Special Meeting Agenda
Monday, June 26, 2017
at Great Lakes Campus, Room 112, 715 E. Front Street

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. Review of Trustee Selection Process—Kennard Weaver
   F. 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
   G. Discussion and Verbal Poll for Top Three Candidates
   H. 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, 2018.

V. ADJOURNMENT

Upcoming Board Meeting Dates:
All board meetings are open to the public.
July 24, 2017 - Great Lakes Campus, Room 112, 715 E. Front Street
August 28, 2017 - Oleson Center Room A/B, 1881 College Drive
September 18, 2017 - Oleson Center Room A/B, 1881 College Drive (3rd Monday)
October 23, 2017 - Oleson Center Room A/B, 1881 College Drive
November 20, 2017 - Oleson Center Room A/B, 1881 College Drive (3rd Monday)
December 18, 2017 - Oleson Center Room A/B, 1881 College Drive (3rd Monday)
Special Board Meeting
June 26, 2017
2:00 p.m.
at NMC Great Lakes Campus, Room 112, 715 E. Front Street

Northwestern Michigan College Board of Trustees Selection Process

Item 1. Candidate responses to a set of standard questions provided to all sitting Board members for review prior to June 26 special meeting.

Item 2. Special meeting scheduled for 2:00 pm on June 26, 2017. 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 each give an approximately 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, June 26, in same location. 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 June 30

June 2017
<table>
<thead>
<tr>
<th>Name</th>
<th>Address</th>
<th>Contact Info</th>
<th>Notes</th>
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<tbody>
<tr>
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June 16, 2017

Dear NMC Board of Trustees:

RE:  Application for Temporary Vacancy Replacement of Trustee on the NMC Board of Trustees

Please consider my application for the temporary vacancy to be filled on June 26, 2017 and open for election in November, 2018. As I understand it there will be face-to-face interviews shortly before the decision is made, so the balance of this application will follow the list of preliminary questions provided on your website.

1. **Why do I want to be a Trustee?**

   I have been privileged to participate at all levels of education throughout my life from student to teacher to administrator to practicing Psychologist, currently as Ethics Coordinator for Munson Medical Center. I believe that serving as trustee would be the perfect way to give back to the institution of education from which I have benefited, as well as to the community and society in which I have been blessed to live.

2. **What are my qualifications to serve as a Trustee?**

   In addition to the educational experiences already mentioned, I have participated on the Board of Directors for Traverse City Golf and Country Club, The Recipient Rights Advisory Board, and The Community Health Committee at Munson Medical Center. In my current part-time capacity as Ethics Coordinator for Munson, I act as manager of the Ethics Consult Service and what could be described as executive officer to The Bioethics Resource Committee. All of the experiences listed have involved thoughtful deliberation and representative decision making on behalf of a larger constituency.

3. **What connection do I have with NMC?**

   In the early 1990’s I taught as adjunct faculty for Michigan State University through NMC’s University Center. I recently volunteered to substitute teach after the tragic loss of a highly thought of psychology instructor. However, the position was filled before consideration of my offer. All further connections with NMC have been through my involvement with Rotary, The Life Long Education Program, The Dennos Museum, and other fund raising functions.

4. **What is the role of Trustee in relation to:**

   **A. The President?**

   It is the responsibility of the Board to direct the President by establishing clear institutional goals, while doing everything possible to help him/her meet those goals? As the lead administrator (and key
employee), it is incumbent upon the Board to find the “Sweet Spot” of providing enough latitude for creativity in management within a clearly defined structure of accountability.

B. Faculty and Staff?

The Board of Trustees must remain attentive to and supportive of the needs of faculty and staff in providing the “Nuts and Bolts” necessary to meet the overall goals of the institution. While the assessment and perhaps prioritization of those needs is best transmitted to the Board by administration, it remains important for the Board to seek understanding and to support teamwork at all levels of institutional participation.

C. Community?

The major function of the board is to represent the Community. As such it should be responsive to the broader socioeconomic and cultural needs within it. A trustee should be available to and in fact seek out community input when considering major policies affecting the future of the institution. The trustee should also engage the greater community whenever possible to represent the goals of the institution with transparency and to thoughtfully listen to the concerns of those who participate through taxes and contributions to its financial health.

5. What is my definition of a “Policy Board” and would I support being a member of one?

A policy board is a working structure that represents the values of the community from which it is constructed. Its function is to develop and maintain a system and process of deliberation and decision making that is open enough to encourage creativity and problem solving while at the same time being bounded by ethical standards and fiduciary responsibility. The board is made up of individuals but speaks with one voice. Teamwork and mutual respect are essential. In the egalitarian language of ends and means, the policy board focuses on the future ends (goals) by establishing broad value statements, followed by the establishment of limits (means) or ethical standards within which the ends may be accomplished. Keeping one’s eyes on the prize as thus described is something I not only agree with in principal but would indeed enjoy participating in.

A. What is my perception of NMC’s financial condition?

The Balance Sheets provided seem to indicate a trend of declining revenues, as well as declining enrollment. The budget margin is narrow now and seems destined to remain so in the near future. It was interesting to see that population growth in the area remains somewhat stable and property values are on the rise. Since the institution is reliant on local taxes and State funding, budgetary planning will remain a fluid process. It has been a long time since my grant writing days, however I look forward to learning these funding parameters and relationships anew.
B. What is NMC’s biggest opportunity and how should it be addressed?

Recently, the new Secretary of Labor announced an administrative initiative involving “Experiential Learning” as a way to provide more work-ready people for the labor force. While watching the rollout of this “Private to Private” model of apprenticeships, I couldn’t help reflecting on how far our community is ahead in this strategy and how we might benefit from offering ourselves up as a model of cooperation and educational symbiosis. Given the federal budgetary climate, I’m not optimistic about a direct financial windfall from becoming a model. However, in the spirit of “Private to private,” I could see some downstate corporations responding to the sound of our horn should we decide to blow it.

6. Why am I the best candidate?

If indeed timing is everything, then the timing is perfect for me to apply what I have learned about facilitating difficult decisions in critical situations to the most prized institution in my vocational life. I bring a lifetime of learning (means) to what I believe to be a terrific opportunity to serve the greater good (End). Thank you for your consideration.

Respectfully,

Vincent Cornellier, Ph.D.
528 W. 9th Street
Traverse City, MI 49684
(231) 935-2579 (Office)
(231) 313-1642 (Cell)
June 22, 2017

Kennard Weaver, Chairman
Northwestern Michigan College
Board of Trustees

Sent via email only to kweaver@nmc.edu

Re: Vince Cornellier; Applicant to Fill Board Vacancy

Dear Ken:

With regard to Vince Cornellier’s application, I am certainly willing to make these statements at the meeting as well, but I wanted to be certain that it was of record that, in the recent past, when we had an unexpected accidental death of one of our instructors, Vince had sought me out, offering to volunteer his services until we found a permanent replacement. I told Vince that I would relay that information to President Nelson, and I did. However, by the time I did so, the position had been filled. I'm not certain what Dr. Cornellier may have indicated in his application, but I wanted to make certain that you and the other Trustees were aware of this previous offer.

Sincerely,

Douglas S. Bishop

DSB/tms

cc: Ms. Holly Gorton
Trustee

Daniel Farley <dan.farley@thompsonsurgical.com>  
To: "hgorton@nmc.edu" <hgorton@nmc.edu>  
Cc: Daniel Farley <dan.farley@thompsonsurgical.com>  

Sun, Jun 18, 2017 at 5:20 AM

Holly  
My name is Dan Farley and I am a resident of Grand Traverse County and am interested in being considered for the opening on the Board of Trustees.

Presently I am President of Thompson Surgical Instrument which is a local company that designs, manufactures and markets our own line of surgical instruments. We have fifty something employees many of which have been hired directly from NMC and we have a strict policy to hire locals. I was raised in Saginaw, graduated from MSU and started Thompson in 1983 after working for a surgical instrument division of Johnson and Johnson. My wife and I moved Thompson with one other employee to Traverse City in 1990 and live on Old Mission Peninsula where I served on the Park Board for six years.

A year ago I was invited to participate in a group called the Front Street Irregulars that was created with the sole purpose of providing higher paying jobs to Traverse City. Thompson is doing that and I believe that the NMC can continue to train people to fill this need. I believe that college should be affordable to all and have a 100 percent placement record. I would like to be a Trustee because I believe that I can contribute to these missions.

Thank you.

Sincerely,

Dan Farley  
13008 Queen Ann S  
Traverse City 49686  
Cell: 231-392-4176
Trustee Position

Daniel Farley <dan.farley@thompsonsurgical.com>  
To: "hgorton@ncm.edu" <hgorton@ncm.edu>  
Cc: Daniel Farley <dan.farley@thompsonsurgical.com>  

Tue, Jun 20, 2017 at 2:53 PM

Holly

Following are my responses to the questions. Thanks Dan

1. Why do you want to be a trustee? I would like to be a trustee because I believe that the wisdom that I have gained from running a growing and profitable business for nearly forty years can be a contribution to critical decisions facing the board regarding finance and creating policies.

2. What are your qualifications to be a Trustee? I have a thorough understanding of how to run an organization and raise/make money. I work well in a group.

3. What connection or experience do you have with NMC? My company has hired several NMC alumni, has participated in the Presidents fact-finding symposiums, and we financially support the NMC scholarship program.

4. How would you define the role of a Trustee in all three scenarios below:
   1. in relationship with the President? To make sure that the President has adequate resources to carry out the mission of NMC.
   2. in relationship with the faculty/staff? To make sure that the budget is sufficient for them to meet their goals.
   3. in relationship with the community? To listen to the needs of the community and to refine the budget to make sure that funds are available for appropriate curriculum.

5. What is your definition of a “policy” board, and would you support being a member of a policy board? My interpretation is that the policy board reviews existing and proposed new policies to determine if they support the mission of the college. Yes I would consider being on a policy board.

6. What is your perception of NMC’s financial condition? I believe that NMC is dealing with some financial issues that must be addressed.

7. What do you see as NMC’s current biggest opportunity? How should we address it? Traverse City is rapidly becoming a high tech business center with many businesses and entrepreneurs moving to the area. The college needs to offer appropriate curriculum to give students the proper training so they can earn these new positions in these companies and similar companies throughout the world. I also believe that the intellectual property developed by students and professors could contribute to the working capital needs of the College.

