

November 25, 2025

The NMC Board of Trustees recently completed the annual evaluation of President Nick Nissley. This year's process was again intentionally aligned with the College's strategic plan and included input from every trustee, as well as a comprehensive self-evaluation from President Nissley.

The Board is pleased to share that President Nissley continues to demonstrate exceptional leadership and performance. Trustees highlighted strong results across strategic priorities, including meaningful enrollment growth, continued advances in experiential learning, strengthened student engagement and belonging, and deepened community partnerships. President Nissley's commitment to communication, transparency, and shared governance were also noted as consistently exemplary.

We also recognize the exciting opportunities ahead in 2026 as the college launches their next strategic plan and continues to deliver lifelong learning opportunities that transform lives and enrich our communities.



Laura J. Oblinger
Chair, Board of Trustees
Chair, Presidential Performance & Compensation Committee



Your Name	Strat 1	Strat 2	Strat 3	Strat 4	Strat 5				
Pam Horne	4	4	5	3	4				
Ken Warner	4	3	3	5	4				
Kennard Weaver	2	4	4	3	5				
Andy Robitshek	5	4	4	4	4				
Laura Oblinger	4	4	4	4	3				
Jody Lundquist	4	4	3	5	3				
Mark Keely	5	5	5	5	5				
Average	4	4	4	4.142857143	4				
Rounded	4	4	4	4.14	4				
Your Name	Communication	Teamwork	Productivity	Dependability	Quality	Problem Solving	Ethical Behavior	Shared Governanc	Board Communicat
Pam Horne	5	4	4	5	3	4	5	4	4
Ken Warner	5	4	5	5	4	4	5	5	5
Kennard Weaver	2	2	4	3	4	2	5	3	2
Andy Robitshek	4	4	4	4	5	5	5	4	4
Laura Oblinger	4	4	4	5	4	4	5	4	4
Jody Lundquist	4	4	4	4	4	3	4	4	4
Mark Keely	5	5	5	5	5	4	5	5	5
Average	4.142857143	3.857142857	4.285714286	4.428571429	4.142857143	3.714285714	4.857142857	4.142857143	4
Rounded	4.14	3.86	4.29	4.43	4.14	3.71	4.86	4.14	4

2025 Presidential Evaluation – Trustee Responses - Average Rankings and Comments

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STRATEGIC PLAN	AVG:
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.	4.0
<p>Horne: The emphasis on experiential education excellent; it's becoming embedded throughout institution. Exploration of implications of AI also relevant and forward-thinking. The new branding is also an outstanding example of the College as inclusive and forward moving.</p>	
<p>Warner: The College has made some good progress in several dimensions, notably including the commitment to experiential learning. The title of the strategy - Future-Focused Education - begs the question of how we will respond to opportunities, and challenges, associated with AI. What skills should we emphasize in our courses going forward, skills (and knowledge) that will prepare students for the sure-to-be rapidly evolving workplace of the future?</p>	
<p>Weaver: NMC's global study experiences are worthwhile.</p>	
<p>Robitshek: Excellent growth of current and new programs - would like to understand what didn't work and what you learned from these trials.</p>	
<p>Oblinger: Nick has not just sustained our existing curriculum but enhanced it to thrive through changes. Specifically, NMC's Police Academy, Aviation expansion, GLCI Maritime's Culinary Certificate, Neurodiversity Support Center, 3D Printing to our Construction Technology curriculum, and setting standards within experiential learning are all areas that have seen increases in enrollment and/or revenue. Future-focused education is not always about new programming but what else can be done to better what exists. There is even more within programming that has enhanced and been focused on the future for our student's success. The greatest area of achievement in Strategy 1, in my opinion, is the growth of our experiential learning within all of our teaching environments. Nick has encouraged and empowered the ELI team to create an environment and culture that boasts NMC as an experiential learning institute.</p>	
<p>Lundquist: Under Nick's leadership, NMC has made meaningful progress in expanding and modernizing academic pathways. The accelerated police academy, 3D concrete printing program, aviation expansion, and acquisition of the Robinson May demonstrate clear examples of aligning education with community needs. Programs like direct connect, the dental assistance program, and the advanced scientific research pathway reflect forward-looking action to reduce barriers, improve enrollment and retention, and create lifelong learners in our community.</p>	

