LCC President, featured in *Inside Higher Ed*
- [“Lumina sets new postsecondary attainment goal...”](#) – *Higher Ed Dive*
- [“Education for All”](#) – *CC Daily*
- ["Whitmer calls for more men in college"](#) – *Record Eagle*
- “How a Michigan community college president became a leader in the effort to preserve DEI” - MLive (sent as additional attachment)

### **Upcoming Dates of Note**

- **March 17, 2025**–SGA Dinner and Regular Monthly Board Meeting (TJNIC 106/107)
- **March 17, 2025**–Legislative Roundtable with Sen. Damoose and Rep. Coffia
- **March 24-March 30**–Spring Break (No Classes)
- **April 11**–Scholarship Celebration (Hagerty Center)
- **April 23**–
  - NMC Foundation Board Meeting (Hagerty Center)
  - Study Session: OMA and FOIA (Hagerty Center)
- **April 28**–Monthly Board Meeting (TJNIC 106/107)
- **May 3**–NMC Commencement (Milliken Auditorium, Dennon Museum Center)

## MEMO

**To:** Northwestern Michigan College Board of Trustees  
**Cc:** Dr. Nick Nissley, Ed.D.  
**From:** Gabe Schneider, Founder/Principal, Northern Strategies 360  
**Date:** March 10, 2025  
**Re:** **State/Federal Legislative Update**

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### State

#### **2025 State of the State**

On Wednesday, February 26<sup>th</sup>, Governor Whitmer gave her 2025 State of the State address at the Capitol. In an honor for NMC, Representative Roth invited Nick to attend as his guest. Overall, the speech highlighted community colleges on several occasions and the Governor emphasized what the state is doing to lower the cost of a skill certificate, associate degree, and bachelor’s degree—including her focus on expanding participation in Reconnect and Community College Guarantee for all students, and especially men. If you missed the speech, [you can watch here](#) or read the [transcript](#).

#### **FY26 State Budget**

Following the presentation of the Governor’s Executive Budget Recommendation on February 5<sup>th</sup>, the legislature has begun their process of drafting their own budget proposals. So far, the House and Senate subcommittees on higher education and community colleges have begun meeting with the House having a presentation from the House Fiscal Agency on components of the MiLEAP, Higher Education and Community Colleges budgets. In the Senate, the subcommittee heard testimony from the Senate Fiscal Agency on the history, utilization and funding outlook for the Michigan Achievement Scholarship. We expect additional committee meetings in the House and Senate in the coming weeks with draft budgets getting put together by the end of March.

#### **Capital Outlay**

Following the Governor’s Executive Budget Recommendation and Capital Outlay scoring, the Joint Capital Outlay Committee has not yet met and it is unclear if the legislature will consider a capital outlay bill alongside the budget process.

#### **House Republicans Introduce K-12 Bill Package**

Last week, House Republicans introduced a package of bills they say will help Michigan students succeed in school and beyond. One of the bills, [HB 4154](#) (Rep. BeGole, R-Delta) would expand dual enrollment to include trade schools (community colleges are already listed). The definition of “trade school” in the legislation is as follows: *Trade School means a program of organized systematic instruction designed to prepare any of the following individuals for useful employment in recognized occupations: 1) An individual who has completed or left high school and who is available for full-time study in preparation for entering the labor market. 2) An individual who has already entered the labor market and who needs training to achieve stability or advancement in employment; 3) An individual enrolled in high school.* The bills were referred to the House Education and Workforce Committee for consideration.

### **Legislation would expand Reconnect-eligible Institutions**

Rep. Jenkins-Arno (R) sponsored legislation, [HB 4123](#), seeking to expand the Michigan Reconnect grant to include intermediate school districts, career-tech facilities, technical colleges, private training providers, apprenticeship programs, or other providers that offer a program in Michigan that leads to an industry-recognized certificate or credential whether or not that program is a Pell eligible program. The bill was referred to the House Appropriations Committee for consideration.

## **Federal**

### **The Next Step in Budget Reconciliation Process**

With the House and Senate now having each passed their own versions of a [budget resolution](#), the next step is to make these two resolutions identical and thus advance the reconciliation process. The current issue is drafting the tax component so that it meets President Trump's agenda of extending the expiring elements of the Tax Cuts and Jobs Act (TCJA) in a way that is permanent, a challenge that is being met with the prospects of cutting funding from [Medicaid](#), the [Supplemental Nutrition Assistance Program](#) (SNAP), and [student financial aid programs](#). The crafting of the proposed cuts is being done by committees and while the details of those cuts is not yet known, the amount of savings or cuts that have been identified are significant (in the trillions of dollars).

### **FY25 Government Funding**

With the current Continuing Resolution funding the federal government expiring on March 14th, neither Committee on Appropriations in either chamber of Congress has a finalized draft of [FY 2025 funding](#) legislation. The consequence of not meeting this deadline is a government shut down. While the House and Senate have the option of passing a continuing resolution to fund the government using FY 2024 funding levels, it is unclear if the Republican led Congress will have support from the Democrats. At this point, a long term “clean CR” is the most likely, setting the stage for the FY26 appropriations process to begin in the next few months.

