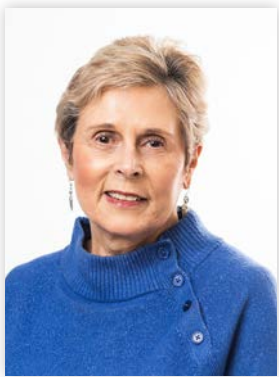




2022 INTERIM STRATEGIC PLAN



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 SCHUILING, 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



UPPER PENINSULA
CYBERSECURITY INSTITUTE
NORTHERN MICHIGAN UNIVERSITY

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.



STRATEGIES

1. Create a Comprehensive Enrollment Plan (CEP) [to include, but not limited to, diverse, underrepresented and international students; undergraduate, graduate and distance education students; colleges/departments; and marketing and communications] in order to clearly define our approach to enrollment.
2. Employ new, flexible and adaptive methods of content delivery to better meet the needs of current and future students.
3. Develop future-focused academic programs that best meet the needs of current and prospective students.
4. Establish and expand co-curricular support programs that connect students to future employment goals.
5. Create new or enhance existing programming that increases students' sense of belonging and engagement.
6. Align all advising and ongoing student success efforts to improve efficiency and effectiveness.
7. Invest in facilities projects that enhance the student experience.
8. De-stigmatize help-seeking, provide tools for responding to signs of distress, and promote campus resources and services.
9. Integrate wellbeing services and increase capacity to meet wellbeing needs of campus community.
10. Provide trauma-informed responses to crises involving our campus.

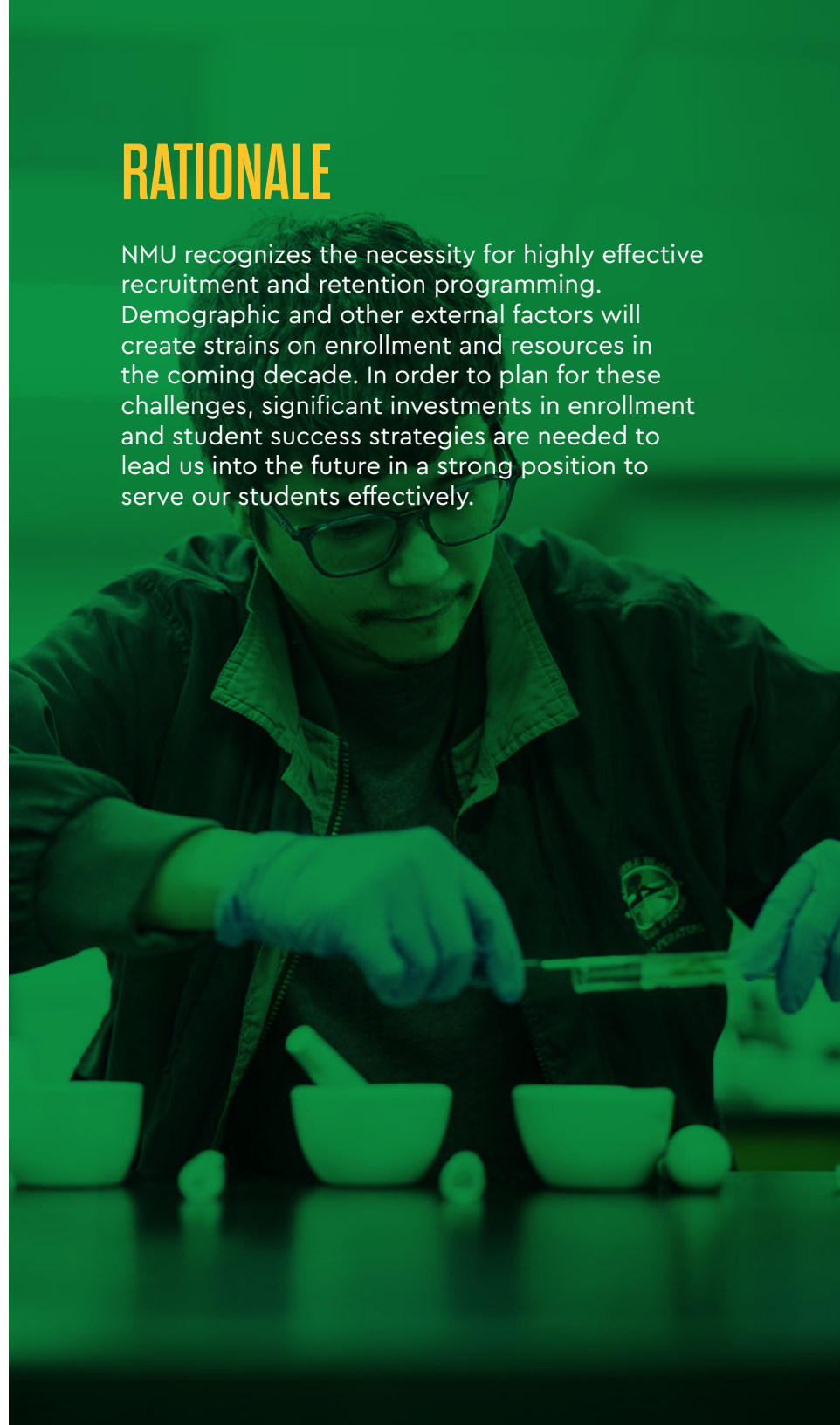
To view the detailed action plan, scan this code.

