



2022 INTERIM STRATEGIC PLAN



PLAN INTRODUCTION



As the NMU community looks to the future, it is important that we anticipate our challenges and opportunities. This interim strategic plan will help us to tell the story of who we are at Northern Michigan University, while at the same time it will serve as a starting point to guide new leadership as they begin to learn about all that makes us distinctly Northern. This interim plan will act as a guidepost supporting all the members of the NMU community—students, staff, faculty and administrators—as we continue building toward a shared vision.

Transitions in leadership positions such as the president, provost, and chief diversity officer will mean significant change for the future of NMU. This plan will provide the needed guidelines for where we see ourselves going, our envisioned future.

I am confident that our university will continue to provide our students with an outstanding educational experience; one that supports all students in achieving their goals. As we all work to keep the shared vision found in this plan, and our commitment and dedication to our mission, vision and values, it is clear to me that the future of NMU is vibrant and alive with endless possibilities and potential.

I have had the privilege to serve NMU in many capacities, and in each role I have appreciated the dedication and commitment our faculty, staff and students make every single day to keep Northern's future bright. My love for our students and all of you who support them will stay with me forever. Go Wildcats!

DR. KERRI SCHULING, INTERIM-PRESIDENT, NORTHERN MICHIGAN UNIVERSITY



My colleagues and I on the Northern Michigan University Board of Trustees agree that a strong university is best positioned to thrive in a changing educational landscape when a clear, understandable, and above all, actionable strategic plan communicates shared goals and strategies for meeting tomorrow's challenges. The Board is looking forward to bringing a new president to Northern with the hope that this plan sets them up for success.

The NMU 2022 Interim Strategic Plan both positions Northern today for a healthy transition of leadership and sets us up for tomorrow as we look to remain strong for generations to come. We on the Board appreciate the work faculty, staff and students have devoted to the following plan. We are excited to share it with the NMU community, candidates for the presidency and all interested parties.

STEPHEN YOUNG, CHAIR OF THE BOARD OF TRUSTEES, NORTHERN MICHIGAN UNIVERSITY



BEDROCK ELEMENTS

NMU MISSION

Northern Michigan University's distinctive academic and career programs are nurtured by exceptional teaching and extensive opportunities for scholarship, creativity and engagement. Our supportive, connected community empowers students, graduates, faculty and staff to contribute to a diverse and sustainable world.

NMU VISION

Northern Michigan University promotes an active environment to foster strong minds and bodies, inspires innovation and inclusion through community engagement, and develops leaders capable of local and global impact.

CORE VALUES

COMMUNITY
OPPORTUNITY
RIGOR
ENVIRONMENT
INCLUSION
CONNECTIONS
INNOVATION



UPPER PENINSULA
CYBERSECURITY INSTITUTE
NORTHERN MICHIGAN UNIVERSITY

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NEW MARKETS, NEW SUPPORTS

Grow and support our student body by identifying new markets, developing new academic offerings, and supporting our students' mental and physical health.

FOCUS GOALS

G1: RECRUITMENT

- Increase NMU's competitive edge in attracting students
- Leverage the unique programs offered by NMU to attract students
- Increase diversity of the student body

G2: STUDENT SUCCESS AND RETENTION

- Engage in proactive, holistic advising, leveraging student success technology and student-centered analytics
- Increase student sense of belonging and engagement
- Strengthen support for mental health and physical well-being

G3: ACADEMIC PROGRAM INNOVATION

- Drive academic innovation of new and existing programs to attract new students
- Employ new, flexible and adaptive methods of content delivery to better meet the needs of current and future students

NMU recognizes the necessity for highly effective recruitment and retention programming. Demographic and other external factors will create strains on enrollment and resources in the coming decade. In order to plan for these challenges, significant investments in enrollment and student success strategies are needed to lead us into the future in a strong position to serve our students effectively.

