



Northwestern
Michigan
College

Board of Trustees

www.nmc.edu/trustees

We deliver lifelong learning opportunities to transform lives and enrich our communities.

1701 East Front Street
Traverse City, MI 49686
(231) 995-1010
trustees@nmc.edu

Study Session Meeting Agenda

Wednesday, January 19, 2022

at NMC Hagerty Center, Room C, 715 E. Front Street

12:00 p.m. Meeting

I. GENERAL BUSINESS

- A. Call to Order
- B. Roll Call
- C. Pledge of Allegiance
- D. Review of Agenda and Approval of Additions, Deletions, or Rearrangements
- E. Annual Meeting Business (Pursuant to Policy A-100.00 Board of Trustees Bylaws)
 - i. Reading of Notice and Proof of Service
 - ii. Report of Secretary—*Kenneth E. Warner, Secretary*
 - iii. Report of Treasurer—*Laura J. Oblinger, Treasurer*
 - iv. Verification of Residential Address
 - v. Conflict of Interest Disclosure Statement
 - vi. Election of Officers
Nomination and election of officers by approved process.
 - vii. Regular Board Meeting Dates
Review proposed regular meeting dates through June 2023 as presented.

II. DISCUSSION ITEMS

- F. NMC NEXT Strategic Plan 2022-2025

III. PUBLIC INPUT

Request forms for public input are available at the meeting location. Any individual of the public may speak for up to (3) minutes. The Board will not receive public input from individuals unless they are present at the meeting. The topic addressed should be related to business within the jurisdiction of the Board. The Board will take public remarks into consideration, but will not comment at the 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



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January 19, 2022 Meeting Agenda
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Upcoming Board Meeting Dates:

All board meetings are open to the public.

January 24, 2022
February 28, 2022
March 21, 2022
April 25, 2022
May 23, 2022
June 27, 2022



Lynne Moritz <lmoritz@nmc.edu>

Notice of Annual Meeting

Lynne Moritz <lmoritz@nmc.edu>

Wed, Jan 12, 2022 at 4:06 PM

To: Board of Trustees <boardoftrustees@nmc.edu>

Trustees:

Per [Board Policy A-100.00 Board of Trustees Bylaws](#) section 1.c.ii. this email is notification of the 2022 annual meeting of the Northwestern Michigan College Board of Trustees to be held each year during the first meeting held in January. The logistics of the meeting follow:

Date: Wednesday, January 19, 2022**Time: 12:00 p.m.****Location: NMC Hagerty Center, Room C****715. E. Front Street****Traverse City, MI 49686****Purpose: Annual Meeting, Study Session for Review of Strategic Plan**

The public notice for this meeting was posted earlier this afternoon and is attached here for your reference. The packet of materials will be made available to you no later than 5:00pm this Friday, January 14, 2022.

Please let me know as soon as possible if you are unable to attend the meeting in person. One trustee is planning to attend virtually due to travel. A Zoom link will be provided for those attending remotely.

Lynne Moritz

Executive Director of the President's Office & Board Operations

FOIA Officer

(231) 995-1900

**Northwestern Michigan College**

BOARD MEMBER ALERT: This email is not for interactive discussion purposes. The recipient should not forward it to any other individual or copy a reply to other board members.

011922-Board-Study-Session-Notice-1.pdf
200K

Northwestern Michigan College
Board of Trustees
Annual Meeting
January 19, 2022
at NMC Hagerty Center, Room C, 715 E. Front Street

Report of Secretary

The 2021 Northwestern Michigan College Board of Trustees Annual Meeting minutes were approved on February 22, 2021, and are available online at the [2021 Trustee Meeting Materials and Minutes website](#) along with all other regular meeting minutes.

Northwestern Michigan College
Board of Trustees
Annual Meeting
January 19, 2022
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Report of Treasurer

The annual financial audit for Northwestern Michigan College for the fiscal year ending June 30, 2021, was accepted by the NMC Board of Trustees on October 25, 2021, and is available online at the NMC Audit Reports website (<https://www.nmc.edu/departments/finance-administration/audits/files/audit-nmc-foundation-2021.pdf>).

Board Officer Election Process

Pursuant to Board Policy A-100.00 our January meeting of the Board of Trustees will include the Annual Meeting, during which officers for the next calendar year are to be elected. Section 4 of A-100.00 lists the officers and their primary duties. Part of A-100 is set forth below. The process for nominations and elections is based on Roberts Rules of Order.

4) Officers.

- a) ***Chairperson.*** The Chairperson of the Board of Trustees shall be selected by the members of the Board. The Chairperson shall preside over all meetings of the Board of Trustees. The Chairperson shall ensure that the Board's Bylaws and established rules are followed and that the Board and its standing or ad hoc committees are fulfilling their stated responsibilities. The Chairperson shall represent the Board as appropriate in various public relations functions. An individual may not serve more than three (3) consecutive years as Chairperson. In times of unique challenge to the Board, the Chair may be elected for up to two (2) additional consecutive one-year terms by a vote of no less than five of the seven members of the Board.
- b) ***Vice Chairperson.*** A Vice Chairperson shall be chosen by the membership of the Board. The Vice Chairperson shall perform the duties and exercise the powers of the Chairperson during the absence or disability of the Chairperson.
- c) ***Secretary.*** The Secretary shall be chosen from the membership of the Board. The Secretary shall, by affixing his or her signature, attest to the accuracy of the Board meeting minutes and shall ensure that the Board's records are maintained in an appropriate manner. The Secretary shall authorize all notices required by statute, bylaw or resolution. The Secretary shall perform such other duties as may be delegated by the Board of Trustees. The President or the President's designee shall serve as Assistant Secretary to assist the Secretary in the performance of his or her duties.
- d) ***Treasurer.*** The Board of Trustees shall elect a Treasurer of the Board from its membership who will perform duties in connection with the finances of the College as may be required by the Board. The Board may direct the President to designate a chief financial officer as custodian of the funds who shall report to the President and maintain full and accurate accounts and fiscal procedures.

