Special Meeting Agenda
Monday, April 20, 2015
at Oleson Center, 1881 College Drive

2:00 p.m. Candidate Meet and Greet with Board
2:30 p.m. Start of Meeting Agenda

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. DISCUSSION/ACTION
   E. Trustee Search Committee Report on Trustee Selection Process—Kennard Weaver
   F. Acceptance of Selection Process (pursuant to Policy A-106.00 Other)
      Recommend the acceptance of Northwestern Michigan College Board of Trustees
      Selection Process as presented by Trustee Search Committee.
   G. Candidate Presentations and Clarifying Questions

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.

IV. DISCUSSION/ACTION
   H. Discussion and Verbal Poll for Top Three Candidates
   I. Selection of Top Three Candidates (Pursuant to Policy A-106.00 Other)
      Recommend that ______________, ______________, and ______________ be
      selected as the top three candidates to move forward in the trustee selection process to fill
      the vacancy on the Northwestern Michigan Board of Trustees for a term ending
      December 31, 2016.

V. ADJOURNMENT
Upcoming Board Meeting Dates:
All board meetings are open to the public.

April 20, 2015 - Oleson Center, 1881 College Drive (3rd Monday)
May 18, 2015 - Oleson Center, 1881 College Drive (3rd Monday due to holiday)
June 22, 2015 - Great Lakes Campus Room 112, 715 E. Front Street
July 27, 2015 - Great Lakes Campus Room 112, 715 E. Front Street
August 24, 2015 - Great Lakes Campus Room 112, 715 E. Front Street
September 28, 2015 - Oleson Center A/B, 1881 College Drive
October 26, 2015 - Oleson Center A/B, 1881 College Drive
November 23, 2015 - Oleson Center A/B, 1881 College Drive
December 21, 2015 - Oleson Center A/B, 1881 College Drive (3rd Monday due to holiday)
The meeting was called to order by Committee Chair Kennard Weaver at 8:30 a.m.

**Committee Members Present:** Kennard Weaver, Ross Childs, Steve Rawlings

**Others Present:** President Timothy Nelson, Holly Gorton, Mike Walton

This committee was assigned by Board Chair Doug Bishop to develop and oversee the process of filling the Board vacancy created with the resignation of Trustee Cheryl Gore Follette on March 23, 2015.

Committee members reviewed previous trustee appointment processes and materials and discussed a potential process to use for the current vacancy.

A notice of application was drafted by the Committee with the recommendation to publish in the Traverse City Record-Eagle and the Ticker, and to send as a press release to all media.

The next meeting date was set for Tuesday, April 14, 2015, at 2:00 p.m. in the President’s Office.

Meeting adjourned at 9:40 a.m.

Recorded by Holly Gorton, Executive Assistant to the President and Board of Trustees
The meeting was called to order by Committee Chair Kennard Weaver at 2:00 pm

Committee Members Present: Kennard Weaver, Ross Childs, Steve Rawlings

Others Present: President Timothy Nelson, Holly Gorton, Diana Fairbanks, Susan Odgers, Mike Walton

Kennard Weaver shared that all candidates have been verified for eligibility by the Grand Traverse County Clerk.

Weaver reviewed the proposed process that was similar to a search recently conducted by the TCAPS Board. He noted the process suggested having questions sent to candidates requesting written responses by 12:00 noon on April 17. Responses would be sent to the Board for review prior to a special meeting the afternoon of April 20, 2015. Candidates would be given the opportunity to make a short presentation at the meeting and respond to clarifying questions from the Board. They would draw numbers to determine order. Following this process, an oral poll of all NMC trustees would be conducted at the special meeting to determine the top 3 candidates.

After some discussion and clarification, Ross Childs made a motion, supported by Steve Rawlings, to recommend the full board use the provided process as presented. The process was adopted with a unanimous vote.

The Committee then reviewed possible questions for candidates to be sent out for written responses and chose those to be used. Steve Rawlings made a motion, supported by Ross Childs, to use the list of questions as modified by Committee. The motion passed with a unanimous vote.

A motion was made by Ross Childs, supported by Steve Rawlings, to recommend a start time of 2:00 p.m. for the April 20, 2015, special meeting. The motion passed with a unanimous vote.

The set of questions, along with the documented process, will be sent to all candidates along with an invitation to attend the special meeting on April 20, 2015, at 2:00 p.m. The President’s Office will also make phone calls to candidates to confirm.

The meeting adjourned at 2:33 p.m.

Recorded by Holly Gorton, Executive Assistant to the President and Board of Trustees.
Northwestern Michigan College Board of Trustees Selection Process

Item 1. Committee to agree upon standard questions for each candidate. Send them out by Wednesday morning to be returned to the President’s Office by Friday at 12 noon. These responses would be sent to all sitting Board members by 5 pm Friday.

Item 2. Special meeting scheduled for 2:00 pm April 20. Meet and Greet with Board – open to public – approximately 30 minutes

Item 3. Each candidate draws a number at beginning of meet and greet which represents their order in the presentation/interview segment

Item 4. Candidates give approximately a three minute presentation of why they should be selected.

Item 5. Individual Board members ask clarifying questions, if any.

Item 6. Public Comment

Item 7. Upon completion of all candidate presentations and Board questions, the Board identifies their top three (3) candidates. This is a public verbal poll. This process continues until three candidates are identified.

Item 8. All candidates are thanked and top three candidates are asked to attend the regular Board Meeting that begins at 5:30 pm, April 20. Special meeting is adjourned.

NOTE: In the period between the Special Meeting and the Regular Meeting, no conversations or communications regarding the interviews or candidates should take place. This must all take place in the Regular Meeting.

Item 9. Convene Regular meeting at 5:30 pm

Item 10. Top three candidates MAY be called forward for additional Q&A

Item 11. Board members will discuss

Item 12. Board member may motion for a roll call vote for a candidate

Item 13. Public Comment will be solicited

Item 14. Vote taken and new board member selected.

Item 15. New Board Member must take and sign the Oath of Office for filing Not Later Than April 22
<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Contact Info</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adler, Keith</td>
<td>3096 Collier Road Traverse City, MI 49685</td>
<td><a href="mailto:adler@msu.edu">adler@msu.edu</a> 231-946-4358 (home) 231-714-7463 (mobile)</td>
<td>Letter and materials received Retired faculty of MSU, Dir. of Graduate Studies</td>
</tr>
<tr>
<td>Beers, Allison</td>
<td>10248 Fishers Run Traverse City, MI</td>
<td><a href="mailto:allison@eventsnorth.com">allison@eventsnorth.com</a> 231-883-2708</td>
<td>Letter and materials received From Events North</td>
</tr>
<tr>
<td>Bott, Chris</td>
<td>374 Neumann St Traverse City, MI 49684</td>
<td><a href="mailto:chris@bottcpa.com">chris@bottcpa.com</a> 231-929-4430 ext. 1</td>
<td>Letter and materials received CPA NMC alum</td>
</tr>
<tr>
<td>Dailey, Christopher</td>
<td>4774 Walton Road Kingsley, MI 49649</td>
<td><a href="mailto:christopherjamesdailey@gmail.com">christopherjamesdailey@gmail.com</a> 231-203-1303</td>
<td>Letter received</td>
</tr>
<tr>
<td>Hentschel, Robert</td>
<td>963 Hammond Rd East Traverse City, MI 49686</td>
<td><a href="mailto:swamphandy@gmail.com">swamphandy@gmail.com</a> 231-944-2868</td>
<td>Letter and materials received Grand Traverse County Commissioner</td>
</tr>
<tr>
<td>Johnson, Rachel</td>
<td>771 N West Silver Lake Road Traverse City, MI 49685</td>
<td><a href="mailto:rjohnson@cherrylandelectric.coop">rjohnson@cherrylandelectric.coop</a> 231-620-9591</td>
<td>Letter and materials received</td>
</tr>
<tr>
<td>Kempf, Andrew</td>
<td>633 Washington Traverse City, MI 49686</td>
<td><a href="mailto:Akempf2@gmail.com">Akempf2@gmail.com</a> 231-357-9666</td>
<td>Letter and materials received President of 4Front Credit Union</td>
</tr>
<tr>
<td>Lansdale, Metta</td>
<td>209 Midtown Drive Traverse City, MI 49684</td>
<td><a href="mailto:metta.lansdale@gmail.com">metta.lansdale@gmail.com</a> 231-313-8698</td>
<td>Letter and materials received Retired Director of TC Public Library</td>
</tr>
<tr>
<td>Lennox, Thomas</td>
<td>15324 Smokey Hollow Road Traverse City, MI 49686</td>
<td><a href="mailto:tlennox85@gmail.com">tlennox85@gmail.com</a> 269-838-8264</td>
<td>Letter and materials received</td>
</tr>
<tr>
<td>Levy, James</td>
<td>126 W Elmwood St Traverse City, MI 49684</td>
<td><a href="mailto:Lecount1@gmail.com">Lecount1@gmail.com</a> (home) <a href="mailto:jlevy@indigo247.com">jlevy@indigo247.com</a> (business) 231-632-7338 (home) 231-346-6800 (business)</td>
<td>Letter and materials received Co-owner and VP of HR iNDIGO Health Prtns 14 years on Board of Education for Northport Public Schools</td>
</tr>
</tbody>
</table>
**Answers to Trustee Questions**

1. **Why do you want to be a trustee?**

   Throughout my career, I have volunteered my expertise to educational institutions from public and private K-12 schools to community colleges and universities. After my retirement in 2011, personal family commitments prevented long term volunteering activities. My schedule is more flexible now, and my skills and expertise may be helpful to NMC.

2. **What are your qualifications to be a Trustee?**

   After four college degrees and 38 years working in higher education, my experiences range from the classroom, to administration of college programs, and service in the academic governance system at MSU. As an educational innovator, I was able to maintain high academic standards and create unique experiences for my students. My consulting activities included marketing of academic programs, management of brands and reputations for several institutions, crisis management, and support for bond issues for several school districts. My strengths have been innovation and insight into difficult educational problems.

3. **What connection or experience do you have with NMC?**

   My connection to NMC has been very limited. We’ve been full time TC residents for four years; but have owned a home here for nearly 30 years. Many years ago, I donated a large store of new advertising textbooks to the NMC Library. I took an extended education class in February of this year. I know a few NMC students. We’re members of the Dennos Museum, and have supported the NMC BarBQ.

4. **How would you define the role of a Trustee in all three scenarios below:**
   
   a. in relationship with the President?
   b. in relationship with the faculty/staff?
   c. in relationship with the community?

   Before examining the three specific scenarios, let me describe my thoughts about the responsibilities of college boards. In my opinion, the three interdependent priorities are: a) the board must insure the sustainability of the institution and its values because without the institution, the educational stakeholders will not receive the benefits of higher education. Some would call this stewardship of the institution. b) The board must support a high quality, positive and adaptable learning environment to meet the changing needs of diverse students and society. c) The board must engage community members in order
to ascertain the educational needs of the community, and build partnerships and shared responsibility for educating these stakeholders.

In its role as a board, the relationship with the president would be to establish measurable expectations and parameters for the sustainability of the institution into the future, given current and expected circumstances. In addition, board members should be available to advise administrators if help is requested.

For faculty and staff, the expectations and parameters would relate to the maintenance of a quality learning environment and to the collective professional development of all faculty and staff.

It seems to me the board member role with community members is one of communication and advocacy. By listening to communication from community members, board member can understand community needs better. Advocacy is needed more to explain future needs of the institution, and to interpret the rationale for future directions.

5. **What is your definition of a “policy” board, and would you support being a member of a policy board?**

My definition of a policy board is one that understands the vision and philosophy of the institution and sets expectations and parameters for future behavior. These boards rely on the delegation of responsibility for operational decision making to others in the organization. These boards also set parameters for operational decisions in order to communicate the expectations more clearly. These policy boards would only make operational decisions if board members had a legal responsibility connected to the decision.

I would support being a member of a policy board.

6. **What is your perception of NMC’s financial condition?**

I’m not an accountant; but I have looked at the financial reports. In my opinion, NMC’s budget appears to be managed effectively. But like all colleges and universities, the pressure of faculty salaries + benefits, and the maintenance costs for infrastructure will continue to rise. The limitations of the marketplace, in terms of available students, can put a cap on student growth. Depending upon tuition and property tax increases alone is a somewhat limited budgeting strategy.

7. **What do you see as NMC’s current biggest opportunity? How should we address it?**

One of the strengths of community colleges is their flexibility and ability to change programs quickly. There are three areas of growth that might take advantage of this strength.
a) Develop more specialized vocational programs. There is considerable political support for advanced vocational training at this time. By studying new vocational tracks for students in health-related areas, vocational computer applications, or other specialized areas, it might be possible to draw students from inside and outside the geographical area.

b) Develop a one or two-year feeder, high intensity English program for International students. There are many students from China, Korea and Taiwan who need better English skills before finishing a four-year degree or enrolling in a graduate program. This could be coupled with an existing pre-business or pre-biology curriculum.

c) Develop online versions of popular vocational programs that could be coupled with shorter on-campus training.

Finally, the advantage of high flexibility is that ideas can be attempted and then dropped if not successful. The use of this strategy only works if people are willing to eliminate unsuccessful programs.

8. Why are you the best candidate for this trustee position?

I’m the best candidate for this position if my expertise in higher education is helpful. If not, I’m sure there are several equally qualified candidates.
April 10, 2015

Trustee Search
Office of the President
Northwestern Michigan College
1701 East Front Street
Traverse City, MI 49686

Dear President and Trustees:

This is a letter of application for the open Board of Trustees position at NMC. I retired from MSU in 2011 after 38 years of teaching and program administration in the Department of Advertising & PR. My last 15 years were spent teaching graduate methods and theory, advanced brand management, and undergraduate courses in creativity and computer design. Throughout my career, my consulting work, paid and pro bono, has been in brand and reputation management for educational institutions, agricultural organizations and products, and healthcare organizations.

For the first 15 years of my career, my “Principles of Advertising” course was the most popular elective course at MSU. It was taught via cable television, and enrolled approximately 30,000 students during that time.

As the longest serving Director of Graduate Studies, our MA program was one of the most intensive in the country. It was expanded into the Detroit area where it served as an important link between our academic program and the Detroit advertising community. Through internships, paid campaign projects, and jobs, the industry has provided continuing support for our department.

My consulting projects with community colleges, e.g. Jackson Community College and Kalamazoo Valley Community College, have primarily been oriented toward marketing and increasing enrollment. My projects with K-12 schools have been more diverse. Some projects have required brand building, marketing against stronger competitive schools, resolving internal conflicts between administrators and teachers, and supporting bond issues.

As a Board of Trustee member, I would apply my demonstrated skills as a strategic thinker and problem solver. My ability to facilitate organizational goals through consensus building was demonstrated in my tenure as Director of Graduate Studies, and mentor to many graduate students.

My commitment to higher education and lifelong learning would help in the Trustee role. It seems to me that one of the most important roles of a trustee is to facilitate the
leadership in building a future for NMC that guarantees its relevance to students and community members in our changing educational environment.

Politically, the role of community college education has never been more positive. With the increasing importance of vocational specialties, and new avenues of competition for students, important decisions will have to be made for NMC and its future. I’m ready to work to support those important decisions. Evidence of my innovative thinking about higher education can be found in “Degree Upgrades: a New Market and a New Strategy for Higher Education,” from the Journal of Marketing for Higher Education, 1998.

Thank you for the opportunity to apply. Let me know if you have further questions. My CV and “Degree Upgrades,” are included.

Respectfully yours,

Keith Adler, Ph.D.
Associate Professor and Academic Programs Director Emeritus
Advertising+PR, Michigan State University
Trustee Position

I. Qualifications

A. Experience with higher education

1. 38 years teaching and administration of programs MSU. My last 15 years was spent teaching PhD/MA methods and PhD theory classes, Branding and advanced management courses, and undergraduate courses in creativity and computer design.

2. Last 10 years worked in school marketing, reputation management, and public relations.

B. Consulting focus has been on building brands and reputations for educational institutions, healthcare organizations, and agricultural organizations and products.

C. Specific achievements and strengths

1. Before the Internet, and probably to this day, have taught "Advertising Principles to more students than anyone else in the world. Over 30,000 students were taught via television. The course was the most popular elective course at MSU. When I moved on there was a design to reach 5 times more students by distributing the course through public libraries. Instead, with the arrival of the Internet, the course was migrated to online learning. This course via television was delivered at a cost of $4.00 per credit hour.

2. As director of the MSU graduate program in Advertising and Public Relations, I administered the second largest program in the US. During one period we expanded and marketed the programs to non-traditional students in the Detroit area. At that time we had 150 MA students completing degrees at night in Detroit. The program has always been regarded as the strongest management and research program in the country. In recent years, the enrollment issues were related to achieving diversity and recruiting domestic students, without having additional university funds.

3. Most of my work with community colleges has been in research and strategy building. For Jackson Community College I investigated why
CURRICULUM VITA
Keith Adler

Home Address:
3096 Collier Rd.
Traverse City, MI 49685
(231) 714-7463
adler@msu.edu

Professional Experience

Academic and consulting

Research and Brand Consultant, Keith Adler, Ph.D., 9/78 – present. Clients have ranged from the professional hair salon industry, healthcare institutions and practices, agricultural organizations, governmental agencies, environmental companies, universities, and public and private school districts.

Associate Professor and Graduate Programs Director Emeritus, Department of Advertising and Public Relations, Michigan State University, 5/2011 – present.


Assistant Professor, Department of Advertising, Michigan State University, 9/78 – 9/84. Primary responsibilities: Principles of Advertising telecourse, advertising research class, and Chairperson of the Undergraduate Affairs Committee.

Graduate Research and Teaching Assistant, Departments of Communication, Women’s Programs, and Department of Racial and Ethnic Studies, 4/74 – 8/78. In the Department of Communication, responsibilities were directing the Speech Anxiety Program. In Women’s Programs, responsibilities were for graphic arts and public relations. For Racial and Ethnic Studies, primary responsibility was statistical consulting and grant report writing.

Graduate Research and Teaching Assistant, Department of Horticulture, Michigan State University, 9/67 – 9/68.

Professional positions

Marketing Director and Educational Specialist, Commission on Professional and Hospital Activities, 12/73 – 3/74. Directed and executed marketing program for this medical records, nonprofit organization. Activities included: survey research of communication capacity for medical information dispersal, development of training programs for 2,000 member hospitals, and grant writing for epidemiological research.

