

NICK NISSLEY
PRESIDENT'S EVALUATION
SELF-ASSESSMENT
FALL 2022

OVERVIEW

The following two frameworks – (1) NMC’s five strategic plan priorities, and (2) the seven core competencies/key leadership accountabilities that frame the president’s evaluation instrument – articulate the leadership priorities and competencies that focus my everyday actions leading the College. I have also used these to focus and frame my communication with/reporting to the Board of Trustees. In turn, when communicating with internal and external stakeholders, they have framed my communications. I have appreciated the Board’s helpfulness in affording me these frameworks. They have been invaluable tools to help me prioritize, focus, and lead the College, during this third year of my tenure as President of the College.

NMC’s Five Strategic Plan Priorities

The College’s recently completed Strategic Plan has served as a means of prioritization, focusing my attention on the five strategic priorities articulated in the plan:

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.
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.
3. **Diversity, Equity and Inclusion (DEI):** Cultivate an inclusive environment that fosters a sense of belonging and delivers equitable opportunities so all are able to thrive and succeed.
4. **Community Partnerships and Engagement:** Enhance collaborations that advance community engagement, economic and workforce development and innovative opportunities for lifelong learning.
5. **Institutional Distinction and Sustainability:** Leverage distinctive programs that strengthen institutional sustainability and expand global connections for our learners and communities.

Seven Core Competencies/Key Leadership Accountabilities from The President’s Evaluation Instrument

Throughout this year, a new evaluation instrument was developed by the President’s Performance and Compensation Committee (PPCC) and recently finalized. This instrument articulates seven core competencies/key leadership accountabilities, to be used in evaluating the President’s performance:

1. Institutional Leadership & Strategic Planning Process
2. Finance & Accountability
3. Human Resources
4. Facilities
5. Educational Services & Quality
6. External & Internal Community Relations
7. Relations with the Board of Trustees

The following is a self-assessment of my performance, organized by these two frameworks, and is intended to afford the College's Board of Trustees an overview of how I have led the College, during my third year on the job, as President.

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SEVEN CORE COMPETENCIES/KEY LEADERSHIP ACCOUNTABILITIES FROM PRESIDENT'S EVALUATION INSTRUMENT

As mentioned earlier, this year a new evaluation instrument was developed by the PPCC. The instrument articulates seven core competencies/key leadership accountabilities:

1. Institutional Leadership & Strategic Planning Process
2. Finance & Accountability
3. Human Resources
4. Facilities
5. Educational Services & Quality
6. External & Internal Community Relations
7. Relations with the Board of Trustees

In this section, I share select, specific examples of how my leadership manifested results in these seven areas. They are meant to be illustrative, and are not exhaustive.

(1) Institutional Leadership & Strategic Planning Process

This competency speaks to how the President is mission-driven, values-grounded, and inspires the College towards a vision, focused by a strategic plan and goals. It also speaks to the importance of high standards for ethics, honesty, and integrity in all personal and professional matters. Lastly, it speaks to how the President develops a culture of innovation, demonstrates flexibility, and encourages creativity in responding to priorities and uncertainties.

- **Strategic Plan Development and Implementation.** On January 24, 2022, the Trustees unanimously approved the College's strategic plan. It was the culmination of the most comprehensive strategic planning process undertaken in the college's history. The almost year-long process broadly and deeply engaged both internal and external stakeholders. This has resulted in a plan that isn't merely collecting dust on a shelf; rather, it is actively being used to prioritize and focus our actions. Best of all, given the engagement process, there is a high level of commitment from across stakeholders, and measurable progress is being recorded as we deliberately implement our plan, together. I have also personally met with key community leaders/organizations to share the College's plan (from TCAPS and the ISD, to many of the region's largest businesses, as well as community organizations like Rotary, Kiwanis, the Economic Club, and the Community Foundation). Of course, I also spent significant time with 'roll out' of the plan within the college – from Town Halls to in-person celebratory gatherings; not to mention the day-in and day-out communication that happens given the strategic plan's 'place' on agendas throughout the College. The following links offer examples of media reporting that speak to the success of our strategic plan development and implementation:
 - <https://www.traverseticker.com/news/a-sneak-peek-at-nmcs-new-strategic-plan/>
 - <https://www.9and10news.com/2022/01/25/northwestern-michigan-college-approves-nmc-next-strategic-plan/>

- https://www.record-eagle.com/news/local_news/board-approves-nmc-next-strategic-plan/article_d638bb16-7d72-11ec-9ad4-4fc17e80e216.html

Additionally, to ensure adequate resourcing to support successful plan implementation, we reorganized the President’s Council, and created a VP of Strategic Initiatives role, with accountability for plan execution. The following links speak to positive media sentiment regarding this leadership redesign:

- https://www.record-eagle.com/news/local_news/nmc-hires-vice-president-from-within-its-ranks/article_e9cdbc38-2d1a-11ec-8007-cf5f406f74b1.html
- <https://www.traverseticker.com/news/nmc-tabs-its-new-vp-for-strategic-initiatives/>
- **NMC Foundation Leadership Transition and Organization Development.** Over this past year, I managed the off-boarding of the Foundation’s Executive Director and the onboarding of an Interim Foundation ED. After extensive consultation with external and internal stakeholders, I named Jennifer Hricik, previously the Foundation’s Major Gifts Officer, as Interim Associate Vice President of Resource Development and Executive Director of the Foundation for the next year. I also initiated the Foundation’s strategic planning process, as well as broader organization development work, involving the development of a formal governance manual, and a review process of the Foundation-College MOU. This work has entailed many 1:1 and committee meetings, with College and Foundation, staff and volunteers. Both the leadership transition and organization development work are progressing. And, the strategic planning process is breathing renewed optimism into the Foundation, its future, and the College-Foundation relationship. The importance of such a new, healthier relationship cannot be overstated. Especially, as our enrollment and financial forecasting suggests, the college will need to rely even more heavily upon Foundation financial support in the future. While I am proud that we have realized a ‘best year ever’ – setting a new record for institutional scholarships this year, with \$1.35 million being awarded – student needs will only be increasing. Thus, developing the Foundation’s capacity to grow/support the College’s future needs is paramount.
- **Positioning NMC as a Core Community Asset in ‘New Blue’ Economic Development.** I have played an active role in ‘bringing NMC to the table’, working with a team of players from throughout and beyond the Grand Traverse region, to pursue a shared mission: positioning Traverse City as the global epicenter for freshwater research. In addition to NMC, those players include: Discovery Center & Pier, Traverse Connect, 20Fathoms, and Michigan Technological University. We have a grand vision of transforming Discovery Pier on West Grand Traverse Bay into an 85,000-square-foot, \$60 million facility that would include not just a public pier, but also research labs, classroom and seminar space, a startup incubator, and more. The vision is for Traverse City and freshwater technology to become what Silicon Valley is to computer technology. The following links speak to our positioning and the positive media sentiment regarding this

bold visioning and partnering to drive new blue economic development in the northern Michigan region:

- <https://traverseconnect.com/northern-michigans-blue-economy/>
- <https://www.traverseticker.com/news/gold-in-the-water-local-partners-band-together-to-make-traverse-city-a-global-freshwater-leader/>

Another great example of NMC's leadership in this arena of the new blue economy can be found in the partnership we have developed this year with the Canadian-based nonprofit, Waterlution. NMC and Waterlution are launching the Great Lakes Water Innovation Lab, a capacity building and innovation acceleration initiative involving young water leaders who work across the Great Lakes region from both Canada and the US. See: <https://waterlution.org/wil-great-lakes/>.