8. Why are you the best candidate for this trustee position? I am invested in Traverse City’s future. I have lived in Traverse for over twenty-five years where I have raised two beautiful daughters, who both now live in the area, and I have a thriving local business. I am invested in creating more jobs through the growth of my business and by supporting the growth of other local businesses that will need properly trained college graduates. I feel that I can help the college best plan for this task.
In support of Dan Farley to fill trustee vacancy

Casey Cowell <caseycowell@gmail.com>  Mon, Jun 26, 2017 at 10:29 AM
To: Tim Nelson <tnelson@nmc.edu>, Doug Bishop <doug1@bishopheintz.com>, dbishop@nmc.edu, cbott@nmc.edu, krchilds@nmc.edu, mestes@nmc.edu, Michael Estes <mestes@chartermi.net>, rjohnson@nmc.edu, kweaver@nmc.edu

To:
NMC President Tim Nelson
NMC Board of Trustees:
Douglas Bishop
Chris Bott
Ross Childs
Michael Estes
Rachel Johnson
Ken Weaver

I am pleased to write in support of Dan Farley to fill the vacancy on the NMC Board of Trustees.
I have known Dan for many years.
He has a wonderful family, all based here in Traverse City, which confirms he is committed to this area’s well being and prosperity for the long term.
He started and has lead since the early 1980’s Thompson Surgical. This is a highly successful Traverse City company that creates great jobs and hits the prescription for our area’s long-term prosperity with a bullseye….. create products of great value (in the sense that their selling price is much higher than their raw materials cost) and export out of Traverse City, resulting in that value flowing into Traverse City. Dan and Thompson have successfully done this at an increasing rate in an intellectually intensive, highly competitive global market for many years.
Dan was an originator with me in early discussions resulting in the creation of the Front Street Irregulars, a local banding-together of widely diverse but engaged and successful business leaders. Dan is absolutely engaged in the long term economic and cultural viability of the Traverse City region. He and Thompson have had NMC internship programs for many years and, based on working with him closely in many projects, efforts and engagements I have found that Dan digs in, is inquisitive, open-minded, enlightened and works hard to move things in the right direction and is a team player. I believe he is the right choice to further forge a stronger, emerging connection and relationship between NMC and the enterprises of high value creation, which, I believe, forms the foundation of our long-term prosperity.
Thank you for your time and attention.
Casey
caseycowell@gmail.com
561-310-7167
In support of Dan Farley to fill trustee vacancy

Craig Wesley <craig@wesleypg.com>  
Mon, Jun 26, 2017 at 12:30 PM

To: dbishop@nmc.edu, cbott@nmc.edu, krchilds@nmc.edu, mestes@nmc.edu, rjohnson@nmc.edu, kweaver@nmc.edu
Cc: tnelson@nmc.edu

NMC Board of Trustees,

Plz accept this as recommendation for Dan Farley for the open trustee position. I believe NMC has opportunity to grow ever more valuable in its mission to the community and Dan’s experience and traits would be of great assist.

Best regards,

Craig Wesley

mobile 650.743.5984

www.linkedin.com/in/cwesley

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From: John Harvey [mailto:13edgewood@gmail.com]
Sent: Monday, June 26, 2017 12:05 PM
To: Casey Cowell
Cc: Ben Nelson; Bill Myers; Brandon Theophilus; Chuck Cauchy; Craig Wesley; Curtis Kuttnauer; Dale Westerman; Dan Dorman; Dan Edson; Dan Farley; Dan Wolf; Dave Scerbak; Dennis Arouca; Doug Knorr; Ed Bailey; Elaine Wood; Fernando Meza; Greg Young; Hans VanSumeren; J Mueller; J. Carl Ganter; Jason Warren; Jean Derenzy; Jerry Miller; Jim Childs; Joe Winowiecki; John Di Giacomo; John Lindberg; John O'Connell; Jordan Lindberg; Josh Kent; JT Chip Hoagland; Kerry Murdock; Kevin Schlueter; Leland Michaels; Lowell Gruman; Mark Johnson; Mark Stephens; Marsha Smith; Marty Laguna; Mathew Welch; Matt Bulloch; Michael Naughton; Mike Carey; Mike Groleau; Paul Britten; Russ Schindler; Tom Klein; Tom Young; Warren Call
Subject: Re: In support of Dan Farley to fill trustee vacancy

Casey,

I've know Dan my entire life. In addition, our families have know each other for several generations.

I can say without reservation that Dan is one of the most intelligent, innovative, creative, focused people I know.
He has been in the area long enough to watch its growth and renaissance. While doing so he has built an extremely successful business and created an extensive network of professionals and life long friends in the community.

His honesty and integrity are without equal.

Best, JHH

On Jun 26, 2017, at 10:41 AM, Casey Cowell <caseycowell@gmail.com> wrote:

Short Notice.

Extremely Important!!

There is a vacancy on the NMC Board of Trustees with 2 years to run.

The Board will meet today to narrow their candidate list down to three candidates and then meet later today (5-ish?) to possibly interview further the three candidates and then make a choice.

Dan Farley is a candidate.

Well below are some brief bio-notes he sent to me.

Just below is the note of support I sent to the President Tim Nelson and each of the Trustees.

Having Dan on this Board is extremely Meaningful.

I encourage you to drop what you are doing right now and send a note of support.

Apologies for the short notice.

Thank you,

Casey

caseycowell@gmail.com

561-310-7167

[Quoted text hidden]

Dan's bio notes:

Thanks. This is all I got: raised in Saginaw. MSU grad bs in marketing. 2 years at Johnson and Johnson selling Neurosurgical instruments in Chicago. Started Thompson Surgical in 83. Served on old mission park board for two terms. Coached girls soccer for 9 years. Lived in traverse for 27 years. Raised two daughters who have returned to traverse. Two grandchildren and a beautiful wife of 36 years. Thanks gain. I'm scared! Driving back from Au Gres for 2 o'clock interviews. Hope I don't shout myself in the foot. Talk to you soon.
NMC Board- Support for Dan Farley

Dennis Arouca <dennis.arouca@gmail.com>

To: Tim Nelson <tnelson@nmc.edu>, kweaver@nmc.edu, Rachel Johnson <rjohnson@cherrylandelecric.coop>, rjohnson@nmc.edu, mestes@nmc.edu, Ross Childs <krchilds@nmc.edu>, "K. Ross Childs" <Krccons@charter.net>, cbott@nmc.edu, dbishop@nmc.edu, doug1@bishopheintz.com

Mon, Jun 26, 2017 at 11:19 AM

Dear Sirs & Madam;

I encourage you to appoint Dan Farley to the vacancy on the Board.

I have worked personally with Dan through my work with the Grand Traverse Area Manufacturing Council, for which I am Membership Coordinator. Dan has a strong skill set and the experience that will help lead NMC to the next level.

His business building and prior public service is known to you by now. What you may not yet know is his superior talent for collaboration. I sit on several boards and fully appreciate how important collaboration skills are to board success. Thompson Surgical grew to be a global leader in its space, in large part by Dan collaborating with users of surgical devices—the surgeons, technicians, etc.—on product improvement and innovation. He has hired a lot of NMC talent and coached and developed them in this important space.

Dan also collaborated with others to develop ways and means to share used technology with lesser developed parts of the world, making great use of important assets and raising quality of life for millions.

Dan works at the intersection of technology & manufacturing & medical services, three areas in need of growth for our region to provide the types of high paying jobs we need to give residents and students more options to build families and careers here, and thrive.

You will strengthen NMC's Board and the community at large by appointing Dan Farley.

Thank you.

DENNIS AROUCA
M: 847.662.6835
dennis.arouca@gmail.com
Dear Trustees,

I am writing you to express my support for Dan Farley for NMC trustee. Dan is an instrumental part of the Traverse City business community and understands the needs of its local employers. He has been highly active in the community and is an active participant in securing the economic future of the region. I hope you will seriously consider him for your open position.

Sincerely,

John Di Giacomo

--

John Di Giacomo
Revision Legal
john@revisionlegal.com
Phone: (231) 714.0100
Fax: (231) 714.0200
http://www.revisionlegal.com
Twitter: @jdigiacomo
Support for Dan Farley

McKeel Hagerty <McKeel@hagerty.com>Mon, Jun 26, 2017 at 12:31 PM
To: Tim Nelson <tnelson@nmc.edu>, Doug Bishop <doug1@bishopheintz.com>, "dbishop@nmc.edu" <dbishop@nmc.edu>, "cbott@nmc.edu" <cbott@nmc.edu>, "krchilds@nmc.edu" <krchilds@nmc.edu>, "mestes@nmc.edu" <mestes@nmc.edu>, Michael Estes <mestes@chartermi.net>, "rjohnson@nmc.edu" <rjohnson@nmc.edu>, "kweaver@nmc.edu" <kweaver@nmc.edu>

To:

NMC President Tim Nelson
NMC Board of Trustees:

- Douglas Bishop
- Chris Bott
- Ross Childs
- Michael Estes
- Rachel Johnson
- Ken Weaver

I’d like to submit my support of Dan Farley to fill the vacancy on the NMC Board of Trustees.

I think Dan would be a great benefit to the Board: with strong local ties, he is fully engaged in the community and has a great vision for this area's future. His experience leading his successful company, Thompson Surgical, has given him a unique perspective on our local business needs. He knows first-hand how local educational opportunities can benefit our economy.

In addition, I appreciate his commitment to firmly cementing his business in Traverse City. Dan recognizes the value of our area and wants to build upon our strengths so other businesses can continue to bring vitality to this region.

Dan is a solid team player, very well-respected in our community, and is happy to dig in when things need to get done. In short, I think he would be a valuable asset to the NMC Board of Trustees.

Thank you for your consideration,

McKeel Hagerty
CEO, Hagerty
Trustee Vacancy - Dan Farley

Russell Schindler <schindler@sampleserve.com>  
Mon, Jun 26, 2017 at 11:04 AM  
To: Tim Nelson <tnelson@nmc.edu>, Doug Bishop <doug1@bishopheintz.com>, dbishop@nmc.edu, cbott@nmc.edu, krcchilds@nmc.edu, mestes@nmc.edu, Michael Estes <mestes@chartermi.net>, rjohnson@nmc.edu, “kweaver@nmc.edu” <kweaver@nmc.edu>

NMC President Tim Nelson and NMC Board of Trustees:

I cannot think of a better candidate to fill the current trustee vacancy at NMC than Dan Farley. Not only is Dan a successful technology entrepreneur, he is a great role model for how CEO of a tech company should act and behave. With the recent announcement of the funding for the Innovation Center, having Dan Farley join the trustee board now is perfect timing. He is the definition of innovative. Not only is he a creative and out-of-the-box thinker, he is very good-natured and approachable and just a good kindhearted man that I know you will all enjoy working with. He’s been a big supporter of TCNewTech and technology entrepreneurship for Traverse City and I can’t think of a better candidate to help the college in those areas right now. He’s the right man at the right time.

I strongly encourage you to fill the vacancy with Dan Farley.

Thank you!

Russell Schindler  
SampleServe.com & TCNewTech  
Traverse City, MI 49684  
schindler@sampleserve.com  
231-218-7955 - cell
RESPONSE TO QUESTIONS for NMC BOARD OF TRUSTEES
MICHAEL B. HAYNES, M.D.

1. Why do I want to be a Trustee?

I am a beneficiary of our educational system. As the first college and advanced degree recipient in my large extended family, I know the difference that advanced education can make in a person’s life. NMC is a valued institution in our community. I would like to represent the entire community in making policy to insure NMC’s future.

2. What are your qualifications to be a Trustee?

I have been fortunate to have a career as a physician, caring for my patients. During much of that time I was in a private practice. As a small business owner I understand the value of having well-educated employees. Additionally, I have held many leadership positions as department chair, President of the Medical Staff and later as Vice President of Medical Affairs. I’ve been able to bring diverse groups together to reform and improve our hospitals. I initiated a Physician Hospital Compact bringing doctors and administrators together to work for common goals. The compact has endured through 8 years and 3 different administrations. I have been an educator of medical and nursing students, resident physicians, and led safety programs for system wide staff. I’ve been the Medical Advisor for a community college surgical tech program. In addition to my professional training, I’ve been formed by a well-rounded liberal arts education (see attached CV). That perspective allows me to evaluate history, culture, psychology, as well as practical considerations when making decisions, and to value such education.

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

I ran for BOT during the last election. I am a member of Dennos Museum, patron of International Affairs Forum, student at Extended Education, supporter of WNMC, attendee at cultural events. I’ve also sent grandchildren to College for Kids in the summer.

