



Northwestern  
Michigan  
College

# Board of Trustees

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

*Northwestern Michigan College provides lifelong learning opportunities to our communities.*

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

## Meeting Agenda

Monday, March 20, 2017

at NMC Hagerty Center, Great Lakes Campus, 715. E. Front Street

4:45 p.m. Dinner with Student Government Association – Room D

5:30 p.m. Regular Meeting – Room C

### I. GENERAL BUSINESS

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

### II. REPORTS (Most reports are also provided to the Board in their materials packet, which can be accessed on the [nmc.edu](http://nmc.edu) Board of Trustees website.)

- E. Student Government Association Presentation—*SGA members*
- F. Faculty Report – Perceptual Learning Methods—*Tom Gordon, Humanities Instructor, and Mark DeLonge, Instructional Technology Specialist*
- G. AQIP Talent Project Final Report—*Marguerite Cotto, Vice President for Lifelong and Professional Learning and Linda Racine, Director of Program Advancement*
- H. Enrollment Report—*Todd Neibauer, Vice President for Student Services & Technologies*
- I. Financial Report—*Vicki Cook, Vice President of Finance and Administration*
- J. Foundation Report—*Rebecca Teahen, Executive Director for Resource Development and Foundation*
- K. BBQ Report—*Diana Fairbanks, Executive Director of Public Relations, Marketing and Communications*
- L. Building and Site Committee Report—*Ross Childs, Chair*
- M. Audit Committee Report—*Chris Bott, Chair*
- N. Legislative Issues Report—*Timothy Nelson, President*

### III. PUBLIC INPUT

Request forms for public input are available at the meeting location. Any individual of the public may speak for up to three (3) minutes. The Board will not receive public input from individuals unless they are present at the meeting. The Board will take public remarks into consideration, but will not comment at time of input.



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## Board of Trustees

<http://www.nmc.edu/trustees/>

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### IV. UPDATES

- O. President's Update—*Timothy Nelson, President*
- P. Board Chair Update—*Kennard Weaver, Chair*

### V. DISCUSSION ITEMS

### 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:

- Q. Minutes of the February 27, 2017, regular meeting

### VII. ACTION ITEMS

#### R. **Financial Audit Services** (Pursuant to Policy A-106.00 Finances)

Recommend that administration be authorized to enter into a contract with Plante Moran as Northwestern Michigan College's auditing firm for the upcoming five-year period, for a five-year total amount of \$351,000, based on satisfactory completion of each fiscal year audit.

#### S. **Dennos Museum Upgrade Projects** (Pursuant to Policy A-106.00 Finance)

Recommend authorization for administration to enter into contracts for the following Dennos Museum Center upgrades, to be funded by 2016 bond funds:

- Floor Covering Brokers Traverse City, MI Carpet and wood flooring \$60,900
- National Coatings Traverse City, MI Painting \$10,500

#### T. **Line of Credit Renewal** (Pursuant to Policy A-106.00 Finance)

Recommend authorization for renewal of the \$2 million line-of-credit with Fifth Third Bank.

#### U. **Computer Purchase** (Pursuant to Policy A-106.00 Finance)

Recommend authorization for the administration to enter into a contract with Dell Computer for the purchase of 230 replacement desktop computers in the amount of \$118,400, to be funded by the Technology Plant Fund.

#### V. **Culinary Arts Certificate Program** (Pursuant to Policy A-106.00 Educational Services)

Recommend approval of a new Culinary Arts Baking Level I Certificate of Achievement as presented, effective Fall 2017 semester.



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### VIII. REVIEW OF FOLLOW-UP REQUESTS

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

### IX. ADJOURNMENT

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

*All board meetings are open to the public.*

April 24, 2017 - Oleson Center Room A/B, 1881 College Drive  
May 22, 2017 - Oleson Center Room A/B, 1881 College Drive  
June 26, 2017 - Great Lakes Campus, Room 112, 715 E. Front Street  
July 24, 2017 - Great Lakes Campus, Room 112, 715 E. Front Street  
August 28, 2017 - Great Lakes Campus, Room 112, 715 E. Front Street  
September 18, 2017 - Oleson Center Room A/B, 1881 College Drive (3rd Monday)  
October 23, 2017 - Oleson Center Room A/B, 1881 College Drive  
November 20, 2017 - Oleson Center Room A/B, 1881 College Drive (3rd Monday)  
December 18, 2017 - Oleson Center Room A/B, 1881 College Drive (3rd Monday)  
January 22, 2018 - Oleson Center Room A/B, 1881 College Drive  
February 26, 2018 - Oleson Center Room A/B, 1881 College Drive  
March 19, 2018 - NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street (3rd Monday)  
April 23, 2018 - Oleson Center Room A/B, 1881 College Drive  
May 21, 2018 - Oleson Center Room A/B, 1881 College Drive (3rd Monday)  
June 25, 2018 - Great Lakes Campus, Room 112, 715 E. Front Street

SGA Members and Staff Advisors  
Attending March 20, 2017 Board Dinner and Meeting

Prajakta Nivargi – International Business – SGA Vice President

Charles Schneider – Political Science

Chetra Lieng – Business & Administration

Sarah Cai – Secondary Education

Meghen Beger – Sociology & Anthropology – SGA Treasurer

Deanna Luton – Pre-Law – SGA Secretary

Sadie Clark – Bio Med – SGA Public Relations Officer

Sihao Zhnng – Engineering

Pia Lu – Biology – SGA Grant Officer

Lisa Thomas – SGA Advisor

Paul Kolak – SGA Advisor



Northwestern  
Michigan  
College

# Talent Action Project Summary

March 2017

[Find it here.](#)

# Why Action Projects?

**Action Projects** are a critical element of our Accreditation Process through the Higher Learning Commission.

When we chose the **AQIP (Academic Quality Improvement Program) Pathway** in 2006, we committed to a continuous improvement model that among many things, **requires the college to be engaged in three Action Projects tied to our accreditation criteria.**



[Calendar](#) | [FAQs](#) | [Glossary](#) | [Contact Us](#) | [Sign In](#)

HIGHER LEARNING COMMISSION

Accreditation Pathways:

- Standard Pathway
- **AQIP Pathway**
- Open Pathway

For more information, see: [HLC Pathways](#)

# Multi-year Project

- Launched in 2009
- Four Phases
- Involved the entire college

*Idea Summary*  
Attract, Retain, and Develop Talent

**Rationale:** For successful economic growth and development, attracting and retaining talent is a key issue for all organizations including NMC. Following the institute model of Anne Arundel Community College, LPL proposes a new service and expanded content for orienting, training and developing employees that aligns with core values, core competencies, regulatory compliance, and skills unique to specific functions.

The potential benefits to NMC in:

- Addresses opportunities
- Produces a pool of talent
- Expands capacity through

The outcome of this process will

NMC Attract, Retain and Develop Talent Partners: CIE, E-Learning, T&R, EES, HR

NMC On-Boarding Orientation Process 1. Orientation

Addendum A

**Northwestern Michigan College**

Action Project Declaration for **Talent Phase II**

Date of Charter: TBD

Introduction

The second phase of this multi-year project moves the

**Northwestern Michigan College**

Action Project Declaration for **Talent Phase III**

Date of Charter: September, 2012

Target project completion date:	July 30, 2013
Actual project completion date:	
A. Title	<b>Talent Phase III: Implementing the Talent Management Model</b>
B. Goal	To move all components of the Talent Management Model (see Addendum) from discovery/development to incubation/continuous improvement.
	<b>Objectives:</b> <ul style="list-style-type: none"> <li>• Implement Leadership Development recommendations from Talent Management Model</li> <li>• Implement new Performance PDCA process</li> <li>• Align Workforce Planning and Recruitment/Selection processes with Competency Model</li> </ul>
C. AQIP Category that this Action Project will most affect or impact.	<b>Culture: Valuing People</b> Specifically, 4P2, 3, 4, 5, 8, 9, 10, 11, 12 <b>Operations: Leading and Communicating</b> Specifically, 5P9: How are leadership abilities encouraged, developed and strengthened among your faculty, staff, and administrators?
D. Reasons for this project to be done	To ensure all talent management processes are integrated, dynamic, and aligned with strategic planning processes.

**Northwestern Michigan College**

Action Project Declaration for **Talent Phase IV**

Date of Charter: November 1, 2014

Target project completion date:	December 31, 2016
Actual project completion date:	
A. Title	<b>Talent Phase IV: Implementing the Talent Management Model</b>
B. Goal	To move all components of the Talent Management Model (see Addendum) from discovery/development through incubation to acceleration/continuous improvement.
	<b>Objectives:</b> <ul style="list-style-type: none"> <li>• Ensure accountability for implementation, check and adjust of the new Compensation and Classification system. (Move from discovery to acceleration/continuous improvement)</li> <li>• Move Performance Management, Development/Career Planning, Professional Development, and Leadership Development from incubation to acceleration/continuous improvement.</li> <li>• Move Workforce Planning and Succession, Capabilities management through discover, incubation, and acceleration/continuous improvement</li> </ul>
C. AQIP Category that this Action Project will most affect or impact.	<b>Culture: Valuing People</b> Specifically, 4P2, 3, 4, 5, 8, 9, 10, 11, 12 <b>Operations: Leading and Communicating</b> Specifically, 5P9: How are leadership abilities encouraged, developed and strengthened among your faculty, staff, and administrators?
D. Reasons for this	To ensure all talent management processes are integrated, dynamic, and

# Why did we make this investment?

1. Attracting, developing, and retaining talent are key issues for all organizations, including NMC.
2. We had just completed our first Systems Portfolio for the AQIP Pathway, the same process we involved in right now, and realized we had a lot of work to do. To meet our mission and vision as a college, we needed a more robust approach to attracting, developing and retaining talent.

*And here's what the Higher Learning Commission said...*



# HLC Portfolio Appraisal: “Opportunities”

---

**How do you orient all employees to your organization’s history, mission, and values?**

*There is an opportunity to expand orientations across departments and to include adjunct faculty.*

**How do you plan for changes in personnel?**

*A more systematic approach to hiring is an opportunity for the college.*

**How do you determine training needs? How do you align employee training with short- and long-range organizational plans, and how does it strengthen your instructional and non-instructional programs and services?**

*Little college-wide coordination of training means it may not be aligned with college goals; determined at unit level; lack mechanism for promoting the training that occurs to the rest of the institution*

---

# HLC Portfolio Appraisal: “Opportunities”

**How do you design and use your personnel evaluation system? How do you align this system with your objectives for both instructional and non-instructional programs and services?**

*Not evaluated in the appraisal, but we recognized an opportunity for stronger alignment.*

**How do you design your employee recognition, reward, compensation, and benefit systems to align with your objectives for both instructional and non-instructional programs and services?**

*The portfolio does not mention whether the Employee Recognition Committee integrates with evaluation and compensations committees or practices.*

# HLC Portfolio Appraisal: “Opportunities”

---

**How do you determine key issues related to the motivation of your faculty, staff, and administrators? How do you analyze these issues and select courses of action?**

*Centralization of an approach for improving motivation could lead to more transparency in other areas, such as employee satisfaction and succession/retention planning.*

**How do you provide for and evaluate employee satisfaction, health and safety, and well-being? What measures of valuing people do you collect and analyze regularly?**

*No formal evaluation for employee satisfaction. Discussions between individual employees and supervisors do not constitute a visible or transparent process.*

**How are leadership abilities encouraged, developed and strengthened among your faculty, staff, and administrators?**

*Create more deliberate and participative leadership training and develop a communication plan that shares best practices and knowledge*

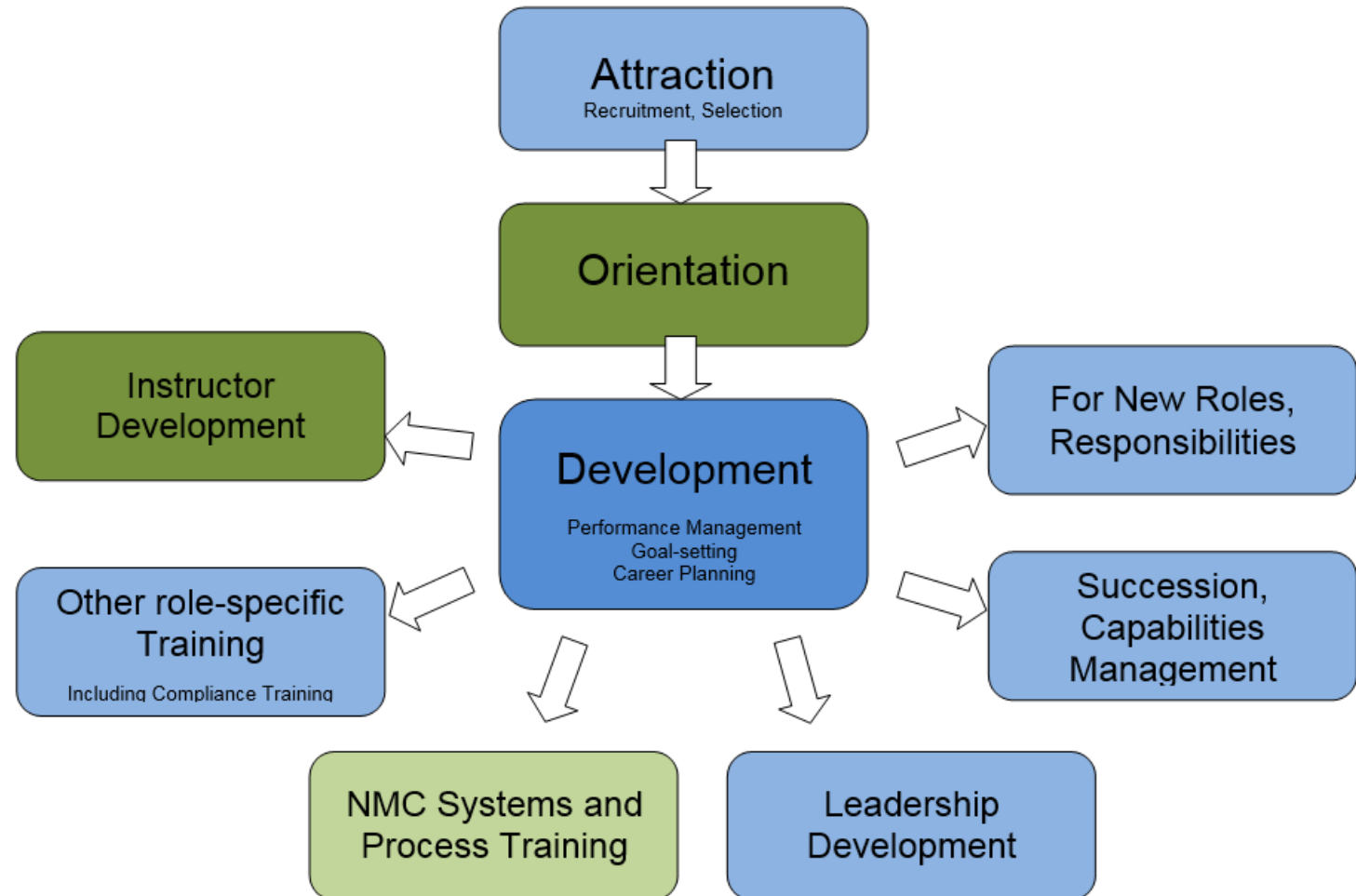
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# Where we started in 2009

**Phase I** focused on Onboarding and Orientation for:

- Regular employees
- Adjunct instructors

## Attract, Develop, Retain TALENT Overview



## Where we started in 2009

We were anticipating a big hiring bubble, it made sense to start with making the onboarding process as smooth as possible and prepare new employees for success in the organization.