Vice-president of Public Relations and Research, The Alpha Group, 6/73 – 9/74. Production of audiovisual materials, conduct customer surveys, and direct the corporate public relations program.

Copywriter and technical writer, Group 2 Advertising and Communication Technics Center, Inc. (merged companies), 2/69 – 6/73. Copywriting responsibilities for all print and broadcast media, developed training programs and direct mail programs for all major agency accounts. Authored several automotive
service and training manuals, and was the agency photographer for advertising collateral. Also, the agency photographer.

Education


M.S., Plant Physiology, Department of Horticulture, Michigan State University, 1969. Advisor: Jerome Hull. Project Title: The Effect of 2-Chloroethanephosphonic Acid on Strawberry Fruit Ripening.


Courses Taught by Level

Mass Media Theory Course (PhD)
Media Research I (MA)
Media Research II (MA)
Public Relations Planning (BA) – Albion College
Problems in Public Relations (MA)
Management of Advertising Information (MA)
Advanced Creative: Media I (BA)
Advertising Management (BA)
Advertising Campaigns (BA)
Advertising and Society (MA)
Consumer Behavior (MA)
Brand Management (MA)
Advertising Futures Research (MA)
Reengineering Advertising (MA)
Advertising Teams (MA)
Advertising Campaign Management (BA)
Advertising Principles (BA)
Creative Processes (BA)
Consumer Behavior (BA)
Retail Advertising (BA)
Sales Promotion (BA)
Public Relations (BA)
Advertising Research (BA)
Business Writing (BA)
Courses (cont’d)

Speech (BA)
Persuasion (BA)
Communication Research (BA)
Speech Anxiety Reduction (BA)
Photography (BA)
Photojournalism (BA)
Chemistry (BA)
Horticulture (BA)
Prior Professional Associations

World Future Society
National School Public Relations Association
Michigan School Public Relations Association
Adcraft Club of Detroit

Service Activities

University Level Committees

University Committee on Research Involving Human Subjects (two separate terms)
University Committee on Curriculum
University Library Committee
Instructional Computing Committee
Grader III Subcommittee
University Grad Council (Temporary)

College Level Committees

Dean's Advisory Council, Chair
Mass Media Ph.D. Committee
CCAS Computing Committee

Department Level Committees

Graduate Affairs Committee, Chair & Committee
Undergraduate Affairs Committee, Chair & Committee
Search Committee
Committee on Teaching (now defunct)

External Committees

Fundraising Committee, Council Against Domestic Assault
Editor, American Academy of Advertising Newsletter
Outreach Committee, Michigan School Public Relations Association

Publications and Papers by Topic Area

Metatheory

Journal articles


Conference papers


Problem-Oriented Research
Journal articles


Research Reports


Conference papers


Adler, Keith. 1982. High Involvement with 'Low Involvement'—New Opportunities for Advertising Research. Association for Education in Journalism, Athens, Ohio.


Education

Book


Journal articles


Conference papers


Television Programs

These programs are 50-minute videotapes which make up the "Principles of Advertising" telecourse at Michigan State University. Forty new tapes were produced in 1979 and 1981. Several additional tapes were completed in 1987 and 1988; 10 additional tapes produced in 1989-90.


Special educational tape for School of Journalism


Popular and Trade Articles


Advertising Campaign Client List

These companies and organizations were clients for campaigns designed by senior and graduate students in the Department of Advertising/Public Relations. Many relationships were multi-term projects including advertising/marketing research, and campaign preparation. About 25 percent included implementation.

Abrams Planetarium
Alljack & Co.
Alzheimer Research
American Bank and Trust
American Express
American Motors
American Powerboat Association
American Red Cross
American Software Corporation
Ann Arbor Public Schools
Arby's
Archway Cookies, Inc.

Art Carved
Arthritis Foundation
Awroy's
Barton Marlow
Battle Creek Christian School
Better Business Bureau
Bramble Coins
Budget Rent-a-Car
Campbell Ewald - Am Tourister
Campbell Ewald - National Car Rental
Campus Ford
Capital Advertising
Cheapshots Gun Shop
Chevrolet
Chevrolet Cavalier
Chiat-Day - Nissan
Classic Chevrolet
Co-op Optical
College of Communication Development
Community EMS
Community Hospice
Consulting Engineers Council of Michigan
Consumers Power
Continental Cablevision
Corning
Dawn Donuts
Dayton Hudson
District Judge's Association
Domino's Pizza
East Lansing State Bank
Ebersole Environmental Education Center
Family Health Center
Faygo
Fel_paush Food Centers
First of America
Genway
Gillette Trailer Sales
Great Lakes Recycling
Harry Holden Chevrolet
Hastings City Bank
Healthcare Contract Group
Henry Ford Health System
Holden Reid Men's Clothing
Honeytree, Inc.
IBM
Impressions 5 Museum
Infinity Primary Care
Ingham County
Ingham Medical Center
Ionia Public Schools
Jackson Citizen Patriot
Jackson Community College
Johnson Controls - Automotive Systems Group
K-Mart
K-Mart Home Centers
Kellogg
Kelvinator
Lakeview School District
Lansing Catholic Central HS
Lansing Metro Chevrolet Dealers Assoc.
Lawler-Ballard - Borgess Hospital
Lakeview School District
Leon G. Jewelers
Levi's
Lone Eagle Corporation
Magnum Music
Marathon Oil Company
Marstellar, Inc.
Meijer - Paint Department
Meijer Thrifty Acres
Meridian Mall
Meridian Township
Michigan Agricultural Cooperative Marketing Association
Michigan Asparagus Advisory Board-Michigan Asparagus: Asparagus Guacamole
Michigan Bean Commission
Michigan Bell Telephone
Michigan Department of Transportation
Michigan Microtech
Michigan Potato Ind. Comm.
Michigan Theatre
Michigan Works-South Central
Michigan Grape & Wine Industry Council
Midas-International Corporation
Millers Inn
Mogen David Wine
Moon-Baked Creations
MSU Athletic Department
MSU Bookstore
MSU Instructional Television
MSU Kellogg Center
MSU Lifelong Learning
MSU Provost's Office
MSU Residence Hall Snack Shops
MSU Student Housing Corporation
MSU Student Recruiting
MSU Yearbook
Muskegon County Museum
Northern Angora Goat Rancher's Co-op
Oldsmobile
Olga's Kitchen
Physicians Assistant Provider Network
Pour House Restaurant
Pro-Line Archery
Quality Dairy
Randy Disselkoen Jewelers
Real Estate One
Redi-Care, P.C.
Retreat at Sheppard Pratt
Rhino Sales Co.
Rinke Toyota
Riverwalk Theater
Scholl, Inc.
Sears
Shedd's Peanut Butter
Shuert Industries
Snyder Funeral Homes
Sparrow Hospital
Spartan Plastics
Steven L. Marvin Salon
Stroh's
Swedish Space Corporation
T-Com Incorporated
TAMMS -
Technical Assistance Center
Tecumseh Public Schools
Tommie Raines, Inc.
Total Video
Traverse City Area Public Schools
VanBuren Schools
U.S. Postal Service
Walt Disney World
Warner-Lambert
Westinghouse Office Systems
Williamston Chamber of Commerce
WILS Radio
Degree Upgrades:
A New Service, a New Market
and a New Strategy for Higher Education

Keith Adler

ABSTRACT. A proposed new educational service, the degree upgrade, is targeted toward a new market segment for higher education graduates who are not seeking advanced degrees. The degree upgrade is accompanied by a new marketing strategy that attempts to build a continuing relationship with the new segment of graduates. Several advantages are achieved by the combined targeting strategy and the upgrade concept. (1) In combination, degree upgrades and the new targeting strategy aim at a sizable market segment that has not been effectively targeted in the past. (2) Economic benefits are strong because the service and strategy builds a continuous and increasing demand for educational services from a market segment that steadily increases in size. (3) The service and strategy redefines traditional concepts of "Lifelong Learning" and "Continuing Education" and suggests the upgrade concept creates more urgency among target market members. The purpose of this discussion is to initiate dialogue about the new service and strategy. Many questions are raised; some are unanswered.

[Article copies available for a fee from The Haworth Document Delivery Service: 1-800-342-9678. E-mail address: getinfo@haworthpressinc.com]

KEYWORDS. Upgrade, targeting, education, university, change

INTRODUCTION

Competition between colleges and universities for student enrollment has been steadily increasing. This competition results from a
complex set of factors, including changing population trends (Weinrauch, 1984; Facts about Public Universities, 1996; Snyder and Hoffman, 1995), decreased governmental spending on education (Jaschik, 1988, National Center for Educational Statistics, 1998), and rising fixed costs for educational institutions (Cogan, 1993). To meet the challenges of competition in the marketplace, institutions have embraced marketing principles to insure their survival and growth. The evolution from reluctance to use marketing (Wonders and Gyure, 1991) to the development of more sophisticated marketing techniques (Goldgehn, 1990) and sometimes questionable marketing practices (Ragan and McMillan, 1989; Chait, 1992) has been well chronicled in the marketing literature (Licata, 1996; Bingham, 1996). Today colleges and universities use a wide array of promotional techniques and targeting strategies from simple telemarketing to the distribution of promotional materials, courses, and complete programs on the World Wide Web (Campbell, 1995; Howard-Vital, 1995; Peraya, 1995; Bartlett, 1997).

Some of the problems created by intense competition and competitive responses to it can be illustrated by reviewing some of the strategies used by colleges and universities. Early in the competitive cycle, institutions discovered how market share was inversely related to the number of competing institutions in a geographic area. The development of satellite campuses was an early attempt to gain a geographical advantage over competitors by locating campuses near important target markets (Strickland, 1978).

Institutions have discovered that satellite campuses have some unique problems. In order to provide a portfolio of complete educational programs for students, satellite campuses require broad support from on-campus programs. With reductions in funding for higher education, support for external programs has been difficult to maintain (Freddolino, 1996).

Three alternative strategies have been used to maintain a market presence for educational programs while avoiding the costs and problems of satellite campuses: (a) a growing number of two-year and four-year institutions have begun sharing physical facilities and promotional costs for complementary academic programs (Prather and Carlson, 1994); (b) niche marketing has resulted in specialized programs being offered in isolated markets (MSU College of Nursing Outreach Programs, 1997); (c) institutions have placed increased em-
phasis on distance education technologies to deliver courses and programs to remote sites, regionally, nationally and internationally (Cutshall and Waltz, 1997; Walking the Tightrope, 1997).

Each of these alternative strategies has limitations based upon the relationship between the program’s approach and its market. In Prather and Carlson’s (1994) study of cooperative relationships, the agreements between two- and four-year institutions ranged from administrative agreements about courses and academic programs (Articulation and Coordination) to consortium agreements between a four-year institution and one or more two-year colleges (Satellite University/University College). Unless there is a cooperative agreement to use distance education to reach remote markets, enrollment is limited by the demographics of the service area. A similar deficiency is evident in niche marketing programs.

Niche marketing programs search for sites with a viable student population. Then, recruitment of a cohort begins. Once formed, programs can begin with either on-site instruction or distance education technologies. Niche marketing strategies ultimately face difficulties because there are finite limits to market populations and disproportionate fixed costs when educational programs get smaller. For example, there is a finite limit to the number of nurses in the Upper Peninsula of Michigan that could participate in programs offered by Michigan State University’s College of Nursing. As enrollment in educational programs declines, the overhead from faculty salaries and facilities or technology costs reduces the economic advantage of the niche marketing strategies.

To offset rising fixed costs for physical plants and widely dispersed student populations, some institutions have begun using distance learning technologies to reach distant markets. By coupling distance learners to on-campus courses via interactive television, more efficient use of teaching personnel is possible (Cutshall and Waltz, 1997). Unfortunately, the capital investment required for distance learning technologies housed at distant sites is not a trivial expense. In addition, the coordination and use of interactive classrooms also has an effect upon the number of students that can be served efficiently.

The most obvious solution seems to be to take the competition for enrollment into homes around the world using the Internet and World Wide Web as the course delivery mechanism (Campbell, 1995; Howard-Vital, 1995). While there is a promising future for education
through interactive computer networks, there are some important immediate limitations to Internet and World Wide Web strategies. Household penetration by the Internet and World Wide Web is still quite small. Increases in enrollment through the World Wide Web may be offset by the institutional costs of developing and using these computer-mediated technologies. Computer-mediated courses and programs also offer new challenges.

For example, how fast can suitable teaching models for diverse course content be developed for Internet classes? How can instructors and students adjust to the motivational requirements of student-centered learning? How long will it take to fully implement the transfer of interactive course materials for a large number of courses or programs? Will channel capacity interfere with the ability to interact with distant students? Combined with the greater issue of poor market penetration, these pedagogical issues do not suggest a clear competitive advantage for World Wide Web strategies at this time, except for those innovators who have already solved some of the problems (Kubala, 1998).

Is there an answer to the cycles of heavy competition for institutions of higher learning? Many marketers and economists believe innovation creates an advantage in heavily contested markets (Leonard-Barton, 1995; Kuczynski, 1996). This paper will argue that three societal trends have produced the conditions necessary for an innovation that will change the nature of competition for colleges and universities.

THREE SOCIETAL TRENDS

Since Alvin Toffler authored *Future Shock* (1970), the concept of accelerating change has dominated the popular business press. Time has become a critical management and marketing variable. But more important than the concept of time has been the rapidity of changes in society. Organizations have been reorganized, reformed, and reengineered to seek a competitive advantage by developing more speedy processes. Individuals caught in the middle of these changes have had to alter careers, expand their repertoire of skills, and learn to anticipate constant change.

Nicholas Negroponte, in *Being Digital* (1995), described dramatic changes in society in terms of the change in information from atoms to bits, e.g., a newspaper represents an atom because of its collected bits
of information. With increasing frequency information will be packaged as bits, rather than atoms according to Negroponte. Consumers of information will be able to select smaller and smaller pieces of information to meet their needs. Information will be selected on the basis of its ability to perform specific functions for the individual. For institutions of higher learning, this means potential students are likely to need smaller and smaller educational packages, e.g., information segments rather than courses and degree programs. It may also mean that students will need different combinations of bits to facilitate their career goals.

Finally, the accelerating amount of information made possible by the Internet and a networked world will require more sophisticated information skills. These enhanced skills may range from improved input and transmission of information via computer or other input devices to the collection and analysis of much more diverse types of information. As individuals need to process more information more rapidly, the need for specialized information skills will increase.

These three forces will result in acknowledged skills deficits by individuals in society. Some indicators of these acknowledgments have already been heard from individuals who wish they were more “computer literate,” more “Internet savvy” or able to “accept change” more readily in their organizations. Accelerating changes in society, the need for more compact packets of information, and the development of enhanced information processing skills are driving forces for a proposed new educational service, the degree upgrade. The necessity of upgrading to adapt to societal change was the major premise of Ester Dyson’s book, Release 2.0 (1997).

THE DEGREE UPGRADE

The proposed degree upgrade is a set of three or four courses whose distinguishing characteristic is their relationship to change in a discipline or in society. This set of courses, as indicated by the title “degree upgrade” is targeted at individuals who have completed a degree at any level from associate to PhD. Named with the word “upgrade” and a “year” indicating the estimated longevity or applicability of the information, the upgrade would also be noted on transcripts upon completion of coursework for the upgrade. Before outlining the arguments for the defining characteristics of degree upgrades, several ob-
servations about the relationship between upgrades, markets and marketing strategy should be made.

**Upgrades, Markets and Marketing Strategy**

As a packaged sequence of courses, degree upgrades could be conceptualized as a new educational product. But, to be consistent with the upgrade analogy to be presented, it seems more appropriate to designate upgrades as a new service to be offered by colleges and universities. Both product and service conceptualizations are arguable.

Degree upgrades, as they are conceptualized here, are aimed at individuals with college degrees and no immediate plan to pursue graduate study within the near future. Therefore, upgrades are targeting a “niche market” that has received little attention from educational marketers in the past.

Finally, by proposing to establish a continuous educational relationship with graduates from colleges and universities, the degree upgrade represents a “new marketing strategy” for higher education. The proposed upgrading process could theoretically continue from a person’s graduation date until retirement from the work force.

The focus for this discussion will be the concept of the upgrade, with only ancillary references to the niche market and marketing strategy. In the next section, the defining characteristics of degree upgrades will be examined more closely.

**Defining Characteristics of Degree Upgrades**

Arguments about the defining characteristics of degree upgrades are related to the concept of change discussed earlier and to semantic characteristics of the upgrade concept. The list of defining characteristics below provides an outline of the arguments to follow:

1. The set of courses selected for a degree upgrade must be related to change in society OR in a discipline;
2. The degree upgrade program must be targeted at individuals who have completed a degree (with the minor exception of those noted in endnote 1);
3. The name of the degree upgrade program must include the word “upgrade” in the title, and a year of expiration for the upgrade program;
4. The degree upgrade must be registered on the transcript of participants.

The Set of Courses Must Be Related to Change in a Discipline or Society

Societal change is the reason an upgrade program is needed. Accelerating rates of change in society or a discipline means that an information deficit begins occurring as soon as an individual leaves an academic program. The longer the period since graduation, the more susceptible an individual is to the information deficit. The set of courses in an upgrade program is designed to eliminate the information deficit caused by change. But, since change is continuous and accelerating, future upgrade programs should be expected and anticipated.

Some academicians might argue that higher education should not be based on temporal issues that are likely to change. Instead, they might argue that fundamental principles are less susceptible to change and provide the stability needed for an enduring education. Unfortunately, the sociological nature of scientific investigations described by Kuhn in *The Structure of Scientific Revolutions* (1962) and by Heisenberg in *Physics and Beyond: Encounters and Conversations* (1972) would challenge these assertions. To the extent that change in knowledge is related to communication and information, the pace of change in all disciplines can be expected to accelerate. Relating course content in the degree upgrade program to change also means connections to existing knowledge must be established for the new information and principles. The amount of new information is one of the factors related to the number of courses included in a degree upgrade program.

The degree upgrade program above described a set size of three or four courses. Three or four courses were selected as the size of a degree upgrade program for several reasons. The primary target for degree upgrades was a person with a degree; but no present intention to pursue a more advanced degree. For example, a person with a B.A. degree may want to upgrade his or her skills; but not spend two to three years working on an advanced degree. The degree upgrade could provide skills and certification of those skills.

