



**Northwestern  
Michigan  
College**

**Board of Trustees**

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June 26, 2018

The Board conducted the performance review of President Timothy J. Nelson. We believe he is carrying out the policies and strategies adopted by the Board. His composite scores of core competencies and key responsibilities grant him an outstanding rating for the third year in a row. Trustees' comments are in consensus that NMC's state and national colleagues all look to President Nelson as a leader in his field and one of the best community college presidents in the country.

Sincerely,

Kennard R. Weaver, Chair  
Board of Trustees

## CORE COMPETENCIES

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

**Core Competency 1. Communications**

The demonstrated ability to effectively handle routine and non-routine internal and external communication, both oral and written.

Trustee	Score	Comments
Weaver, Kennard	3.50	Tim communicates well most of the time. When he receives questions or comments, however, he usually defaults to defending the status quo, cutting off meaningful discussion.
Bishop, Doug	4.00	Tim continually demonstrates truly outstanding communications, both internally and externally, with the college community, the general community, and with the Board.
Childs, Ross	4.00	Tim has excellent communication skills with every level of personal and group contacts.
Estes, Michael	4.00	
Johnson, Rachel	3.50	Tim invests time in communicating NMC's message to the community and other stakeholder groups. As a board member, I feel I am informed about relevant and pertinent issues in a timely manner. Regarding external communications, I am encouraged by the continued focus on improving NMC's marketing and public relations capabilities. The analytics show clear successes in media relations (both positive sentiment and overall earned media).
Bott, Chris	3.75	In my opinion, the President and his staff provide us with excellent communication and resource materials. The NMC Trustee portal has been an effective means for providing information and documents. My questions and requests for additional information are always answered in a timely manner.
McNabb, Jane	3.50	Tim communicates essential information in a clear and direct manner. I appreciate this "direct" style and approach as it is always clear where he stands on an issue and how he feels it will impact the college. It is possible that others don't recognize his style and misunderstand his demeanor. This could get in the way of open dialogue and the closure of communication feedback loops from some stakeholders.

**Average** 3.75  
**Weight** 0.125  
**Points** 0.47

**Core Competency 2. Teamwork**

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

<b>Trustee</b>	<b>Score</b>	<b>Comments</b>
Weaver, Kennard	3.50	Tim has a team which works well together and does what they perceive Tim wants done.
Bishop, Doug	4.00	Tim has excellent skills and a proven track record in involving others with regard to achieving common goals.
Childs, Ross	4.00	The NMC "team" produces many national, regional and local top awards and faculty, students and staff make this possible by working together
Estes, Michael	4.00	
Johnson, Rachel	3.00	The senior management team seems to work well together and be aligned around a shared vision. Redesign of Leadership Group seems timely and responsive to needs of internal NMC community.
Bott, Chris	3.75	President Nelson has assembled a great team and they work well together to carry out the strategic goals and operations of the college.
McNabb, Jane	3.00	Tim has built an outstanding leadership team and recognizes multiple perspectives and roles in operating the college. However, in the AQIP Systems Appraisal, the categories that received lower ratings were connected to the element of "interpretation of results and insights gained," usually from surveys and other input mechanisms across various departments of the college. This tells me that the college could do a better job of taking input from all members of the team and using it in a way that is productive. Tim's role in ensuring a team-oriented culture is critical to addressing these issues and to breaking down barriers that could get in the way of team success.

**Average** 3.61  
**Weight** 0.125  
**Points** 0.45

**Core Competency 3. Productivity**

The amount of acceptable work performed as efficiently and cost effectively as possible.

<b>Trustee</b>	<b>Score</b>	<b>Comments</b>
Weaver, Kennard	4.00	Tim's productivity is great.
Bishop, Doug	4.00	If Tim has a fault, it's that he is reluctant to take time off. The amount of acceptable work expected for his job is far exceeded on a regular basis.
Childs, Ross	4.00	NMC is noted for good business practices, entrepreneurial programs and address problems directly and efficiently.
Estes, Michael	4.00	
Johnson, Rachel	3.50	Tim and his team are very productive and meet deadlines efficiently and effectively.
Bott, Chris	4.00	President Nelson continues to manage the growth of the college, plan for the future and maintains a high level of involvement at the State level to keep the college positioned not only for today, but for the future.
McNabb, Jane	4.00	Tim has fostered a culture of growth and innovation that results in high productivity across departments. It's amazing how much work is done, and with such high quality, throughout all facets of the college.

