



**Northwestern
Michigan
College**

Board of Trustees

1701 East Front Street | Traverse City, Michigan 49686-3061
Ph (231) 995-1010 | Fx (231) 995-1680 | www.nmc.edu

June 25, 2019

The NMC Board of Trustees has completed its annual review of President Timothy J. Nelson at the June 24, 2019, Board of Trustees meeting. The evaluation with President Nelson was held in closed session, pursuant to his request and in compliance with the Open Meetings Act.

The composite score of the Board is 3.79, which falls in the outstanding category and is slightly higher than last year's ranking. With President Nelson's consistently high performance over nearly two decades, our learners and community have benefited greatly.

Sincerely,

Chris M. Bott, 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
Chris Bott	4.00	Excellent communication. My questions and requests for additional information are always answered in a timely manner.
Doug Bishop	4.00	Tim is an excellent communicator at all levels.
Ross Childs	4.00	Tim has been excellent in handling communications. Forthright, honest and to the point.
Michael Estes	3.00	Trustees communication could improve. Burden is on Trustees is to make changes if desired with a new President.
Rachel Johnson	4.00	N/A
Jane McNabb	4.00	Tim communicates clearly and directly. I feel very well-informed as a trustee and community member.
Kennard Weaver	3.50	Tim generally does well in communicating at many levels. Pubic input is still received primarily through formal advisory groups, and other avenues should be investigated.

Average 3.79
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.

Trustee	Score	Comments
Chris Bott	4.00	A great team and they work well together to carry out the strategic goals and operations of the college.
Doug Bishop	4.00	Tim is an excellent team leader and teammate as the situation dictates.
Ross Childs	4.00	He has proven his effectiveness with achieving many goals- locally, statewide, and nationally.
Michael Estes	3.50	Difficult to Evaluate.
Rachel Johnson	3.50	Leadership team seems to work well together. As new president moves in to role, will be important to have systems in place to keep team members engaged.
Jane McNabb	3.50	The common goal of "keeping learning at the center" is truly the cornerstone of teamwork at the college. Regardless of the tensions or conflicts at any given time, Tim leads the college towards what is best for the learner.
Kennard Weaver	3.50	The administrative team works well together, and faculty is supported by the Fund for Innovation. The faculty, however, seems to be developing initiatives in parallel, not joint, efforts.

Average	3.71
Weight	0.125
Points	<u>0.46</u>

Core Competency 3. Productivity

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

Trustee	Score	Comments
Chris Bott	4.00	A high level of productivity from the President.
Doug Bishop	4.00	Tim's productive effort is unmatched. He is ahead of the curve on almost every issue.
Ross Childs	4.00	He is usually ahead of the curve on all issues, and completes with timely effectiveness.
Michael Estes	3.50	Trustees should re-evaluate budget decision processes with new president.
Rachel Johnson	4.00	Tim and his team produce an exceptional amount of high quality work.
Jane McNabb	4.00	The college is incredibly productive and effective.
Kennard Weaver	3.50	Tim's administration works effectively, although West Hall construction is running behind the original schedule. More attention by the new President should be on NMC's adaption to changes in education, and less to out-of-state activities.

Average 3.86

Weight 0.125

Points 0.48

Core Competency 4. Dependability

The ability to accept and complete responsibilities.

Trustee	Score	Comments
Chris Bott	4.00	Always Dependable.
Doug Bishop	4.00	N/A
Ross Childs	4.00	Very dependable!
Michael Estes	3.50	Difficult to Evaluate.
Rachel Johnson	4.00	Tim and the senior leadership team are dependable and reliable.
Jane McNabb	4.00	I know that I can depend upon Tim and his team to follow through, anticipate needs, and complete the difficult work of running the college.
Kennard Weaver	4.00	Tim performs his duties reliably and usually on time.

Average 3.93

Weight 0.125

Points 0.49

Core Competency 5. Quality

The work produced is accurate, thorough, and consistent.

Trustee	Score	Comments
Chris Bott	4.00	Over the past four years I have seen nothing but the highest quality work and effort by President Nelson.
Doug Bishop	4.00	Tim is a perfectionist to a fault. I never doubt the accuracy and thoroughness of what he provides the college and the Board.
Ross Childs	4.00	The material and reports we receive are timely and very accurate.
Michael Estes	4.00	No issues.
Rachel Johnson	4.00	Quality of work is exceptional.
Jane McNabb	4.00	The college continues to produce high quality programs and services.
Kennard Weaver	4.00	The administrative team works well together, and usually produces excellent results. Some administrators demonstrate more initiative than others.