The first Project Team asked:

- *What do all employees need to know and be able to do to be a part of the culture and successful in their roles?*
- *What do they need Day One? Week One? Month One? Year One?*

# On-Boarding, Orientation

Totally revamped On-Boarding, Orientation process launched in 2011

- Standardized across departments
- Many components on-line
- Numerous process improvements

**All Campus Orientation** and **New Faculty Institute** offered twice/year



# Changes since 2011

## Recharged Peer Guide Program

## Re-Boarding

Tours now available to those who missed them!

## Additional Online Resources

For New Faculty

For New Supervisors

For all employees

*Continuous Improvement is ongoing*



teaching@
NMC
[An online resource for all NMC instructors]

Home
Get Started
Knowledgebase
Educational Technology
CIE
Teaching & Learning
The SCOOP
A-Z List
4x4x16

### Getting Started

The resources and activities below can help both new and experienced instructors prepare for a new semester at NMC.

#### Before Students Arrive

To-Do: Turning in required paperwork, organizing your materials, meeting your peers, finding your resources— Prep by printing and reviewing [this checklist](#) before meeting your department chair.

#### When Students Need Help

- To-Do: [View the introduction video](#) to NMC's many services for students.
- To-Do: [Student Services A-Z Overview](#)
- Want to see the orientation video your students saw? [View it here.](#)

#### Important How-to Helps

- [Creating a syllabus](#) and advice for your first day
- Finding your [course and student information](#)
- [Grading students](#) in the right spot at the right time

#### Quick Links to Resources

[MyNMC](#) – NMC site links

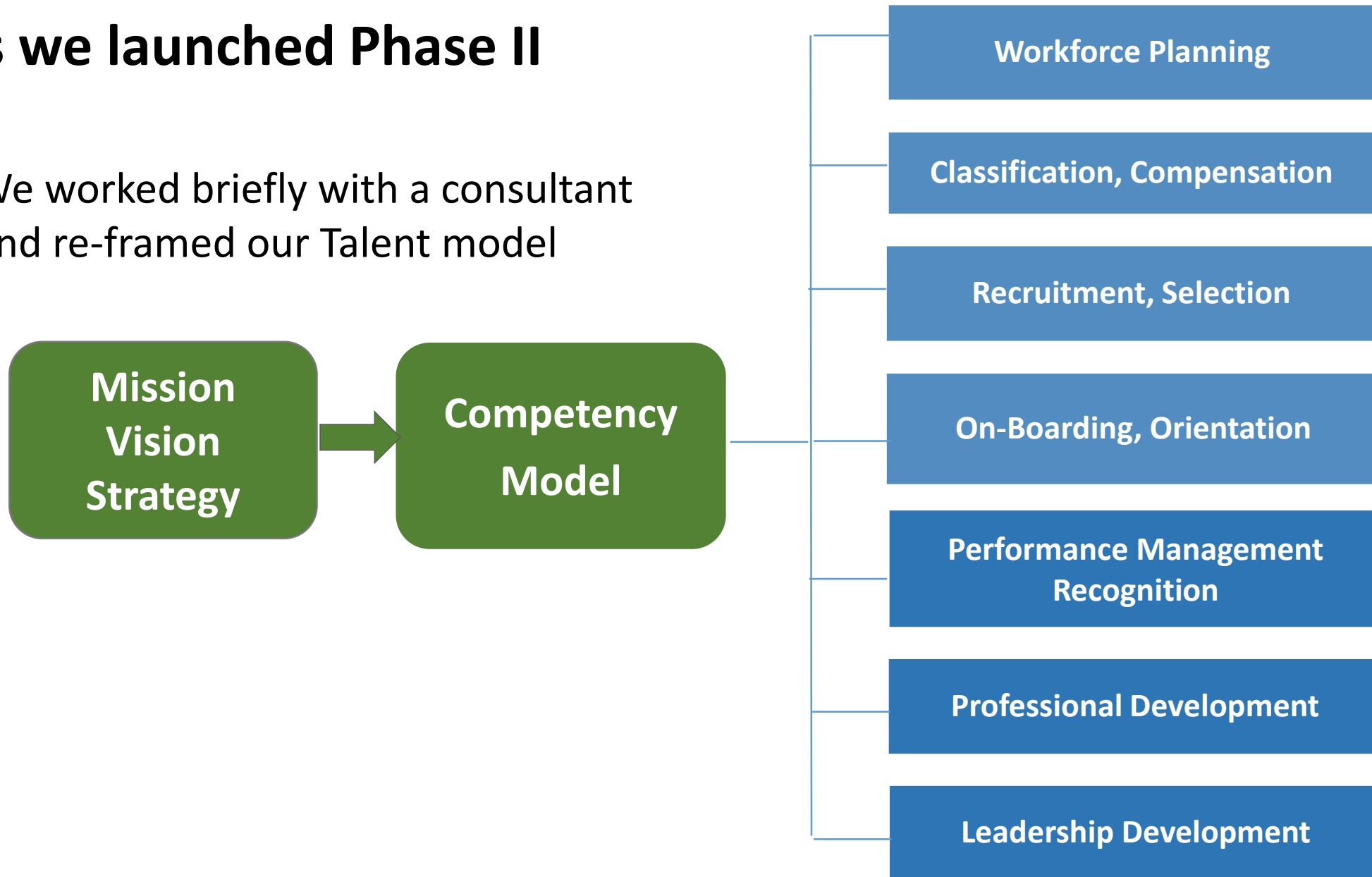
- Need Tech Help? [Contact the NMC Technology Help Desk](#)
- [Osterlin Library](#)
- Grading Procedures found in the [Self Service Faculty Menu](#)

#### New Faculty Institute

Sponsored by [CIE](#) – The Center for Instructional Excellence

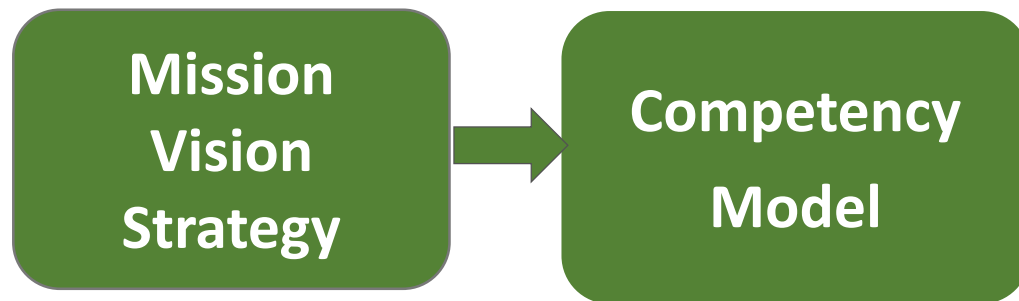
# As we launched Phase II

We worked briefly with a consultant and re-framed our Talent model





## As we launched Phase II



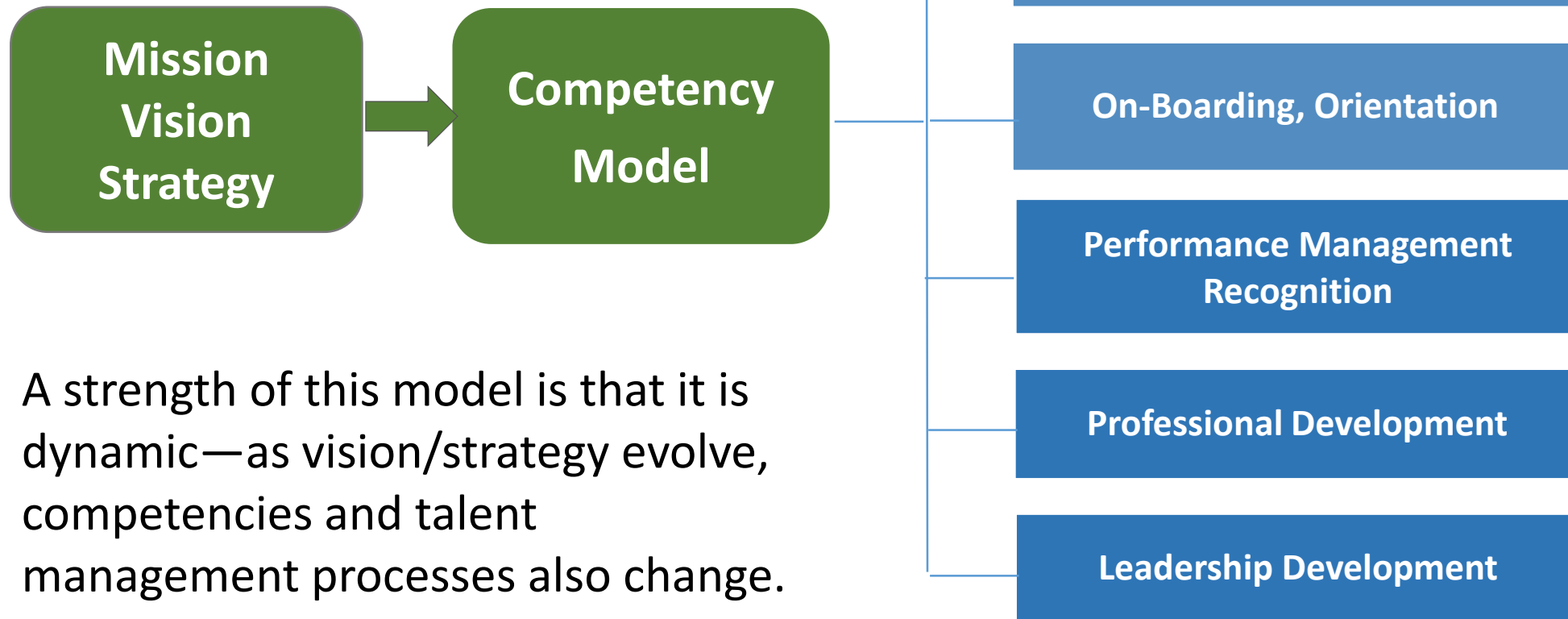
The new model begins with **Mission, Vision, and Strategy** and asks:

**“What competencies\* are necessary to achieve that vision?”**

\*Skills/Attitudes/Behaviors

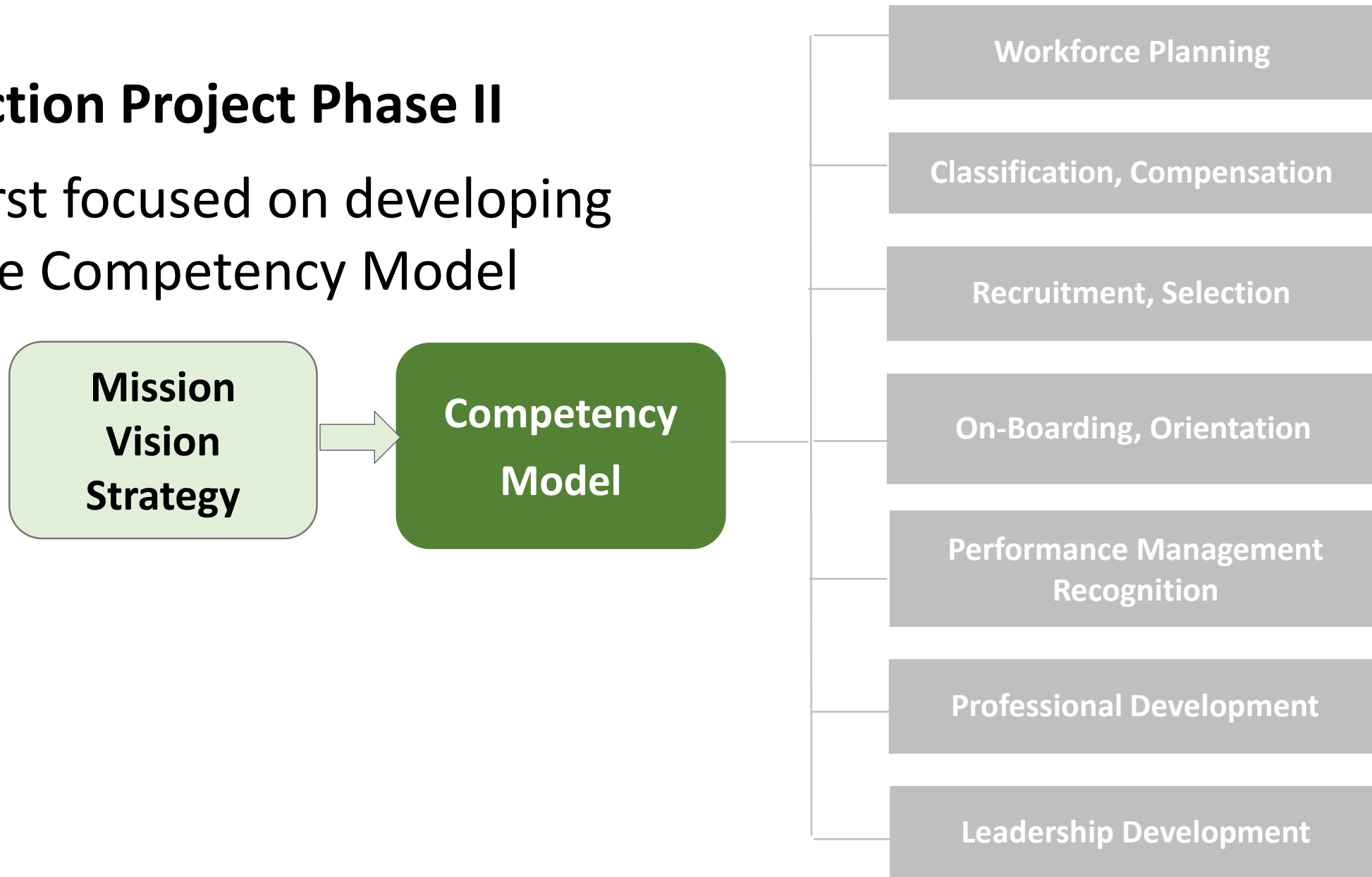
## As we launched Phase II

Those competencies inform everything else.



## Action Project Phase II

First focused on developing the Competency Model



# Competency Model

The Skills, Attitudes, Behaviors necessary to achieve our Mission and Vision

- Developed through focus group input in 2012
- Now embedded in:
  - Staff job descriptions
  - Recruitment/hiring
  - Development planning
- Continues to be refined

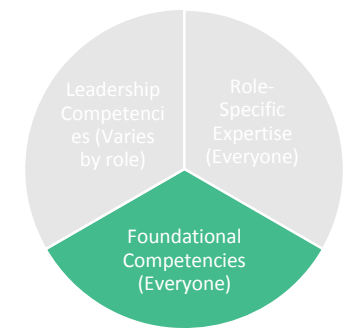


# Role-Specific Expertise

The specific knowledge, skills, experience, education, certification, and licenses required

All job descriptions outline the key responsibilities and required qualifications for the position.





# Foundational Competencies

Essential for Everyone

These are all  
connected to NMC's  
values.

Included in job postings and  
interview questions that  
help search teams assess  
these competencies as they  
meet with candidates.