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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.	4.0
<p>Horne: Making progress, but still room to grow in fostering student organizations and out of classroom experiences, more exciting library programming, and opportunities for life-long learning students to engage. Would also like to see more proactive and even intrusive student success programs, using more data to identify students who are in danger of not engaging and succeeding.</p>	
<p>Warner: Even by the Plan's modest goals, the College did not do well. In particular, 3-year completion rates are not better, and mostly worse, than they were at baseline. Regarding area high school grads, not only did we not reach our target, but we actually fell well short of the rate in 2020. We are all very pleased at the growth in enrollment. However, 9 MI colleges did better (in terms of percentage increase), while 14 did less well. As such, I'd give us a "B+" here. The College has made improvements in support services, although not as much as we would like. The delay in converting Osterlin into the new student services hub is frustrating, although not the fault of the administration.</p>	
<p>Weaver: NMC is working to support student success and completion, but the obstacles to success are systemic. Bricks and mortar centralization of these efforts is not likely to significantly improve success.</p>	
<p>Oblinger: There is one indicator that greatly impacts the grading of Strategy 2 and that's the undeniable increase, year after year, of NMC's enrollment. Seeing a double digit increase within 2025 is something that has not been seen in years. More students on campus and in classrooms brings more diversity, more thinking, more learning, and proves great engagement. Additionally, the greatest accomplishment that was accomplished in this area is the work to build an NMC community that offers inclusion and belonging, embracing the diversity that we attract. Not having to include strategies that focus on this in future strategic plans means that Nick allowed his team to create an environment and culture that simply put, just does it. No need to call it out, just do it. Nick personally contributes to this culture with his visible presence on campus and personal connection to our students.</p>	
<p>Lundquist: Nick and his team have supported continued growth despite a difficult environment through thoughtful marketing, engagement, and support services.</p>	

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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.	4.0
Horne: Nick has walked this line incredibly well given the national environment. His commitment to DEI is unquestionable. Very excited about the opportunity to focus more on neurodivergent students.	
Warner: This is a very tough area, for obvious demographic reasons, not to mention the current federal government's approach to DEI. Nick made a sincere effort to foster greater DEIB, and Marcus did an admirable job under the circumstances. We don't have much of a quantitative nature to show for the efforts. One tangible accomplishment has been establishment of the Neurodiversity Support Center.	
Weaver: NMC has done well with supporting diversity, equity and inclusion, but the student and general population in our area are not very diverse.	
Robitshek: Great push to enhance the sense of belonging experienced by both students and employees on campus	
Oblinger: As stated in the prior comments related to Strategy 2, the best complement to this strategy is that a culture was created, an expectation is there, NMC invites diversity, includes all and creates a sense of belonging. This strategy is fully accomplished and no need for its direct language is needed in further plans. Job well done.	
Lundquist: The college performed well institutionalizing DEIB initiatives as called for in the last strategic plan. While progress continues, this area will benefit from a refreshed focus as the next strategic plan takes shape, particularly in shaping campus culture and improving engagement.	
Keely: Appreciate the leadership in Strategy 3 in the last year with real challenges	

