



Northwestern  
Michigan  
College

**Board of Trustees**

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June 27, 2017

The Board conducted the performance review of President Timothy J. Nelson. We believe he is carrying out the policies and strategies adopted by the Board. His composite scores of core competencies and key responsibilities are higher this year than those last year. We have filled the vacancy on the Board of Trustees and we look forward to continued cooperation between the Board and the President into the foreseeable future.

Sincerely,

Kennard R. Weaver, Chair  
Board of Trustees

## Core Competencies

- The Core Competencies (CC) are the general skill areas required of the college president. They represent the “HOW” of the president’s performance.
- This is the document by which performance relative to the president’s leadership style, behaviors, and general effectiveness are assessed. The definitions under the number ratings are specific to each CC.
- Each Trustee should assign a number rating to each CC. Use the “Comment” section to explain the rating or give examples.
- Rating choices are: 1, 1.5, 2, 2.5, 3, 3.5, or 4. Other increments should not be used.
- The seven trustees’ ratings are then compiled into one consensus document, which becomes the document that is presented to the president and is supported by the entire board.
- The weights may be reassigned at the start of each contract year, upon agreement of the board following discussion with the President.

**CORE COMPETENCIES**

These are College core competencies, which the president is expected to have and demonstrate in carrying out his/her duties. Consensus Board ratings that are a 1 or 2 should trigger a discussion for specific performance improvement plans.

1. Communication: The demonstrated ability to effectively handle routine and non-routine internal and external communication, both oral and written.				
4	3	2	1	Weight 12.5%
Consistently handles communications handled with outstanding effectiveness.	Effective communicator. Expresses ideas very clearly both orally and in written form. Good listening skills; refers only the most complex communications to Board.	Basically a sound communicator. Handles routine communication effectively, tries to help others or refers requests to proper place; refers non-routine communications to Board.	Listening skills need improvement. Has trouble expressing ideas in a clear and concise manner. Requires supervision and checking of oral and written material.	3.6 Points
<p>Comments:</p> <p>Tim communicates well personally and frequently. College communication are now made more clearly with more limited use of unidentified acronyms. Occasionally, Tim’s response treats board questions as a challenge to his authority, rather than as an open discussion of the subject.</p> <p>Tim does a good job communicating NMC’s message to the public and other stakeholders. While he does communicate frequently and eloquently with the Board, I have often observed his immediate reaction to Board feedback to be defensiveness which shuts down discussion and creates a less open dialogue.</p> <p>Tim is an excellent communicator and presents a positive image for NMC at many events and activities - very visible.</p> <p>I feel I am informed of all pertinent details as a board member.</p> <p>Excellent communications from the President and his administrative office.</p>				

2. Teamwork:

The willingness and ability to work for and with others to achieve a common goal.

4	3	2	1	Weight
Does whatever is necessary to insure a group's success. Provides leadership and volunteers to help with group tasks.	Consistent participant in group activities. Helpful to others in group. Contributes ideas.	Usually cooperative. Interacts adequately with others. Occasionally participates in group activities.	Does not cooperate or work well with others. Does not participate in group activities.	12.5%
				3.7 Points

Comments:

Tim is usually willing and able to work with others.

The senior management team at the College seems to work very well together toward the goals of the College.

I am consistently impressed with both the quantity and quality of the things they are accomplishing together.

The President has assembled a great team to implement the strategic goals of the College.

Continuous improvement, based upon analysis, provides reorganization for key staff & faculty, which in turn, makes it better for students.

I think Tim does everything in his power to be inclusive and to work toward common goals of NMC.