Process for Election of Officers

Nominations

- The current Chair will ask for nominations for Chair, and preside over those nominations and the voting for Chair. The newly-elected Chair will then preside over nominations and voting for each successive officer until all officers are elected.
- Nominations don't need a second or support.
- Any Trustee can nominate himself or herself.
- Each Trustee should offer only one nomination for each position.
- Since our NMC bylaws prohibit any person signing a document in more than one capacity, any Trustee who has been newly elected should not be nominated for another office.
- Nominees do not have to leave the room during the nominations, when the vote is taken, or when the vote is counted.
- The Chair may continue presiding, even if he or she is one of the nominees for the office.
- Any Trustee may rise and decline the nomination during the nominating process.
- Nominations will be taken for successive offices in the order they're listed in the bylaws.

Voting

Nominations for each office will be followed by the election for that office. This allows Trustees to consider the election results of each election before proceeding to the election of another office. The Chair will take nominations from the floor for one office, and when no further nominations are forthcoming, Trustees will vote for that office. Election votes will be cast by roll call.

Committees

Our NMC bylaws provide that the Chair shall appoint Trustees to Board committees. When the officer election is complete, the Chair may then proceed to appoint Trustees to the committees and the Board Chair shall designate the Chair of each committee.

Succession

Election to an office of the Board does not imply that subsequent elections will follow in any line of succession. Election to each office is a new decision each year, made by the Trustees as they decide to vote in the best interests of NMC.

NORTHWESTERN MICHIGAN COLLEGE

Board Meeting Dates January 2022 through June 2023

(Fourth Monday of each except where noted)

2022

January 24, 2022—Timothy J. Nelson Innovation Center, 1701 E. Front Street

February 28, 2022—Timothy J. Nelson Innovation Center, 1701 E. Front Street

March 21, 2022 (3rd Monday)—NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street

April 25, 2022—NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street

May 23, 2022—NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street

June 27, 2022—NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street

July 25, 2022—Timothy J. Nelson Innovation Center, 106/107, 1701 E. Front Street

August 22, 2022—Timothy J. Nelson Innovation Center, Room 106/107, 1701 E. Front Street

September 26, 2022—NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street

October 24, 2022—*To Be Determined*

November 21, 2022—NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street

December 12, 2022 (2nd Monday)—NMC Hagerty Center, Great Lakes Campus, 715 E. Front Street

2023

January 23, 2023

February 27, 2023

March 20, 2023 (3rd Monday)

April 24, 2023

May 22, 2023

June 26, 2023

NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.



Northwestern
Michigan
College

Mission

We deliver lifelong learning opportunities to transform lives and enrich our communities.

Vision

We aspire to be a global community where all learners unlock their full potential.



Northwestern
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NMC BOARD OF TRUSTEES

Douglas S. Bishop
Chris M. Bott
Rachel A. Johnson
Laura J. Oblinger

Andrew K. Robitshek
Kenneth E. Warner
Kennard R. Weaver

1701 E. Front Street, Traverse City, Michigan 49686
nmc.edu



NMC Next: A message from NMC President Nick Nissley

Northwestern Michigan College is re-imagining learning by executing its most comprehensive strategic plan in decades, NMC Next. The plan brings renewed energy and focus to fulfillment of an updated college mission to “**deliver life-**

long learning opportunities to transform lives and enrich our communities” between now and 2025.

A year in development, it was a comprehensive, transparent and inclusive process, engaging students, employees, community members, business partners, education partners and donors around opportunities, needs and challenges in learning. This broad stakeholder engagement was crucial to developing a plan that is truly NMC’s, one which will position the college for future success in a time of rapid transformation.

Data-driven and focused on measurable results, NMC Next is also designed as a living document. Just as the needs of our learners and community change, the plan can and will be updated and adjusted along the way. Thanks to 70 years of history, we know NMC has both the agility and ability to do so. NMC Next provides the guidance to help us get there.

This vital work will be led by a new Vice President for Strategic Initiatives, Jason Slade. Regular communication and transparency will continue to characterize NMC Next, with a public progress tracker available at nmc.edu/strategic-plan. We look forward to continued engagement, and to leveraging past successes into future opportunities together.

Future State

If a strategic plan is a roadmap, where will NMC Next take us? Imagine Fall semester, 2025:

From English to engineering, from computer programming to culinary, NMC students are reaching their goals faster with accelerated programs of study, more online options and expanded credential choices. By engaging with hands-on, real-world problem solving, they're also having a richer experience and becoming independent, self-directed learners.

