



Northwestern  
Michigan  
College

# Board of Trustees

[www.nmc.edu/trustees](http://www.nmc.edu/trustees)

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*Northwestern Michigan College provides lifelong learning opportunities to our communities.*

## Special Study Session Agenda

Tuesday, February 2, 2021

Virtual Zoom Webinar ID: 956 0061 7144

<https://nmc.zoom.us/j/95600617144>

Phone: 1 312 626 6799 or 1 646 558 8656

10:00 a.m. Meeting

12:00 – 12:30 p.m. Lunch Break

### I. GENERAL BUSINESS

A. Call to Order

B. Roll Call

**In compliance with PA 254 each trustee should publicly announce if they are attending remotely and provide their current physical location. The member's announcement must identify specifically the member's physical location by stating the county, city, township, or village and state from which he or she is attending the meeting remotely.**

C. Pledge of Allegiance

D. Review of Agenda and Approval of Additions, Deletions, or Rearrangements

### II. DISCUSSION ITEMS

E. Strategic Planning—*Nick Nissley, Stephen Siciliano, Vicki Cook*

***Lunch Break (12:00 – 12:30 p.m.)***

F. Michigan Open Meetings Act and FOIA—*Scott Eldridge, Miller Canfield*

### III. PUBLIC INPUT

Requests for public input should be typed into the “Chat” function of the Zoom meeting prior to the Public Input time in the agenda. You will be called upon to speak, and please start by stating your name. The topic addressed should be related to business within the jurisdiction of the Board. Comments will be limited to (3) three minutes in length per speaker and the speaker will be muted by NMC technology staff at the end of that (3) three minutes. The Board will take public remarks into consideration, but will not comment at time of input.

### IV. REVIEW OF FOLLOW-UP REQUESTS

Confirm requests made by the Board that require administrative follow-up for information to be provided to the Board at a later date.

### V. ADJOURNMENT

#### Upcoming Board Meeting Dates:

*All board meetings are open to the public.*

February 22, 2021

March 22, 2021

Posted Thursday, January 28, 2021, 2:00 p.m.

# **Designing NMC's Strategic Planning Process**

**- 'Planning to Plan' -  
with the NMC Board of Trustees**

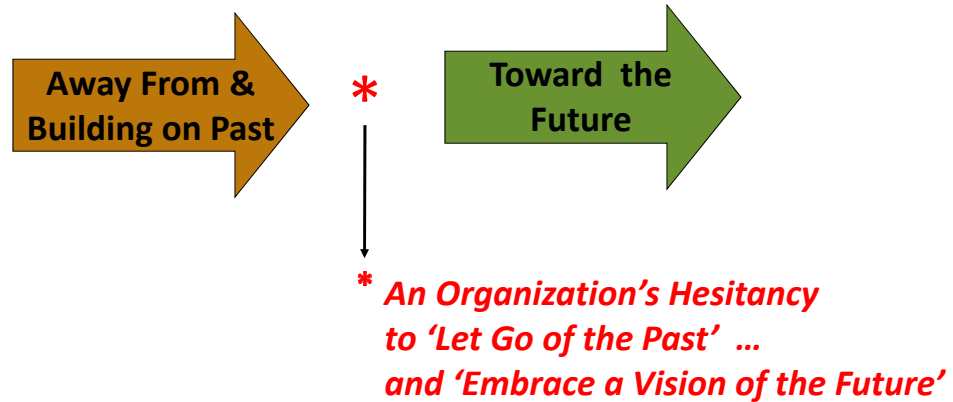


**Northwestern  
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## **Overview**

- |  |                  |
|--|------------------|
| <b>1) Our Challenge + The Opportunity</b>                | <b>p. #3-4</b>   |
| <b>2) Defining Strategic Planning</b>                    | <b>p. #5</b>     |
| <b>3) Two Aspects of a Strategic Planning Process</b>    | <b>p. #6</b>     |
| <b>4) Assumptions About Strategic Planning @ NMC</b>     | <b>p. #7-15</b>  |
| <b>5) Strategic Planning Architecture and Next Steps</b> | <b>p. #16-17</b> |