	STRATEGY	OVERSIGHT	GOAL ALIGNMENT	FOCUS AREA KEY METRIC(S)	TIMELINE
1	Create a comprehensive enrollment plan	<ul style="list-style-type: none"> • Academic Affairs • Global Campus • Graduate Studies and Research • Technology and Occupational Sciences 	G1, G2	<ul style="list-style-type: none"> • Completed plan by September 1, 2022 • Enrollment targets identified 	2022
2	Cultivate and launch ideas that will lead to academic and support programs that are future-focused	<ul style="list-style-type: none"> • Academic Affairs 	G1, G2, G3	<ul style="list-style-type: none"> • New and transformed programs 	2023
3	Enhance programming that increases students' sense of belonging and engagement	<ul style="list-style-type: none"> • Dean of Students 	G1, G2	<ul style="list-style-type: none"> • Participation and satisfaction in student groups • Participation and satisfaction in internships, mentorships and career readiness 	2022
4	Construct mental and physical health and wellness center adjacent to resident student population, and migrate health center and counseling services to new facilities	<ul style="list-style-type: none"> • Finance and Administration • Academic Affairs 	G1, G2	<ul style="list-style-type: none"> • Students will receive physical and mental health services in new facilities by January 2024 	2024
5	Align all advising and ongoing student success efforts	<ul style="list-style-type: none"> • Student Success and Wellness 	G2	<ul style="list-style-type: none"> • Percent of students advised by student success specialists • Persistence and graduation rates 	2022
6	Invest in facilities projects that enhance the student experience	<ul style="list-style-type: none"> • Finance and Administration • Academic Affairs 	G1, G2, G3	<ul style="list-style-type: none"> • Completion percentage of key projects with direct connection to the student experience 	2022
7	Integrate student-centered analytics designed to improve student experiences and outcomes	<ul style="list-style-type: none"> • Institutional Effectiveness 	G2	<ul style="list-style-type: none"> • Percent of student population to which the model has been applied • Model accuracy 	2022
8	Identify and develop internal areas where strategic partnerships would be beneficial for student support and academic innovation	<ul style="list-style-type: none"> • Academic Affairs • Extended Learning • Alumni Relations 	G1, G2, G3	<ul style="list-style-type: none"> • Number of potential opportunities • Percentage of opportunities where partnerships were established 	2023
9	Build out and adopt the Education Success Platform (ESP)	<ul style="list-style-type: none"> • Student Success Collaborative 	G2	<ul style="list-style-type: none"> • Usage of ESP (faculty, students, advisors) 	2022



DIVERSITY, EQUITY, INCLUSION & BELONGING

Create and embrace a university-wide culture of inclusion and belonging for all members of the NMU community.

FOCUS GOALS

G1: Launch collaborations across our campus to create, foster, and continuously strengthen a comprehensive, university-wide, long-term DEIB action plan

G2: Recruit and retain faculty and staff of diverse backgrounds at all levels of employment

G3: Recruit and retain students of diverse backgrounds

G4: Integrate diversity, equity, accessibility, and inclusion in academics

NMU acknowledges that historical patterns of oppression in US society—beginning with colonization, and continuing with racial and ethnic discrimination, and mistreatment of LGBTQIA+ people and people with disabilities and other marginalized populations—also exist on college campuses. NMU must commit to understanding those patterns and work to create a more just university and society. We must recognize that diversity, equity, inclusion and belonging (DEIB) do not simply exist with a statement but rather must be sewn into the fabric of our university culture and values. NMU must ensure the sustainability of the comprehensive, transformative work of diversity, equity, inclusion and belonging, and understand the long journey that will create a community where everyone feels safe, supported, and included.