Ethical behavior, integrity

Commitment to quality service and continuous improvement

Commitment to lifelong learning

Creating/contributing to a culture of innovation and thoughtful risk-taking

Agility/ adaptability; tolerance for ambiguity

Valuing all people

Collaboration/Teamwork

Accountability/personal responsibility

# Other Leadership Competencies

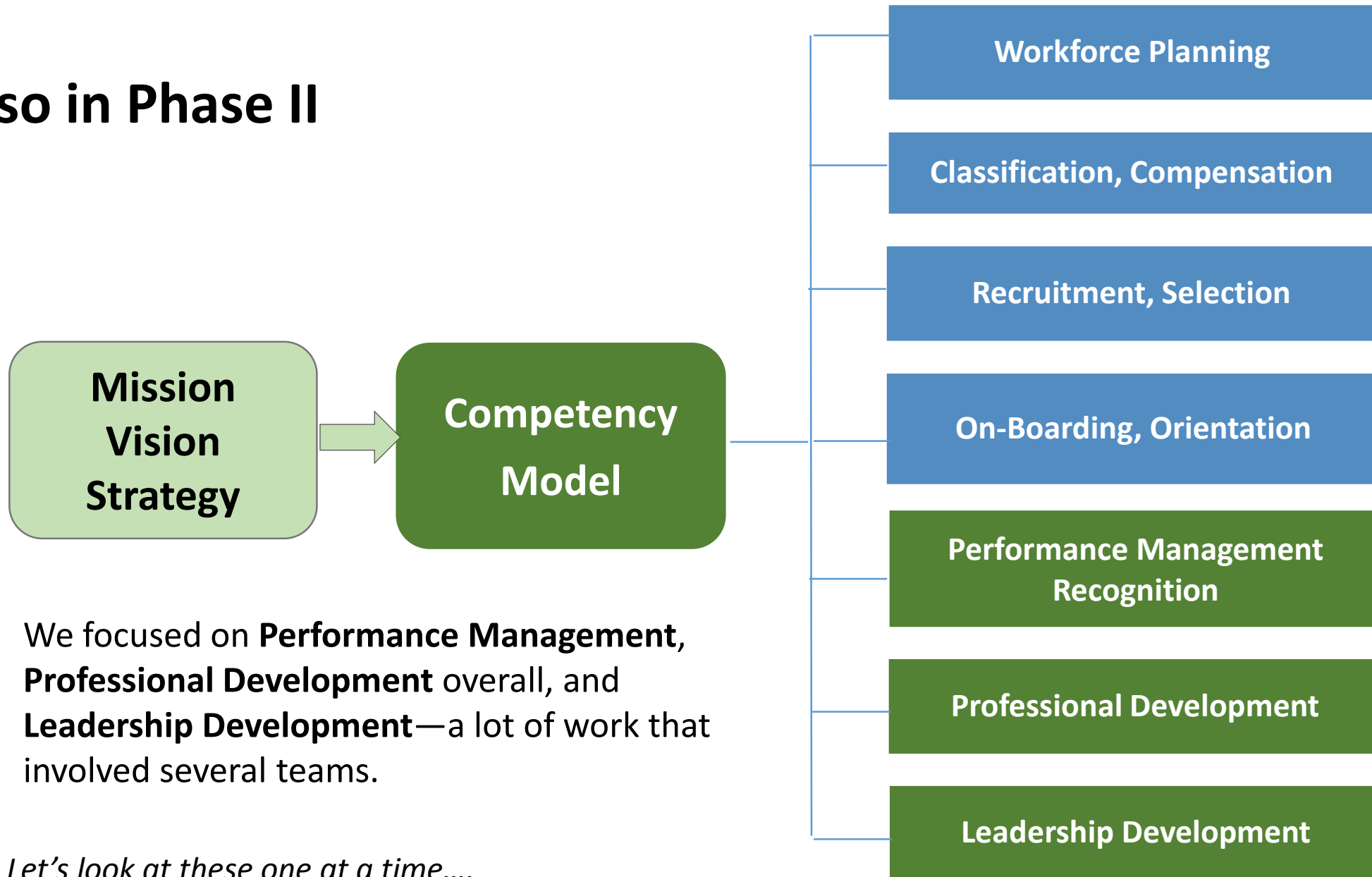
Level will vary by Role



**BUILDING CONSENSUS/MANAGING**  
**THOUGHTFUL RISK-TAKING**  
**SYSTEMS THINKING**  
**PROBLEM SOLVING**  
**STRATEGIC LEADERSHIP**  
**COMMUNICATING A SHARED VISION**  
**RUNNING EFFECTIVE MEETINGS**  
**MEASURING RESULTS**  
**GLOBAL AWARENESS**  
**DECISION MAKING**  
**DEVELOPING OTHERS**

These are included on job descriptions when relevant. The level needed for the position (basic, proficient, advanced) is described.

## Also in Phase II





# Performance Management Development Plans

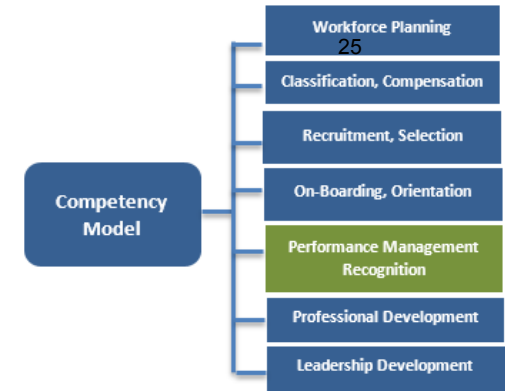
MyPDCA launched for staff in 2013.  
Includes:

- Department (A3) goals
- Role-specific goals
- Professional development goals

Integrated with aligned planning process

*Similar to Faculty Annual Plan*

*My* **PDCA**



# Changes since 2013

Learning Plans for new employees during first three years

- NMC systems and processes
- Role-specific competencies

*Goal: support success in new role!*

My **PDCA** <sup>26</sup>



# Professional Development

[Home](#) » [Professional Development Institute](#) »

## For All Employees

- [Personal Development](#)
- [Quality Service/Continuous Improvement](#)
- [Team Work/Collaboration](#)
- [Technology Skills](#)
- [Compliance/Safety](#)
- [Conferences, Comprehensive List](#) (new window)

## For Current, Future Leaders

- [Foundations of Leadership I](#)
- [Foundations of Leadership II](#)
- [Supervisor Development](#)
- [Strategic Development](#)

## For Instructors

- [Center for Instructional Excellence](#)
- [Teaching@NMC](#)

Contact: Linda Racine  
Phone: 995-2004  
Email: [lracine@nmc.edu](mailto:lracine@nmc.edu)

## Professional Development Institute

### For All Employees...



Courses, other resources are available in several topic areas; refer to the left, sidebar menu for details.

Resources are selected to build [NMC's Competencies](#) —the skills, attitudes and behaviors essential for achieving our Mission and Strategic Goals.

### For Leaders...



Programs to develop current and future leaders and to build the skills and capacities related to the strategic initiatives.

- [Foundations of Leadership I](#) — Open to anyone interested in developing leadership competencies; required for those in supervisory roles.
- [Foundations of Leadership II](#) — A cohort learning experience that builds on Leadership I competencies.
- [Supervisor Development](#) — Additional courses for new and current supervisors.
- [Strategic Leadership@NMC](#) — Development for all supervisors, directors, managers that support new college initiatives or assist in achieving strategic goals.

### For Instructors...



Resources and professional development opportunities for instructors.

- [The Center for Instructional Excellence](#) — Supports student learning by encouraging faculty-driven initiatives, promoting development of faculty knowledge, and recognizing the achievement of excellence.
- [Teaching@NMC](#) — An online resource for all NMC instructors.

## Competency Model

Workforce Planning

Classification, Compensation

Recruitment, Selection

On-Boarding, Orientation

Performance Management  
Recognition

Professional Development

Leadership Development

Professional Development  
Institute launched 2013

# Foundations of Leadership I

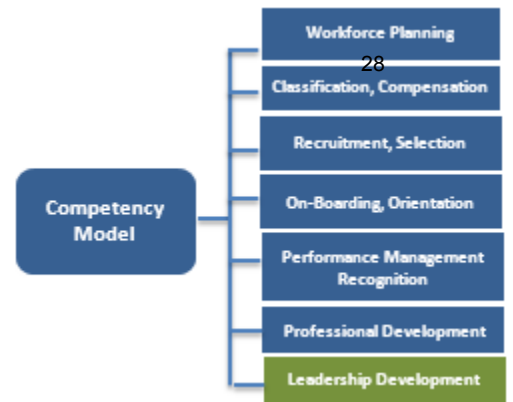
Listening Actively

Managing Conflict

Continuous Improvement &  
Problem Solving

Running Effective Meetings

Essential for supervisors but open to everyone. Most are classroom half-day offerings through Training Services.

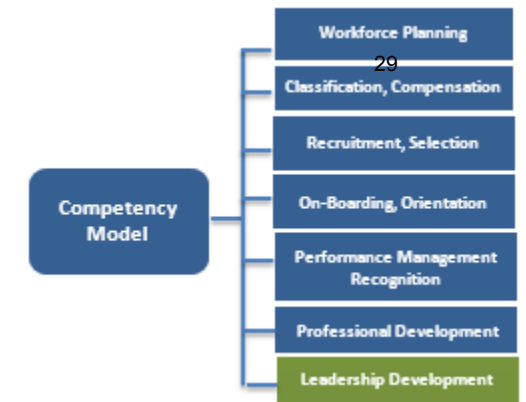
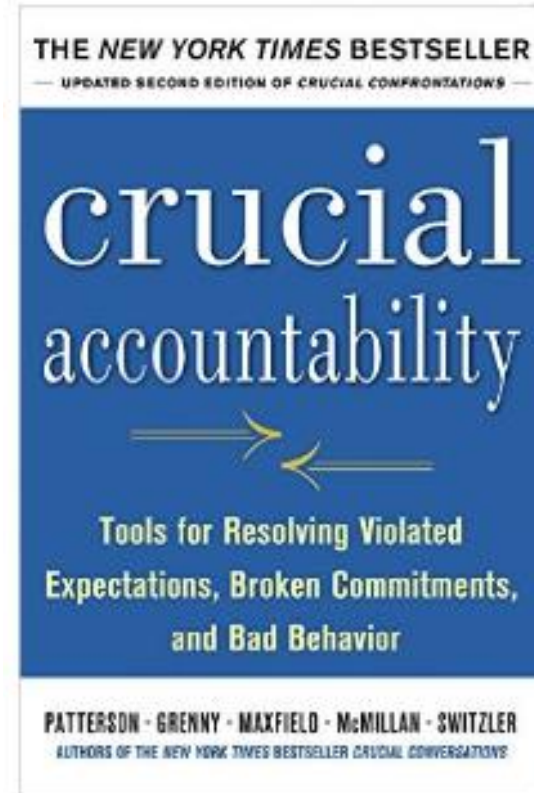


# Foundations of Leadership I

## Crucial Accountability

- Two-day training
- On-going “class reunions”

We partnered with Munson to bring this VitalSmarts® training to the two organizations. We now have a pool of internal certified trainers.



Tools for having difficult conversations in a way that solves problems while improving relationships. Grounded in *mutual respect, active listening, and collaborative problem-solving*.



# Supervisor Essentials

## Online or Hybrid:

- Roles and Responsibilities of a Supervisor
- HR Essentials
- Setting Department/Team Goals and Measuring Results
- Setting and Supporting Individual Goals
- Developing and Managing Budgets

## Classroom:

- Developing Employees through Effective Delegation and Coaching

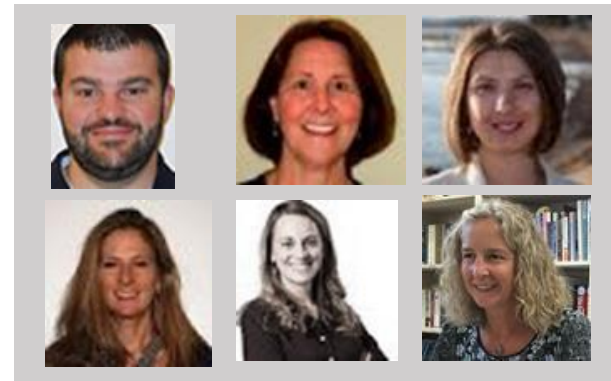


# Foundations of Leadership II

## Cohort Learning

- Developing a Leadership Vision
- Creating and Communicating a Shared Vision
- Building Strong Teams
- Creating a Culture of Innovation
- Building Consensus and Managing Conflict
- Leading Change

Builds on Foundations I; open to current or future supervisors, managers, project leads, shared governance and committee leaders



# Professional Development

New since 2013

## Learning software

- Online registration
- Access to content after training
- Tracking for all professional development
- Helps ensure we're up to date on all compliance training

The screenshot displays the NMC Learning Management System (LMS) interface. At the top left is the NMC logo, featuring a stylized tree icon and the letters 'NMC'. Below the logo is a green header bar with the text 'MY TRAINING' and a 'View By' dropdown menu set to 'Due Date'. Underneath the header is a table with two columns: 'Name' and 'Due Date'. The table contains one entry: 'Using Silk Road Learning' with a due date of '--'. To the right of the 'MY TRAINING' section are three main navigation tiles: 'COURSE CATALOG' (blue background) showing '47 Catalog Items' and a 'View All' link; 'TRAINING HISTORY' (red background) showing 'Time Sheet Approvals - Sup...' and a 'Completed Date: 11-18-2016'; and 'TRAINING REPORTS' (blue background) showing 'My Training History' and a 'Launch Report' link. At the bottom left of the 'MY TRAINING' section, it says '1 - 1 of 1 Courses'.



# Professional Development

New since 2013

## Supervisor Responsibilities

- Developed with input from leaders across the college
- Embedded in job descriptions



# Professional Development

New since 2013

## Online Resources

- For Instructors
- For Everyone
  - Compliance
  - Technology
  - NMC Systems



## What is a FOAPAL?

And why is it important?

## Measuring Results I

Establishing Useful Measures & Targets



teaching@NMC  
[An online resource for all NMC instructors]

Home Get Started Knowledgebase Educational Technology CIE Teaching & Learning The SCOOP A-Z List 4x4x16

**Faculty Spotlight: Devan DePauw**  
by Mark DeLonge on November 28, 2016

Devan DePauw, Welding Instructor When it comes to leading the way in providing for the advancement of curriculum and program offerings to students, Devan DePauw in the welding department is really going the extra mile. With the initial acquisition of a welding simulator and Robotic Welding Machine, the bar was already set pretty high in... [Continue Reading Faculty Spotlight: Devan DePauw](#)

**Long Night of Grading**  
by Kristen Salathiel on November 29, 2016

I love teaching—planning lessons, diving into my content, working with students—but I admit I'm less fond of grading, especially at the end of the semester. There's an alternative to those long, lonely hours of grading—The Long Night of Grading brought to you by CIE, the Osterlin Library and Media Technologies. On... [Continue Reading Long Night of Grading](#)

**NEW! CIE LibGuide**

Curated readings, links, and videos to support the professional development of NMC instructors.

