



To: Dr. Nick Nissley, President
From: Jason Slade, Vice President of Strategic Initiatives
Date: September 15, 2025
Subject: Strategic Initiatives Update: *September 22, 2025 Board of Trustees Meeting*
Topic: *Board Update on the new NMC Strategic Plan (2026 - 2029)*

Strategic Initiatives looks to keep the NMC Board of Trustees updated on the process and development of the upcoming strategic plan (2026 - 2029). The goal will be to use the allotted board meeting time to provide updates on the engagement process, strategy refinement, objective development, and implementation. This month an overview of the entire process and the current status will be documented.

Objectives for the Next Strategic Plan: The next strategic plan must:

- fulfill our mission, vision, and values statements
- build on the existing strategic plan
- carryover key themes around enrollment, student success, future-focused education, and program enhancement
- support current and forthcoming initiatives including campus vibrancy related to the master plan and brand strategy; and provide space for bold ideas

Comparison to current strategic plan (NMC Next):

NMC NEXT (current plan)	Future Strategic Plan
Revised mission, vision and values statements	Mission, vision and values: no change
3-year plan using strategy/objective hierarchy	3-year plan using strategy/objective hierarchy
Scan Teams and Steering Committees under direction from CampusWorks were used for development.	No consultants will be used for development. The Steering Committee will be responsible for overseeing the planning process. The Leadership Council will be relied upon to help develop strategies, objectives, and actions. Current groups and departments including HLC, PESR, and ESIMT will provide input and guide strategies. Regular Board of Trustee check-ins will occur throughout Fall 2025 along with a retreat.
"Scan Teams" were used to broadly identify NMC challenges and areas of opportunities to develop strategies.	Carryover themes and forthcoming initiatives will inform the majority of the plan, a natural extension of a longer strategic plan. Input from faculty, staff, students, and key stakeholders will add, revise, and refine strategies. 80% of the plan is in place from carryover strategies or current initiatives (eg, master plan, brand leadership, etc.)

Process: The process for this strategic plan must:

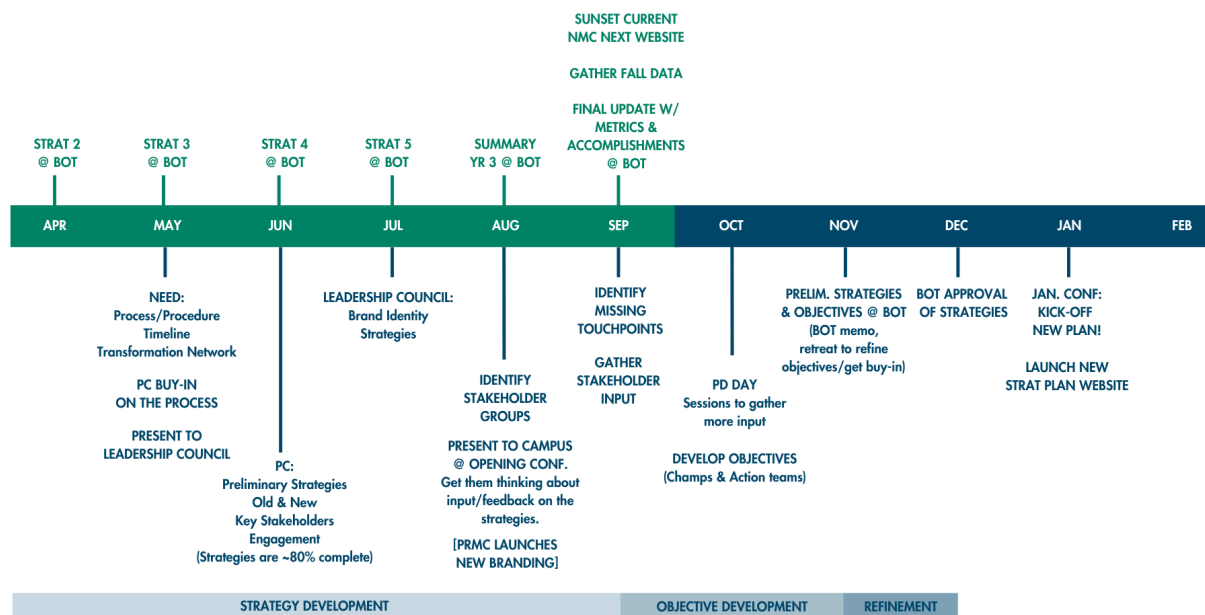
- be transparent
- allow opportunities for stakeholder feedback at the strategy and objective level
- be efficient and effective as the process is being handled internally without a consultant
- be time bound in order to meet the December 2025/January 2026 approval window

