

# ACTION PLAN

## GRAND CHALLENGE 01

### Supporting our People

#### EXECUTIVE SPONSOR

Rhea Dever, Vice President, People, Culture & WellBeing

#### ABOUT

Wellbeing of people, places, and the planet are interconnected and integral to NMU's educational mission. Embracing the Okanagan Charter and its Calls to Action, along with our commitment to honor and nurture the role of Indigenous perspectives and peoples locally and globally, will ensure all Wildcats the opportunity to thrive professionally and personally.

#### STRATEGIES

Strategy 1.1. Embed health into all aspects of campus culture, across the administration, operations and academic mandates, and lead health promotion action and collaboration locally and globally, guided by the Okanagan Charter.

Strategy 1.2. Nurture Indigenous perspectives, programs, and peoples at NMU in order to honor, learn from, and partner with the tribal communities that have thrived in our region for many generations.

Strategy 1.3. Establish the NMU Opportunity and Empowerment Hub in order to centralize access, opportunity, and empowerment at NMU, and strengthen our commitment to evidence-based planning, collaboration, and communication on campus and across our communities.

Strategy 1.4. Embed sustainable values into all aspects of the University, including curriculum, operations, and external partnerships.



#### LEGEND

##### TACTIC STATUS

■ On Track ■ Moderate Progress ■ Off Track

##### SPECIAL DESIGNATIONS



SISU Innovation Funding



Strategic Doing



Rapid Improvement Process

VERSION: FALL 2025

# ACTION PLAN

## GRAND CHALLENGE 01 TACTICS

### STRATEGY 1.1.






**Embed health into all aspects of campus culture, across the administration, operations and academic mandates, and lead health promotion action and collaboration locally and globally, guided by the Okanagan Charter.**

**STRATEGY LEAD**

Rhea Dever (Interim)

### SUCCESS OUTCOME:

**Living the Okanagan Charter:** Earn recognition as a leader among our U.S. and International Health Promoting Campus Network (USHPCN; IHPCN) peers for operationalizing the **shared aspirations** of the Charter.

	SUCCESS OUTCOME:				PROGRESS METRICS
	OVERSIGHT	KEY CONTACTS	TIMELINE (START - END)	STATUS	(NOTE: MAY BE EXPRESSED AS GOAL, BENCHMARK, OR OUTCOME FOR TACTIC TO BE CONSIDERED <b>COMPLETE</b> )
1.1.1. Holistic Wellbeing Framework: Define and communicate NMU's comprehensive approach to wellbeing by establishing a clear framework that articulates how the university supports holistic health across eight dimensions of wellbeing, identifies campus resources and programs available to students and employees, and coordinates action through an expanded wellbeing advisory council to ensure all campus community members have access to integrated wellbeing support.	People, Culture & Wellbeing	Wellbeing Advisory Council	Fall 2025 - Summer 2026		<ul style="list-style-type: none"> <li>Wellbeing framework defined and communicated campus-wide</li> <li>Campus wellbeing programs and resources assessed across eight dimensions</li> <li>Coordinated wellbeing initiatives and improvements implemented</li> </ul>
1.1.2. Academic Wellbeing Integration Planning: Identify opportunities and develop a framework for integrating wellbeing principles into course design, academic programming, and the student success ecosystem, exploring how wellbeing scholarship and pedagogy can be intentionally embedded to support holistic student learning and development.	Academic Affairs & Student Success	Lanae Joubert	Fall 2025 - Summer 2026		<ul style="list-style-type: none"> <li>Opportunities for wellbeing integration in academic programs and courses identified</li> <li>Framework and design principles for wellbeing-integrated pedagogy developed</li> </ul>
1.1.3. Campus Wellbeing Educator Development: Expand the wellbeing educator program by training student educators in comprehensive bystander intervention and prevention strategies, with initial focus on sexual misconduct prevention, to increase peer-led wellbeing education and support across campus.	People, Culture & Wellbeing	Jessica Corkin	Fall 2025 - Summer 2026		<ul style="list-style-type: none"> <li>Student educators trained in comprehensive bystander intervention strategies</li> <li>Campus training sessions and programming delivered</li> </ul>
1.1.4. Accessible Wellbeing Environments: Enhance campus spaces to increase accessibility and promote student engagement in psychological, social, and environmental wellbeing through improved student gathering areas, inclusive sensory-friendly environments, and dedicated wellbeing spaces that support diverse needs and holistic health across campus.	People, Culture & Wellbeing	Jes Thompson	Fall 2025 - Summer 2026		<ul style="list-style-type: none"> <li>Status of campus wellbeing space enhancements and improvements</li> </ul>
1.1.5. Wellbeing Dimension Planning: Explore opportunities to support the spiritual and meaning-making dimension of wellbeing by assessing needs, identifying resources, and developing a framework for connections that support students and employees in their pursuit of purpose and meaning.	People, Culture & Wellbeing	Emily Meier	Fall 2025 - Summer 2026		<ul style="list-style-type: none"> <li>Needs assessment and exploration activities conducted</li> <li>Status of framework development</li> </ul>

