



THRIVE 2035
STRATEGIC PLAN

2020 — 2035

A MESSAGE FROM THE PRESIDENT



Welcome to the latest chapter in the North Central Michigan College story—a story that began more than 65 years ago and continues today. We are the community’s college, improving learners’ lives and strengthening our host communities where many alumni reside.

To craft this next chapter, North Central has completed a strategic planning process that supports fulfillment of our Mission and achievement of our Vision. These strategic planning efforts were designed to effectively support a process of continuous improvement and to involve all of our stakeholders, including students, staff, faculty, administration, advisory boards, the Board of Trustees, and our greater community. I thank all who have participated in this process.

The resulting **Thrive 2035 Strategic Plan** will guide overall operations in the years ahead, ensuring that institutional resources are focused on the achievement of a set of strategic aims. To enable continuous improvement, we must adapt to changing environmental conditions. Thus, the plan has been designed as a living document. It will be assessed annually, with minor adjustments made as needed.

To learn more about the plan, I invite you to review this brochure. Read even more about it by downloading the full **Thrive 2035 Strategic Plan** online at www.ncmich.edu/thrive.

Thank you for the role **you** play in writing our next chapter!

A handwritten signature in black ink that reads "David R. Finley". The signature is fluid and cursive, with a large, stylized "F".

David Roland Finley, Ph.D.

NCMC BOARD OF TRUSTEES

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LOCATIONS

MAIN CAMPUS

1515 Howard St.
Petoskey, MI 49770
888-298-6605

CHEBOYGAN CENTER

(Cheboygan High School)
801 W. Lincoln Ave.
Cheboygan, MI 49721
231-625-3614

GAYLORD CENTER

620 E 5th St.
Gaylord, MI 49735
989-705-3775



mission

To provide exceptional, accessible, relevant higher education to the benefit of all.

vision

To become the premier student-centered college, as partners on the learning journey.

As such, North Central will be recognized for student success and equity, transfer education, workforce development and lifelong learning, energizing the social and economic vitality of the communities it serves.

values

EXCELLENCE – We hold ourselves to the highest professional standards, exceeding expectations by providing transformative learning experiences and exceptional service.

INTEGRITY – We model ethical and honest behavior, building trust and inspiring confidence. Accountable for our words and actions, we are genuine, transparent and respectful.

RESULTS – On and off campus, we continually deliver on our commitment to improve the lives of our students, our institution and its relevance to those we serve through innovation, agility and thoughtful risk-taking.

STEWARDSHIP – We commit to the responsible care and growth of the human, environmental, economic and cultural resources entrusted to us.

COMPASSION – With kindness, caring and dignity, we seek to understand and address the complex and unique needs of others.

INCLUSION – We strive to create a welcoming environment that embraces and respects the uniqueness of each individual and celebrates the power of a diverse community.

A PLAN FOR TOMORROW

NORTH CENTRAL MICHIGAN COLLEGE

...will be transformed into a more sustainable, resilient, inclusive and equitable institution, driven by student success and equity.

...will be recognized for its strength in transfer education, workforce development, and lifelong learning, energizing the social and economic vitality of the communities it serves to meet the dynamic demands of the global, digital, knowledge economy.

...will embed Diversity, Equity and Inclusion (DEI) principles into all college-wide operations, practices and procedures, and institutionalize a collective sense of belonging for our students and employees to feel cared about, accepted, respected and valued.



OUR ROADMAP

INVEST IN WHAT'S WORKING

Update & expand academic programming and build strength in transfer education.

MODIFY WHAT'S NOT

Deliver new and reimagined occupational programming.

MEET TODAY'S NEEDS

Strengthen workforce development and lifelong learning programming.

Focus on student success, engagement and support.

PLAN FOR TOMORROW

Student success and equity is at the center of all we do.

Focus on employee engagement and retention.

Expand community leadership and support.

Create a truly consumer-oriented approach to higher education.

THRIVE 2035 AUGMENTS THE COLLEGE'S COMMITMENT TO ITS PEOPLE, PROGRAMS AND PLACES.



