



# FOCUS AREA 3: ACTION PLAN

## 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.

*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.*

### DOCUMENT LEGEND

**Font color = BLACK:** No dependencies to starting work outlined in the tactic have been identified

**Font color = GRAY:** Preliminary actions must be taken in order for the tactic to start; detailed in the "Dependencies" column

**Text = DOUBLE-UNDERLINED:** New or revised content since last update

**Text = STRIKED:** Content removed, revised or consolidated since last update

**Ongoing Status:** ■ On Track ■ Moderate Progress ■ Off Track

#### Common acronyms used:

RSI: Rural Serving Institution

PLC: President's Leadership Council

EAN: Educational Access Network

RAN: Radio Access Network

ELO: Experiential learning opportunity

PLA: Prior learning assessment

SME: Small and medium-sized enterprises

Adopted 12/5/22; updated 6/30/23

TRACK CHANGES

# RURAL ROOTS ACTION PLAN

## STRATEGY I:

Analyze rurality as a key component of NMU's future strategic identity.	KEY PERFORMANCE INDICATORS:							
	<ul style="list-style-type: none"> <li>Documentation of completed analysis</li> <li>Report of recommendations generated</li> </ul>							
	SPONSOR	CONTACT 1	CONTACT 2	START DATE	END DATE	DEPEN- DENCIES	STATUS	PROGRESS METRICS
Tactic 1.1. Determine how NMU will leverage Alliance for Research on Regional Colleges' Rural Serving Institution (RSI) criteria.	Office of the President			Fall 2022	Winter 2024	PLC discussion and assignment	Not Started	<ul style="list-style-type: none"> <li>Determination reached</li> <li>Findings shared w/PLC</li> </ul>
Tactic 1.2. Inventory rural themes in current academic program offerings, faculty and student research.	Academic Affairs	Dale Kapla		Fall 2022	Winter 2024	PLC discussion and assignment	Not Started	<ul style="list-style-type: none"> <li>Progress of inventory</li> </ul>
Tactic 1.3. Explore and inventory academic program offerings and research that would support the rural mission.	Graduate Studies and Research	Lisa Eckert		Fall 2022	Winter 2024	PLC discussion and assignment	Not Started	<ul style="list-style-type: none"> <li>Progress of inventory</li> </ul>
Tactic 1.4. Determine feasibility of establishing a system for distributing internal and external funding to faculty and students for research on rurality.	Graduate Studies and Research	Lisa Eckert	Tesse Sayen	Fall 2022	Winter 2024	PLC discussion and assignment	Not Started	<ul style="list-style-type: none"> <li>Determination reached</li> <li>Findings shared w/PLC</li> </ul>
Tactic 1.5. Identify opportunities to host/facilitate national/regional events focused on rurality.	Extended Learning and Community Engagement	Stephanie Zadroga-Langlois		Fall 2022	Winter 2024	PLC discussion and assignment	Not Started	<ul style="list-style-type: none"> <li>Opportunities identified</li> <li>Findings shared w/PLC</li> </ul>
Tactic 1.6. Develop and communicate NMU's definition of "rurality."	Graduate Studies and Research	Lisa Eckert		Fall 2022	Winter 2024	PLC discussion and assignment	Not Started	<ul style="list-style-type: none"> <li>Progress on development and communications</li> </ul>

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## STRATEGY 2:

Coordinate and implement community engagement initiatives that improve quality of life for our region.	KEY PERFORMANCE INDICATORS:							
	SPONSOR	CONTACT 1	CONTACT 2	START DATE	END DATE	DEPENDENCIES	STATUS	PROGRESS METRICS
Tactic 2.1. Determine and implement faculty-led research opportunities to address U.P. health priorities.	Center for Rural Health	Elise Bur	Lisa Eckert, Tesse Sayen	Summer 2022	Winter 2024		Ongoing	<ul style="list-style-type: none"> <li>Research opportunities determined</li> <li>Progress on project implementation</li> </ul>
Tactic 2.2. Develop and expand sustainable community health worker and paramedicine models in the U.P.	Center for Rural Health	Elise Bur	Tesse Sayen	Summer 2022	Winter 2024		Ongoing	<ul style="list-style-type: none"> <li>Progress on model development</li> <li>Count of community health workers and paramedics trained/retained in region</li> <li>Placement rate of trained community health workers and paramedics</li> </ul>
Tactic 2.3. Utilize the new BEAR Center facility to improve community access to the comprehensive behavior support program and increase experiential learning opportunities for students.	BEAR Center	Jacob Daar		Winter 2023	Winter 2024		Ongoing	<ul style="list-style-type: none"> <li>Count of clients served</li> <li>Count of student experiential learning opportunities</li> </ul>
Tactic 2.4. Increase opportunities for regional high school students to earn college credit (i.e., dual and concurrent enrollment).	Extended Learning and Community Engagement	Steve VandenAvond	Mindy Nannestad	Fall 2022	Winter 2024		Ongoing	<ul style="list-style-type: none"> <li>Number of dual enrollment teachers</li> <li>Number of school partners</li> <li>Number of credits earned</li> </ul>
Tactic 2.5. Analyze opportunities for NMU K-12 career exploration programming.	Seaborg/MISTEM	Chris Standerford	Stephanie Zadroga-Langlois	Fall 2022	Winter 2024	PLC discussion and assignment	Ongoing	<ul style="list-style-type: none"> <li>Progress of inventory and evaluation</li> <li>Count and type of opportunities identified for expansion/investment</li> <li>GEAR UP participation</li> </ul>