- Pursuit of the BSN. Over the past year, I have played a leadership role within MCCA, working with MCCA leadership, other college presidents, state lawmakers, and healthcare leaders, to shape the ultimately unsuccessful BSN legislation. I was also actively involved with MCCA leadership in helping shape the “compromise bill” – a means for creating opportunities for nurses with associate degrees to complete their Bachelor of Science in nursing (BSN) on community college campuses. The program will afford \$56 million in funding for MCCA colleges (each community college, including NMC, will be eligible for a minimum \$2 million grant for administering the program). We are continuing to move forward with planning for this initiative.
- Investing in Marketing. Beginning two years ago, I have intentionally supported the redesign of the Public Relations, Marketing and Communications office at NMC. There has been considerable work put into this initiative to ultimately better serve the college, especially in enrollment marketing efforts. A significant step in this progress was the April 2021 investment by the Board of Trustees to use Funds for Transformation to build the team needed for this critical work. PRMC is actively involved with delivering on the college's new strategic plan with responsibilities in all 5 of the strategies and 15+ objectives. With approval of the FY23 budget in June 2022, the new Marketing and Creative Directors have initiated enrollment marketing planning and are on schedule with the timeline set out in the strategic plan. The staffing investment is an important first step in supporting the College's enrollment marketing strategy. We've shared the metaphor before: the Board's 2021 investment in staffing allowed the college to hire the “archers;” a new digital marketing vendor has allowed us to update to more effective “bows;” and committing this year to an increased ad spend is allowing us to have more “arrows” in our quiver as we aim for our target audiences of potential students ... and, increased enrollment.
- Active Engagement with MCCA and Other Community College Organizations. Over this past year, I have engaged broadly and deeply with other organizations and leaders, to leverage their support for the College, including: 1) MCCA (actively participating as a member of the Board of Directors; President's meetings; Leadership Academy presenter;

Strategic Planning Committee; Academic Catch-Up Committee); 2) ACCT Annual Leadership Congress (attended the annual meeting, and was an invited speaker on the College's DEI journey); and, 3) AFIT (led a group of College staff and faculty, to explore ways of further developing a healthy, high-performing culture, and innovation, within NMC, attending both the CEO Meeting and Summer Institute). I've also invested time in furthering my growth as a community college chief executive, seeking out other community college leaders, as coaches/mentors – e.g., sharing 1:1 meeting time with Dan Phelan (Jackson), Bill Pink (Grand Rapids/Ferris), Steve Robinson (Lansing), David Finley (NCCMC), and Mike Gavin (Delta).

(2) Finance & Accountability

This competency speaks to how the President prioritizes the budget to meet the College mission, strategic plan, and goals. It also speaks to how the President ensures accountability measures to ultimately promote student success. Lastly, this competency speaks to the importance of leadership that supports innovation and revenue diversification/growth to support the College's strategic priorities.

- Balanced Budget. While managing through the financial shocks resulting from the pandemic, as well as shrinking state appropriation, and declining enrollment, we developed a balanced FY23 budget that prioritized investments in the College's strategic plan, and limited student tuition increases to below inflation. The budget was developed through a highly collaborative process, engaging staff and faculty from across the College (and, ultimately, shared with the entire campus community through Town Hall presentations, conducted by Troy and me). Best of all, it aligned with the strategic plan priorities.
- Beyond a Balanced Budget – Realized a General Fund Surplus. In FY21 we realized a General Fund surplus, transferring \$2,500,000 to reserves (in excess of budgeted transfers, for a total of \$3.3 million): 1) \$2,700,000 to Plant Fund for deferred maintenance and new construction; 2) \$450,000 to Strategic Fund; and, 3) \$150,000 to Fund for Transformation. Additionally, as we look ahead to the end of FY22 we are again forecasting a General Fund surplus (of over \$1,000,000, excluding unrealized investment losses of \$1.8M).
- Auxiliary Operations Recovered Following Pandemic. In FY21, auxiliary operations (e.g., Apartments, Residence Halls, Denno's Museum, University Center, Bookstore, Hagerty Center, Hawk Owl Café, and Esports) would have seen a loss of \$641,000, excluding HEERF funding to support lost revenues, given the impacts of the pandemic. In FY22, however, a full recovery has been realized, where auxiliary operations are projected to break even without HEERF support. This is due to deliberate actions taken: 1) staffing structures were assessed (Bookstore, Hagerty Center, Hawk Owl) and restructuring occurred; and 2) a concerted effort was made to restore operations to pre-pandemic levels (e.g., 'getting back to business').

- Innovation, and Revenue Diversification Growth in Support of Financial Sustainability. Lastly, the following offer concrete examples of how the College is actively pursuing innovation, and revenue diversification/growth, in support of financial sustainability. The community recognizes NMC's nimbleness and responsiveness – our ability and willingness to 'make changes' to support community needs. See:

<https://www.traverseticker.com/news/drones-land-surveying-and-micro-credentials-how-nmc-is-looking-beyond-traditional-community-college-programs-to-broaden-its-reach/>

Consider the following examples:

- NMC's Police Academy program has embraced a major curricular innovation that will allow it to double enrollment within two years, helping to fill a shortage of police and law enforcement officers statewide. The new design of the reimagined Police Academy curriculum, slated to start in the fall of 2023, means that instead of turning out one graduating class per academic year, NMC will have one in the fall and one in the spring. Students will receive the same training by attending full time for 16 weeks, instead of part-time as they do now for the nine-month academic year. See: <https://www.traverseticker.com/news/a-new-beginning-for-nmcs-police-academy/>.
- An Aviation Growth Plan has been developed and adopted by the College, with plan implementation underway. The College is listening to workforce and student demands (e.g., the global pilot shortage), and the demand from prospective students (e.g., a two-year waiting list). We have committed to aggressive growth of the program over the next three years, including more instructors, more aircraft, and a bigger hangar. Those expansions will allow the college to realize 25 percent more aviation students per year, which would in turn help make a dent in the pilot shortage. See: <https://www.traverseticker.com/news/taking-it-higher-nmc-plots-aviation-program-expansion/>. In addition, our UAS/drone program provides yet another example of the college's innovativeness – securing funding and delivering programming. This past year, NMC's Aviation Division earned a \$90,000 aviation workforce development grant from the FAA. The funds have been used to offer UAS/drone training to high school teachers, and ultimately/hopefully attract more students to the program. See: <https://www.traverseticker.com/news/nmc-receives-90000-faa-grant-to-train-40-high-school-teachers-in-unmanned-aerial-systems/>.
- The College is also innovating new programs like our Culinary Arts Certificate with a Maritime Emphasis. Having listened to the industry demand and the growing interest among GLCI students, we've developed this one-of-a-kind culinary certificate program to meet the need for cooks who cannot only prep quality meals, but do so on maritime vessels. It also further defines the unique value proposition of the GLCI, tied to the Great Lakes. See:

<https://www.traverseticker.com/news/when-maritime-met-culinary-inside-nmcs-one-of-a-kind-partnership/>.