PEOPLE

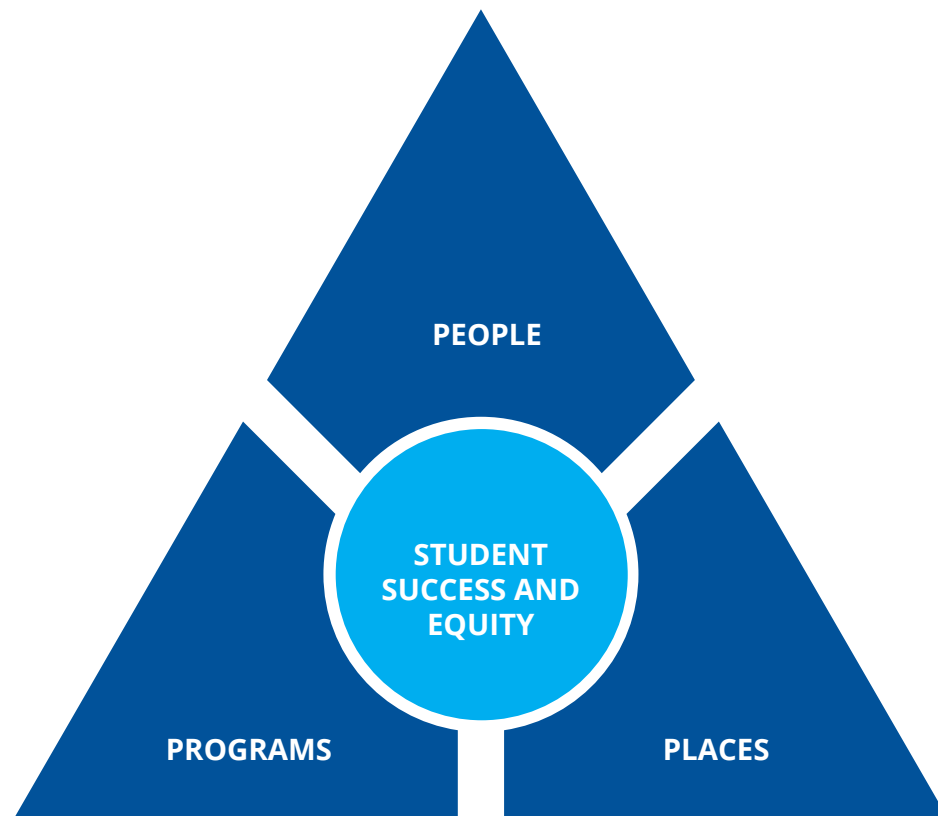
North Central is driven by **student success and equity** and institutionalizes a collective sense of belonging for its students and employees to feel cared about, accepted, respected and valued. The College is dedicated to helping each student succeed by increasing student engagement, improving completion rates and closing the opportunity gap by striving for equitable access and outcomes for underserved and low-income students. The College also focuses beyond the classroom, enriching connections with the community, supporting the paths of students after their time with us, and bolstering the regional economy and workforce.

PROGRAMS

North Central is committed to transforming the lives of our students through quality instruction rooted in collective efficacy. The College will develop and maintain innovative, relevant programming aligned with student and labor market demands for our graduates to obtain well-paying jobs.

PLACES

The college must offer buildings/classrooms, technology, human resources and expanded services to support student success and the expectations of tomorrow's higher education students and lifelong learners. At the same time, we will not lose sight of the natural environment and sustainability of the College.



STRATEGIC PRIORITIES

Remain in place to guide the College for the 15-year plan cycle.

Student Success **A**cademics **I**nternal Investment in People **L**eadership

STRATEGIC GOALS

Strategic Goals support the Strategic Priorities and are on a 5-year cycle.

Goal #1

Increase student success

Goal #2

Update and expand academic programming

Goal #3

Foster employee engagement

Goal #4

Grow to be the region's community leader in areas of sustainability and community collaboration