By designing upgrade courses to complement advanced degree programs, upgrade courses might be appropriate electives for an advanced degree. If upgrade program courses were appropriate electives, existing students could take advantage of the content while in a degree
program. Individuals who enrolled for the degree upgrade might also
be likely to enroll in an advanced degree program if the set of courses
could be applied toward an advanced degree. The issues surrounding
these decisions are curricular decisions that would have to be deter-
mined by faculty members.

A set of three or four courses related to change also has another
potential advantage. Tuition reimbursement programs fluctuate with
the economy because reimbursement programs are often used as an
incentive to keep or attract quality employees (Bassi and Van Buren,
1998). Since the degree upgrades would be significantly smaller in
scope than complete programs, employer support of reimbursement
for degree upgrades might be more acceptable than reimbursement for
complete degree programs during times of economic stress. If employ-
ers see advantages in the content of degree upgrade programs to their
businesses, then support may also be stimulated. Students may also
find the shorter upgrade programs more financially appealing than an
extended degree program. In both cases, students enrolling in the
upgrade programs would be the beneficiaries of reimbursement.

Upgrade Programs Must Target Individuals with a Degree

An important goal of the upgrade program is to create a new market
for institutions of higher learning. Individuals without degrees are al-
ready the target of heavy marketing campaigns by colleges and univer-
sities. Aiming degree upgrade programs at individuals with degrees has
several important advantages. (1) The new market is large, virtually
untapped and renewable. (2) An important market segment for every
institution is its own alumni base. In general, alumni are already
presold on the quality of their institutions and less susceptible to enroll-
ment appeals by competing institutions. (3) A new relationship to alum-
ni is created because participation in periodic upgrade programs
reestablishes the educational link between alumni and their institu-
tions.

Market size approximations can be estimated using U.S. Census
data. According to the 1990 Census, the size of the population whose
highest level of educational attainment was a Bachelor’s degree was
14.5 percent or approximately 24 million people (The American Alma-
nac, 1994). From this number, we would have to subtract those who
intend to pursue graduate study. If the number who intended to pursue
graduate study was 30 percent, then the potential market for degree
upgrades would still be approximately 17 million people. Using a
conservative estimate of tuition costs as $1,400 for a three course upgrade program, the revenue potential would approach 24 billion dollars for this market segment.

But unlike other educational market segments, the revenue potential for degree upgrades is renewable. Depending upon the time period between upgrades, probably three to five years, the market potential would be restored because of the necessity of upgrading existing knowledge to keep abreast of changes in society. In addition to its size and renewability, a more appealing characteristic of the upgrade market segment is its relationship to institutions of higher learning.

For every college and university, an existing alumni base would provide the initial driving force for the degree upgrade program. Alumni have positive feelings about their educational institutions. Because they are college graduates, they also understand the need for education in their lives. They will also be most likely to understand the need for degree upgrades in the workplace. Since alumni are also positively predisposed to their institutions, appeals for advanced study at another institution would probably be resisted. With degree upgrades, the relationship between a college or university and its alumni would be changed.

Degree upgrades promote a continuous educational relationship between the institution and its students. For years direct marketers have discussed the “lifetime value” of a customer. More recently, Don Peppers and Martha Rogers (1993) focused on the “share-of-customer” concept where the goal of a marketer was to provide maximum number of purchases to a single customer by building a one-to-one relationship. In terms of higher education, this would mean meeting the educational needs of their students throughout a lifetime. The net effect of this new relationship to students and alumni is a continuously growing demand for educational services. As students graduate, they grow into the market segment that is likely to need degree upgrades. How this need is interpreted and described is extremely important.

The Word “Upgrade” and a “Year of Expiration” Must Appear in the Title of the Upgrade Program

No defining characteristic is more important than this. There are important symbolic reasons for using the word “upgrade” in a degree upgrade program. If it isn’t already apparent, the degree upgrade concept is based symbolically upon its analog, computer and software
upgrades. Three characteristics of the word “upgrade” are important: (a) Upgrades imply necessity; (b) upgrades don’t dilute their parent products; and (c) upgrades suggest future improvements will be forthcoming.

Upgrades imply necessity. When a new software upgrade is announced, users of the software program anticipate improvements in the new product; but they also realize failure to upgrade has associated consequences. An older version of a software product may be less flexible and less compatible with other new software programs. While no person particularly enjoys upgrading computers, necessity is implied by the upgrade concept.

Compare the necessity implied by upgrading to another educational concept, “lifelong education.” Lifelong education is a phrase which connotes a very positive image. How can anyone disagree that everyone should continuously learn throughout their lives? Yet, the success of the lifelong education concept relies upon self-initiated motivation of the learner rather than the necessity of the marketplace. For this reason, lifelong education classes usually mirror popular trends in society. Enrollment in lifelong education courses has less priority with the consumer because the courses imply enrichment rather than necessity. This semantic difference between upgrade and lifelong education courses is important because it means upgrade courses will not compete with existing lifelong education programs. Upgrade enrollments will be driven by changing forces in society.

Upgrades don’t dilute parent products. One argument that could be made against the idea of upgrades is that the degree upgrade might suggest an original Bachelor’s degree has less value than it should have. Since degree upgrades are based on changes in the marketplace, an upgrade symbolically means something in society has changed since an individual received his or her degree. Consider an example which extends the concept from the software industry. A WordPerfect upgrade actually reinforces the strength of the original product because it suggests that the parent corporation has incorporated new technological advances into the existing product. Therefore, the upgrade adds, rather than dilutes, value to the original product.

Upgrades suggest new improvements will be forthcoming. When someone receives Version 5.2 of a new software package, they know that sometime in the future Version 6.0 will be released. The computer revolution introduced and extended this concept. It is familiar and an
accepted way of life for computer users. The question that soon arises is how degree upgrades should be referenced, since version numbers of a degree would be confusing.

The argument to be made here is that a degree upgrade should include the “year of expiration” for the courses included in the program. For example, a program labeled “Advertising Upgrade 2000,” would mean that the included courses were believed to be necessary skills to address the changes in advertising expected to occur by the year 2000. If the need for information from the courses in the Upgrade 2000 program continued past the year 2000, then the course could be continued; but as part of the regular curriculum rather than the upgrade program. New upgrades should probably be announced one year prior to their introduction in order to stimulate demand for the program. Enrollment in the upgrade programs could probably be anticipated based on the length of time since a participant had enrolled previously. Participation in the upgrade programs would also require some type of certification.

**Upgrades Should Be Registered on Academic Transcripts**

Credibility for an upgrade program would be based on the quality of courses offered; yet participants need certification of completion to validate their experience. Simple acknowledgment of the completion of an upgrade program should be noted on transcripts. If this type of upgrade is compared to a continuing education certificate, the only difference in certification may be in the semantic advantages of the upgrade concept, again. A continuing education certificate usually means that a specified program has been completed. Upgrade certification, while it implies a specified set of courses was completed, also places the certification process in a time frame because of the year referenced in the upgrade name.

In addition to the four necessary elements of the degree upgrade, there are important questions about how the upgrade program would be administered and delivered. Some of those questions will be addressed in the next section.

**QUESTIONS AND CONCLUSIONS**

One of the first questions to be answered is curricular. “Should upgrades represent new skills in a profession or should they be societal
in nature, that is bridging across professions?” For example, in an analytical program, such as marketing research, it is likely that new methodological approaches will be developed at an accelerating rate. Should an upgrade program address these technological advances? Or, should an upgrade require students to integrate broader concepts into their existing major areas of study?

For example, the integration of digital information into society has had an impact upon almost every field of study. Similar changes have occurred in the workplace, where team performance has replaced individual performance as a standard unit of production. These issues would have to be addressed on a university and department level. But, given the resources available for teaching, a broader interpretation may be more efficient.

The second question to be addressed is, “What is the relationship between degree upgrades and distance education?” Degree upgrades would probably require distance education technologies because the population of most university alumni is widely dispersed. Therefore, programs would have to be developed to reach them.

Degree upgrades may offer a new marketing tool to increase enrollments and to serve students more effectively. By establishing a lasting relationship with students through a degree upgrade program, many benefits may be realized, including improved recruitment for future students and enhanced relationships with the communities served by the upgrade program.

NOTE

1. While degree upgrades are the focus of this argument, it is easy to see how the concept of a “societal upgrade” could be applied to individuals without a degree. A set of courses designed as a “societal upgrade” might focus on new skills for individuals in the workplace.

REFERENCES


Peray, Daniel (1995), “Distance Education and the WWW.” *Education at a Distance* Vol. 9, No. 7 (July), pp. 20-23.

Received: 11/19/97
Revised: 02/09/98
Accepted: 03/12/98
NMC Board of Trustees
Responses from Allison Beers

Why do you want to be a trustee?
I am a passionate advocate for Traverse City and the future of Traverse City. I am a life long learner. I believe that NMC is a Traverse City jewel and I would be honored to lend my time and talent to serve as a Trustee serving the people of Grand Traverse County.

What are your qualifications to be a Trustee?
I am a Grand Traverse County resident. I have served on several boards and am a quick study when it comes to board acclimation. I was appointed to fill a vacancy on the Rotary Charities board on which I currently serve as a Trustee. I am also currently on the Traverse City Area Chamber of Commerce Board of Directors and The Traverse City Boom Boom Club. I was the President of the Cherry Festival Foundation for three years and currently serve on the Board of Directors. I am serving a second term on the Downtown Traverse City Association. I understand the demands that serving on a board takes and I am 100% committed to serving the Grand Traverse County residents to the best of my ability.

What connection or experience do you have with NMC?
I have been engaged with NMC in several ways over the years. I have served as a teacher in extended education. I have flipped burgers for the BBQ for Rotary almost every year for eight years in the morning shift. After, my family all joins us and we look forward to the NMC BBQ every year. I encourage my employees to look through the extended education course catalog each time it comes out and offer to cover the cost of any course they would like to attend. My husband and I are donors to NMC. I have offered my time speaking to many of the business classes and always say yes when Kristy MacDonald asks for my time.
I have encouraged educating the Young Professionals Program of the Traverse City Area Chamber of Commerce learning more about all of the degrees offered through the University Center by hosting an open house lunch every few years.

My wedding reception was at the Hagerty Center and was on the first ones held there in 2005. As a meeting planning professional, I work with the Hagerty Center on a very regular basis and recognize it as the top meeting location in Traverse City.

Through my clients I have had the pleasure of working with Fred Laughlin and Bob Rodriguez, from the GLCI while planning my client’s event, Pigstock. It is hosted for three days at the Hagerty Center each year. It is a hands-on conference for high-end chefs from all over the world. I always make sure that the culinary students have access to this program and are gaining additional knowledge though networking and attending this event at no cost.

This past winter, I was asked to speak for staff and faculty at NMC for the Leadership Panel. I spoke with Bill Marsh, Denise Busley and Wendy Steele on this panel. We shared our experiences in leadership, management of employees and lessons learned while growing our businesses.

How would you define the role of a Trustee in all three scenarios below:

**in relationship with the President?** As a Trustee, it would be my duty as representative of the community to insure that the President was accountable and consistently leading the mission of NMC.

**in relationship with the faculty/staff?** As a Trustee it would be my duty to be available when needed and to serve as the advocate, making sure the faculty and staff have what they need to do their jobs at a top quality level.

**in relationship with the community?** As a Trustee, I would make sure that all voices are heard in the community. I am to be available when
needed and listen. I would keep an open door and answer any questions. As an appointee, I would honor the public’s trust in this role. I would serve as an ambassador to NMC. I would insure that tax dollars are spent wisely.

**What is your definition of a “policy” board, and would you support being a member of a policy board?**
A policy board is in place to look at bigger picture operations. A policy board is not overseeing the day-to-day operations. I would be there to serve as a voice of the Grand Traverse County residents.

**What is your perception of NMC’s financial condition?**
Because of a fiscally conservative and forward thinking Board of Trustees, I believe NMC is in a great position. I do understand that this can change drastically as the leadership changes in the state. I would keep this fiscally conservative momentum moving forward to ensure that a quality, affordable education is available by the populations in our region. I have great respect that the credit has not been drawn on in any emergency situations.

**What do you see as NMC’s current biggest opportunity? How should we address it?**
NMC has many opportunities, but I see one of the biggest being Governor Snyder’s skilled trades grant. Skilled trades are necessary to keep our state and our community growing. There is a shortage of employees in manufacturing in our community. I see this as a key issue in our community and it is a way that the college can fill this need and help solve the issue. I am excited to see these plans move forward at NMC through the implementation of these grant dollars. I was pleased to see the equipment needs outlined in the most recent board packet. I would address this by doing whatever is necessary to continue moving this program forward.
Why are you the best candidate for this trustee position?
I am a hard working, committed individual representing a key target population that NMC looks to serve. I offer a dynamic perspective based on my community involvement through my service on area boards. As a successful business owner, I bring a strong, strategic mind set to the table. I bring an ability to communicate to a wide variety of audiences. I am outgoing, confident and always available when my community calls on me. I am always open to new and fresh perspectives and plan to bring that to the Board of Trustees. I respect that I would be there to serve the people of Grand Traverse County.
April 2, 2015

Office of the President
Northwestern Michigan College
1701 East Front Street
Traverse City, MI 49686

RE: Letter of Interest for Board of Trustees Appointment

Dear Board of Trustees of Northwestern Michigan College,

Thank you for your consideration for the appointment to the Board of Trustees of Northwestern Michigan College. It would be an honor to serve my community and NMC in this capacity.

I am a lifelong learner and firm believer that education changes lives. I have been both a student and instructor at NMC through the extended education courses. I continue to utilize NMC as a resource of professional development for my staff. NMC is an incredible resource to assist with the growth and development of our region and I am eager to support these efforts.

Seven years ago, I was a founding member of the Young Professionals program for the Traverse City Area Chamber of Commerce. For the last six years, I have served as the Coordinator of the program. The unprecedented success of the Young Professionals program garnered Governor Snyder’s attention and he requested a roundtable discussion with our group. As the current chair of the program, I will bring the voice of this growing segment of our community to the Board of Trustees.

I am a business owner, mother of two young children, volunteer, and strong supporter of education. I believe my perspective and voice are a representation of our region and I look forward to discussing the impact NMC can continue to have for the next generation of lifelong learners. It would be an honor to serve with each of you.

Thank you for your time and consideration. Attached please find my resume and letters of support.

[Signature]

Allison M. Beers
Allison Beers
10248 Fishers Run
Traverse City, MI 49685
(231) 883-2708  Allison@EventsNorth.com

Employment

Events North (Traverse City, MI)
Owner
• Planning and execution of nonprofit, corporate and social meetings and events
October 2005 – present

Put Your Phone Down (Traverse City, MI)
Owner
• Public speaker on modern day business etiquette presented across the country
December 2013- present

Idea Stream (Traverse City, MI)
Director, Public Relations & Marketing
• Managed client relations and projects
• Developed and implemented marketing plans for clients
February 2007 – May 2008

VIKTOR Incentives & Meetings (Traverse City, MI)
Product Development & Purchasing
• Researched, planned, budgeted and negotiated contracts for all future programs
• Planned and operated programs for budgets from $300K to $7 million
• Implemented new procedures for contract negotiations
• Managed all contact and relationships with vendors/suppliers
October 2005 - February 2007

Global Events Partners, Philadelphia (Philadelphia, PA)
Director of Operations
• Managed day to day operations for a $5 million annual revenue corporation
• Planned and operated programs for budgets over $500,000
• Supervised 30+ employees, six on a day to day basis
• Developed computer program for the special events industry
February 2004 – May 2005

PGI, Inc. (Philadelphia, PA)
Project Manager / Production Manager
• Planned, managed and operated meetings, events and video production
July 2002 – Feb. 2004

Manayunk Brewery (Philadelphia, PA)
Director of Special Events & Communications
Oct. 2001 -June 2002

Education
Albion College
Bachelor of Arts Degree
Double Major:
English and Communication
Concentration in Mass Communication with emphasis in Public Relations
May 2001

The George Washington University
Certificate in Event Management
August 2001

Industry & Volunteer Involvement / Awards
Traverse City Business News
40 Under 40
2008 - 2014

Michigan Meetings + Events Magazine
Hall of Fame Inductee- Best Event Planner
2014
Best Event & Meetings Planner in Michigan
2010, 2011 & 2013
Michigan Society of Association Executives
Rising Star 2013

Albion College- Young Alumni Awards
Top 10 Graduates in 10 Years May 2010

Traverse City Chamber of Commerce
Board of Directors
Chamber's Business Advocacy Council
Young Professionals Program Chair
Young Professionals Founding Member
Young Professionals Advisory Council
Annual Dinner Planning Committee
Young Professionals Program Coordinator
Founder of Buy Local Initiative (20%)
January 2015– present
September 2014- present
January 2015 – December 2015
November 2007
November 2007- Nov. 2009
November 2008- present
November 2009- December 2014
November 2011

Rotary International- Traverse City Noon Club
Member
Rotary Charities Board of Directors
Good Works Committee
Board of Directors
Wheels of Hope Board of Directors
Youth Exchange Committee
March 2006- present
June 2013- present
December 2009- present
June 2012- June 2014
June 2012- June 2014
May 2007- June 2013

Big Brothers Big Sisters of Northwestern Michigan
Board of Directors
June 2009- May 2011

Downtown Traverse City Association
Board of Directors
June 2011- present
Secretary
June 2012- present

Women's Resource Center Extravaganza / Taste of Grand Traverse
Raffle Chair
Marketing Chair
Event Chair
June 2005 – June 2007
June 2007 – June 2008
June 2008 – May 2010

Inland Seas
Consultant-Special Events
March 2008 – present

Michigan Meetings + Events Magazine
Editorial Advisory Board
Contributing Writer
December 2010- 2012
December 2008 – present

National Cherry Festival
Cherry Festival Foundation President
Cherry Festival Foundation Board of Directors
Board of Directors Nominating Committee
November 2011- August 2014
May 2011- present
September 2010

Traverse City Film Festival
Special Events Manager
June 2006 – August 2009

Ladies in the Business
Founder
June 2004 – present

Mid-Atlantic Events Magazine
Contributing Writer
December 2004- August 2005
Allison Beers – continued

International Society of Event Specialists (ISES)
Member
Vice President of Membership, Philadelphia Chapter

Northern Michigan Environmental Action Council
Nominee- Environmentalist of the Year (Professional)

Speaking/Educational Instruction in Event Management

Temple University (Philadelphia, PA)
Faculty Appointment for Event Management Certification Classes

Northwestern Michigan College (Traverse City, MI)
Instructor for Event Management Classes

Michigan Festivals and Events Association
Big Impact, Small Budget:
Creating the Perfect Event While Keeping Your Budget in Mind

NorthSky Nonprofit Network
Getting Strategic About Event Planning

September 2000-August 2006
June 2003- June 2005

April 2012

March 2005 - May 2006

Sept. 2008

September 2013

February 2013
April 6, 2015

Board of Trustees
Northwestern Michigan College
1701 E. Front Street
Traverse City, MI 49686

Dear Trustees,

I am writing in support of the candidacy of Allison Beers for appointment to the Northwestern Michigan College Board of Trustees. I have known Allison for several years and have the privilege of serving with her on several community projects. She is smart, hard working, fair, open minded and dedicated to this community.