**Average** 3.93  
**Weight** 0.125  
**Points** 0.49

**Core Competency 4. Dependability**

The ability to accept and complete responsibilities.

Trustee	Score	Comments
Weaver, Kennard	4.00	Tim accepts responsibility and follows through.
Bishop, Doug	4.00	In my opinion, dependability might be one of Tim's alternative middle names. He completely accepts his responsibilities and what he presents to the Board, to the community, and to the college, in general, is timely and accurate.
Childs, Ross	4.00	Work is completed on time and everyone accepts questions involving their efforts with prompt and complete answers.
Estes, Michael	4.00	
Johnson, Rachel	3.50	I have found Tim and his team to be dependable and reliable. When a deadline can't be met they communicate that up front.
Bott, Chris	4.00	I trust President Nelson to carry out the strategic goals of the college and to continue to seek new opportunities for the college.
McNabb, Jane	4.00	Tim and his team consistently show dependability and reliability. I appreciate that Tim's self-evaluation comments have identified potential issues in this area due to high workloads and dwindling resources; this reinforces the fact that he can be relied upon to anticipate needs and address them effectively.

**Average** 3.93  
**Weight** 0.125  
**Points** 0.49

**Core Competency 5. Quality**

The work produced is accurate, thorough, and consistent.

Trustee	Score	Comments
Weaver, Kennard	4.00	The work product of Tim's team is thorough.
Bishop, Doug	4.00	Tim does his homework, and expects superior and accurate work from those beneath him. He continually strives for improvement at all levels in the college.
Childs, Ross	4.00	From monthly financial reports to complicated construction projects, accurate and adherence to budget and deadlines is consistent.
Estes, Michael	3.50	
Johnson, Rachel	4.00	The quality of work completed by Tim and his team is exceptional.
Bott, Chris	4.00	Over the past four years I have seen nothing but the highest quality work and effort by President Nelson.
McNabb, Jane	4.00	Tim sets high expectations for quality work across the college. The team consistently provides it, as evidenced by the overall high ratings of the systems portfolio, numerous awards and accolades, and ongoing continuous quality improvement efforts. It is also clear that quality is high due to the success of the college despite declining enrollments and other difficulties.

<b>Average</b>	3.93
<b>Weight</b>	0.125
<b>Points</b>	0.49

**Core Competency 6. Problem Solving**

The ability to define and resolve problems in a timely manner.

<b>Trustee</b>	<b>Score</b>	<b>Comments</b>
Weaver, Kennard	4.00	Tim has good problem solving skills.
Bishop, Doug	4.00	Tim is truly exceptional in being "ahead of the curve" with regard to identifying potential problems and developing and proposing solutions before they develop.
Childs, Ross	4.00	Problem solving is promoted by plan, do and adjust where faculty, staff and students are encouraged to participate and not be afraid to fail.
Estes, Michael	3.00	Issues with new building project.
Johnson, Rachel	4.00	This is one of Tim's strengths. He is good at decision-making and problem solving even when the issues are complex.
Bott, Chris	3.75	One of the earliest comments I picked up on from President Nelson was that NMC was a Plan, Do, Check and Adjust institution. I have seen a consistent systematic approach. He listens to input, evaluates, and makes adjustments when needed.
McNabb, Jane	3.00	Tim is consistently willing and able to address problems as they occur, anticipate new ones, and find innovative solutions. There is opportunity for growth in seriously considering ideas that on the surface appear to have barriers; acceptance and further exploration of these ideas would improve problem-solving and set the tone for the rest of the college.

<b>Average</b>	3.68
<b>Weight</b>	0.125
<b>Points</b>	0.46

**Core Competency 7. Ethical Behavior**

The ability to apply ethical, open, and honest behavior in interactions.

<b>Trustee</b>	<b>Score</b>	<b>Comments</b>
Weaver, Kennard	4.00	Tim acts ethically and encourages others to act in the same way.
Bishop, Doug	4.00	Honest and integrity have always been a hallmark of Tim. He expects the same from others in the college and does not tolerate less. He is open and forthright with subordinates and the Board.
Childs, Ross	4.00	Unquestionable!
Estes, Michael	4.00	
Johnson, Rachel	4.00	I believe Tim is ethical and trustworthy. He leads by example and embraces the College's values.
Bott, Chris	4.00	President Nelson is a principled man.
McNabb, Jane	4.00	Tim uses the college's values to guide his actions, his interactions with others, and to set priorities.

**Average** 4.00  
**Weight** 0.125  
**Points** 0.50

**Core Competency 8. Shared Governance**

The ability to engage the College shared governance process.