or visit nmu.edu/president/new-markets-new-supports



RATIONALE

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.



A large group of graduates in green and black caps and gowns at a graduation ceremony. The graduates are smiling and looking towards the right. The background is a large, crowded stadium.

DIVERSITY, EQUITY, INCLUSION & BELONGING

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

STRATEGIES

1. Establish DEIB leadership and increase institutional capacity to better support and improve diversity, equity, inclusion and belonging efforts.
2. Assess internal information and data in order to develop a shared understanding of the current state of DEIB at NMU.
3. Ensure DEIB learning opportunities and training are available to all students, faculty, and staff members to increase individual and collective knowledge around diversity, equity, inclusion and belonging.
4. Improve services and supports for students, faculty, and staff (at all levels of employment) from diverse backgrounds in ways that improve recruitment.
5. Improve services and supports for students, faculty, and staff (at all levels of employment) from diverse backgrounds in ways that increase retention.
6. Improve efforts to integrate diversity, equity, accessibility and inclusion into academics.
7. Promote efforts that enhance cross-departmental collaborations and integration of DEIB-related perspectives into curriculum in order to increase faculty engagement with diversity.

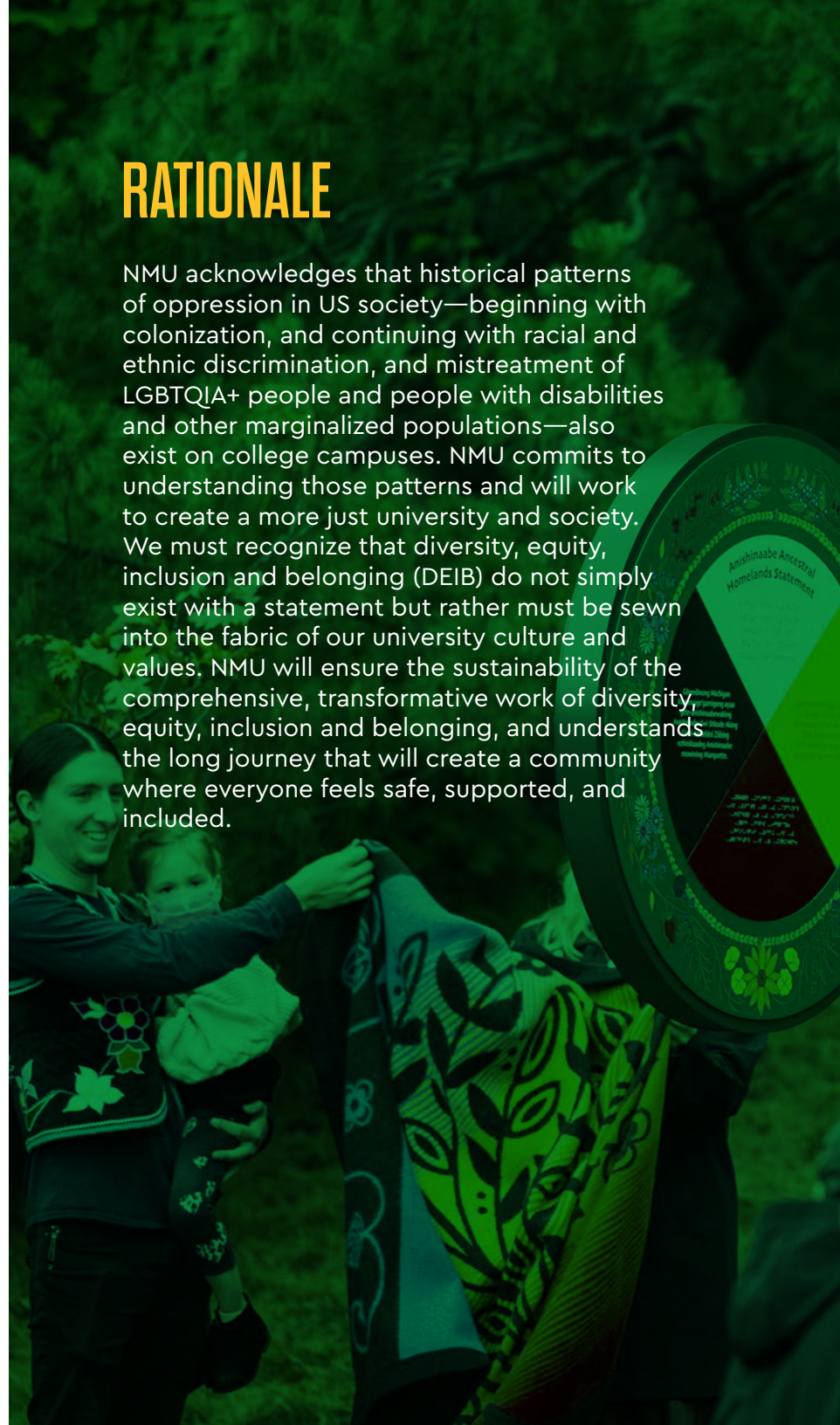
To view the detailed action plan, scan this code.