All students and employees feel they belong at NMC. Traditional and adult learners alike are taking advantage of coaching and other support services and participating in extracurricular events. More Black, indigenous, people of color and low-income students are enrolling, and choosing to continue their education here. NMC's campuses are even more welcoming. The college is a model for diversity, equity and inclusion.

Our community connections are stronger than ever, with mutually beneficial partnerships visible on multiple campuses, including at Lobdell's Teaching Restaurant. Unique programs like Aviation, the Great Lakes Water Studies Institute and Dennon Museum Center have achieved additional distinction and financial growth. The Grand Traverse community will report even higher levels of satisfaction with "our community's college." Soon we will all join together again to ask, what's next for NMC?

Values

Learning: We are lifelong learners; learning is foundational to a thriving community and is at the center of all we do.

Integrity: We act with the highest degree of ethics, personal responsibility, fairness and openness ensuring that we match our actions with our words.

Collaboration: We embrace co-creative solutions and celebrate the joy of working together, empowering each other and nurturing community partnerships for the benefit of our learners.

Respect: We demonstrate mutual regard and appreciation for one another to assure a culture of trust.

Inclusion: We foster belonging and build organizational capacity that celebrates diversity and promotes equity.

Innovation: We are agile, imaginative and forward thinking, taking risks to meet future needs of the college and our communities.

Stewardship: We practice stewardship by investing responsibly in the human, physical, financial and environmental resources entrusted to our care.

Excellence: We commit to the highest standards of quality and service, and to exceeding the expectations of our learners and communities through continuous improvement.

Strategic Goals

Future-Focused Education

Enhance offerings through flexible academic pathways, innovative instructional delivery models and relevant, hands-on educational experiences to empower global learners for the future.

Student Engagement and Success

Develop and deliver comprehensive support services, robust engagement opportunities and a vibrant collegiate experience to foster learner success, goal completion and employability.

Diversity, Equity and Inclusion

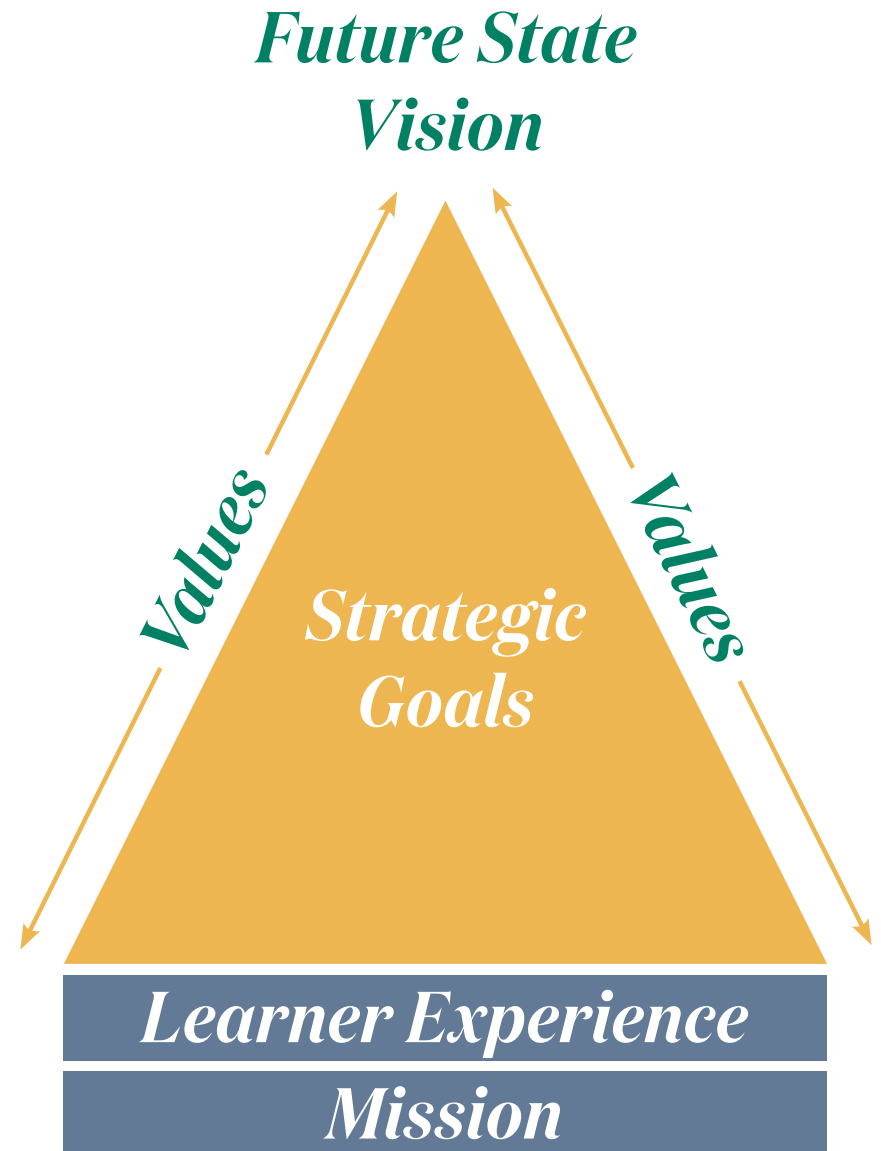
Cultivate an inclusive environment that fosters a sense of belonging and delivers equitable opportunities so all are able to thrive and succeed.