	STRATEGY	OVERSIGHT	GOAL ALIGNMENT	FOCUS AREA KEY METRIC(S)	TIMELINE
1	Revisit existing DEIB structures and efforts to ensure alignment with final interim strategic plan	• DEIB Oversight Group	G1	• Recommendations submitted to President	2022
2	Hire a head of DEIB (formerly Chief Diversity and Inclusion Officer)	• President's Division	G1	• Position filled within specified timeframe	2024
3	Review university policies and procedures for systemic inequities/bias	• Division Vice Presidents	G1	• Recommendations for change submitted to President	2023
4	Create/ensure delivery of student, faculty, staff training in DEIB areas	• Student Equity and Engagement Center • Human Resources • Equal Opportunity	G1	• Training sessions offered	2023
5	Complete campus climate survey	• DEIB Oversight Group • Institutional Effectiveness	G1	• Survey completed, results communicated and action plans formed	2024
6	Review recruiting/search processes	• Academic Affairs • Equal Opportunity • Human Resources	G2	• Recommendations submitted to President	2023
7	Identify DEIB needs, issues, opportunities within NMU	• Division Vice Presidents	G2, G3	• Recommendations submitted to President	2023
8	Identify DEIB needs, issues, opportunities in community (businesses and organizations)	• DEIB Oversight Group	G2, G3	• Recommendations submitted to President	2024
9	Create strategies to support and engage underrepresented faculty, staff and students	• Division Vice Presidents	G2, G3	• Recommendations submitted to President	2023
10	Determine need for rapid response teams, bias incident protocols, and addressing slurs and hate speech	• Dean of Students Office • Police Department • Housing and Residence Life • Student Equity and Engagement Center	G1, G2, G3	• Recommendations submitted to President	2022
11	Review current student recruitment processes, including domestic and international students	• Admissions Office • International Programs Office	G3	• Recommendations submitted to Provost	2023
12	Review current services and supports for underrepresented students	• Division Vice Presidents	G3	• Recommendations submitted to President and Provost	2023
13	Provide tools and support to integrate DEIB into the curriculum, co-curriculum, and research	• Academic Senate	G4	• Recommendations submitted to Provost	2024
14	Create/enhance structures that promote and encourage more cross-departmental collaborations that already integrate DEIB perspectives through curriculum	• Academic Deans	G4	• Recommendations submitted to Provost	2023
15	Academic departments complete review of bylaws and policies for systemic inequities	• Academic Department Heads	G4	• Completed and report submitted to Deans	2023
16	Develop a plan to implement Universal Design for Learning across the university	• Center for Teaching and Learning	G4	• Recommendations submitted to Provost	2024



RURAL ROOTS

Leverage our unique rural location and expertise to serve rural communities by providing health services, economic models, workforce talent, and continuing education opportunities.

FOCUS GOALS

NMU AS A NATIONAL LEADER OF LEARNING AND RESEARCH

G1: Develop and expand academic programs with a rural focus and infuse rural and regional topics into current curricula

G2: Leverage our long history of providing access by expanding continuing education opportunities for rural residents and employers

G3: Increase and support faculty and student research on rurality

NMU AS A RESOURCE FOR UPPER PENINSULA COMMUNITIES, BUSINESSES AND RESIDENTS

G4: Coordinate, expand and increase health initiatives in the Upper Peninsula, especially to those that reach out to residents whose rural location hinders their ability to live healthy lives

G5: Improve internet access and digital security throughout the region

G6: Serve as a catalyst for regional economic and workforce development

According to the U.S. Census Bureau and Office of Management and Budget, all communities within the Upper Peninsula are rural, and because of its location and the students that it serves, NMU is considered a rural-serving institution (RSI), according to the criteria set forth by the Alliance for Research on Regional Colleges. NMU is located on the ancestral and current homelands of the Anishinaabe Three Fires Confederacy and serves rural communities throughout the Upper Peninsula. Northern is uniquely positioned to leverage its geographic location and provide educational programs and research focused on rurality and rural issues. As an important community partner, NMU has a responsibility to contribute to the economic strength and sustainability of the U.P. in a manner that honors its connection to the land, its people and its rich cultural history while fostering the physical and mental health, and the education and employment needs of its residents.