**3. Productivity:**  
 The amount of acceptable work performed as efficiently and cost effectively as possible.

4	3	2	1	Weight 12.5%
Consistently exceeds the amount of acceptable work normally expected for the job. Routinely competes work ahead of agreed upon schedule. Develops and follows through on efficiency and effectiveness suggestions.	Produces more work than required, often ahead of agreed upon schedule. Makes suggestions for improving efficiency and effectiveness.	Produces normal amount of acceptable work, meeting most deadlines. Recognizes the need for improving efficiency and effectiveness.	Produces less work than expected for the job. Work is not completed within acceptable time frame. Expresses little or no concern for improving efficiency and effectiveness.	4.0 Points

Comments:

Tim is personally highly productive and usually meets deadlines. Some activities undertaken to meet HLC requirements seem less productive.

With the various projects at the College and his involvement in state organizations, President Nelson sets the bar high.

Tim is a productive and effective leader. Tim and his team consistently exceed my expectations and have proven to be very productive with large and small projects.

Tim leads with good business practices, encourages an entrepreneurial spirit, listens and makes adjustments where necessary.

If anything Tim spends too much time on his role. I believe he would bode well served by more time off. I believe he exceeds expectations.

4. Dependability:

The ability to accept and complete responsibilities

4	3	2	1	Weight 12.5%
Work is completely reliable and on-time. Anticipates needs and completes most work without Board follow up.	Work is usually completed correctly and on a timely basis, with very little Board follow up.	Generally meets responsibilities. Does work assigned and results can usually be relied upon with normal Board follow up.	Can seldom be relied upon to meet work responsibilities without constant Board follow up. Often fails to complete tasks correctly and timely.	4.0 Points

Comments:

Tim is dependable and usually communicates when there is a change in direction.

On the “big” things, Tim and his team are absolutely dependable and reliable. In general, follow up on Board inquiries seems good although I do sense that sometimes requests they deem unimportant they simply ignore.

Tim is very reliable and deadlines are normally met. This carries over to staff and their work product is timely and questions are responded to quickly.

President Nelson leads from the front and by example.

Tim is forward thinking and sets goal as for himself far beyond those prescribed by the board. He is completely reliable.

5. Quality:

The work produced is accurate, thorough and consistent.

4	3	2	1	Weight 12.5%
Work is superior, accurate, thorough and precise. Continuously seeks to improve aspects of work.	Exceeds an established standard of position. Consistently produces error-free work.	Meets minimum established standards. Usually precise and accurate.	Poor quality of work. Requires excessive checking and repetition of work. Frequently makes errors.	3.8 Points

Comments:

Tim’s work product is usually accurate and thorough. Administrative, staff, and faculty product is frequently high quality and timely.

The quality of work completed by Tim and his team is exceptional.

The volume of work is timely and well documented. Case in point are the construction reports.

The quality of work is exceptional by the measurements set forth.

We receive extensive board packages and updates from the President and his staff.

6. Problem Solving:				
The ability to define and resolve problems in a timely manner.				
4	3	2	1	Weight 12.5%
Anticipates, recognizes and confronts problems with extraordinary skill. Perseveres until a solution to the problem is reached.	Defines and addresses problem well. Typically reaches useful solutions.	Acknowledges and attempts to solve most problems. Usually comes to a conclusion on how to resolve basic issues.	Has difficulty recognizing problems and always needs guidance, rarely comes to a valid conclusion.	3.8 Points
<p>Comments:</p> <p>A consistent systematic approach is used. Always listens to input and makes adjustments when needed.</p> <p>Overall, Tim shows good problem-solving skills.</p> <p>One of his strongest areas.</p> <p>Tim quickly analyzes problems and creates solutions, after examining alternatives.</p> <p>Tim is able to assess problems and quickly details the necessary efforts to respond, and follows through with written action plans with appointments.</p>				

7. Ethical Behavior:				
The ability to apply ethical, open, and honest behavior in interactions.				
4	3	2	1	Weight 12.5%
Leads by an example of open, honest interactions that are driven by the College's values. Takes actions to influence other employees to act in a similar manner.	Almost always exhibits open and honest behaviors. Shares information most of the time.	Often exhibits open and honest behaviors. Takes opportunities to share information.	Has difficulty interacting in open, honest manner. Frequently hides information.	4.0 Points
<p>Comments:</p> <p>A principled man.</p> <p>Unquestionable!</p> <p>Tim's ethics are strong and beyond reproach.</p> <p>Tim's ethics are more open and honest than most people.</p> <p>Tim's ethics are above reproach.</p>				