Community Partnerships and Engagement

Enhance collaborations that advance community engagement, economic and workforce development and innovative opportunities for lifelong learning.

Institutional Distinction and Sustainability

Leverage distinctive programs that strengthen institutional sustainability and expand global connections for our learners and communities.





Our Pledge

NMC Learner Experience Statement—NMC will provide an enriching education exemplified by a supportive and welcoming learner experience, characterized by:

- **An empowering environment** that encourages learners to discover new knowledge and explore questions related to their future career and life's work;
- **A meaningful education** that equips learners with relevant skills and supports them in developing their sense of purpose;
- **An inclusive community** that values diversity and where all learners feel a sense of belonging and connection;
- **Caring instructors and staff** who provide pathways to success and support learners through their college experience so they thrive in future endeavors.

NMC's faculty, staff and administration support this experience through:

- **Integrated services and effective communication** to help learners successfully navigate academic, financial and transfer processes;
- **Flexible course delivery options and easily accessible resources** that meet the evolving needs of learners;
- **Program maps and user-friendly technologies** that allow learners to monitor their progress and receive frequent updates to enhance their decision making;
- **Campus programs that connect learners** with peers, mentors and dedicated faculty and staff to ensure support throughout their educational experiences;
- **Experiential, hands-on activities** that prepare learners for life outside college and engage them with business and community partners.



Timeline

2021

- FEBRUARY: Facilitation and convening phase**
 - CampusWorks chosen to facilitate process
 - Steering Committee and work teams convened
- APRIL-JUNE: Community engagement phase**
 - Qualitative: 28 focus groups, workshops and meetings held with multiple stakeholders
 - Quantitative: Strengths, Weakness, Opportunities and Threats (SWOT) survey, Student survey, Mission statement survey
 - Future Summit event
- JULY-AUGUST: Scan (research) phase**
 - Mission/Vision/Values workshops
 - Scan teams formed; scans conducted
- SEPTEMBER-NOVEMBER: Active planning phase**
 - Feedback sessions
 - Strategy, Objectives, and Action Step Planning workshops
 - Jason Slade selected as new Vice President for Strategic Initiatives
- DECEMBER: Draft plan finalized**
- JANUARY: Board approves plan**

2025

- ONWARD**
 - Execute Action Steps, building toward achievement of objectives
 - Monitor progress
 - Report to stakeholders
 - Adjust as necessary

Thank you!

TO THE MORE
THAN 1,000 PARTICIPANTS
IN NMC'S STRATEGIC PLAN, INCLUDING
COMMUNITY RESIDENTS, ALUMNI, STUDENTS,
FACULTY AND STAFF, BOARD MEMBERS
AND DONORS.



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NMC NEXT

OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

As Approved by
Strategic Planning Steering Committee
And Submitted to NMC Board of Trustees

STEERING COMMITTEE MEMBERS

Anderson, Michael — Faculty
Bailey, Ed — Staff
Balbach, Lisa — Faculty
Bott, Chris — Board of Trustees
Cook, Vicki — President's Council
Cotto, Marguerite — President's Council
Evans, Joy — Staff
Everest, Brandon — Faculty
Fairbanks, Diana — President's Council
Gorton, Holly — President's Council
Gustafson, Terri — Staff
Hadley, Craig — Staff
Jenkins, Tony — Faculty
Johnson, Rachel — Board of Trustees
Kierczynski, Troy — Staff
Liebling, Mark — President's Council
Lively, Janet — Faculty
Marsh, Amber — Student
Marsh Jr., Bill — NMC Foundation
Metiva, Allison — Alumni
Moritz, Lynne — Administrative Support
Neibauer, Todd — President's Council
Nissley, Nick — President's Council
Siciliano, Stephen — President's Council
Teahen, Rebecca — President's Council
Thomas, Lisa — Staff
Wangler, Sarah — Faculty

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OUR COMMUNITY. OUR COLLEGE. OUR FUTURE.

MISSION: We deliver lifelong learning opportunities to transform lives and enrich our communities.

VISION: We aspire to be a global community where all learners unlock their full potential.

Values:

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Strategies:

Strategy 1 **Future-Focused Education**

- Enhance offerings through flexible academic pathways, innovative instructional delivery models, and relevant, hands-on educational experiences to empower global learners for the future.

Strategy 2 **Student Engagement and Success**

- Develop and deliver comprehensive support services, robust engagement opportunities, and a vibrant collegiate experience to foster learner success, goal completion, and employability.

Strategy 3 **Diversity, Equity, and Inclusion**

- Cultivate an inclusive environment that fosters a sense of belonging and delivers equitable opportunities so all students and employees are able to thrive and succeed.

Strategy 4 **Community Partnerships and Engagement**

- Enhance collaborations that advance community engagement, economic and workforce development, and innovative opportunities for lifelong learning.

Strategy 5 **Institutional Distinction and Sustainability**

- Leverage distinctive programs that strengthen institutional sustainability and expand global connections for our learners and communities.