(3) Human Resources

This competency speaks to how the President ensures College compliance with employment laws. Additionally, this competency speaks to how the President inspires commitment to our mission (beyond mere compliance), through values-grounded leadership; and, the provision of leadership and resources necessary for the professional development of employees to grow to meet the needs of an ever-changing College. Ultimately, the competency speaks to the President's leadership developing a healthy and productive culture – a positive work environment where employees seek ways to continuously improve and shape the future of the college, and support our students' pursuit of their dreams.

- Faculty Collective Bargaining Agreement. A three-year faculty contract was approved this summer. See: <https://www.traverseticker.com/news/nmc-board-approves-three-year-faculty-contract/>. This is the first time that administration and faculty came to the table without legal representation, as well as the first time that a contract was approved before the terms of the previous contract expired. Best of all, it was a contract that was negotiated with minimal contentiousness. This is due, in large part, to the efforts over the past three years, to deliberately heal and develop a healthier and more productive administration-union relationship. I am very proud of the administrators and faculty who were part of the negotiating teams for this recently-ratified faculty contract. I am especially proud of their collaborative, values-grounded approach. They role modeled that shared interests are realizable when trust and collaboration are foundational to the process.
- Addressing the Issues of Sexual Assault and Sexual Harassment in the U.S. Maritime Industry, and Ensuring GLMA Cadet Safety. This past year, the entire U.S. Maritime Industry and U.S. Maritime Administration have been addressing the issue of sexual assault and sexual harassment onboard vessels, following the 'Midshipman X' allegations at the USMMA. See: <https://www.maritime-executive.com/article/usmma-suspends-sea-year-again-following-sexual-assault-allegations>. With exemplary, proactive leadership from GLMA's Admiral Achenbach, he began by respectfully listening to cadet concerns and inviting them to be part of the solution. He also convened a meeting - where many of the key stakeholders (e.g., GLMA faculty/staff, students/cadets, shipping companies, government, etc.) were present and able to 'talk with one another'. He created a space for a conversation about the 'as is' or present situation (facing the hard realities), as well as a solution-minded conversation space, to shape solutions. Jerry/GLMA made clear, we must work with our shipping industry partners to do everything possible to prevent sexual abuse and sexual harassment in the maritime industry (e.g., ensure our cadets are safe onboard training vessels). Ultimately, Admiral Achenbach worked hand-in-hand with Jim Weakley, President of the Lake Carriers' Association and GLMA Board of Visitors Co-Chair to build upon MARAD's EMBARC (Every Mariner Builds a Respectful

Climate) plan that was developed for U.S. Merchant Marine Academy Midshipmen. The media positively reported on this, holding up Admiral Achenbach/GLMA as ‘doing the right thing’, ultimately ensuring cadet safety. See: https://www.record-eagle.com/news/embarc-aims-to-keep-cadets-safe-from-sexual-assault-harassment-repercussions-from-reporting-it/article_6d43ddb0-7df5-11ec-8b85-4f05c3a493a6.html.

- Delivering on the Strategic Plan Objectives Regarding DEI. NMC’s Strategic Plan has an objective speaking to the resourcing of the College’s DEI efforts. I proactively undertook this strategic human resource staffing need, appointing Dr. Marcus Bennett as the College’s Special Assistant to the President for Diversity, Equity and Inclusion/Associate Dean of Campus Life. This appointment allowed the College to commit to such a role, while also doing so in a way consistent with our College value of *stewardship* (e.g., Marcus will serve in a half-time DEI role, while also continuing in his role as Associate Dean of Campus Life). The following are links to select media reporting that speak to the community’s embracing Marcus in this new role:
 - <https://www.traverseticker.com/news/nmc-announces-first-dei-hire/>
 - <https://www.traverseticker.com/news/nmcs-new-dei-leader-is-all-about-embracing-the-tough-conversations/>

Also, I have served as a champion for this strategic priority, actively supporting and engaging in campus events like the College’s first-ever Martin Luther King Day celebration, “Embrace the Dream” (actually, a month-long celebration aligning with Black History Month, including the “Voices Project,” an experiential education project to bring awareness to Black Americans). Additionally, I actively supported: the College’s (first-ever) NMC Pride Carnival, the Graduation Celebration Pow Wow (to honor and celebrate our Native American students/graduates), the Juneteenth Celebration held on campus, as well as serving as the keynote speaker to the Grand Traverse Band’s Tribal High School Graduation (which we hosted on our campus).

- Leading the Development of a Healthy and Productive Culture. Ultimately, any president’s leadership must prioritize developing a healthy and productive culture – a positive work environment where employees seek ways to continuously improve and shape the future of the institution. I work on this every day, mindful that my actions communicate cultural expectations. The following are meant to serve as select, specific examples of how I go about this:
 - Daily ‘walk about’ throughout our campuses, seeking to connect with students, employees, and visitors – mostly listening to what people are experiencing and seeking to understand ‘what’s working’ and ‘what’s not’. Specifically, regarding engagement with students, this year I attended almost 30 classes on all four campuses (including time in the air/in a plane, as well as on the water/on a boat, as well as a 10:00 pm class at the Observatory – looking to the heavens). Not to mention, a handful of College for Kids classes; as well, I’ve participated in EES classes, as a student. I have attended countless concerts, art openings (including

our first faculty art exhibition at the Dennon in over five years), a Pit Spitters baseball game, and a Campus Halloween Trunk or Treat event. I have hosted opportunities for me to simply spend time with students on campus (e.g., “Pizza with the President” and “Pancakes with the President”). As well, I’ve hosted student engagement opportunities at my home – literally hosting a painting class and conversation with a 102-year-old veteran in my backyard! There have been bonfires with international students, kayaking with new students, and snow tubing with students at Timberlee. I am most proud this past year of our students’ engagement as volunteers at Blair Elementary. The power of this volunteerism cannot be overstated. See: <https://us14.campaign-archive.com/?u=d35d1adb1b6aa55f0f957d3e9&id=e260a614f9>.