Allison has been an active member of our Rotary Club since the first day she joined. Allison almost singlehandedly has begun an amazing transformation of the membership of our club. She has brought fresh perspectives, skills and many bright young colleagues to our community service organization. Last year the members of the Rotary Charities board of trustees recognized Allison’s unique contributions and skill sets by appointing her to a vacancy on the Rotary Charities Board. She has been an excellent board member, fully participating in the governing functions of our foundation and bringing a strong youthful leadership position to our discussions.

Ms. Beers would be an excellent choice for the vacancy on the NMC Board. I am confident that she will be as big of an asset to the College’s Board as she is to the Rotary Charities’ Board.

Please feel free to contact me at msmith@rotarycharities.org or call 231 941-4010 if you would like to discuss my recommendation further. Thank you for your consideration.

Sincerely,

[Signature]

Marsha Smith
April 2, 2015

Office of the President  
Northwestern Michigan College  
1701 East Front Street  
Traverse City, MI 49686  

RE: Allison Beers

Dear Board of Trustees of Northwestern Michigan College,

Allison Beers is an ideal candidate for the open position on the NMC Board of Trustees. I have had the privilege of serving with Allison on several boards, have partnered with her on client projects and have utilized her company, Events North, for my company events. I continue to be impressed with Ms. Beers professionalism, passion and commitment to making a difference in our community.

Ms. Beers brings a unique perspective to the Board of Trustees as a young professional, as a mother with small children, as a business owner developing and investing in her team, as an adjunct instructor for NMC, as a passionate community volunteer and as a strong female leader in the region.

I enthusiastically support Allison Beers for an appointment to the Board of Trustees.

Sincerely,

Bonnie Alfonso  
Alfie  
President
April 7, 2015

Office of the President  
Northwestern Michigan College  
1701 East Front Street  
Traverse City, MI 49686

RE: Allison Beers

Board of Trustees of Northwestern Michigan College:

Allison Beers is an excellent candidate for the position on the NMC Board of Trustees. I have known Allison for almost 17 years as a family friend and business associate.

She moved to our community 10 years ago and I have been impressed with her commitment to Traverse City through her volunteerism and professional work. She is a devoted and engaged resident that is genuine and sincere about making Traverse City an amazing place to live, both now and in the future. She understands the importance of what NMC provides for our area by promoting continued quality education, economic vitality and cultural enhancement.

Allison possesses a broad skill set, both professionally and personally, that would benefit the leadership, our community and the region as a Trustee of NMC.

I am proud to enthusiastically support Allison Beers for an appointment to the Board of Trustees.

Sincerely,

Bruce L. Byl
April 6, 2015

Board of Trustees
Northwestern Michigan College
1701 E. Front Street
Traverse City, MI 49686

Dear Board Members,

This letter strongly endorses the candidacy of Allison Beers to fill the vacancy on the Northwestern Michigan College Board of Trustees.

I have known Allison for nearly 12 years and have watched her successfully grow her business, her networks, her community involvement, and her leadership skills throughout that time. Allison currently sits as a member of the Traverse City Area Chamber of Commerce representing the Traverse City Young Professionals, which she chairs. Prior to becoming chair of the TCYP, Allison was contract staff for the Chamber and managed the program, guiding it to its status as one of the state’s premier organizations for young professionals and, by association, one of the region’s greatest assets for attraction and retention of much-needed talent.

Allison is a strategic thinker and operates with efficiency, grace, and integrity. It is no wonder her company has become one of the most sought-after event planning businesses and that it has won multiple awards, including “Best Event Planner” by the readers of Michigan Meeting + Events Magazine in 2013, 2011 and 2010.

In sum, Allison would be a brilliant, passionate choice to serve the open term on the NMC Board of Trustees. I hope you will give her every consideration.

Best wishes,
Questions to all candidates for NMC Board of Trustees

Please complete written responses to each of the following questions and submit to the NMC President’s Office by 12:00 noon on Friday, April 17. You may submit by any of the methods below:

- Drop off in the President’s Office in the Tanis Building on main campus
- Email to horton@nmc.edu
- Fax to 231-995-1680

1. Why do you want to be a trustee?

2. What are your qualifications to be a Trustee?

3. What connection or experience do you have with NMC?

4. How would you define the role of a Trustee in all three scenarios below:
   a. in relationship with the President?
   b. in relationship with the faculty/staff?
   c. in relationship with the community?

5. What is your definition of a “policy” board, and would you support being a member of a policy board?

6. What is your perception of NMC’s financial condition?

7. What do you see as NMC’s current biggest opportunity? How should we address it?

8. Why are you the best candidate for this trustee position?

To the NMC Board of Trustees Selection Committee:

My responses to the above questions follow:

1. I want to be a Trustee to be part of the continuation of this institution. It played an import role in the start of my college education and my career as a Certified Public Accountant. I want to give back to what I consider a hidden gem in this community and one that my nieces, nephews and grand children should consider as their first step in their college education. I also see it as a strategic resource for area employers, providing their employees with access to additional training.
2. I bring 30 years of experience as a Certified Public Accountant as well as that of a business owner of my own practice for the past sixteen years. In addition to my Associates Degree in Accounting from NMC, I have a Bachelor’s Degree in Accountancy from Ferris State University and a Master’s Degree in Taxation from Grand Valley State University. I am a licensed and practicing Certified Public Accountant since 1986 and hold the additional Certification of Certified Valuation Analyst from the National Association of Valuation Analysts, since 1997. On a daily basis I review financial information, analyze data, review contracts, proposed transactions, assess actual results to budgets or forecasted amounts, and help my clients make decisions based on these reviews.

3. My connection to NMC is personal. I started my college career at this college, as the recipient of a Presidential Merit Scholarship, obtaining my Associates Degree in Accounting in June of 1983. I was able to transfer all of my credits to Ferris State University to graduate with a Bachelor’s Degree in Accountancy (with Highest Distinction) in May of 1985 and I obtained by Master’s Degree in Taxation from Grand Valley University in December of 1988. Six of my seven siblings also earned Associate Degrees from NMC, as well as my three Children. One niece and four nephews have chosen NMC to start their college educations. No one among the Board applicants can speak more closely to what it is like to attend NMC than me, as I have two generations experience with it, and hopefully with my grandchildren, a third generation.

I have also served on the NMC Business Administration/Accounting Advisory Committee since 2004. This has been an informative experience for me and refreshing to know that the college wants input from area employers as to the needs of said employers and then acts to implement some of the suggestions.

4. a. In relationship to the President:

As that of an advisor or council charged with the responsibility of approving the overall direction of the College and then allowing him to work to implement the plan. Exceptions could be identified throughout the year, corrective suggestions made and at a predetermined point, each trustee would be responsible for evaluating the President’s performance.

b. In relationship with the faculty/staff?

As someone that the faculty/staff should always be able to speak to if they have issues or concerns about their job or the college. But I want to be clear about this, I
would expect them to have approached their immediate supervisor with these concerns first and to have approached a Board Trustee only as a last resort. Then if they have done this and the issue or concern has not been resolved or if is enough to warrant discussion at the board meeting, then as a Trustee I would be obligated to bring it up for discussion.

c. In relationship with the community?

As an ambassador/Advocate of the College. I believe that a Trustee should believe enough in the vision of the College to speak passionately about it and the merits of having someone or one’s children attend it. A Trustee should also be able to convey the positive impact the college has on the community in terms of employment and resources for businesses.

5. I view a “policy” board as one that helps set the vision and course (after careful review of historical and forecasted information) of the college including approving the annual budget and tuition rate increases. Then, the board leaves implementation up the President and his administrative staff. Efforts are monitored through the year and exceptions noted and if needed corrective action suggested. Ultimately, the annual performance review of the President will take into account his effectiveness in accomplishing the established vision and course.

6. My initial perception of the NMC’s financial condition is that it is on good footing. A review of the financial information in the March 23, 2015 board package reflects that revenues exceed expenditures through February by 4.6 million. A balance sheet was not presented so I cannot speak to the current fund balances of the college, but with a positive revenue over expenses, the fund balance should be positive also.

Like all small community colleges that are primarily dependent upon tax rolls, State and Federal funding and tuition, the challenge will be to continue providing the excellent education that each student receives at an affordable price.

7. The College’s biggest opportunity lies with the communities it serves. The college needs to convince high school guidance counselors, parents and companies that NMC is a valuable education resources that should be the first stepping stone to one’s career or trade. I am not sure if this has already been done in the past, but I would suggest a survey of all high school guidance counselors in the five nearest counties. The survey should
seek to determine how NMC is perceived in terms of choice and value. Then based on the survey results, I would customize a letter/brochure to be distributed by the Guidance counselors speaking to the opportunities and values of NMC. I would include several success stories that show that one can start at NMC and go anywhere or do anything if they work hard enough.

In terms of businesses, I would concentrate on two areas right now, Trade Contractors and Manufacturers that are currently experiencing shortages of skilled workers. An attempt should be made to determine what skills are critical and curriculum/training customized to help meet this employment need.

8. As far as my being the best candidate for the trustee position, I will base my answer on my review of the past six board packages which vary between 50 – 100 pages of information with a good portion of it financial in nature or tied to financial or statistical information. A Board Trustee will be charged with making overall decisions as to the direction of the college including its annual budget and fees and tuition increases and to monitor results throughout the year, and to ultimately evaluate the President’s performance.

A trustee will have to be able to review, decipher, analyze and conclude in a relatively short time based on this information. This is what I do for a living. I advise over one hundred Business owners with small to mid-size companies throughout the year. On a daily basis I deal with numbers and operational issues, review contracts and proposed transactions and ultimately help my clients make decisions. I would bring my 30 years’ experience in this area to the board position.

Lastly, I believe I am the board applicant that has the most personal experience and connection with NMC. I can not only speak to what it might be like to attend NMC, I can passionately speak to what it is actually like to attend NMC and the positive impact it has had not only me, but my family as well.

Respectfully submitted,

[Signature]

Chris M. Bott
April 8, 2015

Trustee Search
Office of the President
Northwestern Michigan College
1701 East Front Street
Traverse City, MI 49686

Dear Ms. Gorton,

I am writing to apply for the Board of Trustee opening now available with Northwestern Michigan College.

I am a Certified Public Accountant with over 29 years’ experience in the field of public accounting. The majority of my clients live and work in Grand Traverse County. My practice focuses on small to mid-size companies as well as individuals. I deal with financial information and operational issues such as budgets, compensation and benefits on a daily basis. I would bring this experience to the board position.

Personally, I was born in Traverse City and with the exception of two years away at college, and four years in Grand Rapids, I have lived here all of my life. I attended St. Francis High School and then attended Northwestern Michigan College obtaining my Associates Degree in Accounting. Six of my siblings and I have associate degrees from NMC. Five of us went on to obtain Bachelor degrees, two of us obtained Master Degrees and one is a Doctor. NMC gave me my start at a college education as well as my children, my oldest now a Doctor, my middle son having earned a Masters in Accounting and my daughter her Bachelors of Education at other institutions.

I truly know the value of this local institution and would look forward to serving as a board member. I have attached a shortened curriculum vitae for your review. If additional information is needed or if you would like to contact me, please call (231) 929-4430 extension #1 or email me at chris@botcpa.com.

Respectfully submitted,

Chris M. Bott

Curriculum Vitae attached:
CHRIS M. BOTT, CPA, CVA, MST
Certified Public Accountant
Certified Valuation Analyst

Bott & Company, P.C.
Certified Public Accountant
4020 Copper View, Suite 230.
Traverse City, MI 49684
Phone (231) 929-4430
Fax (231) 929-4840

CURRICULUM VITAE

Educational Background

Master of Science Degree, Taxation, Grand Valley State University (December 1988)
B.S. in Accounting (highest distinction) Ferris State University (May 1985)
A.A.S. in Accountancy, Northwestern Michigan College (June 1983)

Career Experience

Owner of Bott & Company, P.C. (January 1998 to Present)
Dennis, Garland & Niergarth, P.C. – Traverse City, Michigan - Tax Manager
(1988 to 1997)
West Central Michigan Employment and Training Consortium – Big Rapids, Michigan –
Accounting Intern (1984 to 1985)

Professional Memberships

American Institute of Certified Public Accountants
Michigan Association of Certified Public Accountants
National Association of Certified Valuation Analysts
International Academy of Collaborative Professionals
Collaborative Practice Institute of Michigan
Up North Collaborative Divorce Professionals
Grand Traverse Estate Planning Council

Community Involvement

NMC Business Administration/Accounting Advisory Committee
Munson Regional Healthcare Foundation, board member – Secretary (Past)
Munson Manor Committee Chairman (Past)
Traverse City Public Sector Study (Past)
St. Patrick's Catholic Church Finance Council (Past)
Traverse City Area Chamber of Commerce – Athena Subcommittee and Member Service Subcommittee
To: NMC Board of Trustees  
From: Christopher Dailey  
Date: 4/17/2015  
Subject: Answers to Questionnaire

1. Why do you want to be a trustee?

   NMC has a great culture. I cannot walk onto campus without smiling. The environment encourages learning and success. I wish to be a part of ensuring this feel continues on for our future alumni. I believe I have a set of skills and resources needed at this time for the Board of Trustees.

2. What are your qualifications to be a Trustee?

   I have served six years in the U.S. Army. During that time, I commanded troops in combat operations, ran offices, and overseen troops. I was awarded the Army Achievement Medal for saving the U.S. Government twenty-five thousand dollars. I was an expert in my field and have provided testimony for JAG investigations.

   I have received an Associate’s Degree in Business Administration – Management from NMC. I received this degree with High Honors and I received the Academic Area Merit Scholar – Business award. I am a member of the Student Veterans of America, Phi Theta Kappa, and Sigma Beta Delta honor societies. I took a third party assessment test for the Business Department at NMC to help the department tell how they compared to other business programs in the state. My personal score on that test placed me in the top 97 percentile in the state. I am currently on the Dean’s list and I have remained there for my entire college career. I shall have a Baccalaureate degree earn in 2016 in Business and plan to continue on for my Master’s degree.

   I am currently a guard at the 13th Circuit Courthouse. This job requires superior communication skills and a high sense of honor. I could also be considered an expert in the security field.

   What is important to an elected policy board is not necessarily “job experience”, it depends more on skill sets and fitting niches left open to make a complete board with diversity. I have valuable knowledge of what it is to be a recent student and alumni. The Board’s relationship to the students and faculty is important. Much of the experience that I can offer to the board is NMC specific.

3. What connection or experience do you have with NMC?

   I have a strong relationship with the faculty and the students. I have extensive knowledge of the programs offered at NMC, the building layouts, many of the strengths and weaknesses of the college. I have the ability to help bridge the communicate gaps between the Board of Trustees and the president to the rest of the faculty and students. I knew about the faculty unionizing back before the November election. Some of you may
recall, I sat with the faculty council back at November’s meeting. It is important to have strong communication between all levels of the college.

4. How would you define the role of a Trustee in all three scenarios below:

a. in relationship with the President?

The Board is responsible for setting policy for the President to implement. This does not mean that the Board micromanages what the President should do. The Board sets the overall destination, but the President is the Captain that finds the best route for the ship to travel.

b. in relationship with the faculty/staff?

The Board should listen to the faculty/staff. They have a vast amounts of experience and knowledge, so their opinions should be taken into consideration. Many of the Board’s policies are likely to directly affect the faculty.

c. in relationship with the community?

In most instances, a Trustee will be elected by the community. The Trustee acts on the behalf of the community in the policy setting of NMC. It is important to listen to the community and their opinions. Their thought should also be taken into consideration.

5. What is your definition of a “policy” board, and would you support being a member of a policy board?

A policy board makes and monitors policies made within the organization it operates within. In my opinion democracy is the best form of government that has yet to be devised by man. I would proudly serve the community by serving on a policy board for the community college.

6. What is your perception of NMC’s financial condition?

Overall NMC’s financial condition seems to be well managed. However I do have concerns over the issues with the aviation program after the VA government audit. The program currently receive a large percentage for its funding from veteran benefits programs. There is rumors that Part 61 has a large amount of money unpaid and the government will no longer cover it possibly leaving NMC with the bill. This is something that I would like to look at the numbers and see what our possible solutions would be. I also curious about the wording of proposal 15-1. There is talk about expanding the School Aid Fund to help community colleges and career / technical education, however it notes to exclude 4-year colleges, which due to the Maritime Academy NMC is a 4-year college. Would the college still be able to receive some of this money?
7. What do you see as NMC’s current biggest opportunity? How should we address it?

When I attended NMC, one of the greatest programs I encountered was the service learning experience. If the readers are unfamiliar with service learning, it often utilizes the skills the student is going to college for and puts them to use in serving the community. This is great for the experience and it is great for relations between the community, students, and NMC. For example, Kristy McDonald runs a Professional Communications class where she has her business students go out in the community and raise funds and collect food for food pantries. The students have to arrange a large event to help raise funds as part of the experience. The course encompasses all the normal skills required to pass the class, but they put them to use as well. The students write memos, press releases that go out to the community, professional letters, contact businesses, attend professional meetings, and much more. Not only does this work great for the community, the students on many occasions have received job or internship offers based on their work in this program. With the college’s goal to help students find jobs in their specialization, this program is hard to beat. Currently I see this as an under-utilized tool by the college. My recommendation would be to encourage instructors to develop service projects and provide what support we can make available for them.