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Strategies and Objectives

<p>Strategy 1: Future-Focused Education: Enhance offerings through flexible academic pathways, innovative instructional delivery models, and relevant, hands-on educational experiences to empower global learners for the future.</p>
<p>Objective 1: Increase the number of students who receive prior learning credit from 236 to 270, using flexible academic pathways by December 2024.</p>
<p>Objective 2: Increase the proportion of online courses in fall and spring semesters from 28% to 35% by September 2024.</p>
<p>Objective 3: Increase student success and completion rates in online courses from 87% to 90% and hybrid courses from 92% to 95% by developing additional teaching strategies by December of 2024.</p>
<p>Objective 4: Create six shortened course pathways (two courses in one semester) in multiple academic disciplines by May 2024.</p>
<p>Objective 5: Every credential-seeking student will engage in at least one experiential learning opportunity (ELO) at NMC by September 2024.</p>
<p>Strategy 2: Student Engagement and Success: Develop and deliver comprehensive support services, robust engagement opportunities, and a vibrant collegiate experience to foster learner success, goal completion, and employability.</p>
<p>Objective 1: Increase student sense of belonging through participation in extra and co-curricular activities for first semester students to increase 1st semester persistence from 77.7% in Fall 2019 to 82% by fall 2025.</p>
<p>Objective 2A: Implement new enrollment marketing plans to increase the percentage of area high school graduates attending NMC by 3 percentage points (from 41% to 44%) by fall 2024.</p>
<p>Objective 2B: Implement new enrollment marketing plans to increase enrollment in age categories 21+ from 1510 to 1660 (10%) by spring 2024.</p>
<p>Objective 2C: Reduce barriers to enrollment for underrepresented student populations to increase the rate of application to enrollment for these populations from 28% to 35% by fall 2025.</p>
<p>Objective 3: Enhance student completion supports to increase the three year comprehensive success rate from 38.9% to 40.4% by spring 2025</p>
<p>Objective 4: Increase percentage of students using success coach services to increase College-level Course Enrollee Success Rate (2.0 and above) from 79.8% in Fall 2020 to 83% by fall 2025</p>

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Strategy 3: Diversity, Equity, and Inclusion: Cultivate an inclusive environment that fosters a sense of belonging and delivers equitable opportunities so all students and employees are able to thrive and succeed.

Objective 1: Create a college Diversity, Equity, and Inclusion statement of definition and purpose, receive President’s Council approval and present it to the Board of Trustees by August 2022.

Objective 2: Implement staffing and resourcing for diversity, equity, inclusion and belonging efforts with creation of at least a .5 FTE position by end of 2022 FY.

Objective 3: Provide onboarding training and regular training opportunities on diversity, equity, and inclusion for all NMC employees by August 15, 2023.

Objective 4: Address the barriers to entry and success of vulnerable student populations to improve application to enrollment statistics from 28% to 35% for BIPOC students and improve 12-month retention of all vulnerable populations by 3% by fall 2025.

Objective 5: Review and revise NMC systems, policies, and procedures for inclusive and equitable language and processes across college systems by Dec. 2025.

Strategy 4: Community Partnerships and Engagement: Enhance collaborations that advance community engagement, economic and workforce development, and innovative opportunities for lifelong learning.

Objective 1: Leverage and enhance existing partnerships, and identify new key partnerships, in order to increase NMC’s overall job performance in responding to the “community’s learning needs” by 2.5% (3.87 to 3.97) in Grand Traverse County by 2024 using the Community Attitude and Awareness Survey (CAAS).

Objective 2: The community believes providing skilled trades instruction is the highest priority for NMC (8.86 CAAS, 2018), but rates NMC’s performance in this area lower (8.21 CAAS, 2018.) NMC will increase performance rating by 8% by Spring 2024.

Objective 3: Providing personal enrichment has become more important for the community with scores increasing from 7.11 to 7.80 over the last three CAAS surveys. NMC will align lifelong learning opportunities to the community’s needs resulting in a less than 17% cancellation rate and be net revenue positive June 30, 2025

Objective 4: NMC will increase access to four-year college programs by improving the ""Providing access to other college programs"" performance metric by 2.5% (from 8.29 to 8.50) in Grand Traverse County by 2024 as measured by the Community Attitude and Awareness Survey (CAAS)

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Strategy 5: Institutional Distinction and Sustainability: Leverage distinctive programs that strengthen institutional sustainability and expand global connections for our learners and communities.

Objective 1: Aviation will execute its multi-phase expansion plan in effort to increase enrollment by 25% and annual net revenues by 33% from June 30, 2021 to June 30, 2024.

Objective 2: The Great Lakes Water Studies Institute (GLWSI) will leverage its assets and geographical position on the Great Lakes to become a leading center for marine and geospatial programs, providing academic pathways, training & professional development, and other innovative technical services which generate positive net revenue by June 30, 2025.

Objective 3: The Great Lakes Culinary Institute will execute its "Reimagining" plan, which is to modernize curriculum, increase enrollment, and maximize utilization of the current Lobdell's space to achieve a net deficit no greater than \$150,000 by June 30, 2023.

Objective 4A: The Dennon Museum Center will execute the key financial stewardship initiatives from the DMC Strategic Plan 2020-2025 by June 30, 2025.

Objective 4B: The International Affairs Forum will execute the IAF Business Plan for Strategic Growth to create a sustainable business operation by June 30, 2024.

Objective 4C: WNMC will execute the action steps defined in the Refocusing WNMC: A 5-Year Plan to increase engagement/listenership and sustain WNMC's operations by June 30, 2025.