### **Executive Branch Actions**

With the flurry of activity at the federal level, the MCCA has stood up a [subpage on their website](#) focused on federal policy changes.

### **Department of Education**

With the Senate confirmation of Linda McMahon to head up the Department of Education, there continue to be rumors of a new executive order being issued that would aim to dismantle the Department. The anticipated executive order has been in the works for months, and drafts have been leaked, but the official order has not yet been issued.

### **Freshwater Research Innovation Center/Great Lakes Mapping Act**

In support of the Lakebed 2030 initiative and the Freshwater Research and Innovation Center (FRIC), NMC (Gabe Schneider and Ed Baily) along with the Great Lakes Observing System (GLOS)(Jenn Boehme) participated in Great Lakes Week in Washington, D.C. to engage in advocacy in support of additional resources coming to the FRIC and NMC in support of the mapping of the Great Lakes. This included advocating in support of the Great Lakes Mapping Act, being reintroduced by Congresswoman McClain as well as meeting with legislators from around the Great Lakes basin to raise awareness of the FRIC and the need to invest additional resources in the facility and its importance to Great Lakes research.



The Great Lakes Mapping Act will be introduced in the coming weeks and we will work to gain additional congressional support, including the potential for a companion bill to be introduced in the Senate.

**Upcoming Advocacy**

- March 17<sup>th</sup> legislative update to PC with Rep. Coffia and Sen. Damoose on campus
- April 7<sup>th</sup> legislative update to PC with Rep. Roth on campus
- April 17<sup>th</sup> MCCA Legislative Advocacy Day in Lansing with Gabe, Nick, Laura and a student attending.



Northwestern  
Michigan  
College

**MEMO**  
Office of the  
President

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**To:** NMC Board of Trustees  
**From:** Nick Nissley, President  
President's Council  
**Subject:** March 2025 Executive Summary

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

- Through February, FY25 general fund revenues are up 10% compared to this point and time last year. The increase is driven by tuition revenue and state funding, which are up 9% and 23%, respectively. Contact hours for Fall 24 and Spring 25 were up 7% in aggregate, in addition to the 3% increase in tuition rates that went into effect for the academic year 2024-2025. State funding is up 23% due to the passage of PA 127 in October 2024 which, among other changes, lowered the MPSERS cap from 20.96% to 15.21% and triggered a one-time payment to NMC of \$834,000 to be used to support “student mental health, school safety, the educator workforce, and academic interventions”. Additionally, two other one-time payments received totaling \$451,000 will either be reimbursed to employees (elimination of 3% employee health deduction) or passed through to the ORS (additional one-time contribution to the retirement system).
- Through February, FY25 general fund expenditures are up 4% in comparison to this point and time last year. While salaries and benefits were consistent with prior year through February, wages paid through EduStaff were \$948,000 through February 2025 compared to \$624,000 through February 2024, driving a 27% increase in purchased services.
- The budget materials in this packet describe the revenue and expense assumptions used in the preliminary FY26 budget. Another budget update will be shared in May, and the final budget and tuition rate approval will be requested at the June 23 regular board meeting, and must be passed by June 30 in accordance with State law.

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

- Contact hours are currently up .7% over last summer.
- Two in-person orientation sessions and one online session are available before the beginning of the summer semester.

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

***Paid Media***-Mixed YOY

- Applications: 96
- Accounts: 113

- The brand strategy implementation planning is in progress with an accelerated phase one timeline to align with the FY25 budget. This includes an August launch and fall enrollment push. We are also using the brand strategy to inform development of the next strategic plan.

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

- This month’s strategic plan update focuses on Strategy 1 - Future-Focused Education. This strategy includes objectives related to flexible academic pathways, innovative instructional delivery models, and experiential learning opportunities. This strategy is currently on track with 2 objectives classified as “green,” 2 objectives closed and in monitoring mode, and 1 in transition due to their progress through the action steps and metrics.

**NORTHWESTERN MICHIGAN COLLEGE**  
**BOARD OF TRUSTEES**  
**MINUTES**  
**Monday, February 24, 2025**  
**Timothy J. Nelson Innovation Center**  
**Room 106/107**

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

**ROLL CALL**

**Trustees present:** Laura J. Oblinger, Kennard R. Weaver, Chris M. Bott, Andrew K. Robitshek, Mark B. Keely, Pamela T. Horne

**Trustees absent:** Kenneth E. Warner

**Also present:** President Nick Nissley, Lynne Moritz, Diana Fairbanks, Troy Kierczynski, Lindsey Lipke, Kyle Morrison, Todd Neibauer, Stephen Siciliano, Molly Norville, Katie Sommer-Ford, Karen Nielsen, Fred Bimber, Lindsey Dickinson, Lisa Blackford, Clifton Murie, Megan Bylsma, Carolyn Andrews, Ryan Bernstein, Lindsey Lipke, Luis Qian, Rebecca Richardson, Laura Stevens Matchett, Janet Lively, Marcus Bennett

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

**Nomination and Election of Vice Chair**—As Trustee Warner submitted a letter expressing his intention to resign from the officer role of Vice Chair (while still fulfilling the remainder of his elected term), Chair Oblinger called for a nomination for another Vice Chair. Chris Bott made a motion recommending Mark Keely as Vice Chair; Andy Robitshek seconded the motion. The motion passed unanimously.

