

NICK NISSLEY
--- PRESIDENT'S EVALUATION SELF-ASSESSMENT ---
FALL 2020

EXECUTIVE SUMMARY

The Northwestern Michigan College Board of Trustees Presidential Performance and Compensation Committee articulated the following three expectations for the incoming President to focus on (Appendix A: Presidential Performance and Compensation Committee Minutes, December 10, 2019):

1. Listen and Learn
2. Build Relationships
3. Maintain Momentum

I have used these to focus my everyday actions leading the College, and I have used these three priorities to focus and frame my reporting to the Board of Trustees, including the Presidential Performance and Compensation Committee. In turn, when communicating with internal and external stakeholders, I have also used these to focus my communications. I have appreciated the Board's helpfulness in affording me such a framework. It has been an invaluable tool to help me prioritize, focus, and lead the College, during these first nine months of my onboarding.

The following is a self-assessment of my performance and is intended to afford the College's Board of Trustees an overview of how I have met these three expectations, over my first nine months on the job, as the College's President. While these may seem like three discrete charges, obviously they overlap in many ways, especially the 'listen and learn' and 'build relationships' priorities. So, for purposes of organizing this report, those two priorities will be presented together. I will also seek to tease them apart and offer specific examples for each, as well.

NICK NISSLEY
--- PRESIDENT’S EVALUATION SELF-ASSESSMENT ---
FALL 2020

TABLE OF CONTENTS

Executive Summary	p. 1
Table of Contents	p. 2
Listen and Learn + Build Relationships	p. 3
Emergent Themes	p. 6
Strengths	p. 6
Challenges	p. 7
Maintain Momentum	p. 8
Summary	p. 11

APPENDICES

A—Presidential Performance and Compensation Committee Minutes, 12/10/19	p. 12
B—“Status of Relationship Map Scheduling” Memo, 3/24/20	p. 13
C—“Status Update on Presidential Relationship Map” Memo, 8/4/20	p. 15
D—“Status Update on Presidential Relationship Map” Memo, 9/30/20	p. 17
E—“Our Finest Hour: The Power Of Recognizing Emerging Values During A Crisis,” Nick Nissley, <i>TCBN</i> , May 2020	p. 19
F—Message from the President: NMC’s 4R’s Model	p. 21
G—100-day Mid-Point Conversations, 7/2/20	p. 23
H—Jumpstart to Change and Innovation	p. 24
I—Momentum Toward Strategic Planning	p. 25
J—Forward Together, <i>Nexus Magazine</i> , Summer 2020	p. 26
K—“NMC Local Strategic Value Resolution,” 9/11/20	p. 29

NICK NISSLEY
--- PRESIDENT’S EVALUATION SELF-ASSESSMENT ---
FALL 2020

LISTEN AND LEARN + BUILD RELATIONSHIPS

The President’s Office Staff, in consultation with the Board of Trustees, developed a relationship map to help identify key initial meetings and relationships for the President to develop during onboarding. The original Presidential Relationship Map spreadsheet included almost 200 entries. An accountability check-in was conducted three months into my onboarding (Appendix B: “Status of Relationship Map Scheduling” memo, from Lynne Moritz, March 24, 2020). At that time, ninety days or three months into my onboarding, 76 meetings had been completed (55% of the 139 total projected meetings). While the coronavirus pandemic and the resultant ‘lock down’ and ‘closing of campus’ slowed the scheduling of face-to-face meetings, many virtual meetings were conducted between March and the present. As well, ‘socially distanced meetings’ have occurred face-to-face. In fact, along with my wife, this summer we have entertained more than 25 evenings, hosting more than 50 individuals at our home (including donors, board members, community leaders, and employees), seeking to build relationships with our new community.

On August 4 another accountability check-in was conducted seven months into my onboarding (Appendix C: “Status Update on Presidential Relationship Map” memo, from Lynne Moritz, August 4, 2020). At that time, 125 meetings had been completed (69% of the 125 total projected meetings). Since August 4, over the past two months, many more meetings have been scheduled and attended. In fact, as of September 30, 135 meetings have been completed, or 74% of the total projected meetings (Appendix D: “Status Update on Presidential Relationship Map” memo, from Lynne Moritz, September 30, 2020). Keep in mind, these are only the meetings identified on the Relationship Map and do not include dozens of other meetings scheduled/attended during these first nine months. In fact, more than 565 meetings have been calendared by the President’s Office Staff between January 1 – September 30. These meetings have included the following:

- 471 Zoom Meetings (since March)
- 158 1:1 Meetings with NMC Leadership
- 87 Faculty Connections (phone call conversations to support during the transition from face-to-face to remote learning)
- 35 Staff Department Meetings
- 5 Advisory Board Meetings
- 102 Donor Meetings
- 51 Student Activities
- 103 Community Connections
- 14 MCCA Presidents Committee Meetings
- 4 Government Relations Meetings
- 11 Educational Partners Meetings
- 3 hospital visits and 5 funerals

... in addition to the 135 relationship map meetings.

September 30, 2020

NICK NISSLEY
--- PRESIDENT’S EVALUATION SELF-ASSESSMENT ---
FALL 2020

Also, over these first nine months I have engaged with internal and external stakeholders, including for example:

- Students
 - Ice Skating
 - Move-In and Welcome Back
 - Choral Performances
 - Art Gallery Openings
 - Classrooms (including: visits onboard the *State of Michigan*; UAS classes at Yuba Airport; pig butchering class at GLCI; and Police Academy class post-the George Floyd death*)
 - Student Government Association
 - Phi Theta Kappa
- Community Businesses and Organizations
 - Rotary
 - Traverse Connect Gala
 - Kiwanis
 - Home Expo
 - International Affairs Forum
 - Dennon Museum Openings
 - Economic Club
 - Traverse Connect Awards Lunch
 - 20 Fathoms
 - Front Street Irregulars
 - Governor’s State of the State Address (Guest of Senator Wayne Schmidt)
 - Numerous conference calls with the Governor’s Office, updating the Governor on the College’s status managing through the coronavirus pandemic
 - Visits to businesses (e.g., Promethient), attendance at Advisory Boards (e.g., Welding, Surveying, Construction), and conversations with business leaders (e.g., presentation to the Entrepreneurs’ Club)
 - Development of a 20-member “Kitchen Cabinet,” a group of unofficial advisors – community leaders and donors who are ‘on call’ serving as a sounding board and helping me navigate challenges

* In the June 4 “President Updates” in the *NMC Intercom*, I wrote to our NMC family about the formation of an NMC Diversity, Equity, and Inclusion (DEI) Committee, which has been chartered to ensure the College is addressing DEI on campus, and playing a leadership role in the wider community.