**Northwestern Michigan College**  
Center for Instructional Excellence: Welcome

**NMC Instructor Events**  
Thursday, December 8

**Monday, December 12**  
11:00am Ed Tech On Site Office Hours

**Monday, December 19**  
11:00am Ed Tech On Site Office Hours

**Wednesday, December 21**  
11:00am Final Grades Due  
Friday, January 20, 2017



CIE

Gen Ed Rubrics

Student Support

Copyright Info

Accessibility

Library

Advising

NMC Forms

Alphabet Soup

**Professional Development Institute**

**Alcohol and Drug Awareness 2016**

Next Page 1 of 16 score print all

**Contents**

- Introduction
- What does this session mean?
- Medical Marijuana
- Alcohol
- Drugs
- Check your understanding
- Violations
- Sex Abuse
- Our Students
- Health Risks
- Getting Help
- EAT
- Contact Us

**Thank you for participating in this awareness program!**

You are not only supporting a healthy learning and work environment at NMC, our students' ability to receive federal financial aid is directly tied to your participation.

By the end of this session you will be able to:

- Explain what is meant by a drug-free campus
- Identify potential health risks associated with drug use
- Identify treatment options

**Alcohol and Drug Awareness**

What you need to know

# Professional Development

New since 2013

All Campus PD Day 2016

35  
Though faculty have been conducting a professional development day for years, broadening the event to include staff provided an opportunity for shared learning around **increasing student success**



*Modeling the Molecular World*



*Mindfulness in the Office & Classroom*



*Advisor Self Service*



*The Moodle Doctors*

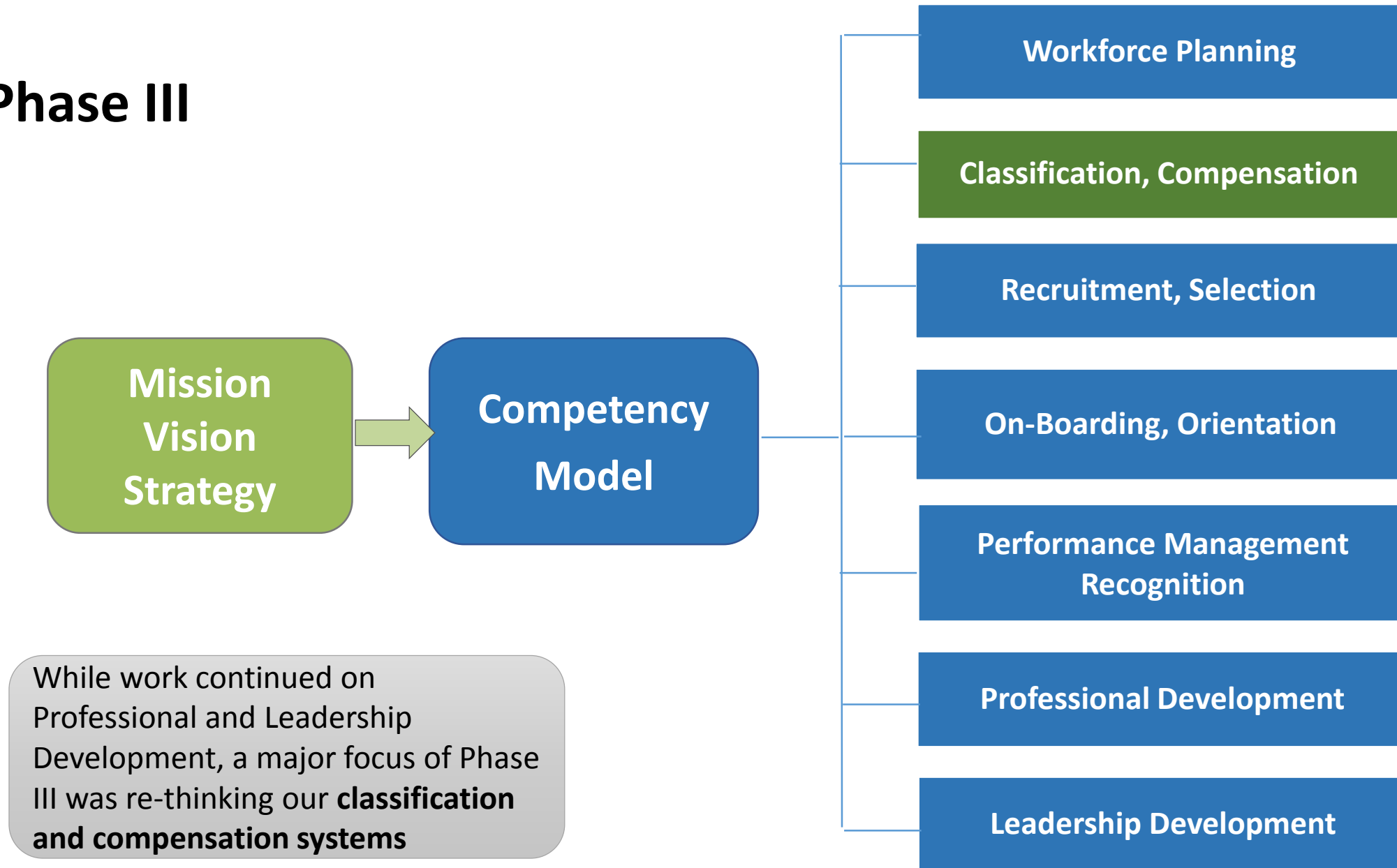


*From Combat to Classroom*



*Creating Fillable PDF's*

## Phase III



# Classification, Compensation

## Review of **Total Compensation**

### Outcomes:

- **Recommendations in all categories to:**
  - Increase transparency and consistency
  - Attract, develop, retain talent
- **New staff classification system and new staff salary plan**
- **New Adjunct Salary Plan**



# Work Plan

## 48 Action items

All Complete or completion steps outlined



In October 2014, the Board accepted the Work Group's report which included a 48-item implementation plan with a targeted timeline of 24 months.

### Compensation Implementation Work Plan

#### IV. Work to be completed:

Status Key: *Blue = Complete*

*Green = Accountability and timeline established. On track to meet timeline*

*Yellow = Some progress; timeline not yet established or timeline may need to be reviewed/revised*

*Red = Off track; timeline or resources need to be reviewed*

*Gray = Not yet assigned or chartered*

Category	#	Recommendation	Who will work on it	Target Completion	Status	Notes/Comments
Pay	1	Review, refine adjunct pay principles and framework. Initial recommendations: a. Implement a new 20-step scale for Adjunct Faculty b. Provide annual contracts to adjuncts in areas of consistent demand. These contracts must have the flexibility to reflect enrollment needs, e.g. they might assure a minimum number of contact hours with the possibility of additional hours. <i>In addition:</i> i. Increase the class cancellation pay rate ii. Extend benefits (professional development, tuition waiver) at the same rate the instructor would have received if they had taught the proposed hours	Faculty Council, President, VP of Ed Services, HR, ESIMT, PBC	1a: Jan 1		1a is ready for January 1 launch. Memo sent to Stephen S. and Nancy Gray (Faculty Council Chair) 10/29/14 re: 1b.
			ESIMT, ITS	1b: New target-January 2016		Human Resources will recommend rate based on research. Planned implementation for Summer or Fall 2015 (11/5/2014) This is ongoing and was part of year-end compensation review in 2015, new survey data was analyzed in Spring 2016 to ensure compliance with existing policy.  Annual contract is not practical given variability of demand for courses.
	1c	Update Policy (D-738.00) to reflect current practice with the new 20 step scale for adjuncts.	HR Talent Acquisition Specialist	New target: May 2016		Connected to #18, under review by BAC. An initial draft is complete- waiting for HLC guidelines to be finalized Oct 2015 to include in the policy.  HLC guidelines received. (10/20/15) HR has performed final review. Will send to Policy Council for May 2016 meeting.  Policy Council reviewed; now under attorney review. (5/26/16) Still under attorney review (10/16)
Pay	2	Implement, check, adjust new pay structure for staff	HR, Employee Groups, PBC	Complete		Appeals process underway. QC meeting 11/14-12/3 / Implementation begins 1/1/15

# Today

We're ready to move from **Action Project** to ongoing continuous improvement

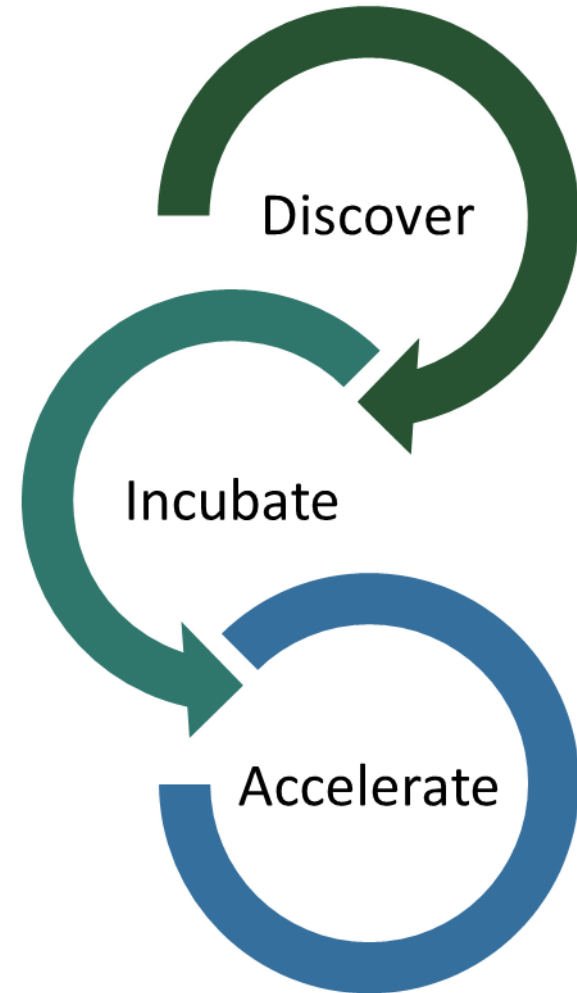




# Innovation Model Language...

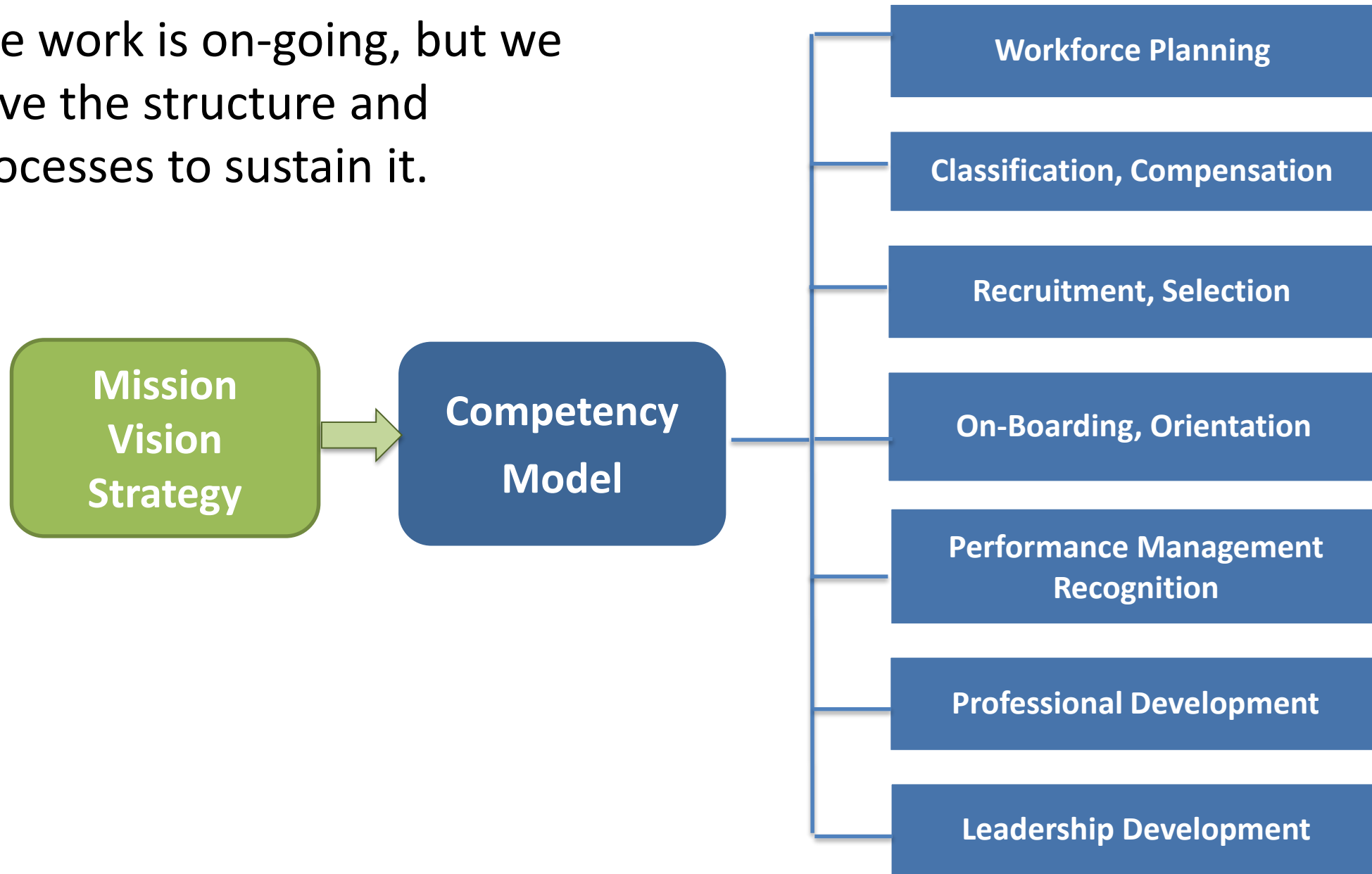
We've moved from  
**Discovery** to **Incubation**  
to **Acceleration**.

Acceleration is defined as ramping up the work to stand on its own-- stabilizing resources, building infrastructure, institutionalizing the change





The work is on-going, but we have the structure and processes to sustain it.



# Human Resources is structured for long-term support



**Heather Hess**

*Recruitment, Onboarding,  
Orientation*



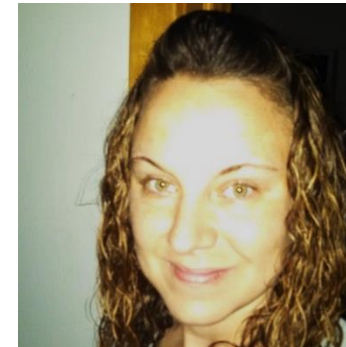
**Lori Hodek**

*Professional Development,  
Performance & Recognition*



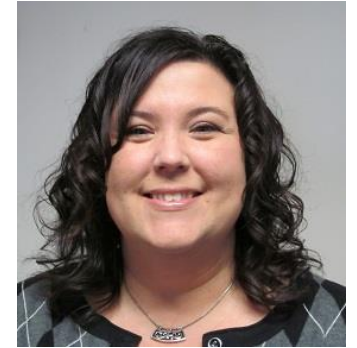
**Mark Liebling**

*Executive Director  
Workforce Planning, Strategic  
Alignment*



**Kelly Westphal**

*Payroll, Benefits  
Compliance*



**Hollie DeWalt**

*Classification,  
Compensation, Benefits*

# Check, Adjust— on-going!

Are we attracting and retaining the talent to support the mission and vision?

Is the system supporting the values we said were important?

- Equity (internal, external, social)
- Transparency, consistency
- High performance, growth
- Choice, flexibility
- Financial sustainability

## Total Compensation Review



# Measuring Effectiveness

## Attracting Talent

- ☐ # of applicants who meet minimum qualifications (by role)
- ☐ # of failed offers and failed searches (no qualified candidates) along with qualitative data
- ☐ # of withdrawals. Reasons for withdrawal.