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## STRATEGY 3:

Develop and enhance community engagement initiatives that increase campus, community, and regional access (e.g., arts & culture, the humanities, and athletics).	KEY PERFORMANCE INDICATORS:							
	SPONSOR	CONTACT 1	CONTACT 2	START DATE	END DATE	DEPEN- DENCIES	STATUS	PROGRESS METRICS
Tactic 3.1. Create clearer pathways for community engagement by centralizing activities and efforts.	<u>Office of the President</u> <u>Extended Learning and Community Engagement</u>	<u>Steve</u> <u>VandenAvond</u>		Fall 2022	Winter 2024	PLC discussion and assignment	Not Started	• System developed
Tactic 3.2. Evaluate current promotional methods, establish engagement baselines, and evaluate opportunities for improvement.	<u>Office of the President</u> <u>Extended Learning and Community Engagement</u>	<u>Steve</u> <u>VandenAvond</u>		Fall 2022	Winter 2024	PLC discussion and assignment	Not Started	• Progress on evaluation and identification of improvements

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## STRATEGY 4:

<b>Improve community supports to increase accessibility of internet services and other critical infrastructure throughout the U.P.</b>	<b>KEY PERFORMANCE INDICATORS:</b> <ul style="list-style-type: none"> <li>EAN: Total number of users</li> <li>EAN: Average customer satisfaction rating</li> <li>Grant progress reports updates</li> </ul>							
	SPONSOR	CONTACT 1	CONTACT 2	START DATE	END DATE	DEPENDENCIES	STATUS	PROGRESS METRICS
Tactic 4.1. Replace NMU EAN LTE CORE and Radio Access Network (RAN) (from FCC's "Protecting Against National Security Threats to the Communications Supply Chain" program).	Technology Support Services, Network Operations, Business Intelligence/ Information Services	John Marra	Chris Lewis	Winter 2022	Winter 2024		Ongoing	<ul style="list-style-type: none"> <li>Monitor current coverage average</li> </ul>
Tactic 4.2. Develop six <del>four</del> new LTE transmission sites in the northeast Lower Peninsula and Upper Peninsula that will serve <del>over 30</del> <u>23</u> new rural communities.	Technology Support Services, Network Operations, Business Intelligence/ Information Services	John Marra	Chris Lewis	Winter 2022	Winter 2024		Ongoing	<ul style="list-style-type: none"> <li>Transmission sites developed</li> <li>New rural communities served</li> </ul>
Tactic 4.3. Partner with private sector to enable sales of broadband services through NMU infrastructure by paying a monthly subscriber access base fee.	Technology Support Services, Network Operations, Business Intelligence/ Information Services	John Marra	Chris Lewis			RR Tactic 4.2.	Dependent	<ul style="list-style-type: none"> <li>Count of overall subscribers</li> <li>LTE network financial sustainability</li> </ul>
Tactic 4.4. Continued legislative advocacy and outreach for federal and state grants and congressional direct spending funding opportunities to support and expand impact of EAN.	Technology Support Services, Network Operations, Business Intelligence/ Information Services	Deanna Hemmila	Gavin Leach	Winter 2022	Winter 2024		Ongoing	<ul style="list-style-type: none"> <li>Progress of legislative advocacy efforts and opportunities pursued in support of EAN</li> </ul>
Tactic 4.5. Develop cost-effective backhaul solutions for new service areas and potential joint federal or state grant opportunities for funding the construction of new sites.	Technology Support Services, Network Operations, Business Intelligence/ Information Services	John Marra	Chris Lewis	Winter 2022	Winter 2024		Ongoing	<ul style="list-style-type: none"> <li>Progress on solutions developed</li> </ul>
Tactic 4.6. Identify new service areas with the requisite tower (or water tank/building antennas support systems) and backhaul infrastructure needed to install LTE radios, antennas, and software systems.	Technology Support Services, Network Operations, Business Intelligence/ Information Services	John Marra	Chris Lewis	Winter 2022	Winter 2024		Ongoing	<ul style="list-style-type: none"> <li>Service areas identified</li> </ul>
Tactic 4.7. Identify partnerships where broadband is needed to support educational, healthcare, and community programs.	Technology Support Services, Network Operations, Business Intelligence/ Information Services	John Marra	Chris Lewis	Winter 2022	Winter 2024		Ongoing	<ul style="list-style-type: none"> <li>Partnerships identified and pursued</li> </ul>