**STRATEGIC FOCUS**

**Mission & Values**—Luis Qian presented his story of joining NMC Aviation.

**Strategic Plan**—Jason Slade, Vice President of Strategic Initiatives, provided a mid-way review of the third year of NMC Next.

**REPORTS AND PRESENTATIONS**

**Career and Majors Fair**—Lindsey Dickinson, Director of Student Success and Retention, and Katie Sommer-Ford, Learning Services Office Manager, highlighted the upcoming Career and Majors Fair.

**Faculty Report: Abnormal Psychology**—Lisa Blackford, Social Sciences Faculty, shared examples of experiential learning within the Abnormal Psychology course.

**PUBLIC INPUT**—There was public input offered by Fred Bimber and Clifton Murie.

**UPDATES**

**President's Update**—President Nick Nissley shared points of pride, including kudos to Jason Slade for his role in convening the first meeting of the Freshwater Research & Innovation Center board. Nissley also shared updates regarding the state budget and recent Northern Michigan Policy Conference.

**Board Chair Update**—Chair Laura Oblinger commended President Nissley and executive staff for the calm and clear response to recent federal executive orders. Oblinger thanked Trustee Warner for his handling of the conflict of interest. Finally, Oblinger referenced a recent article included in the Association of Community College's *Trustee Quarterly* regarding board governance.

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

- Minutes of the January 27, 2025, regular meeting
- Minutes of the February 6-7, 2025, Board retreat meeting
- Enrollment Report—*Todd Neibauer, Vice President for Student Services and Technologies*
- Financial Report—*Troy Kierczynski, Vice President of Finance and Administration*
- PRMC—*Diana Fairbanks, AVP of Public Relations, Marketing, and Communications*
- Foundation Report—*Dino Hernandez, Vice President of College Advancement and Executive Director, NMC Foundation*
- Executive Committee—*Laura Oblinger, Committee Chair*
- Audit Committee—*Chris Bott, Committee Chair*

**ACTION ITEMS**

**Financial Audit Services**—On a motion by Kennard Weaver, seconded by Pam Horne, administration was authorized to enter into a contract with Andrews Hooper Pavlik as Northwestern Michigan College's auditing firm for the upcoming five-year period, for a total amount of \$388,300, based on satisfactory completion of each fiscal year audit. The motion passed with a majority of trustee support, with Trustee Bott abstaining due to potential conflict of interest.

**3-D Printer Purchase**—Pam Horne made a motion, seconded by Mark Keely, authorizing for administration to purchase a BA-320 Printer (ex BA-2400) from vendor Build Additive for the amount of \$147,877, to be funded from private grants, donations, and fundraising efforts. There was discussion regarding the curriculum related to the purchase. The motion passed unanimously.

**Special Liquor License**—On a motion by Andy Robitshek, seconded by Pam Horne, the Board adopted a resolution authorizing the organization, through its duly authorized officers, to make application to the Liquor Control Commission for a special events tasting and wine auction license to be in effect on Friday, April 25, 2025, for the Taste of Success event held at the Northwestern Michigan College Hagerty Center. The motion passed unanimously.

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

**ADJOURNMENT**—The meeting adjourned at 6:34 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  
Monday, March 10, 2025  
Timothy J. Nelson Innovation Center  
Room 104/105**

**CALL TO ORDER**—Chair Laura J. Oblinger called the regular meeting to order at 3:00 p.m.

**ROLL CALL**

**Trustees present:** Laura J. Oblinger, Mark B. Keely, Kennard R. Weaver, Chris M. Bott, Kenneth E. Warner, Pamela T. Horne

**Trustees absent:** Andrew K. Robitshek

**Also present:** President Nick Nissley, Troy Kierczynski, Todd Neibauer, Marcus Bennett, Lynne Moritz, Jason Slade, Diana Fairbanks, Stephen Siciliano, Dino Hernandez, Molly Norville, Noelle Wilde

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

**PUBLIC INPUT**—There was public input offered by Noelle Wilde.

**DISCUSSION**

Chair Oblinger reviewed the objectives of the meeting, reminding the group that the campus facilities master plan was approved in June 2024, and stating that seeking input on funding strategies for the next projects in the plan.

**Funding Strategy for Campus Master Plan**—President Nissley reviewed the projects agreed to in the campus master plan, which was approved by the Board of Trustees in June 2024. In reviewing progress to date, Nissley listed the purchase of the Front Street Flats, Aviation hangar expansion, and Freshwater Research & Innovation Center (FRIC) as examples of projects underway. Vice President of Finance and Administration Troy Kierczynski provided an update on the first five projects underway. There were questions regarding the total projected costs, to-date fundraising for the FRIC facility, and the potential for state and/or federal funding.

Board required reserves were discussed, with a need identified for a dedicated “new capital projects” fund. A plan to fund the geothermal energy and student services hub projects was discussed, with the Board suggesting that phases I and II of the geothermal project could occur simultaneously.. It was recommended to hire a legislative advocate to lobby for capital outlay or direct state funding.