8. Why are you the best candidate for this trustee position?

I am best for this position for many reasons. I have strong ties with the faculty. This will help strengthen communication and overall make the college function better. I can relate to the students wants and needs. As a recent student I know what students think about certain programs, policies, and much more. I still have many friends that are students of NMC. The college also prides itself on its veteran relations and it is hard to find a better representative of than myself. I am a combat veteran that was wounded in combat protecting my fellow soldiers. I have strong connections to veterans in the community, being a member of multiple veteran organizations including the American Legion. I had many endorsements during the election, including from the Student Veterans of American NMC chapter. Finally I would like to note that last election I only lost by 3% of the vote. This would make me the best representative for the community out of the applicants because I have a considerable size of the local population that did actual vote for me and they believe I can make a real difference for the college. I owe it to those that voted for me to continue to pursue the position on the Board of Trustees.
March 30, 2015

Office of the President
Northwestern Michigan College
1701 East Front Street
Traverse City, MI 49686

Appointment Committee (or whomever it may concern):

I am expressing my interest in the Northwestern Michigan College Board of Trustees vacant seat. I will admit I was surprised to see that Cheryl Follette resigned her position at the college. I have a great deal of respect for her and I am sad to see her leave the board. However, I remain adamant that I would be valuable to the Board of Trustees. I ran for the board last November but was not elected for the position regardless of having a great deal of support by the public. I do not find this discouraging. I am a new person into the public’s eyes and relativity unknown. I do intend on running again in November 2016. I have a great deal to offer to the Board of Trustees.

I served 6 years in the US Army. During that time I commanded my own squad, which meant I was required to run my own shop. When my unit was called to war, I expanded my leadership into a combat zone. I have a vast amount of experience leading in high stress situations. I am a recent alumni of Northwestern Michigan College in the Business Administration program with a focus on management. I graduated with High Honors and was the recipient of the May 2014 Business Academic Area Award. Currently I am attending Davenport University through the University Center and I am an honor student there as well. I am expected to have my Bachelor’s Degree in Business Administration in the spring of 2016.

Currently, I am working on starting my own non-profit organization with the goal of helping veterans suffering from problems reintegrating into civilian life and it is expected to begin limited operations in early 2016. This is a large problem for veterans. Early estimates put two to four thousand veterans with problems readjusting in Grand Traverse County. Many can become overlooked because of the nature of how the Veteran’s Affairs Department is currently set up. I do believe as NMC is concerned, Scott Herzberg does a great job at helping veterans adjust into student life. He is a valuable resource and I hope all his recommendations are taken very seriously.
While my intentions, experience, and education provides a small glimpse into what I can offer to the board. I prefer to be straight forward with what I hope to offer. First I can offer firsthand experience of what it is like to be a recent student at NMC. I already have shown the value of this. During the candidacy meeting last year, I expressed concern about the first draft designs for renovations to the Les Biederman/Tanis building. I pointed out financial aid desks sitting out on islands out in the room was not a good idea since confidential information is often shared in that office.

I have a good relationship with the current facility of NMC. I received strong words of encouragement from the facility council and I learned valuable information because of reaching out to them in the past. There are many members of the facility that have very good ideas on how to improve NMC, but I believe they do not believe they will be heard.

I also have strong ties with the veteran community. The Student Veterans of America NMC chapter endorsed me when I was a candidate. I am a member of the American Legion as well. I have met with many of the veteran support group leaders in the area and continue to network within these groups to expand my personal knowledge on what veterans need.

What I hope to bring to NMC is my personal experiences, viewpoints, and diversity. I have a high opinion of NMC and often try to encourage everyone to take a class to see what it is like. NMC has a unique feel to it beyond what many community colleges offer. I will openly admit walking onto campus I can't help but smile. I don't want NMC to lose that feel because a positive environment is important to learning. I want to re-enforce a strong path of communication between the board, the facility, and the students. I can offer my experience interacting successfully with students and the facility. I will work to create a close relationship between myself and the current Board of Trustees if selected.

I thank you for your time to review this letter and I look forward to hearing from you. The best way to contact me is via email: christopherjamesdailey@gmail.com or by phone: (231) 203-1303.

Sincerely,

Christopher Dailey
Robert D. Hentschel

1. Why do you want to be a trustee?
Public service is intrinsically rewarding. Northwestern Michigan College has long been a cornerstone of our local and regional community and I desire to see the tradition of excellence continued.

2. What are your qualifications to be a Trustee?
It has been my pleasure to serve in numerous boards and committees in our community, which I list here for your consideration:

Grand Traverse County Commission, Commissioner
Finance Committee, Chairman
Grand Traverse Metro Emergency Services Authority, Board Liaison
Community Corrections, Board Member
Construction Appeals, Board Member
Building Code Appeals, Board Member
Also chaired ad hoc committee to review & improve outsourced bidding process for Grand Traverse County

Northern Lakes Community Mental Health, Board Member
Nominating Leadership Committee, Chairman
Trained & Experienced in Carver Model Policy Governance

3. What connection or experience do you have with NMC?
I was first a student at NMC during my junior year of high school and continued to take classes until transferring to Spring Arbor University. Since that time I have taken courses in technology and have enjoyed volunteering with the Traverse City Rotary Club to help cook at the annual NMC Barbeque.

4. How would you define the role of a Trustee in all three scenarios below:

   a. in relationship with the President?
The President of NMC is the one employee that the Board of Trustees gives collective guidance to. No one trustee controls the President, but rather the board collectively sets policy for the President to carry out and evaluates his or her performance in doing so.

   b. in relationship with the faculty/staff?
Delegating duties and evaluating staff is tasked to the NMC President. The Board of Trustees develops the ends policies that guide the president in doing so.

   c. in relationship with the community?
Each trustee is an advocate for NMC in our community. It is the duty of a trustee to be actively involved in the community in many ways from fostering partnerships with other organizations to supporting fundraising efforts of the NMC Foundation.

5. What is your definition of a “policy” board, and would you support being a member of a policy board?
In contrast to a traditional board where dozens of tasks are micro-managed and often little expectation or evaluation is given to administration and staff, a policy board sets much broader goals (ends) of accomplishment, giving staff more freedom to perform the tasks leading to the prescribed goals. I have served on both traditional and policy boards. A policy board is an ideal model in that it enables the board to give specific ends to carry out and a consistent flow of feedback to administration. Yes, I support this model.

6. What is your perception of NMC’s financial condition?
NMC is a fiscally responsible organization, though it must continue to adapt to an ever changing economy and regulatory environment. NMC has been proactive in doing this.

7. What do you see as NMC’s current biggest opportunity? How should we address it?
The biggest opportunity for most organizations is being the best they can be at the basics. I see NMC as no exception to this. NMC is a source of opportunity and hope in the community. It gives people of all ages the opportunity to better themselves through education and the hope of using that education to build a better life for themselves. NMC should continue to adapt to the educational demands of the workplace and provide an affordable, close to home, rewarding and relevant education which allows people to better their situation.

8. Why are you the best candidate for this trustee position?
Having been on both sides of the board selection process, I know what a distraction it can become from the pressing issues facing an organization. New board members require much time and energy, even after selection, to become acclimated to the current issues and board procedures.

My broad base of experience and enthusiastic approach will allow me to come up to speed quickly in filling the role of NMC Trustee. I have a firm grasp on the commitment required to be an effective board member and I enjoy building relationships and community.
April 10, 2015

Trustee Search
Office of the President
Northwestern Michigan College
1701 East Front Street
Traverse City, MI 49686

Dear Search Committee,

Please accept this as my letter of interest for the position of Trustee at Northwestern Michigan College. Included with this letter are materials explaining my qualifications and past experience serving on boards in our community.

Having read several past NMC Board packets and the 2015 Board Candidate Search packet I am confident that my prior experience has prepared me to be a valued member of your board. My service on the Northern Lakes Community Mental Health Board was in a Carver Policy Governance model which included ongoing training in effective board function. On a personal note, as the father of a 12-year-old son with Autism, I took special notice of your Disability Support Services Presentation from February and am happy to see such attention be given to higher education for people with special needs.

As a life long resident, business owner and former Grand Traverse County Commissioner I hope to offer a considerably broad perspective as a potential NMC board member. It has been my pleasure to serve in numerous boards and committees in our community, which I list here for your consideration:

Grand Traverse County Commission, Commissioner
  Finance Committee, Chairman
  Grand Traverse Metro Emergency Services Authority, Board Liaison
  Community Corrections, Board Member
  Construction Appeals, Board Member
  Building Code Appeals, Board Member
  Also chaired ad hoc committee to review & improve outsourced bidding process for Grand Traverse County

Northern Lakes Community Mental Health, Board Member
  Nominating Leadership Committee, Chairman
  Trained & Experienced in Carver Model Policy Governance

Other current & past community involvement:

Rotary Club of Traverse City, past secretary & multiple grant review committees,
NMC BBQ-Buffalo Burger Technician, Salvation Army Red Bucket Campaign volunteer

Leadership Grand Traverse graduate, class of 2011

Buckley Old Engine & Thresher Club, working member
Personal Information
Together with my loving wife of 17 years, Andrea Hentschel, we have three children ages 14, 12 and 6. Andrea is currently pursuing her Doctorate through the Chicago School of Professional Psychology. We feel modeling how to be life long learners is one of the best gifts we can give to our children. By profession I am CEO of Hentschel Inc (DBA Roy’s General Store) and Manager of Hentschel Properties LLC, our family companies. I am an Eagle Scout and still volunteer in scouting. Our family holds membership at East Bay Calvary Church where we attend.

Attached you can find writings by and about me and my service to our community. I hope it will help you get a feel for who I am as a person and a public servant. Most recently, I was featured by the Huffington Post last November in an online video news story which can be found at http://www.huffingtonpost.com/2014/11/03/roys-general-store-rob-hentschel_n_6096202.html

Please feel free to contact me with any questions about my past activity or qualifications. Thank you for your considering my candidacy for this appointment, I look forward to talking with you all further.

Kind Regards,

Rob Hentschel
WHAT DOES YOUR COUNTY COMMISSIONER DO? By: Rob Hentschel

As a County Commissioner I am often asked by fellow residents, “What does a County Commissioner do?” That is a great question. In a time when people are living full and busy lives we seldom have time to keep tabs on our local governments, while state and national politics tends to dominate center stage in the news.

The single biggest role, in my experience, is that of fiduciary agent for countywide services such as; law enforcement, vital records, disaster management, residents, health department services, courts, and county parks to name a few. In short, the County Commission approves the budget. Our role is to make sure that county tax dollars are being spent to the best benefit of the tax payer.

Your county government provides a layer of financial accountability for 26 County departments in all, with, at my last count, 499 full and part-time employees serving our 86,986 Grand Traverse County residents.

About the author:
Rob Hentschel was elected in 2009 to represent district 3 (East Bay) on the Grand Traverse County Commission for 2010-2011. He is employed at his family’s longtime local business, Roy’s General Store, where constituents are welcome to contact him, or call his 24-hour voice mail commission comment line at 877-340-8979.

Grand Traverse County Commission on Aging

On July 1, 2011 the GTCCOA expanded it’s mission to serve our senior citizens. A new Senior Center Network has been formed. This network and the COA have merged together to bring on-site programs to outlying locations within the county. The Traverse City site remains the hub with Lori Wells as the director and Sharon Neumann as outreach director. This expansion was made possible by the overwhelming generosity of Grand Traverse County voters when they passed millage’s to support these efforts.

Meanwhile, the Commission on Aging continues to provide services to qualifying resident seniors. An average of 141 East Bay Township seniors receives a variety of services each month. These services allow them to live safely in their homes. All services are paid for on a client’s ability to pay and are reviewed annually.

For more information you can call the COA office at 922-4688 or visit gtcoa@grandtraverse.org

For information regarding the Senior Centers Outreach, call 922-4911 or visit the website www.tceseniorcenter.com

What’s happening at the Parks?

There has been a lot going on in our parks this year. The Seawall at Arbutus Lake 5 has been replaced and the shoreline has now been fortified. An equipment shed has been added for the pickleball courts at Grace Macdonald Park.

The parks continue to have increased usage due to the many improvements over the last few years. The Park Commission is currently working on Master Plans for all of our parks. The plan for Grace Macdonald Park is completed and includes future flush bathrooms and a warming house for the sledding hill.

We are still working on the grant for the addition to Killingsworth Park and are hoping it will be completed by summer 2012.

Be sure to watch our website for updates to hours and facilities.

Gen’s Park is now
Closed for the Season.

The pavilions at Grace Macdonald & Killingsworth Park are available for rental through the township office. The cost of rental at Grace Macdonald Park is $50 and at Killingsworth Park is $20. If you would like to rent a pavilion, we will be happy to take your reservation starting January 3rd, 2012. Please call Val at the township office at (231) 947-8647.
Grand Traverse board may get iPads

BY BRIAN McGILLIVARY
bmcgillivary@record-eagle.com | Posted: Wednesday, March 21, 2012 7:33 am

Christine Maxbauer needs an extra bedroom to hold all the paperwork she gets as a Grand Traverse County commissioner.

Commissioner Rob Hentschel holds those documents in the palm of his hand.

Maxbauer and the county board will discuss joining Hentschel in the information age — at the expense of county taxpayers — when they meet today at 7 p.m. in the Governmental Center.

Commissioners will consider outfitting themselves with Apple iPads at a cost of about $700 each — $5,600 for all eight commissioners. Hentschel already has an iPad 2, a 9.7 inch touch-screen tablet computer the county purchased almost a year ago as a pilot program.

"It's a wonderful tool," Hentschel said. "I've got every board packet with me at all times. If I want to pull up the minutes from last March, I can pull it up and see what was decided."

County staff now mail an information packet of up to several hundred pages to commissioners for their four monthly meetings. That doesn't include packets for other groups commissioners serve plus their township or city meetings.

Finding documents in her boxes of paper is virtually impossible, Maxbauer said.

"I want to stop the boxes of paper, I want to stop the killing of trees," she said. "It's inefficient and virtually impossible to find anything."

A cost analysis by county administration showed the paper packets actually cost a little more than outfitting commissioners with iPads when you consider the staff time involved, Hentschel said.

Commissioners will require training not only on how to use the iPads, but also on what not to do with them during meetings, said Larry Inman, board chairman.

Commissioners communicating via email or other electronic means with other commissioners, staff
or even the public can violate state open meetings laws, Inman said.

Inman suggests making the devices optional for commissioners, but Maxbauer wants to do away with paper for all board members.

"I think some county commissioners need to be pushed into the 21st Century," she said.
January 8, 2012

Grand Traverse County Board of Commissioners
Governmental Center
400 Boardman Avenue
Traverse City, Michigan 49684

Dear Commissioners:

As you are aware Rob Hentschel is a member of the Northern Lakes Community Mental Health Board of Directors. Rob filled the term of former commissioner Beth Friend, in January 2011, which ends on 3/31/12. It is our understanding that the commission will be making commissioner board appointments, to respective county organizations, this month.

I am writing this letter, on behalf of the NLCMH Board of Directors, supporting your reappointing Rob, to represent the Grand Traverse County Board of Commissioners, on our Board. Consistent with the Michigan Mental Health Code this would be to a three-year term (April 1, 2012 - March 31, 2015) while recognizing commissioner appointments are made annually.

Rob has served Grand Traverse County, Northern Lakes CMH, and most importantly persons with mental health needs extremely well. The public mental health system is in the midst of many key changes and challenges and having motivated and knowledgeable board members will be extremely helpful. Rob possesses the qualities we need and we hope that you will make the requested re-appointment.

Sincerely,

[Signature]

Gregory D. Paffhouse,
Chief Executive Officer

cc: Rob Hentschel
Michigan Store Owner Changes Man's Life Through Generosity

Aol's BeOn group creates custom editorial content that is sponsored by marketing partners. The sponsoring partners do not exert editorial influence over the content, but may be organically integrated within content in an authentic manner that does not impact editorial integrity.

While some people are changing lives through nonprofit organizations and large-scale efforts, Rob Hentschel is changing lives one man at a time.
Questions to all candidates for NMC Board of Trustees

Please complete written responses to each of the following questions and submit to the NMC President’s Office by 12:00 noon on Friday, April 17. You may submit by any of the methods below:

- Drop off in the President’s Office in the Tanis Building on main campus
- Email to horton@nmc.edu
- Fax to 231-995-1680

1. Why do you want to be a trustee?

From tuition to textbooks, students and families increasingly struggle to finance their education. At the same time, employers across the country increasingly complain of a growing skills gap in the workforce. From programs like early college and open source textbook pilot programs to the recent receipt of a $2 million Community College Skilled Trades Equipment Fund grant, NMC has positioned itself as a solution to some of the challenges faced by both students and employers.

I want to be a trustee in order to support and promote that kind of innovation. It is vital to the success of our students and to the economic health of our region. Trustees are tasked with protecting the financial health of the college and providing clear and collaborative guidance to leadership of the college. NMC is already in a great place, I am interested in serving as a trustee to ensure that remains true.

2. What are your qualifications to be a Trustee?

I am a senior level manager at a board-governed electric cooperative with a $50 million annual budget. I have the financial fluency to fulfill the fiduciary duties of a trustee.

Through my previous experience in higher education I gained substantive knowledge of the top issues in higher education: rising costs, reauthorization of the Higher Education Act, faculty compensation and collective bargaining, workforce development gaps, student retention and completion, etc. That experience will facilitate strategic thinking as the board works to meet the challenges facing the college today and to anticipate the challenges the college will face in the future.

I am actively engaged in the community and have served on several boards and community organizations. This positions me to serve as an active listener on behalf of the constituencies I will represent.

3. What connection or experience do you have with NMC?

I worked as an adjunct instructor in the communications department in 2012. I have also had the opportunity to serve as a guest lecturer in several classes over the years.
Through my job at Cherryland Electric Cooperative, I am working along with TCL&P to facilitate the installation of a community solar array at the Aero Park Campus. In addition, I have used NMC’s on-site training program to provide workshops and training for my employees.

Finally, and most importantly, as a community member I have personally benefited from the arts, culture, and lifelong learning opportunities that NMC provides to our region. I have used extended education courses to gain job skills and participated in programs like the International Affairs Forum lecture series and public viewings at Rogers Observatory. In all of these situations, I have been inspired and enriched by the programs and services offered by the college.