NICK NISSLEY
--- PRESIDENT'S EVALUATION SELF-ASSESSMENT ---
FALL 2020

- Formal MOU for partnering with Michigan Tech to collaborate on Great Lakes research
- A recently planned summit between NMC, TCAPS and TBAISD – to ‘reimagine’ the relationship and seek to advance shared priorities
- Faculty
 - Departmental Meetings
 - Faculty Council
 - Center for Instructional Excellence
 - Faculty Basketball
 - Viewing Night at Rogers Observatory
 - Retired faculty, such as Paul Welch
- Foundation
 - 102 donor meetings
 - Florida Donor and Alumni Visits
 - Numerous engagements with Westwind Consulting
 - Foundation Board (leadership and committees)
- Alumni
 - Florida Visits
 - Trivia Night
 - GLMA Alumni Association Mariners Ball
 - Personal conversation with George Comden (alumnus from NMC’s first graduating class of 1953)
 - ‘Alumni’ board members, like George McManus and Elaine Wood

I’ll add that I practice a ‘manage by walking around’ approach to leadership, and thus every day I have many unscheduled meetings or informal conversations with students, employees, and visitors to campus. Whether it’s my daily check-in with security at West Hall or simply a chat with the custodians who clean my office suite, I make time every day to informally ‘get out of my office’ and ‘see what’s happening’ on campus.

NICK NISSLEY
--- PRESIDENT’S EVALUATION SELF-ASSESSMENT ---
FALL 2020

EMERGENT THEMES

So, what have I been hearing as I’ve engaged in these many meetings across all stakeholder groups? Of course, given the diversity of stakeholder groups and individuals, there was an obvious diversity of opinions expressed. However, there were also common opinions that emerged, things that came up repeatedly. Here I will share those themes that I have heard over these past nine months as I’ve been engaging in ‘listening and learning.’ I’ve divided the themes into ‘strengths’ and ‘challenges’ (not ordered by weighted importance). Again, these are not my ideas, but instead, they represent the common themes that have emerged from my hundreds of conversations with both internal and external stakeholders during nine months of listening.

Strengths

1. The College was founded by entrepreneurially-minded citizens who developed a **‘can do’ culture of ‘doers’** and entrepreneurs, **exhibiting resourcefulness and a possibilitarian spirit**, shaping a **forward thinking and innovative College culture** (and, a history of success) – e.g., only freshwater maritime academy, first bachelor’s degree in a Michigan community college, Dennon Museum, etc.
2. NMC is recognized as being a **‘bridge to opportunity’ – improving the financial well-being of graduates through education** (“*we don’t just help our students earn a degree, we help them build a career with financial stability so they can become productive citizens and give back to our community*”).
3. And at the same time, the College is also focused on serving community and economic development goals, **strengthening the social and economic fabric of our community/region** (“*Community Centered and Community Serving*”).
4. The **caliber of leadership at NMC** (not just administration, but across faculty and staff) is recognized as foundational to the College’s and community’s success.
5. **There exists a very high-level of support from the community** – seen in good will, volunteerism, and donor support (e.g., \$31 million raised in the “*Be*

NICK NISSLEY
--- PRESIDENT'S EVALUATION SELF-ASSESSMENT ---
FALL 2020

What's Possible” Campaign, as well as the record-level of support during the depths of the coronavirus pandemic). Similarly, this support seems to drive an ‘attitude of gratitude’ where employees and students are grateful for their relationship with NMC.

6. **Location, location, location!** Whether it’s ‘under the pines’ or a ‘view of the bay,’ NMC has attracted talent to Traverse City/the College and has developed unique place-based education (e.g., GLMA; GLWSI). There is expectation that we continue to leverage the ‘power of place.’
7. The College is respected (by taxpayers) for its **strong fiscal stewardship** – prudently managing expenses and also proactively pursuing innovation and developing new revenue/growth plans. As well, students and parents recognize the College’s **value proposition** - keeping quality higher education accessible and affordable.

Challenges

1. The College has experienced ten years of **declining enrollment** amidst demographic challenges, where contact hours have declined from 60,000 in 2010 to 36,000 this fall. Now, these challenges are compounded by the economic impacts from the coronavirus pandemic. Stakeholders are expressing concern that further decline in enrollment might necessitate restructuring and resource reallocation.
2. Linked to the stakeholder concerns about declining enrollment, noted above, is a desire to see the College **continue to build on a history of innovation and develop new revenue/growth plans** (e.g., to counter enrollment/revenue decline, with new program development); especially, supporting existing high-performing areas (e.g., GLMA; Aviation; Marine Technology; Unmanned Aerial Systems).
3. Continuing to be focused on a mission of being ‘community centered and community serving’ – ‘hitching our wagon’ a little more closely to Traverse City and northwestern Michigan’s regional workforce and economic development – **ensuring relevant programs that meet employer needs for workforce-ready graduates** (by continuing to build and sustain partnerships with the region’s businesses/workforce development needs).

NICK NISSLEY
--- PRESIDENT’S EVALUATION SELF-ASSESSMENT ---
FALL 2020

4. To even **more effectively ‘tell our story’ to stakeholders** by getting the message out about the good news stories at NMC (e.g., how faculty and staff excellence supports student and alumni successes). While stakeholders recognize and value that PRMC (Public Relations, Marketing, and Communications) serves as one of the college's greatest assets, they also believe that the team is under-resourced and outdated to meet the current demands of a digital world.
5. While not a red-flag challenge, but rather a ‘good to great’ challenge, faculty and staff (generally speaking) are seeking to **develop a greater sense of collaboration and community within the College** (e.g., to heighten their engagement, sense of belonging, and to feel that they’re making a difference). While employees at the College have always been and continue to be recognized as fully-engaged and student-centered, there may be **an opportunity to ‘hit refresh.’**

MAINTAIN MOMENTUM

On Friday, March 13, just two months into my onboarding, I was faced with the challenges of leading through the coronavirus pandemic, beginning with the decision, on that day, to close the campus and move our teaching from face-to-face to remote learning – literally over the weekend. The immediate and intense crisis management gave way after the first month to a more organized approach to leading. However, the amount of decisions and the weight of them has been monumental during these past six months. Despite the unprecedented challenges of leading an organization through the coronavirus pandemic, I’m proud of how the College has pulled together and is not merely surviving; but rather, is thriving in many ways (Appendix E: “Our Finest Hour: The Power Of Recognizing Emerging Values During A Crisis,” Nick Nissley, *TCBN*, May 2020). For example, because of our adoption of sound safety protocols and policies, and the amazing commitment of employees and students, we have only had four positive coronavirus cases, to date. This means we’ve been able to maintain our focus on our mission of transforming students’ lives through the power of education. Simply, we’ve been able to allow students to continue pursuit of their dreams. We’ve also been able to do this as responsible fiscal stewards, delivering a balanced budget, with no tuition increase. During this time we’ve also grown support for the College, with the Foundation committing \$1 million for student/college relief; and we distributed over \$2 million of CARES Act funding to students, allowing them to persist at NMC. The confidence and trust that has been inspired by the College also yielded significant donor support during this time (worst economic downturn since the Great Depression), where 700 donors made gifts in April (5th highest month ever) and more than 1,300 donors made gifts during the quarter (2nd highest number of donors by quarter). All of this was

NICK NISSLEY
--- PRESIDENT’S EVALUATION SELF-ASSESSMENT ---
FALL 2020

accomplished because we maintained fidelity to a safety-first commitment and transparency of communication (See NMC Coronavirus Information Hub at nmc.edu/covid-19).