Average 4.00
Weight 0.125
Points 0.50

Core Competency 6. Problem Solving

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

Trustee	Score	Comments
Chris Bott	4.00	A consistent systematic approach, which results in excellent problem solving.
Doug Bishop	4.00	Mentioned this earlier, but Tim is almost always ahead of the curve. He identifies potential problems and outlines solutions before they arise.
Ross Childs	4.00	Again, he is usually ahead of the curve on issues and his due diligence continues until a decision is reached.
Michael Estes	3.00	Staffing levels should be evaluated with new president. Faculty unrest is an issue.
Rachel Johnson	4.00	I believe this is one of Tim's strengths. He is particularly adept at problem solving when issues are complex.
Jane McNabb	3.50	Tim has worked hard to institute a culture of problem-solving across the college. I hope this is maintained throughout the transition to a new president.
Kennard Weaver	4.00	Tim continues to demonstrate good problem-solving.

Average 3.79

Weight 0.125

Points 0.47

Core Competency 7. Ethical Behavior

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

Trustee	Score	Comments
Chris Bott	4.00	Extremely principled.
Doug Bishop	4.00	Tim is the epitome of ethical leadership in word and deed.
Ross Childs	4.00	Never in question.
Michael Estes	4.00	No issue.
Rachel Johnson	4.00	Yes, absolutely.
Jane McNabb	4.00	Tim acts fully with integrity and expects the same of the entire college.
Kennard Weaver	4.00	N/A

Average 4.00
Weight 0.125
Points 0.50

Core Competency 8. Shared Governance

The ability to engage the College shared governance process.

Trustee	Score	Comments
Chris Bott	4.00	My answer does not change from prior years. 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.
Doug Bishop	4.00	Most importantly he truly understands what shared governance is and embraces it appropriately.
Ross Childs	4.00	Outstanding in delegation and permits processes to be attempted and then modified, if necessary.
Michael Estes	3.00	No comment.
Rachel Johnson	3.50	The addition of the Leadership Council is good. Compared to most organizations I'm familiar with, NMC goes above and beyond to engage employees and involve them in decision-making processes. However, this is still an ongoing criticism from some members of the campus community and, therefore, an area we must continue to attend to.
Jane McNabb	3.50	Tim does a good job of achieving a balanced approach in decision-making across the college.
Kennard Weaver	3.50	The relationship between faculty and the administration needs to be improved, and there may be opportunity for that in the next few years.

Average 3.64
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
Chris Bott	4.00	Always presenting a positive message and image of the college to anyone he meets. This is done locally, and at the State and National level.
Doug Bishop	4.00	Tim is NMC's ambassador and link with the community. He is exceptional in this area.
Ross Childs	4.00	Outstanding community relations.
Michael Estes	3.00	Appears community relations are improving, especially with ISD and Michigan Tech.
Rachel Johnson	3.00	<p>Tim has done an excellent job of building and maintaining strong relationships in our community. I am concerned that we have delayed the hiring of an Associate VP of Corporate Engagement. Given all the local momentum around economic development planning, tech sector expansion, cluster development, etc., I worry that we will miss out on the opportunity to engage meaningfully without a strategic position tasked with this work.</p> <p>As we move to onboard a new president, I feel this is an area that we need to have a strong strategy in place for engaging her or him in the community. I would like to see either the Board or Presidential Performance and Comp Committee work with Tim on this prior to having the new president in place.</p>
Jane McNabb	3.50	<p>Tim has continued to communicate effectively with the trustees and reach out to community groups; he maintains the respect of regional leaders who seek his advice and hold him in high esteem. This should continue to be a priority during the rest of the year. His ongoing evaluation of the overall college's community relations strategy and function is commendable and appropriate. I would like to see more focus on how the strategy impacts enrollment.</p> <p>This is an especially important area for transitioning to a new president and will require significant guidance from trustees, regarding the person's involvement, as well as leadership for the college's relationships with the community.</p>
Kennard Weaver	3.50	Community input to NMC is still largely through established advisory groups, and other input from the community is unusual since there is no formal channel.