4. Define role of a Trustee in all three scenarios below:

a. The Board of Trustees has the ultimate responsibility for the success and financial stability of NMC. The Board selects a President to execute the
policy developed by the Board. The President reports to the Board, which evaluates his/her execution of policy.

b. The Faculty and Staff are professionals who are critically important for the functioning of the college. They do the work of the college, namely providing education for the students and maintaining a learning environment. The Board respects their service and establishes policies that nurture and make possible their work.

c. The College belongs to the community. Although the community delegates policy development to the BOT and elects its members, its voice needs to be heard especially when major issues face the College. Since NMC is supported by local tax dollars, the BOT is required to be good stewards for the community’s benefit.

5. My definition of a “policy” board and support for it.

A policy board not only develops and amends policies regarding the function of the College but also provides vision and strategic planning for the College. I have been a hospital executive under a Policy Board and understand well how it works. I have also been on operational boards of non-profit organizations and understand the differences. I am able and willing to work on a “policy” board.

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

Like any institution that sees revenues rise and fall with economic variation, NMC needs to adjust a budget to fit resources available. We are blessed with a generous philanthropic community that has allowed growth and development beyond what tax support and tuition would provide. I believe it is important to keep tuition affordable, as education is the stepping-stone for many in our community with limited resources.

7. NMC’s current biggest opportunity and how to address it.

I see the College with great opportunities in Health Professions. Munson Health Center is a regional tertiary care center and continues to grow its services. Well-trained nurses and ancillary health care professionals will always find opportunity here. I have been involved in educating residents, physicians, nurses, medical students and other students including my position as Physician Advisor to the Surgical Tech Program at Macomb Community College.

NMC should be an incubator for ideas and provide a testing ground for those ideas. Technology is changing so rapidly that training of a specific skill is not
sufficient to prepare a student for these expected changes. Education must include training in critical thinking and creative application of knowledge to novel situations. The ability to manage life long learning should be a skill that students achieve at NMC. My experience as a surgeon and as a hospital administrator has confirmed that. These are the students that will add value to our community both in their work and in their civic activities.

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

I have laid out my experience and qualifications in my answers. It is up to the Board to decide who is best for this role.
MICHAEL BERNARD HAYNES, M.D.

CURRICULUM VITAE

ADDRESS: 422 N. Madison St.
Traverse City, MI 49684
mhz1one@aol.com (231) 421-8109

EDUCATION: Harvard University, 1970 AB Degree, Cum Laude
University of California, Davis 1976 MD Degree
Member – Admissions Committee 1972-73
Co-chair – Admissions Committee 1973-74

INTERNESHIP: Flexible 1976-77
Alameda County Health Services, Highland General Hospital
Oakland, California

ORTHOPAEDIC RESIDENCY: Metropolitan Hospital Northwest
Detroit, Mt. Carmel Hospital, Detroit, Michigan 1980-84

SPINE FELLOWSHIP: Columbia Spine Center 1993-94
Dr. Joel Jeffries, Director
Columbia, Missouri

WORK HISTORY: Research Associate – Stanford University School of Medicine
Addiction Research Laboratory, Dr. A. Goldstein 1970-72

National Health Service Corp 1977-78
Trinidad, Colorado - General Practice
Medical Director – County Health Services
Mt. San Rafael Hospital

Emergency Room Physician – 1979-80
Brownsville Hospital, Brownsville, Texas

Private practice - Orthopaedic Surgery 1984 to 2009
General Orthopaedic Surgery
The Porretta Center for Orthopaedic Surgery
Southfield, Michigan
POSITIONS:

Traverse City Community Gardens Board director, present
President 2015

TCFF volunteer

Chief Medical Officer/Vice President Medical Affairs - 2009 to 2012
St. John Hospital and Medical Center
Detroit, Michigan

Past President – Providence Hospital Medical Staff 2007-09
President – Providence Hospital Medical Staff 2005-07
President Elect – Providence Hospital Medical Staff 2003-05

Chairman – Medical Performance Improvement Committee
Chairman – Qualifications and Credentialing Committee
Chairman – Hospital Physician Compact Development Committee
Chairman – Bylaws Revision Ad Hoc Committee

Associate Chairman - Department Surgical Subspecialties 1991-93

Medical Director – Total Joint Program, Providence Hospital 1995 to 2009

Medical Adviser – Surgical Tech Program, Macomb Community College

Member – Ethics Committee, Providence Hospital 2001-05

Board of Directors Elected Member Providence Medical Group 1996-99

Vice President – Providence Medical Group 2009 to present

Detroit Academy of Orthopaedic Surgery –
Program Chairman 1988-89 and 92-93
Treasurer 1993-95
Vice-President 1995-96
President 1996-97

Board of Directors – SelectCare. Inc. 1992-96

Representative (Providence Hospital) – AMA Medical Staff Section 1992-95
ACCOMPLISHMENTS:

Team Physician, Catholic Central H.S. 1980 to 2009

Established and staffed Orthopaedic Clinic
Mercy Primary Care Center, Detroit, Michigan

Humanitarian Award – Mercy Health System

Volunteered with Physicians Who Care Program through Providence Hospital and the Thea Bowman Center, Detroit, Michigan

Facilitated restructuring – Dept. of Surgery, Rules and Regulations, and Governance - Providence Hospital

Facilitated development of broadly accepted charter and bylaws – Providence Medical Group

Established pathways and direction – Providence Hospital Total Joint Program

Obtained Joint Commission certification for Total Joint Program

Lead Quality Improvement at Providence Hospital

Initiated and developed Hospital-Physician Compact
Promoted development of Hospital-Physician Compact for the St. John Health System

Consultant – Spectrum Health System, Grand Rapids, Michigan
Hospital–Physician Compact

Lead redesign of Peer Review Committee with Greeley engagement

Member and Chair of Ad Hoc committee – major revision of Medical Staff Bylaws

Founded Physicians in Search of Meaning study group

BOARD
CERTIFICATION: American Board of Orthopaedic Surgery 1986 – 2026

LICENSURE: State of Michigan 1980
State of Texas 1979
State of California 1977
PROFESSIONAL

Michigan Orthopaedic Society 1998 to present

Detroit Academy of Orthopaedic Surgery 1984 to present

Oakland County Medical Society 1984 to present

Michigan State Medical Society 1984 to present

PERSONAL: Born and raised in Detroit, Michigan
Graduate – Detroit Catholic Central High School
Married to Jeanne Sirotkin Haynes
Children: Alex 1976
Sosha 1978
Lilya 1981
Stephen 1984
June 19, 2017

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

Re: NMC Board of Trustees Position

To Whom It May Concern:

I am writing to express my interest in the open Board of Trustees position at Northwestern Michigan College, where I have earned a reputation for my commitment and support of the school. My relationship with NMC is life-long, starting with attending the NMC Barbecue as a child along with my family. In high school, I was dual-enrolled at NMC and later completed an Associate’s Degree at NMC before obtaining a Bachelor’s Degree and Juris Doctorate. I later returned to Traverse City and worked at NMC in the Financial Aid and Institutional Advancement offices before beginning my career as an attorney.

I believe I am an ideal candidate for the NMC Board of Trustees as I have an understanding of the college from several angles, as a potential student, student, employee, and volunteer. While attending NMC, I worked as a student employee in multiple offices. I have also worked in the Financial Aid Office and Institutional Advancement. After leaving the college to pursue my legal career, I continued to serve on the NMC Scholarship Open Committee for several years and continue to support the college when possible.

I have tremendous respect for the College, its staff, its faculty and its students. I strongly desire to contribute further to the growth and development of NMC and present the College in the positive light that it deserves. I believe my listening and mediation skills along with legal drafting of contracts and policies will be an asset to the college and the community.

Thank you for your consideration.

Sincerely,

Heidi M. Hodek
HEIDI M. HODEK
2940 Arborview Drive | Traverse City, Michigan 49685 | 231-218-0146 | hodek@rhlawtc.com

BOARD PROFILE

As an experienced trial attorney, I’ve learned there is a time to speak, but more importantly there is a time to listen. Offering a strong track record of litigation success along with a passion for younger generations and a desire to give back to the community and the college. As an attorney, I adhere to high ethical standards at all times, have an understanding of laws that are always changing, and create a climate of personal and professional responsibility and strong work ethic. Experience in negotiations, drafting business and nonprofit documents and investing back into the community.

Areas of Expertise

- Litigation
- Michigan Law
- Small Businesses
- Contracts & Negotiation
- Legal Opinions/Briefs
- Nonprofit Creation & Management
- Drafting/Writing
- Mediation
- Case Evaluation
- Policy
- Community Relations
- Youth & Mentorship

WORK EXPERIENCE

RANIERI HANLEY & HODEK, PLC
Traverse City, MI
Partner
2015 - Present
Owner and operator with experience in everything from management to marketing, budgeting and financing along with managing a large case load of litigation files from inception to trial. Daily interactions with clients, research and writing, mediations, and working with other attorneys and judges to amicably resolve cases.

LION OF LIFE FOUNDATION
Traverse City, MI
501(c)3 non-profit
President of the Board with duties ranging from grant research to fundraising, budgeting and marketing. Networking within the community to raise awareness of the importance of youth programs and mentorship with the goal of building community-based youth centers to provide athletic, educational and emotional support.

DINGEMAN & DANCER, PLC
Traverse City, MI
Associate Trial Attorney
2011 - 2014
Prepared, argued and litigated large volume of plaintiff cases as well as criminal law including a high profile felony case and family law. Generated research, discovery, and arguments for trials involving personal injury accidents. Led clients through jury trial, alternative dispute resolution and appellate proceedings.

NORTHWESTERN MICHIGAN COLLEGE
Traverse City, MI
Supplemental Employee
2010 - 2011
Institutional Advancement – prepared documents for Foundation and all other Board meetings, assisted in preparation for NMC Scholarship Open and Taster’s Guild;
maintained alumni database, secretarial duties, communicate with Foundation Board, and attended Dennos Museum Board Meetings, NMC BBQ Board Meetings, NMC Scholarship Open Board Meetings, and NMC Foundation Board Meetings. Financial Aid Office – greet and assist students applying for financial aid, entered FAFSA information into NMC database, reviewed documents and relayed information between students and staff.

**WAYNE COUNTY PROSECUTOR’S OFFICE**  
Detroit, MI  
*Volunteer Prosecutor ~ Felony Auto Theft Unit*  
2011 - Present

Worked with police and prosecutors to prosecute cases involving auto theft, utility theft and identity theft. Reviewed warrants, drafted witness subpoenas, coordinated witness statements, managed case files and attended court hearings.

**MICHIGAN SUPREME COURT**  
Lansing, MI  
*Legal Intern*  
January – August 2009

Legal research and writing of lower court files, made recommendations to Justice Weaver on case law and prior rulings. Drafted memorandums, organized files and attended oral arguments in Lansing.