**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.

- Potential updates to policies addressing financial reserves
- Status of Fund for Transformation
- Scheduling next session to look at alternative financing options

**ADJOURNMENT**—The meeting adjourned at 4:39 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





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*MEMO Enrollment Services*

To: Dr. Nick Nissley, President  
 From: Todd Neibauer, VP for Student Services and Technologies  
 Date: March 7, 2025  
 Subject: Summer 2025 Enrollment Update

**Summer 2025**

Currently, contact hours are up .7% over summer 2024. While most categories of students are similar to last year, there is an increase in New Transfers over the same time last year.

Orientations for Summer/Fall start on April 18, 2025 and continue through the beginning of the fall semester. Two in-person sessions and one online session are available before the beginning of the summer semester.

	SU 2022	SU 2023	SU 2024	SU 2025	△
<b>Inquiries</b>	327	446	465	485	4.3%
<b>Applicants</b>	318	442	462	481	4.1%
<b>% Applied</b>	97.2%	99.1%	99.4%	99.2%	-0.2%
<b>Admits</b>	209	257	310	301	-2.9%
<b>% Admitted</b>	65.7%	58.1%	67.1%	62.6%	-4.5%
<b>Admits Registered</b>	37	55	87	84	-3.5%
<b>% Admits Registered</b>	17.7%	21.4%	28.1%	27.9%	-0.2%
<b>Prior Admits Registered</b>	6	4	4	7	75%
<b>Retained Students</b>	552	521	544	558	2.6%
<b>% Retained</b>	17.9%	18.1%	18.4%	17.7%	-0.7%
<b>Return Students</b>	79	52	57	51	-10.5%
<b>Average Contact Hours</b>	6.01	5.79	5.7	5.67	-0.5%
<b>Total Headcount</b>	674	632	692	700	1.2%
<b>Total Contact Hours</b>	4,053	3,660	3,942	3,969	0.7%
<b>Tuition</b>	908,916	833,828	936,982	991,886	5.9%

*(Resources: Digital Dashboard – Same Date Comparison SU2022-2025)*



Northwestern  
Michigan  
College

**MEMO**  
**Administrative**  
**Services**

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

**From:** Troy Kierczynski, Vice President of Finance and Administration

**Date:** March 10, 2025

**Subject:** Summary Report for the General Fund as of February 28, 2025

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The attached reports summarize the financial results for the General Fund as of February 28, 2025. The eighth month of the year represents 67% of the year.

**Month End Results**

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

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

The general fund has year-to-date revenue over expenses of \$8,960,558. Revenue increased by 10% and expenses increased by 4% when comparing year-to-date February 2025 to February 2024.

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

- A. Tuition and fees: For Spring 2025 the budget was set at 29,943 contact hours for a total budget revenue of \$6,637,665. Actual fall contact hours to date are 32,837 with actual revenue of \$7,052,059. Spring revenue is trending over budget by \$414,394.
- 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 2024.
- 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 08

Funds	Accounts	2024-2025 Adjusted Budget	YTD Activity	% of Annual Budget	
<b>TOTAL GENERAL FUND</b>					
50	<b>Revenues</b>				
	Tuition and Fees	23,905,070	18,683,258	78.16%	A
	Property Taxes	14,933,023	11,928,701	79.88%	B
	Other Local	0	0		*
	Local Sources	38,838,093	30,611,959	78.82%	
	State Sources	11,155,934	7,930,236	71.09%	C
	Federal Sources	0	0		*
	Private Sources	1,346,370	644,509	47.87%	F
	Investment Income	450,000	563,685	125.26%	E
	Other Sources	617,000	385,320	62.45%	F
	<b>Total Revenues</b>	<b>52,407,397</b>	<b>40,135,709</b>	<b>76.58%</b>	
60	<b>Labor</b>				
	Salaries and Wages	24,638,366	14,606,616	59.28%	F
	Benefits	10,588,846	6,771,101	63.95%	F
	<b>Total Labor</b>	<b>35,227,212</b>	<b>21,377,717</b>	<b>60.69%</b>	
70	<b>Expenses</b>				
	Purchased Services	4,281,886	3,143,482	73.41%	G
	Supplies and Materials	3,384,460	2,195,672	64.88%	G
	Internal Services	143,940	82,672	57.44%	G
	Other Expenses	1,634,903	956,376	58.50%	G
	Institutional Expenses	1,954,864	1,261,197	64.52%	G
	Maintenance and Renovation	2,317,272	1,519,535	65.57%	G
	Prof Develop, Travel and Events	662,860	390,802	58.96%	G
	Capital Outlay	150,000	108,559	72.37%	H
	<b>Total Expenses</b>	<b>14,530,185</b>	<b>9,658,295</b>	<b>66.47%</b>	
	<b>Total Expenditures</b>	<b>49,757,397</b>	<b>31,036,012</b>	<b>62.37%</b>	
80	<b>Transfers</b>				
	Transfers	2,650,000	139,139	5.25%	
	<b>Total Transfers</b>	<b>2,650,000</b>	<b>139,139</b>	<b>5.25%</b>	
	<b>Total Expenditures and Transfers</b>	<b>52,407,397</b>	<b>31,175,151</b>	<b>59.49%</b>	
	<b>Net Revenues over (under) Expenditures</b>	<b>0</b>	<b>8,960,558</b>		



