

To: Dr. Nick Nissley
From: Jason Slade, Vice President, Strategic Initiatives
Date: November 17, 2025
Subject: Strategic Initiatives Update: *November 24, 2025 Board of Trustees Meeting*
 Topic: *Board Update on the New NMC Strategic Plan 2026-2029*

Since the October Board meeting, feedback continues to be collected from many stakeholder groups and incorporated into the developing plan. Groups include, but are not limited to, Leadership Council, the NMC Foundation Board, student groups across campus, University Partners, Judicial Affairs Committee, ESIMT, the all-employee virtual connection, Faculty Council, Staff Council, the general public, Traverse Connect, local industry partners, and several advisory boards. The college is currently in stage 2: objective development.



The strategic impact statements continue to be revised to highlight the modernization and look toward the future of this plan, an anchor and edge approach. The goal of the strategic impact statement is to have a short sentence to quickly summarize the plan's potential for stakeholders. It is the quick "elevator pitch" to make the strategic plan easier to understand.

REFINED STRATEGIC IMPACT STATEMENT (as of November 17, 2025):

Currently being revised and will be finalized with the completion of the objectives. Possible statements include:

1. We focus on two things: our non-negotiables and our growth engines. We're strengthening the education and talent pipelines northern Michigan can't live without, and expanding in the fields that bring new students, jobs, and recognition to the region.
2. NMC's strategy is to protect and modernize what's non-negotiable, the programs and people this region depends on, and to grow through the distinctive programs that set us apart and help power emerging industries across northern Michigan.
3. NMC protects and modernizes what's essential for our region and grows through the distinctive programs that set us apart and help drive northern Michigan's future.

REFINED STRATEGIES (as of November 17, 2025):

Future-Focused Education: Equip learners for a rapidly changing world through purposeful academic pathways, durable skills, and technology literacy.

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.

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.

REFINED STRATEGIC DRIVERS (as of November 11, 2025):

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.

Community Partnerships: Leverage strategic partnerships to deepen community engagement, drive regional prosperity, and expand opportunities for lifelong learning.

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.

People First: Foster an inclusive, supportive, and empowering environment that prioritizes the well-being, success, and continuous development of every student and employee.

EMERGING OBJECTIVES

Future-Focused Education:

- Integrate responsible use of AI into teaching and operations.
- Expand experiential and work-based learning across all programs.
- Strengthen national programs that draw students beyond the region.
- Identify and support students and courses that need extra help early.

Enrollment and Student Success:

- Align marketing, admissions, and academic programs around shared enrollment goals.
- Simplify and connect how students and employees get key information.
- Build a consistent advising system that keeps students on track.
- Expand flexible learning options and stackable credentials.

Vibrant Campus Community:

- Deliver campus masterplan projects.
- Refresh and modernize existing facilities and outdoor spaces.
- Strengthen student life and sense of belonging.
- Ensure NMC is an employer of choice.
- Modernize operations.

Next Steps: The preliminary action steps continue to be developed and measurables identified. An improvement with this plan is the alignment of the first year's actions to our internal processes including department goals, budget and resourcing requests, and personal goals. The result will be a fully developed set of year 1 actions aligning with July 1, 2026 - June 30, 2027 fiscal year. Progress and development will be shared during the spring semester board meetings.

Upcoming milestones: Strategic Plan Steering Committee: December 10, 2026
Board of Trustees: December 15, 2025