## Retaining Talent

- ☐ Turnover
  - *# of departures by area and role*
  - *Reason for leaving*
- ☐ Exit Survey information

## Supporting Growth, Competency Development

- ☐ Tracking professional development needs and goals
- ☐ Exploring better assessment tools to verify competencies
  - *Competency assessments*
  - *Multi-rater feedback*

# Measuring Effectiveness

## Supporting high performance, goal achievement

- ☐ Performance on NMC goals
- ☐ Department goal achievement
- ☐ Individual performance data

## Ensuring equity

- ☐ Benchmarking (every three years)

## Consistency, Transparency, overall Effectiveness

- ☐ Employee Engagement Survey
- ☐ Informal employee feedback
  - *Small Group discussions*
  - *Leadership meetings*
  - *Other employee forums*

*Not all measures are benchmarked every year, but regularly reviewing these data, feedback, and inputs will give us information needed for on-going improvement of our systems.*

## Some Initial Data

While the most recent survey shows the overall engagement index down a bit, given some of the challenges of the last couple of years, this isn't surprising—hopefully, we are starting to rebuild.

The Supervisor Index is trending in the right direction; it seems that leadership development may be starting to have an impact.

**We look forward to the first comprehensive assessment of the whole system!**

Engagement Survey Measures	2010	2013	2016
Engagement Index	75%	84%	79%
Supervisor Index	69%	77%	81%
Q My supervisor effectively addresses issues before they become major problems.	61.2%	69.6%	79%
Q My supervisor provides useful performance feedback.	N/A	67.2%	74%
Q My supervisor holds me accountable for performance	75.5%	82.7%	89%
Q My supervisor positively motivates my performance	62.8%	70.6%	N/A
Q My supervisor recognizes my achievements	N/A	N/A	81%

# Reflections

- **Plan-Do-Check-Adjust has been essential.** It has shaped a culture of experimentation allowing us to move forward with initiatives knowing the launch would not be perfect but having confidence that through honesty and openness to feedback the next iteration would be better.
- **Complex communication requires:**
  - **Multiple methods**-in writing as well as face-to-face, small group forums, etc.
  - **A management structure for communication**- for clarifying, listening, gathering feedback, and problem-solving

# Reflections

- **Gathering broad-based feedback is challenging.** A multi-pronged approach has been useful:
  - Online surveys and forums
  - Scheduled feedback/input sessions
  - One-on-one meetings
  - Using already-scheduled meetings with various employee committees, groups and departments
- **Board strategic commitment has been fundamental.** It has given this work the level of importance necessary to support the time and other resources to make it happen, and it has provided the accountability to keep it on track.



# Reflections

- **Community learning partners are vital.**
  - Munson Healthcare
  - Hagerty
- **Cross-functional teamwork is essential.** While coordinating problem-solving across multiple areas of the college has been challenging, it has also been the rewarding. We tackled some processes that have been long-standing sources of frustration by getting the right people in the room, really listening to each others' concerns and goals, and collaboratively developing solutions.

# Reflections

- **This project couldn't have happened without the work of virtually the entire college. *See Appendix I***
- **We need a systematic process for documenting time invested in project work.**

## Appendix I

# Directory of Participation Phase I: Onboarding/Orientation

Project Steering Team	Technical and Process Support
Rich Wolin Lori Hodek Carol Evans Jan Oliver Sherry Howard Julie Doyal Darrell Rogers Karen Howie Linda Rea Tracy Russo Neil Streeter Regis McCord Jeff Straw	Craig Mulder Dennis Schultz Lisa Molmen Alison Thornton Lisa Boike Dave Dalquist Steve Kellman Mark Delong Sheri Trier Mike Moore Jan Oliver

# Directory of Participation Phase I: Onboarding/Orientation

Office Managers	Security
Bobbi Gardner Margaret Fox Cindy Duby Bea Gauthier Cathy Jarvi Bonnie Shumaker Alice Sluss	Paul Perry Glenn Harker Vicki Sanchez All security personnel
Peer Guide Planning Team	Business Office
Lori Hodek Cheri Garvin Alice Sluss Bonnie Shumaker Jen Murphey Kay Hall Stephanie Davis Shayrri McCready Shannon Owen	Duane Barber Steve Westphal
	<b>PLUS...</b>
	Everyone who helped with the first Orientation Tour Everyone who served as a peer guide Help Desk Staff—software implementation All new employees who provided feedback

## Appendix I

# Directory of Participation Phase II

Project Team—Competency Model	Performance Management Team—MyPDCA
Aaron Beach/Linda Racine-Leads Tina Ulrich Chris Ruszel Regis McCord Rich Wolin Rebecca Teahen Jeff Straw	Lori Hodek-Lead Linda Berlin Irina Grougan Jackie Schenk Jan Oliver Kirby Anderson
Professional Development Institute Team	Technical Support Team
Regis McCord Linda Berlin Bonnie Schumaker Rich Wolin Alison Thornton	Anna Bachman Dave Dalquist Jenny Barnes Kristal Nolf

# Directory of Participation Phase III

Compensation Review Team	
<p><b>At Large</b> Jean Rokos, Health Occupations Instructor</p> <p><b>Admin/Professional</b> Aaron Cook, Director of Aviation David Crawford, Bridge/OPEN Learning Center Sue DeCamillis, Director of Business &amp; NMC Academic Affairs</p> <p><b>Executive Staff</b> Marguerite Cotto, VP LPL Tim Nelson, President Stephen Siciliano, VP Educational Services</p> <p><b>Facilitators</b> Aaron Beach, Director of Human Resources Linda Racine, Director of Program Advancement, LPL</p>	<p><b>Faculty</b> Mella McCormick, Humanities Instructor Susan Odgers, Psychology Adjunct Instructor Jim Press, Humanities Instructor</p> <p><b>Maintenance/Custodial</b> Gary Schettek, Grounds Craig Shattuck, Custodian, Museum</p> <p><b>Support Staff</b> Lisa Cooper, Resource Development Secretary Cheri Garvin, Admissions Office Assistant Jackie Schenk, Extended Education Office Assistant</p> <p><b>Technical/Para Professional</b> Crystal Bailey, Hagerty Center Office Manager Sam Foster, Desktop Computer Support Specialist Heather Somero, Technical Division Office Manager</p>

## Appendix I

# Directory of Participation Phase III

Classification Team	Classification Review Team
Lori Hodek Vicki Rumbach Chris Ruszel Donna Palmer Dan Wasson	Hollie DeWalt-Lead Don Cunningham Sue DeCamillis Mark DeLonge Holly Gorton Kari Kahler Donna Palmer Chad Schenkelberger Lisa Thomas Dan Wasson Chris Weber

## Appendix I

# Directory of Participation Phase IV

Staff Task Force	
<p><b>Support Staff Representatives</b> Cindy Deemer Jenny Hanrahan</p> <p><b>Tech-Para Representatives</b> Margaret Fox Zeb McCauley Irina Grougan/Judy Arnold</p> <p><b>Admin-Professional Representatives</b> Kari Kahler Lisa Molmen Megan Ward</p>	<p><b>At Large</b> Chad Schenkelberger</p> <p><b>Human Resources</b> Hollie DeWalt Lori Hodek</p> <p><b>Project Lead</b> Aaron Beach</p> <p><b>Project Facilitator</b> Linda Racine</p>



## Appendix I

# Directory of Participation Phase IV

Human Resources	Benefits Advisory Committee
Mark Liebling Hollie DeWalt Lori Hodek Heather Hess Kelly Westphal	Mark Liebling Hollie DeWalt Ed Blough Margaret Fox Bobbi Garner Nancy Gray Kristi Hallett Tracy Holka Lisa Molmen Cari Noga Dave Sexton Stephen Siciliano John Zachman

## Appendix I

# Directory of Participation Phase IV

Policy Council	Employee Recognition Committee
Mike Franklin, Chair Lisa Boike Vicki Cook Holly Gorton Laura Jaquish Mella McCormick Deb Pharo Prajakta Nivargi Sheila Rupp Michelle Schneider Stephen Siciliano Brian Van Sipe Linda Walter Amanda Woodruff	Hollie DeWalt, Co-Chair Lori Hodek, Co-Chair Marcus Bennett Cathryn Claerhout Kim Gourlay Constanza Hazelwood Scott Herzberg Rita Kucera Mark Liebling Paul Martin Taylor Nash Susan Odgers Pam Palermo Nancy Parshall Amanda Woodruff

## Directory of Participation

Throughout the project there was opportunity for **everyone** to provide input and feedback through:

- Surveys
- Focus groups/small group discussions
- Online forums
- Council or Committee representatives



Northwestern  
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# Where are we now?

What have we accomplished?

Find it here.

# We are just beginning work on our 2017 Systems Portfolio

- Newly organized categories
- Different assessment questions

*Some initial observations...*



PROCEDURE

## AQIP PATHWAY SYSTEMS PORTFOLIO

A Resource for Creating a Systems Portfolio

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# Q: How do you orient all employees to your organization's history, mission, and values?

## HLC Systems Appraisal 2010

Based on 2009 Systems Portfolio

### Rated an Opportunity:

*"There is an opportunity to expand orientations across departments and to include adjunct faculty."*

## HLC Systems Appraisal 2014

Based on 2013 Systems Portfolio

### Rated a Strength:

*"NMC has created a comprehensive approach to orienting new employees to its history, mission, and values...The addition of a customized online orientation event also demonstrates a commitment to new employees and ensures that employees are fully integrated into the culture of NMC."*

Q: How do you design and use your personnel evaluation system? How do you align this system with your objectives for both instructional and non-instructional programs and services?

### **NMC 2009 Systems Portfolio**

The HLC did not evaluate in the 2010 Appraisal

#### **We rated this an Opportunity:**

*Need stronger alignment with instructional and non-instructional program and service objectives.*

### **HLC Systems Appraisal 2014**

Based on 2013 Portfolio

#### **Rated a Strength:**

*“The redesign of the performance and planning assessment system is a major enhancement in the alignment of staff skills, developmental needs, and performance assessment for the College. The system aligns the goals of the individual with the strategic goals of the College, which demonstrates a high level of integration of the goals of the College cascading down to the individual level.”*

## Q: How do you plan for changes in personnel?

### HLC Systems Appraisal 2010 & 2014

Based on 2009 and 2013 Systems Portfolios

#### Rated an Opportunity:

*“A more systematic approach to hiring is an opportunity for the college.”*

*“NMC’s plans for handling changes in personnel focus largely on an analysis of multiple metrics to determine the likelihood of retirement. It may be beneficial to define those positions held by employees with significant amounts of institutional knowledge that may be lost when those individuals leave the College, regardless of reason.”*

### Since 2011

- Incorporated workforce planning into aligned planning and MyPDCA processes
- Adjusted hiring timing to allow cross-training with a retiring employee in key positions.



# Q: How do you solicit input from and communicate expectations to faculty, staff and administrators?

## HLC Systems Appraisal 2014

Based on 2013 Systems Portfolio

### Rated an Opportunity:

*“The institution has an opportunity to better define and explain how expectations for effective teaching are defined, evaluated, implemented, and communicated across the institution.”*

## Since 2013

- Collective Bargaining Agreement process has helped clarify faculty expectations.
- Staff Classification Project and review/revision of staff job descriptions has provided greater clarity and consistency.
- Gathering input from leaders to develop “Roles and Responsibilities of Supervisors” and adding these to job descriptions has also provided greater clarity of expectations.

# Q: How do you determine training needs?

## HLC Systems Appraisal 2014

Based on 2013 Portfolio

### Rated an Opportunity

*“The training appears to be primarily reactive and not yet systematic. For future planning, NMC may consider identifying training needs through the initial discussion with the Board. Further, aligning employee training delivery needs to the goals of the Strategic Plan more specifically may be beneficial.”*

## Since 2013

- Implemented **myPDCA** for Staff; aligns professional development goals and planning with NMC strategy. *(Faculty Annual Plans already had this alignment.)*
- Launched the **Professional Development Institute** that specifically targets training aligned with NMC’s Competency Model based on our mission and strategy.

# Q: How do you determine key issues related to the motivation of your faculty, staff and administrators?

## HLC 2010 Systems Appraisal

Based on 2009 Systems Portfolio

### Rated an Opportunity:

- *“No formal evaluation for employee satisfaction. Discussions between individual employees and supervisors do not constitute a visible or transparent process.”*
- *“Centralization of an approach for improving motivation could lead to more transparency in other areas, such as employee satisfaction and succession/retention planning.”*

## HLC Systems Appraisal 2014

Based on 2013 Portfolio

*“The Employee Engagement Survey is an excellent resource to identify the current perception of employee engagement.”*

### Since 2013

- Completed Total Compensation Review
- Outlined a plan for ongoing listening, evaluating, check/adjust

# Q: How are leadership abilities encouraged, developed and strengthened among faculty, staff, administrators?

## HLC Systems Appraisal 2010

Based on 2009 Portfolio

### Rated an Opportunity

*“Create more deliberate and participative leadership training and develop a communication plan that shares best practices and knowledge.”*

## Since 2012

- Developed the **Competency Model** outlining leadership competencies for all roles
- Created leadership development opportunities through the **Professional Development Institute**:
  - Foundations of Leadership I and II
  - Supervisor Essentials
  - Strategic Competencies

*Currently working on:*

  - *DIA Model of Innovation*
  - *Project Management*
- Engagement Survey supervisor questions trending in positive direction



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College

# Where are we going now?

And how do we get there?

Find it here.

<b>Where are we going?</b>	<b>How will we get there?</b>
Increase alignment of professional development planning and budgeting with mission and strategy	Currently gathering baseline data on how PD dollars are allocated. Beginning Summer 2017, will use data to identify ways to increase alignment.
Continue to strengthen leadership development	Continue to check and adjust leadership development with input from PDI Advisory Team, formal and informal feedback, Strategic Plan, and aligned planning process.
Strengthen development pathways for all employees	Train all supervisors in using Competency Model as development tool. Target: Summer/Fall 2017.

---

**Where are we going?**

Review and update shared governance structure

Systematically check and adjust the entire Total Compensation system:

- Pay
- Benefits
- Performance, Recognition
- Professional Development
- Work Life

**How will we get there?**

Built into proposed AQIP Action Project

Structure and metrics are in place for ongoing evaluation

---

Questions?





**Northwestern  
Michigan  
College**

***MEMO  
Enrollment Services***

To: Timothy J. Nelson, President  
Todd Neibauer, VP for Student Services & Technologies  
From: Pamela Palermo, Associate Dean of Enrollment Services  
Date: March 13, 2017  
Subject: Enrollment Services Update –Summer/Fall Semester 2017

**Summer 2017**

We are still accepting registrations for Summer 2017. As of March 13, 2017, we have 242 new admits for summer and 73 of those students have registered for classes. Admissions has been calling students and encouraging them to register for summer courses. In addition, the Financial Aid office sent emails to students notifying them that they have federal aid available for summer classes.

**Statistics**

(Resources: Digital Dashboard – Same Date Comparison SU2014-2017)

<b>Summer</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>
<b>New Students Registered</b>	58	70	75	73
<b>Prior Admits Registered</b>	5	5	4	10
<b>Retained from Spring</b>	569	563	602	593
<b>Re-Admitted Students</b>	106	70	79	71
<b>Average Contact Hours</b>	5.79	6.03	5.80	6.00
<b>Total Headcount</b>	738	708	760	747
<b>Total Contact Hours</b>	4,272	4,267	4,409	4,485
<b>Tuition</b>	561,490	636,535	741,248	714,213

**Fall 2017**

Fall 2017 registration begins March 15 for continuing NMC students. Orientation begins April 7 for new NMC students. We currently have 140 new students scheduled for the April 7 New Student Orientation. Mancelona and Kingsley have made arrangements to bus their students for orientation on this date. This is the first of thirteen New Student Orientation sessions held through the end of August.