**Northwestern Michigan College  
Comparison - Fiscal Year to Date  
General Fund  
Feb 2025 vs. Feb 2024**

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

	<u>YTD 2/28/2025</u>	<u>YTD 2/29/2024</u>	<u>\$ Diff</u>	<u>% Diff</u>	<u>Comments</u>
<b>Revenue</b>					
Local Sources:					
Tuition & Fees	\$ 18,683,258	\$ 17,124,844	\$ 1,558,414	9%	Primarily due to higher enrollment in FY25 than prior year and higher flight fee revenue in FY25
Property Taxes	11,928,701	11,319,307	609,394	5%	Timing of property tax payments received from townships
<b>Total Local Sources</b>	<b>30,611,959</b>	<b>28,444,151</b>	<b>2,167,808</b>	<b>8%</b>	
State Sources	7,859,030	6,413,412	1,445,618	23%	Primarily due to multiple one time MPERS reimbursements received in FY25
State PPT Reimbursement	71,206	89,057	(17,851)	-20%	Lower PPT reimbursement in FY25
Federal Sources	-	-	-	0%	Consistent with prior year
Private Sources	644,509	607,368	37,141	6%	Timing of Foundation gifts
Investment Income	563,685	604,588	(40,903)	-7%	Interest rates in FY25 are down compared to FY24
Other Sources	385,320	366,890	18,430	5%	Primarily due to higher NJTP administrative fees in FY25
<b>Total Revenue</b>	<b>40,135,709</b>	<b>36,525,466</b>	<b>3,610,243</b>	<b>10%</b>	
<b>Expenses</b>					
Salaries and Wages	14,606,616	14,661,833	(55,217)	0%	Consistent with prior year
Benefits	6,771,101	6,656,054	115,047	2%	Consistent with prior year; impacted by increasing health benefit costs
Purchased Services	3,143,482	2,483,853	659,629	27%	Primarily due to transition of adjunct and supplemental staff to EduStaff and higher purchased services in FY25.
Supplies & Materials	2,195,672	1,829,193	366,479	20%	Primarily due to higher international trip fees and course related expenses in FY25
Internal Services	82,672	79,205	3,467	4%	Timing of internal events/charges
Other Expenses	956,376	929,338	27,038	3%	Primarily due to slightly higher non-professional development events and equipment rental expenses in FY25
Institutional Expenses	1,261,197	1,280,970	(19,773)	-2%	Consistent with prior year
Maintenance & Renovation	1,519,535	1,194,006	325,529	27%	Due to higher equipment, facilities, grounds, and software maintenance expenses in FY25
Professional Development	390,802	437,057	(46,255)	-11%	Lower professional development expenses in FY25
Capital Outlay	108,559	108,735	(176)	0%	Timing of COAT purchases; alignment lift (Auto Tech - \$36,465), lift/trailer (Facilities - \$30,100), electrical trainer (Auto Tech - \$41,994) were purchased in FY25
<b>Total Expenses</b>	<b>31,036,012</b>	<b>29,660,244</b>	<b>1,375,768</b>	<b>5%</b>	
<b>Transfers</b>	<b>139,139</b>	<b>279,952</b>	<b>(140,813)</b>	<b>-50%</b>	Aviation flight hours transfer and indirect cost recognition associated with ADN to BSN grant
<b>Total Expenses &amp; Transfers</b>	<b>31,175,151</b>	<b>29,940,196</b>	<b>1,234,955</b>	<b>4%</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 8,960,558</b>	<b>\$ 6,585,270</b>	<b>\$ 2,375,288</b>	<b>36%</b>	