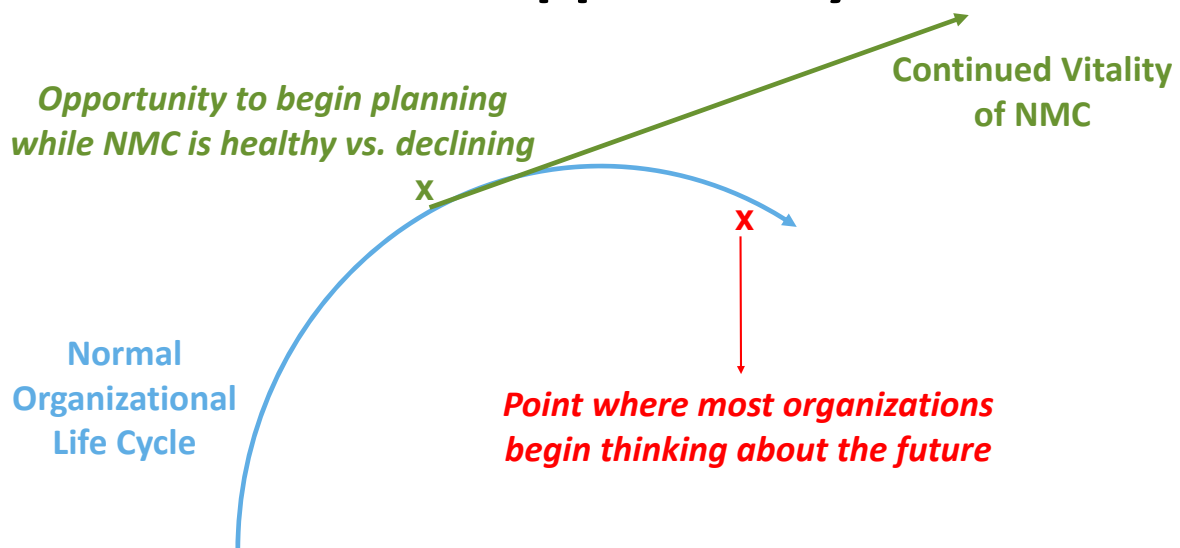
# Our Challenge



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# The Opportunity



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# Strategic Planning + 'Planning to Plan'

Q: What is strategic planning?

A: Forward looking process for engaging stakeholders in a conversation about imagining our future.

An opportunity to clarify who we are; what we want to become; and how we can successfully make the transition from the current to future state.

Q: What is the 'planning to plan' phase of strategic planning?

A: A description of *how* we're going to go about the strategic planning process.

## Two Aspects of a Strategic Planning Process

### 1) Planning

- defining/clarifying **vision, mission, and values**
- shared understanding of **present** position
- agreed assumptions about the **future (scenario planning)**
- articulating and evaluating **challenges/opportunities**
- **deciding** strategic priorities

### 2) Implementation

- clearly defined and aligned **goals and accountability**
- process for '**cascading**'
- results-driven **action plans and dashboards**

# Assumptions About Approaching Strategic Planning @NMC

## Three Phases

1. Planning to Plan
2. Strategic Planning Process
3. Implementation Process

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## Assumptions About Planning to Plan for Strategic Planning

1. **New strategic planning process** versus updating of existing plan (commitment is correlated with engagement – people own what they create)
2. **‘Planning to Plan’ phase** with College and Board input
3. **Steering committee to lead process** (ensuring stakeholder engagement, and two-way communication) – See p. #9
4. **Accountability** of planning process/plan is with President and President’s Council
5. **Plan must be simple** so people can move ‘ideas into action’ (e.g., plan-in-a-page, with 4-6 priorities) – See p. #10
6. **Process timeframe limited to less than one academic year** (begin process in spring 2021 and finalize by fall 2021) – See p. #11

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# Strategic Planning Steering Committee Structure

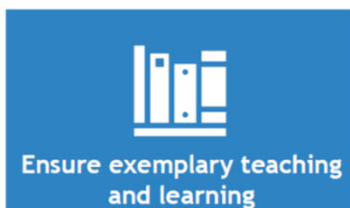
**Membership to be comprised of the following stakeholder groups:**

- President's Council
- Board Chair and Vice Chair
- Faculty
- Staff
- Students
- Alumni
- Foundation
- Community members

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## Example of 'Typical' Key Priorities in Community College Strategic Plan



Source: State Fair Community College (Missouri)

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## Key Steps

- |  |                  |
|--|------------------|
| 1. RFP Process and Conduct <u>Consultant</u> Interviews  | Jan. – Feb. 2021 |
| 2. Charter the <u>Steering Committee</u>                 | Jan. 2021        |
| 3. Begin <u>Board</u> Engagement at Retreat              | Feb. 2021        |
| 4. Finalize Planning <u>Timeline</u> with Consultant     | Mar. 2021        |
| 5. <u>Assumptions/Scenario</u> Planning                  | Jan.— May. 2021  |
| 6. Board Engagement with <u>Mission/Vision/Values</u>    | May 2021         |
| 7. College/Students/Community <u>Engagement</u>          | Mar. – Sep. 2021 |
| 8. Share <u>Draft Plan</u> Document and Solicit Feedback | Oct. 2021        |
| 9. <u>Final Plan</u> Shared with Campus Community        | Nov. 2021        |
| 10. <u>Board Approval</u>                                | Dec. 2021        |
| 11. Begin Operational Planning and <u>Cascading</u>      | Jan. 2022        |