Admissions and Advising have been meeting with returning Early College and Dual Enrolled students to prepare them for registration. New students in these programs have special orientation sessions devoted to them in the month of May.



*MEMO*  
*Administrative Services*

---

**To:** Timothy J. Nelson, President

**From:** Vicki Cook, VP Finance and Administration

**Date:** March 7, 2017

**Subject:** Summary Report for the General Fund as of February 28, 2017

---

The attached reports summarize the financial results for the General Fund as of February 28, 2017. The eighth month represents 66.67% 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 ended the month with an excess of revenue over expenses in the amount of \$6,095,141. Revenue increased by 3% when comparing February 2017 to February 2016. There was no increase to expenses when comparing February 2017 to February 2016.

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

- A. Tuition and Fees revenue: Tuition and fees represent a 1% increase from those of February 2016. The increase is reflective of GLMA cruise fees, fall tuition, workshops/training and health fees. For Spring 2017, the budget was set at 39,615 billing hours for budgeted revenue of \$6,826,369. Actual billing hours are at 39,025 hours for total tuition revenue of \$6,746,174. This is a shortfall of \$80,195. The projection report identifies savings in other areas to offset the revenue reduction.
- B. Property Taxes: Tax revenue is recorded as payments are received. We budgeted for an increase over the previous fiscal year.
- C. State Sources began in October with receipt of the first state aid payment. State payments include \$130,000 for personal property tax reimbursements.
- D. Federal Sources, which consist primarily of the MARAD grants, are not expected to be received until May 2017 and are restricted for the operations of Great Lakes Maritime Academy.
- E. Actual year-to-date investment income recorded for fiscal year 2017 reflects interest income and realized gain.
- F. Both Private Sources and Other Sources are timing and event dependent.

**Expenses**

- G. Salary and benefits are consistent with budget.
- H. Professional development is above budget due to timing of events and membership payments. All other expenses are under budget at this time.
- I. Capital outlay is timing related. Capital Outlay reflects expenditures budgeted through the allocation of COAT dollars, BBQ funds and Culinary Capital fund.

# Northwestern Michigan College

## Unaudited



### Summary Report for General Fund Accounts

**Fiscal Year 2017, Period 08**

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

Funds	Accounts	2016-2017 Adjusted Budget	YTD Activity	% of Annual Budget
<b>TOTAL GENERAL FUND</b>				
<b>50</b>	<b>Revenues</b>			
	Tuition and Fees	23,364,192	17,367,807	74.34% A
	Property Taxes	9,929,134	9,226,744	92.93% B
	Other Local	0	0	*
	Local Sources	33,293,326	26,594,552	79.88%
	State Sources	9,318,088	5,358,748	57.51% C
	Federal Sources	524,000	584,761	111.60% D
	Private Sources	375,000	225,848	60.23% F
	Investment Income	274,000	190,459	69.51% E
	Other Sources	392,270	276,651	70.53% F
	<b>Total Revenues</b>	<b>44,176,684</b>	<b>33,231,019</b>	<b>75.22%</b>
<b>60</b>	<b>Labor</b>			
	Salaries & Wages	21,456,217	14,119,615	65.81% G
	Benefits	9,226,173	6,216,743	67.38% G
	<b>Total Labor</b>	<b>30,682,390</b>	<b>20,336,358</b>	<b>66.28%</b>
<b>70</b>	<b>Expenses</b>			
	Purchased Services	2,408,324	1,478,758	61.40% H
	Supplies & Materials	3,114,383	1,727,041	55.45% H
	Internal Services	80,895	38,441	47.52% H
	Other Expenses	1,669,103	997,022	59.73% H
	Institutional Expenses	1,766,374	1,027,896	58.19% H
	Maintenance & Renovation	1,541,540	831,432	53.94% H
	Prof Develop, Travel & Events	580,149	402,110	69.31% H
	Capital Outlay	65,570	145,918	222.54% I
	<b>Total Expenses</b>	<b>11,226,338</b>	<b>6,648,619</b>	<b>59.22%</b>
	<b>Total Expenditures</b>	<b>41,908,728</b>	<b>26,984,977</b>	<b>64.39%</b>
<b>80</b>	<b>Transfers</b>			
	Transfers	2,263,782	150,901	6.67%
	<b>Total Transfers</b>	<b>2,263,782</b>	<b>150,901</b>	<b>6.67%</b>
	<b>Total Expenditures and Transfers</b>	<b>44,172,510</b>	<b>27,135,878</b>	<b>61.43%</b>
	<b>Net Revenues over (under) Expenditures</b>	<b>4,174</b>	<b>6,095,141</b>	

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

Northwestern Michigan College  
Comparative Statement  
February 2017 to January 2017  
General Fund Activity Only

77

Month end reports are interim and not a reflection of final year end results.					
Difference between <b>current</b> month and <b>previous</b> month					
<b>Revenue</b>	<b>Yr. To Date</b>	<b>Yr. To Date</b>	<b>Month of</b>	<b>Month of</b>	<b>Explanation</b>
	<b>28-Feb-17</b>	<b>31-Jan-17</b>	<b>28-Feb-17</b>	<b>31-Jan-17</b>	
Tuition and Fees	17,367,807	15,232,199	2,135,608	1,775,405	February higher for spring tuition (4 weeks recognized in Feb. and 2 recognized in Jan.). January higher for spring general fees.
Property Taxes	9,226,744	7,403,482	1,823,262	2,376,234	Timing of winter tax collections
State Sources	5,358,748	4,189,333	1,169,415	1,035,333	Personal property tax reimbursement from state
Federal Sources	584,761	297,901	286,860	120,000	Timing of MARAD support
Private Sources	225,848	225,463	385	104,195	Timing of Foundation support
Investment Income	190,459	166,216	24,243	23,746	Consistent with prior month
Other Sources	276,651	244,151	32,500	36,325	January higher for NJTP administrative fees
<b>Total Revenue</b>	<b>33,231,019</b>	<b>27,758,745</b>	<b>5,472,274</b>	<b>5,471,238</b>	
<b>Expenses</b>					
Salaries and Wages	14,119,615	12,242,953	1,876,662	1,757,427	February higher for spring adjunct/overload and supplemental wages
Benefits	6,216,743	5,491,398	725,345	1,023,655	January higher for health savings payouts
Purchased Services	1,478,758	1,310,191	168,567	245,826	Timing of Sodexo payment and MSU shared position payment
Supplies & Material	1,727,041	1,496,452	230,589	180,048	Deposit payments for International trips
Internal Services	38,441	41,019	(2,578)	13,174	January higher for internal charges from Hagerty and Bookstore
Other Expenses	997,022	852,003	145,019	98,078	February higher for non-professional development travel/events and spring Native waiver (4 weeks recognized in Feb. and 2 recognized in Jan.).
Institutional Expenses	1,027,896	884,727	143,169	185,843	Snowplowing more in January; timing of insurance payment
Maintenance & Renovation	831,432	747,519	83,913	114,001	Timing of Ellucian payments in January
Prof Develop, Travel, & Events	402,110	380,330	21,780	62,799	Timing of professional development events and memberships
Capital Outlay	145,918	124,765	21,153	6,838	\$6,965 autotech practice vehicle, \$14,188 GL Maritime mooring project (paid for from MARAD funds)
<b>Total Expenditures</b>	<b>26,984,977</b>	<b>23,571,357</b>	<b>3,413,620</b>	<b>3,687,689</b>	
<b>Transfers</b>	150,901	150,901	-	-	
<b>Net Revenues over/(under)</b>	<b>6,095,141</b>	<b>4,036,487</b>	<b>2,058,654</b>	<b>1,783,549</b>	
Month end reports are interim and not a reflection of final year end results.					

Northwestern Michigan College  
Comparative Statement  
February 2017 and February 2016  
General Fund Activity Only

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Month end reports are interim and not a reflection of final year end results.					
Difference between February 2017 and February 2016 (GENERAL FUND)					
<b>Revenue</b>	<b>Yr. To Date 28-Feb-17</b>	<b>Yr. To Date 28-Feb-16</b>	<b>INCRE/DECRE.</b>	<b>Percentage Difference</b>	<b>Explanation</b>
Tuition & Fees	17,367,807	17,186,640	181,167	1%	FY17 higher for GLMA cruise fees, fall tuition, workshops/training, and health fees. Offset in part by lower spring tuition revenue.
Property Taxes	9,226,744	8,783,287	443,457	5%	Budgeted increase in property tax revenue and timing of tax collections
State Sources	5,358,748	5,157,589	201,159	4%	Budgeted increase in annual appropriations and personal property tax reimbursement from state
Federal Sources	584,761	326,669	258,092	79%	Timing of spring MARAD payment
Private Sources	225,848	213,343	12,505	6%	Timing of Foundation support/recording of transfers
Investment Income	190,459	283,980	(93,521)	-33%	FY16 had large \$97,623 realized gain on bond
Other Sources	276,651	331,547	(54,896)	-17%	Reimbursements received in Sept 2015 from MARAD for shipyard drydock hotel & per diems; NJTP grant administrative fees higher in FY17
<b>Total Revenue</b>	<b>33,231,019</b>	<b>32,283,054</b>	<b>947,963</b>	<b>3%</b>	
<b>Expenses</b>					
Salaries and Wages	14,119,615	14,041,931	77,684	1%	Student and supplemental wages higher in FY17 partially offset by lower adjunct and overload
Benefits	6,216,743	6,165,615	51,128	1%	Timing of health savings account payments
Purchased Services	1,478,758	1,405,818	72,940	5%	Higher in FY17 for food services for GLMA vessels and Aviation staffing
Supplies & Material	1,727,041	1,684,232	42,809	3%	Timing of course fee related expense for trip deposits. Less for fuel and electronic resources due to timing. Additional expense in supplies from change in capitalization of library books (reduction in capital expense to offset this)
Internal Services	38,441	18,123	20,318	112%	FY2017 less for Training services internal revenue for Lean program
Other Expenses	997,022	1,235,623	(238,601)	-19%	Savings in Aviation helicopter rentals, finance charges, property tax refunds and non-professional development travel & events offset in part by higher promotional expenses
Institutional Expenses	1,027,896	1,105,393	(77,497)	-7%	Timing of utility and Aviation insurance payments
Maintenance & Renovation	831,432	852,573	(21,141)	-2%	Timing of contractual payments
Pro. Develop, Travel & Events	402,110	383,772	18,338	5%	Timing of professional development events and travel
Capital Outlay	145,918	210,767	(64,849)	-31%	Savings in COAT capital expenses and library books (change in capitalization policy for library books)
<b>Total Expenditures</b>	<b>26,984,977</b>	<b>27,103,848</b>	<b>(118,871)</b>	<b>0%</b>	
<b>Transfers</b>	<b>150,901</b>	<b>129,034</b>	<b>21,867</b>		Loan fund and Aviation transfers; grant indirect revenue
<b>Net Revenues over/(under)</b>	<b>6,095,141</b>	<b>5,050,172</b>	<b>1,044,969</b>		
Month end reports are interim and not a reflection of final year end results.					

Northwestern Michigan College  
Summary by Program  
February 2017  
General Fund Activity Only

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Month end reports are interim and not a reflection of final year end results.					
<b>Revenue</b>	<b>Percent</b>	<b>2016-17</b>	<b>Yr. To Date</b>	<b>Percent of</b>	
	<b>of Total</b>	<b>Annual Budget</b>	<b>28-Feb-17</b>	<b>Total Spent</b>	<b>Definition</b>
Tuition & Fees	53%	23,364,192	17,367,807		
Property Taxes	22%	9,929,134	9,226,744		
State Sources	21%	9,318,088	5,358,749		
Federal Sources	1%	524,000	584,761		
Private Sources	1%	375,000	225,848		
Investment Income	1%	274,000	190,459		
Other Sources	1%	392,270	276,651		
<b>Total Revenue</b>	<b>100%</b>	<b>44,176,684</b>	<b>33,231,019</b>		
<b>Expenses</b>					
Instruction	31%	13,078,252	11,231,089	42%	Produce educational change in a learner or group of learners; includes both credit and non-credit offerings
Information Technology	7%	2,963,607	1,731,970	6%	Provide technology to benefit instructional activities and the institution as a whole
Public Service	1%	229,162	141,469	1%	Provide public with unique resources and respond to community needs or solve community problem
Instructional Support	17%	7,034,632	4,328,693	16%	Support instructional programs
Student Services	13%	5,469,414	3,058,306	11%	Contribute to well-being of students and their intellectual, cultural, & social development
Institutional Administration	20%	8,356,303	3,655,147	14%	Provide for organizational effectiveness and continuity; day-to-day functioning and long-range viability
Plant Operations and Maintenance	11%	4,777,357	2,838,303	11%	Maintain existing facilities, provide utility and safety services, and plan/design future facilities
<b>Total Expenditures</b>	<b>100%</b>	<b>41,908,728</b>	<b>26,984,977</b>	<b>100%</b>	
<b>Transfers</b>		<b>2,263,782</b>	150,901		
<b>Net Revenues over/(under)</b>		<b>4,174</b>	<b>6,095,141</b>		
Month end reports are interim and not a reflection of final year end results.					

NMC definition of the term "**Projection**" is a forecast of year-end revenues & expenses (not accounting definition)





## **MEMO**

### ***Resource Development***

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**To:** The Board of Trustees and President Timothy J. Nelson

**From:** Rebecca Teahen, Executive Director for Resource Development

**Date:** March 15, 2017

**Subject:** Foundation Update

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#### **Fund Raising – a “check” on FY17 goals**

- To date, \$464,183 has been raised for the Annual Fund; our goal is \$275,000! To date, 469 donors have supported the annual fund, 9.07% above FY16 in terms of number of donors.
- FY17 total dollars raised are as follows:
 

\$ 3,896,391	Total received (including Annual Fund, pledges, and <i>documented planned gift intentions</i> ) raised toward goal of \$3,350,000
<u>+ \$ 243,057</u>	Gross event revenue vs goal of \$250,000
<b>\$ 4,139,448</b>	<b>Total of gifts + events – <i>Over goal!</i></b>

#### **Foundation Initiatives**

- Staff and the Campaign Steering Committee, are finalizing recognition opportunities for consideration by the Board.
- Conversations are underway with prospective funders as we seek support for scholarships, programs, and facilities.
- The annual Taste of Success event to benefit the Great Lakes Culinary Institute was a great success. More than 300 guests attended the event to raise nearly \$90,000 to support student scholarships and the culinary program.

#### **Meetings and Events for your calendars:**

- Foundation Finance & Audit Committee meeting – Wed., 4/19/17 at 7:30 am, Founders Hall
- Foundation Board meeting – Wed., 4/26/17 at 7:30 am (breakfast at 7:00), Oleson Center.