	STRATEGY	OVERSIGHT	GOAL ALIGNMENT	FOCUS AREA KEY METRIC(S)	TIMELINE
1	Identify and adopt a definition of rurality and Rural Serving Institution (RSI)	• Extended Learning	All Goals	• Definitions identified, vetted and adopted	2022
2	Expand outreach services and applied learning opportunities (e.g., BEAR Center, Speech and Language)	• Academic Affairs	G1, G4	• Number of outreach services • Number of community members served	2023
3	Inventory content on rurality and rural issues in current curricula	• Academic Affairs	G1, G2	• Identified areas of need or gaps in existing curricula/programs	2022
4	Provide learning opportunities supportive of research practices honoring Native American culture and traditions	• Center for Native American Studies	G1, G3	• Participant enrollment and evaluation survey	2023
5	Develop stackable micro-credentials for continuing education with an alternative credentialing system	• Extended Learning	G2	• Micro-credentialing system developed • Number of micro-credentials awarded	2022
6	Spotlight student and faculty research on topics related to rurality	• Graduate Studies and Research	G1, G3	• Number of research projects shared	2022
7	Determine feasibility of establishing a system for distributing internal grants to faculty and students for research on rurality	• Extended Learning • Graduate Studies and Research	G3	• Feasibility study complete and, if appropriate, grant funds distributed	2022
8	Identify external grant opportunities related to rurality	• Graduate Studies and Research	G3	• Number of applications submitted and awards received	2022
9	Establish a rural research fellows program to bridge Freshman Fellows with McNair	• Graduate Studies and Research	G3	• Program enrollment	2023
10	Identify regional health issues and prioritize health care needs	• Center for Rural Health	G4	• Needs identified and prioritized	2023
11	Expand Educational Access Network and IT support	• Finance and Administration	G2, G5	• Number of EAN service zones • Number of EAN subscribers	2023
12	Support and expand cybersecurity academic programming and the services offered by the U.P. Cybersecurity Institute	• Extended Learning	G1, G5	• Number of educational experiences offered • Sustainable budget model developed	2023
13	Create a coordinated system of advisory councils using existing committees to provide insights regarding regional talent needs	• Academic Affairs	G6	• Coordinated system of advisory councils developed	2023
14	Inventory regional shared resources and identify gaps	• Extended Learning	G3, G6	• Inventory complete and gaps identified	2022
15	Expand community partnerships that benefit NMU students, faculty and staff and the regional economy	• Extended Learning	G6	• Number of community partnerships	2023
16	Organize and sponsor a regional conference focused on rurality	• Academic Affairs • Extended Learning	G3, G4, G6	• Conference attendance and evaluation survey	2023



BUILDERS OF A CULTURE OF SUSTAINABILITY

Enhance and grow sustainability efforts and education throughout the planning, operations, education, research and service aspects of the university.



FOCUS GOALS

G1: SUSTAINABILITY AS A DRIVER IN CAMPUS DECISION-MAKING

- Emphasize sustainability in operations and in campus-wide policies

G2: ENVIRONMENTAL SUSTAINABILITY SUPPORT

- Implement first steps towards achieving carbon neutrality by 2050
- Improve waste and recycling efforts
- Provide a sustainable dining experience

G3: SUSTAINABILITY CURRICULA

- Create new, interdisciplinary sustainability curricula, including hands-on learning experiences
- Educate students and community about different sustainability principles and practices

G4: SUSTAINABILITY BEYOND THE CLASSROOM

- Build local and regional partnerships to expand educational opportunities
- Support applied sustainability-related research

Sustainable actions are commonly defined as those that meet the needs of the present without compromising the ability of future generations to meet their own needs. Most definitions of sustainability emphasize the intersection of environmental protection, economic development and social equity. Thus, a focus on sustainability reinforces other Focus Areas such as Diversity, Equity and Inclusion and Rural Roots. Building a Culture of Sustainability will require a comprehensive strategy that infuses sustainability considerations into all university-wide decision-making, curricula and outreach efforts. This coordinated approach builds on existing goals outlined in NMU's 2030 Sustainability Plan and Campus Energy Master Plan, which have been developed in consultation with the Sustainability Advisory Council, the Carbon Neutrality Task Force and the efforts of many students, staff and faculty across campus. Coordinating these efforts will bring NMU's performance in this area to the next level, and will promote NMU's reputation as a regional leader in sustainability.