Average 3.57

Weight 0.15

Points 0.54

Key Responsibility 2. Maintain Effective Strategic Planning Processes

Trustee	Score	Comments
Chris Bott	4.00	He has established an excellent process to implement the board established strategic goals, with mid-year and annual retreats to help with monitoring the process.
Doug Bishop	4.00	NMC's strategic planning process and Tim's shepherding of it is the best I have seen in any organization I have been associated with.
Ross Childs	4.00	Our strategic planning is recognized as "one of the best". Tremendous input from the Board, Faculty, Staff and Community Partners.
Michael Estes	3.00	Strategic Planning needs to be evaluated with new president.
Rachel Johnson	4.00	Plan-Do-Check-Adjust process seems to be consistently implemented throughout college and working well.
Jane McNabb	3.50	<p>Tim has facilitated a culture of strategic planning and continuous improvement at the college. The results have been high quality programs, specialized programs that draw students from new areas, and higher focus on credentials of value to the business community. I would like to see more focus on communicating the "why" behind the strategy across the college.</p> <p>The structure for strategy development is solid and should provide a framework for the new president. We will want to ensure that they are well-versed in the process and integration.</p>
Kennard Weaver	3.50	New directions will need to be planned by the next President, who will be able to follow through with implementation and adjustment.

Average 3.67
Weight 0.10
Points 0.37

Key Responsibility 3. Ensure Fiscal Health of the College

Trustee	Score	Comments
Chris Bott	3.75	A primary focus. NMC is well positioned for the future.
Doug Bishop	4.00	Tim's financial background and understanding is one of his biggest assets. He is proactive in this regard and as a result the college is on firm financial footing.
Ross Childs	4.00	NMC is fiscally very sound.
Michael Estes	3.00	Faculty Compensation is extremely generous, yet administration has not adequately made that evident.
Rachel Johnson	3.50	My comments from last year remain germane: 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.
Jane McNabb	3.50	Tim is consistently aware of the need to reach new audiences for student enrollment in order to diversify sources of tuition-based revenue. The fiscal team is mindful of resource allocation, both in terms of time and funds. Given the declining enrollment and need to consistently increase tuition, I see a new level of urgency for diversification of revenue. This will be an important item for the new president to tackle.
Kennard Weaver	3.50	NMC is financially sound on a current basis. Financial reserves will continue to be important and should be monitored regularly.

Average 3.61
Weight 0.20
Points 0.72

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

Trustee	Score	Comments
Chris Bott	3.75	Works hard to make sure the necessary Faculty and Staff are in place to respond to both the academic and resource needs of the College. Listening to the community and what business owners need in terms of training helps focus hiring decisions. This process is ongoing and necessary to help determine the required employee/faculty levels at the college.
Doug Bishop	4.00	Tim is always defining and developing the employee base to meet the needs of the college under many scenarios. As a result NMC is rarely, if ever, caught in catchup mode regarding personnel manning.
Ross Childs	4.00	We have been very successful in acquiring excellent candidates in all areas.
Michael Estes	3.00	Relations with faculty is troubling.
Rachel Johnson	3.50	This is an area where we need to pay close attention. Enrollment is currently declining, but the Governor's Reconnect and Opportunity scholarship programs could create an enrollment influx. We will need to staff in ways that maximize flexibility while maintaining the educational excellence we're known for.
Jane McNabb	3.50	Under Tim's leadership, the college has focused on fair and consistent benchmarking of compensation, professional development, and other supports across departments. Despite the challenges associated with this, it is necessary in order to balance the needs of the entire college in a fast-paced, ever-changing, and limited-resource environment. I am impressed with the quality of staff and faculty, and appreciate the ongoing reports that indicate we are meeting the needs of our students with a learning-focused approach.
Kennard Weaver	4.00	Tim has managed the employee capacity to meet the needs of reduced enrollment and increasing regulatory requirements.