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**EDUCATION & AFFILIATIONS**

**Juris Doctor**  
Thomas M. Cooley Law School, Lansing, MI

**Bachelor of Arts in Sociology**  
Calvin College, Grand Rapids, MI

**Associate’s Degree**  
Northwestern Michigan College, Traverse City, MI

Michigan State Bar Association  
Michigan Association for Justice  
American Association for Justice  
Propel Women

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**VOLUNTEER/SERVICE WORK**

**Northwestern Michigan College**  
NMC Scholarship Open, Committee Member  
Taster’s Guild, Volunteer

**West Side Community Church**  
Youth Ministry Volunteer

**The Tabernacle Church**  
Youth Ministry Volunteer
Questions to all candidates for NMC Board of Trustees

1. Why do you want to be a trustee?

   I believe in giving back to the community and to the people and places that have invested in us and provided us with opportunities for growth and development. For me, NMC has been one of those places and I would love an opportunity to assist the college in growing and investing in the next generations of students. NMC is at the heart of this community and its commitment to the region is unmatched. I would appreciate the opportunity to represent the people in Grand Traverse County through my service in upholding the mission and vision of NMC.

2. What are your qualifications to be a Trustee?

   In addition to my knowledge of the college, its staff, its programs and policies, I am also a licensed litigation attorney, business owner, and recently started a nonprofit for local youth. I understand policies, contracts, mediation, the importance of learning, and the necessity of clear communication. I also spend my time working with countless youth throughout northern Michigan through churches, youth groups and school events. This experience has given me amazing insight into junior high and high school students preparing to graduate and begin college. Finally, I believe strongly in honesty, integrity, fairness, taking responsibility, and high ethical standards and above all else, this is what qualifies me to be a Trustee.

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

   NMC is in my blood. I’ve attended the NMC barbecue, rain or shine, for years. I’ve worked in different positions and areas of the college both as a student employee in the business office and as a regular employee in the financial aid and institutional advancement offices. I’ve served on the NMC Scholarship Open committee and attended numerous other board and committee meetings. I’ve also attended NMC as a student, both through dual-enrollment in high school and after high school while obtaining my Associate’s degree.

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

   a. in relationship with the President?

      A Trustee must monitor the performance of the President, provide advice to the President on regarding policy or critical issues, cooperate with the President and support him in his leadership role to create the most successful, positive environment for success.

   b. in relationship with the faculty/staff?
Faculty and staff are on the frontlines, dealing with students on a daily basis and their thoughts, opinions and needs are vitally important to the success of the college. A Trustee must strive to listen to the faculty/staff at all times, to encourage faculty/staff in their role, to support faculty and staff in their positions and encourage, empower and challenge them to bring in new ideas and attract students and professionals from across the globe to work alongside the NMC Community.

c. in relationship with the community?

A Trustee is elected by the people and his or her primary responsibility is to not only represent the public through communication, accountability, and appropriate action, but also to advocate for the people the Board of Trustees exists to serve.

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

I would define a policy board as a board that drafts and adheres to policies created as principles and guidelines that are adopted by the Board to set goals and standards and clearly guide administrative decisions. I would support being a member of a policy board because I believe that policies set clear expectations and can be used to create order and accountability.

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

I believe NMC’s financial condition could be improved and that spending on things such as attorney fees from large downstate law firms are a tremendous waste of resources that could be better spent improving the reputation of the college through investment in new programs, courses and strategies that will attract talent to NMC rather than strain relations within the community we are called to serve.

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

I believe NMC is uniquely qualified to expand into numerous markets, however, it will only be able to engage in new programs such as water studies, aviation, health care, and computer technology after it has created stronger community relations with the people living within Grand Traverse County and the surrounding areas. NMC isn’t the only community college, but it can be the best and the only way this is possible is if there is better communication with prospective students, encouraging more youth to attend NMC for as long as practicable and gaining a reputation as the best school to attend. The College has so much to offer but until the community is truly aware of the opportunities NMC students will have and the value of attending this school, NMC will never be able to reach its full potential. NMC’s biggest opportunity isn’t necessarily a specific
program or area of study, but rather, to be known throughout the country as a community college surpassing all others in quality of education, uniqueness of programs, and a highly desirable place to work.

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

I care about people, I believe in every individual’s right to a fair and affordable education that will enable individuals to rise to a high level of knowledge and lead to a better quality of life for themselves, their family and their community. As a Trustee, I will work to always represent the people in our community, lead with honesty and integrity and require the same from those around me. The people deserve a Trustee who understands the struggles of prospective students, students, staff and the college community and who is willing to work together with the President and fellow Trustees to make NMC into the best institution possible. I believe I have the knowledge, vision and passion to help make that happen.
To: Members of the Northwestern Michigan College Board of Trustees
   and Tim Nelson, President of NMC

From: Eleanor Lynn
       10420 E. Marion Drive
       Traverse City, MI 49686
       email: lynnemanor3@gmail.com
       231-252-4327 or cell: 231-392-4744

Re: Opening on the Board of Trustees

Dear President Nelson and Members of the Board:

Please accept my application for appointment to the Board of Trustees of NMC for the vacancy
created by the recent resignation of Marilyn Gordon Dresser. I am very interested in serving on
NMC Board of Trustees and would like very much to be given serious consideration. I believe I
would be a very valuable contributor to the Board and welcome the opportunity to serve.

Attached is my resume that adequately describes my education and professional experience,
so I will not reiterate that information in this letter. By way of additional background, my
husband, John Elashkar, and I moved here to Traverse City in 2000 after an early “retirement”,
although neither of us was very successful at retiring for quite some time after that move. He
ended up back at Lansing Board of Water and Light as the Interim General Manager in 2002
and 2003, and I ended up practicing medical malpractice defense work in Northern Michigan
for some years, right up until very recently. In the meantime, after John “re-retired” from BWL,
he served on the Peninsula Township Planning Commission, the Zoning Board of Appeals, and
the Board of Public Works, as well as becoming certified as a stockbroker and financial
planner. Unfortunately, John passed away in October of 2015. He was well known to Ross
Childs, and I remain friends with Ross and Helen to this day.

Due to my busy practice for many years and also because John and I had purchased a winter
townhouse in Phoenix three years ago, I did not apply sooner for this Board or certain other
local Boards on which I have been encouraged to participate by various members of the
community. But I have just recently sold our winter residence and plan to stay in Michigan as a
year-round resident now, which makes meaningful participation on a Board much more
feasible. (I do currently continue to serve on the Board of Legal Services of Northern Michigan
and have for about seven years now. I also served on the Grand Traverse/Leelanau/Antrim Bar
Association Board of Governors for several years.)

My (and my late husband’s) dedication to NMC and the goals of the institution, as well as to
the Traverse City community, may be evidenced by the fact that our estate plan provides for
the establishment of the Elashkar/Lynn family trust scholarship fund that will be endowed with
a generous contribution for scholarships for future NMC students. There was a very nice
article by the Blederman Society in the NMC Foundation 2015-2016 Annual Report about John
and myself and our gift.

I would love to see NMC continue to thrive and grow as an institution of higher learning. I have
taken many extended education courses at NMC and have facilitated the Global Issues class
for a few years as well. I have sung with the NMC Chorale many times and regularly attend
Learning for Life sessions. My granddaughter was recently accepted into the early college
program, where she will, if all goes well, graduate from West High School with an Associates
Degree. What a fabulous opportunity for her and others like her who are motivated students!
NMC is such a resource in our community and beyond, and I would love the opportunity to
serve on its Board and work with all of you.
Thank you for your time and consideration.

Eleanor E. Lynn
ELEANOR E. LYNN  
State Bar of Michigan License #P44294  
10420 E. Marion Drive  
Traverse City, MI 49686  
(231) 252-4327  E-Mail: lynneleanor3@gmail.com

EDUCATION

LEGAL
May, 1983  
Juris Doctorate, with Distinction  
University of Iowa College of Law  
Iowa City, Iowa

COLLEGE
May, 1980  
B.A., History and Political Science, with  
High Honors  
University of Michigan  
Flint, Michigan

WORK EXPERIENCE

10/2000 to present  
Of Counsel to Burnheimer + Company, P.C.  
Traverse City, Michigan  
Specializing exclusively in medical malpractice defense  
litigation

5/19/00 to 11/8/01  
Of Counsel to Willingham & Cote', P.C.  
(Continued as lead counsel on select medical malpractice  
cases after relocating to Traverse City)

1/7/91 to 5/19/00  
Litigation Attorney (Shareholder since 1995)  
Willingham & Cote', P.C.  
East Lansing, Michigan  
Practicing in medical malpractice, environmental law, toxic tort,  
and other types of litigation; specializing in medical malpractice  
defense cases for the past several years.  
Provided leadership functions, including:

1996 - 1999  member of Practice Management Committee  
1996 - appointed Managing Attorney of firm by Board of  
Directors  
1997 - reappointed Managing Attorney  
1998 - reappointed Managing Attorney; also elected chair of  
the firm’s Practice Management Committee  
1999 - appointed leader of insurance defense practice group

1991 - 1992  
Adjunct Professor  
Cooley Law School  
Lansing, Michigan  
Taught trial skills

July, 1987  
Assistant Attorney General III  
to December, 1990  
Tort Claims Division  
Iowa Department of Justice  
Des Moines, Iowa
Experience in:
- State Tort Claims Act Litigation
- Civil rights litigation in federal/state court
- Jury trials
- Workers' compensation
- Writing opinions of the Attorney General
- Appellate work in federal/state courts

June, 1985 to July, 1987
Managing Attorney
Legal Services Corporation of Iowa
Cedar Rapids Regional Office
Cedar Rapids, Iowa

Experience in:
- Managing a legal services office serving 7 counties
- Supervision of other attorneys, paralegals, and interns
- Administration
- Litigation in various areas of the law

July, 1983 to June, 1985
Assistant Attorney General I
Human Services Division
Iowa Department of Justice
Des Moines, Iowa

Experience in:
- Trial and appellate work in federal/state courts, including class actions, in such areas as civil rights and constitutional law
- Judicial review of administrative actions
- Rulemaking
- Advising state agencies and county attorneys on various legal issues

1981 - 1983
Research Assistant
Professor Robert Clinton
Iowa College of Law

Summer, 1982
Law Clerk [Iowa College of Law]
Employed to provide legal services to Sac and Fox Tribe in Iowa

1979 - 1980
Archivist [Historical Collection]
University of Michigan

Ward Clerk
McLaren General Hospital
Flint, Michigan

1973 - 1974
Office Manager
Shawky A. Hassan, M.D.
Flint, Michigan
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 5:00 p.m. on Tuesday, June 20. 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

1. Why do you want to be a trustee?
   I believe I have a great deal to offer in public service and now have the time to contribute in that capacity, as I am now retired. I believe strongly in higher education and in NMC and would like to be a part of making it even better for the future.

2. What are your qualifications to be a Trustee?
   I am well educated, well spoken, and I work well with others. I am a team player but also not reticent to express my opinions and ideas. I enjoy brainstorming and problem-solving, and I am a person who will not settle for less than being well prepared and informed once I have committed to a task. I am a quick study and a hard worker, conscientious and dedicated to the task at hand.

   The further particulars of my background experience and education are outlined in detail in my resume and cover letter that I have submitted to this Board and to NMC.

3. What connection or experience do you have with NMC?
   I have taken extended education classes at NMC; I have attended many functions on campus; I have contributed to NMC and Dennos Museum and have attended many functions at Dennos and Milliken Auditorium. My husband and I have provided for the creation of a scholarship fund for students at NMC as part of our estate plan. Further particulars are included in my cover letter.

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?