- Similar to my engagement with students, I’m also committed to engaging with faculty and staff, every day, in formal meetings/gatherings (e.g., our 2022 Employee Picnic and Recognition Celebration), and informally (e.g., during my daily ‘walk about’ throughout our campuses). I have made it a regular practice to ‘go for walks on campus’ with community members who ‘have something to share’. I have made it a practice to meet with all retirees for a lunch, as a sort of informal ‘exit interview’. I convene with the whole campus community at our August, October, and January Conferences, as well as many departmental meetings/smaller gatherings, as invited (including my once a year connecting with 1st and 2nd shift custodians and facilities staff). Simply, I seek to be accessible, and role model listening and caring.

(4) Facilities

This competency speaks to how the President ensures budgeting/planning, maintenance, and upgrades of all capital assets of the College (e.g., buildings, properties, technology, and equipment), in support of the mission and the priorities of the strategic plan.

- Capital Budget Planning and Financing. I have worked tirelessly with Troy Kierczynski (VP, Finance and Administration) this year conducting a ‘Capital Awareness Campaign’, engaging with lobbyist Kelley Cawthorne to advocate for: 1) Aviation Hangar Expansion; 2) Student Services Hub; and 3) Geothermal Project. We have promoted ‘NMC’s Top 3’ capital projects as prioritized in the College’s 5-year capital outlay plan by: 1) developing ‘one-pagers’ for each project to share with state representatives and stakeholders; 2) meeting with over a dozen representatives individually in Lansing to promote top projects; and 3) hosting numerous state representatives for multiple campus/Aviation tours, advocating for project funding. Additionally, the College submitted two Congressionally Directed Spending requests (e.g., ‘earmarks’) for our Geothermal Project, through Senators Debbie Stabenow and Gary Peters. NMC was recently notified that Senator Stabenow included the full \$2.7 million spending request towards the College’s Geothermal Project in the proposed appropriations bill expected to be approved by Congress by the end of the calendar year.

- Plant Fund Budgeting. In FY21 we realized a General Fund surplus, transferring \$2,500,000 to reserves (in excess of budgeted transfers, for a total of \$3.3 million). This included \$2,700,000 to the Plant Fund for deferred maintenance and new construction.
- Thorough Optimization Examination of Lobdell's. The "GLCI Reimagined" report identified, "Lobdell's is an under-utilized asset" and recognized, "there is great potential for a successful restaurant operation." Essentially, the "GLCI Reimagined" plan along with growing interest (from within the college and the wider community), led us to formally explore the opportunity to optimize the college's use of Lobdell's. While the examination could not produce a viable way forward with an operating partner/restaurant operation model, the team did identify an events strategy approach to optimizing Lobdell's. In fact, the 'way forward' strategy for GLCI has a revenue-generation component that is built upon revenue generating events in Lobdell's (e.g., in the fall, the Farm to Table class will offer "Charcuterie and Cocktails" events and, in the spring, we will offer five lunches and five dinners as part of our "World Cuisine" course).
- Initiate a Facilities Utilization and Campus Master Plan. In light of the impacts of the pandemic, I have initiated a process for assessing how the pandemic and changes to teaching and learning are impacting facilities use, to ultimately lead to the strategic reimagining of facilities use on campus. With the increased demand for off-campus learning (e.g., increased virtual learning), a review and reimagination of campus facilities use is warranted. We must seek to understand what the new demand on campus facilities will be post-pandemic. This facilities utilization plan will be a key input to the more comprehensive campus master planning process which is also warranted post-pandemic. The Building and Site Committee has served as a sounding board for the process, with the Board of Trustees weighing-in regarding the goals/desired outcomes. This fall we will begin the process.

(5) Educational Services & Quality

This competency speaks to how the President demonstrates a commitment to institutional excellence (e.g., programs that support quality and equity throughout the College). In addition to academic programming, it also includes student services, speaking to how the President provides effective leadership in establishing and maintaining accessible, comprehensive student services that promote student success. Ultimately, this competency speaks to the importance of ensuring the overall quality and continuous improvement of instruction and student services, to meet student needs, and community and industry needs.

- Academic Excellence. The following are meant to serve as examples, of how program excellence has manifested this past year in the College's academic programming:
 - NMC was the only community college and the only non-coastal school to make an online ranking of the top ocean engineering programs in the nation. CollegeFactual.com lists NMC's Bachelor of Science in Marine Technology

program as the fourth most-focused ocean engineering program in the country, behind only the U.S. Naval Academy, Florida Institute of Technology and the University of Rhode Island. It should also be noted that graduates of the program have 100-percent employment in the marine industry. See:

<https://www.collegefactual.com/majors/engineering/oe-ocean-engineering/rankings/most-focused/> and https://www.record-eagle.com/news/business/camille-hoisington-small-but-mighty-nmc-degree-making-international-waves/article_8ce1d528-eb46-11ec-a1b5-9b845e334edc.html.

- NMC's NCLEX (exam to test the competency of nursing school graduates) pass rate continues to be outstanding. Per the report for January 2022 - June 2022, once again NMC's Nursing Program has exceeded their objective of 85% pass rate for both programs (PN and RN):
 - PNs: 100% (19/19 graduates) passed the exam
 - RN's: 95% (36/38 graduates) passed the exam (with both being successful on their second attempt)
- NMC's Police Academy has realized three straight years of a 100-percent state exam pass rate and employment rate. See: <https://www.nmc.edu/about/nmc-stories/success-stories/police-academy-changes.html>.
- NMC's Great Lakes Culinary Institute received a full seven-year accreditation and "exemplary status" from the American Culinary Federation. See: <https://blogs.nmc.edu/?p=98312>.
- I have also been a champion for NMC's Experiential Learning Institute, and experiential learning throughout campus. This year, we held the "First Annual NMC ELI Learning Symposium." It featured a variety of student and faculty reporting of experiences and scholarship, including oral and poster presentations on research and community engagement projects. See: <https://www.traverseticker.com/news/scenes-from-nmcs-inaugural-experiential-learning-symposium/>.
- **International Programming.** Consistent with NMC's vision around global learning's place in our curriculum/our student's learning, this year we made deliberate efforts to 'bring back' our international programs (which were on hiatus, through the pandemic):
 - NMC resumed its place as a leader in short-term study abroad experiences, with 50 students from multiple academic areas traveling to the United Kingdom, France, Spain, and Colombia this spring. NMC students haven't studied abroad since 2019 due to the COVID-19 pandemic. These programs speak to the leadership of our faculty, to return our students to international learning opportunities.