Objective 5: The GLMA and GLCI will leverage existing expertise and resources to develop and offer a maritime culinary certificate by Fall 2023, which will expand opportunities for students in this niche, high demand area.

Trustee Questions pertaining to Strategies & Objectives

Questions were received from trustees Warner, Weaver, Oblinger, and Bishop. Executive staff responses are **in bold below** and organized by the trustee requesting further information.

Ken Warner:

1. In all 4 cases, the proposed improvements are tiny - a couple of percentage points or so, in several cases starting from a very high level.
 - a. Strategy 1, Objective 3
We adopted these as targets based on the expectations that new methods and training can be designed to align success rates to pre-COVID face to face success rates. We consider these increases to be ambitious but attainable within the timeframe.
 - b. Strategy 2, Objectives 3 and 4

Objective 3: Enhance student completion supports to increase the three year completion success rate from 38.9% to 40.4% by spring 2025

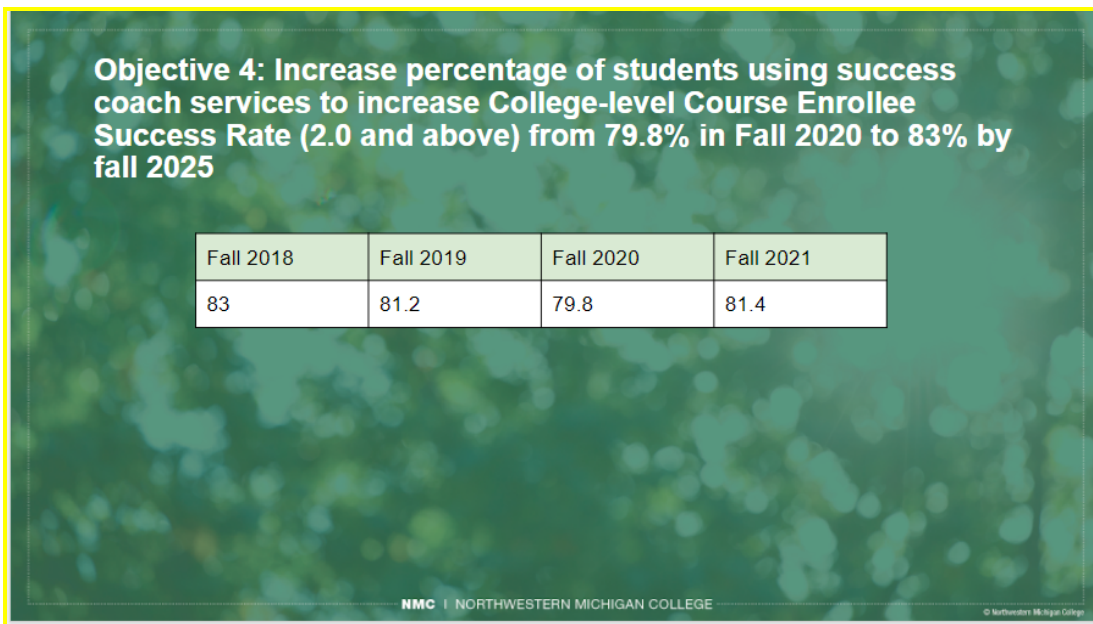
2013-14	2014-15	2015-16	2016-17	2017-18
40.9%	38.8%	39.3%	34.4%	38.9%

This table represents the three year success rate of cohorts for the given year of entry.

CEPI, State of Michigan Community College Success Summary 2021

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c. Strategy 4, Objective 1

Seeking measurable feedback from the community to address this strategy, as well as wanting to identify key partnerships and improve relations, the objective and action plan team identified the Community Attitude & Awareness Survey (CAAS) as the data resource.

2018 - 3.87

2014 - 3.96

2011 - 4.11

Links to CAAS:

[2018 Survey Results](#)

[Archived Surveys](#)

Kennard Weaver:

1. Do any of these strategies provide for future modeling, to determine the market being served by NMC?

We will continue to monitor future markets and trends. The strategies allow flexibility as we can pivot and adjust as needed. For instance, community partnerships can be adjusted or a new career pathway quickly integrated. If anything, this plan will force us to be more proactive and open to potential opportunities as we can revise our objectives and actions accordingly.

2. Do any of the strategies make provision for continuing public input, other than through the appointed advisory boards?

The Strategic Planning process has been very transparent and will continue to be so. We will kick-off outreach around the strategies and process over the next few months. However, as we start completing tasks and looking at the data, we will have

opportunities for stakeholders to weigh in and provide input. As part of our commitment to transparency and accountability, the strategic planning public web page will include objective timelines, progress updates and contact information. We will also hold regular input meetings with key stakeholder groups as the work progresses and provide regular public updates through NMC communication channels.

3. Do any of the strategies provide for revisions of the goals, based on continuing public input and/or changes in the potential student population available to NMC?

We plan on meeting with stakeholders, community members and others throughout the process. The SMART objectives allow us to reassess and reposition our objectives as required. Given that this is a three year plan, and the action plan developed is for the first 18 months, input will be critical and adjustments necessary. Lines of communication will be critical not only for advisory boards but all of the areas impacted by the strategies. We will regularly review with the Board of Trustees, objective leads, champions and others to provide feedback and the ability to make adjustments.