	STRATEGY	OVERSIGHT	GOAL ALIGNMENT	FOCUS AREA KEY METRIC(S)	TIMELINE
1	Continue to develop an inter-departmental Sustainability Hub for Innovation & Environment (SHINE) to promote sustainability efforts	• Academic Affairs	G1, G2, G3, G4	• Establishment of a location and budget • Expansion of programs	2022
2	Create Campus Energy Master Plan and a plan for Carbon Neutrality by 2050	• Facilities • Finance and Administration	G1, G2	• Development of both plans	2022
3	Explore Leadership in Energy and Environmental Design (LEED) certification for all new campus infrastructure	• Facilities • Finance and Administration	G1	• LEED scorecard completion for each project	2024
4	Transition university fleet to hybrid or electric vehicles	• Finance and Administration • Purchasing	G1, G2	• Bid comparison for each new vehicle	2024
5	Develop composting systems on campus	• Facilities • Finance and Administration • Dining	G1, G2	• Implementation of system for each Dining venue	2022
6	Implement sustainability practices in all aspects of Dining operations, including residence hall and community dining venues, retail, concessions and catering operations	• Dining • Finance and Administration	G2	• Number of practices implemented	2023
7	Create a sustainability certification program that is accessible to a wide range of audiences	• Academic Affairs	G3	• Establishment of program	2023
8	Use the student-initiated Green Fund to implement sustainability initiatives	• Sustainability Advisory Council	G1, G2, G3, G4	• Number of implemented initiatives	2024
9	Work with local partners to provide internships, service projects, educational experiences and research opportunities	• Academic Affairs • Center for Student Enrichment	G1, G2, G3, G4	• Number of opportunities provided	2023

A photograph of two individuals, a man and a woman, sitting at a table in a well-lit room with large windows in the background. Both are wearing green face masks. The man, on the left, is leaning forward and looking at a book or document on the table. The woman, on the right, is looking towards him. The image has a green overlay at the bottom where the text is located.

EMERGENCY FOCUS AREA: COVID-19

Ensure long-term emergency planning success by reflecting on what we have learned during the COVID-19 pandemic.



Thoughtful and careful emergency pre-planning helped us establish a strong mitigation response during COVID-19. As we plan for a shift to an endemic state, it is important to reflect and make updates to our traditional emergency planning and training practices based on what the COVID-19 pandemic has taught us about planning for long-term crises.

FOCUS GOALS

G1:
Transition from COVID-19 pandemic to endemic state

G2:
Identify those adaptations that were put into place in response to COVID-19 that should be retained and incorporated into the University's academic and general operations as ongoing good practice to meet the needs and expectations of post-COVID students, faculty, and staff

STRATEGY		OVERSIGHT	GOAL ALIGNMENT	FOCUS AREA KEY METRIC(S)	TIMELINE
1	Build COVID logistics plan for 2022-23 academic year	• Emergency Planning Co-Directors	G1	• Compliance with national COVID safety metrics (CDC) and state mandates	2022
2	Investigate and complete reflection report on academic changes	• Academic Affairs	G2	• Completed report of findings, with recommendations, submitted to Academic Affairs by August 1, 2022	2022
3	Investigate and complete reflection report on HR and operations changes	• Finance & Administration	G2	• Completed report of findings, with recommendations, submitted to Finance & Administration by August 1, 2022	2022
4	COVID "lessons learned" added to existing NMU emergency planning processes and procedures	• Emergency Planning Co-Directors	G2	• Training with revised processes and procedures	2022