## Assumptions About Strategic Planning Process

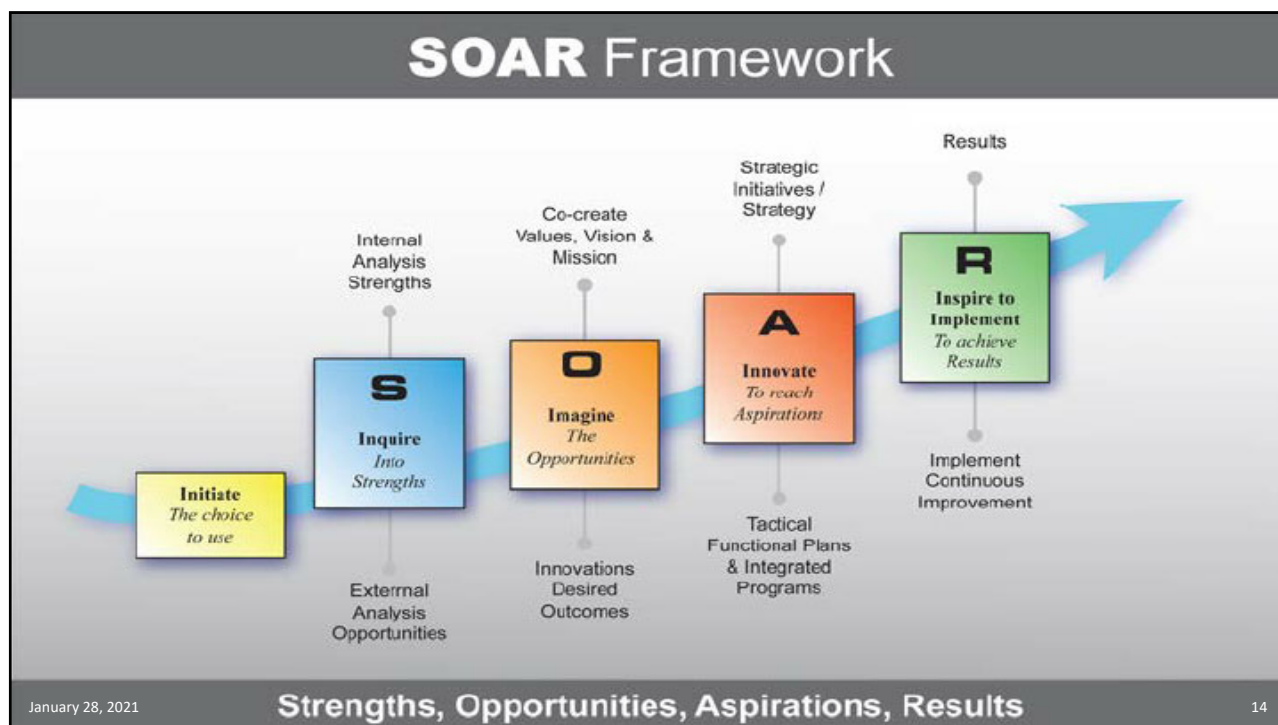
1. **Board has an integral role** (given board policy governance model), **focused on the ends/desired results** (vision, mission, ends-statements)
2. **Consultant-led/facilitated process** – See p. #13
3. **Strategic planning is a conversation**, an invitation to enliven our collective dreams around what is possible – consultant will lead engagements with multiple stakeholder groups - e.g., faculty/staff, students, community members, k-12 leaders, colleges, employers - seeking input to the process.
4. **The outcome of strategic planning isn't simply a plan** – it's about the process of also developing engagement/commitment with a communication plan
5. **Strengths-based methodology may be appropriate** (e.g., Appreciative Inquiry's SOAR methodology) – See p. #14
6. **Communicate, communicate, communicate** – e.g., Steering Committee; Leadership Council; Campus; Advisory Boards; Planning & Budget Council; 'Kitchen Cabinet'

# Engaging in Strategic Planning With a Consultant

- Consultant provides **process and structure**
- Third party facilitator offers **process integrity**
  - meeting/process **facilitation**
  - **plan/product development**
  - **more likely to complete** (less likely to 'derail')
- Requires **investment**
- **Shortens time to completion** (< one year until plan completion)
- Process and product **boosts stakeholder confidence**