- Similarly, our International Aviation Program students that come from the University of Manchester and the University of Hertfordshire, returned this past summer after a two-year pandemic hiatus. NMC affords these aerospace engineering students an opportunity to gain hands-on/practical flight experience, and provides credit towards their Bachelor Degree. We are especially proud of the diversity represented. For example, the students that trained at NMC this summer represented a total of 15 different countries including: Portugal, France, UK, Nigeria, Uganda, India, Egypt, Thailand, Estonia, Lithuania, UAE, Egypt, Indonesia, Maldives, and Brunei.
- Developing the College’s Entrepreneurial Mindset and Innovation Capacity. Entrepreneurship took a giant leap forward at NMC this past year, with NMC playing a leadership role in “Northern Michigan Startup Week”. See: <https://www.nmc.edu/about/nmc-stories/success-stories/harnessing-entrepreneurial-energy.html>. The event was a celebration of entrepreneurship, innovation, and the growing startup community in Northern Michigan. It was especially important for NMC, because it was a region-wide endeavor to teach and promote entrepreneurship, showcase local talent, and develop a culture of entrepreneurship, including among high school and college students. It also allowed NMC to further develop and strengthen our relationships with the region’s innovation ecosphere – e.g., 20 fathoms, Newton’s Road, Northern Michigan Angels, TC NewTech, Hagerty, Boomerang Catapult, and others. NMC even developed a course (see: <https://www.nmc.edu/about/nmc-stories/success-stories/startup-week.html>) thanks to instructor Keith Kelly. The course afforded five startup teams to each develop an idea into a marketable product or service – to have an actual startup experience. Ultimately, NMC’s students participated in the Pitch Competition. Throughout the semester, the students learned concepts and tools associated with entrepreneurship, as well as identified opportunities, developed teams, and created solutions. They developed prototypes in the NMC Makerspace and honed their pitches. The student pitch competition was just one of many events of Northern Michigan Startup Week. Personally, I attended the week’s events – from cheering on our students at the Pitch Competition, to serving as a speaker at ‘Space Night’ welcoming attendees to NMC. In the end, this proved to be the region’s largest endeavor to date to teach and promote entrepreneurship.
- Championing the Construction Trades as a Career Path. This past year I made a special effort to connect with NMC’s construction trades industry partners, and to serve as a leading voice/champion for positioning construction trades education as a ‘first choice’ pathway. My engagement with this has included:
 - Keynote speaker for the Home Builders Association of the Grand Traverse Area’s Scholarship Dinner (See: https://www.record-eagle.com/news/business/hbagta-scholarship-dinner-returns/article_3b36bd6a-283c-11ec-9127-8fd977bd4d.html). The event raised more than \$12,000 for scholarships for NMC students pursuing skilled trades education.

- Additionally, this past year I keynoted a gathering of homebuilder executives at the Home Expo. This was part of a partnership with NMC and Big Brothers Big Sisters where we're helping to 'change the narrative' about construction trades as a career pathway, helping Bigs and Littles see the construction trades as a career pathway that can begin right here, in their backyard, at NMC.
- More broadly, I have served as a champion of the "Build Your Life" initiative, focused on changing the narrative of a career in the trades. I'm leading NMC's partnership with construction trades organizations who have come together to ultimately grow this workforce. See: <https://www.buildyourlife.net/>. A key outcome of this partnering has been the creation of a jointly-funded new construction trades faculty position, where the Home Builders Association has made a three-year commitment to funding 30% of the position. I've even participated (along with industry partners) in decorating the "Build Your Life" float for the Cherry Festival Parade!
- I have met 1:1 with executives to listen and better understand industry needs concerning the construction trades workforce – e.g., Elmer's and Windemuller. These listening sessions have led to NMC responsiveness (new programming to meet new needs). For example, this winter NMC will be partnering with Elmer's to launch "Heavy Highway Construction Training."
- I have also attended and cheered on our local k-12 educators and students who participated in our "Building Tomorrow" event on campus. This is a hands-on construction (and automotive) career and college readiness event for high school students. We bring 100s of students to NMC to expose students to exciting careers in the construction industry and get them inspired about their futures.
- Lastly, it should be noted that as career opportunities boom for carpenters and other skilled trades workers, NMC signed an articulation agreement with the Michigan Statewide Carpenters and Millwright Joint Apprenticeship and Training Fund. This is yet another example of how NMC is collaborating with industry to encourage people to enter the skilled trades. See: <https://www.traverseticker.com/news/nmc-to-sign-new-articulation-agreement-to-promote-construction-trades-education/>.

(6) External & Internal Community Relations

This competency speaks to how the President demonstrates ability to work effectively with community groups, governmental agencies, local schools, employers, and the community at large. It also speaks to promoting and advocating for the College at the local, state, and national level, as well as promoting the College through effective interactions with stakeholders at the College (e.g., College Unions, College Foundation), and actively participating in College and community activities. Additionally, this competency speaks to effectively working to build and maintain community partnerships that contribute to serving the needs of the community at-large

(e.g., promoting the value of the College to the community and its role in meeting regional needs and expectations).

- Community Partnering to Impact Workforce Development. This past February, NMC launched our “Workplace Readiness Series” aimed at filling the technical and workplace skills gap faced by many northern Michigan employers. This new series of online training was designed to equip workers with skills in areas ranging from computer literacy to business communications to project management fundamentals, where workers can achieve professional certificates and micro-credentials. It was developed after listening to employers from across the Grand Traverse Region who continue to face significant challenges related to attracting and retaining talent. NMC also partnered with and listened to Traverse Connect’s Spring 2021 survey of regional employers to uncover the reasons behind these challenges. Simply, “The Workplace Readiness Series” is a direct response to the 2021 Grand Traverse Region Skills Gap Study. See: <https://nmc.augusoft.net/info/landing/workplace-readiness> and <https://blogs.nmc.edu/?p=81513>. This example is not a ‘one-off’ but we’ve shown our sustained commitment to responsiveness to community/workforce development needs. For example, Warren Call, the CEO of Traverse Connect stated, “Since the release of the 2021 Skills Gap Study report, NMC has enthusiastically responded to the needs of our business community.” See: <https://www.nmc.edu/news/2022/08/webinar-series-to-close-skills-gap.html>. This fall, NMC is following up on the initial spring offerings, to launch three webinars aimed at entrepreneurs, employers, and employees in a range of business sectors. The webinars will include: new blue economy jobs, heavy highway construction training, and funding for workforce training. Again, this is an example of NMC’s responsiveness to the 2021 Traverse Connect study that revealed a skills gap is hindering the region’s economic growth. NMC’s effort is recognized as a part of a comprehensive community approach to fill that gap. Similarly, NMC has grown our partnering with Michigan Technological University – where this past spring we offered a series of professional development courses to help meet statewide workforce development needs. See: <https://www.nmc.edu/news/2022/02/surveying-pd-series.html>. Overall, NMC is recognized as a valued community partner. Sentiments like those spoken by Warren Call, Traverse Connect’s CEO drive home just how much good work NMC is doing as an *outstanding community partner*. See: <https://www.tcbusinessnews.com/the-little-college-that-could-nmc-is-the-key-to-growing-our-local-talent-pipeline/>.
- Regional Collaboration to Drive Economic Development. Our partnering with Michigan Tech has led to an even greater/broader partnering/collaborating – including Discovery Center/Pier, 20 Fathoms, Traverse Connect – envisioning the building of a Fresh Water Research Center on the existing Discovery Center & Pier property on West Grand Traverse Bay. It is imagined that this research center will become the hub for the research, development, and commercialization of freshwater and marine technologies and their applications affecting the Great Lakes. Significant economic development is expected to result from this collaborative. NMC has been a partner in this from the start. And, I continue to champion the College’s role, and our ‘place at the table’. See:

<https://www.traverseticker.com/news/gold-in-the-water-local-partners-band-together-to-make-traverse-city-a-global-freshwater-leader/> and <https://discoverygreatlakes.org/freshwater-research-innovation-center>.