<b>Trustee</b>	<b>Score</b>	<b>Comments</b>
Weaver, Kennard	3.50	Tim promotes shared governance. The effect of faculty unionization on shared governance has not yet been analyzed and dealt with.
Bishop, Doug	4.00	Tim is a true advocate of shared governance. He involves processes to facilitate shared governance on all levels.
Childs, Ross	4.00	Shared governance is better defined through the labor contracts and participation by faculty at board meetings has provided positive input for innovative programs.
Estes, Michael	4.00	
Johnson, Rachel	3.00	An area where there is ongoing opportunity for improvement but Tim's team is to be commended for tackling this issue. Looking forward to continued improvement in shared governance as part of AQIP.
Bott, Chris	3.75	My answer is the same as last year. With the various councils and committees and through our board meetings and mid-year retreats, I believe that there is adequate input to provide for an environment of shared governance that involves the Board, faculty, staff and the community.
McNabb, Jane	3.50	All of the appropriate structures are in place for shared governance, and overall it is working well. There is opportunity for growth in better integrating input received from multiple stakeholders.

**Average** 3.68  
**Weight** 0.125  
**Points** 0.46

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

### Key Responsibility 1. Maintain Community Relations

Trustee	Score	Comments
Weaver, Kennard	3.50	Community and business input to the college is institutionalized and channeled through structured groups. Creativity and community connectedness could be enhanced by more open means of input to the college.
Bishop, Doug	4.00	I cannot think of a better person than President Nelson to maintain community relations with the college. Tim is clearly the "face" of NMC in northwestern Michigan and provides a presence throughout the community on an ongoing basis.
Childs, Ross	4.00	The president, along with the board, staff, and faculty maintain a very positive community relationship with their participation in numerous organizations.
Estes, Michael	3.00	Re-allocation of time might be considered. More time with TCAPS, ISD, and charter schools, less time with hospital.
Johnson, Rachel	3.50	Tim does a good job of building and maintaining strong relationships with our community. This is an area where I would like to see some strategy for how to continue and expand that community outreach beyond Tim's personal reach.
Bott, Chris	3.75	President Nelson consistently presents a positive message and image of the college to anyone he meets. He does this both locally and at the State level. He represent the college well.
McNabb, Jane	3.50	Tim does a great job of engaging with the community, being visible, and representing the college. I'm glad to see that he has intentionally reached out to the local business community in order to improve relationships with them and to enhance their understanding of NMC's offerings and role. I hope this continues and becomes a regular, ongoing dialogue.

<b>Average</b>	3.61
<b>Weight</b>	0.15
<b>Points</b>	0.54

**Key Responsibility 2. Maintain Effective Strategic Planning Processes**

<b>Trustee</b>	<b>Score</b>	<b>Comments</b>
Weaver, Kennard	3.50	Strategic planning on traditional lines is good and continual. New economic models for the college need to be created by new processes.
Bishop, Doug	4.00	The strategic planning process, and implementation thereof, remain the best of any organization I've been associated with.
Childs, Ross	4.00	The strategic planning process continues to be excellent and meets requirements for national accreditation but also looks to the future with the establishment of housing, the innovative design for new facilities and the improvement of giving through the foundation.
Estes, Michael	3.00	Declining enrollment associated with a good economy has not been envisioned to the extent possible. Reducing FT faculty could have been better planned.
Johnson, Rachel	4.00	Constant emphasis on Plan/Do/Check/Adjust seems to be working well in making sure strategic focus is nimble and responsive to environmental changes. Strategic planning is an area where Tim excels. Excited about strategic planning that staff is undergoing through Business Innovation Factory.
Bott, Chris	4.00	President Nelson has developed an excellent process to establish and monitor the ongoing strategic goals of the College. The addition of a mid-year retreat in addition to the annual retreat helps to keep the board informed as to the progress of the various goals and allows us the opportunity for a more in depth discussion of specific strategic goals.
McNabb, Jane	3.00	Tim prioritizes strategic planning in such a way that it occurs on an ongoing basis and regularly throughout the college, rather than solely as a once-per-year effort. The AQIP Systems Appraisal indicates there is room for improvement related to integrating input from multiple areas into strategy development. I believe the structures are in place for this and ongoing improvement is occurring.