I am most proud of how, in response to the coronavirus pandemic, NMC adopted the 4R’s (refocus, reopen, reimagine, and righting the ship), a framework that has allowed us to effectively focus our attention and actions, as we manage and lead through the coronavirus pandemic and its impacts (Appendix F: Message from the President: NMC’s 4R’s Model)[†]. Early on, we realized that we needed to hit pause on our strategic plan, and our then-priorities and annual goals, so we could refocus on the immediate issues resulting from the coronavirus. Not only did we give NMC employees permission to stop working on their pre-coronavirus goals, we set a new expectation to respond to the crisis and begin living in a new normal. Following the lead of the President’s Council, all of NMC refocused priorities and goals, developing just three priorities for the next 100 days, through summer semester/start of fall semester (the end of August). NMC’s staff and faculty have pulled together since March 13 with laser-like focus. This summer I met with President’s Council leaders, and they in-turn met with their respective teams to check-in on our progress (Appendix G: “100-day Mid-Point Conversations” email, from Nick Nissley, July 2, 2020).

The second and third R’s – reopen and reimagine – became our primary focus as we approached our current fall semester. We have worked collaboratively and tirelessly, creating a plan to reopen the college and ensure a safe return to work. That plan has been developed and now we’re executing the plan, welcoming our staff and faculty back to campus in a phased/staged approach with safety as our number one priority. Additionally, a committee was chartered to broadly and deeply engage our college community to reimagine fall semester. This committee has also delivered a plan that we’re implementing (and has afforded a plan for how we’ve approached fall semester), after considering three scenarios; 1) return to face-to-face

[†] In the January 16 “President Updates” in the *NMC Intercom*, I wrote to our NMC family about core leadership behaviors that could be expected from me, and that I would expect from others - the 5 behaviors of cohesive teams. I stated:

Over the next five weeks, I will be sharing personal reflections on what shaped me as a leader beginning with the importance of trust; then, work my way through – conflict, commitment, accountability, and results. My intention is twofold:

- 1) To offer the College community a sense of what’s important to me as a leader and what I believe is essential for us to realize our mission. I value not only focusing on the ‘what’ of our strategies, but also on the ‘how’ of working together, effectively. The overarching ‘why’ behind all of this is that I truly believe in the transformative power of education for our learners. Simply, we must be doing our best work together, so that in turn, we’re best serving our students.
- 2) To offer us some shared language around teamwork and organization effectiveness, as we seek to face our challenges, leverage our strengths, and realize our aspirations. These are not answers to problems or prescriptions. Rather, they speak to values that, when embraced, might shape how we work and grow together. Think of them as levers that we might pull on as we seek to develop more effective teams within the College organization. Again, so we might ultimately better serve our mission and the students.

NICK NISSLEY
--- PRESIDENT'S EVALUATION SELF-ASSESSMENT ---
FALL 2020

learning, 2) continue remote learning, and 3) a hybrid option (combining a return to face-to-face learning, where safe, along with virtual learning where face-to-face interaction isn't required). Generally speaking, occupational programs have returned to face-to-face learning with general education courses remaining mostly virtual through various formats. More specifically, we have dramatically reduced the number of lecture-based classes from 79% last fall to 14% this fall; obviously, in an effort to minimize the number of students meeting face-to-face on campus (and, decrease the probability of COVID transmission). Class size has also been reduced, the largest class being offered this fall is 39 students and the next largest is 36 students. And, the capacity of all classrooms has been refigured, to ensure that new capacities reflect the required six-feet social distancing.

Lastly, the fourth R, righting the ship, refers to a stabilization effort, focusing all employees on the practice of fiscal stewardship, especially in light of the profound economic impact of the coronavirus pandemic. Our NMC staff and faculty have been prudent fiscal stewards during this time, working to reestablish fiscal stability, and the ultimate sustainability of the College's mission, post-coronavirus. Again, this has allowed us to bring forth a balanced budget with no tuition increase, during the most challenging financial crisis of our generation.

The 4R's were intended to help us focus through the end of August, when we hoped to have greater clarity about next steps, based on the status of the coronavirus pandemic. However, such clarity has not been realized. So, what comes next? While we continue to implement the reopen and reimagine fall semester plans, we've also begun to turn our attention to a fifth R, reimagining beyond fall semester. Since March 13, we have had to embrace a short-term focus, responding to the immediate issues resulting from the crisis. To that end, in August, we held a retreat with the College's Leadership Council, which served to 'jump start change and innovation.' Vicki Cook, the College's VP of Administration and Finance, is leading the action planning resultant from the retreat (with tactical execution coming from President's Council and Leadership Council). Lastly, as we continue to move towards a strategic planning process in the new year, I have worked with President's Council to develop a framework for organizing our strategic level priorities (Appendix H: Jumpstart to Change and Innovation). These priorities will help us transition from coronavirus-focused operational leadership to more strategy-focused leadership of the college.

NICK NISSLEY
--- PRESIDENT'S EVALUATION SELF-ASSESSMENT ---
FALL 2020

SUMMARY

So, what's next, or where do we go from here? Appendix I, "Momentum Toward Strategic Planning," offers a graphic model that describes 'where we've been' and 'where we're going'. Simply put, it shows how we've maintained momentum, as well as how we're envisioning making progress toward a strategic planning process in the new year. Assuming that the environment around the coronavirus pandemic stabilizes, affording us to shift our attention from near-exclusive focus on the pandemic response, to also make space for strategic planning, we envision that the calendar new year of 2021 will allow us to initiate a strategic planning process, to begin with scenario planning.

I am especially grateful for the NMC Board of Trustees' Presidential Performance and Compensation Committee (PPCC), which has met with me regularly over these past nine months serving as a sounding board, as well as offering valuable coaching during my onboarding. In addition, the Michigan Community College Association (MCCA), and especially our regular Presidents Meetings, have afforded me access to community college specific peers and their insights and wisdom. Both the PPCC and MCCA have been invaluable resources for a new President – especially one leading through the coronavirus pandemic!

Despite the unprecedented challenges of leading through the coronavirus pandemic – especially when facing such a challenge just two months into my onboarding as the College's new President – the College has not merely survived; but, rather is thriving (Appendix J: "Forward Together," *Nexus Magazine*, Summer 2020). The "NMC Local Strategic Value Resolution" approved by the NMC Board of Trustees at their September meeting, is testament to the College's resilience and grit (Appendix K: "NMC Local Strategic Value Resolution," from Joy Goodchild, September 11, 2020). Together, the NMC family has not only maintained momentum, we did so during the worst financial crisis since the Great Depression and the worst public health crisis since the 1918 Influenza Pandemic. And, we're poised to begin work on a strategic planning process that will position the College for success 'Beyond 2020'!