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## GRAND CHALLENGE 01 TACTICS

### STRATEGY 1.2.

**Nurture Indigenous perspectives, programs, and peoples at NMU in order to honor, learn from, and partner with the tribal communities that have thrived in our region for many generations.**

#### STRATEGY LEADS

April Lindala & Dale Kapla

### SUCCESS OUTCOME:

**Native-Centered Institution:** Earn recognition indicating the successful strengthening of student support programs through the integration of Indigenous thinking methodologies that are responsive to the unique social and cultural needs of Native American students.

	OVERSIGHT	KEY CONTACTS	TIMELINE (START - END)	STATUS	PROGRESS METRICS <small>(NOTE: MAY BE EXPRESSED AS GOAL, BENCHMARK, OR OUTCOME FOR TACTIC TO BE CONSIDERED <b>COMPLETE</b>)</small>
1.2.1. Indigenous Student Success Infrastructure: Hire and train a dedicated Strengthening Pathways North (SPN) Coordinator to lead Indigenous student success operations and establish cross-divisional coordination for American Indian and Alaska Native student support.	Academic Affairs & Student Success; Center for Native American Studies	April Lindala, Erika Greeley	Fall 2025 - Winter 2026	<span style="color: green;">■</span>	<ul style="list-style-type: none"> <li>Coordinator is operational and leading SPN activities (coordinating NASI visits, HIPE development, listening sessions, etc.)</li> </ul>
1.2.2. Cross-Pillar Student Success Monitoring: Establish a dedicated cross-pillar team to regularly monitor American Indian and Alaska Native student academic performance and credential attainment, match resources to needs, and strengthen retention outcomes through integrated support services.	Academic Affairs & Student Success	Dale Kapla, April Lindala	Winter 2026 - Summer 2026	<span style="color: green;">■</span>	<ul style="list-style-type: none"> <li>Cross-divisional team is established</li> <li>Progress of cross-pillar student success monitoring tasks</li> </ul>
1.2.3. Native-Serving Institution Learning Collaborative: Complete strategic site visits to two Native American Serving Institutions (NASI) to study evidence-based retention strategies, transfer pathways, and culturally responsive student services, translating findings into actionable recommendations that advance NMU's development as a Native-centered institution.	Academic Affairs & Student Success	SPN Site Visit Team	Fall 2025 - Summer 2026	<span style="color: green;">■</span>	<ul style="list-style-type: none"> <li>Two NASI site visits completed by Spring 2026</li> <li>Post-visit team survey completed documenting best practices observed</li> <li>Implementation recommendations report completed</li> </ul>
1.2.4. Tribal High-Impact Practice & Experience Opportunities: Establish a minimum of six new opportunities for high-impact practices and experiences (HIPEs) in Indian Country, e.g., internships with Tribal Nations, professional conferences, or research experiences, with focus on removing financial barriers for American Indian and Alaska Native students.	Academic Affairs & Student Success; Center for Native American Studies	April Lindala, Tyler Dettloff	Fall 2025 - Summer 2026	<span style="color: green;">■</span>	<ul style="list-style-type: none"> <li>Six opportunities for HIPEs are established in partnership with Tribal Nations or Indigenous organizations</li> </ul>
1.2.5. Tribal Nation Partnership & Student Engagement: Conduct regular listening sessions with NMU-enrolled American Indian and Alaska Native students, alumni, and Michigan Tribal Nation leadership to identify barriers, understand needs, and establish collaborative relationships that will inform program development, recruitment partnerships, and institutional policy recommendations.	Academic Affairs & Student Success; Center for Native American Studies	April Lindala	Fall 2025 - Summer 2026	<span style="color: green;">■</span>	<ul style="list-style-type: none"> <li>Listening sessions conducted</li> <li>Documented needs and institutional barriers identified and shared with university leadership</li> </ul>