**Northwestern Michigan College  
Comparison - Month Over Month  
General Fund  
Feb 2025 vs. Jan 2025**

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

	<u>YTD 2/28/2025</u>	<u>YTD 1/31/2025</u>	<u>Feb 25 Activity</u>	<u>Jan 25 Activity</u>	<u>Comments</u>
<b>Revenue</b>					
Local Sources:					
Tuition & Fees	\$ 18,683,258	\$ 16,551,349	\$ 2,131,909	\$ 2,844,224	Primarily due to the allocation of spring fees in January (allocations for semester fees are allocated at the beginning of fall/spring semesters); partially offset by higher tuition allocation in February (4 weeks in February vs 3 weeks in January)
Property Taxes	11,928,701	10,585,005	1,343,696	3,801,520	Timing of tax collections received
<b>Total Local Sources</b>	<b>30,611,959</b>	<b>27,136,354</b>	<b>3,475,605</b>	<b>6,645,744</b>	
State Sources	7,859,030	6,370,997	1,488,033	1,212,700	Higher MPERS payouts received in February
State PPT Reimbursement	71,206	71,206	-	-	- Consistent with prior month
Federal Sources	-	-	-	-	- Consistent with prior month
Private Sources	644,509	644,509	-	357,023	Timing of quarterly Foundation support
Investment Income	563,685	514,784	48,901	70,384	Lower interest and dividend income in February
Other Sources	385,320	327,119	58,201	42,089	Higher administration fees recognized in February from timing of NJTP payouts
<b>Total Revenue</b>	<b>40,135,709</b>	<b>35,064,969</b>	<b>5,070,740</b>	<b>8,327,940</b>	
<b>Expenses</b>					
Salaries and Wages	14,606,616	12,736,599	1,870,017	1,757,861	Primarily due to lower adjunct pays in January - consistent with the beginning of a new semester
Benefits	6,771,101	5,971,164	799,937	1,087,050	HSA payments issued in January
Purchased Services	3,143,482	2,895,627	247,855	371,524	Primarily due to lower purchased service expenses in February
Supplies & Materials	2,195,672	1,914,097	281,575	374,799	Due to timing of fuel payments and fee related expenses including international trip expenses, fire training expenses for GLMA, and Nursing eBook and assessment materials
Internal Services	82,672	73,577	9,095	5,798	Timing of internal events/charges (including opening conference and HR new employee orientation)
Other Expenses	956,376	819,031	137,345	103,790	Due to higher non-professional development event expenses in February
Institutional Expenses	1,261,197	1,103,998	157,199	252,485	Primarily due to higher snow removal expenses in January and timing of insurance expenses
Maintenance & Renovation	1,519,535	1,300,886	218,649	157,599	Primarily due to timing of software maintenance expenses in February; partially offset by lower equipment maintenance expenses in February
Professional Development	390,802	332,862	57,940	49,926	Driven by timing of professional development expenses
Capital Outlay	108,559	108,559	-	-	- No activity in February
<b>Total Expenses</b>	<b>31,036,012</b>	<b>27,256,400</b>	<b>3,779,612</b>	<b>4,160,832</b>	
<b>Transfers</b>	<b>139,139</b>	<b>139,139</b>	<b>-</b>	<b>-</b>	- Aviation flight hours transfer and indirect cost recognition associated with ADN to BSN grant
<b>Total Expenses &amp; Transfers</b>	<b>31,175,151</b>	<b>27,395,539</b>	<b>3,779,612</b>	<b>4,160,832</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 8,960,558</b>	<b>\$ 7,669,430</b>	<b>\$ 1,291,128</b>	<b>\$ 4,167,108</b>	



**Northwestern Michigan College**  
**Income Statement Projections - General Fund**  
**For the Year Ended June 30, 2025**  
**As of 3/5/2025**

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

	<b>FY24 Actual</b>	<b>FY 25 Budget</b>	<b>YTD 3/5/2025</b>	<b>FY 25 Projected</b>	<b>Difference vs. Budget</b>	<b>Comments</b>
<b>Revenue</b>						
Local Sources:						
Tuition & Fees	\$ 23,655,079	\$ 23,905,070	\$ 18,749,545	\$ 25,386,039	1,480,969	Enrollment was higher than expected in both Fall / Spring. Also, aviation flight fees are trending higher than budgeted.
Property Taxes	13,771,898	14,933,023	12,506,531	14,938,115	5,092	In line with budget
<b>Total Local Sources</b>	<b>37,426,977</b>	<b>38,838,093</b>	<b>31,256,076</b>	<b>40,324,154</b>	<b>1,486,061</b>	
State Sources						
State Property Tax Reimbursement	14,282,807	11,005,934	7,859,030	13,009,830	2,003,896	Currently trending slightly above budget due to one time payment from the State and one time payments from MPERS which will be offset by MPERS expenses
Federal Sources	207,430	150,000	71,206	142,413	(7,587)	In line with budget
Private Sources	9,200	-	-	-	-	GLMA direct funding is now recognized in restricted funds instead of the general fund
Dividend and Interest Income	1,347,572	1,346,370	644,509	1,346,370	-	In line with budget
Unrealized Gain (Loss) on Investments	1,132,582	450,000	563,685	825,000	375,000	The College continues to take advantage of a favorable interest rate environment
Other Sources	414,160	-	-	-	-	Not projected due to volatility of unreal losses; see quarterly investments memo (Jan/Apr/Jul/Oct)
<b>Total Revenue</b>	<b>55,436,108</b>	<b>52,407,397</b>	<b>40,782,558</b>	<b>56,336,860</b>	<b>3,929,463</b>	
<b>Expenses</b>						
Salaries and Wages	24,235,147	24,638,366	14,606,616	24,490,085	(148,281)	Trending below budget; partially due to openings in higher level positions for a large portion of the fiscal year
Benefits	13,360,946	10,588,846	6,771,101	11,496,155	907,309	Trending above budget primarily due to increasing health benefit costs and MPERS expenses
Purchased Services	4,111,289	4,281,886	3,150,440	4,712,738	430,852	Trending above budget due to impacts of EduStaff transition and other purchased services
Supplies & Materials	3,163,600	3,384,460	2,202,613	3,684,775	300,315	Trending above budget for international trip expenses and fuel expenses
Internal Services	144,823	143,940	82,672	146,104	2,164	In line with budget
Other Expenses	1,437,647	1,634,903	963,996	1,849,609	214,706	Trending above budget for student assistance expenses (offset by Foundation gifts), non-professional development event and travel expenses, and Native tuition waivers
Institutional Expenses	1,925,883	1,954,864	1,262,015	2,069,022	114,158	Budgeted for increases in utilities; electric, water, and sewer expenses are currently each trending slightly above budget
Maintenance & Renovation	1,834,669	2,317,272	1,520,925	2,427,722	110,450	Maintenance of equipment and maintenance of grounds trending above budget; partially due to outsourced services in FY25 for ground services; offset by below budget trends for maintenance of software expenses
Professional Development	674,403	662,860	391,802	746,483	83,623	Increased activity in PD events and travel
Capital Outlay	437,258	150,000	108,559	150,000	-	In line with budget
<b>Total Expenses</b>	<b>51,325,665</b>	<b>49,757,397</b>	<b>31,060,739</b>	<b>51,772,693</b>	<b>2,015,296</b>	
<b>Transfers Out (In)</b>						
Plant Fund - General Maintenance	2,770,000	1,400,000	-	1,400,000	-	Budgeted transfer for maintenance of capital
Plant Fund - Technology Maintenance	500,000	600,000	-	600,000	-	Budgeted transfer for maintenance of technology
Plant Fund - Facility Fee for Maintenance	-	-	-	-	-	Budgeted transfer for facility fee for maintenance
Plant Fund - Aviation Capital Fund	542,285	600,000	289,378	578,756	(21,244)	Budgeted transfer for Aviation equipment fund; based on revenue, calculated using tach hours
Plant Fund - Aviation Debt Services	-	250,000	-	250,000	-	
Plant Fund - New Capital Projects	-	500,000	-	1,250,000	750,000	Transfer current year surplus towards new projects
Bd Designated - Strategic Projects	275,000	350,000	-	350,000	-	Budgeted transfer for strategic projects, plus \$150k in additional surplus
Bd Designated - Funds for Transformation	50,000	50,000	-	50,000	-	Budgeted transfer for funds for transformation
Restricted Fund - GLMA Direct Support	(896,078)	(1,100,000)	-	(1,100,000)	-	Transfer MARAD restricted funds to the general fund to support academy operations
Restricted Fund - GLMA Heritage Act	-	-	-	-	-	One-Time transfer of Heritage Act fund balance to restricted fund
Program Specific	(161,815)	-	(150,239)	(200,000)	(200,000)	
<b>Total Transfers</b>	<b>3,079,392</b>	<b>2,650,000</b>	<b>139,139</b>	<b>3,178,756</b>	<b>528,756</b>	
<b>Total Expenses &amp; Transfers</b>	<b>54,405,057</b>	<b>52,407,397</b>	<b>31,199,878</b>	<b>54,951,449</b>	<b>2,544,052</b>	
<b>Net Revenue Over (Under) Expenses</b>	<b>\$ 1,031,051</b>	<b>\$ -</b>	<b>\$ 9,582,680</b>	<b>\$ 1,385,411</b>	<b>\$ 1,385,411</b>	