**8. Shared Governance:**  
The ability to engage the College shared governance process.

4	3	2	1	Weight 12.5%
Champions the shared governance process. Actively works to improve and clarify processes.	Consistently engages multiple constituencies in decision-making processes. Identifies ways in which shared governance processes might be improved.	Acknowledges the need to involve others in decision-making processes. Is judicious in what involvement is allowed.	Has difficulty sharing authority and decision-making responsibilities. Exhibits the need to "over control" others.	3.9 Points

Comments:

Governance is shared widely in many areas, while maintaining control essential to guidance of the college. Some former areas of shared governance have been limited by law prescribing union relations.

This is clearly an area where we need to clarify expectations. I am glad to see the work being done to do so and will look forward to an outcome that is the best interests of all involved. I commend Tim's team for taking the feedback they received in their employee surveys seriously.

Shared governance has been impacted by the new labor agreement and requires review and rewrites to fully clarify its definitions to all concerned.

With the various councils and committees and through our board meetings and mid-years retreat, I believe adequate input is received to provide for an environment of shared governance.

Tim is strong on shared governance. Those faulting him misunderstand the difference between input and implimentive authority.

### Total Weighted Score for All Core Competencies

<b>Core Competency</b>	<b>Raw Score</b>	<b>Times</b>	<b>Weight</b>	<b>Equals</b>	<b>Weighted Score</b>
1	3.6	X	.125	=	0.4500
2	3.7	X	.125	=	0.4625
3	4.0	X	.125	=	0.5000
4	4.0	X	.125	=	0.5000
5	3.8	X	.125	=	0.4750
6	3.8	X	.125	=	0.4750
7	4.0	X	.125	=	0.5000
8	3.9	X	.125	=	0.4875
<b>Total Weighted Score</b>					3.85

## **Key Responsibilities**

- The Key Responsibilities (KR) are the major categories of responsibility for the college president. They represent the “WHAT” of the president’s performance.
- This is the document by which performance relative to specific annual goals is assessed. The definitions under the number ratings are appropriate to any goal statements.
- Each trustee should assign a number rating to each goal under each KR. Then determine a composite rating for the entire KR category. Use the “Comment” section to indicate specific feedback relative to individual goals within the KR category.
- Rating choices are: 1, 1.5, 2, 2.5, 3, 3.5, or 4. Other increments should not be used.
- The seven trustees’ ratings are then compiled into one consensus document, which becomes the document that is presented to the president and is supported by the entire board.
- The weights may be reassigned at the start of each contract year, when the specific goals under each KR are determined, upon agreement of the board following discussion with the president.

**KEY RESPONSIBILITIES (KR)**

Each year the Board and the President will establish goals and outcomes in the following seven areas. Progress toward attainment of these goals and outcomes will be assessed according to the following scale. Comments citing evidence are extremely important in this evaluation.

KR # 1: Maintain Community Relations:				
4	3	2	1	Weight
Outstanding Progress exceeded expectations.	Commendable Expectations weremet.	Acceptable Some progress was made however not as much as was expected.	Unsatisfactory No progress was made and no acceptable reasons for lack of progress were provided.	15%
				3.6 Points
<p>Comments:</p> <p>Community relations have been improved by continually improved NMC communications and by responsible treatment by the local press.</p> <p>Expectations are met.</p> <p>With his College, Community and State level involvement, the President always presents a positive message and image of the College.</p> <p>The College weathered a difficult year last year with the contract negotiations. Still. The community sentiment towards NMC seems to be positive. Tim has done a good job of having an active presence in the community and I hope he will continue to encourage his senior staff to do so as well. Overall, the amount of positive press coverage NMC receives is very impressive.</p> <p>Community relations are still very positive with much involvement by the President in various organizations.</p>				