As part of this, a comprehensive engagement plan has been developed and is currently being executed. To date the following has occurred:

- Strategic Plan Steering Committee check-ins
- Leadership Council Workshop - a 3-hr large group working session of college leadership who are most likely to lead specific objectives and actions
- Leadership Council follow-ups
- Outreach and engagement sessions with faculty, staff, employee groups, and students have begun

Brief Timeline of Process (green/top is current plan, blue/bottom is new plan):

NMC Next Strategic Plan 2022 - 2025



NMC Strategic Plan 2026 - 2029

Process and Procedure: The strategic plan development process can be divided into four stages:

1. Strategy development
2. Objective development
 - a. Includes action steps
3. Refinement
4. Share and promote

Stage 1: Strategy Development and Refinement (July - September 2025) (CURRENT PHASE)

The major themes of this strategic plan are already coming into focus based on the critical strategies being carried over from the previous plan *and* the transformative initiatives the college is in the midst of undertaking. This aligns with the roadmap CampusWorks recommended where each three year cycle was part of a longer strategic plan built from the themes of the previous. Rough outlines of potential strategies have been shared with the Steering Committee, Leadership Council, and college-wide through Opening Conference on August 19th. Initial revisions have been proposed. Ongoing department meetings, community sessions, and student input groups will continue to inform the strategies. The Steering Committee will guide the development of the plan and the process. The Leadership Council will provide significant input to the strategy language.

Stage 2: Objective Development (October - November 2025)

Preliminary champions will be selected for the strategies and will identify teams to develop objectives. This work will include the creation of SMART objectives, identification of baseline data, and the creation of Year 1 action steps. Action leads will be identified.

Stage 3: Refinement (November - December 2025)

Objectives and action plans will be refined. Baseline data and desired dashboards will be reviewed with ORPE. Strategic Initiatives VP will analyze workload and identify areas that may be overleveraged in Year 1. Strategy and high-level objectives will be shared with the Board of Trustees and other stakeholders. The Steering Committee will approve the strategies and objectives and recommend them to the Board of Trustees for approval.

Stage 4: Share and Promote (December 2025 - open)

Upon approval of the plan, sharing the strategies and promoting the work will be critical. This work will include updates on the internal and external webpages, sharing the new plan with stakeholders, and continued work with the Steering Committee and Leadership Council as we move into implementation and change initiatives.

Preliminary Strategy Development:

Given that the new strategic plan will carry forward a large percentage of the current strategies and ongoing college priorities, the **first revision** appeared as:

NMC Next 2022-2025	Draft Strategic Plan 2026-2029
Strategy 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.	Strategy 1: Future-Focused Education: Position NMC as Michigan's most innovative community college by expanding AI-driven education, experiential learning, and industry partnerships. Through leading-edge programs and real-world learning experiences, we will prepare students for the future of work and global impact.
Strategy 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.	Strategy 2: Student Engagement, Success, and Enrollment: Redefine lifelong learning by creating accessible, flexible, and stackable education pathways. NMC will meet learners where they are, providing clear, high-value credentials that drive career success and economic mobility.