Northwestern  
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## **MEMO**

*Public Relations, Marketing,  
and Communications*

**To:** Nick Nissley, President

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

**Date:** 3-11-25

**Subject:** February 2025 Monthly Report

February was a mixed month across media. Paid campaigns had mixed performance YOY. While applications and accounts were down slightly YOY, the campaigns performed much more efficiently. We had a planned spend reduction to better align with historical trends. Even with this reduction, the ROAS (return on advertising spend) and CPA (cost per application) out performed our targets. Earned media performance also had mixed results. Media sentiment and value were up, but total mentions were down YOY due to an above average February 2024. Top coverage included aviation expansion and blue tech challenge. NMC Now featured [FRIC](#) and [GLCI](#). Shared media followers continue to increase with highest performing posts of Career and Majors Fair, GLCI and Food for the Soul. The brand strategy implementation planning is in progress with an accelerated phase one timeline to align with the FY25 budget. This includes an August launch and fall enrollment push. We are also using the brand strategy to inform development of the next strategic plan. NMC Public Relations, Marketing and Communication key performance indicators for February 2025 include:

### ***Paid Media***-Mixed YOY

- Applications: 96
- Accounts: 113

### ***Earned Media***- Mixed YOY

- Media mentions: 71
- Positive/neutral sentiment: 100%
- Publicity value: \$58,400

### ***Owned Media*** - ↑

- NMC Now:
  - Subscribers: 934
  - Open Rate: 54%

### ***Shared Media*** ↑

- Facebook followers: +3% YOY
- Total followers: 14,069
- Instagram followers: +9% YOY
- Total followers: 3,990



**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:** March 17, 2025

**Subject:** Foundation Update

### Update on Philanthropic Activity

As of March 6, 2025, the fiscal year is 68% completed. 99% of the budgeted goal of \$3,250,000 in total activity, with 3,232 gifts, pledges, and in kind gifts recorded.

