

**NORTHWESTERN MICHIGAN COLLEGE
BOARD OF TRUSTEES
MINUTES**

**Thursday, November 20, 2025
TJNIC 106/107
1701 E. Front Street**

CALL TO ORDER—Chair Laura Oblinger called the regular meeting to order at 10:00 a.m.

ROLL CALL

Trustees present: Laura J. Oblinger, Andrew K. Robitshek, Pamela T. Horne, Kennard R. Weaver, Kenneth E. Warner, Jody N. Lundquist

Trustees absent: None

Trustees Remote: Mark B. Keely

Also present: President Nick Nissley, Lynne Moritz, Katharine Marvin, Diana Fairbanks, Todd Neibauer, Jason Slade, Hollie DeWalt, Molly Norville, Stephen Siciliano, Joy Goodchild, Troy Kierczynski, Todd Neibauer

REVIEW OF AGENDA—The agenda was accepted as presented.

PUBLIC INPUT—There was no public input offered.

DISCUSSION: Developing Our Next Strategic Plan—Chair Oblinger reviewed the goal for the study session: to prepare for Board approval of the 2026-2029 strategies at the regular meeting on December 15, 2025. Oblinger acknowledged the work done throughout the year by the college leadership team, without partnering with an external consultant.

President Nissley shared an update on the November 15 lockdown through the lens of “community cornerstone” and noting the strategic plan, along with our values, are a map—and only as useful as they call us to action.

Vice President of Strategic Initiatives Jason Slade shared stakeholders meetings which have occurred since the November 5 Study Session, in addition to sharing updates to strategies and objectives before previewing the preliminary action steps and metrics for each strategy. It was confirmed that the Board of Trustees formally approves the strategy level of the plan, which does require the Board to be knowledgeable in regard to the metrics and measurements of success for the plan.

There was significant discussion regarding developing key performance indicators (KPIs) that reflect organizational health at a strategic level, versus measuring metrics in each objective within the plan. Chair Oblinger commended leadership for emphasizing the importance of fiscal stewardship and sustainability throughout the strategies and objectives via the strategic drivers. Overall, the Board expressed strong support and confidence in the strategies and other developing levels of the plan, emphasizing the importance of measuring success and incorporating *all* four strategic drivers into *each* objective.


In conclusion of the meeting, it was confirmed that the Board intends to formally approve the strategies at their December 15 meeting, with the clear expectation that updates regarding metrics will be shared with the Board in early 2026, in addition to proposed organizational KPIs.

REVIEW OF FOLLOW-UP REQUESTS—Confirmed requests made by the Board that require administrative follow-up for information to be provided to the Board at a later date.

- Continued development of metrics related to strategic plan objectives
- Organizational KPIs dashboard

ADJOURNMENT—The meeting adjourned at 11:40 a.m.

Recorded by Lynne Moritz, Executive Director of the President's Office and Board Operations.

SIGNED  _____
Laura J. Oblinger, Chair

ATTESTED  _____
Pamela T. Horne, Secretary