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4. Community Partnerships and Engagement: Enhance collaborations that advance community engagement, economic and workforce development and innovative opportunities for lifelong learning.	4.14
<p>Horne: There are some outstanding examples (e.g. FRIC) in this area, but NMC needs even more strategic partnerships with business and industry, with local schools, and with life-long learning. NMC should also partner with others to increase the proportion of area high school graduates pursuing higher education. If that percentage grows, NMC will be the primary beneficiary. Non-credit enrichment offerings (except for travel abroad) have become fewer and somewhat tale. The well-resourced retirement market is the fastest growing demographic in the service region. Community enrichment is one of NMC's major pillars - IAF and Dennon are great examples - but I would love to see OOPS and faculty be more empowered with new noncredit ideas that piggy-back and expand on the audiences for IAF - there is a huge and growing cohort out there that wants to continue to learn and experience cultural offerings</p>	
<p>Warner: Exciting developments bode well for the future of the College's collaborations with the community, ranging from the groundbreaking for FRIC to the completion of the aviation hangar, from the introduction of 3-D printing construction technology to the formation of the NorthSky Consortium, etc. Regarding innovation, there are a couple of aspects of College operations that warrant scrutiny. OOPs has always been an exciting idea, but I'm not aware that it has borne fruit in terms of new products or companies or programs. I'd also like to know how the Strategic Change Initiative has "increase(d) our capacity to innovate and manage change." Obviously, we will all be watching for tangible evidence of successes regarding everything from FRIC to the application of 3D construction printing in the community.</p>	
<p>Weaver: Community partnerships supporting the FRIC are robust, but there is no clear path for a local manufacturing or tech business to communicate with NMC people who can influence curriculum. The age-old advisory boards are comfortable but not productive. Jobs Training contracts are declining. Local businesses cannot find entry-level employees for manufacturing or tech, and NMC is not addressing this issue.</p>	
<p>Robitshek: Great growth of partnerships</p>	
<p>Oblinger: In prior years, it was important for Nick to build his brand in the community, to nurture relationships and to enhance his reputation to create a sought-after input in critical community endeavors. This has happened. Community leaders have shared that Nick has "come into his own". He is widely known for his calm, inclusive and innovative leadership. This has allowed NMC to be a sought-after partner. Additionally, what NMC has done alongside others to bring the Freshwater Research and Innovation Center to fruition is instrumental in the reputation of what we are capable of. This innovative thinking and strategic efforts are being mimicked with the development of the NorthSky Consortium for creating the "beyond visual line of sight" for drone operators.</p>	
<p>Lundquist: This continues to be an area of exceptional performance. Nick and his team have deepened partnerships through FRIC, NorthSky Consortium, and other regional collaborations</p>	

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with business, education and government leaders. These connections are vital for NMC's enhancing educational and regional economic outcomes as the "community's college."

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5. Institutional Distinction and Sustainability: Leverage distinctive programs that strengthen institutional sustainability and expand global connections for our learners and communities.	4.0
<p>Horne: Yes -- consistent in touting our distinctive programs and (for the most part) attracting students to them. More is needed in K-12 partnerships to market career opportunities and college credit for high school students in some of these areas (water, in particular).</p>	
<p>Warner: Completion of the aviation hangar project and, especially, the immediate and substantial increase in enrollment is a great success story. So too are progress with GLCI, the Dennos, IAF, and WNNMC. The one big concern here is the lack of substantial progress with the Great Lakes Water Studies Institute, a program that should be one of the College's shining stars. The apparent inability to significantly expand enrollment in Marine Tech in particular, with a bachelor's program that has a 100% job placement rate, with excellent starting salaries, is a conundrum. One hopes that the development of FRIC will turn this around. Water studies should be a prime example of institutional distinction. Regarding sustainability, obviously the increases in enrollment and credit hours help big-time, as does the effective handling of the College's financial matters.</p>	
<p>Weaver: NMC's aviation, maritime, water studies, culinary institute, automotive, and construction programs are successful. Global study opportunities are available in many of these programs.</p>	
<p>Robitshek: Looking to seeing and hearing more details of the self-initiated program review process</p>	
<p>Oblinger: Although I believe that NMC is made better because of our distinctive programs, I offered a slightly lower grade only because I believe we need to measure the impact of these programs through enrollment and revenue to our bottom line. Much of NMC's differentiator is the distinctiveness of our classroom environment and programming. This is an important strategy, and I believe Nick's eye is close on the ball for determining these program's results.</p>	
<p>Lundquist: NMC's financial and institutional position has been maintained through balanced budgets, brand investment, and advancement under the campus master plan.</p>	