or visit nmu.edu/president/diversity-equity-inclusion-and-belonging



RATIONALE

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 commits to understanding those patterns and will 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 will ensure the sustainability of the comprehensive, transformative work of diversity, equity, inclusion and belonging, and understands the long journey that will create a community where everyone feels safe, supported, and included.





RURAL ROOTS

Leverage our unique location and expertise to serve rural communities by providing services that enrich our community, improve health, increase access to continuing education opportunities, and support sustainable economic development.

STRATEGIES

1. Analyze rurality as a key component of NMU's future strategic identity.
2. Coordinate and implement community engagement initiatives that improve quality of life for our region.
3. Develop and enhance community engagement initiatives that increase campus, community, and regional access (e.g., arts & culture, the humanities, and athletics).
4. Improve community supports to increase accessibility of internet services and other critical infrastructure throughout the UP.
5. Expand professional training and continuing education opportunities for rural residents and employers to increase rural community engagement, partnerships and enrollment.
6. Advance economic development opportunities for NMU by optimizing relationships with UP partners and rural-serving organizations.

To view the detailed action
plan, scan this code.
or visit [nmu.edu/president/rural-roots](https://www.nmu.edu/president/rural-roots)



RATIONALE

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.



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.

STRATEGIES

1. Centralize sustainability efforts to improve planning, coordination and communication.
2. Implement sustainability initiatives to contribute to a diverse and sustainable world (NMU mission statement).
3. Support sustainability education inside and out of the classroom to develop leaders capable of local and global impact (NMU vision statement).

To view the detailed action plan, scan this code.

or visit [nmu.edu/president/builders-culture-sustainability](https://www.nmu.edu/president/builders-culture-sustainability)



RATIONALE

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.

A photograph of a man and a woman sitting at a wooden table in a well-lit room with large windows in the background. Both individuals are wearing green face masks. The man, on the left, is leaning forward and looking at an open book on the table. The woman, on the right, is looking towards the man. The scene is overlaid with a semi-transparent green banner containing text.

EMERGENCY FOCUS AREA: COVID-19

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

STRATEGIES

1. Build a COVID logistics plan for 2022–23 academic year to incorporate lessons learned and address ongoing COVID-related challenges.
2. Identify adaptations put into place in response to COVID-19 that should be retained and incorporated into the university's academic and general operations.
3. Incorporate COVID "lessons learned" into existing NMU emergency planning processes and procedures.