## **MEMO**

*Public Relations, Marketing,  
and Communications*

**To:** Timothy J. Nelson, President  
**From:** Diana Fairbanks, Exec. Dir. PR, Marketing and Communication  
**Date:** March 15, 2017  
**Subject:** NMC BBQ Report

The 62nd NMC BBQ will be held Sunday, May 21, 2017 from 11 a.m. to 5 p.m. at NMC's Front St. campus. Ticket costs are the same as they have been for the past five years, \$6 in advance and \$8 day of, and will be available in advance at all Oleson's Food Stores, many local financial institutions, from members of the BBQ Board, at the Dennon Museum Center, the Admissions Office, through sales by representatives of this year's funded projects, and also online at [nmc.edu/bbq](http://nmc.edu/bbq). New this year, the BBQ partnered with MyNorth Tickets for online sales to increase awareness and availability.

This year the NMC BBQ Board also approved six projects to share in more than \$38,000 of NMC BBQ funds.

College employees submit project proposals for program and equipment needs. A subcommittee reviews the proposals and makes recommendations to the Barbecue Board, a group of NMC employees and community volunteers. This year's projects include:

- Engineering Club NexGen 3D printer- \$2,100
- GLWSI water quality monitoring sonde upgrade- \$3,695
- NMC Scholarship Open sponsorship- \$6,000
- Milliken Auditorium stage curtains- \$13,800
- WNMC news gathering equipment- \$3,000
- NMC Foundation scholarship endowment funding- \$10,000

This year the BBQ will once again feature local entertainment from community choirs and bands. Other activities include a cupcake and cake walk and expanded antique car show. As always, there will be games for the kids, a chance to have your photo taken with Chip the faux buffalo, displays from NMC programs, open classroom exhibits, a quilt raffle, a veterans tent, and of course a great BBQ picnic lunch!

*Let's all do the BBQ on Sunday, May 21!*

Northwestern Michigan College  
Board of Trustees  
**Building and Site Committee Minutes**

March 14, 2017

West Hall Conference Room, 1701 E. Front Street, Traverse City, MI 49686

The meeting was called to order by Chair Ross Childs at 2:38 p.m.

Members present Ross Childs (via phone), Chris Bott, Kennard Weaver

Members absent: None

Others Present: Vicki Cook, Holly Gorton, Todd Neibauer, Pat Podges

### **Student Housing Project**

Construction Manager Pat Podges reviewed the budget summary status report on the student housing project, indicating the project was in very good shape with the budget holding low. He then reviewed the project's construction manager's report providing detailed construction status. Podges noted that it was a very active worksite with drywall and painting occurring in the east wing on the third floor, progressing to the lower floors. He addressed brief questions from committee members and made note of the mockup exterior wall panel photos and computer rendering of the new student housing that had been provided to committee members prior to the meeting. The project scheduled was reviewed, which is still on track.

### **Dennos Museum Project**

Pat Podges reviewed the budget summary status report, noting that the VAV system project will be more complex than anticipated, and the pricing received was being thoroughly vetted. That project budget will be provided to the committee soon. There was discussion pertaining to the other alternate projects budgets and those being selected to move forward.

Pat Podges reviewed the Dennos Museum project construction manager's report with the current status of work. He indicated that preparation work to pour cement slabs on grade were underway and that the exterior loading dock ramp work would begin soon. The project schedule is going well, other than the VAV project work schedule, which is yet to be determined, but may extend to October 2017. Podges noted that the new building-wide VAV system would be much more efficient when complete.

Kennard Weaver made a motion, seconded by Chris Bott, to recommend the following list of alternate projects for approval by the full Board at their March 20, 2017, regular meeting.

- |   |          |
|---|----------|
| • Skim and Point Existing Walls         | \$10,500 |
| • Replacement of Existing Wood Flooring | 43,500   |
| • Replacement of Carpet                 | 17,400   |

The motion passed with a unanimous vote.

**West Hall Innovation Center/New Library**

Committee members were updated on the recent meetings that the architect firm Stantec conducted with a community group and the campus steering team to gather more input to inform their design work. The architects will develop some scenario drawings to bring back, based on feedback received. The goal is to have schematic drawings prepared to submit to the state by the end of April.

The meeting adjourned at 3:11 p.m.

Recorded by Holly Gorton, Executive Assistant to the President and Board of Trustees.

Northwestern Michigan College  
Board of Trustees  
**Audit Committee Minutes**  
**March 15, 2017**  
University Center Campus, Room 106  
2200 Dendrin Drive, Traverse City, MI 49686

Committee Chair Chris Bott called the meeting to order at 1:50 p.m.

Members Present: Chris Bott, Rachel Johnson

Members Absent: Ross Childs

Others present: Vicki Cook, Holly Gorton, Kyle Kaminski

**Proposals for Audit Services**

Committee members reviewed and discussed submitted proposals from Plante Moran and Rehmann for audit services for Northwestern Michigan College. A summary of the proposed costs for all audit services provided for the College and NMC Foundation was also provided and reviewed. It was noted that NMC has contracted with both firms in the past for audit services and that best practice indicates that audit firms for public non-profit institutions should rotate periodically. The five-year cost total cost for each firm over five years is as follows:

Plante Moran	\$351,000
Rehmann	399,000

Vice President Vicki Cook addressed questions sharing that both firms had local offices with a large portion of staff in their Traverse City offices. She also explained there was no anticipated additional cost to the college to change firms because both have worked with NMC in the recent past. It was also noted that both firms were highly respected for their expertise.

Rachel Johnson made a motion, seconded by Chris Bott, to recommend the selection of Plante Moran for audit services for Northwestern Michigan College for the upcoming five-year period to the full Board for their approval at their March 20, 2017, regular meeting. Motion passed with a unanimous vote.

The meeting adjourned at 1:58 p.m.

Recorded by Holly Gorton, Executive Assistant to the President and Board of Trustees.



## MCCA MONTHLY UPDATE TO BOARDS OF TRUSTEES

[Report #43 March 01, 2017]

### STATE LEGISLATIVE HIGHLIGHTS

**House Defeats Income Tax Proposal:** On February 22, the House of Representatives stayed in session for more than 12 hours before eventually taking up and defeating [House Bill 4001](#) (Chatfield). As originally introduced, HB 4001 would have rolled back Michigan's individual interest rate from 4.25% to 3.9% as of January 1, 2018, and each year thereafter would have lowered the rate by 0.1% until the rate reaches zero. When the votes for that plan were clearly short, the House adopted a substitute version of HB 4001 that would have lowered the rate from 4.25% to 3.9% over time, and stopped there. Still, by the time that version was fully implemented, it would have cost the state's general fund over \$1 billion at a time when the general fund is already facing increasing pressure from road funding, personal property tax reimbursements, and other costs.

**Governor's Budget Recommendation:** On February 8, Governor Rick Snyder presented his Executive Budget recommendation to the Michigan Legislature. Governor Snyder did not recommend an operations increase this year for community colleges, due to community colleges receiving personal property tax reimbursements \$15.7 million higher than he believes would have been expected under the formula. On a positive note, the Governor did propose \$1.025 million to support the upgrades to the Michigan Transfer Network that the MCCA had requested jointly with the state's universities. In addition, the Governor proposed \$2 million to reinstate the part-time student grant, a \$5.3 million increase to the Tuition Incentive Program, and \$11 million in new money to the Michigan Competitive Scholarship and Michigan Tuition Grant. Once again, the Governor did NOT recommend tuition restraint language for community colleges. The Governor did recommend planning authorizations for two community college and three university capital outlay projects. See the budget recommendation on the [MCCA website](#).

**Budget Status:** Following the Governor's Executive Budget recommendation, the Legislature will now debate the merits and will ultimately pass a state budget, which will need to be signed by the Governor. The House and Senate Appropriations Subcommittees have each met once and will meet several more times before likely reporting budgets in late March. The Joint Capital Outlay Subcommittee is also scheduled to meet to learn about the Governor's recommendation.

**Governor's Education and Talent Summit:** The theme for the April 25/26 Summit at the Lansing Center is *Bridging the Gap for Employers, Educators, and Communities*. [Click here to register](#).

**Bills to Watch:** A quick reference of all the bills relevant to community colleges is available [here](#). Please contact [Mike Hansen](#) or [Erin Schor](#) with questions.

### FEDERAL LEGISLATIVE HIGHLIGHTS

**AACC/ACCT National Legislative Summit:** Many thanks to all who were able to join the National Legislative Summit in Washington DC in mid-February. As always, we had productive meetings with Michigan's US

Senators, and we heard great feedback from many of your meetings with members of Congress as well. Attendees were also able to hear from newly-confirmed US Secretary of Education Betsy DeVos. Ms. DeVos had very complimentary things to say about community colleges. As Board Chair of the American Association of Community Colleges, **Jackson College** President Dan Phelan introduced Secretary DeVos, and she gave a warm shout-out to **Monroe County Community College** trustee Mary Kay Thayer and **Grand Rapids Community College** culinary program.

## MCCA CENTERS OF EXCELLENCE

### MICHIGAN CENTER FOR STUDENT SUCCESS (MCSS)

**Michigan Transfer Network:** In partnership with the Michigan Association of State Universities, the MCCA submitted a one-time appropriation request to support transfer student success including replacing the Michigan Transfer Network, enhancing the Michigan Transfer Agreement, and convening discipline-specific faculty groups to build statewide associate to bachelor's degree transfer pathways. This request was included in Governor Snyder's executive budget.



**Academic Program Partnerships:** The MCCA submitted the Academic Program Partnerships report as required by section 201e and 286a of PA 249 of 2016. This report includes a list of all of the articulation agreements and on-site baccalaureate program agreements between community colleges and public and independent universities. In total, Michigan community colleges maintain 1,904 articulation agreements.

**Transfer Steering Committee Progress:** The Committee, which includes representatives from community colleges, public universities, and independent colleges and universities met on February 17 to discuss the expansion of the Michigan Transfer Network, building statewide pathways from the associate to the bachelor's degree, and increasing communications to faculty and staff at colleges and universities. The MCCA is submitting an update report to the state on March 1<sup>st</sup>.

### **Student Success Initiatives:**

- The MCSS will host the **Spring Michigan Student Success Network** meeting on March 31 at Lake Michigan College. This event will take place in conjunction with the Guided Pathways Institute for Cohort II colleges. The theme for the events is *Creating and Maintaining Student Momentum in a Guided Pathways Context*.
- With support from the Charles A. Dana Center, the MCSS continues to support the work of the **Right Math @ the Right Time** standing committee to design mathematics pathways in college algebra, statistics and quantitative reasoning. Faculty workgroups, including members from community colleges and universities, are aligning learning outcomes to scale across the state.
- The MCSS continues to support the **Consortium of Michigan Veteran Educators** (CMVE). The CMVE purchased faculty and staff training modules to leverage a virtual environment to build military cultural competency to support veterans in higher education. In addition, the CMVE is providing support to colleges to award academic credit for military experience through the MI-litary Equivalency Project. Additional information is available at the CMVE website, [www.micmve.org](http://www.micmve.org).

**New Online Resources Available:** See the [Upcoming Events](#) page, and [publications](#), [webinars](#), and materials from [past events](#) are available. Finally, a new page includes consolidated [Resources for Guided Pathways](#).

## MICHIGAN COLLEGES ONLINE (MCO)



**MCO Open Educational Resources (OER) Repository:** The [MCO OER Repository](#) houses textbooks and other ancillary instructional resources that are available through an open license to use free of charge. These free textbooks and resources are used for ALL classes including face-to-face, hybrid/blended and online classes. The OER Initiative has trained faculty and staff on how to use the MCO OER Repository and each college has representation on the MCO OER Steering Committee.

**Impact?** The MCO began collecting data from colleges to document the savings for students through the use of open textbooks. The current report shows that colleges have collectively saved their students over \$1.5 million dollars in instructional costs during the Fall 2016 semester. You can find that information [here](#). Additionally, we tracked by discipline level where the most use of OERs is. You can find that report [here](#).

**Supporting Innovation:** The MCO awarded grants to faculty to incent the development of open educational resources. You can find a review of all the successful grants [here](#).

## MICHIGAN NEW JOBS TRAINING PROGRAM (MNJTP)

**MNJTP by The Numbers:** MNJTP is an economic development program which authorizes community colleges to temporarily capture the state income tax withholding associated with newly hired workers to pay for training. Contact [Adriana Phelan](#) with any questions.



- **16,696** projected new jobs are being supported by MNJTP agreements.
- **142 participating employers**, and **21** community colleges participate in the program.

**Recently Signed MNJTP Agreements with Employers Creating New Jobs:** Grand Rapids Community College and Magna Mirrors of America to train 33 new jobs; Henry Ford College and GM to train 300 new jobs; Mott Community College and Covenant Eyes to train 98 new jobs; Northwestern Michigan College and Adaptive Counseling and Case Management to train 3 new jobs, and eFulfillment Service to train 4 new jobs; Schoolcraft College and Rivian Automotive to train 44 new jobs; St. Clair County Community College and PJ Wallbank Springs Inc. to train 20 new jobs; and Washtenaw Community College and Aero Tech Aviation Design to train 24 new jobs.

## **Accepting Nominations for the Michigan Community College**

**Leadership Academy:** The Academy is designed for faculty and mid-to senior-level community college administrators who look to be leaders in their current positions or are ready to move into a higher level of leadership. Vice Presidents, Deans, Professors, Associate Professors, Program Chairs, Associate Deans, or Directors are encouraged to apply if interested in developing their leadership skills. Participants must be nominated by their president or chancellor. If you would like to submit a nomination, please fill out the brief [nominations form](#) and send it to Adriana Phelan by **March 30** (aphelan@mcca.org). Please see [MCCA website](#) for more information.





**NORTHWESTERN MICHIGAN COLLEGE  
BOARD OF TRUSTEES  
MINUTES  
Monday, February 27, 2017  
at Oleson Center, 1881 College Drive**

**CALL TO ORDER**—Chair Kennard R. Weaver called the regular meeting to order at 5:30 p.m.

**ROLL CALL**

Trustees present: Chris M. Bott, Michael Estes, Rachel Johnson, Kennard R. Weaver

Trustees absent: Douglas S. Bishop, K. Ross Childs, Marilyn Gordon Dresser

Also present: President Timothy J. Nelson, Jerry Achenbach, Ed Bailey, Marcus Bennett, Alex Bloye, Vicki Cook, Marguerite Cotto, Devan DePauw, Joy Evans, Diana Fairbanks, Nancy Gray, Dan Goodchild, Holly Gorton, Colin Kreh, Mark Liebling, Kyle Morrison, Todd Neibauer, Paul Perry, Kristen Salathiel, Stephen Siciliano, Cheryl Sullivan, Rebecca Teahen

**REVIEW OF AGENDA**—A motion was made by Michael Estes, seconded by Chris Bott, to amend the agenda to postpone item G, AQIP Talent Project Final Report, to the March 2017 regular Board meeting. The motion passed with a unanimous vote.

**REPORTS**

**Program Focus—GLMA Military Veterans Engineering Track (MVET)**—Jerry Achenbach, Superintendent of the Great Lakes Maritime Academy, presented on the MVET program developed through coordination with industry and government to help meet the strong demand for licensed engineering officers onboard U.S. commercial vessels—anticipated to increase 13% by 2022. The program will facilitate the ability of military veterans to transition into U.S. Merchant Marine service within the constraints of the GI Bill benefits, earning both a baccalaureate degree and a merchant marine officer's license. Achenbach explained the MVET program has been submitted to the U.S. Coast Guard with anticipated approval, as the USCG was involved in this initiative. In response to question, Achenbach explained that the NMC Engineering program has capacity to support more cadets, and he reviewed general GLMA recruiting efforts.