   This question is difficult to answer for someone who has not yet served on NMC Board of Trustees. If appointed, I will listen and learn for a period of time in order to evaluate the proper role of the Board and the balance of considerations the Board must include in its governance that would likely include the goal of supporting and assisting the President and NMC’s overall objectives, taking into consideration the interests and input from faculty and members of the community as part of that process. I believe the Board also evaluates the performance of the President but I do not see that relationship as necessarily supervisory or adversarial in any way and certainly not intended to “micromanage” administrative affairs of the President and administrative staff. Instead, policy making should be certainly one of the primary functions of the Board, but policy is not made in a vacuum.
5. What is your definition of a “policy” board, and would you support being a member of a policy board?
I would understand a “policy” board to mean a board that engages in deliberative analysis of problems, challenges, or goals facing an institution that then attempts to fashion remedies, programs, systems, objective statements, or whatever is called for in the given situation to meet the desired objective to move the overall goals of the institution in the right direction. Not only would I support being a member of a policy board, I see it as perhaps the most important function of an effective board.

6. What is your perception of NMC’s financial condition?
I do not have sufficient information to draw any valid conclusions in that regard at this time.

7. What do you see as NMC’s current biggest opportunity? How should we address it?
I personally believe that Traverse Bay area will very soon be ready to support a four-year university and welcome an evaluation of whether that is a viable option at some point for NMC to consider moving toward.

8. Why are you the best candidate for this trustee position?
I honestly cannot say if I am “the best candidate for the trustee position”, not knowing at this time the qualifications and characteristics of others who may have applied. However, I very much believe I would be an excellent choice for the position for all of the reasons outlined above, as well as in my cover letter and resume’, and, also, because I have never failed at anything I have set out to accomplish in life so far. So I firmly believe your confidence would be well placed in me, if you choose to select me, I would not disappoint, and I would very much welcome the opportunity to work with all of you.

Submitted by Eleanor Lynn

[Signature]

[Signature]

[ Signature]
applying for board member position

susan manning <sailingsally32@yahoo.com>  
To: Holly Gorton <hgorton@ncm.edu>  
Mon, Jun 19, 2017 at 2:07 PM

Dear Ms. Gorton,

I created and, for 22 years, published St. Louis Parent newspaper in Missouri. I served as publisher and oversaw public relations and ad sales. The newspaper was advertising supported. It had 45,000 distribution through 30 supermarkets and 400-500 family oriented locations and targeted direct mailing.

It was my sole responsibility to drive the marketing segment of the newspaper, while designing editorial to serve the readership. The newspaper departments included one for education which covered issues for parents of children in daycare through college, to help them navigate the process using community resources of an about 3 million population city. Hundreds of matters were covered in interviews of teachers, educational service experts (tutoring and diagnostic), plus, professors.

After my retirement I returned to live in Michigan. I enjoyed spending time with my aged parents, and visiting one daughter who attended McGill University and the other during her masters courses in Criminal Justice and Psychology.

I have enjoyed volunteering over the years. I have volunteered at three museums. After graduating from Michigan State University in 1974 I moved to San Francisco where I took museum classes at UC Berkeley. In the late 70's and early 80's I moved to Washington DC, and attended the last 2 years of the Corcoran School of Art program. During this period I volunteered at the Smithsonian, and was a part of a group that assembled 2500-year-old Jordanian shards into vessels. I really enjoyed the work and loved learning history. Additionally, I interned as a graphics designer at Education Week, a weekly national newspaper for educators.

I volunteered at the Castle Museum in Saginaw. I helped with creating window display, plus, restoration of wood paneling.

My familiarity of NMC is twofold. I have taken a number of extended education classes at NMC. Plus, I have enjoyed being a member of the docent program at the Dennos Museum where I gained the educational perspective of a docent and teaching techniques.

I enjoy contributing to help sustain and grow institutions. I understand the psychological and educational needs of children. I have worked within the realms of a budget and the needs and means of raising assets. Surprisingly, I enjoy all aspects. I hope that I have given you a good sense of my skills and interests so I can best help you.

Thanks for the opportunity.

Susan Manning
314-600-5887

[Quoted text hidden]
Why do I want to be trustee?
I want the challenge for personal growth and to serve a good cause

Qualifications-
Business experience and ingenuity

Connections/experience NMC- I have been a continuing education student and a docent at Dennos Museum Center.

Policy Board
Board leadership is a policy governance model and its’ only employee is the President who is responsible to run the college. The Board is at a higher, strategic level of planning and evaluation, committee involvement, fiduciary responsibility, legal liability, etc., but not to get involved in the day to day running of the college. It provides a values-based foundation for discipline, a framework for precise delegation, and a long term focus on what the organization is for more than what it does.

Role of trustee

Relationship to President
Employ Board-President Relationship Policies: How authority is delegated from the board to the president; the president’s role authority and accountability; how the president's performance will be monitored.

Ends: What organizational products, impacts, benefits and outcomes will be achieved for what recipients at what cost.

Parameters: Constraints on presidential authority which establish the prudence and ethics boundaries within which all staff activity and decisions must take place.
Select, employ and delegate the appropriate powers and authority to the president of the College. Monitor and assure the president's performance in achieving the College's Ends and Parameters.

**Relationship to Staff**

All board authority delegated to staff is delegated to the president, so that all authority and accountability of staff—as far as the board is concerned—is considered to be the authority and accountability of the president. The board will direct the president to achieve certain results through the establishment of Ends policies. The board will limit the latitude the president may exercise in practices, methods, and conduct in achievement of the ends through establishment of Parameters policies. As long as the president uses any reasonable interpretation of the board's Ends and Parameters policies, the president is authorized to establish all staff policies and procedures.

In keeping with the "one voice" principle, the board can allow no structures or practices in which board members or board committees exercise authority over staff, any function of staff, or any department of staff.

**Relationship of Trustee to Community**

Promote the College in the community
Foster partnerships with other entities in the community
Advocate the needs of the College with government officials
Support the foundation and fundraising efforts
Protect the College from inappropriate influence

**My perception of the financial condition of NMC**
I have reviewed the annual report that actually covers the last 3 years. There was a 6% decrease in tuition and fees due to a decrease in contact hours. It appears that pensions are a big portion of overhead. There was a big jump in UAAL of over a half of a million this year. I then read GSAB Statement 68 and now understand that overtime is not covered. It appears that there has been a close look at the timing of bond interest payments to grow assets awaiting the start of construction. Payables have been scrutinized to optimize asset growth. I realize that such care of assets can make a tremendous difference in healthy financial growth.

I see that the student body is running at capacity for housing. I see that the dorm will be finished for fall 2017 classes so does that reflect a growth in the student population? Do you look at your costs that you need to cover as break even for one student enrolled for the 2 years?

I don’t know that I could be so bold as to declare that the college is financially healthy. There seems to be good revenue sources, I guess being new to this I would ask, “Are we receiving the highest amount of interest by using the best timing for the income from these assets, while payables are paid after the most interest is earned?

Also, since the financial health of a learning institution is new to me I looked at University of Michigan for a comparison. I see that they have investments that are short term and higher risk. They have numerous construction and improvements to infrastructure ongoing, and this is probably usual every year. It seems that they could be at a higher risk financially, despite the fact that they generate multiple endowments.
What is NMC current biggest opportunity? How should we address it?
My practical thoughts are these-
Increase what you do well, or need to expand. For example, what department professors or even facility is under utilized? Expand at low cost.

Potential Opportunities for NMC growth
1. Expand Dual Enrollment Program. Early entry college prep for residential students with needs. It is a normal process in Canada to go to CEGEP for 2 years before college and have a course of study to help French speaking students master English while taking regular college courses. This could help with any of these skill areas- Foreign language, creative or business writing, technology, supplementing science education, or nursing experience.
2. Is online a good source of revenue?
   a. There appears to be many online high schools that are un-accredited. What about providing a platform for one or two of the good schools? Get “rent” for support and providing exposure to those potential students scanning your website. Do you have a calculator for determining tuition, tips on ACT/SAT taking or coupon for cheaper test exam prep, or free editing of college essay for application, or anything useful so that high schoolers want to jump on your website and use your resources?
   b. “Connections” a LinkedIn type networking online spot for alumni (maybe even family, friends and potential applicants). This would need to be grown by offering those that join free fly miles from an airline or an equally valuable incentive that can be used no matter where you live such as Hotels.com, UBER, real gift certificates from restaurants.
3. Natural Science Environmental higher degree, online or specialized lab experience that draws students and professionals. Use own professors, possibly visiting experts. Does this pipeline spill concern warrant any teaching of techniques, lab use?

4. Other facility use-
Can you expand services at Haggerty Center? I love Lobdell’s food. I wish that they could run the restaurant with recent grads, expand to 6 month externship (slightly more management oriented) on days that current students don’t use. Or have their own food truck selling lunch? Or "lunch on the veranda” seating outside on waterside patio (taco bar style-easy to cart downstairs).

**Why are you the best candidate?**
Because I enjoy brainstorming and finding solutions, plus, I accept protocol without question.
June 20, 2017

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

Dear Review Committee:

Please accept this letter of interest and application packet for the currently vacant NMC Trustee position. I am interested in serving as a trustee in order to support the college’s role in responding to the needs of the economy, promoting lifelong learning, and providing cultural experiences to the community. I believe that my experiences in workforce development, strategic planning, and organizational leadership will be of value to the board of trustees and to the administration. As both a former student of the college and a lifelong advocate for academic and professional training, I would consider it an honor to participate in this level of leadership for the organization.

Please see the attached for answers to the application questions, as well as my professional resume. I’m happy to answer additional questions or provide clarification if needed. Feel free to contact me at any time.

Thank you for the opportunity to apply.

Sincerely,

Janie McNabb
231-409-5033
mcnabb@strategicpolicyconsultants.com
1. Why do you want to be a trustee?

I am interested in the Trustee position because of its role in bringing community connections to the process of setting strategic direction for the college. Through my long-term residency in the region, as well as my personal and professional experiences, I have many relationships with communities throughout the five-county area. I understand the needs of local employers, the struggles and strengths of communities, and the issues facing the variety of students that NMC serves. The college’s impact on the health and vitality of the region cannot be understated. Therefore, the health and vitality of NMC is of critical importance. I want to be a part of the community that is the college, and support its continued innovation and progressive approaches to supporting the region.

2. What are your qualifications to be a Trustee?

For the last year, I have worked as an independent consultant throughout the state of Michigan, specializing in workforce development policy and program development. I have worked with workforce agencies in their organizational change efforts, strategic planning, and policy review. For the 18 years prior, I worked at Networks Northwest, a public entity that administers community programs for talent, business, and community development. As Chief Operating Officer at the agency, I oversaw workforce programming, including a staff of 65 and a budget of approximately $6 million. I developed programs based on workforce needs assessments and the strategic direction of the workforce development board. Most importantly, I saw firsthand the distinction between strategic oversight and operational implementation. In working with the governing board, I used their vision to lead my team toward achievement of strategic goals.

Through these experiences, I have developed a skill set that is important for membership on NMC’s Board of Trustees. I approach problem-solving by first learning as much as possible about the issue at hand, and analyzing the often-complex factors. Then I work collaboratively with parties from diverse perspectives. Together, we strategically develop new ideas. This approach is especially important when looking at community-wide, long-term, multi-faceted issues. I am committed to the kind of big-picture leadership inherent in a policy board, rather than operational management.

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

At Networks Northwest, I had the pleasure of partnering with various departments at NMC for a variety of projects. We worked collaboratively to develop customized trainings for job seekers to achieve positions in high-demand industries, such as manufacturing and hospitality. We jointly supported local employers with incumbent worker training. We partnered on the Regional Entrepreneurial Collaborative, an effort to improve the entrepreneurial culture of the region. My business services team and I supported the newly formed Manufacturing Council by jointly planning summits. Networks Northwest supported numerous program development activities at the college by providing data and analysis of employer demands. I assisted with the development of the proposal for the CC-STEP grant by
ensuring its alignment with the Regional Prosperity Plan for Talent Development. There are numerous examples beyond these – in short, I always viewed NMC as a critical partner to achieving our common goal of developing a quality workforce.