Laura Oblinger:

1. There seems to be a noticeably absent Strategy – one that I would refer to as “Become an employer of choice.” It was apparent that our greatest asset is missing from our strategies – our staff. What is in our plan that is ensuring that we are strategic about our staff retention and recruitment? Appropriate objectives would be items such as professional development strategies, culture, etc.

NMC has very low attrition rates and has been able to hire for open positions. We have adjusted pay for some of our employee groups to match market conditions.

2021 data					
Group	Resignations	% of pop	Retirements	% of pop	Avg #
exec	0	0.00%	3	23.08%	13
staff	10	6.06%	5	3.03%	165
faculty	0	0.00%	2	2.44%	82
m&c	3	10.34%	0	0.00%	29
Total	13	4.50%	10	3.46%	289

Trustee Questions pertaining to Strategies & Objectives

2021 New Hires	
Staff	12
Faculty	3
Adjunct Faculty	43
Supplemental	79
Students	76
Total	213

2. During multiple Board meetings, events, presentations, and online, I have witnessed inconsistent branding. PowerPoints that are all different from one department to another, there are multiple Facebook and other social media pages without consistent practices, etc. I would have hoped to see an Objective, I believe within Strategy #5, that shows action from the additional funding and staffing in our marketing and PR department that will be invested into being more strategic with our brand, look and feel. **While branding has not specifically been identified in the strategic plan, we are addressing branding through the BOT's support of the PRMC redesign. The new Creative Director will help lead efforts to strengthen NMC's brand identity and increase its consumer based brand equity across the entire NMC brand and its sub-brands. This work will include more robust brand guidelines and a brand refresh project. Our research has shown that greater consumer based brand equity can increase the effectiveness and efficiency of our marketing and communications efforts, which will advance our enrollment marketing work identified in the strategic plan.**

3. In Strategy #2, I am curious why we do not have an Objective that focuses on the strategy of our learning environments. The buildings, technology, etc. The learning environment, beyond the programs and statistics, have a great impact on our student's success. This also could be connected to Strategy #1. **With the completion of the Innovation Center and our normal facility and technology improvements, the college is well positioned to meet the future needs of our students in terms of their physical learning environment. We have strong technology support from our Educational Technology team in terms of online and in-person teaching environments, professional development from the Center of Instructional Excellence and Experiential Learning Institute, and other methods for improved teaching. We have also technology funding and restricted funds set aside for replacement of our technology during the strategic plan period. For instance, GLMA has over a million dollars that will enable us to replace the ship simulator within the next two years. We will continue to monitor our buildings and technology, adjusting as needed.**

4. During the business meetings I have had the opportunity to join Nick on, it has been consistent and clear from every meeting that our region's businesses are in great need

of leadership development for their emerging leaders, in our own backyard. During each discussion, Nick, Jason, and Marguerite all had ideas on how we can be a connector for them. I did not recognize any of these opportunities in our plan. Additionally, this need is clear in other community discussions, specifically the Manufacturing Council. This could develop into Objectives in either Strategy #4 or Strategy #5.

This would come from our Strategy #4, Objective #2 or #4. Objective #2 has action plans focused around a follow-up skills gap analysis (round two kicked off Jan 4 in partnership with Traverse Connect) along with a revised workforce development structure to identify the needs of area employers. Supervisory training and others should be identified from these efforts and training delivered by NMC or one of our partners. We hope to capture a broad range of in-demand skills from IT and technical to interpersonal, and deliver the associated training and professional development. The action plans will be what get us there and allow NMC to better meet the workforce needs of the region both now and in the future.

Assuming the desired skill set is higher (eg: specialized leadership training), we can use our 4-year partners listed in #4 to deliver. Our action plan for that section contains tasks focused on a gap analysis of needs and additional training opportunities with our 4-year partners. The gap analysis will hopefully identify this need, as well as others, and give NMC and our partners the chance to respond.

o Additionally, from these discussions, a strong need has been identified for a more robust connector program/system for internships and connections to potential employees.

We wholeheartedly agree! As part of objective #2, we have identified an action plan around an inventory of current internships, apprenticeships and other Experiential Learning Opportunities (ELOs) with the goal of identifying gaps in the internships / apprenticeships / ELOs process as it relates to the workforce. Phase 2 of this would be additional work around internships to better address this after the analysis portion is complete. This is in addition to every student having an experiential learning opportunity which includes internships as listed in Strategy #1.

Doug Bishop:

1. What will be the duties of a DEI position? How was it determined that an additional position is needed prior to formalizing the action strategy?

NMC formed a DEI advisory committee in summer 2020 with the goal of analyzing the DEI efforts of the college and the region. The committee issued a DEI benchmarking report in fall 2021 with their findings. The benchmarking report highlighted the need of a DEI leader to

carry the initiatives forward. Our current resourcing was inadequate to accomplish the goals of the strategic plan and was necessary for the college. We wanted to raise this to the strategic level and match the efforts of many of our peers. This 0.5 FTE position will allow us to move forward with the goals of the college and the plan.

2. Why do the only references to “Diversity” seem to be directed to racial or limited ethnic groups? Will other factors such as economic background, age, rural / urban community background be considered?