**Average** 3.64  
**Weight** 0.10  
**Points** 0.36

**Key Responsibility 3. Ensure Fiscal Health of the College**

<b>Trustee</b>	<b>Score</b>	<b>Comments</b>
Weaver, Kennard	3.50	The college is financially sound on a current and near-future basis. New economic models need to be discovered or created to counteract demographic and political trends which are adversely affecting the existing economic models.
Bishop, Doug	4.00	One of Tim's strongest areas is in finance. The fiscal health of the college is outstanding.
Childs, Ross	4.00	NMC is fiscally sound and maintains proper reserves for emergencies while providing a high level of support for training and development.
Estes, Michael	3.50	
Johnson, Rachel	3.00	Given challenges with declining enrollment, state funding, etc., NMC is fiscally sound with proper reserves for emergency. Still, those challenges exist and we must continue to look for ways to mitigate those financial challenges without placing undue burden on our students through tuition.
Bott, Chris	3.75	The President is facing the challenge of balancing the needs of students, community, faculty and staff in an environment of declining enrollment and declining Federal and State revenues. The President provides strong leadership and has implemented a robust budgeting process to take these factors into account and to plan for future changes.
McNabb, Jane	3.50	Tim and his leadership team are consistently reviewing opportunities for efficiency and making tough decisions related to resource allocation. His efforts to protect reserves that ensure sustainability of assets and essential structures is commendable. I'm glad to see the innovation that is necessary for this key responsibility as well: I believe that the integration of experiential learning opportunities and the Business Innovation Factory model will be transformative for the college, improving various revenue streams at a time when many colleges are struggling to stay afloat.

<b>Average</b>	3.61
<b>Weight</b>	0.20
<b>Points</b>	0.72

**Key Responsibility 4. Develop Employee Base to Meet the Needs of the College**

<b>Trustee</b>	<b>Score</b>	<b>Comments</b>
Weaver, Kennard	4.00	The employee base is being managed well.
Bishop, Doug	4.00	Tim has been innovative and has kept the Board informed with regard to personnel matters, both in insuring that we have qualified people available, and also taking steps to reduce positions that are not needed.
Childs, Ross	4.00	Our facility is recognized as being excellent and the funding for professional development, and international cooperative programs enables NMC to attract quality faculty and staff. We are addressing successor planning for future needs.
Estes, Michael	3.00	FT Faculty appears excessive. Foundation staffing appears to be growing excessively.
Johnson, Rachel	3.50	I am continuously impressed with the staff and faculty at the College. As we respond to declining enrollment, will need to continue to staff in ways that offer maximum flexibility.
Bott, Chris	3.50	Faculty and staff are an essential part of making sure the college and serve the needs of our students and the community. The President and his staff are focused on educational trends, student populations, and the needs of the community as part of maintaining current programs and developing future programs. President Nelson has provided a supportive systems that allows faculty to explore new teaching methods (experiential learning) and provides funds (through the Fund for Transformation) to allow the testing of these methods. Ongoing evaluation of these items will help determine the required employee/faculty levels at the college.
McNabb, Jane	3.50	The college's HR systems are strong and well-established; the AQIP Systems Appraisal feedback shows high ratings for employee and leadership structures. Tim has shown strong support for professional development opportunities, which serves as an investment in staff and faculty success. There may be room for improvement by increasing flexibility in order to attract appropriate talent, which may vary across disciplines.

**Average** 3.64  
**Weight** 0.15  
**Points** 0.55

**Key Responsibility 5. Ensure the Physical Assests of the College will Meet the Needs of the College**

<b>Trustee</b>	<b>Score</b>	<b>Comments</b>
Weaver, Kennard	4.00	The current physical assests, and the planned construction, meet the needs of the college for the present and near future. The reserves for replacement, however, are inadequate and leave the college dependent on donor and government largesse.
Bishop, Doug	4.00	Tim has done an excellent job stewarding the physical assets of the college. The West Hall project, and the recent dormitory expansion are two primary examples.
Childs, Ross	4.00	Overall maintentance of facilities is excellent and the design of new facilities is done with participation by faculty, staff, and students for not only function but includes consideration of impact on the campus.
Estes, Michael	4.00	
Johnson, Rachel	4.00	This has clearly been a focus for the last few years and it is exciting to see many projects come to fruition. It's great to see North Hall exceed its occupancy projections. Very pleased with previous success in the JCOS process and it will be important to leverage our relationships in Lansing to achieve similar success with the Osterlin project.
Bott, Chris	4.00	There is a continual process in place to evaluate existing facilities and to plan for future needs. The establishment of reserve funds for deferred maintenance reflect sound planning. The newly completed North Hall and the Dennon Museum projects are two examples of the Presidents leadership in this area. The President's efforts to secure a substantial state capital outlay commitment will make the West Hall Innovation Center a possibility. Again, another great example of his leadership in this area.
McNabb, Jane	4.00	It is clear that the physical assets of the college are a top priority, with reserves that appropriately fund depreciation and anticipate future needs. Tim recognizes that NMC must continue to invest in its infrastructure in order to fulfill its role as a critical asset for the Grand Traverse region.