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CORE COMPETENCIES	AVG
6. Communications --demonstrates ability to effectively handle routine and non-routine internal and external communication, both oral and written.	4.14
Horne: Nick is an excellent communicator one-on-one, in small groups, with donors and friends of the institution, as well as with students. He's great at the podium both in prepared remarks and extemporaneously. His communication with the Trustees is also very good.	
Warner: Nick is definitely The Great Communicator. In addition to his remarkable individual efforts, PRMC appears to be doing an excellent and creative job, with the introduction of the new branding a widely-admired initiative.	
Weaver: Nick communicates well externally and with faculty and staff. Communications with the Board are sometimes limited, relying on dealing with a few Board members.	
Robitshek: Kudos for building, and being supported by a strong team in your communications efforts	
Oblinger: As Board Chair, I have never felt surprised or uninformed. Nick has gone above and beyond to not just keep me informed, but all stakeholders. He has a long list of routine and formal ways to keep stakeholders informed, but his walks in the halls, visits to staff and faculty, and community engagement allow him to bring an informal communication strategy to his process.	
Lundquist: Nick is a compelling and effective communicator in his messaging to the board, employees, and community.	

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7. Teamwork --willingness and ability to work for and with others to achieve a common goal.	3.86
<p>Horne: I see Nick empowering his team and they do step up - it's an effective group. I hope (but don't know), however, that within the President's Council that there is also an atmosphere that allows for respectful challenge and disagreement. If Nick is to devote more time to fund-raising, his team will need to step up even more.</p>	
<p>Warner: As I mentioned last year, it's hard for trustees (possibly excepting the chair) to actually directly observe how well Nick works with his team(s). My suspicion is that he works very well, given that most everything visible to us team "outsiders" appears to be working smoothly. Clearly that wasn't the case with the appointment of the first VP of College Advancement. That was concerning for a number of reasons, beginning with the appointment process itself.</p>	
<p>Weaver: Teamwork on internal operations is good. Heavy reliance on outside consultants hired for a specific purpose, however, limits the ability of others to generate solutions.</p>	
<p>Robitshek: Nice work building a strong team who are being recognized for their contributions.</p>	
<p>Oblinger: Nick is personally invested in his entire team. He allows his team to be the CEO of their own departments, to innovate and feel empowered to create beyond their daily responsibilities. I have personally watched several of his President's Council members flourish to create overall success for the College and its students. This teamwork goes beyond Nick working with others, but when you see his team be a team, that is an incredible testament to Nick's leadership.</p>	
<p>Lundquist: Nick has built and empowered an effective leadership team that collaborates and executes at a high level. Morale and pride in NMC is apparent through Nick's leadership team, faculty, and staff.</p>	

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8. Productivity --refers to the amount of acceptable work to be performed as efficiently and cost effectively as possible	4.29
Horne: As others have said, Nick is everywhere all at once! He accomplishes a great deal, but sometimes may move a little too quickly (the initial RFP for Boardman Lake being a recent example) without crossing all the Ts and dotting the Is.	
Warner: This has been a highly productive year with many major projects completed or initiated. That has created a sense of dynamism. With a well-balanced budget in a period of project growth, I have to conclude that the work to this point is being handled efficiently.	
Weaver: Nick is productive on most of the responsibilities of a President. Reliance on outside consultants as a routine practice, however, is not cost-effective.	
Oblinger: What Nick gets done in not just a day, but in a month, quarter and year is astonishing. He clearly has a workflow process that gives him the wherewithal to do astonishing things. I have watched him in meetings promise next steps and consistently follows through with what was promised. This is a rare trait and one that will always keep Nick in high regard with his team and stakeholders.	
Lindquist: Strong follow-through and effective management are evidenced by execution of the strategic and master plans, including capital projects and enrollment growth.	