Strategy 3: Diversity, Equity, Inclusion, and Belonging: Cultivate an inclusive environment that fosters a sense of belonging and delivers equitable opportunities so all students and employees are able to thrive and succeed.	Strategy 3: Vibrancy and Belonging: Establish NMC as a dynamic center for collaboration, learning, and innovation. By strengthening partnerships, creating an engaging campus experience, and fostering a culture of belonging, we will make NMC an essential educational and economic anchor for the region.
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Emerging College Priorities	Draft Strategic Plan 2026-2029
Campus Vibrancy & Master Plan Living Our Brand Revenue Diversification	Strategy X: Living Our Brand: Position NMC as Michigan’s most innovative and future-focused community college by embedding our brand ethos—innovation, collaboration, and impact—into every aspect of our institution, from student experiences to strategic partnerships. Strategy Y: Revenue Diversification: Secure NMC’s long-term sustainability through smart investments, innovative funding models, and forward-thinking partnerships. By aligning financial strategy with educational excellence, we will expand access and opportunity for generations to come.

Based on feedback from the Strategic Plan Steering Committee and Leadership Council, refinements were made. In general, all participants have supported the strategy suggestions and emerging themes. The following feedback has been shared at a high frequency concerning the first revision of the strategies:

- **Structure:** Supported investigation of 3 strategic goals AND supporting/enabling strategies
 - Enabling strategies will be woven through the three goals which will allow for greater effect/more focus.
 - This approach will need to be refined.
- **Silos → Collaboration:** Looking to eliminate silos and spread strategies across departments.
- **Potentially missing:**
 - Community partnerships - as standalone or integrated
 - Integration of “living the brand” across strategies
 - Revenue diversification needed to be modified or revised
 - Include operational efficiencies across *all* areas (an enabling strategy format)
 - Stewardship
 - NMC as the employer of choice in the region
 - Human-centered / durable skills
 - Modification to “AI-driven” phrasing
 - Positions - say community partnerships or stewardship - across all areas
 - Strategic Intent / Theme Statement
 - Ties together strategies, creates the reason WHY we are working on this plan, at this time.

The results were the development of these revised strategies that are now being shared and receiving additional feedback. Recall, objectives will be developed based on these strategies.

The second revision of the strategies are:

Draft Strategic Plan 2026-2029 Strategic Goals
Strategic Goal 1: Future-Focused Education: Position NMC as Michigan’s most innovative community college by expanding the use of emerging technologies, experiential learning, and industry partnerships. Through leading-edge programs and real-world learning experiences, we will prepare students for the future of work and global impact.
Strategic Goal 2: Student Engagement, Success, and Enrollment: Redefine lifelong learning by creating accessible, flexible, and stackable education pathways. NMC will meet learners where they are, providing clear, high-value credentials that drive career success and economic mobility.
Strategic Goal 3: Vibrancy and Belonging: Cultivate NMC as a dynamic center for collaboration, learning, and innovation. By strategically implementing our Master Plan and upcoming campus transformations to create an engaging experience, fostering a culture of belonging, and investing in our employees to become an employer of choice, we will solidify NMC’s role as an essential educational and economic anchor for the region.

These strategic goals will be supported by a set of enabling strategies that are still in development. Currently, these enabling strategies are:

Draft Enabling Strategies
Enabling Strategy 1: Living NMC’s Brand: Embed our brand ethos—innovation, collaboration, and impact—into every aspect of our institution, from student experiences to strategic partnerships.
Enabling Strategy 2: Be the community’s college (Community Partnerships): Proactively embed and leverage strategic community partnerships across all college initiatives to advance community engagement, foster economic and workforce development, and create innovative opportunities for lifelong learning.
Enabling Strategy 3: Sustaining NMC’s Growth (Stewardship): Secure NMC’s long-term vitality and growth by strategically leveraging smart resource investments, innovative funding models, optimized operations, and forward-thinking partnerships.
Enabling Strategy 4: Human-Centered Excellence: Foster an inclusive, supportive, and empowering environment that prioritizes the holistic well-being, success, and continuous development of every student and employee.

The feedback stage of the second revision is underway and early feedback has included:

- Revising Strategic Goal 3 so it focuses on both the campus master plan, belonging, and the human element (BoT)
- Consideration of combining enabling strategy 4 (Human-Centered Excellence) and the human element of Strategic Goal 3 (Campus Vibrancy & Belonging)
- Identification of support(s) desired by students to aid in their success (this would be more at the objective level but validates the consents in Strategic Goal 2 - Student Engagement, Success and Enrollment)
- Revision, refinement, and wordsmithing of all strategic goals and enabling strategies.