#### FY25 Total Dollars Raised Through the NMC Foundation

\$2,570,140	Total cash gifts and pledges received to date (including The Fund for NMC)
\$193,031	Gross event revenue
+ <u>\$120,000</u>	Additional cash received from previously documented planned gifts
<b>\$2,883,171</b>	<b>Total raised through donations, event revenue, and realized planned gifts</b>
+ \$0	New documentation of planned gift intentions
+ <u>\$322,302</u>	In-Kind Gifts
<b>\$3,205,473</b>	<b>Total Activity</b>

Of the total raised (cash, pledges, and planned gifts), donors are impacting the following areas of the college as of March 6, 2025:

- Unrestricted gifts to the Fund for NMC - \$147,390 (5% of total giving)
- Scholarships, both restricted and endowed funds - \$932,179 (35% of total giving)
- Program support and capital projects at NMC - \$1,610,571 (60% of total giving)

#### Foundation Initiatives

- The NMC Foundation Team met, and exceeded, ahead of schedule the fiscal year goal of \$2.4M and a corollary goal in events of \$175,000. The President has approved our stretch goal of \$3.25M by June 30, 2025.
- We are very pleased to welcome our new Manager of Alumni Relations, Zach Whitaker (NMC '14), whose first day was March 10. We look forward to welcoming our new Director of Annual Giving and Special Events on April 7. We are reposting the Individual Giving Officer (formerly Major Gifts Officer) position.
- NMC Foundation board and staff, as well as other NMC staff, have evaluated the eight proposals issued for a Comprehensive Campaign Feasibility Study. Based on those evaluations, we will be inviting 3 firms to present in-person for a final round of evaluation before firm selection.
- It's event season! Foundation staff is working hard on the Scholarship Celebration (April 11), A Taste of Success (April 25), and the Scholarship Open (August 6). The Scholarship Open 2025 committee held their first meeting on February 27th with Adam Mass as chair and Chris Milliron as co-chair of the group. Fundraising efforts officially kick off this month with the website, sponsorships, registrations and save-the-date going live. Save the date for Wednesday, August 6, 2025!
- We are fielding nominations for the four committees of the 75th Anniversary Celebration: Events and Celebrations, History/Archive/Storytelling, Finance and Operations, and Communications.



- Eric Hines of WNMC and Megan Bylsma, NMCF Director Corporate and Foundation Relations, held the second WNMC Speaker Series, interviewing Doug Luciani of Cunningham-Limp and sharing Cunningham-Limp's community impact story and their charitable promise.
- The NMC Foundation hosted T-Mobile Education and Government partners on campus with more than 15 campus partners to share ways that the work we are doing intersects with the philanthropic pillars as part of a new strategy for Corporate and Foundation Relations.

Northwestern Michigan College  
Board of Trustees  
**Building & Site Committee Minutes**  
March 11, 2025  
TJNIC 08  
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Kennard Weaver called the meeting to order at 2:31 p.m.

Members Present: Kennard Weaver, Chris Bott, Ken Warner

Others Present: Nick Nissley, Lynne Moritz, Troy Kierczynski, Jerry Tomczak, Patrick Quinlan, Ben Herman

### **Campus Master Plan Implementation**

**Aviation Hangar Expansion Update**—Jerry Tomczak shared the project is on time and under anticipated budget to-date. The project completion date is on track for August 2025.

**Facilities Reorganization Update**—Vice President of Finance and Administration Kierczynski provided an update on the reorganization of the Facilities department as a result of the Sodexo contract termination in the fall of 2024. Ben Herman has been appointed as the Project Manager for the college, in addition to his role as an adjunct instructor in construction. Herman introduced himself and reviewed the priorities and current projects. There was discussion regarding service changes given the change from Sodexo.

**Geothermal Project**—During its March 10 study session, the full Board directed that both phases of the geothermal project be executed simultaneously. This decision will not affect the scope of the request for proposals.

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

**Other Discussion**—A committee meeting is scheduled for April 22, 2025, at 2:30 p.m. in order for the committee to review the geothermal contract recommendation prior to the full Board of Trustees meeting on April 28. The President’s Office will propose scheduling recurring monthly meetings, which will be reviewed and adjusted as needed on a monthly basis.

The meeting was adjourned at 3:17 p.m.

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



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**MEMO**  
*Office of the  
President*

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**To:** Board of Trustees  
**From:** Nick Nissley, Ed.D., President  
Troy Kierczynski, Vice President of Finance and Administration  
**Date:** March 14, 2025  
**Subject:** Approval of Retainer Agreement with Kelley Cawthorne, LLC

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### **Board Authorization Requested**

Recommend authorization for administration to enter into a contract with Kelley Cawthorne, LLC to provide legislative advocacy services to enhance the College's pursuit of State funding for our desired Student Services Hub project (Osterlin Building renovation) . The contract is for a period of one year, beginning March 18, 2025, with a monthly fee of \$5,500, totaling \$66,000 annually.

### **Background**

Kelley Cawthorne, LLC is a lobbying firm with a strong track record of success in legislative advocacy. The firm has a longstanding relationship with Northwestern Michigan College (NMC) and has provided effective representation on key legislative matters. Notably, Kelley Cawthorne has played a vital role in securing funding and policy support for West Hall and the Aviation program, demonstrating their value to the college's strategic initiatives.

Given their history of success and familiarity with NMC's priorities, continuing this partnership ensures consistent and effective representation before state governmental bodies, including legislative and executive departments. Their expertise will be instrumental in navigating state-level decisions that impact the college, particularly relating to garnering support for capital outlay funding for the Student Services Hub project.

### **Funding Source**

This contract will be funded through the College's general fund.