Northwestern Michigan College
Board of Trustees
Presidential Performance and Compensation Committee Minutes
December 10, 2019
Founders Hall Room 110
1701 E. Front Street, Traverse City, MI 49686

Committee Chair Chris Bott called the meeting to order at 2:00 p.m.

Members Present: Chris Bott, Jane McNabb, Rachel Johnson

Members Absent: None

Others Present: Holly Gorton, Lynne Moritz

Transition and Evaluation Process for New President

Chair Chris Bott reviewed the presidential transition process to date and committee members discussed the process going forward.

The input received from all Board trustees was reviewed. It was determined that the Strategic Plan goals should be viewed separately from the expectations that the board will set for Dr. Nissley in his first six months of leadership. The Strategic Plan, which includes the Board Level Goals, is implemented by the president and executive leadership of the college, and therefore, do not need to be duplicated in the list of first six months expectations for incoming President Nick Nissley to focus on. It was also suggested that the strategic plan process be reviewed and clarified, within the Carver policy board model, at the January Board study session.

Based on input received from the full Board, the committee recommends the following expectations for incoming President Nick Nissley to focus on over the first six months.

1. Maintain momentum on all current initiatives.
2. Build relationships with both campus and community members.
3. Learn about NMC as a community college along with other Michigan community colleges and related legislative structures.

After the first six months, Nissley and the committee will reconvene with the full board at their June meeting for reflection on the initial six months and evaluate expectations at that point going forward.

The committee requested to have monthly meetings scheduled with President Nick Nissley throughout his transition.

Public Input—There was no public comment offered.

The meeting was adjourned at 3:00 p.m.

Recorded by Holly Gorton, Chief of Staff to the President and Board of Trustees



MEMO
Office of the President

To: Nick Nissley, President
Holly Gorton, Chief of Staff

From: Lynne Moritz, Administrative Coordinator

Date: March 24, 2020

Subject: Status of Relationship Map Scheduling

Current Status

With almost 200 entries on the Presidential Relationship Map spreadsheet, it has been no small task to coordinate those meetings over the past 90 days. As many entries on the spreadsheet fit into numerous categories such as donor, alumni, business partner, and community partner, I recommend looking at the total numbers of meetings scheduled by priority level to get a better picture of the progress made to-date.

Priority Level	Total No. of Entries	No. of Mtgs Complete	Percentage Complete	No. of Pending Mtgs	Percentage Pending
Priority Level 1 – <i>1st 30 days</i>	59	43	73%	16	27%
Priority Level 2 – <i>31-60 days</i>	45	25	55%	20	45%
Priority Level 3 – <i>61-90 Days</i>	35	8	23%	27	77%

The “Pending” category may seem surprising at first, but this group has various reasons to be reconsidered and rescheduled, including:

- Other participant requested rescheduling
- Donors or community members not in the Grand Traverse area until spring
- Meeting has changed to a phone call (or could be)
- Debriefing from meetings has not yet occurred (some of these may actually be “complete”)
- Impact from the COVID-19 pandemic (particularly Priority Level 3)
 - Many of the Priority Level 3 entries were in the beginning stages of scheduling when the closing of campus occurred and the directive for social distancing was requested by the government and health officials.

Recommendations Going Forward

1. *Assessment of Calendar through April 13, 2020*

We need to assess which meetings can and should go forward as face-to-face, via phone, or via videoconference (e.g., Zoom). One factor in determination of these meetings is the subject and goal of the meeting: is it appropriate at this time, or better to wait when the meeting can be in person?

Next Step: Jeff to identify meetings through April 13, 2020, and adjust meetings accordingly.

2. *Phone Calls to Make As Time Allows*

Working with Resource Development, we have identified several donor meetings previously scheduled in April that will become phone calls as your schedule allows. We will not schedule a particular time to call each donor because priorities are changing so frequently amid the COVID-19 pandemic. A few phone calls scheduled in April can continue as planned, barring any changes closer to the scheduled date and time.

Next Step: Once RD sends donor briefings, Nick to make phone calls as time and priorities allow. The following days have time currently set aside on the calendar for phone calls: Wednesday, April 1, and Monday, April 6. Once phone calls are made, the Relationship Map entry will be marked “complete,” although there will likely be follow-up for a later date.

3. *Review Pending Items on Relationship Map*

Similar to item #1, the President’s Office will reassess the “Pending” Relationship Map entries to identify next steps (e.g., keep date but move to Zoom/phone, reschedule for later date, mark complete based on previous meeting).

Next Step: Assessment of pending meetings can happen during weekly President’s Office staff meetings (with Jeff, Lynne, and Holly) and with the input of Resource Development as needed.

Cc: Jeff Linsell, Administrative Assistant



MEMO

Office of the President

To: Nick Nissley, President
Holly Gorton, Chief of Staff

From: Lynne Moritz, Administrative Coordinator

Date: August 4, 2020

Subject: Status Update on Presidential Relationship Map

Current Status

As we are now in the eighth month of 2020, it is overdue for us to take a look at the progress made on the Presidential Relationship Map (PRM) since March. About 70% of the meetings listed on the document are complete; hooray! It has been no small feat given the volume of requests, President's Office staffing changes, and a pandemic that has made us completely rethink how to connect people together.

The table below provides an update on the Priority Levels 1-3 and assesses Levels 4 & 5. For a big picture analysis, draw your attention to the bottom row of the table, which informs my 3 takeaways and recommendations for going forward.

Priority Level	Total No. of Entries	No. of Mtgs Complete	% of Mtgs Complete	No. of Mtgs Still to Schedule		% of Mtgs Incomplete by PL
Level 1 <i>1st 30 days</i>	59	55	93%	4		7%
Level 2 <i>31-60 days</i>	45	34	76%	11		24%
Level 3 <i>61-90 Days</i>	35	14	40%	Scheduling 8	Revisit Timing/Format 13	60%
Levels 4 & 5 <i>First 6 Mo-Yr</i>	41	22	54%	Scheduling 5	Revisit Timing/Format 14	46%
Total	180	125	69%	28	27	31%

Takeaways and Recommendations Going Forward

1. ***About 70% of the PRM meetings are complete, only 59% of the way through 2020! Hooray!***
In 217 days we have scheduled 125 meetings, we have roughly 55 more meetings to schedule in the next 148 days left in the calendar year.
2. ***Review Pending Items on Relationship Map***
The President's Office will **reassess the 27 "Pending" PRM entries** to identify next steps (e.g., Zoom/phone, in-person/social distanced, or mark complete based on previous meeting) with the input of Resource Development as needed.
3. ***Scheduling Goals through December 31, 2020***
We need to move forward with scheduling the 28 meetings listed on the PRM that we know are needed, with a **goal of completing 3 meetings per week**, beginning in September.

