

**To:** NMC Board of Trustees  
**From:** Nick Nissley, Ed.D.  
Jason Slade, Vice President, Strategic Initiatives  
**Date:** December 10, 2025  
**Subject:** *Board Approval of Anchor and Edge, NMC's 2026-2029 Strategic Plan*

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**Recommendation:** The Board of Trustees approve the 2026-2029 strategies as presented.

**Background:** After months of development and feedback from stakeholder groups, including Board of Trustees Study Sessions on November 5, 2025, and November 20, 2025, during which the objectives and preliminary action steps were also reviewed, the NMC community looks forward to the next phase of the strategic planning process, which includes Board approval of the strategies and shifting the focus to implementation.

As part of the Strategic Plan, a set of three strategies were developed, underpinned by four strategic drivers and the need for agility. These strategies serve as goals for the strategic plan implementation. Thank you to the participants in NMC's strategic plan, including the Leadership Council, the steering committee, community residents, advisory boards, students, faculty, staff, board members, and donors. The 2026-2029 steering committee includes:

Marcus Bennett

Hollie DeWalt

Lindsey Dickinson

Brandon Everest

Diana Fairbanks

Dan Goodchild

Joy Goodchild

Terri Gustafson

Mark Keely

Troy Kierczynski

Janet Lively

Katharine Marvin

Lynne Moritz

Kyle Morrison

Todd Neibauer

Nick Nissley

Patrick Quinlan

Becca Richardson

Stephen Siciliano

Jason Slade

Laura Stevens

Lisa vonReichbauer

Patricia Warner

Kelly Yauk

## STRATEGIC IMPACT STATEMENT

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

## STRATEGIES

**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.

## STRATEGIC DRIVERS

**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.

## OBJECTIVES (as of November 25, 2025)

### Future-Focused Education:

- **Objective 1:** Strengthen student outcomes, institutional performance, and workforce readiness by embedding responsible and effective use of AI across teaching, learning, and operations.
- **Objective 2:** Expand and integrate experiential and work-based learning across all programs so every student builds durable skills and real-world experience that lead to regional employment or further education.
- **Objective 3:** Strengthen programs that attract students from beyond northwest Michigan through targeted investment, innovation, and advanced pathways that extend opportunity for students and visibility for NMC.
- **Objective 4:** Proactively identify at-risk students and courses with high D/F/W rates and create a unified, data-driven, and comprehensive approach to supporting students,

instructors, and courses, that expands sustained college preparedness programming (College Edge), and institutionalizes integrated academic and faculty support for all students.

#### **Enrollment and Student Success:**

- **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.
- **Objective 2:** Build a coordinated communication and information system that ensures important details stay accurate, visible, and accessible throughout the student journey. Shared dashboards, portals and consistent messaging will reduce confusion, strengthen follow-through, and improve decision-making across NMC
- **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
- **Objective 4:** Expand flexible learning options and clarify stackable pathways so every student, especially adult, rural, and part-time learners, can advance toward employment or further education.

#### **Vibrant College Community:**

- **Objective 1:** Deliver near-term master-plan projects, Osterlin Student Hub, and new student housing, as visible commitments to a modern, student-centered campus.
- **Objective 2:** Renew and improve campus spaces, addressing aging facilities in need of renewal, and enhancing landscaping and gathering areas to create a functional, welcoming environment that reflects NMC's quality and community.
- **Objective 3:** Strengthen the student experience outside the classroom by improving connection, community, and support across all campuses, creating consistent opportunities for students to engage with each other and with NMC in ways that enhance satisfaction and persistence.
- **Objective 4:** Strengthen NMC's reputation as an employer of choice by reviewing, prioritizing, and implementing improvements to staffing, workload, and compensation systems to ensure they continue to support a healthy, high-performing organization and a culture of professionalism and pride.
- **Objective 5:** Assess and modernize NMC's core operational systems including budgeting, human resources, information technology, and decision-making workflows to reduce friction, improve coordination, and strengthen efficiency and trust across the college.

**Next Steps and Calendar of Events:** The development of this strategic plan will be aligned more closely with college processes including budgeting, departmental goals, and individual

performance goals. This “preliminary phase” will lead to Year 1 actions beginning July 1, 2026, and running through June 30, 2027.

***Upcoming milestones for the Board of Trustees:***

- **February 23, 2026** - Board of Trustees Meeting - Update on process, timing for the upcoming year
- **March 23, 2026** - Board of Trustees Meeting - Strategy 1: Future-Focused Education: measurables, indicators and year 1 focus
- **April 27, 2026** - Board of Trustees Meeting - Strategy 2: Enrollment and Student Success: measurables, indicators and year 1 focus
- **May 18, 2026** - Board of Trustees Meeting - Strategy 3: Vibrant College Community: measurables, indicators and year 1 focus
- **June 22, 2026** - Board of Trustees Meeting - Summary and wrap-up of preliminary phase