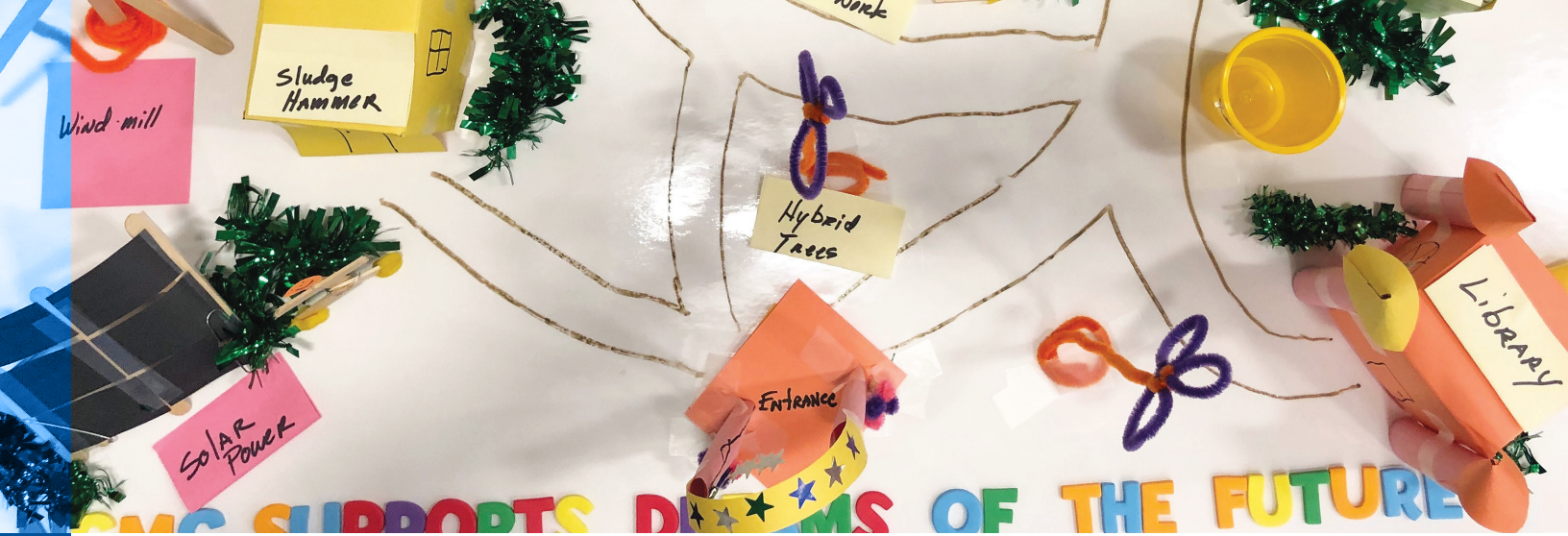
ACTION PLANS

Support the Strategic Goals and are on a 2-3 year cycle.

With measurable objectives including KPI's which are on an annual cycle.

STRATEGIC PLAN ELEMENTS





THE STRATEGIC PLANNING PROCESS

2019-20

North Central Michigan College embarked on a process to create a strategic plan to advance its mission and vision for the next 15 years. This effort began with the formulation of a Strategic Planning Action Committee (SPAT) comprised of members representing a broad array of college divisions/departments.

Input was received from community members, board members, donors, alumni and all current college employees through surveys, workshops and meetings.

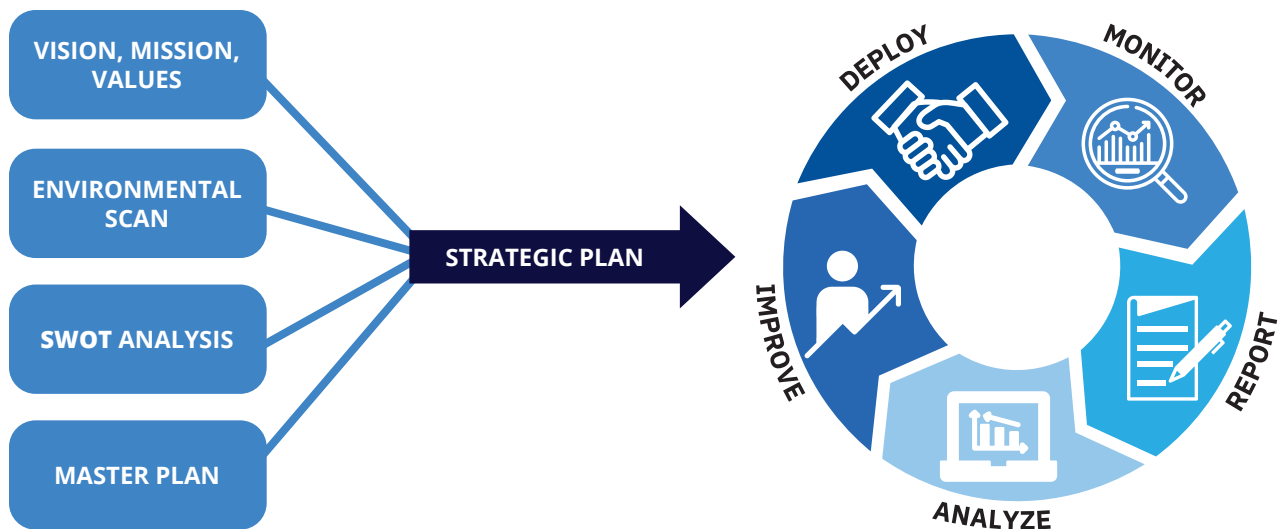
The SPAT committee's work began with the creation of a new College mission, vision and values and culminated in the formation of Thrive 2035 implemented in the 2021-22 fiscal year.

2021-22 and beyond

In order to remain viable and effective, Thrive 2035 was updated and adjusted to reflect the changing community college environment and meet the changing demands of the global, digital, knowledge economy that has accelerated since the COVID-19 pandemic. This resulted in a more actionable vision, refocused priorities and a streamlined plan with even more targeted deliverables.

PLAN IMPLEMENTATION

The college's vision, mission and values drive the Strategic Plan. The Environmental Scan and SWOT Analysis set the stage by depicting the current external and internal environments under which the plan was developed. The College's Master Plan is a key element in aligning our strategic agenda with our programs and facilities. This knowledge informs the annual planning process.



The planning process pyramid shows the strategic alignment of measurable actions (KPIs) based on the College priorities used in the developing and implementing the strategic plan. The plan is implemented in planning cycles, providing annual accountability and evaluation of progress as outlined in The Strategic Planning Process chart below.



Each year, progress on KPIs is measured for that year and reported to college stakeholders.

New divisional/departmental objectives are then created with updated KPIs, which are implemented through the next year. Again, progress is measured, and the process is repeated through the plan life cycle.



Together we will ***THRIVE***

Thanks to the efforts of hundreds of participants in this strategic plan, including employees, community members, donors, students and alumni, North Central will reach even higher in service to our students and Northern Michigan, through efforts at enhancing our relevance and preparedness to meet the needs of a changing student population and a region that relies on the strength of its community college.