Cc: Tricia Stevens, Supplemental Administrative Assistant, President's Office



MEMO

Office of the President

To: Nick Nissley, President
Holly Gorton, Chief of Staff

From: Lynne Moritz, Administrative Coordinator

Date: September 30, 2020

Subject: Status Update on Presidential Relationship Map

Current Status

As we approach the tenth month of 2020, and in preparation of President Nissley's evaluation, it is time for us to look again at the progress made on the Presidential Relationship Map (PRM). About 74% of the meetings listed on the document are complete; up by 4% from the two months ago.

The table below provides an update on all Priority Levels. For a big picture analysis, draw your attention to the bottom row of the table, which informs my 3 takeaways and recommendations for going forward.

Priority Level	Total No. of Entries	No. of Mtgs Complete	% of Mtgs Complete	No. of Mtgs Still to Schedule as of 9/30/20		% of Mtgs Incomplete by PL as of 9/30/20
Level 1 <i>1st 30 days</i>	59	56	95%	3		5%
Level 2 <i>31-60 days</i>	45	37	82%	8		18%
Level 3 <i>61-90 Days</i>	35	17	49%	Scheduling 5	Revisit Timing/Format 13	51%
Levels 4 & 5 <i>First 6 Mo-Yr</i>	44	25	57%	Scheduling 5	Revisit Timing/Format 14	43%
Total	183	135	74%	21	27	26%

Takeaways and Recommendations Going Forward

1. ***We continue to make progress during a challenging time.***

With the start of fall semester and continued caution regarding the COVID-19 pandemic, we continue to look for solutions for how to connect with all stakeholder groups. From coffee time with students and a socially distanced West Hall ribbon cutting, to virtual meetings with the governor's office, our staff is continuously receiving and assessing schedule requests and ensuring the relationship map remains a top priority.

2. ***Review Pending Items on Relationship Map***

The President's Office will continue to **reassess the 27 "Pending" PRM entries** during our weekly staff meetings to identify next steps (e.g., Zoom/phone, in-person/social distanced, or mark complete based on previous meeting) with the input of Resource Development as needed.

3. ***Scheduling Goals through December 31, 2020***

We need to be diligent on getting these remaining entries scheduled as soon as possible. In order to do so, we will continue to review the PRM at weekly staff meetings and identify next steps. As Resource Development has been challenged to fill their three appointment slots per week, we will utilize one of those three slots for the relationship map as we seek to have **all items on the relationship map completed by December 31, 2020.**

Cc: Tricia Stevens, Supplemental Administrative Assistant, President's Office

In Education & Training, Issue May 2020
- By Nick Nissley

Our Finest Hour: The Power Of Recognizing Emerging Values During A Crisis

Fifty years ago we first heard the words, "Houston, we've had a problem," during the Apollo 13 crisis. Many of us are looking at our industries and our world during the COVID-19 pandemic and feeling that same sentiment.

But I also remember another legendary line spoken by NASA flight director Gene Kranz during that same event in 1970. Upon assessing the enormous obstacles in bringing three astronauts safely back to Earth after an explosion aboard the lunar module, Kranz said, "This will be our finest hour."

It's hard to believe I'd only been in the Northwestern Michigan College president's office for two and a half months when our leadership team made the unprecedented decision to shift all face-to-face learning to online in mid-March. This, of course, was followed by campus closures and shifting most employees to remote work, as so many area businesses also have done. And yet, in spite of the enormity of these challenges I can confidently say I believe our response to COVID-19 will be among our finest hours.

This response, in which NMC has prioritized the safety and well-being of students and employees while limiting the disruption to learning and maintaining its role as a strong community partner, is grounded in well-established NMC values. Framed and hanging on the walls of classrooms and offices, these include: agility, innovation, collaboration, valuing all people and responsible stewardship.

This action is exactly what I've seen in the following ways:

- Faculty and staff came together and shifted classes online in just one week, singularly focused on helping our students work through this crisis.
- NMC Marine Tech students and brother-sister duo Aaron and Bernadette Bottke began using a 3-D printer to make protective masks for Munson Medical Center.
- Two alumni nurses paused their lives and careers in Michigan to go and work in New York City ICUs.

What I've also noticed, as I've participated in dozens of online meetings and made hundreds of phone calls to students, employees and the community partners, is a new set of emerging values. These include flexibility and adaptability, courageous creativity and compassion. Whether it's finding a loaner laptop for a student who doesn't have one or being an empathetic listener to an overwhelmed student, these values weave new threads into the strong, cohesive fabric of this college and community.

I expect that other leaders are making similar discoveries in their own workplaces. If not, I invite you to look for them. Crises, as Kranz put it so memorably, can bring out our best or worst selves. In northwest Michigan I'm proud and thrilled to be among a group leading with its best foot forward. We have been a member of Grand Traverse County's Joint Operations Center daily meetings since they began on March 13. The level of cooperation and coordination between health, government, first responders, education, social service and business sectors has been incredible. Whether it's donating much-needed supplies, offering our dorms for medical personnel or helping spread the word about our community's response and resources, I am seeing firsthand what makes this community so special.

We don't know yet what lies on the other side of this transformational period. Hand-in-hand with the life-threatening coronavirus pandemic we also must respond to an economic impact that will be felt more profoundly than any since the Great Depression. With hopes that the initial health crisis may be starting to level off, NMC is now also prioritizing the long-term sustainability of the institution so we can continue to serve the learners of this region for years to come. The dual impact of COVID-19 and its economic repercussions on enrollment could be significant. Therefore, we must reimagine our future, and how we can best align our structure to best meet the changing needs of our learners.





now we will need to adapt. What I am certain of, after working closely with our employees and our board or trustees to navigate the uncharted waters of the initial crisis, is we will be well-served if our forthcoming decisions are also guided by our values, both established and emerging.

This was not the beginning I anticipated when I started at NMC in January. But there's no place I'd rather be than right here in northwest Michigan, helping to write the first draft of history for one of our finest hours. I know we can truly be what's possible because I am seeing our students, employees and community partners demonstrate that in new ways every day. I am proud to be part of this college and community with you.

Nick Nissley, Ed.D., is president of Northwestern Michigan College.

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Message from the President: NMC's 4R's Model

Apr 27, 2020 | [Intercom](#), [President Updates](#)

Good afternoon NMC family,

It's hard to believe we are entering the final week of spring semester and my first as president of our college. It's certainly not the semester any of us could have planned for, but I am more confident than ever that this is the right place for me to be at this time. Seeing your work to help our students to achieve their goals, and your work helping each other has been amazing.

While finishing the work of this semester, we are also looking toward the future. I know that may seem challenging given how much uncertainty we face, but as we talked about at our recent virtual town hall, I have a framework that I believe will help us focus our attention and actions as we live into our new normal. It's "The 4R's."

NMC'S 4R'S MODEL FOR LEADING THROUGH THE CORONAVIRUS PANDEMIC

1. **Refocus** – As we transition our focus from crisis to recovery, we must deliberately refocus our attention from pre-coronavirus to now, and what lies ahead. We must hit pause on our old goals so we can reevaluate where they should be situated in terms of refocused priorities, and articulate new priorities/goals for the next 100 days. We must cascade this throughout the organization, to ensure folks are not stuck where we were. And, so we can begin creating greater clarity about where we're going.