4. **How would you define the role of a Trustee in all three scenarios below:**
   a. **in relationship with the President?**

   The board’s role is to recruit, hire, and develop the president; set clear goals for the president; and hold the president accountable. To do so, a trustee must have a solid understanding of the issues and challenges that NMC faces. One of the president’s duties is to bring to the board major issues and to willingly talk about both accomplishments and failures.

   b. **in relationship with the faculty/staff?**

   The board has one employee and should act accordingly. However, I also think that faculty and staff want the board to understand what they are trying to accomplish and to have a basic knowledge of what they do. Frustrations arise when trustees don’t know how to talk about, or haven’t taken the initiative to learn about, the work of faculty and staff. In this, I believe that my past work experience would be a very valuable addition to the board.

   c. **in relationship with the community?**

   While the president works for the board, the board works for the community. The members of our community are the owners of NMC. To succeed as trustees, we must be active listeners in our community. It is our job to identify the values and needs of the community and help translate those needs into the overall vision for NMC. Just as importantly, it is our responsibility to serve as ambassadors for NMC in the community by advocating for the support and resources that NMC needs to succeed.

5. **What is your definition of a “policy” board, and would you support being a member of a policy board?**

   Under a policy board, there should be a clear differentiation between governance and management responsibilities. The board’s job is to govern, not to manage. As trustees, it is our responsibility to be fluent in NMC’s programs, finances, and challenges. To be effective, we must not be parochial, but should instead be open-minded and reflective. We must clearly define the results we expect the president to achieve and then provide him or her the flexibility to achieve those results.

   I completely support being a member of a policy board because I believe it is vital that NMC’s board focus on the big picture in order to be forward-thinking and proactive in offering strategic leadership to the college. I view connecting with community members to learn their values and
what they need from NMC vital to my success as a trustee. I would take seriously the need to incorporate those values into the policies that guide NMC and the board itself.

6. **What is your perception of NMC’s financial condition?**

I perceive NMC’s financial condition as strong but not without risks and challenges.

Standard and Poor’s recent AA long-term rating evidences the colleges strong financial standing. This financial stewardship has put the college in the position to refinance bonds and create real savings for Grand Traverse County taxpayers.

Federal and state appropriations greatly affect the financial condition of the college. The board needs to continue to hedge against increasing uncertainty in state and national economic conditions. Good work has already been done in this area with applying resources to programs that attract greater tuition revenue from students outside of the community, such as the Maritime and UAV programs.

Declining enrollment, increasing wage costs, and uncertainty in benefits costs will continue to put pressure on the college to be creative and nimble in an effort to expand revenue opportunities. NMC’s current financial condition is healthy and it is obvious from recent audits that the college is positioned to continue to provide high quality educational services to the community. As trustees, it is our responsibility to anticipate future challenges and opportunities and set strategic goals to meet them.

7. **What do you see as NMC’s current biggest opportunity? How should we address it?**

Technology is transforming all of higher education. Change happens much faster now than in years past. Colleges that succeed in this transformation will be those that leverage technology to enhance teaching and learning, to drive down costs, and to produce better learner outcomes.

NMC must be nimble and the board must provide resources in the areas that offer the greatest opportunity to capitalize on new and swiftly changing technologies.

8. **Why are you the best candidate for this trustee position?**

I am very impressed with the pool of candidates who applied for this trustee position. The candidates are both diverse and talented. It’s a true testament to NMC that such deserving people desire to serve on the board.

Some candidates have more financial experience, some have more higher education experience, some have more board leadership experience, and some have more reach in the community.

But, I do believe I am the only candidate who brings all of those experiences to the table. I am a proven strategic thinker who would bring a diversity of skills to the board.
Rachel Johnson  
Mailing Address: 526 W. 14th St. #150 • Traverse City, MI 49684  
Physical Address: 771 N. West Silver Lake Rd. • Traverse City, MI 49685  
(231) 620-9591 • rjohnson@cherrylandelectric.coop

Dear NMC Board of Trustees,

I am writing to express my interest in serving on the Northwestern Michigan College Board of Trustees.

I was first introduced to the college as an adjunct instructor in the communications department in 2012. Immediately, I knew NMC was a special place. My respect for the college has only grown since then. From rousing intellectual debate at International Affairs Forum lectures to exploring the universe at Rogers Observatory, I am impressed with how deeply NMC is rooted in the economic, social, and cultural health of our region. I would be honored to represent my fellow community members as a trustee.

I believe I am uniquely qualified to serve on the board because of my previous board experience, my extensive community involvement, and my background in higher education.

I have served on several community and organizational boards. From serving on student government in both high school and college to my recent election to the board of the Zonta Club of Traverse City, I have spent almost two decades serving on boards in some capacity. I am familiar with the basic tenets of board protocol and the proper role of a policy board. Further, as a senior level manager for Cherryland Electric Cooperative, I am acutely aware of the value a board can bring to an organization.

I believe that my community involvement will help me stay connected with those that I will represent as a trustee. My work with Freedom Builders and Munson Manor has introduced me to community members from many walks of life. For many of the rural denizens of our region, NMC’s education and training programs provide an opportunity to gain marketable skills. I am also active in the Traverse Area Chamber of Commerce, serving on both the government relations committee and business advocacy council. NMC has a strong history of occupational and workforce development, a service that is increasingly important in meeting the skills gap that many of our local businesses now face. I am confident that my continued involvement in these and other community groups will help me to act as a voice for the constituents NMC serves.

My background in higher education prepared me to serve on the board. I have worked as both an administrator and as an instructor at Pepperdine University, Penn State University, and NMC. I agree completely with NMC’s value statement that learning “is the foundation upon which an enlightened citizenry and a dynamic community are built and is a lifelong process in which we are all engaged.”

I am very grateful to the Board of Trustees for giving serious consideration to my application. I believe that my work, community, and higher education experiences make me uniquely qualified to serve on the board. If appointed, I look forward to working closely with all of you to protect one of our community’s greatest assets for current and future generations of learners.

Sincerely,

Rachel Johnson
Rachel Johnson

Education

M.A. Communication Studies (Emphasis Persuasion and Social Change)
Pepperdine University

B.A. Business and Communications (Minor in Economics)
Augustana College
Magna Cum Laude

Work Experience

Member Services and Communications Manager
Cherryland Electric Cooperative • Grawn, MI • 2012 - present

Responsible for the management of our member services department and energy optimization program. My department handles member issues related to billing, outage reporting, and energy efficiency upgrades. In addition, I coordinate member engagement efforts, including our Member Advisory Committee, district meetings, and social media. I also oversee our community outreach programs and support our political advocacy efforts.

Communications Instructor
Northwestern Michigan College • Traverse City, MI • Fall, 2012
Penn State University • University Park, PA • 2009 - 2012

In classes ranging from 25-50, I taught students the basics of constructing and delivering strong oral and written messages. I designed lessons and activities that helped students gain confidence in their communications abilities. My classes focused on deploying critical thinking skills to make better arguments and to better understand the world around us.

Assistant Registrar
Pepperdine University • Malibu, CA • 2005-2009

At Pepperdine, I served as student records liaison for the university conversion from CICS to a PeopleSoft student records system. This included giving feedback on the design of the new system, quality-control of converted records, and overseeing University-wide training for employees using the student records system. I also managed full-time staff in university records retention, transcript processing, degree posting and diploma mailing, and enrollment processing.

Assistant Language Teacher
Konan-cho Junior High School • Konan, Shiga, Japan • 2002-2003

Through the JET program, I taught English as a second language to Japanese students in 6th, 7th, and 8th grade. In addition to English language skills, my classes focused on creating cultural understanding and global awareness.
Community Involvement

**Traverse Area Chamber of Commerce**
- Government Affairs Committee, Member
- Chamber Business Advocacy Council, Member
- Leadership Grand Traverse Program, Alumni

As part of my work with Cherryland Electric Cooperative, I am active in the Traverse Area Chamber of Commerce. My work with the Chamber allows me to support the economic development needs of the Grand Traverse region.

**Zonta Club of Traverse City**
- Board of Directors
- Public Relations Committee, Member

The Zonta Club of Traverse City is committed to improving the lives of women and children in our community and, through our relationship with Zonta International, globally. As a newly elected board member, I am excited about the Club’s increasing focus on creating awareness and supporting programs that help to prevent violence against women and children.

**Freedom Builders**
- Project Volunteer
- PR Support

Freedom Builders is a faith-based mission that provides housing improvement assistance to disadvantaged members of our community. As a Freedom Builders volunteer, I have worked on projects across the region that help make homes safe and affordable for their occupants and helped promote the good work that Freedom Builders is doing through social media and other channels.

**The Cooperative Alliance of Northwest Michigan**
- Founder

I am working with representatives from several cooperatives in the area to create a group devoted to promoting the cooperative business model. Our goal is to increase awareness of cooperatives and to support future opportunities for the creation of new cooperatives.

**Munson Manor**
- Volunteer

Several times throughout the year, I help host a family-style meal for the residents of Munson Manor with several work colleagues.
Fwd: Recommendation

to me, tnelson, dbishop

I received this letter today on my AOL email. It should be included in the Search Committee materials.

Thank you.

4/10/2015 10:14 a.m.
Kennard R. Weaver

-----Original Message-----
From: Nick Edson <NEdson@cherrylandelectric.coop>
To: KR WEAVER <dobrum@aol.com>
Sent: Fri, Apr 10, 2015 9:56 am
Subject: Recommendation

April 10, 2015

Hi Ken,

I saw this morning’s story in the Record-Eagle about the NMC board candidates. I know most of them and thought I would drop you a line to give an endorsement to Rachel Johnson, who’s also a manager here at Cherryland.

Don’t let her age (35) deceive you. She has been an instructor at Penn State University and NMC plus assistant registrar at Pepperdine University.

In her two years at Cherryland, she has become a national and state leader. At Cherryland, she helped establish the state’s first community solar program. She is the president of the state cooperative communicators’ group. She is also involved nationally with communication projects.

She is also active with the Traverse City Chamber of Commerce, Zonta and various non-profit groups. She and her husband reside on Silver Lake. She has been a leader since the day she stepped in the door at Cherryland. We are lucky to have her.

I rarely recommend someone for a position as important as the open NMC seat. But I think Rachel would be a cut above other candidates because of her intelligence, leadership and commitment to NMC.

Sincerely,

Nick

Nick Edson
Communications Coordinator/Key Accounts
Cherryland Electric Cooperative
Questions to all candidates for NMC Board of Trustees

Please complete written responses to each of the following questions and submit to the NMC President’s Office by 12:00 noon on Friday, April 17. You may submit by any of the methods below:

- Drop off in the President’s Office in the Tanis Building on main campus
- Email to horton@nmc.edu
- Fax to 231-995-1680

1. **Why do you want to be a trustee?**
   I would like to be a trustee because I understand the importance of post-secondary education, and the importance of a local college in the community. NMC has been an integral part of the community for over 60 years and I would like to be a part of its future.

2. **What are your qualifications to be a Trustee?**
   I have been involved with secondary schools in order to encourage kids to seek higher education. I have also been involved with post-secondary schools both as a guest lecturer and as part of a steering committee tasked with determining what skill sets businesses are seeking and how the school could help meet that need.

   Also, as an employee of a credit union which is a non-profit institution I have worked closely with boards. I understand the dynamic of the relationship between the Board, President, staff, and community.

3. **What connection or experience do you have with NMC?**
   I have been in Traverse City for only a couple of years so I have limited experience with NMC. I have volunteered at the NMC BBQ and attended other family events, and that is the limit of my direct experience with the college. I feel I have a connection due to my work with other local colleges in other communities. These include Montcalm Community College, Baker College, and Muskegon Community College, where I have been a guest lecturer, committee member, and worked with intern programs.

4. **How would you define the role of a Trustee in all three scenarios below:**
   a. **in relationship with the President?**
      I feel a Trustee should have a good working relationship with the President. This relationship should involve a healthy give and take of information with, upfront, full disclosure of issues and ideas.

   b. **in relationship with the faculty/staff?**
      I feel Trustees should be able to have casual, friendly, relationships with faculty/staff but formal business should be conducted through the President. Trustees should not approach staff to work on official business without the express consent, and direction, of the Board and the President. I feel that if a Trustee approaches staff and becomes involved in the day to day operations of the school it will erode trust between staff, administration, and the Board.
c. **in relationship with the community?**

I feel that Trustees should be public champions of NMC, letting people know what NMC has to offer. They should also be actively involved in the community where they can listen to the needs of both citizens and businesses.

5. **What is your definition of a “policy” board, and would you support being a member of a policy board?**

A very basic definition is that: A policy board is a board that sets policy and direction for the organization, communicates that direction to the President, then holds the President accountable for meeting the desired outcomes. The Board does not get involved in day to day operations of the organization, but instead sets measurables to ensure the organization is moving in the intended direction.

I fully support being a member of a policy board. I have worked in credit unions for much of my life and have learned that boards who remain high level and remain focused on the future are much more effective than boards who are overly involved in day to day activities.

6. **What is your perception of NMC’s financial condition?**

With a Standard and Poor’s Rating of AA, NMC is obviously in good financial condition.

One reason for the good credit rating is that NMC has a net position of $62mm and unrestricted net of $15mm. End of year growth in the net position has been positive over the past few years; however it has declined from a net increase of $2.9mm in 2012 to $592k in 2014. While the overall net position has increased, the unrestricted amount has in fact declined each year since 2012 as the school invests in more infrastructure. I feel this should be monitored closely, as this process could be unsustainable and could make borrowing in the future more expensive.

While revenue has been relatively flat, enrollment has dropped over the past number of years. I am sure the board is focused on enrollment figures, and is looking at ways to increase enrollment since it is obvious that this is a negative trend. Even with the drop in enrollment, and flat revenue, expenses have increased. Based on the information I am able to review, it is difficult to fully understand exactly what has caused the increase in expenses but it should be monitored.

Overall, like many organizations, NMC is fine financially at this time, but there are areas for improvement.

7. **What do you see as NMC’s current biggest opportunity? How should we address it?**

I feel NMC’s biggest opportunity is to grow in niche markets like maritime, culinary, and aviation, and also trades. I feel the school has a broad array of standard programs and is offering a valuable service to the local community. However, if the school can grow programs like maritime, aviation, and specialized trades we can expand outside of the local community and become a destination school, which will help increase enrollment. In order
to address this opportunity, it is important that we not only attain and maintain top accreditation, but establish appropriate housing and extracurricular options to attract non-local students.

8. **Why are you the best candidate for this trustee position?**
   I feel I am the best candidate for the trustee position because I have a firm belief in the value of post-secondary education. Whether it is in traditional education such as accounting or marketing, trades like CAD, welding, or CNC, or even programs like maritime, culinary, or aviation it is important to have post high school education. Having worked with many types of businesses I understand the lack of skilled workers in the marketplace and I feel NMC can help fill this hole.

   Through my work experience I understand the role a board plays in a non-profit organization. I feel with this experience I would be a valuable addition to the Board and will be able to fill my role quickly. I also feel that with my upper management background I will be able to effectively collaborate on strategic planning while setting and evaluating appropriate measurables to monitor the plan and ensure it is meeting our expectations.

   I truly appreciate the time you have taken to read through these answers and I look forward to the opportunity to meet you on Monday, April 20.

   Regards,

   Andy Kempf
April 6, 2015

Trustee Search
Office of the President
Northwestern Michigan College
1701 East Front Street
Traverse City, MI 49686

Dear Board of Trustees,

My name is Andy Kempf, and I am currently a resident of Traverse City. Please accept this letter as my notice of interest in the open Trustee position at Northwestern Michigan College.

I have spent nearly twenty years in finance, primarily in the financial services industry, and I am currently the President of 4Front Credit Union. Before moving to Traverse City a couple years ago to take this position I was the President of Preferred Federal Credit Union in Greenville MI. In my role as President I have worked with both companies and schools within my communities and I see the need for effective secondary education. I feel that Northwestern Michigan College is positioning itself to not only meet the needs of traditional higher education, but also providing effective trade training which is in demand.

In Greenville I was part of a committee called Montcalm Iona College Access Network (MICAN). MICAN was comprised of members of the ISD, business community, and Montcalm Community College. The committee was tasked with determining the needs of the business community and recommending ways to encourage youth to seek post High School education. It was in this role that I gained an understanding and appreciation for the impact a local college can have on the local community when it can offer a full array of educational opportunities.

NMC has been a cornerstone of northwest Michigan for over 60 years, offering valuable learning opportunities to the local citizens. I would be honored to a part of this respected institution and believe I can be a valuable contributor to the Board of Trustees.

I look forward to the opportunity to discuss this position with you. I can be reached at akempf@gmail.com, or 231.357.9666.

Sincerely,

Andrew Kempf
Andrew Kempf
633 Washington
Traverse City, MI 49686
231.357.9666
Akempf2@gmail.com

Work Experience:

<table>
<thead>
<tr>
<th>2013-Present</th>
<th>2005-2006</th>
</tr>
</thead>
<tbody>
<tr>
<td>President - 4Front Credit Union</td>
<td>VP Finance – Michigan Catholic Credit Union</td>
</tr>
<tr>
<td>Traverse City, MI</td>
<td>Troy, MI</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>President – Preferred Credit Union</td>
<td>Director of Finance – Telcom Credit Union</td>
</tr>
<tr>
<td>Greenville, MI</td>
<td>Novi, MI</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>2006-2010</th>
<th>1996 – 1999</th>
</tr>
</thead>
<tbody>
<tr>
<td>Director of Finance – Webb Chemical</td>
<td>Commercial Loan Officer – Comerica Bank</td>
</tr>
<tr>
<td>Muskegon, MI</td>
<td>Detroit, MI</td>
</tr>
</tbody>
</table>

Education:

- MBA – Walsh College
- BSBA – Central Michigan University

Clubs, Committees, Groups:

- Guest Instructor – Montcalm Community College
  - Financial Literacy

- Montcalm Iona College Access Network
  - Steering Committee

- Traverse City Rotary
  - World Community Services Committee
  - Interact Committee

- LEAP – Elementary Sports
  - Track Coach
  - Basketball Referee
Questions to all candidates for NMC Board of Trustees - Lansdale

1. Why do you want to be a trustee?
   A: I have just finished a long career in service to libraries - 40 years of serving as a library director/manager. I have left TADL in very good shape and want to move on. For the last 14-15 years I have reported to boards for three different libraries. Each time personnel changes on a board the entire board complexion changes and I can say I have experienced a wide variety of boards. I have served on several non-profit boards, relative to the profession of librarianship. I am now ready to sit on the other side of the table and work with a group to assure the continued success of NMC.