KR# 2: Maintain Effective Strategic Planning Processes:				
4 Outstanding Progress exceeded expectations.	3 Commendable Expectations weremet.	2 Acceptable Some progress was made however not as much as was expected.	1 Unsatisfactory No progress was made and no acceptable reasons for lack of progress were provided.	Weight 10%
				3.6 Points
<p>Comments:</p> <p>Strategic planning continues to be done reasonably well, with constant challenges presented by changes in the political and educational environment.</p> <p>I am pleased to see the emphasis on metrics for strategic goals.</p> <p>One of Tim's strongest suits.</p> <p>Excellent progress which now includes a mid-year board retreat to keep the goals at the surface and to update the Board as to the progress of the various goals.</p> <p>The strategic planning process continues to be vibrant and involves all elements with positive participation by faculty and staff.</p>				

KR# 3: Ensure the Fiscal Health of the College:				
4 Outstanding Progress exceeded expectations.	3 Commendable Expectations weremet.	2 Acceptable Some progress was made however not as much as was expected.	1 Unsatisfactory No progress was made and no acceptable reasons for lack of progress were provided.	Weight 20%
				3.7 Points
<p>Comments:</p> <p>Tim understands finance and is a forward thinker in this area.</p> <p>Constantly striving to balance the needs of the Students, Community, Faculty and Staff to make sure this College is not just relevant today's, but 20 years from now.</p> <p>NMC is fiscally sound with proper reserves for emergencies. The State of Michigan is currently considering changes in MPSERS, and we need to be prepared to act on their decision.</p> <p>Given the challenges we face with state and local funding, declining enrollment, and pension obligations, NMC is fiscally as healthy as can be expected. I am concerned that we have consistently raised tuition the last few years and I do not want to see that trend continue indefinitely.</p> <p>NMC is fiscally sound on a current and near future basis, but many of the reserves are not well defined or inadequate, and need to be reexamined. We have all of the proper reserves, but their size is often determined by what is available after the current budget is balanced. This is a responsibility which needs to be undertaken jointly by the administration and the Board.</p>				

KR# 4: Develop Employee Base to Meet the Needs of the College:				
4 Outstanding Progress exceeded expectations.	3 Commendable Expectations weremet.	2 Acceptable Some progress was made however not as much as was expected.	1 Unsatisfactory No progress was made and no acceptable reasons for lack of progress were provided.	Weight 15%
				3.6 Points
<p>Comments:</p> <p>Faculty and employees are an essential; part of the meeting of the goals of the College. I believe President Nelson and his administrators and staff are focused on educational trends, student population and the needs of the community as part of their maintaining current programs and developing future programs. This will help with the determination of necessary employee/faculty levels at the College.</p> <p>The employee base is constantly changing, and will continue to be challenged by the expectations of the millennials. NMC does not seem to be ahead of the curve, but has dealt reasonably well with the new environment so far.</p> <p>We seem to be staffing appropriately in strategic areas. While the results of some of the employee surveys regarding likelihood to recommend as an employer are concerning, the explanation of how some of these numbers might be skewed by one employee group make sense. Will be something to watch over time.</p> <p>Tim always seems to be a step ahead in exploring options.</p> <p>We continue to be able to attract qualified faculty and staff. Additional focus on professional development combined with improvement for successor planning will serve us well in the future.</p>				

KR# 5: Ensure the Physical Assets of the College will Meet the Needs of the College:				
4 Outstanding Progress exceeded expectations.	3 Commendable Expectations were met.	2 Acceptable Some progress was made however not as much as was expected.	1 Unsatisfactory No progress was made and no acceptable reasons for lack of progress were provided.	Weight 10%
				4.0 Points

Comments:

Great leadership in this area with the new North Hall close to completion, Dennon Museum renovations in progress and with the West Hall Innovation Center being recently approved in the State of Michigan's omnibus budget bill for fiscal year 2017, along with the reserve funds established for deferred maintenance. To me this represents excellent effort and planning in this area.