2. **Reopening and Reengaging** – While there's no indication, yet, of what post 'stay at home' looks like, we're beginning to hear signaling that reopening is on the horizon and being planned for. We're also hearing that we're not likely going back to the old normal. Rather, we will need to begin to formally develop explicit scenarios about our possible futures. We will each need to help our colleagues by working together on reopening and reengaging as we come back to work. Again, our challenge will be to not assume we're getting back to the old normal. Rather, we must each begin to reimagine our future and our new normal.

3. **Reimagining** – Based on the above mentioned scenarios, we must breathe life into these reimagined work processes. We will need to leverage the courageous creativity and innovations that have already been born during this time of great challenge and equally

great possibility. This new (or, renewed) college, and supporting new business model, will ensure that we're weathering the financial storm resultant from the coronavirus pandemic.

4. **Righting the Ship** – Refocusing, reopening and reengaging, and reimagining, will allow us to right the ship – to ensure the college's financial stabilization and the ultimate sustainability of the institution. We'll need to be good fiscal stewards – engaging in weeding (answering what we need to stop doing), pruning (answering what we need to cut back on) and, we'll need to plant some new crops – e.g., new approaches to delivering a community college education.

—

Nick Nissley, Ed.D. | President | Northwestern Michigan College | 231.995.1010



Northwestern Michigan College



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July 2, 2020

PC members:

As Nick shared in PC today, he would like to formally conduct check-in conversations with each of you as we have reached the half-way point of our 100-day key priorities/goals created May 1 (also attached to email). These will be informal conversations allowing Nick to check in and see how things are going toward the completion of those goals. Below are 7 questions Nick has provided to guide the conversation.

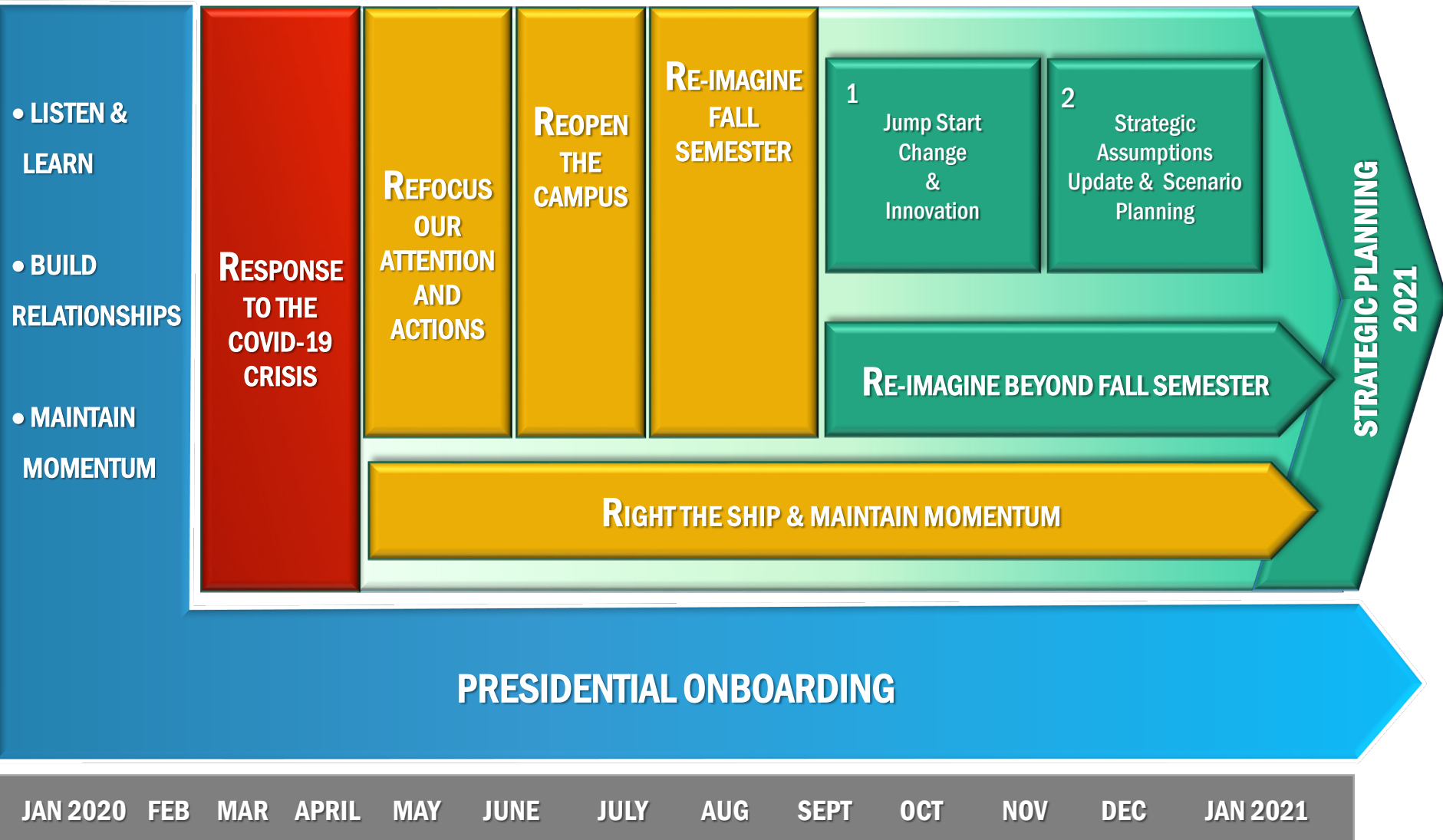
1. What **strengths** have you leveraged over the past four months, as we've navigated the coronavirus pandemic and its resultant impacts upon the College's operations?
2. Do you feel that you have consistently lived our **values**? What are you most proud of in terms of the values-driven leadership you have/our team has exhibited?
3. Do you feel you delivered on your **commitments**? What accomplishments are you most proud of?
4. Where have we struggled with **trust and conflict** as a team? What have you done to build trust and engage productively with conflict?
5. How has your work contributed to our team's **results** and the College's success?
6. What do you want to do differently – e.g., to **improve** upon in terms of your leadership practice?
7. What can I be doing to better **support** your success and the College overall?
 - a. What should I **keep doing** – e.g., something that is helping us work well together and realize our desired results?
 - b. What should I **stop doing** – e.g., something that isn't really serving the team's effectiveness?
 - c. What should I **start doing** – e.g., something that I am not doing now, but is needed to help us work more effectively as we pursue our goals?