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## GRAND CHALLENGE 01 TACTICS

### STRATEGY 1.3.

**Establish the NMU Opportunity and Empowerment Hub in order to centralize access, opportunity, and empowerment at NMU, and strengthen our commitment to evidence-based planning, collaboration, and communication on campus and across our communities.**

**STRATEGY LEAD**

Shawnrece Butler

### SUCCESS OUTCOME:

**Empowering Excellence:** Earn recognition as a leader in demonstrating successful institutionalization of equity-centered practices across recruitment, retention, campus climate, and student success metrics.

	OVERSIGHT	KEY CONTACTS	TIMELINE (START - END)	TACTIC STATUS	PROGRESS METRICS <small>(NOTE: MAY BE EXPRESSED AS GOAL, BENCHMARK, OR OUTCOME FOR TACTIC TO BE CONSIDERED <b>COMPLETE</b>)</small>
1.3.1. Strengthening the Wildcat Collective: Enhance program effectiveness and demonstrate impact through systematic evaluation and targeted improvements to the Wildcat Collective Leaders of Honor & Ambition Mentorship Program.	People, Culture, Wellbeing; Office of Empowerment, Opportunity, and People	Shawnrece Butler, Amy Berglund, Career Services Rep, Student Success Rep	Fall 2025 - Summer 2026	<span style="color: green;">■</span>	<ul style="list-style-type: none"> <li>Year-to-year retention data collected and analyzed</li> <li>Program improvements implemented based on evidence</li> </ul>
1.3.2. MiLEAP Barrier Removal Program Completion: Successfully fulfill grant obligations and maximize impact on student persistence through the final year of the Direct to Student Summer Housing Support Program.	People, Culture, Wellbeing; Office of Empowerment, Opportunity, and People	Shawnrece Butler, Rosario Brito, Financial Aid Rep, Dean of Students Rep	Fall 2025 - Summer 2026	<span style="color: green;">■</span>	<ul style="list-style-type: none"> <li>Successful grant closeout</li> <li>Demonstration of impact on student persistence</li> <li>Documented best practices for eliminating housing barriers to completion</li> </ul>
1.3.3. BIPOC Outdoors Summit & Rest Retreat @ NMU: Plan and execute the second annual BIPOC Outdoors Summit & Rest Retreat @ Northern Michigan University with enhanced focus on increasing student engagement and participation.	People, Culture, Wellbeing; Office of Empowerment, Opportunity, and People	Shawnrece Butler, Jacquie Medina, Alice Jasper	Fall 2025 - Summer 2026	<span style="color: green;">■</span>	<ul style="list-style-type: none"> <li>Successful execution of second annual BIPOC Outdoors Summit &amp; Rest Retreat</li> <li>Demonstrated increase in student participation</li> <li>Documented best practices for engaging students in summer programming</li> </ul>
1.3.4. Search Advocate Program: Continue and expand training of Search Advocates to enhance integrity and effectiveness in university hiring practices while strengthening deployment and tracking systems.	People, Culture, Wellbeing; Office of Empowerment, Opportunity, and People	Rebecca Ulland, Sarah O'Neill	Fall 2025 - Summer 2026	<span style="color: green;">■</span>	<ul style="list-style-type: none"> <li>Additional search advocates trained and progress toward 10+ by Winter 2026</li> <li>Advocate utilization tracked across faculty and staff searches</li> <li>Program impact on search processes documented and assessed</li> </ul>
1.3.5. HEED Data Review and Award Application: Review institutional data and services that support student success and completion, and submit annual HEED Award application to assess campus effectiveness at removing barriers and creating pathways for academic achievement.	People, Culture, Wellbeing; Office of Empowerment, Opportunity, and People	Jill Compton, Erika Greeley, Ellen Koski, Justin Schapp, CCC Coordinator	Fall 2025 - Summer 2026	<span style="color: green;">■</span>	<ul style="list-style-type: none"> <li>Student success and completion data reviewed and analyzed</li> <li>Evidence-based recommendations developed for improving student pathways</li> <li>2026 HEED Award application submitted by deadline</li> </ul>