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9. Dependability--the ability to accept and complete responsibilities	4.43
Horne: Nick is a thoroughly involved and active CEO. He follows through with requests and responsibilities.	
Weaver: Nick accepts responsibility and has a good record of completion.	
Oblinger: The best way for me to defend my rating is to say, I can always depend on Nick.	
Lundquist: Nick's leadership style has remained consistent, reliable, and principled in politically and financially uncertain times with a calm, values- and mission-centered approach.	
10. Quality--the work provided is accurate thorough and consistent.	4.14
Horne: Again, I think sometimes the moves are a little quick and do not always take policy, legal opinion, and other factors into consideration. Would also like to see standard reporting (particularly to the Board) freshened and more strategic and comprehensive. I don't think we're always using data effectively.	
Warner: Quality is an elusive, shall we say, quality. Much of what has been achieved in this very productive year will give us an opportunity to better evaluate quality in the next few years. How will FRIC develop? Will 3-D printing construction technology be converted into affordable housing projects in the region? Will the Marine Tech program expand into the nationally recognized distinctive program we believe it should be? Will the next few years see tangible measures of improvement in student success? The new strategic plan should include measurable objectives specific to major initiatives such as these.	
Weaver: Some routine administrative tasks are not performed at acceptable standards and need to be addressed.	
Oblinger: The quality of Nick's work, in my opinion, is measured through the success of the College. With double digit enrollment increases, a healthy bottom line, a thriving Foundation, and the week after week of positive press, I would say Nick's quality of work is excellent.	
Lundquist: Results are thoughtful and comprehensive. Innovation and new initiatives are balanced with a commitment to operational excellence and sustainability.	

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11. Problem Solving --ability to define and resolve problems in a timely manner with little to no harm done.	3.71
Horne: I was very impressed as to how Nick has responded to challenging issues this year. There also seems to be good progress on getting the Foundation to row in the same direction with the College. The new program review process is also a good example of assessing and moving forward on challenges.	
Warner: The past year's productivity, the College's forward momentum, certainly suggests effective problem solving. The aforementioned problem with the first VP for Advancement was an example not consistent with that generalization.	
Weaver: Nick generally does well at problem solving.	
Oblinger: Nick solves problems daily in his role. As President, it may be the primary job he has. I witness over and over the ability for him to recruit and incorporate other input and often collaborating resolutions to get to the most effective outcome.	
Lundquist: As with his dependability, Nick demonstrates resilience, confidence, and composure when facing challenges. He collaborates well with his team and communicates issues clearly to the board and community.	
Keely: I would like to see greater attention given to addressing the shortcomings within high-value programs	
12. Ethical Behavior --ability to apply ethical, open, and honest behavior in interactions.	4.86
Horne: I trust Nick to be candid when appropriate and on point and positive almost all of the time. He seems to be guided by a strong internal moral compass. His genuineness comes through in his communications and is extremely important in community and donor relations, especially as we move into the anniversary and campaign.	
Robitshek: Very proud and lucky to have you leading our college	
Oblinger: Nick is one of the most ethical people I have known.	
Lundquist: Nick models integrity and ethical leadership. His decision-making and communication consistently reflects honest, transparency and respect.	
13. Shared Governance --the ability to engage the College shared governance process.	4.14

