

**To:** NMC Board of Trustees  
**From:** Nick Nissley, Ed.D.  
Jason Slade, Vice President, Strategic Initiatives  
**Date:** April 20, 2026  
**Subject:** *Strategy 2 - Enrollment & Student Success: Success, Metrics, and Year 1 Focus*

## NMC Strategic Plan 2026 - 2029: ANCHOR AND EDGE

We deliver education and training that is essential for our region, and we grow through the distinguished programs that set us apart and help drive northern Michigan's future.

### STRATEGIES

- 1. Future-Focused Education:** Equip learners for a rapidly changing world through purposeful academic pathways, durable skills, and technology literacy.
- 2. Enrollment and Student Success:** Advance enrollment and student success by removing barriers and ensuring every learner experiences the coordinated support needed to persist and achieve their goals.
- 3. Vibrant College Community:** Improve the places, systems, and supports that shape life at NMC, making it easier for students and employees to connect, succeed, and take pride in their work and learning.

### STRATEGIC DRIVERS

- 1. Living Our Brand:** Strengthen NMC's distinct identity by focusing investments on what makes the college unique and in demand among students, employees, and the community.
- 2. Community Partnerships:** Leverage strategic partnerships to deepen community engagement, drive regional prosperity, and expand opportunities for lifelong learning.
- 3. Stewardship & Sustainability:** Secure NMC's long-term vitality and growth by strategically leveraging smart resource investments, innovative funding models, optimized operations, and forward-thinking partnerships.
- 4. People First:** Foster an inclusive, supportive, and empowering environment that prioritizes the well-being, success, and continuous development of every student and employee.

**STRATEGY 2 - ENROLLMENT AND STUDENT SUCCESS:** Advance enrollment and student success by removing barriers and ensuring every learner experiences the coordinated support needed to persist and achieve their goals.

- **Champion Team:** Lindsey Dickinson, Lisa VonReichbauer, Kelly Yauk

**OBJECTIVE 1:** Integrate and strengthen a unified, data-informed enrollment ecosystem that aligns all student services, PRMC, and academic programs around shared priorities to ease the enrollment and success pathways and increase the college attendance rates with key local audiences (high school and adult learners) and select national audiences.

**STRATEGIC DRIVERS:** *Living Our Brand, Community Partnerships, Stewardship & Sustainability, and People First*

**WHAT DOES SUCCESS LOOK LIKE?**

- The college will have a holistic, interconnected model for managing student recruitment and retention, moving beyond siloed tasks to create a cohesive student journey.
- All touchpoints, from initial contact to onboarding, will be integrated including software (CRMs), people (marketing, admissions, advising), and processes (applications, financial aid) resulting in a more seamless experience.
- Application to enrollment will increase based on reduced points of friction and barriers.
- Enrollment will increase in selected areas (dual enrollment [DE], adult learners) while holding steady in traditional high school students, bucking the regional demographic trends.

**HOW WILL WE MEASURE SUCCESS?**

**Objective 1 Key Performance Indicators:**

- Application to Enrollment
    - Baseline: Fall 2026 40%      Goal: 45%
  - Dual Enrollment (dual enrollment, traditional HS )\*
    - Baseline: 27% of recent DE grads enrolling within 12 months of graduation      Goal: 35%
- \* note: general enrollment (headcount, contact hours) will continue to be tracked in enrollment reports*

**Secondary Indicators:**

- Increased requests for information (RFIs)
- Increased student outreach (increased student interactions)
- Increased rate of website users to application submissions

**Leading Indicators:**

- FAFSA application rate
- Visits scheduled (group and individual campus tours)
- Quick Start event attendance
- Orientation attendance

**FOCUS FOR PRELIMINARY STAGE AND INTO YEAR 1:**

- Develop an initial “enrollment ecosystem” map and SWOT analysis
- Operationalize an improved collegewide enrollment ecosystem map
- RFP for an improved website redesign that better supports marketing and enrollment trends
- RFP for an updated digital marketing agency partner
- Develop and communicate campuswide recruiting standards, implement necessary training
- Survey dual-enrolled parents to identify opportunities for improvement
- Develop a strategy to leverage and promote federal, state, and NMC financial aid and funding opportunities, including short-term Pell



**OBJECTIVE 3:** Create a coordinated advising system that ensures every student chooses a clear path early and stays on track to complete it. Integrated advising touchpoints, career exploration, faculty collaboration, and technology tools will support informed decisions and continuous progress.