**Faculty Report—Reading Apprenticeship**—Communications instructors Kristen Salathiel and Nancy Gray presented on the reading apprenticeship initiative, which uses a framework of social, personal, cognitive and knowledge building dimensions to improve learning outcomes for students by assisting them in becoming powerful, strategic and independent readers. Salathiel and Gray shared that professional development funding had allowed them to receive training, and a year-long participation in an online community college leadership community of practice, that is enabling them to implement this metacognitive philosophy and strategy into composition courses, as well as offer professional development to other NMC disciplines.

**Enrollment Report**—Todd Neibauer, Vice President for Student Services and Technology, provided the enrollment report, sharing the official spring 2017 headcount enrollment of 3,737, and a

4.8% decrease in contact hours, which was within our budgeted projects. Neibauer explained the different factors that impact enrollment, as well as the variation between different community college and K-12 districts, and shared about the enrollment management work and recruiting efforts occurring.

**Financial Report**—Vicki Cook, Vice President of Finance and Administration, reviewed the financial report for the period ending January 31, 2017. She explained that the salary expense line item had increased due to the settlement of the faculty contract and retroactive pay. Cook shared that the general fund ended the month with an excess of revenue over expenses in the amount of approximately \$4,000,000.

**Foundation Report**—Rebecca Teahen, Executive Director for Resource Development and Foundation, provided the monthly report of the NMC Foundation Board, noting that both annual fund number of donors and dollars raised are above projections to date. Teahen thanked trustees who were able to attend the recent Taste of Success, benefiting the NMC Culinary program. President Nelson addressed a Board question regarding the accessibility of financial aid to NMC students.

**Building and Site Committee Report**—Trustee Chris Bott reported on the Building and Site Committee report, in the absence of Committee Chair Ross Childs. He provided updates on the North Hall residence project and the Dennos Museum project, and shared that campus and community input sessions were being held to help inform the design phase of the West Hall innovation center project. Bott also noted that NMC was working with the City of Traverse City regarding a license for land use on NMC's Boardman Lake Campus to expand the Tart Trail.

**Legislative Issues Report**—President Timothy Nelson referred to the monthly update from MCCA included in the meeting materials. In addition, he shared that NMC had hosted a legislative roundtable on February 24 for area legislators and/or their staff. President Nelson shared information about the state budget, including the allocation for community colleges and the distribution of personal property tax replacement funding, noting that the MCCA is working with legislators and the governor to develop a better funding formula. NMC's main objective is moving the capital outlay project funding request through the next phase of the process to be included in an appropriations bill. President Nelson assured the Board he would keep them informed of both state and federal issues as they arise.

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

## UPDATES

**President's Update**—President Timothy Nelson thanked Jerry Achenbach, Nancy Gray and Kristen Salathiel for their informative presentations on important topics. He indicated that the college's comprehensive ADA audit report and additional information had been distributed to the Board following the last Board meeting, and that a professional development funding report would be provided to the Board later that week. Nelson explained that the NMC Leadership Group had met and reviewed the strategic plan, along with the alignment of departmental plans. He also shared that a team had been assigned to a new AQIP project on experiential learning.

**Board Chair Update**—Chair Kennard Weaver commended the GLMA staff for acting quickly and utilizing appropriate resources to address an identified need. Weaver also shared about a webinar he had attended on federal funding indicating a continual decline of higher education funding anticipated over the upcoming years through 2026.

**DISCUSSION ITEMS**—None

**CONSENT ITEMS**—On a motion by Rachel Johnson, seconded by Michael Estes, the following items were approved by a unanimous vote as a group without discussion:

- Minutes of the January 23, 2017, regular meeting

**ACTION ITEMS**

**Amended Regular Board Meeting Dates**—On a motion by Michael Estes, seconded by Rachel Johnson, the Board approved the regular Board meeting dates through June 2018 as amended to change the September meeting date to September 18, 2017. The motion passed with a unanimous vote.

**Housing and Board Rates for FY 2018**—On a motion by Michael Estes, seconded by Rachel Johnson, the Board approved the Residence Hall and Apartment Rental Rates for the 2017-18 fiscal year as presented. Vice President Todd Neibauer reviewed the general process of pricing for the various types of housing on campus and addressed questions of the Board, noting that 112 beds, after the elimination of Hawk's Nest housing, will be added to NMC's on-campus student residence capacity. The motion passed with a unanimous vote.

**Parsons-Stulen Boiler Replacement Project**—On a motion by Michael Estes, seconded by Chris Bott, the Board authorized administration to enter into a contract with John E. Green in the amount of \$195,650 (\$177,864 base bid plus \$17,786 contingency) for the replacement of two hot water perimeter heating boilers, two heat pump heating boilers and two snow melt boilers, to be funded through the FY2017 Plant Fund. The motion passed with a unanimous vote.

**Aircraft Engine Purchase**—On a motion by Michael Estes, seconded by Rachel Johnson, the Board authorized administration to purchase one replacement Lycoming engine for the Piper Arrow N850NC aircraft (a/c) from Aviall, Inc. for a total purchase price of \$37,563.12 plus freight, to be funded through the Aviation Capital Fund. The motion passed with a unanimous vote.

**Welding Technology Degree**—On a motion by Chris Bott, seconded by Michael Estes, the Board approved the Welding Technology academic program, effective fall 2017, as follows:

- Associate of Applied Science (AAS) degree in Welding Technology
- Level I Certificate in Welding Technology

Ed Bailey, director of technical academic area, and Devan DePauw, welding instructor, addressed questions of the Board pertaining to the program curriculum and industry demand. The motion passed with a unanimous vote.

**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 6:52 p.m. on a motion by Rachel Johnson, seconded by Michael Estes and a unanimous vote.

Recorded by Holly Gorton, Executive Assistant to the President and Board of Trustees.

SIGNED \_\_\_\_\_  
Kennard R. Weaver, Chair

ATTESTED \_\_\_\_\_  
Rachel A. Johnson, Secretary



**MEMO**  
*Administrative Services*

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**To:** Timothy J. Nelson, President

**From:** Vicki Cook, Vice President of Finance and Administration

**Date:** March 16, 2017

**Subject:** **Dennos Museum Project**

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The following additional improvements to the Dennos Museum have been reviewed by the Board Building and Site Committee and are being recommended as part of the overall construction project.

**Board Authorization**

Authorize the Northwestern Michigan College administration to approve additional work related to replacement of existing carpeting, wood floors and to skim and paint existing gallery space.

**Not to Exceed**

Floor Covering Brokers	Traverse City, MI	Carpet and wood flooring	\$ 60,900
National Coatings	Traverse City, MI	Painting	\$ 10,500

**Background**

The work was bid during the overall bidding process for construction. Contractors were asked to provide alternate bids for the additional work. These contractors were the lowest bids for this work. Current flooring and paint for these areas are from the original 1991 construction.

**Funding Source**

The funding source is the 2016 bond funds.



*MEMO*  
*Finance*

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**To:** Timothy J. Nelson, President  
Vicki Cook, Vice President of Finance and Administration

**From:** Cheryl Sullivan, Controller

**Date:** March 8, 2017

**Subject:** **Renewal of Fifth Third Line-of-Credit**

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Recommendation

Authorize the renewal of the Fifth Third Line-of-Credit.

Background

Northwestern Michigan College has a \$2 million dollar line-of-credit with Fifth Third Bank. To date, the College has not drawn upon the line of credit. Fifth Third requires an annual renewal by the Board of Trustees. The College has had a line-of-credit with Fifth Third Bank since 2007.

054 - FTNM

**FIFTH THIRD BANK****Closing Letter****THIS DOCUMENT MUST BE SIGNED AND RETURNED!**

In connection with the closing of the Loan(s) referenced below, Borrower acknowledges receipt of the loan documents listed below ("Loan Documents") and further acknowledges that should Borrower fail to execute and deliver or fail to coordinate the execution and delivery of any one or more of the Loan Documents to Lender at Closing and Lender elects to close the Loan(s) notwithstanding, Borrower shall execute and deliver or coordinate the execution and delivery of such outstanding Loan Document(s) within thirty (30) days of the date hereof. Failure to comply with the foregoing obligation(s) is an Event of Default and Lender may pursue any and all remedies available at law or in equity.

Principal	Effective Date	Maturity Date	Obligor No.	Obligation No.	Officer
\$2,000,000.00	04/05/2016	04/05/2018	0904345972	00059	05959

Borrower: Northwestern Michigan College, a Michigan corporation

**DOCUMENTS PREPARED FOR LOAN CLOSING AND INCLUDED IN THIS PACKAGE****Document Name**

Amendment to Revolving Note

**Responsible Party**

Northwestern Michigan College

**BORROWER:**

Northwestern Michigan College, a Michigan corporation

By: \_\_\_\_\_

(Authorized Signer)

Timothy J. Nelson, President

(Print Name and Title)

By: \_\_\_\_\_

(Authorized Signer)

Douglas S. Bishop, Treasurer

(Print Name and Title)

**DRAFT COPY**

054 - FTNM

**FIFTH THIRD BANK****Amendment to Revolving Note**

NOTE No. 0904345972-00059

This Amendment to Revolving Note (this "Amendment") is dated as of April 6, 2017 (the "Effective Date") and amends that certain Revolving Note dated as of April 5, 2016 made by Northwestern Michigan College, a Michigan corporation located at 1701 East Front Street, Traverse City, Grand Traverse County, Michigan 49686, as borrower ("Borrower") payable to the order of Fifth Third Bank, an Ohio banking corporation located at 102 W. Front St., Traverse City, Grand Traverse County, Michigan 49684 for itself and as agent for any affiliate of Fifth Third Bancorp, as payee ("Lender"), in the original principal amount of Two Million and 00/100 Dollars (\$2,000,000.00) (together with all previous amendments or modifications thereto, the "Note"). Capitalized terms used, but not defined, herein shall have the meanings given to them in the Note.

WHEREAS, Borrower and Lender have agreed to amend the Note on the terms and subject to the conditions set forth herein.

NOW, THEREFORE, notwithstanding anything to the contrary in the Note, Borrower and Lender hereby agree as follows, intending to be legally bound:

1. The Maturity Date of the Note is hereby extended until April 5, 2018 (the "New Maturity Date"). On and after the Effective Date, all references to the "Maturity Date" herein, in the Note, or in any other Loan Document shall be deemed to be references to the New Maturity Date.

2. In addition to, and without limiting, any other obligation of Borrower under the Note or any other Loan Document, Borrower agrees to pay on the Effective Date a note processing fee in the amount of \$500.00 plus all of Lender's reasonable out of pocket costs and expenses including reasonable attorneys' fees.

3. This Amendment is a continuation of the Note and shall not be construed as a novation or extinguishment of the obligations arising under the Note as originally issued, and the issuance of this Amendment shall not affect the priority of any security interest granted in connection with the Note or any other Loan Document. The execution of this Amendment shall not be deemed to be a waiver of any default or Event of Default. Should there be any conflicts between the terms of the Note and the terms of this Amendment, the terms of this Amendment shall prevail.

4. This Amendment shall be effective when Borrower shall have delivered to Lender, in form and substance satisfactory to Lender, the following items: (a) this Amendment fully signed by Borrower and Lender; (b) resolutions of Borrower authorizing the execution and delivery of this Amendment; and (c) such additional information and materials as Lender may reasonably request.

5. Except as expressly modified hereby, the Note remains unaltered and in full force and effect. This Amendment shall be considered an integral part of the Note, and all references to the Note in the Note itself or in any other Loan Documents shall, on and after the Effective Date, be deemed to be references to the Note as amended by this Amendment.

6. BORROWER AND LENDER HEREBY WAIVE THE RIGHT TO TRIAL BY JURY OF ANY MATTERS ARISING IN CONNECTION WITH THIS AMENDMENT OR THE TRANSACTIONS RELATED THERETO.

IN WITNESS WHEREOF, Borrower has executed this Amendment as of the Effective Date.





## ACCEPTED AND AGREED:

Fifth Third Bank, an Ohio banking corporation

By: \_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Print Name and Title)

## BORROWER:

Northwestern Michigan College, a Michigan corporation

By: \_\_\_\_\_  
(Authorized Signer)

Timothy J. Nelson, President  
\_\_\_\_\_  
(Print Name and Title)

By: \_\_\_\_\_  
(Authorized Signer)

Douglas S. Bishop, Treasurer  
\_\_\_\_\_  
(Print Name and Title)

**DRAFT COPY**



## MEMO

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**To:** Timothy J. Nelson, President  
**From:** Todd Neibauer, Vice President Student Service and Technologies  
**Date:** March 15, 2017  
**Subject:** Desktop Computer Purchase

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### **Board Authorization Requested**

Authorize the administration to enter into contract with Dell Computer for the purchase of 230 replacement desktop computers in the amount of \$118,400.00.

### **Background**

The College operates and maintains approximately 1,500 desktop and laptop computers for students and employees. Each year we evaluate the state of our computers and develop a list of systems that should be replaced.

### **Bid Summary**

NMC has selected Dell computer as a sole source provider of desktop computers, and has purchased and operated Dell desktop and laptop computers since FY 2000. During that time we have performed several comparative bid analyses with other computer manufacturers, our most recent being performed and approved at the May 23, 2016, Board of Trustees meeting. Based on that analysis, Dell was the lowest bid of three received. Maintaining a sole provider allows NMC to standardize on a technical configuration and will continue to allow us to maintain technical expertise with a single manufacturer. This in turn helps us to contain technical support costs. NMC received additional special pricing for this purchase due to the quantity of systems purchased. The price was compared against two other Dell contracts that are also available to NMC. The prices obtained by NMC are less than is available from the State of Michigan MiDeal contract pricing and the Midwestern Higher Education Compact (MHEC Tech).

### **Funding Source**

The funding source is the Technology Plant Fund.



**MEMO**  
*Educational Services*

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**To:** Timothy J. Nelson, President  
**From:** Stephen Siciliano, Vice President for Educational Services  
**Date:** March 17, 2017  
**Subject:** Culinary Arts Baking Level One Certificate of Achievement

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I am seeking the Board of Trustees' approval for a new Culinary Arts Baking Level One Certificate of Achievement to be effective Fall 2017 semester. The certificate's course sequence guide is attached.

The Great Lakes Culinary Institute (GLCI), a program within the Business Academic Area, currently offers a Level Three Certificate of Achievement that encompasses the full set of Culinary Arts courses and the Associate in Applied Science Degree for those who wish to complete both the Culinary certificate and the general education courses that leads to the associate degree.

The new certificate is being designed for those students who are seeking the culinary specialty in baking and wish to complete their certificate in one year. Recent GLCI recruitment efforts have found a significant body of student inquires who wish to have a culinary certificate opportunity that can be accomplished in a single year.

Given the current facilities and staffing at the GLCI, the Baking certificate will not require any additional resource investment to be offered this fall.

Thank you for your consideration.

## Culinary Arts Baking Level I Certificate

FALL SEMESTER			Credits	Contacts
CUL	118	Intro to Baking	4	8
CUL	217	Kitchen Dining Room Mgt	3	3
CUL	110	Safety and Sanitation	2	2
Total			9	13
SPRING SEMESTER			Credits	Contacts
CUL	218	Adv. Baking	4	8
CUL	121	Menu Planning and Purchasing	3	3
CUL	221	Chocolate and Cake Decor	4	8
Total			11	19
SUMMER SEMESTER			Credits	Contacts
CUL	XXX	Café Ops (profit center)	3	3
Total			3	3
Program Total			23	35