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## STRATEGY 5:

Expand professional training and continuing education opportunities for rural residents and employers to increase rural community engagement, partnerships and enrollment.	KEY PERFORMANCE INDICATORS:							
	<ul style="list-style-type: none"> <li>Count and type of credentials awarded</li> </ul>							
	SPONSOR	CONTACT 1	CONTACT 2	START DATE	END DATE	DEPEN- DENCIES	STATUS	PROGRESS METRICS
Tactic 5.1. Revise and expand prior learning assessment (PLA) process for students to articulate between non-credit and credit educational experiences.	Continuing Education and Workforce Development	Steve VandenAvond	Stephanie Zadroga-Langlois	Fall 2022	Winter 2024		Ongoing	<ul style="list-style-type: none"> <li>Count and characteristics of student participants</li> <li>Rate of participant enrollment in subsequent for-credit program</li> </ul>
Tactic 5.2. Establish lifelong learning pathways that include an alternative credential system and articulation between applied non-credit and credit programs (60-year curriculum).	Continuing Education and Workforce Development	Stephanie Zadroga-Langlois	Steve VandenAvond	Fall 2022	Winter 2024		Ongoing	<ul style="list-style-type: none"> <li>Alternative credential system established</li> <li>Count and type of credentials awarded</li> <li>Count and progress of applied learning opportunities expanded</li> </ul>
Tactic 5.3. Develop a formal non-credit leadership training/fellowship program in partnership with regional employers.	Continuing Education and Workforce Development	Dave Nyberg	Stephanie Zadroga-Langlois	Fall 2022	Winter 2024		Ongoing	<ul style="list-style-type: none"> <li>Progress of program development</li> </ul>

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## STRATEGY 6:

Advance economic development opportunities for NMU by optimizing relationships with U.P. partners and rural-serving organizations.	KEY PERFORMANCE INDICATORS:							
	SPONSOR	CONTACT 1	CONTACT 2	START DATE	END DATE	DEPENDENCIES	STATUS	PROGRESS METRICS
Tactic 6.1. Expand student experiential learning opportunities with small and medium-sized enterprises (SMEs) and non-profits in the U.P.	Business Engagement and Economic Development	Dave Nyberg	Carol Johnson	Fall 2021	Winter 2024		Ongoing	<ul style="list-style-type: none"> <li>ELOs completed</li> <li>Participant characteristics (students, employer, industry)</li> <li>Academic programs engaged</li> <li>Progress of "Main Street Academy"</li> </ul>
Tactic 6.2. Expand student experiential learning opportunities with public sector employers in the U.P.	College of Health Sciences & Professional Studies	Joe Lubig	Dave Nyberg	Fall 2022	Winter 2024		Ongoing	<ul style="list-style-type: none"> <li>ELOs completed</li> <li>Participant characteristics (students, employer, industry)</li> <li>Academic programs engaged</li> <li>Progress of "Rural Leadership Fellowship Program" development</li> </ul>
Tactic 6.3. Expand sector-focused internships for students in partnership with regional economic development organizations.	Business Engagement and Economic Development	Dave Nyberg	Katie Korpi			NMNS Tactic 4.2.	Dependent	<ul style="list-style-type: none"> <li>Internships placed</li> <li>Industry sectors engaged</li> <li>Credentials awarded</li> </ul>
Tactic 6.4. Leverage the Michigan Native American Heritage Fund to accomplish relevant NMU and CNAS goals.	Academic Affairs	Joe Lubig	Dave Nyberg			CNAS Director hired and near-term goals established	Dependent	
Tactic 6.5. Strengthen relationships with regional Tribal governmental leadership and tribal economic development entities in order to advance research, initiatives, and applied learning opportunities.	Business Engagement and Economic Development	Dave Nyberg	Joe Lubig			CNAS Director hired and near-term goals established	Dependent	