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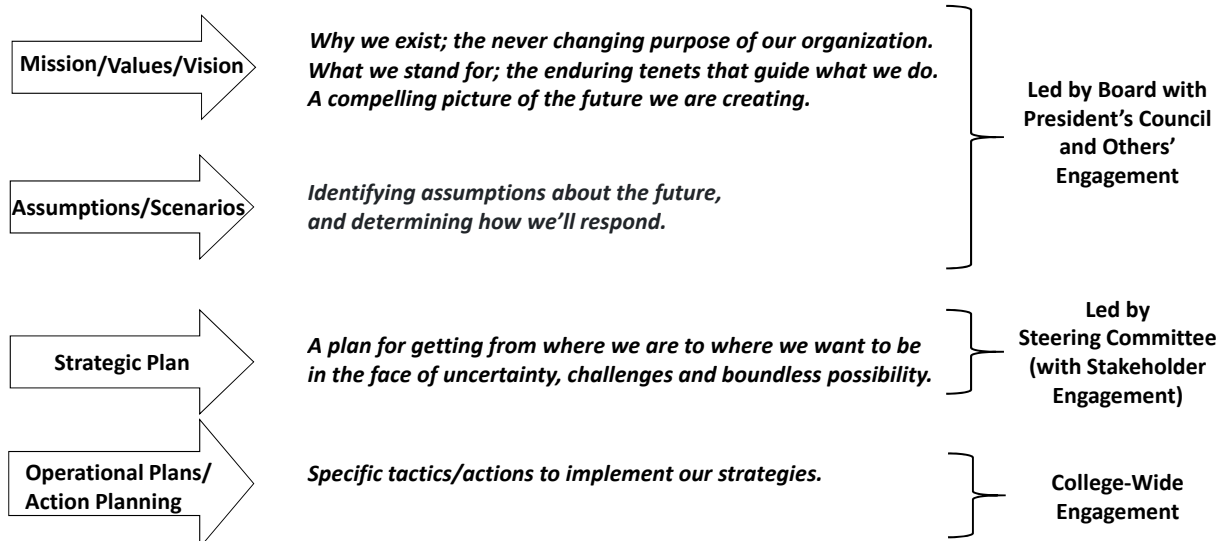
## **Assumptions About Implementation Process**

- 1. Alignment with HLC accreditation criteria**
- 2. Alignment and cascading via operational plans (A3s)**
- 3. Commit to key performance indicators (dashboard/metrics) – ‘treasure what you measure’**
- 4. Outcome is a Board approved 3-year plan, with annual updates**

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## **Strategic Planning Architecture**



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## Next Steps

- |  |                  |
|--|------------------|
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## Strategic Planning Steering Committee

### Purpose:

The Strategic Planning Steering Committee will lead the college process to develop the strategic plan for 2022-2025. The final draft plan will be recommended to the Board of Trustees for approval, at their December 2021 meeting. The Committee will be responsible for coordinating an inclusive approach to engage all of the college's primary stakeholders to inform the development of the plan and communicate that development community wide. The work of the plan development will be guided by the reassessment of the college's mission, vision and values. Additionally, the plan development will be guided by the work that seeks to clarify assumptions about the environment and scenarios that will shape our future actions.

### Roles and responsibilities:

- Understanding of the components of the strategic plan. This includes the mission, vision, and values, to be reaffirmed by the BOT and the planning committee. Other important data that will inform the planning process are the assumptions and scenario plans
- Develop and support the objectives and goals of the institutional strategic plan
- Identify or develop key targets and assessment measures for the strategic goals
- Make recommendations for implementation and monitoring of the strategic plan
- Serve as a conduit of communication between respective stakeholders, inviting input into the process as well as communicating back to stakeholders

### Deliverables:

- Review mission, vision and values and make any recommendations for changes to the Board of Trustees
- Develop key strategic initiatives with goals and targets
- Recommend a three year strategic plan to the Board of Trustees

### Time Commitment:

- Presently, the time commitment is unknown. It will be determined in the next month, after the consultant is selected and the planning process is determined. It will likely involve a minimum of once per month meetings lasting 2 hours per meeting, between February and December. It's a significant investment of time, and keep in mind this is a significant initiative - shaping the desired future of the College.
- A consultant will be facilitating the meetings. So, the 'work' that committee members will be asked to perform will be focused on actively participating in meetings - e.g., sharing knowledge, perspectives, and ideas.
- Additionally, the consultant, along with the Committee Co-Chairs, the College President, and The Executive Director of Public Relations, Marketing, and Communications will have the responsibility of ultimately writing the strategic plan document.

### Timeline:

- |  |                  |
|--|------------------|
| 1. Engagement Process                    | Mar. – Sep. 2021 |
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**Membership:**

Board of Trustees (2)  
President's Council (10)  
Staff (4)  
Faculty (3)  
Students (1)  
Alumni (1)  
NMC Foundation (1)