In addition, I attended NMC for two years prior to transferring to a four-year university. I cherish the excellent education I received, and have been a supporter and advocate ever since. I also attended the University Center to obtain my Master’s Degree in Organizational Development.

4. How would you define the role of a Trustee in all three scenarios below:
   a. in relationship with the President?
      As a policy board, the Trustees work together with the President to develop goals and set the strategic direction of the college. The President then carries out the activities necessary to achieve the goals and align operations with policy. The Trustees also hold the President accountable, providing guidance and direction and the resources needed for success.

   b. in relationship with the faculty/staff?
      The Trustees empower the President to make decisions regarding faculty and staff. As stated above, the board holds the President accountable for achieving success, but trust his decision-making regarding personnel.

   c. in relationship with the community?
      Trustees represent the college within the community, and represent the community to the college. It’s important for trustees to have a strong connection with the community at large, and to understand its needs. This provides the kind of insight needed to guide the college in the right direction.

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

A policy board works together with administration to determine the organization’s strategic direction. Policy is about guidance and focus: the board examines opportunities, resources, and impact, and helps the President and his team with making decisions that will result in successful, long-term outcomes. A policy board does not delve into the details of operations; it trusts the quality staff it hires to oversee the implementation of its strategic goals.

I fully support being a member of a policy board. I would not wish to be a member of a board that spends valuable time and energy on duplicating efforts of the staff.
6. What is your perception of NMC’s financial condition?

I perceive NMC’s financial condition to be robust and diversified, due to visionary leadership and careful planning. However, I recognize that enrollments, and therefore tuition revenue, is down. This is to be expected as the economy improves, and is all the more reason to have diversified revenue streams. With any revenue decrease, difficult decisions may be necessary in order to bring expenses in line.

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

An important opportunity for NMC is enhanced partnerships with industry, to share costs of both academic and professional training. Over the past few decades, companies have moved away from internal training, and have come to rely fully on educational institutions to prepare their workforce. Neither business nor education can adequately prepare a workforce completely on their own, but together they can improve quality of learning and be more efficient. With companies desperately seeking ways to hire and/or train a skilled workforce, I believe the time is ripe for more robust and comprehensive partnerships.

NMC can address this opportunity by leverage existing partnerships with industry, and developing more comprehensive collaborative ventures.

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

I believe I am well-suited for the trustee position because I have well-established connections with communities in the region, a comprehensive understanding of economic forces, and expertise in workforce and business development. I am passionate about lifelong learning, and about the college’s role as the anchor for opportunities that bring strength and vitality to the region. I want every student, worker, business owner, and community member to have the opportunity to improve through experiences provided by NMC.
CORE COMPETENCIES

- Strategic and innovative leader who can translate ideas into programs with great community impact;
- The ability to multi-task and work cross-functionally within numerous projects and groups;
- An aptitude to quickly understand and learn complex systems;
- The interpersonal skills to effectively coordinate and facilitate relationships;
- A strong written and oral communicator with multiple successful grant awards.

EXPERIENCE

Strategic Policy Consultants; Traverse City, MI
Policy Affiliate and Talent Strategist (2016-Present)

- Provide consulting services for talent development programming, including workforce policy, performance and compliance, and program development assistance for various Michigan Works! agencies.
- Assist communities with workforce-focused planning, including creation of a strategic workforce plan for an 11-county rural region facing numerous challenges to its economic vitality.
- Coach workforce leaders on strategic direction, including establishment of a new organizational structure that emphasizes efficiency and quality assurance for the workforce agency in the Upper Peninsula.
- Facilitate strategic planning, including a customized approach to creating strategic priorities for the workforce development agency in Northeast Michigan, and assisting with management of a change process in the writing and distribution of local policies.
- Identify and evaluate funding opportunities and assist with grant applications as needed by clients.
- Write reports, plans, policy, and strategy documents as needed by clients.

Networks Northwest (formerly Northwest Michigan Council of Governments); Traverse City, MI
Northwest Michigan Works! Chief Operating Officer (2013-2016)

- Oversaw all Michigan Works! programs for the ten-county region, leading a team that delivered high quality, customer-oriented services to job seekers, employers, and communities. This included 15 programs, more than 60 employees, and a minimum $6 million annual budget.
- Developed relationships with partner organizations delivering services related to workforce development. This included staffing the Talent District Career Council, a subcommittee to the Networks Northwest Board, and working with economic development entities, educational institutions, and human services agencies.
- Created new programming and improved existing programs to respond to the needs of employers and changes in the economy. This included new and innovative approaches to job training, such as short-term, intensive occupational training, work-based learning, sector initiatives, and a formalized apprenticeship program.
- Successfully garnered an additional $1.5 million above allocated funds.

Director of Program Development and Community Relations (2007 – 2013)

- Worked within a team of administrative staff to ensure adequate oversight and support for program performance.
- Created new programs to support workforce training for in-demand occupations. These included YouthBuild NorthWest, Healthcare Skills Alliance of Northwest Michigan, Agriculture and Food Systems Sector Alliance, Business Training Alliance, and the UpSkills Adult Education program.
Successfully obtained grants in the amount of $4.5 million to support the new programs above.

Issued local policy to staff, ensuring compliance with program regulations.

Monitored programs for quality assurance and compliance with state and federal funding sources.

Developed performance improvement plans for programs in need of corrective action, and oversaw implementation of the plans.

Wrote plans for use of allocated state and federal funding in cooperation with program leaders and staff.

Communications Coordinator (2005-2007)

- Oversaw internal and external communications for all Networks Northwest programs.
- Developed and wrote all components of Networks Northwest web site, established email newsletters, and developed relationships with media outlets.

Tech Support and Software Trainer (1998-2005)

- Responded to calls for technical support from all staff of all Networks Northwest programs.
- Developed and delivered training sessions in computer software to all staff. This included use of Internet search engines, basic Windows, all Microsoft Office products, and specialized software for workforce development.

Employment Services Specialist (1998)

- Greeted customers at the Michigan Works! service center.
- Provided customers with assistance in using the computers for job search and applying for unemployment benefits.
- Coached customers on creating effective resumes and job search techniques.

EDUCATION

Spring Arbor University; Traverse City University Center Campus
Masters of Arts, Organizational Management (MOAM)
- Studies included leadership, collaborative partnerships, organizational change, and personnel development.

Grand Valley State University (GVSU); Allendale, MI
Bachelors of Arts (B.A.), English Language & Literature
- Studies included verbal and written communication, use of language in all types of communication venues, and influence of societies throughout history on various genres of literature.

COMMUNITY INVOLVEMENT

Junior Achievement Advisory Board, Northwest Michigan district
Blue Cross Blue Shield Community Advisory Council
Leadership Grand Traverse (Traverse City Area Chamber of Commerce), Fellow

HONORS, AWARDS and CERTIFICATES

2016 Certified Business Solutions Professional
2013 Traverse City Business News “Powerful Woman”
2013 Economic Development Project of the Year award, Northern Lakes Economic Alliance
JAYNE H. MOHR

P.O. Box 4342
Traverse City, MI  49684
231.633.2301
mohrja1@gmail.com

EDUCATION

Ed.D. Western Michigan University, Kalamazoo, Michigan (1990)
Major Department: Educational Leadership

Ed.S. Northern Michigan University, Marquette, Michigan (1985)
Major Area: Administration and Supervision

M.A. Northern Michigan University, Marquette, Michigan (1983)
Major Area: Guidance and Counseling; Reading

B.A. Northern Michigan University, Marquette, Michigan (1977)
Major: Education, K-8 General; 9-12 Social Studies and French

EMPLOYMENT

2014 – Present
Darkness to Light Facilitator
Traverse City, Michigan

March 2014 - Present
Independent Consultant
Traverse City, Michigan

1994-March 2014
Associate Superintendent
Traverse City Area Public Schools, Traverse City, Michigan

1991-1994
Assistant Superintendent
Marquette Area Public Schools, Marquette, Michigan

1997-2005
Adjunct Faculty-Graduate Level
Central Michigan University and Western Michigan University

1993-1994
Regional Representative for Outcomes Accreditation
North Central Association, Ann Arbor, Michigan

1986-1991
Director of Curriculum and Special Projects
Marquette Area Public Schools, Marquette, Michigan

1985-Present
National Lecture Staff Member
Gesell Institute of Human Development, Yale University, New Haven, Connecticut

1984-1986
Support Services Coordinator, Marquette Area Public Schools, Marquette, Michigan

Elementary Teacher, Grades K-4, Marquette Area Public Schools, Marquette, Michigan

1982-1983
Counselor, Grades 6-8, Marquette Area Public Schools, Marquette, Michigan

1978-1979
Substitute Teacher, Marquette Area Public Schools, Marquette, Michigan

1981-1982
Program Director, Youth Enrichment Program, Marquette, Michigan

1978-1979
Counselor, Student Supportive Services, Northern Michigan University, Marquette, Michigan

TRAINER CERTIFICATION
- Strategic Planning, 1994*
- North Central Association Outcomes Accreditation, 1990*
- NASSP Principal’s Assessor, 1989*
- Essential Elements of Effective Instruction, 1987*
- Michigan's Interactive Model of Reading, 1986*
- Gesell School Readiness Assessment and Human Development, 1985*
- Drug Education and prevention, 1982*
*Date indicates year certification received.

PROFESSIONAL AFFILIATIONS
- American Association of School Administrators (1984-present)
- Association for Supervision and Curriculum Development (1984-present)
- Kiwanis (1994-1997)
- International Reading Association (1984-present)
- Michigan Association of School Boards (1984-present)
- Michigan Association of State and Federal Program Specialists (1984-present)
- Michigan Association of Superintendents and Administrators (1984-present)
- Michigan Reading Association (1984-present)
- Middle Cities Education Association (1984-2006)
- Reading Recovery Council of North America
- National Association of School Boards
- Rotary (1997-present)
- Who's Who in Education
- Who's Who in Staff Development
- Upper Peninsula Reading Association (1984-1994)

PROFESSIONAL DEVELOPMENT
- Association for Supervision and Curriculum Development, School Improvement Programs (1984-present)
- Gesell Institute of Human Development Screening Assessments, Ages and Stages of Development (1985-2006)
- Michigan Association for Superintendents and Administrators
- International Thinking Conference, Amsterdam, Holland (2005)
- Michigan Reading Association Annual Conferences
- Michigan Department of Education
- Michigan State Gifted and Talented Conference
- Middle Cities Education Association Task Forces
- Student Leadership Focus Forum on Thinking, Traverse City, Michigan (2006)
- Student Achievement in TCAPS Data Analysis (1994-2014)
- Student Achievement in Core Plus vs. Traditional Mathematics Program (2003-2014)
- Personnel Evaluation (1994-2014)