**JUMPSTARTING CHANGE AND INNOVATION
--- READYING FOR STRATEGIC PLANNING @ NMC ---**

1	Strategy Development <ul style="list-style-type: none"> ● Development of Post-Covid Strategic Enrollment Plan ● Strategic Planning <ul style="list-style-type: none"> ○ Process Design ○ Data Gathering and Analysis ○ Assumptions Update ○ Scenario Planning
2	Organizational Re-Design <ul style="list-style-type: none"> ● Strategic Redesign of PRMC ● Foundation's Post-Campaign Organization Redesign
3	Strategic Projects <ul style="list-style-type: none"> ● Reimagining Beyond Fall Semester (5th R) <ul style="list-style-type: none"> ○ Priorities Emerging During Covid (LC Retreat with David Eyman) ● Diversity, Equity, and Inclusion Team ● Post-BBQ Community Engagement Process
4	Growth Opportunities <ul style="list-style-type: none"> ● Development of New Revenue Opportunities and Improvement Plans ● Innovation Management Process



Momentum Toward Strategic Planning



Forward Together

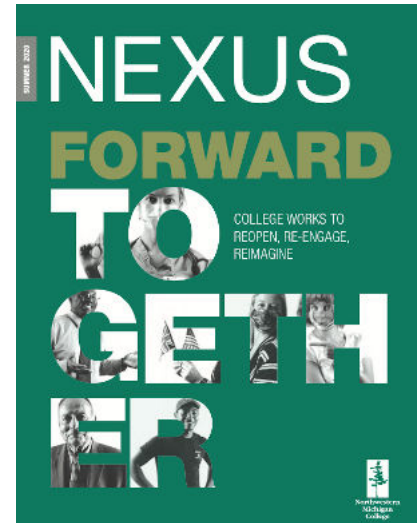
VALUES GUIDE NMC'S PLAN TO STAY SAFE WHILE LEARNING, TEACHING AND WORKING CONTINUE DURING HISTORIC CRISIS

NEXUS SUMMER 2020 COVER FEATURE

Six months after the coronavirus first appeared in Michigan, abruptly closing campuses halfway through spring semester and shifting most classes online, the unprecedented public health and economic challenge continues to impact almost every facet of life.

President Nick Nissley has called for NMC to refocus, reopen, reimagine/re-engage and right the ship of the college enterprise. To that end, the fall semester plan offers four class formats, three of which incorporate online instruction. In all academic programs and college operations, safety and flexibility is emphasized.

What hasn't changed are NMC's values, including keeping learning at the center, striving for innovation, practicing responsible stewardship and collaborating with regional partners on behalf of our communities. Emerging values including compassion and courageous creativity. You'll see all of those values in the stories collected here, and as the college continues to heed its mission of offering lifelong learning opportunities to our communities, even amid a pandemic.



READ OTHER STORIES FROM THE SUMMER 2020 ISSUE:

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PANDEMIC 101

NURSING STUDENTS LEARN INVALUABLE LESSONS FROM INSTRUCTOR ON FRONT LINES

Sedated, ventilated, critically weakened, isolated.

That's the typical patient NMC nursing alumna and adjunct instructor Callie Leaman (left) cared for in New York City last spring, simultaneously providing a frontrow seat to the pandemic to her students back in Traverse City.

A 2015 NMC nursing graduate, Leaman worked for five weeks in the U.S. epidemic's original epicenter. She arrived at a COVID-19 ICU at New York University's Langone Health in midtown Manhattan in early April. (Fellow NMC alumna Karissa Havens, right, worked in a similar unit at Mount Sinai Hospital uptown.)

Just as New York's crisis peaked, spring semester entered its homestretch.

"Her teaching from New York gave me an experience that very few other nursing students will ever have," said student Billi Potter. "Although I'm sure she was quite busy in New York, that didn't stop her from continuing to mentor and inspire me and her other students."

Like all other NMC faculty after the pandemic forced face-to-face classes to shift online, Leaman conducted her class remotely using videoconferencing. Faculty colleague Tami Livengood assisted by running virtual simulations locally.

Student Laine Otto admired Leaman's decision to join New York's fight even with a husband and two young children at home. "She put herself at risk without even thinking twice. She worked on the frontline of a global pandemic when there is a shortage of PPE (personal protective equipment) and the risks are high," Otto said. "I truly admire her and all of the other nurses that have selflessly done the same thing."

Leaman, 32, said she was learning, too, translating her experience as an on-call ER nurse at Munson to one of the hastily transformed ICU units in New York.

"Even an ICU nurse would struggle a little bit," Leaman said, citing the severity of her patients' condition. While COVID-19 is considered a respiratory condition, "this is much more of a complex illness," she said.

"We're supporting their respiratory, with the ventilators, but they're having blood clots, their organs are failing, there's all these biomarkers that are super elevated."

The shortage of healthcare providers meant she had to do multiple jobs. At Munson, for instance, Leaman was used to having a respiratory therapist control the ventilators. In New York, that fell to nurses.

"They came around about once a shift just to check everything," Leaman said of the respiratory therapists. "We had dermatology physicians on the COVID team. It was insane."

Nurses were also tasked with providing a human connection to isolated patients.

"Most people had been in the hospital a month, without any family. We were the only people they got to interact with," Leaman said. "It's so hard and it's hard to see."

Those lessons came through the Zoom camera to her NMC students loud and clear.

"I learned just how demanding a profession in nursing can be. I also learned how truly dedicated nurses can be," Otto said.

Besides her nursing and teaching duties, Leaman kept up with her own studying. She finished her nurse practitioner degree from the University of Michigan-Flint in July.

A 2006 Traverse City West High School graduate, Leaman said she went to New York because of a "strong connection" to the city, which she had visited several times.

"It's the energy. I love the energy here. Anybody can be whoever they want to be. Nobody judges here."



Leaman's students, however, are clear on their judgment.

"I couldn't have been taught a better example of selfless service and utmost caring from a nurse," Potter said.

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MEMO
Office of Research, Planning and Effectiveness

To: Dr. Nick Nissley, President

From: Joy Goodchild, Executive Director of Research, Planning, & Effectiveness

Subject: NMC Local Strategic Value Resolution

Date: September 11, 2020

NMC must satisfy four of the five best practices in three different categories related to local strategic value in order to receive our portion of performance funding appropriation from the State of Michigan for fiscal year 2021. As such, we must demonstrate compliance by means of a Board of Trustees resolution certifying that we have met these requirements. In the attached resolution, NMC has provided specifics as to how we meet each best practice measure.

We request that the NMC Board of Trustees review and approve our Local Strategic Value resolution. NMC not only meets, but also exceeds the best practice standards required by the appropriations law, as the following table demonstrates.

Community Colleges Local Strategic Value Template

Please use this table as a method to **briefly** detail what your community college is doing to meet the best practices in each category. Each category is worth one-third of the total amount available for your institution. Your institution must meet 4 out of 5 best practices in a category to receive funding associated with that category.