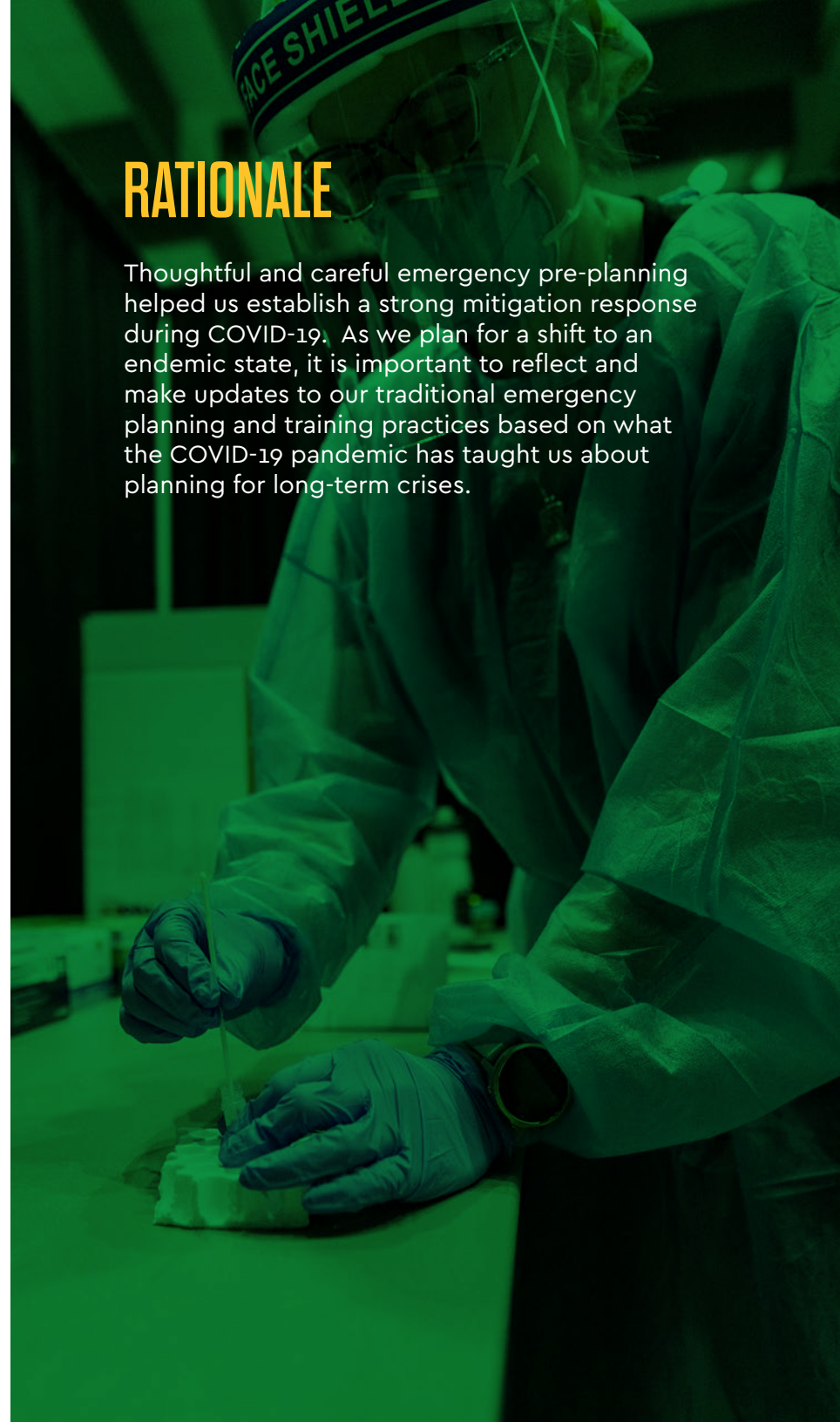
To view the detailed action plan, scan this code.

or visit nmu.edu/president/emergency-focus-area-covid-19



RATIONALE

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.





ACADEMIC MALL

John X.
Jamrich
Hall

Academic
Departments
Classrooms
Starbucks



**NORTHERN MICHIGAN
UNIVERSITY**