RESEARCH AND PUBLICATIONS
- Evaluation on Artful / Visible Thinking in the Classroom (2003-present)
- Longitudinal Student Progress in Reading Recovery (2001)
- Special Education Excerpts (1994)
- The Relationship Between Basal and UCSMP Math Programs and Student Achievement (1990)
• Ed.D. Dissertation: The Relationship Between School Readiness Placement and Student Achievement (1990)
• Self-Esteem and Productivity in Motivational Theories (1989)
• The Relationship Between Leadership, Motivation, Motives and Productivity (1989)
• School Consolidation (1988)
• The Relationship Between Leadership and Positive Self-Regard (1987)
• Ed.S. Dissertation: Development and Implementation of a District-Wide Developmental Kindergarten Program 1985)
• A Process for Establishing District-Wide Goals and Objectives (1985)
• A Cooperative Partnership Model for School Improvement in the Upper Peninsula (1986)
• A Call for a Corporate Action Plan in School Improvement (1986)
• Young Fives Program Proposal and Evaluation, Marquette Area Public Schools (1986)
• Marquette Area Enrichment Program (1982, 1988, 1989)
• A Positive Self-Concept and Its Relationship to Preventative Drug Education (1984)
• A Link Between Grand Marais and Marquette (Electronic Chalkboard) (1985)
• Strategies for Implementing the New Decisions in Reading (1986)
• Bi-County Alternative High School Annual Report (1985, 1986)

COMMUNITY SERVICE
• NMC Foundation Board Member (2005-present)
• NMC Foundation Board Campaign Steering Committee (2014-present)
• NMC Foundation Board Development Committee (2016-present)
• NMC Annual Campaign Co-Chair (2006)
• Traverse Bay Children’s Advocacy Center Board (2012-present) Board Chair (2013-2016)
• Traverse City Rotary Club Member (1996-present) Rotary Board Member (2010)
• Kiwanis Club Member (1994-1996)
• Traverse City Economic Club Member (1995-present)
• League of Women Voters (1994-present)
• Great Lakes Children’s Museum Advisory Council (2000-2012)
• TBAISD Literacy/Superintendent’s Subcommittee
• TBAISD Early Childhood Committee
• Goodwill Program Committee
• Chamber of Commerce Education Committee
• Chamber Athena Selection Committee
• Grand Traverse Leadership Education Day Committee
• Grand Traverse Human Services Coordinating Council
• Regional Bio-Terrorism Crisis Committee

HONORS/AWARDS
• Michigan Music Outstanding Administrator Award (2007)
• Reading Recovery Council of Michigan Outstanding Administrator (2004)
• Traverse City Chamber of Commerce Outstanding Educator (2005)
• Athena (1997)
• United Way Outstanding Leadership Award (1999)
• North Central Accreditation Chair of Visitation Teams Recognition (1996, 1998)
• Business and Professional Woman of the Year (1992)
• Marquette Alger Counties Kellogg Youth Development Seminars (1989)
• Rural Reading Project (1989)
NMC Board of Trustee Candidate Questions - Dr. Jayne H. Mohr

1. Why do you want to be a trustee?

   My passion for and commitment to successfully developing people to create a healthy and prosperous community are the primary reasons for wanting to serve as a NMC Board Trustee. Human talent is the key to success for our future locally, nationally and internationally. NMC is at the heart of human talent development for anyone anytime through a multitude of opportunities. I would be proud and honored to serve as an active contributing member of the Board.

   I also bring a wealth of experience from the field of education and community service as reflected in my resume. As a lifelong learner, I welcome the opportunity to serve and represent the public in this community. I have been a strong advocate for all the college has to offer since arriving to Traverse City in 1994; and, am deeply committed to the vision, mission and values set forth.

2. What are your qualifications to be a Trustee?

   My extensive career experience includes serving as Associate Superintendent of Traverse City Area Public Schools for 20 years; 14 yrs as a teacher, counselor, coordinator, director of curriculum and special projects in Marquette, MI; national lecture staff with the Gesell Institute of Human Development at Yale University and 1 year as a counselor at Northern Michigan University has provided me with a deep understanding and appreciation for pre-K through college education.

   Previous career and board experience demonstrate my abilities to provide leadership, work with others on a team, be future-oriented, listen, seek out and consider multiple perspectives when making policy decisions, cooperate, collaborate, assess problems and plan appropriately, assume responsibility, synthesize and apply research material. Personal abilities include commitment, dedication, and loyalty essential to good stewardship.

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

   I have had the honor and pleasure of working with NMC faculty and staff for the past 22 years on numerous collaborative projects including dual enrollment both at NMC and in TCAPS high schools and international exchange programming with China as a result of my position as Associate Superintendent.

   I have served on the NMC Foundation Board for 12 years, and also serve on the NMC Campaign Steering and Board Development Committees. In addition, I was the NMC Annual Fund Co-Chair in 2006.

   My son attended a class at NMC and my husband has been in charge of the NMC BBQ food lines for years. My two grandchildren are in 4th and 5th grades and their futures are dependent on sound education. We are all strong advocates and ambassadors of NMC!
4. How would you define the role of a Trustee in all three scenarios below:

a. in relationship with the President?
My role as a board trustee is to work with the other Board trustees to hire and evaluate the President. This includes setting clear expectations for performance, regular monitoring and feedback. as well as support for professional growth for the success of the President. If I have questions or concerns regarding the college, I would first address them to the President.

b. in relationship with the faculty/staff?
The President is responsible for the operation of the college, hiring, evaluating and providing professional development for faculty and staff. Faculty and staff are extremely talented as reflected by the futuristic programming available and national and international recognition. I will always value and consider their input.

c. in relationship with the community?
My primary responsibility as a board trustee is to represent the voices of the community in establishing and evaluating the performance of the organization through the President making sure that we are meeting the ever-changing needs of our international community. Listening to and considering public input are essential to me.

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

A policy board is responsible for working together to represent the public in setting and evaluating the performance of the organization, primarily through the President of the organization.
As a board trustee, I would be honored to:

a. Serve as link between the community and NMC, listening and considering all perspectives
b. Adopt written governing policies addressing...board, board-president relationship authority and accountability; Ends/Products/Measures for organizational impacts and outcomes for whom at what cost; and parameters including constraints on presidential authority within which all staff activity and decisions take place
d. Select, employ and delegate the president the appropriate powers and authority to meet the ends and parameters of the college
e. Monitor and evaluate the president's performance in meeting Ends and Parameters
f. Participate in professional development to ensure my most effective participation as a board member.

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

NMC's financial position, like other educational organizations, will continue to be of concern given enrollment and other revenue sources. It is always a puzzle to figure out how to create the right service level given revenues and expenses. With NMC, the property tax and very slight state increases coupled with tuition (which is over 50%) makes the financial condition a challenge. The data reflects that the age of college students is down. The flat population trends are of concern. Tuition must be affordable
to increase enrollment. Our challenge is to sustain and expand our high quality programs for the future which requires a thoughtful analysis considering data around graduation rates, college age student population, employment rates and career opportunities, etc.

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

NMC must continue pursuing their vision of the future of education and economic development. NMC is a “gem” in our community, Michigan and the world because of the opportunities it provides for anyone anytime in college, extended learning and/or the arts and culture. Continuing to do what other colleges aren’t puts NMC on the map. The extended learning programs, the special Maritime Studies program, 4 year degree programs, unmanned aerial vehicle systems, and international exchanges are a few examples of NMC’s innovation. The programs and opportunities offered through NMC are exceptional and futuristic as demonstrated through national and international recognition. Talented faculty, staff and community make this possible.

It is imperative that to continue to grow in this direction, the Board must be sensitive to and considerate of public input, available data and research to assure we are meeting the needs of education for the future. It is a delicate balancing act with revenues, expenses and program needs.

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

I am the best candidate for this position given my previous professional and personal experiences in education and community involvement, passion for education and talent development, and dedication to representing the community on the NMC Board.
Dear All,

I am delighted to be able to apply for the open position on the NMC Board of Trustees, and I hope that my application is satisfactory. Please see my answers to the questions for all candidates, on the following pages.

If you have additional questions, please let me know. E-mail (johnrobertwilliams@gmail.com) is the fastest way to reach me.

Thank you for your consideration.

Sincerely,

[Signature]

19 June 2017
June 19, 2017

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

Dear NMC Trustees and President Nelson,

Please consider this letter as my notice that I am applying for the current open seat on the NMC Board of Trustees, recently vacated by Marilyn Gordon Dresser.

1. Why do you want to be a trustee?

To my good fortune, I have lived, studied and worked almost my entire life in the “shadow” of NMC. I started school across the field from NMC, at Eastern Elementary, and graduated across the field at TCHS. I attended NMC after graduation, from 1973-1976. During my time here, not only was my vocation molded, by taking my first photography class from Steve Ballance, but I was accepted as a friend by faculty such as Paul Welch, Joe Rogers, Richard Goerz and worked in the Osterlin Library under Bernie Rink. Paul and Bernie are still friends to this day. My love of art and creation began at NMC.

I have served on numerous boards here in Traverse City, beginning with the Traverse City Planning Commission in 1972. I was 17 years old, the youngest appointed official in Traverse City history, and I was attending NMC at the time. I was a founder, a board member and president of Traverse Area Recreation Trails. I was elected twice to serve on the board of the Traverse City noon Rotary club; I was elected three times to serve on the board of Rotary Camps and Services (served as President four different years); I was elected twice to the Board of Rotary Charities, started the Affordable Housing Project along with Marsha Smith and served on that committee concurrently with the Rotary Camps & Services Board. While on the Camps & Services board, I assisted in the incubation of the Grand Traverse Regional Land Conservancy. I am a co-founder and current board member of the Traverse City Film Festival, and have served as its vice-president or treasurer since its inception thirteen years ago. I resigned my trusteeship with Rotary Charities when the TCFF was negotiating to purchase the State Theatre (because of potential conflicts of interest). I have been donating my time, energy and vision to many other projects, throughout my lifetime. I give to make Traverse City a better place...I have a passion for Traverse City.

2. What are your qualifications to be a Trustee?

I have been a life-long resident of Grand Traverse County. Our home is right
between the Great Lakes campus and the main campus. I have been a student at NMC, I have spent decades being the trusted photographer for the College images, and I’ve enjoyed two stints as instructor of photography (first in the late 1980’s, and from 2014 to 2017) and as an NMC Extended Ed instructor. For over thirty years, I have volunteered as one of the NMC Visual Communications portfolio reviewers. This is critical, as this is the launch pad for the graduates from our wonderful program. The skills and abilities these graduates display are amazing, coming from a two-year school.

I married into academia, as my wife, Terrie Taylor D.O., is a University Distinguished Professor of Medicine at MSU COM. From her thirty-plus years at MSU, along with her academic and research positions, she has seen many other educational institutions world-wide. I frequently seek her counsel on matters academic.

I have long admired those who have served on this board, many, my personal heroes: JJ Beckett, George McManus and Bill Janis, to name but a few. I am energetic, healthy, a careful listener, an engaged public citizen and concerned about the future of NMC. If there was an odd-ball qualification, it would be my lifelong string of attending EVERY NMC BBQ, from 1955 to 2016. (I was in Africa, with my wife, this May and broke my consecutive string).

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

As mentioned above

- my life-long NMC BBQ string,
- my years of formative education at NMC,
- my professional associations with NMC,
- my many friends and connections at NMC,
- my photographic instruction at NMC,
- I know every NMC Trustee plus the President. I don’t believe we need to be introduced.
- In 2007, I was named NMC Alumni of the Year, and feted with a grand dinner and ceremony in the Dennos Museum Sculpture Court. I will never forget the phone call, when President Nelson professionally and gently asked me if I would be the 2007 NMC Alumni of the Year? That nomination and recognition was one of the greatest moments of my life!