The physical assets have been well maintained to meet current needs. New construction will help keep NMC in the forefront, and past sound fiscal practices have helped this to happen. NMC's resources for future needs, however, are being stretched and will require some changes which are not currently in the works.

The recent JCOS success for the Innovation Center, the expansion of the Dennon through Foundation work and the new dorms would each be a tremendous accomplishment alone. Together, they show a commitment to world-class facilities that support the future growth of the College and the changing needs of our students. Truly excellent.

We have come a long way in the past 10 years too improve the overall maintenance of the facilities and reserves are appropriate for the continuation. The new dormitory and the addition to the Dennon are great improvements, and the State's approval for the innovation center will set a new standard for the students and the community.

Again, not a status quo administrator. Tim is always looking to the future and making decisions and/or recommendations to keep NMC sound in this area.

KR# 6: Build and Maintain Effective Board-President Relations:				
4 Outstanding Progress exceeded expectations.	3 Commendable Expectations weremet.	2 Acceptable Some progress was made however not as much as was expected.	1 Unsatisfactory No progress was made and no acceptable reasons for lack of progress were provided.	Weight 10%
				3.8 Points
<p>Comments:</p> <p>Always open to questions and my questions have always been answered.</p> <p>Tim’s relationship with the board is the best I have seen in long experience with non-profit organizations and it is a result of his planning and efforts.</p> <p>Board-President relations are generally very good. Board inquiries routed through the President’s office are usually answered quickly and completely, while going through the proper channels in order to maintain the proper chain of authority.</p> <p>Generally, these are good.</p> <p>The President and his staff consistently provide necessary data and information, on a timely basis, for decision making. All trustees are provided copies of questions and answers which are submitted to the President’s office.</p>				

KR# 7: Develop and Maintain Excellence in Educational Offerings:				
4 Outstanding Progress exceeded expectations.	3 Commendable Expectations were met.	2 Acceptable Some progress was made however not as much as was expected.	1 Unsatisfactory No progress was made and no acceptable reasons for lack of progress were provided.	Weight 20%
				4.0 Points

Comments:

The education available at NMC is generally excellent and the variety of offerings is responsive to the community and the economic base. The Great Lakes Maritime Academy and the Aviation school, which were once financial loads on NMC are now run very well and contribute to the financial health of NMC. The Water Studies Institute continues to stay ahead of the curve in meeting the needs of learners and commerce.

Expanded international offerings will attract more students and create a more diverse educational experience for all students. New programming like baking certificates and welding degrees clearly respond to community needs and in-demand jobs.

Educational offerings continue to be reviewed, revised or expanded to meet the new demands. Our expanded collaborative with China should result in more global opportunities for faculty and students.

I believe NMC quality and variety of offerings at the very top of those offered nationwide. He is outstanding in this area.

The President's leadership has helped with the establishment of the many Nationally recognized programs at the College and he is one of the leading proponents in the State to establish the ability of Community Colleges to offer a Bachelors of Nursing degree. He has been an innovative and driving force in fostering programs that encourage our students to study abroad.

### Score Summary

Key Responsibility	Raw Score	Times	Weight	Equals	Weighted Score
1	3.6	X	.15	=	0.54
2	3.6	X	.10	=	0.36
3	3.7	X	.20	=	0.74
4	3.6	X	.15	=	0.54
5	4.0	X	.10	=	0.40
6	3.8	X	.10	=	0.38
7	4.0	X	.20	=	0.80
<b>Total Weighted Score</b>					<b>3.76</b>

3.85	+	3.76	=	7.61	Divide by 2 =	3.8
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Core Competencies  
Weighted Score

Key  
Responsibilities  
Weighted Score

Subtotal

Overall Score

Outstanding  
3.6 – 4.0

Commendable  
2.6 – 3.5

Acceptable  
1.6 – 2.5

Unsatisfactory  
1 – 1.5