**STRATEGIC DRIVERS:** *Living Our Brand, Stewardship & Sustainability, and People First*

### WHAT DOES SUCCESS LOOK LIKE?

- A new advising model will result in more touchpoints for students to interact with their advisor throughout their time at NMC.
- All students will have an academic plan that will outline their class schedule by semester, highlight missing requirements and keep them on track for completion.
- Students will have a better understanding of career exploration tools and regional opportunities for employment and transfer.

### HOW WILL WE MEASURE SUCCESS?

#### Objective 3 Key Performance Indicators:

- Advising Engagement Rate (% of students engaging with advising)
  - Baseline: 3 yr avg, set after FA26 (FA & SP semesters) Goal: TBD FA and SP semesters
- Career Decision Rate (% of students who identify career pathway awareness or transfer opportunities)
  - Baseline: FA 2026 post-advising/end-of-semester surveys Goal: TBD FA and TBD SP

#### Secondary Indicators:

- Advisor training rates (% of faculty advisors who complete initial and ongoing training)
- Advisor preparedness (% of advisors reporting confidence in guiding students in MAP, supporting student career exploration or using advising tools - this could be a survey)
- Student learning outcomes for advising (post-appointment surveying)

### FOCUS FOR PRELIMINARY STAGE AND INTO YEAR 1:

- Work with academic areas to determine advisor assignments of adjacent/pathway majors
- All eligible faculty and staff complete Canvas course and practicum workshops
- Create new advisor assignment process and schedule
- Explore systems and processes for tracking student decision making and academic plan creation
- Create semester-by-semester major pathway academic plans for ASA degrees or meta-majors (full- and part-time)
- Develop a post-appointment survey for students to gauge learning outcomes from advising appointments

**OBJECTIVE 4:** Expand learning options and clarify stackable pathways so every student, especially adult, rural, and part-time learners, can advance toward employment or further education.

**STRATEGIC DRIVERS:** *Living Our Brand, Community Partnerships, Stewardship & Sustainability, and People First*

**WHAT DOES SUCCESS LOOK LIKE?**

- Learners have multiple ways to enter the college including traditional academic pathways, workforce training, life enrichment, and industry certifications.
- Academic pathways are developed that blend noncredit training into degree programs meeting regional employer needs and building from the credit-for-prior learning initiative in the previous strategic plan (NMC Next).
- The MiLeap 60x30 grant, administered by NMC and the resulting NoMi Attainment Collaborative (NOMIAC), results in the creation of more entry level workforce trainings and professional certifications aligned with employer needs.
- Learners can step in and out of education, advancing their career through a combination of credit, certifications, apprenticeships, extern/internships, and workforce (noncredit training) resulting in more students converting from extended education to academic programs.

**HOW WILL WE MEASURE SUCCESS?**

**Objective 4 Key Performance Indicators:**

- Blended Pathways
  - Baseline: 0                                      Goal: 6 in 3 years
- # of students who took both noncredit and credit classes when they were age 18+
  - Baseline: 464                                      Goal: 5% increase
- # of students sent to and enrolled in a credit program from noncredit student navigator
  - Baseline: TBD Fall 2026      Goal: Based on Fall 2026 data

**Secondary Indicators:**

- Establishment of workforce training and certifications based on the NOMIAC input
- Increasing Michigan's 60x30 Attainment Goal in Prosperity Region 2 through NOMIAC
  - Baseline: 49%                                      Goal: 55%

**FOCUS FOR PRELIMINARY STAGE AND INTO YEAR 1:**

- Inventory of current credit/noncredit opportunities per strategic pathway, based on the Hot Jobs report, NOMIAC-identified clusters, and NMC strengths.
- NOMIAC will survey and leverage industry and community resource expertise to inform strategic blended pathways at NMC and throughout our 10-county region.
- Develop 1-2 blended pathways during year 1.
- Formalize the process of blended pathway creation at NMC (strategy development).
- Identify funding opportunities for noncredit offerings in blended pathways, including Foundation funds and Workforce Pell.
- Define noncredit-to-credit opportunities that already exist at NMC so those can be leveraged in “broadening the front door” to continuing education students, thus increasing overall enrollment (noncredit and credit).
- Explore a college-wide discussion to achieve consensus with decision-makers on shifting to a model of promoting credit and noncredit programs in a side-by-side model.