2. What are your qualifications to be a Trustee?
   A: I have a Masters Degree. I have been working with boards for about 15 years. As a library director, I have been involved in union negotiations, building planning, fund raising, staff building and policy and budget development. I have been associated with The University of Michigan as a student, as an employee and as a member of that community where I interacted with employees and professors for 30+ years. I was spoiled by this environment but it gave me a sense of what it is to set a high bar for achievements of all stripes.

3. What connection or experience do you have with NMC?
   A: I have been getting to know the Dennos Museum and the International Affairs Program. Both very high quality. I am very impressed with Gene Jenneman and Jack Segal. As an employer, I have been responsible for hiring several very good employees who are students at NMC. I also had the pleasure of working with the librarians at NMC on a few projects. Again, they are very impressive.

4. How would you define the role of a Trustee in all three scenarios below:
   a. in relationship with the President? A: I see a friendly, but hands off relationship as an individual. The full board is the only spokesman for direction of the President.
   b. in relationship with the faculty/staff? A: Again a friendly relationship, available as a two-way communication vehicle.
   c. in relationship with the community? A: I see the trustees getting out to the community events, wearing a name tag, so that people know we are trustees and hopefully will feel comfortable talking to us. I see trustees going to as many NMC events as possible, well identified as trustees. I see trustees taking part in other community organizations in a way that could benefit the college.

5. What is your definition of a “policy” board, and would you support being a member of a policy board?
   A: I see you use the Carver Governance model. This is a good model for maintaining a strong and accountable President. I have worked on a board that used the Carver model. (MCLS Midwest Collaborative for Library Services serving Michigan and Indiana, a non-
profit member organization [https://www.mcls.org/](https://www.mcls.org/). I support the principals of Carver Governance, especially if they are managed well by the board. I attended the introductory Carver workshop in Atlanta GA, which was very helpful.

My definition of a “Policy Board” is one that sets policy, including budget, to provide a framework for the President. The President is then accountable to the board for performance to those policies and “Ends statements”. If the board is uncomfortable with the latitude given the President, then they need to add policies or strengthen the policies in place. My perception of this board is that they are using the Carver model and restrictions are in place for policy, budget and facilities. I would definitely support a policy board.

6. What is your perception of NMC’s financial condition?
   A: I just reviewed the recent audit for the college and its foundation and, to me, the college looks to be in fairly strong position. It has the struggles all schools and other governmental agencies are experiencing: reducing revenue, increasing obligations. But the college has taken some important steps (even though they may not be popular) to keep the college solvent and successful. You have reduced expenses and increased revenue. The Foundation looks to be very strong and able to continue its programs for the college, while the college does not appear to lean too heavily on it, in trying times. I am very glad to see unrestricted funds all allocated for specific programs.

7. What do you see as NMC’s current biggest opportunity? How should we address it?
   A: NMC’s biggest opportunity might be the opportunity to develop four-year programs. Especially for Nursing and the health sciences. My personal observation is that there is a local education deficit in this regard, forcing students to seek programs downstate when we need these graduates here. Munson is growing and expanding their specialty clinics and we should be serving them. I know you have begun down this road with Maritime Technology and this is a very good start.

8. Why are you the best candidate for this trustee position?
   A: I am coming in fresh. I have no preconceived notions about the college except my positive observations as a customer. I am smart. I am very good at working with groups to solve knotty problems. My experience as a library director is excellent, successful and widely varied. I am fully committed to this community. I am committed to the college and its place in the community. This is the only college of its kind in the area and a very good example of what a community college can be; it is a very respectable school. I am excited to be participating in this selection process.
Dear Trustees,

I am applying for the position on the NMC Board of Trustees, recently vacated by Cheryl Gore Follette. I am retired from my position as Director of the Traverse Area District Library and am looking for a way to give back to the community. Since I have been in Traverse City, I have been very impressed with Northwestern Michigan College. From maritime, to culinary, to life-long learning, to the museum and the International Affairs Forum and your curriculum for traditional students, this college is a gem of the northwestern lower peninsula of Michigan. I would be pleased to serve the college in this way. You and others may know that before I retired I was on an extended medical leave of absence. My health concerns are very nearly resolved and I feel comfortable extending myself for this obligation.

My 40 years of managing libraries has given me quite a bit of applicable experience. Since 1997, I have served many boards in public libraries large and small, as director serving at the pleasure of a board. I know the problems and triumphs that come with the work of a group of individuals managing a director, or in this case the President. While in Royal Oak I learned about working with a union the first time. In Chelsea I managed a new library building project, while serving as that library’s director. A year after I left Chelsea, that library was named Best Small Library of the Year in a national event managed by ALA and Library Journal. One of my best assets upon leaving these libraries - Chelsea, Royal Oak and TADL - is that I left them in excellent shape with respect to their finances and staffing.

I am very much looking forward to serving Northwestern Michigan College as its Board changes shape. I have good organizational skills that help groups move through difficult decisions. I am very sensitive to the ways a board must work with its executive director / president for the success of the organization.

I am most sincerely,

Metta T. Lansdale, Jr.  
3/28/2015

Metta Lansdale served as Director of the Traverse Area District Library (TADL) from November 1, 2009 through December 31, 2014. In five years, Lansdale oversaw TADL as it increased its lending transactions by 27% or more than 260,000 transactions; she oversaw a successful transition to RFID technology, self service and automated materials handling, and held expenditures within lowering revenues with no reduction in service.

Lansdale had most recently served as Director of the Royal Oak Public Library. Under her guidance that library experienced a 60% increase in visitors in 2008, followed by a 23% increase in the next nine months establishing the library as a community center and anchor in the vibrant downtown of this southeast Michigan city.

Previously she served for nine years as Director of the Chelsea District Library. Through her leadership there she transformed a small village library into a state-of-the-art district library for the 21st century. She initiated a $1.2 million capital campaign and an $8.2 million bond election for the renovated and expanded McKune Memorial Library in Chelsea, where she championed and developed public library volunteer services and programming fully developing the library as a community center. This development was recognized in 2008 by the American Library Association with the designation as the Best Small Library in America.

Lansdale brings more than 20 years of management experience in a large hospital library setting; she also launched and for ten years maintained the Health Information section of MeL (The Michigan Electronic Library), a library of online information resources.

Lansdale has been active in professional and community organizations including the Michigan Library Association and the Michigan Center for the Book. She was a member of the Traverse City Rotary Club; previously, she served as secretary and webmaster for the Royal Oak Rotary Club and back-up webmaster for the District Rotary site; she was a member and incoming board member for Royal Oak Kiwanis and served on the Board of Directors of the Chelsea Area Chamber of Commerce. For the Michigan Library Association she was on the Legislative Action Committee and the 2010 Conference Planning committee. She most recently served on the board of MCLS, the Midwest Collaborative for Library Services.

For NMC Board of Trustees, January 2015
Metta Tomlinson Lansdale, Jr.
Retired Library Director
209 Midtown Dr
Traverse City, MI 49684
(231) 313-8698
metta.lansdale@gmail.com

Career Summary
Extensive library management experience, creative program development and professional leadership in the public library and health information fields.

Management
- Increased transactions in Class VI library by 27%
- Brought 60% increase in visitors to Class VI Library, followed by 23% in next 9 months.
- Directed a Class VI Public Library for three years and 5 years; a Class IV District Library for nine years.
- Served as owner’s representative for a $9.4 million downtown library construction project.
- Managed a successful capital fundraising campaign raising $1.2 million. Managed a successful public referendum establishing an operating millage to support the new district library, 1999; subsequently managed a successful public referendum gaining $8.2 million bonds for library construction, 2004.
- Directed a health sciences library for more than twenty continuous years.
- Provided guidance and mentoring leadership for professionals in library and technology fields using a background of excellent reference librarianship, online searching skill and training background as well as work with technology of all kinds in a variety of settings.

Fiscal Management and Development
- Directed the library transition from Village Library to a Class IV District Library after a successful election that tripled the operating budget.
- Maintained a strong fund balance and responsible fiscal controls which enabled high (A1 and A) bond ratings for the district library, allowing a lower than expected millage for debt retirement.

Planning and Evaluation
- Developed health information services for the public library funded by NIH with two partner organizations. Developed a consumer health information lending library and bookstore within a hospital setting. Developed the satellite teleconferencing function for a large health care facility.
- Developed a public library building program and expansion plan. Planned and executed renovation of public service program and restroom area while maintaining full services.
- Guided the operational transition from a village library to district library.
- Constructed and maintained the Health Information Resources Section of MeL (Michigan Electronic Library) for ten continuous years.
- Managed the plans and move of three separate library facilities to new quarters.
- Managed transition to RFID technology and self service.

Training and Presentations
Trained and addressed audiences on a variety of topics including:
- Child safety in the public library setting for Michigan Library Association
- Evaluating internet-based health information for cancer patients, professionals and the public.
- Using MeL (Michigan Electronic Library) to supplement public library reference service.
Professional Development and Leadership
Leadership of local, regional and national professional associations including in particular:
- TLN Cooperative Shared Automation System ExecComm and representative for Director Search Committee
- Library of Michigan, Michigan Center for the Book, Chair Elect in 2008
- Rotary of Royal Oak - Board Secretary; Rotary of Chelsea – select, schedule and host weekly speakers;
  Kiwanis of Royal Oak Member
- Chelsea Area Chamber of Commerce, Board of Directors
- Michigan Library Association: Technology Policy Committee, Public Library Division board, legislative
  action committee
- Editorial Board for the Bulletin of the Medical Library Association
- Medical Library Association member: Certification Examination Review Committee and Hospital Library
  Division Committees.
- President of the Washtenaw-Livingston Library Network Board; led the group through successful writing and
  funding of two successive Library Services and Construction Act grants, at $90,000 each. 1981-94
- Founding board member of the Michigan Health Sciences Libraries Association.

Career and Education History:
TRAVERSE AREA DISTRICT LIBRARY, Traverse City, MI
Class VI district library serving 80,000 residents in Grand Traverse County,
Director
2009-2014

ROYAL OAK PUBLIC LIBRARY, Royal Oak, MI
A Class VI city library serving a community of 60,000 residents in Oakland County.
Director
2006-2009

CHELSEA DISTRICT LIBRARY, Chelsea, MI
A Class IV District Library serving 14,400 residents in the City of Chelsea and Dexter, Lima, Lyndon and Sylvan
Townships in Washtenaw County.
Director
1997-2006

LIBRARY OF MICHIGAN/UNIVERSITY OF MICHIGAN – MEL (Michigan Electronic Library) A
web-based collection of evaluated information resources on the internet.
Selector for the Health Information Resources Section
1995-2005

THE UNIVERSITY OF MICHIGAN LIBRARY, MLink Program, Ann Arbor
An information referral service of the University of Michigan, providing information resources to public library
clients throughout Michigan from the University’s resources.
Reference Librarian, full time
1995-1997
Reference Librarian, part time
1994

CATHERINE McAULEY HEALTH SYSTEM, Ann Arbor
A 600-bed private acute care hospital emphasizing patient care, teaching and research including four residency
training programs, research interests.
Manager, Library Services
1975-1994
Supervisor, Library Services
1972-1975

THE UNIVERSITY OF MICHIGAN, School of Public Health
Librarian, Maternal and Child Health Department
1971-1972

CLEVELAND PUBLIC LIBRARY
Pre-professional Assistant, Philosophy Psychology and Religion Dept.
1969-1970

EDUCATION
MALS  The University of Michigan, School of Library Science, Ann Arbor, MI
1971
BA  Transylvania College, Lexington, KY
1969

ADDITIONAL CREDENTIALS
Questions to all candidates for NMC Board of Trustees

Please complete written responses to each of the following questions and submit to the NMC President’s Office by 12:00 noon on Friday, April 17. You may submit by any of the methods below:

- Drop off in the President’s Office in the Tanis Building on main campus
- Email to horton@nmc.edu
- Fax to 231-995-1680

Responses in RED

By: Thomas M. Lennox

1. Why do you want to be a trustee?

Upon completing my career with the State of Michigan in 2007, my family and I decided to pursue our dreams, leave the Lansing area, and move to Traverse City. This is where we intend to spend the rest of our lives. After establishing ourselves and becoming more familiar with our new surroundings, I soon realized there were many opportunities for a recently retired public servant to continue to contribute to such a wonderful community.

At the time, with two younger boys at home, the quality of the educational system in the Traverse City area was very important to us just as it is to this day. In 2009, when I was given the opportunity to instruct at the high school level through the TBAISD, I quickly accepted.

Over the last six years, and through much interaction with many current and future students of NMC, I’ve learned of how valuable a resource we have in your college. Becoming a Trustee with NMC would be an honor and what I would consider another opportunity in which my family and I can continue to give back to the community.

2. What are your qualifications to be a Trustee?

I’ve been very fortunate to hold several positions and gain exceptional experience while advancing in my career. Starting as a field officer with the Michigan Department of Natural Resources, I eventually rose to the level of Acting Staff Captain at the Lansing headquarters. With many years of administrative experience, I’ve been responsible for the public trust, DNR Law Enforcement Division budgets, and supervision of statewide programs such as training, employment, and policy for the DNR Law Enforcement Division.

As my resume indicates, I have also served as Emergency Operations Coordinator, the Director’s appointee to the Governor’s Hazard Mitigation Coordinating Council, FOIA Coordinator, MCOLES Academy Director, and MCOLES Academy Coordinator.
Through these experiences and currently as an instructor with the TBAISD, I've had the opportunity to teach or instruct at the high school level, the community college level, and in entry level employment. With responsibility for large budgets, policy making, and administrative decisions regarding long term strategic planning, I feel I am qualified to understand the operations of a large nonprofit educational entity such as Northwestern Michigan College.

3. What connection or experience do you have with NMC?

Over the years, even prior to moving to the area in 2007, I've had various experiences with NMC. While still working with State of Michigan and serving as the DNR's police academy Director and eventually Administrator, I had several opportunities to participate in MCOLES meetings and work sessions with NMC Criminal Justice staff. This relationship with NMC staff continued shortly after I retired and began as an adjunct instructor with the Grand Rapids Community College.

Currently, as an instructor of public safety at the TBAISD Career-Tech Center, I still remain involved with NMC staff due to the similarities in our educational programs. NMC faculty participates in my current advisory board, my CTC students have participated in NMC Police Academy fitness exit exams, and several of my former students have attended NMC after graduation. I have also routinely provided student volunteers for the NMC barbecue.

On a more personal note, my older son has taken classes at NMC and my spouse currently teaches adult education courses through NMC. NMC has been a valuable resource for me and my family.

4. How would you define the role of a Trustee in all three scenarios below:

a. in relationship with the President?

In reviewing Board Policy A-101.00 titled “Board of Trustees Responsibilities” and Board Policy B-101.00 titled “President’s Role and Job Description”, the President is accountable to the Board. As a Trustee, and working in conjunction with other fellow Trustees, the relationship with the President would include delegating authority from the Board to the President; defining the President's role and accountability; and monitoring performance of the President. In addition, selection, employment, and delegation of appropriate powers is provided to the President of the College. In monitoring the President's performance, a Trustee assures the President achieves the College's Ends and Parameters. More generally, the relationship between Trustee and President should always be respectful, professional, and courteous.
b. in relationship with the faculty/staff?

In reviewing Board Policy B-100.00 titled “Delegation to the President”, it is clear that the Board has delegated authority regarding the accountability of staff to the President. This includes staff policies and procedures as long as the President stays within parameters set by the Board. A Trustee is expected to support the President’s decisions regarding staff. Mindful of this relationship, a Trustee should always be respectful, professional, and courteous with faculty and staff and help foster creative environments while still being clear about the role of a Trustee within the organization.

c. in relationship with the community?

Again, in reviewing NMC Board policies, memos, mission statements and writings, it is clear that as a member of the Board of Trustees, ultimate accountability comes from the community. The citizens of Grand Traverse County expect quality product and performance in their education and institutions. To that end, a cohesive, efficient, professional, and well-functioning Board of Trustees is essential. A Trustee serves as a link between the college and the community and must set high standards while making every effort to be visible and available to the public.

5. What is your definition of a “policy” board, and would you support being a member of a policy board?

In a generic sense, and as outlined in Board Policy A-102.00 titled “Board of Trustees Governing Style”, the Board of Trustees could be considered a “policy board”. Section 2. d. establishes standards for defining policy associated with the quality of educational programs, student achievement, prudent use of funds, and setting parameters for attracting high quality personnel. These goals are defined and accomplished through written policy.

In reviewing NMC’s “Levels and Types of Policies” along with the article named “Carver’s Policy Governance Model in Nonprofit Organizations”, terms and approaches to policy can have broader meanings such as “Ends” and “Parameters” policies. “Ends” often deal with vision, mission, and purpose statements. These are more philosophical and deal with the goals as to why the college exists. “Parameters” policies work hand in hand with “Ends” policies but establish the methods and means in accomplishing the goal. Essentially, one lays out the overall vision, and the other creates the path to the vision.

This has been an accepted practice in many governmental and nonprofit entities in Michigan for at least the past fifteen years and I have personally participated in the
process both as a supervisor and employee. I would support being a member of a policy board that runs efficiently and is in the best interest of the public.

6. What is your perception of NMC’s financial condition?

I believe NMC’s financial condition is sound. In reviewing the budget materials provided, it appears that revenue outpaced expenditures for FY 2013-14 and is on track to do the same for FY 2014-15. In comparison graphs of FY 2002-03 to FY 2014-15 it is clear that salaries and benefits have remained fairly constant at approximately 70%. Although to some this might appear to be a large percentage, I believe it is typical of many institutions where people are the foundation of the operation. As a former administrator with the MDNR Law Enforcement Division, I recall salaries and benefits usually accounting for approximately 70 to 80% of the budget there as well.

It is obvious that the decrease in State aid from 2003 to 2015 has had an impact on tuition and fees. Also, property taxes are slightly down as a source of revenue when comparing 2003 to 2015. Sound management in Finance and Administration will be the key to continued success in future years.