Best Practices by Category	Examples of Adherence
Category A: Economic Development and Business or Industry Partnerships (must meet 4 of 5)	
(i) The community college has active partnerships with local employers including hospitals and health care providers.	<i>Health Education Institute (HEI) with Munson Medical Center through which NMC partners in nursing degree education (clinical site for ADN and PN student rotations), accredited surgical technology degree education (financial support and clinical site for AAS student labs), biomedical technologist associate's degree, community education specifically</i>

	related to wellness and nutrition programs (joint listing in Extended Education Catalog), consultation regarding specialized needs for technical training such as CNA's, phlebotomists, and medical coders. Through NMC University Center, supporting GVSU's Masters in Physician Assistant degree program.
(ii) The community college provides customized on-site training for area companies, employees, or both.	NMC provides customized training for area companies in collaboration with Michigan Manufacturing Technology Center (MMTC), and in conjunction with workforce programming of our Extended Educational Services. NMC is active in the Michigan New Jobs Training program ensuring training and employee development resources across economic sectors.
(iii) The community college supports entrepreneurship through a small business assistance center or other training or consulting activities targeted toward small businesses.	NMC facilitates meeting and consulting resources targeted at small business support. In September 2017, NMC and Networks Northwest entered into an agreement supporting the implementation of the Workforce Innovation and Opportunity Act (WIOA). Since 2018, coordination with the Small Business Development Center (SBDC) has increased to improve access to technical resources for small business development, particularly in areas of applied technology support.
(iv) The community college supports technological advancement through industry partnerships, incubation activities, or operation of a Michigan technical education center or other advanced technology center.	NMC Aero-Park campus emphasizes automotive technology, engineering technologies, manufacturing, renewable energy, construction technology, PLC certificate training, robotics and unmanned systems, and associate and bachelor's level marine technology remotely operated vehicles, acoustical sonar training, and a new associate's degree in surveying technology. In addition to state-of-the-art technical laboratories (supported through CC-STEP grant funding), students also can access Maker's Space and open lab facilities designed to foster independent experimentation and mentored business development networks. The

	Great Lakes Water Studies Institute is the only academic institution, world-wide, offering international credentialing from the Association of Diving Contractors International (ADCI). Industry specific advanced professional development leverages NMC's state-of-the-art technical resources, including advanced simulation training for welding, unmanned aerial systems, IT.
(v) The community college has active partnerships with local or regional workforce and economic development agencies.	NMC has a long-standing collaboration with Networks Northwest as part of the Regional Prosperity network, is a partner with MMTC, and similar agencies. NMC is also a founding member of the Traverse Area Chamber of Commerce, Chamber EDC, and regional, state, and national organizations supporting workforce and economic development in the region. NMC is a regional host for MI Lean Manufacturing Summit.
Category B: Educational Partnerships (must meet 4 of 5)	
(i) The community college has active partnerships with regional high schools, intermediate school districts, and career-tech centers to provide instruction through dual enrollment, concurrent enrollment, direct credit, middle college, or academy programs.	NMC actively engages local educational entities to provide early college programming. Additionally, NMC has a strong dual enrollment program for high school students and direct credit opportunities. NMC has expanded articulation agreements for programs such as pilot training (Cheboygan ISD) and Computer Information Technology (Elk Rapids Schools, Traverse City St. Francis High School), manufacturing technology (Wexford-Missaukee ISD).
(ii) The community college hosts, sponsors, or participates in enrichment programs for area K-12 students, such as college days, summer or after-school programming, or science Olympiad.	NMC's Extended Educational Services (EES) provides the <i>College for Kids</i> catalog, featuring week-long courses for over 1,800 K-12 students during the summer, and offerings during the academic year. Working with Traverse City Area Public Schools, TBA Intermediate School District, private and charter schools, NMC supports multiple activities that introduce K-12 students to higher education opportunities such as national robotics and unmanned aerial systems (UAS) competitions. -
(iii) The community college provides, supports, or participates in programming to promote successful transitions to college for traditional age students,	NMC Learning Services assists in providing college placement testing in the high schools to inform students of readiness. NMC promotes continued

including grant programs such as talent search, upward bound, or other activities to promote college readiness in area high schools and community centers.	pursuit of higher education through its Commitment Scholarship directed at first generation students in ninth grade.
(iv) The community college provides, supports, or participates in programming to promote successful transitions to college for new or reentering adult students, such as adult basic education, GED preparation and testing, or recruiting, advising, or orientation activities specific to adults.	Through collaboration with Michigan Works!, NMC offers activities specifically designed for new and returning adult learners. Examples of expanded services are the testing prep and certified testing services through the NMC Student Success center and the Pro-metric testing center located at the Parson-Stulen building, Aero-Park Campus. We also offer employment readiness services in conjunction with Michigan Works!
(v) The community college has active partnerships with regional 4-year colleges and universities to promote successful transfer, such as articulation, 2+2, or reverse transfer agreements or operation of a university center.	NMC and Michigan Technological University entered into seven engineering 2 + 2 agreements that enable NMC students to enroll at MTU as true juniors after two full years of coursework at NMC. At NMC's University Center, the community has access to education opportunities beyond the Associate level in undergraduate and graduate level degree programs offered by eight university partners. Over 30 bachelor's completion, master's, and professional post-associate certificates are available at the Cass Rd. Campus. Through the University Center, specific 3+1 programs have been developed by partner institutions in response to regional needs such as in Aviation and Nursing (Davenport University), Water and Sustainability (Western Michigan University), in addition to extensive articulation agreements across the disciplines.
Category C: Community Services (must meet 4 of 5)	
(i) The community college provides continuing education programming for leisure, wellness, personal enrichment, or professional development.	Broad range of courses offered through the NMC Extended Education Services (EES) catalog. This is distributed quarterly to over 40,000 households with special sections on wellness, leisure, personal enrichment, etc. A special section includes opportunities designed for community members over 50 (Life Academy). EES partners with regional Aging Councils in the delivery of select learning options in Benzie, Antrim, and Kalkaska counties.

<p>(ii) The community college operates or sponsors opportunities for community members to engage in activities that promote leisure, wellness, cultural or personal enrichment such as community sports teams, theater or musical ensembles, or artist guilds.</p>	<p>Arts and Cultural enrichment programs are a specialty in the EES catalog. Of note: community choirs and bands; broad menu of physical fitness and exercise clubs, activities-targeted through age groups; extended cultural trip opportunities for theater, opera, and symphony experiences.</p>
<p>(iii) The community college operates public facilities to promote cultural, educational, or personal enrichment for community members, such as libraries, computer labs, performing arts centers, museums, art galleries, or television or radio stations.</p>	<p>Community has access to WNMC 90.7 FM, NMC's public radio station; community observation nights for the Rogers Astronomical Observatory; senior discounts at the Dennon Museum Center.</p>
<p>(iv) The community college operates public facilities to promote leisure or wellness activities for community members, including gymnasiums, athletic fields, tennis courts, fitness centers, hiking or biking trails, or natural areas.</p>	<p>EES catalog provides a number of short-format courses under the "Naturalist Certificate," with emphasis in outdoor and recreation pursuits; we partner with local business to provide options that share facilities for specialized activities</p>
<p>(v) The community college promotes, sponsors, or hosts community service activities for students, staff, or community members.</p>	<p>NMC offers many opportunities for community service through student service learning programs, community outreach projects (including the Commitment Scholars program, Student Government Association sponsored activities.</p>