- Developing a Healthy and Productive Faculty-Administration Relationship. I have invested significant time and energy in developing a healthy and productive faculty-administration relationship. This is evidenced by the recent finalization/approval of a three-year contract with the Faculty Association. See: <https://www.traverseticker.com/news/nmc-board-approves-three-year-faculty-contract/>. Both faculty and administrators have commented that the approach was collaborative and values-grounded (without a need for legal representation during the negotiations). The negotiators, both faculty and administrators, role modeled that shared interests are realizable when trust and collaboration are foundational to the process. I'd like to think that my role modeling of the NMC values (especially respect, integrity, and collaboration) may have played a role in helping shape our healthier relationship.
- Effective Interactions with Internal Stakeholders. I've already spoken about effective interactions with internal stakeholders in the section titled, "Leading the Development of a Healthy and Productive Culture", as well as above in the section titled, "Developing a Healthy and Productive Faculty-Administration Relationship" (specifically, speaking to faculty stakeholders). However, here I will add additional examples.

Every day I do a 'walk about' throughout our campuses, seeking to connect with internal stakeholders (e.g., students and employees). These 'walk abouts' allow me to simply take time to chat with folks, and better understand 'what's going on' – on campus and in our students/employees lives.

Specifically, regarding my engagement with students, I have attended this year:

- Almost 30 classes on all four campuses. Not to mention, a handful of College for Kids classes.
- Countless student club meetings (e.g., SGA, PTK), and many other events. For example:
 - Active involvement with student "Move-In" (e.g., literally helping students move into the dorms at the start of fall semester)
 - Encouraging our students' founding of a first-ever Rotaract group (along with former trustee, Ross Childs)
 - Active engagement in campus celebrations like: Earth Day, MLK Day, Pride, Pow Wow, Indigenous Peoples Day, etc.

Regarding my engagement with employees, I have actively engaged in:

- Town Hall meetings with all-employees

- o Annual (listen and learn) gathering with custodians/facilities/maintenance staff
- o Occasionally joining the weekly employee basketball pick-up game
- o And, I have sent countless birthday/sympathy/congratulations cards (I send a birthday card to each NMC employee), as well as attend funeral services and celebratory events.

Also, I have been ‘hands-on’ with two of our most important issues this past year: the GLCI Reimagining and the Foundation Reimagining. This has meant countless hours of meeting time – being fully engaged in creative problem solving and supporting of the ‘way forward’.

As well, I have been ‘hands-on’ reorganizing the President’s Council, onboarding four new positions (VP Finance and Administration; VP Strategic Initiatives; Special Assistant to the President for DEI; Interim ED of the Foundation). This has also required significant investment of time onboarding these individuals and building the new team.

(7) Relations with the Board of Trustees

This competency speaks to how the President effectively interacts with the members of the Board, committees, and the Board as a whole. At the most basic level, this means effectively carrying out board governance policies and role modeling college values in a conscientious manner. The competency also speaks to keeping the Board informed, and working to ensure that the College and Trustees are held in the most positive light.

- Meetings. I have participated in 74 meetings with the Board of Trustees, including: monthly BOT meetings; countless committee meetings; a board retreat, new Trustee orientation meetings; attendance at MCCA and ACCT; and, events like the Fellows Dinner, Opening Conference, and building dedications, as well as an informal holiday party for Trustees that was hosted at my home. I have monthly breakfast meetings with the Chair to ensure most up-to-date two-way communication, as well as regular meetings with the Executive Committee to also ensure up-to-date communication between the BOT-President.
- Reporting. This year, a mid-month written update has been provided to ensure increased frequency of communication, between formal monthly BOT meetings (and, the ‘President’s Update’ from the BOT agenda). Additionally, this year, given the completion of the strategic plan, every BOT meeting agenda begins with a ‘Strategic Plan Update’ to ensure the BOT is most up-to-date regarding progress on the strategic plan. It also ensures transparency and accountability. Lastly, I’ve sought to not only communicate, but to also offer advice where board action has been required. For example, in closed sessions addressing contract negotiations and GLCI business planning, offering well-reasoned options for board decision making.

- Ensuring the College and Trustees Are Held in the Most Positive Light. Surely, you have come to realize, over these past three years, that I am a ‘man of integrity’ (e.g., I act with the highest degree of ethics, personal responsibility, and match my actions with my words). The value of this to Trustees cannot be overstated, as it also reflects positively upon the institution (and, the Trustees). For the first year ever we had several months of 100% positive/neutral earned media sentiment. Even a harrowing emergency landing for NMC aviation highlighted the positive response by the flight instructor. See: https://www.record-eagle.com/news/local_news/prelim-fact-finding-on-crash-wraps-pilot-did-fantastic-job-nmc/article_42471590-d238-11ec-856f-3b5bf2111c97.html. As already noted throughout this document, the media carried many positive stories of NMC this year, which reflect positively upon the Trustees. Simply, the College and Trustees were held in the most positive light. I should also say that I had more than 250 meetings with community members. My accessibility has surely communicated my willingness to listen and engage with the community. In turn, Trustees are not confronted with ‘community complaints’. Similarly, my active engagement in the community – e.g., Traverse Connect Board of Directors, Goodwill Northern Michigan Board of Directors, Rotary Club of Traverse City, not to mention ‘showing up’ for countless other organizations/events – further communicates my commitment to the community (and, fewer negative concerns expressed to Trustees).

FIVE STRATEGIC PLAN PRIORITIES

The following is an accounting overview of strategic plan implementation. In general, all strategies are on track. Approval of the budget resulted in the posting and filling of the most critical positions that were identified by the College, to support the implementation of the strategic plan. Strategic goal champions and objective leads were able to advance many of the initiatives significantly during the summer months. Metric development and deployment is occurring in collaboration between ORPE, strategic goal champions and objective leads. Integration of the metrics into the BOT monthly updates and digital dashboard will occur in September, aligning with the finalization of fall semester data.