Average 3.68
Weight 0.15
Points 0.55

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

Trustee	Score	Comments
Chris Bott	4.00	There is a excellent process in place to evaluate existing facilities and to plan for future needs, and guidelines for the reserve funds.
Doug Bishop	4.00	Tim has always been looking to the needs of the college from a physical asset basis; he is proactive and has expanded and defined the physical plant to be flexible and innovative.
Ross Childs	4.00	Our physical plant is excellent with the construction of new innovative building, and is backed up with good maintenance and adequate reserves.
Michael Estes	4.00	No issue.
Rachel Johnson	4.00	Tim has done an excellent job in this area, it is clear this has been a top priority. It is important that we continue to invest in our infrastructure in order to fulfill our mission and protect our community's assets.
Jane McNabb	4.00	The college's assets are the community's assets, and therefore must be preserved, enhanced, and best utilized for learner success. The leadership team has emphasized this approach by protecting reserve funds and using them judiciously.
Kennard Weaver	3.50	The current physical assets and those under construction will meet the needs of NMC for at least the next five years. Inadequate reserves, however, leave NMC reliant upon donations and Michigan Capital Outlay approval by the legislature, with all of the political uncertainties of that for future major repairs and replacement.

Average	3.93
Weight	0.10
Points	<u>0.39</u>

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

Trustee	Score	Comments
Chris Bott	4.00	There is an excellent Board-President relation, due in part the excellent reporting and communication to the Board.
Doug Bishop	4.00	Tim communicates with the board, provides leadership and suggested direction regularly. He is always accessible and ready to listen and will provide an informed opinion on any relevant topic.
Ross Childs	4.00	The President and current Board enjoy a very beneficial relationship with respect and consideration of each other's perspectives.
Michael Estes	4.00	Shortcomings are those of Trustees who in many ways have demonstrated no desire to develop specific long term policies. Trustees ask questions, but always concur with Administration. With a new President, the Trustees will have the opportunity to better serve the public by developing specific goals and objectives.
Rachel Johnson	3.50	Relationship is consistent with provisions outlined in Board Policies.
Jane McNabb	4.00	Tim's communication and relationship with the Board is effective, open, honest, and trustworthy.
Kennard Weaver	3.50	Tim generally keeps the Board well-informed and he seeks Board approval to advance his programs.

Total 3.86
Weight 0.10
Points 0.39

Key Responsibility 7. Develop and Maintain Excellence in Educational Offerings

Trustee	Score	Comments
Chris Bott	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. The launching of the new Experiential Learning Institute is just one of the newest examples of his leadership in this area.
Doug Bishop	4.00	NMC has offerings that are the envy of other community college offerings because of Tim's leadership in assessing future community and regional needs and developing curricula to meet them.
Ross Childs	4.00	Our programs and offerings continue to rank high nationally in many areas. (Veterans, Maritime, Aviation, Culinary, Nursing, Fresh Water Studies, and Study Abroad)
Michael Estes	4.00	Recent actions with the survey program, positive talks with M. Tech and improved discussion with the ISD are all positive.
Rachel Johnson	4.00	Tim and the team should be very proud of the outcomes of the recent HLC visit. Looking forward to continued focus on Experiential Learning. I believe our success in that endeavor will be key to meeting learner expectations and creating a labor force that can meet employer needs and expectations.
Jane McNabb	4.00	NMC is and continues to be a leader in the state and nation as a high-quality community college, with significant success among our students and alumni. In order to continue this excellence, the new President will need to be very focused on the needs of employers and growing industries locally and globally.
Kennard Weaver	3.50	The faculty continues to provide effective teaching and to develop new directions and new teaching skills. Initiatives which are not favored by the administration are discouraged.

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

Score Summary

Core Competencies	Weighted Score
1. Communication	0.47
2. Teamwork	0.46
3. Productivity	0.48
4. Dependability	0.49
5. Quality	0.50
6. Problem Solving	0.47
7. Ethical Behavior	0.50
8. Shared Governance	0.46
Total Weighted Score	3.84

Key Responsibilities	Weighted Score
1. Maintain Community Relations	0.54
2. Maintain Effective Strategic Planning Processes	0.37
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	0.39
6. Build and Maintain Effective Board-President Relations	0.39
7. Develop and Maintain Excellence in Educational Offerings	0.79
Total Weighted Score	3.74

Core Competencies Weighted Score	3.84	+	Key Responsibilities Weighted Score	3.74
----------------------------------	------	---	-------------------------------------	------

Subtotal (CC + KR) 7.58
Divide by 2

Overall Score	3.79
----------------------	-------------