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Horne: As far as I can tell, faculty feel very much heard. The contract negotiation this summer had an outstanding outcome.	
Warner: My sense is that Nick handles this well. His very positive relationships with the faculty and others would be difficult to achieve were he not sharing governance effectively.	
Weaver: Shared governance is limited when the faculty/staff and the full Board do not have all of the relevant information.	
Oblinger: Nick is quite transparent. The most fitting example that offers me measurement of this core competency is the continued success of our faculty contracts. These negotiations have been cordial and productive, resulting in agreed upon outcomes.	
Lundquist: Nick fosters a healthy governance culture balancing transparency and delegation. Faculty, staff, and board voices are heard and integrated into institutional priorities.	
14. Board Communications and Relations--build and maintain effective Board-President Relationships	4.0
Horne: I think that Board communication is good and getting better. I appreciate the individual meetings (perhaps they should be a little more frequent) and the improved orientation (although needs to be better for appointed trustees). I know there is some frustration with financial reporting and strategy that I hear from other trustees. I am still frustrated with enrollment reports - they need to be broken out by credit-bearing, degree-seeking, life-long learning, dual enrollment and early college, etc. We know the number of traditional students is declining in population - the barebones report we receive don't tell us where strategic foci in enrollment needs to be and what can be done to augment enrollment (and therefore revenue) of different populations. We also need more information on retention, transfer, and other measures of student success. We are just not as strategic in that area as we could be - but are simply happy when there are increases without really knowing why. Multi-year projections and goals for different populations should be presented regularly with the strategies that will enhance the numbers and revenue. Also, I recently heard about the notion of 50-50 Board meetings (Future U podcast about Butler University) where the goal is to have 50% of Board meetings be presentations and 50% Board discussion -- a challenging but worthy goal and something to consider. Sometimes I think reporting from exec officers should focus on not only our successes, but also the challenges and threats facing us.	
Warner: I have been impressed with the time Nick devotes to engaging with the Board. That includes formal communications, like his mid-monthly report, to sitting in on all Board committee meetings, to scheduling semi-annual lunches with each Board member. Speaking for myself, whenever I have a question or concern, Nick responds promptly.	
Weaver: Nick does provide a monthly update and has frequent communications with Board officers, but does not always keep the full Board advised of facts and actions on which the Board has authority and responsibility.	

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Oblinger: With Nick's formal and informal ways, he stays connected to his Board. This leaves very little room for the Board to not feel directly connected to the President. Additionally, Nick and his wife Elise do an outstanding job keeping our relationships personal and connected.

Lundquist: Nick maintains open and proactive communication with the board, providing comprehensive updates and insight into key matters. His partnership is collaborative and professional.

Additional Comment(s)
Horne: Nick is an outstanding president and NMC is very fortunate to have him. I'd like to see Nick stay a long time. I appreciate his laser focus on traditional students and improving their programs and campus life (although we need more definition and metrics around "campus vibrancy"). However, as outlined in our policy mission, I also would like to see a renewed focus on community enrichment and all aspects of life-long learning. I would also like Nick to share with the Board ways in which we can partner with him on both fund-raising and advocacy. Additional training and planning would be necessary, but I think we can do more.
Weaver: Nick is generally a successful President of NMC, but like everyone else, there are areas he needs to address.
Robitshek: Personal growth has emerged as Nick has stepped out of any previous leaders' shadow and demonstrated great leadership during the year and for the future.
Oblinger: In the coming year, I would like to see the decision of the Boardman Lake Campus to be done in a way of transparency and leaving positive community goodwill. This will happen if President Nissley continues his core competencies as he has in the past. This decision could also have an important impact on the College's future revenue enhancements. Although the ultimate decision lies within the Board of Trustees, we will be led by President Nissley throughout, and his prior accomplishments can shine through to make this critical decision one that produces substantial outcomes for our College. President Nissley is the best President at exactly the right time. I am honored to work alongside of him and have learned a tremendous amount sharing in his work as Board Chair for three years.
Lundquist: As NMC transitions into its next strategic plan, I encourage continued focus on sustaining innovation internally while maintaining the strong external partnerships that have become a hallmark of his presidency. Overall, Nick's performance continues to exceed expectations, and his leadership reflects the best of what we could seek in a president.
Keely: Overall outstanding performance in challenging times.