1. 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. Champion: Stephen Siciliano
Status: 5 objectives are in-progress and on track
2. 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. Champion: Todd Neibauer
Status: 3 objectives are in-progress and on track, 2 objectives are in progress, minimally behind schedule
3. Strategy 3: 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.
Champion: Marcus Bennett
Status: 4 objectives are in-progress and on track, 1 objective is complete
4. Strategy 4: Community Partnerships and Engagement
Enhance collaborations that advance community engagement, economic and workforce development, and innovative opportunities for lifelong learning.
Champion: Jason Slade
Status: 4 objectives are in-progress and on track
5. Strategy 5: Institutional Distinction and Sustainability
Leverage distinctive programs that strengthen institutional sustainability and expand global connections for our learners and communities.
Champion: Troy Kierczynski
Status: 4 objectives are in-progress and on track. 3 objectives are in progress, minimally behind schedule

Strategy 1 - Future Focused Education		
Objectives	Status	Notes
Objective 1: Increase the annual number of students who receive prior learning credit from 236 to 270, using flexible academic pathways, by December 2024.	Complete - 1 action On Schedule - 2 actions Discontinued - 1 action	Focus has been on the investigation of credit for prior learning and competency-based education. Registrar office continues to identify opportunities. Discontinued - Aviation CBE was not a viable option due to HLC requirement of 51% offered in CBE. Will look at other opportunities if applicable.
Objective 2: Increase the proportion of online courses in fall and spring semesters from 28% to 35% by September 2024.	Complete - 1 action On Schedule - 3 actions	Inventory is underway and is identifying multiple sections that do not have an online option. May divide metric into fall /spring to better align with student demand. Using ORPE data to drive decisions. No retention policy needed as multiple unsuccessful tries are rare
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.	On Schedule - 3 actions	65 courses are scheduled for review beginning in Fall. 5 peer reviewers currently trained. Adding 5 more this fall. Note - - Course reviews are mandatory prior to delivering in an online learning format.
Objective 4: Create six shortened course pathways (two courses in one semester) in multiple academic disciplines by May 2024.	On Schedule - 5 actions	2 accelerated pathways created - WSI, ECO. Investigating MTH. Next round planned for F23
Objective 5: Every credential-seeking student will engage in at least one ELO at NMC by September 2024.	On Schedule - 6 actions	ELI will use PD day to advance this objective.

Strategy 2 - Student Engagement and Success		
Objectives	Status	Notes
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.	Complete - 1 action On Schedule - 3 actions Behind Schedule - 1	Adding 3 handhelds for inventory, ramp up new student ID system use and acceptance during F23. Student outreach and incentives are critical and being developed. Toolkit development to promote opportunities is behind schedule. Working with PRMC.
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.	On Schedule - 7 actions Behind Schedule - 1 action	Marketing plan is being developed for this demographic including landing page and others. Slightly behind schedule. PRMC is wrapping up a direct mailing campaign for stop-outs, financial aid app complete but not registered, etc.
Objective 2B: Implement new enrollment marketing plans to increase enrollment in age categories 21+ from 1510 to 1660 (10%) by Spring 2024.	On Schedule - 6 actions	Saturday Open Houses on-going for fall for all students including targeting Reconnect. Students can register on site. Programming tasks related to advising system improvements have begun.
Objective 3: Enhance student completion supports to increase the three year completion success rate from 38.9% to 40.4% by Spring 2025	On Schedule - 7 actions	Early projections for F23 retention rate is that it is higher than previous year.
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.	On Schedule - 3 actions Behind Schedule - 2 action	The student success specialist position is filled as part of the Planning and Budget Process (w/F23 budget approval) Success coaches were not funded in the current budget. Will use supplemental as a short-term solution / jobs posted on website. Will also need to replace Native American success coach.

Strategy 3 - Diversity, Equity, and Inclusion		
Objectives	Status	Notes
Objective 1: Create a college DEI statement of definition and purpose; receive President’s Council approval and share with the NMC Board of Trustees.	Complete - 1 action On Schedule - 4 actions	DEI training is complete. Definitions are being developed, still in early stages. Belonging will be added as well. Next steps will be reviewing with internal and external stakeholders, PD day and more. DEI Advisory Council is being developed. Will continue to add more community members.
Objective 2: Implement staffing and resourcing for DEI efforts with the creation of at least a .5 FTE position by end of FY 2022.	Completed	DEI Special Assistant to the President position filled as of July 1, 2022. Ticker article - good feedback
Objective 3: Provide onboarding training and regular training opportunities on diversity, equity, and inclusion for all NMC employees by August 15, 2023.	On Schedule - 4 actions	In development by HR. HR and Marcus have been reviewing options and HR is investigating timing.
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 percentage points by fall 2025.	On Schedule - 4 actions	DEI dashboard has been developed. Will be used to review data. Partnered with E3 for Juneteenth event, striving for more this academic year. Will work with Strategy 2 (Todd) to assist.
Objective 5: Review and revise NMC systems, policies, and procedures for inclusive and equitable language and processes across college systems by Dec. 2025.	On Schedule - 5 actions	Reviewing current NMC software for use in processes. This objective’s timing is the farthest out and is a lower priority than the ones above.

Strategy 4 - Community Partnerships and Engagement		
Objectives	Status	Notes
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)	Complete - 2 action On Schedule - 5 actions Discounted - 1 action	This objective has required the most refinement / adjustment. Back on track as we use focus groups / surveys instead of CAAS to get specifics from partners. Partnerships defined and exploring connections to college.
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.	Complete - 3 action On Schedule - 5 actions	Workforce training in welding, industry 4.0, eldercare, CNA's, business and Google certs being delivered this fall. Advisory Board review occurred Aug 11. Follow-up will include sharing the key companies as identified by Traverse Connect / others with program coordinators, chairs and lead faculty members.
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 by June 30, 2025.	Complete - 7 action On Schedule - 1 actions Behind - 1 action	Finalizing budget plans involving the synthesis of Lumens & Banner data for portfolio review. Successful College for Kids. No EES dashboard (IT is investigating), will manually track for now Revenue sharing between NMC internal partners is on-going.
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).	Complete - 3 actions On Schedule - 4 actions	Using in-demand fields and projected growth areas to identify educational gaps. Working with the admissions team on alignment with UC partners.

Strategy 5 - Institutional Distinction and Sustainability		
Objectives	Status	Notes
Objective 1: Aviation will execute its multi-phase expansion plan in an effort to increase enrollment by 25% and annual net revenues by 33% from June 30, 2021 to June 30, 2024.	Complete - 2 actions On Schedule - 4 actions	Aviation has reorganized staffing to temporarily address workforce shortages in aviation. Asst. Chief in process. Temporary re-org to address needs. Brokers are searching for two additional aircrafts. Timing for the hangar will need to be readjusted after capital funding is completed at the state level.
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.	Complete - 3 actions On Schedule - 7 actions Behind - 3 actions	Professional Development Training including: - Kongsberg Marine infrastructure certificate, Teledyne training, Office of Naval Intelligence, and Michigan Tech surveying series - LakeBed 2030: NMC's 4th annual, bi-national conference Research & Technical Services - High resolution mapping of key trout habitat areas Elk Lake - Great Lakes Observing System buoy deployments in East & West Bays, and Lake Michigan - Research at NOAA Thunder Bay National Marine Sanctuary and Sleeping Bear Dunes National Lakeshore In process -- development of water quality and environmental technology pathway BOT presentation in Sept. Behind on marketing and dashboard development
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.	On Schedule - 4 actions Behind Schedule - 3 actions	GLCI has established a business improvement plan based on community and Culinary Institute of America recommendations. This includes reimagining the uses of Lobdell's and Board approval of the new Culinary certificate with Maritime emphasis - that will lead to long-term sustainability. PRMC developing outreach and update communications.
Objective 4A: The Dennon Museum Center will execute the key financial	Complete - 1 action	Successful completion of the Conservation Assessment Program by the Institute of