NMC has a long history of providing resources to disadvantaged students (i.e., socioeconomic, veteran status, age, race, etc). NMC will continue to advance diversity and belonging for our students, including any barriers that stand in the way of student success. This is not strictly limited to race and ethnicity. While there are some commonly accepted definitions for these terms, we also believe we need to define them for our campus community. This work has been identified in the strategic plan.

3. Why does the strategy reference goals related to “BIPOC”? Why are we not focusing on individuals as opposed to group needs and strategies?

BIPOC is an acronym that stands for Black, Indigenous, and People of Color. NMC provides support for students in a number of ways—including at the individual and group level. Examples include: affinity groups (veterans, NASO, etc.) for those who self identify; resources like one-on-one support/counseling for students identified as having additional needs; data-driven based on MySuccess; retention/admission opportunities.

4. What are “vulnerable student populations” as defined by the committee? How did the committee determine these specific populations and how did they decide they were vulnerable?

Vulnerable populations include:

- **A group within the population that is more likely to have worse outcomes than the population as a whole because of the barriers they experience. [Barrier: defined in #11.]**
- **It may include factors such as socio-economic status, age, gender, language proficiency or ethnicity.**
- **Examples can include first-generation, low-income, students of color; adult students; marginalized orientations, gender identities, and intersex students; students with second-language backgrounds; undocumented students; veterans; students with disabilities; students with dependents; foster care youth; and formerly and currently incarcerated students.**

We will continue to do research and work in this area as the process moves forward.

5. RE: Diversity, in terms of each faction of our population that we have been presented statistics on, how are these factions represented as percentages in our service area, and how do these percentages differ from our current / recent history of employment / student / population?

Five County Region			
Total Population	176,879	%	NMC%
White	164100	92.8%	80.1%
Black or African American	1285	0.7%	1.2%
American Indian and Alaska Native	2794	1.6%	1.4%
Asian	1163	0.7%	0.9%
Native Hawaiian and Other Pacific Islander	1163	0.7%	0.2%
Hispanic or Latino	5290	3.0%	4.2%
Two or More Races	3349	1.9%	3.4%
Undeclared			8.6%

NMC Dashboard and 2020 US Census - Note that the census does not recognize hispanic as a race but does ask about it. This leads to a small amount of double reporting within the census numbers above.

6. How were the goals of increasing “BIPOC” application and enrollments by 28% to 35% arrived at? What are the numbers we are proposing to increase these percentages by?

The metric measuring this objective is the conversion rate among our BIPOC applicants. For every 100 BIPOC applicants, we are enrolling 28 (for African Americans, it was 10%). The college average for fall 2021 was 43% - see Table in presentation. This would represent an increase of 21 students each year and was meant to be an achievable goal.

7. Does the committee believe that “diversity” is simply a goal of percentages? Does the committee believe that diversity without regard to merit increases organizational viability? If so, what actual research did the committee rely on to reach this conclusion? Links would be appreciated.

No, our committee does not believe diversity is simply a goal of percentages. The student success of all of our students is the goal of the college. Metrics are a way of measuring progress on our SMART goals and are not ends in themselves. Merit is not considered in admissions decisions as we are an open access institution and do not deny admittance to anyone. The college does not have and is not proposing a target composition of the student body based on race or any other factors. Instead, we use the metrics to uncover areas where we may not be performing as well as we would like and seek improvement.

Reference link: [Caring Campus: An Initiative to Involve Community College Staff in Increasing Student Success](#)

8. Does the committee believe that there is any point where achieving some percentage of diversity would allow the college to choose / admit employees / students over more qualified employees / students?

No, NMC is an open access institution which means we are nonselective in our admission standards. This open access designation means we have a responsibility to serve all learners.

9. At our last board meeting, it was stated that some of our business partners had asked us to provide “more diverse” graduates or certificate holders for our local workforce? Which partners asked this? What did they specifically mean by asking for diversity?

Diversity and inclusion has been a goal for corporations and companies both nationally and regionally. We will continue to support their efforts as we are their talent pipeline. This includes increasing the number of women in STEM and more. Some of these efforts are in collaboration with the K-12 educational system as well, creating a connection from elementary school to industry.

10. In the objectives, it references “Diversity, Equity, Including and Belonging ” what is the difference here in inclusion and belonging?

Inclusion outcomes are met when our college is inviting to all, and when students and employees feel a sense of belonging. Belonging is the feeling of security and support when there is a sense of acceptance, inclusion, and identity for a member of a certain group or place.

11. Strategy 3, Objective 4 is to address (not identify) “the barriers” to entry and success of vulnerable student populations. What are these known barriers?

There are many potential barriers including:

- **Health issues**
- **Financial problems**
- **Mental health struggles**
- **Child care challenges**
- **Transportation difficulties**
- **Housing**
- **Lack of connection to the college community**
- **Family challenges**
- **Disabilities**

These issues can be situational and also compound. There is no single prescription.

12. Strategy 3 states that we should deliver “equitable” opportunities so that all students and employees “are able to thrive and succeed.” This should be given more thought. It at least implies that the college will ensure (by delivering equitable opportunities) that everyone who wants to can succeed. Without sacrificing merit and standards, that’s a promise that cannot be

kept. Suggest rephrasing to make sure it's clear that rather than "are able" that they will be given reasonable opportunity.

Opportunity implies "reasonable effort" and is not a guarantee of success for all.