# ACTION PLAN

## GRAND CHALLENGE 01 TACTICS

### STRATEGY 1.4.

**Embed sustainable values into all aspects of the University, including curriculum, operations, and external partnerships.**







**STRATEGY LEADS**

Jes Thompson & Kathy Richards

**SUCCESS OUTCOMES:**

**STARS Platinum:** Achieve AASHE STARS score of 85, earning highest sustainability rating of Platinum.

**Integrated Operations:** Assure successful progression of targets outlined in the NMU Carbon Neutrality Plan.

	OVERSIGHT	KEY CONTACTS	TIMELINE (START - END)	TACTIC STATUS	PROGRESS METRICS <small>(NOTE: MAY BE EXPRESSED AS GOAL, BENCHMARK, OR OUTCOME FOR TACTIC TO BE CONSIDERED COMPLETE)</small>
1.4.1. Comprehensive Waste Management: Launch a strategic waste assessment initiative to transform NMU into a regional model for sustainable waste management, establishing data-driven reduction targets that will significantly decrease landfill dependency while maximizing resource recovery through enhanced recycling and composting programs. 	Finance & Administration; Facilities, Dining <b>with</b> People, Culture, Wellbeing, SHINE	Jes Thompson, Brandon Sager, Ian Hogan, Dining Rep	Fall 2025 - Fall 2026		<ul style="list-style-type: none"> <li>Conduct a baseline assessment to understand what is in NMU's waste stream</li> <li>Set targets to reduce the amount of waste sent to landfill</li> <li>Increase NMU's recycling and compost rates</li> </ul>
1.4.2. Sustainable Move-In/Move-Out: Develop a robust and innovative campus housing move-in and move-out program that transforms traditional waste generation into community resource opportunities, creating sustainable pathways for furniture reuse, electronics recycling, and material recovery that benefits both students and the broader Marquette community.	People, Culture, Wellbeing, SHINE <b>with</b> Finance & Administration, Facilities	Jes Thompson, Brandon Sager, Ian Hogan	Winter 2025 - Winter 2028		<ul style="list-style-type: none"> <li>Baseline waste measurement and reduction targets established</li> <li>Waste diversion program implemented for 2026 move-in/move-out</li> <li>Progress toward 75% waste diversion goal assessed</li> </ul>
1.4.3. Accelerate Campus-Wide Energy Efficiency: Execute a comprehensive lighting modernization initiative targeting 50% LED conversion by 2030 and complete transformation by 2040, reducing operational costs and environmental impact across all campus facilities.	Finance & Administration, Facilities	Kathy Richards	January 2026 - 2040		<ul style="list-style-type: none"> <li>LED conversion baseline and implementation plan established</li> <li>50% LED conversion achieved (by 2030)</li> <li>100% LED conversion achieved (by 2040)</li> </ul>
1.4.4. Deploy Renewable Energy Installation at NMU Wellbeing Center: Complete installation of a 81kW rooftop solar array that will generate 80,000 kWh annually, demonstrating NMU's commitment to clean energy leadership while creating a visible symbol of institutional innovation and environmental stewardship for students, visitors, and the community.	Finance & Administration, Facilities	Kathy Richards	September 2025 - June 2026		<ul style="list-style-type: none"> <li>Rooftop solar array is installed early summer 2026</li> <li>Elective pay tax credits have been secured</li> </ul>
1.4.5. Establish NMU's Sustainability Demonstration Area: Create a transformative outdoor learning environment where students, faculty, and community members can learn about sustainable food systems, explore a sensory and healing forest path, and practice care for all species. This comprehensive living laboratory will integrate sustainable food systems, forest stewardship, and Indigenous knowledge, while addressing regional food security and environmental stewardship.	People, Culture, Wellbeing, SHINE; Finance & Administration, Facilities	Jes Thompson	August 2025 - Fall 2027		<ul style="list-style-type: none"> <li>Sustainable Demonstration Area is fully functional with programming that educates about food and energy production</li> <li>Educational signage throughout</li> </ul>

**TACTIC STATUS**

■ On Track   
 ■ Moderate Progress   
 ■ Off Track

FALL 2025

**SCAN FOR MORE:**