<p>stewardship initiatives from the <i>DMC Strategic Plan 2020–2025</i> by June 30, 2025.</p>	<p>On Schedule - 14 actions</p> <p>Behind - 3 actions</p>	<p>Museum and Library Services (IMLS) (~ May 2022). New Financial Report released in August.</p> <p>Behind schedule on securing funding for an auditorium management position.</p>
<p>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.</p>	<p>On Schedule - 2 actions</p> <p>Behind - 1 action</p>	<p>IAF Executive Board is currently finalizing its strategic plan. Rough drafts of mission / vision completed.</p> <p>Continuing to develop strategic plan action steps and specifics will be incorporated into this plan.</p> <p>Quarterly financial reviews have begun with IAF, NMC executive team, Foundation and others.</p>
<p>Objective 4C: WNMC will execute the action steps defined in the report “Refocusing WNMC: A 5-Year Plan” to increase engagement/listenership and sustain WNMC's operations by June 30, 2025.</p>	<p>On Schedule - 3 actions</p>	<p>WNMC is currently working on identifying underwriters for key programming time slots.</p>
<p>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.</p>	<p>Complete - 1 action</p> <p>On Schedule - 4 actions</p>	<p>Unique opportunity for GLCI / GLMA including internship model for GLCI students on merchant vessels.</p> <p>Certificate was approved at the August Board meeting.</p>

Key	
Green	> 75% of scheduled actions supporting objective are on task
Yellow	> 50% of scheduled actions supporting objective are on task
Red	< 50% of scheduled actions supporting objective are on task

SUMMARY

The first open-ended questions posed in the survey sent to stakeholders, asked them, “What were the highlights of the President’s performance in this past year?” Here, I will answer that for myself – sharing what I am most proud of accomplishing this past year.

First, I am most proud of the strategic planning work that we have done, together. It was the most comprehensive strategic planning process undertaken in the college’s history. The almost year-long process broadly and deeply engaged both internal and external stakeholders, and resulted in a plan that isn’t merely collecting dust on a shelf; rather, it’s actively being used to prioritize and focus our actions. Best of all, given the engagement process, there is a high level of commitment from across stakeholders, and measurable progress is being recorded as we deliberately implement our plan, together.

Second, I am proud of the work that the President’s Council is leading and role modeling - the development of a healthy and productive culture. An example of this was the process undertaken and outcome achieved with the faculty collective bargaining agreement. This was the first time that administration and faculty came to the table without legal representation, as well as the first time that a contract was approved before the terms of the previous contract expired. Best of all, it was a contract that was negotiated with minimal contentiousness, due in large part to the efforts over the past three years, to deliberately heal and develop a healthier and more productive administration-union relationship. We role modelled a collaborative, values-grounded approach and showed that shared interests are realizable when trust and collaboration are foundational to the process.

Third, I am proud of the work the College is actively pursuing in terms of innovation and revenue diversification/growth in support of financial sustainability. It’s heartening to see the community recognize NMC’s nimbleness and responsiveness – our ability and willingness to make changes to support community needs. Those innovations and revenue growth initiatives have included: the Police Academy’s major curricular innovation that will allow it to double enrollment within two years; the Aviation program’s growth plan that will allow us to realize 25 percent more aviation students per year, and in turn help make a dent in the pilot shortage; and new programs like our Culinary Arts Certificate with a Maritime emphasis, which was recently approved by the Board of Trustees. Throughout the College we are developing an entrepreneurial mindset and innovation capacity. This was even recognized by the wider community who applauded NMC playing a leadership role in “Northern Michigan Startup Week”.

Fourth, I am proud of the work we’re undertaking around the Foundation leadership transition and the organization development work to reimagine the Foundation. Over this past year, I managed the off-boarding of the Foundation’s Executive Director and the onboarding of an Interim Foundation ED. I also initiated the Foundation’s strategic planning process, as well as broader organization development work, involving the development of a formal governance manual, and a review process of the Foundation-

College MOU. This work has entailed many 1:1 and committee meetings, with College and Foundation, staff and volunteers. Both the leadership transition and organization development work are progressing. And, the strategic planning process is breathing renewed optimism into the Foundation, its future, and the College-Foundation relationship. The importance of such a new, healthier relationship cannot be overstated. Especially, as our enrollment and financial forecasting suggests, the college will need to rely even more heavily upon Foundation financial support in the future.

The second open-ended questions posed in the survey sent to stakeholders, asked them, “What area could the President’s performance improve upon?” Here, I will answer that for myself – reflecting upon ‘areas for improvement’.

While I feel that I personally experienced growth in the area of legislative advocacy, I also recognize that I have much more room to grow in this area. Over the past year, I played a leadership role within MCCA, working with MCCA leadership, other college presidents, state lawmakers, and healthcare leaders, to shape the ultimately unsuccessful BSN legislation. I was also actively involved with MCCA leadership in helping shape the “compromise bill”. Again, this was a rich learning experience for me; with much more room to learn/grow around legislative advocacy. In addition to the legislative advocacy that I undertook around the BSN legislation, I also spent significant time in Lansing (and, in our Aviation hangar) working alongside Troy Kierczynski, Alex Bloye, and our lobbyist Kelley Cawthorne, advocating for our Aviation hangar expansion needs. This entailed meeting with over a dozen legislative representatives individually in Lansing to promote our needs, as well as hosting numerous state representatives for multiple campus/Aviation tours, advocating for funding. Also, we have advocated for project funding for the College power house renovation/geothermal conversion, ultimately submitting two Congressionally Directed Spending requests (e.g., ‘earmarks’), through Senators Debbie Stabenow and Gary Peters. While we’re optimistic that the request through Senator Stabenow’s Office might prove fruitful, it has also been a steep learning curve for me.

In conclusion, I believe that my actions clearly convey that I am a values-grounded and mission-driven servant leader who’s delivering results. Surely, you have come to realize, over these past three years, that I am a ‘man of integrity’ (e.g., I act with the highest degree of ethics, personal responsibility, and match my actions with my words). The value of this to Trustees cannot be overstated, as it also reflects positively upon the institution (and, the Trustees). For the first year ever we had several months of 100% positive/neutral earned media sentiment. Even a harrowing emergency landing for NMC aviation highlighted the positive response by the flight instructor. Best of all, I am proud to be continuing the 70+ year tradition of positioning NMC as a core community asset, making sure that the college is *community centered and community serving*.

Lastly, I am grateful for the opportunity to work with the NMC Board of Trustees – other servant leaders – who share with me their support of the NMC mission: *delivering lifelong learning opportunities to transform lives and enrich our communities*. It has been an outstanding year in pursuit of this mission (as we transition to the post-acute phase of the pandemic).