7. What do you see as NMC’s current biggest opportunity? How should we address it?

In my opinion, NMC’s current biggest opportunity is the pursuit of accredited bachelor’s degrees. Back in 2013, when legislation was signed to allow community colleges to offer bachelor’s degrees in the four study areas of energy production, maritime technology, culinary, and cement technology, NMC took the lead and became the state’s first community college to offer a four year degree. NMC should continue to lead the way in pursuing these opportunities at the community college level. This can be accomplished by building community support at the local level by showing proven results and through interaction with our legislators.

This mindset is a perfect example of NMC’s mission, vision, and values statements. It shows the citizens of Grand Traverse County that the college is the “resource choice for higher education” as well as innovative, agile, and willing to take “thoughtful risks”.

8. Why are you the best candidate for this trustee position?

I believe I am approaching this vacancy on the Board of Trustees for the right reasons. I have a desire to serve and give back to the community which I think I have proven over my lifetime and career. Without repeating my accomplishments, my experience in government and education will allow me to provide to the Board, a broad perspective both inside and outside of academia.
Several years ago, one of my first supervisors paid me a great compliment. At the time, our Department was experiencing low morale and employee/management relations were strained. I had been under his supervision for about a year and he requested that I stay in his area because he saw that I had an ability to bring people together. I have always tried to do just that in whatever task I take on.

While all of the applicants possess great qualities with diverse backgrounds and experiences, I feel I’m the best candidate. In addition to what I’ve mentioned above in the previous questions, I believe my ability to build consensus and lead through optimism are important at this time.

I also come to serve independently, owing no one person or organization special allegiance except to the community and students of NMC.
Trustee Search
Office of the President
Northwestern Michigan College
1701 East Front Street
Traverse City, MI 49686

April 2, 2015

To Whom It May Concern:

Please accept this letter, attached resume, and proof of voter registration as my expression of interest in the recently vacated NMC Trustee position. As a retired state of Michigan administrator and current educator, I would welcome the opportunity to share my knowledge and experience with your institution. As a former MDNR leader with responsibilities for statewide budgets, employment, training, police academy operations, legal research, policy, and community outreach programs, I’m very familiar with the day to day operations of a large organization with a responsibility to the voting public.

As an educator over the last decade, I’ve instructed at the community college level, high school level and MDNR police academy. Above all, regardless of where I serve, my goal has always been to maintain a professional and effective working relationship with employees, executives, agencies, institutions, and organizations.

I look forward to hearing from you.

Respectfully,

[Signature]

Thomas M. Lennox

(269) 838-8264
tlennox85@gmail.com
THOMAS M. LENNOX

15324 Smokey Hollow Road, Traverse City, Michigan 49686 (269) 838-8264
tlennox85@gmail.com

EDUCATION

M.Ed. in CTE/Administrative Concentration 2009-Present (In Process-Undeclared)
Interim Occupational Certificate 2009-Present (In Process)
Ferris State University, Big Rapids, Michigan 49307

Bachelor of Arts Environmental Law Enforcement 1979-1982
Alma College, Alma, Michigan 48801

EXPERIENCE

August, 2009-Present
Instructor, Traverse Bay Area Intermediate School District
880 Parsons Rd.
Traverse City, MI 49686
Lead instructor of 11th and 12th grade students in the Public Safety/Protective Services
program at the TBAISD Career-Tech Center.

Summers, 2008-Present
Sheriff’s Deputy, Crawford County Sheriff’s Office
200 West Michigan Avenue.
Grayling, MI 49738
General road patrol with emphasis on ORV enforcement during the peak tourist season.

March, 2008-May, 2008
Adjunct Instructor, Grand Rapids Community College
Criminal Justice Department, Police Academy
143 Bostwick N.E.
Grand Rapids, MI 49503
Instruct police academy recruits on a part time basis in Motor Vehicle Law, Vehicle
Stops, Traffic Enforcement, and OWI Law.
August, 1986-August, 2007 (retired)
Michigan Conservation Officer, Area Law Supervisor Sergeant, District Law Supervisor Lieutenant, Lansing Section Supervisor Lieutenant, Lansing Acting Staff Captain
Michigan Department of Natural Resources-Law Enforcement Division
530 W. Allegan St.
Lansing, MI 48909
Duties included road patrol; field training officer; immediate supervision of field officers as a first and second line supervisor; administration of statewide hiring and training of conservation officers; Director’s appointee to the Governor's Michigan Hazard Mitigation Coordinating Council; LED management representative for MSEA labor/management negotiations; Administrator and Director of the MCOLES recruit academies; MITN Coordinator; plan, direct, oversee, and administer all staff operations of division personnel involved in marine, ORV and snowmobile safety, budget, support services and federal aid, training and employment, Report All Poaching program including statewide radio dispatch, legislative, policy and departmental orders, commercial and tribal fishery issues; covert enforcement operations; hunter education, ranges; emergency management coordinator (established and coordinated implementation of the Department Emergency Command Center), Coordinate involvement with other departments of government; prepare directives and correspondence for the public; as well as provide direction and long range planning.

February, 1983-August, 1986
Public Safety Officer, City of Berkley, Michigan
Duties included the enforcement of state laws and local ordinances within the City of Berkley. In addition to police responsibilities, public safety officers are state certified fire fighters and emergency medical technicians.

May, 1980 - October, 1982
Seasonal worker, MDNR Metamora-Hadley Recreation Area, Metamora, Michigan
Duties included maintenance and patrol of camp and recreation area during peak summer seasons.

1980-1982 Volunteer Conservation Officer

REFERENCES

References Available Upon Request
VOTER IDENTIFICATION CARD

Twp.: PENINSULA TOWNSHIP
County: GRAND TRAVERSE

Listed below are the various districts in which you reside:

US Congressional: 01
State Senate: 37
State Rep.: 104
County Comm: 01
School District: TRAVERSE CITY AREA PUBLIC SCHOOLS

Polling Location:
PENINSULA TWP HALL
13235 CENTER RD

THOMAS MERVYN LENNOX
15324 SMOKEY HOLLOW RD
TRAVERSE CITY MI 49686

MONICA A HOFFMAN - CLERK
**IMPORTANT NOTICE**

Effective April 1, 2000, the same address must be used for voter registration and driver license purposes.

Effective April 1, 2000, Michigan law requires that the same address be used for voter registration and driver license purposes. Therefore, if the residence address you provide when registering to vote differs from the address shown on your Michigan driver license or personal identification card, the Secretary of State will automatically update your driver license or personal identification card address. If an address change is made, the Secretary of State will mail you an address update sticker for your driver license or personal identification card.

---

**CHANGE OF ADDRESS**

Should you move to a new address, please provide your new address, sign your name and return this card to:

MONICA A. HOFFMAN, CLERK
Peninsula Township
13235 Center Road
Traverse City, MI 49686

New Address

X

Signature of Voter
Response to Questions to candidates for NMC Board of Trustees
James W Levy

1. Why do you want to be a trustee?

It is my sincere desire to find ways to serve the city of Traverse City, the community of NMC, and the cause of public education. Consistent with the NMC Values statement, I am especially interested in fostering learning for students of all ages and to assist the Board’s efforts to promote and support stewardship, ethics, openness, and trust. The benefit of students of all ages would be central to my concerns as a trustee.

2. What are your qualifications to be a Trustee?

As a former public school Board president of long standing, I have a good grasp of the functions and operations of a publicly elected board, it’s responsibilities to the tax-paying public, it’s various relationships, it’s fiduciary duties, it’s legal constraints, it’s relationship with it’s employees and the voting public, and it’s mission. I understand and endorse the importance and role of publicly supported higher education in society. I believe my experience helping to found and substantially grow a human services-related business would also be an asset to the Board. I find much to admire in the NMC mission, vision, and values statements.

3. What connection or experience do you have with NMC?

I have been a patron of NMC and a beneficiary of it’s services for many years. My daughter was once a student here. I have attended several professional functions here, and have addressed student groups on campus. I have long patronized the Dennos Museum and Theater. My wife recently traveled with a student group to Cuba and had a wonderful experience. I employ several people who have benefitted from NMC-related facilities.

4. How would you define the role of a Trustee in all three scenarios below:
   a. in relationship with the President?

   The Board is responsible for interviewing, selecting, employing, and evaluating the performance of the President. The Board formulates the President’s annual goals and evaluates his/her performance of those goals.

   b. in relationship with the faculty/staff?

   The Board is responsible for setting policy for the institution and overseeing the President’s performance as s/he administers that policy with respect to all college employees and students. I would anticipate seeking to interact with faculty, students, and staff for the purpose of better informing myself about the institution and its needs, but would avoid anything that appeared to interfere with the President’s executive and supervisory functions.
c. in relationship with the community?

A major responsibility of a Board member is to talk with and listen to the community for the furtherance of the mission and well-being of the institution s/he represents. Seeking community input is an important part of the job, as is strongly advocating for the funding and community support necessary to the college.

5. What is your definition of a “policy” board, and would you support being a member of a policy board?

A policy board informs itself, solicits appropriate input, interfaces in a variety of ways with the public, debates, and, ultimately, sets policy. It then guides and evaluates the President’s execution of that policy. The important distinction is that the Board does not itself execute policy nor does it supervise those who do, except through it’s relationship with the President.

6. What is your perception of NMC’s financial condition?

My understanding is that NMC has a strong fund balance, which is always a source of stability and ability to respond to circumstances. Any tax-supported institution will be challenged by the vicissitudes of state funding, legislative whim, and changes in the property tax situation. Everyone is aware of the challenges faced by the economic circumstances of the State of Michigan, many of which are neither controllable nor predictable.

7. What do you see as NMC’s current biggest opportunity? How should we address it?

NMC’s biggest opportunity, as well as one of it’s looming challenges, is to increase local awareness and support of NMC in general and of it’s programs and educational offerings in particular. I’m certain this is an issue that has occupied this Board at some length and will continue to do so. It will happen slowly and incrementally. There’s no magic. That said, community awareness and opinion starts with a high quality educational program that successfully engages and enriches students.

8. Why are you the best candidate for this trustee position?

The Board will determine who is the best appointee available to it. I believe I have many strengths to offer, as I’ve suggested above. In addition, I know how to work respectfully with people in a governance situation, to form coalitions, move ideas forward, and to work successfully with institutional and Board leadership.

Thanks for considering my interest in serving on the NMC Board of Trustees.

James W Levy
126 S Elmwood St
Traverse City, MI 49684
4-6-15

To the NMC Board of Trustees:

Please accept this, and my enclosed resume, as an expression of interest in service on the open seat of the Board of Trustees of Northwestern Michigan College.

I am motivated by a lifelong commitment to public education, a desire to serve the community, and an understanding of the nature and function of the type of institutional governance required of a Board of Trustees. I bring no particular political ambitions or narrowly focused political agenda, but would be guided by a desire to serve the needs of the students and community of NMC.

My qualifications for this position include:

- My record shows fourteen years of elected service on the Board of Education of Northport Public Schools, including 2 years as it’s treasurer and 10 years as it’s president. This included hiring and working successfully with several superintendents, negotiating several labor contracts with the local education association, and guiding the district through several crises including a major facility fire.

- My career includes nearly forty years as a medical professional with a long record of successful relationships with patients, hospital staffs and administrations, and medical staffs. This included extensive committee service and involvement in organized hospital medical staffs.

- As an HR professional, I have extensive experience and understanding of human resources, particularly as it applies to professional groups.

- I have the commitment to hard work and the knowledge gained by helping to start a medical practice and growing the resulting company, of which I remain part owner, from 6 employees to 150 employees, and still growing.

- I understand the Board of a public institution as a policy-making body and have a successful record of productive relationships with leadership and Board colleagues that would facilitate the work of the Board.

- I am a registered voter in Grand Traverse County, a resident of Traverse City, and a patron of NMC.
Thank you for considering my application. Please see my resume, which is enclosed, and contains my email addresses and cell phone number. I would be pleased to talk by phone or in person or to correspond about my aspirations with anyone to whom it would be of interest.

Sincerely,

[Signature]

James W Levy

Encl: Resume
James W. Levy, PA-C, SFHM

Personal: 126 S. Elmwood St.
Traverse City MI 49684
231-632-7338
lecountl1@gmail.com

Business: iINDIGO Health Partners
110850 East Traverse Hwy, Ste 4400
Traverse City MI 49684-1320
231-346-6800
jlevy@indigo247.com

Professional Experience
2008 – Present
Co-Owner and Vice-President of HR
iINDIGO Health Partners
Traverse City, Michigan

2008 – Present
Member & Secretary, Board of Directors
Hospitalists of Northern Michigan (subsequently iINDIGO Health Partners)

2001 – 2013
Hospitalist – Internal Medicine
Hospitalists of Northern Michigan – Traverse City, Michigan,
Alpena, Michigan, and Cadillac, Michigan

2001-2008
Member, Board of Managers
Hospitalists of Northern Michigan PLC

1998 – 2001
Hospitalist – Internal Medicine
Munson Medical Center – Traverse City, Michigan

1977 – 1998
Physician Assistant- Rural Health Clinic (previously the Emergency Department)
Leelanau Memorial Health Center – Northport, Michigan

1976 – 1977
Physician Assistant
The Mental Health Center – Fort Wayne, Indiana

1973 – 1975
Emergency Medical Technician
City of Fort Wayne EMS – Fort Wayne, Indiana

1972-1973
Operating Room Technician
The Lutheran Hospital – Fort Wayne, Indiana
Education
1987  Bachelor of General Studies with Distinction  
      Indiana University – Bloomington, Indiana
1976  Physician Assistant Diplomate  
      Indiana University School of Medicine  
      Indiana University – Fort Wayne, Indiana
1973  Certificate in Emergency Medical Technology  
      Purdue University – Fort Wayne, Indiana
1972  Certificate in Operating Room Technology  
      The Lutheran Hospital – Fort Wayne, Indiana

Committee Service
4-2015 to Present  Member, Team Hospitalist (Editorial Advisory Board); Society of Hospital  
                  Medicine and Wiley Corp
2-2012 to Present  Member, PA/NP Committee; Society of Hospital Medicine
2-2013 to 4-2015  Member, Public Policy Committee; Society of Hospital Medicine
2011 – 2013  President and Founder; Northern Michigan Chapter of the Society of Hospital  
              Medicine
2011 - Present  Board/Medical Staff Professional Resources Committee; Munson Medical  
                Center- Traverse City, Michigan
2009 – 2012  Clinical Design Consultant, Deputy Chief Medical Information Officer and  
             Provider Order Entry system Clinical Champion; Information Systems dept,  
             Munson Medical Center – Traverse City, Michigan
2009-Present  Member, Board of Directors, iINDIGO Health Partners- Traverse City, Michigan
2009-2012  Member, Clinical Decision Support Group, Clinical Provider Oversight Group,  
           Clinical Optimization Transition Team, and Change Management Committee;  
           Information Systems Dept, Munson Medical Center, Traverse City, Michigan
2008 – 2013  Process Improvement Committee, Ad hoc member, Munson Medical Center –  
             Traverse City, Michigan
2008 – 2014  Medical Department Peer Review Committee, Ad Hoc member, Munson Medical  
             Center – Traverse City, Michigan
2006 – 2013  Physician Informatics Group, Munson Medical Center – Traverse City, Michigan
             Jennifer Granholm, also served on the Disciplinary Subcommittee
Licensures and Certification
- State of Michigan Certified Physician Assistant
- Nationally Certified Physician Assistant since 1975
- ACLS trained
- ATLS trained

Awards
2003  The Wilson Mothershead Award for community service; Leelanau Memorial Health Center, Northport, MI
2006  The James Stephens Quality Award; Munson Medical Center, Traverse City MI
2013  Fellow in Hospital Medicine; The Society of Hospital Medicine
2014  Senior Fellow in Hospital Medicine; The Society of Hospital Medicine

Memberships
- American Academy of Physician Assistants
- Paramedical Staffs at Munson Medical Center, Mercy Hospital Cadillac, Alpena Regional Medical Center
- Society of Hospital Medicine

Presentation
Success Stories: How to Integrate PAs and NPs into a Hospitalist Practice
Presented at Hospital Medicine ’13; Psaila, Levy, Brown, Capstack

Publications

Levy, Singh: “Teaming Up for Better Hospital Medicine, Editorial in JAAPA; 2013 Dec; 26 (10):8

Community Service
1997 – 2001  Community Advisory Council, Leelanau Peninsula High School
1988 – 1998  President – Board of Education, Northport Public Schools
1986 – 1988  Treasurer – Board of Education, Northport Public Schools
1984 – 1986  Member – Board of Education, Northport Public Schools
1980 – 1985  Deputy County Medical Examiner, Leelanau County
## 2015 Trustee Search Polling Grid

<table>
<thead>
<tr>
<th>CANDIDATE NAME</th>
<th>BOARD MEMBER INDICATED BY INITIALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adler, Keith</td>
<td></td>
</tr>
<tr>
<td>Beers, Alison</td>
<td></td>
</tr>
<tr>
<td>Bott, Chris</td>
<td></td>
</tr>
<tr>
<td>Dailey, Christopher</td>
<td></td>
</tr>
<tr>
<td>Hentschel, Robert</td>
<td></td>
</tr>
<tr>
<td>Johnson, Rachel</td>
<td></td>
</tr>
<tr>
<td>Kempf, Andrew</td>
<td></td>
</tr>
<tr>
<td>Lansdale, Metta</td>
<td></td>
</tr>
<tr>
<td>Lennox, Thomas</td>
<td></td>
</tr>
<tr>
<td>Levy, James</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>CANDIDATE NAME</th>
<th>BOARD MEMBER INDICATED BY INITIALS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Adler, Keith</td>
<td></td>
</tr>
<tr>
<td>Beers, Alison</td>
<td></td>
</tr>
<tr>
<td>Bott, Chris</td>
<td></td>
</tr>
<tr>
<td>Dailey, Christopher</td>
<td></td>
</tr>
<tr>
<td>Hentschel, Robert</td>
<td></td>
</tr>
<tr>
<td>Johnson, Rachel</td>
<td></td>
</tr>
<tr>
<td>Kempf, Andrew</td>
<td></td>
</tr>
<tr>
<td>Lansdale, Metta</td>
<td></td>
</tr>
<tr>
<td>Lennox, Thomas</td>
<td></td>
</tr>
<tr>
<td>Levy, James</td>
<td></td>
</tr>
</tbody>
</table>