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

a. in relationship with the President

The NMC board and the President are the “face” and the representatives of NMC. ANY communication from either the board or the President has to be in harmony. In my view, the local press has not been a good friend or communicator for NMC. Thus, a Trustee needs to be in sync with the President and vice-versa. The President is “on the ground” every day at NMC, and I believe the trustees need to be in/at/around
NMC as frequently as possible. The relationship needs to be tight. Lately, NMC labor relations have been in the news in a negative way, too often. That is not a positive picture to paint.

The Board and the President have to balance the finances and the public image of the institution. In governance, what the President says, goes. However, the Board and the President need to be in a constant feedback loop, to keep communication channels open and positive. Hard feelings and disagreements need to be in the open and discussed, not left to fester. It’s called a “relationship” for a reason....not necessarily a “friendship”.

b. in relationship with the faculty/staff?

In any organization, if all governance is top-down only, that is a plan to fail.

Look no further than Kodak. Kodak did not listen to what was wanted, they supplied what they thought was “best”. That was the recipe for failure. The opposite example is Toyota. There every employee has a say and a voice. If a staff member has a better idea, it is rewarded and implemented. Does NMC have an open ‘suggestion box’? Here at NMC, we need to “focus on the learner” AND be a great institutional citizen. The local press is only too eager to find “faults” with NMC....why? I do not know.

Open communication, not closed doors, builds a team. If NMC is to continue to be a great educational institution, to represent our part of the state, and to be a magnet for students, NMC has to be a “cool” place to be, in the minds of the public and faculty/staff. It’s known as “corporate culture”. NMC should strive to be one of the “great places to work”. NMC has a massive payroll and impact financially on our community. NMC should be held in the highest esteem.

c. in relationship with the community?

Just look at the entrance to Grand Traverse County, on any road. The posted signs proclaim, “Home of Northwestern Michigan College”. That’s pride! That is a community resource and an asset to behold.

The community visionaries who conceived and created NMC were very mindful of the tight relationship the college needed to have with the local residents. From that humble beginning, NMC has grown in many ways, with multiple campuses integrated into the city and county. NMC needs to be a magnet for the community, to be known for its many resources, for its many employees that make an enormous difference to our economy, and for the great things NMC can and will do to make a positive difference in the quality of life scale of the community we love.

Outreach from NMC, through events, special opportunities, culture, and life long learning need to be stressed and nurtured. NMC does a lot now, I believe, with creative thought, NMC can do more to be a revered part of our living experience.
4. What is your definition of a “policy” board, and would you support being a member of a policy board?

The Carver Model is the name of a policy board. A policy board does not manage an institution; it delegates the day-to-day management to the President and staff. There are ten principles to operate and function as a policy board. Policy governance begins with a definition of governance as "seeing to it that the organization achieves what it should and avoids unacceptable situations.” From this definition, board governance is at an arm's length from operations.

Without hearing the reasons why the NMC Board of Trustees should become a policy board, it is difficult to say if I support being on a policy board or not. To shift the paradigm to a policy board, I ask, what is wrong with the current system that has served NMC for over 60 years?

All of the trustees would need to be “retrained” to process and function in a new way. That retraining could be a major distraction to the current and immediate challenges of NMC’s governance. I would listen and research both the college administration’s and the trustees’ perspectives and perceived benefits, before making an informed decision. I am not aware of another college that has changed to a policy board. I would do diligent research and learn from others, on how well the process would serve the institution.

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

If I base my perception (as someone outside the NMC payroll) purely from local news reports, the financial condition sounds less than rosy. Bold headlines and stories like “Layoffs loom for NMC faculty”, on the cover of the June 16, 2017 Record Eagle, tend to lead the public to think that involuntary retirement appears like ‘the boat is leaking and they are bailing like crazy to stay afloat’.

From my NMC emails (based on my adjunct position, from which I resigned on 16 June 2017) I am informed the on-goings and opportunities at NMC. The communiqués sound no such alarms. My perception is that it’s somewhere in-between. President Nelson has made it clear that with the improved economy, student enrollment is decreasing. It’s no secret that higher education funding from the State of Michigan has been drastically cut, forcing institutions into ever higher tuition rates for students.

The concept of a community college is to allow in-district residents, access to an education at affordable rates. NMC has asked the voting public for increased millage rates and renewals from the taxpayers of the county and has been successful. Wisely, NMC is reaching out to China and other foreign nations for higher paying
students. I believe this is a great strategy for many reasons. It diversifies our student population and sends word back home that NMC is a desirable place to attend, while paying the highest per-credit-hour rate. NMC needs to think globally.

I do not know how much money NMC has in its reserves or funds, nor its current debts.

I do not know the status of the NMC pension fund.

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

In real estate, the slogan is “Location, Location, Location”.

I believe this is where NMC can use the asset of our safe, vibrant, active, beautiful community, to market to students and parents in metropolitan areas. When I attended NMC, both East and West Halls seemed full of “downstate kids”. They told me that their parents didn’t want them attending schools like Wayne State, EMU, Oakland, and even CMU, because of the lack of safety. In addition, the distance away from home was manageable, for kids leaving home for the first time.

NMC needs to become the “school of choice” for freshmen and sophomore students throughout the upper Midwest.

I do not perceive NMC as heavily marketing itself in the major metropolitan areas. With our incredible, world-ranked culinary arts program, our aviation program, the UMAV program, plus specialties in the arts and culture, along with the asset of the Dennos Museum Center, NMC, nestled in the pines could be nirvana to so many urban students.

Much like Traverse City Tourism has marketed our area as a destination, NMC should follow that model and BE an attraction. Create desire. Market and spin our positives. To me, it appears that NMC not looking past our own horizons. I notice Wayne State billboards up here ---- is NMC marketing downstate?

In the three classes that I taught this past year, I only had one metro Detroit area student. Promoting weekend bus tours up north to visit the campus, seeing the dorm facilities, student centers, new cool things, off-campus opportunities would convey our conviction that we have a LOT of attractive assets right here.

Downstate kids want to come up here and play, as a vacation destination --- why can’t it be an education destination as well? NMC should pick the desired student population and then go market itself and hit the numbers.

8. Why are you the best candidate for this trustee position?
Quite likely, I am the applicant best known to each trustee, yet I’m not a “buddy” to anyone on the board.

I believe I know more about the college at a grass roots level, having recently been an adjunct instructor. I know many faculty and staff and have a positive relationship with everyone.

I live within blocks of NMC. Travel to meetings should not be an issue.

There will not be a learning curve --- I already know the facilities, the faculty, staff and many students.

I am the trusted image-maker for NMC.

I am an ardent supporter.

I know how to serve on public boards and face an unhappy public audience. I listen carefully, and do my level best not to ‘judge’.

I have the best interests of NMC at heart.

In addition, I’m a really good instructor. I focus on my students. I take them “from zero to hero”, in one semester. I start each course focused on the student evaluations, as well. I will attach the quotes from the students on another sheet. (I resigned my teaching position to apply for this opportunity to serve as a trustee).

If one has not taught at this college, interfaced with faculty, students and staff, how can one know what is going on inside NMC? I firmly believe everything happens for a reason. If former Trustee Dresser had resigned during the academic year, I could not have considered this wonderful opportunity. I also feel I could quickly fit in with the other Trustees, as I know all of them, and think highly of their position and commitment.

I have served and volunteered on boards my entire adult life, to make our town a better place.

With growth, comes opportunities and challenges. I embrace change. I feel Traverse City, right now, is by far the best it has ever been. NMC needs to be an important part of this growth. By reopening the State Theatre year-around, I helped change downtown for the better. Now, its almost inconceivable to not have the marquee lit up on the State. It’s a vibrant and important attraction.

NMC needs to be an attraction. I’ve done it before, fighting for recreation trails, film festivals, city planning and even 22 years of National Cherry Festival Williams Brothers’ parade attractions.
I’m easy going, friendly, thoughtful, and outcome based. I have juggled all of these volunteer opportunities while staying self-employed for over 40 years --- having gotten my start at NMC.

Pass it on.

With sincere thanks and gratitude for your consideration of my application to fill the NMC Board of Trustees seat vacated by Marilyn Gordon Dresser.

John Robert Williams
873 Peninsula Drive
Traverse City, Michigan 49686
(231) 883-4020
As an addendum, I have attached the responses the students in my NMC Digital Photography classes (ART 174) have written on my semester-end evaluation forms from 2015-2017.

3 - What did you like about this course/instructor? What should be continued or emphasized? John Williams •

"John is very passionate and that shows through his teaching. He encouraged everyone to participate in different NMC things such as the Art Show and the magazine. He is patient and doesn't mind going back over topics to ensure that everyone is understanding them. Each assignment has a unique topic which provided a constant challenge, and that made the course a lot of fun. • He gives detailed explanations to questions asked • Friendly, and helpful! Made it fun! • I really liked his use of technology. He showed videos and photos online and he also used moodle in a great way that was easy to use. • Amazing teacher who works well with students. Keeps them actively engaged. There needs to be a Photo 2 class • He is passionate and kept us interested. This class should be continued. There needs to be more digital photography courses. We live in a tourist city with tons of opportunities for photographers but we need more. Please add more classes. I will take them and I know that most of the students that take this course would continue on as well. • The artistic liberty while maintaining a specific curriculum. • Genuine, the subject is easy when you have a champion teaching it to you. GREAT GUY TOO, BONUS." (Spring 2016)

3 - What did you like about this course/instructor? What should be continued or emphasized? John Williams •

"JOHN IS THE BEST • The course was great! great topics!.. and change depending on what people would like to learn about. • I love that we had the opportunity to continue working on photography skills at NMC. The course shed a lot of light on the importance of color in our lives, and many assignments were helpful for correctly applying color theory. The best assignments were Color Harmony and Double Exposure. Color Harmony because it changed our perception of color in the world around us, and Double Exposure because we learned innovative new tricks to enhance our photography and Photoshop skills. In the future, more challenging assignments such as the Double Exposure one should have a greater emphasis in the course. I truly hope more photography classes (or independent learning options) are available in the future at NMC. • John absolutely loves what he does and teaching others how to make pictures. His love for photography pulls you in and makes you want to do your absolute best. When life happens John doesn’t want you to give up and tries to keep you from sliding to far backwards so you can catch up. Keep teaching us what you love..... we love it too • I liked it how my instructor would inspire me on how well of a job I do on my photos. The classes should keep continuing because they are really fun. • John is great! I liked the double exposure
assignment. • I wish nmc would have a photography program. Keep the courses coming! We love these classes! • The instructor knows a lot about what he’s teaching, he has the experience to teach the subject correctly. He should continue to use plenty of hands on work because it has allowed me to learn so many things about photography that I will remember forever. • I loved everything about this course the teacher was absolutely amazing i really love the passion that we put into everything and he really cares about the students if there understanding the subject or not." (Spring 2017)

3 - What did you like about this course/instructor? What should be continued or emphasized? John Williams •

I like that the due dates were the same and that he helped when needed. • I loved the course because photography is a passion and the instructor was by far the most helpful teacher i have ever had. • He is very knowledgeable. • The instructor made sure to teach us how to make our pictures manually. I appreciated the knowledge he shared and his patience with the camera. His knowledge is very wide spread. He is great at what he does with the camera.

4 - What about the course/instructor needs to be improved? What should be changed or discontinued? What new things should be added to the course? John Williams •

It should stay the same. • Photography two course would be amazing” (Fall 2015)
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