<b>Average</b>	4.00
<b>Weight</b>	0.10
<b>Points</b>	0.40

**Key Responsibility 6. Build and Maintain Effective Board-President Relationships**

<b>Trustee</b>	<b>Score</b>	<b>Comments</b>
Weaver, Kennard	3.50	Board-president relations are good, with the caveat that better discussions could be had when they are open and not treated as criticisms of the administration or as deviations from policy governance.
Bishop, Doug	4.00	Tim continues to keep the Board informed, and to seek Board input on all matters of input. Speaking for myself, I cannot think of any way that he falls short of outstanding in this area.
Childs, Ross	4.00	The president and his staff consistently provide packets on a timely basis with data and information for decision making questions are welcomed, and all questions and answers are provided to all trustees.
Estes, Michael	4.00	
Johnson, Rachel	3.00	I feel that I have a good relationship with Tim.
Bott, Chris	4.00	The foundation of a strong Board-President relationship is good communication and information. The President and his staff are always open to questions, and my questions have always been answered. There is a great system in place (the Board portal) which allows a tremendous amount of information to be available and communicated to us.
McNabb, Jane	3.50	I have experienced open, honest dialogue between the board and president and see that transparency is of the utmost importance.

<b>Total</b>	3.71
<b>Weight</b>	0.10
<b>Points</b>	<u>0.37</u>

**Key Responsibility 7. Develop and Maintain Excellence in Educational Offerings**

<b>Trustee</b>	<b>Score</b>	<b>Comments</b>
Weaver, Kennard	4.00	The administration, staff, and faculty work to develop and maintain excellence in educational offerings.
Bishop, Doug	4.00	Tim recognized long ago that it was not enough to simply continue minimal traditional community college offerings. The additional portfolios developed under his leadership take into account the needs of the area and keeping NMC in the forefront of community colleges.
Childs, Ross	4.00	Educational offerings continue to be reviewed, revised, or expanded to meet both current demands and future needs. NMC is recognized for specialty programs such as aviation, water studies, maritime, culinary arts, and many others that offer our students to participate in a global economy.
Estes, Michael	3.50	
Johnson, Rachel	4.00	I am excited to see the focus on experiential learning. That project responds to current learning expectations and best practices and I am glad to see NMC take a leading role in modernizing the learner experience. In general, evidence shows that the educational offerings at NMC are second to none across all departments and subject areas.
Bott, Chris	4.00	President Nelson has been instrumental in making sure NMC is relevant to the educational needs of our students. He advocates innovative teaching approaches and changes to teaching methods and course offerings in order to position NMC to be a leader in this area.
McNabb, Jane	4.00	Tim is ensuring that NMC is on the leading edge of providing quality education that is delivered in a way desired by constituents. The Business Innovation Factory initiative will keep NMC relevant and attractive to all portfolio customers.

<b>Total</b>	3.93
<b>Weight</b>	0.20
<b>Points</b>	<u>0.79</u>

**Score Summary**

Core Competencies	Weighted Score
1. Communication	0.47
2. Teamwork	0.45
3. Productivity	0.49
4. Dependability	0.49
5. Quality	0.49
6. Problem Solving	0.46
7. Ethical Behavior	0.50
8. Shared Governance	0.46
<b>Total Weighted Score</b>	<b>3.81</b>

Key Responsibilities	Weighted Score
1. Maintain Community Relations	0.54
2. Maintain Effective Strategic Planning Processes	0.36
3. Ensure the Fiscal Health of the College	0.72
4. Develop Employee Base to Meet the Needs of the College	0.55
5. Ensure the Physical Assests of the College will Meet the Needs of the College	0.40
6. Build and Maintain Effective Board-President Relations	0.37
7. Develop and Maintain Excellence in Educational Offerings	0.79
<b>Total Weighted Score</b>	<b>3.73</b>

Core Competencies Weighted Score	3.81	+	Key Responsibilities Weighted Score	3.73
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Subtotal (CC + KR)	7.54
	Divide by 2
<b>Overall Score</b>	<b>3.77</b>