



# **STRATEGIC PLANNING 2019-2024**

# Strategic Planning, 2019-2024

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Our task & timeline

Previous listening sessions >

Steering Committee

Guiding principles: Mission, vision, values

Research & data

Five strategic areas

- Branding, pride, reputation, community
- Institutional effectiveness
- Student success, enrollment, retention
- Enhancing resources
- Academic programs & offerings

# Internal Groups

- Board of Trustees
- President's Council
- Provost and Deans
- KCAD administration
- FSU faculty, staff, and students
- Union representatives
- Facilities management group
- Diversity and inclusion committee
- Student Affairs Leadership team
- Ferris Foundation,
- Alumni board members,
- University retention specialists
- enrollment work group
- Extended International Operations (EIO)
- IT/Online Group
- Marketing/web Group

# External Groups

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| <ul style="list-style-type: none"><li>• Superintendent of Big Rapid Schools</li><li>• Director of the Chamber of Commerce</li><li>• Big Rapids community members</li></ul> | <ul style="list-style-type: none"><li>• Educational officials from Kent County</li><li>• Grand Rapids representatives who are working with Ferris on various projects</li></ul> |
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# Steering Committee

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- Charles Wright, KCAD
- Michael Williams, Student
- Lisa vonReichbauer, EIO
- Kristen Salomonson
- Bob Murray, UAM
- Suzanne Miller, Faculty
- Jake Martin, IT
- Jennifer Johnson, Faculty
- Sarah Hinkley, Faculty
- Kristi Haik, Dean
- Lincoln Gibbs, Associate Dean
- Jen Dirmeyer, faculty
- Tony Baker, faculty

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# Strategic Themes & Co-Chairs

Theme	Co-Chairs
Student Success/Enrollment Retention	Joy Pufhal Kathy Lake
Branding/Image Reputation/Community	Megan Biller Kasey Short
Academic Programs & Offerings	Sarah Hinkley Peter Brandley
Enhancing Resources	Bob Murray Jen Dirmeyer
Institutional Effectiveness	Elise Gramza Tony Baker
Data Collection & Resource	Kristen Salomonson Jennifer Johnson
Guiding Principles	* Co-chairs Suzanne Miller Lisa vonReichbauer

# Vision (DRAFT)

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## **Vision:**

- Building on the vision of our founders, Ferris State University will be an agile and transformational university. By integrating theory into practice, we will foster opportunity, discovery, and professional preparation for a rapidly changing global society.

# Mission (DRAFT)

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## Mission:

- By embracing our Core Values, Ferris State University offers transformative experiences and personal guidance for our students, impacting the university community and society.
  - **Student:** We provide an integrative, academically comprehensive educational foundation for in-demand and emerging professions, fusing in-depth disciplinary knowledge with discovery and practical application
  - **University Community:** We build on a university culture that is responsive to its constituents, partners, and our world
  - **Society:** We seek meaningful and strategic engagement with regional, national, and global communities

# Branding, Pride, Reputation, Community

## Working Goal (7/30/18 draft):

Identify target areas that will strengthen university pride, reputation, and community engagement through brand development efforts and strategic initiatives in support of the university's mission and vision.

**Branding/reputation/  
pride/ community**

### Co-Chairs

**Kasey Short  
Megan Biller**

### Members\*

**Heather Woodworth  
Megan Eppley  
Victoria Baklashev - student**

# Institutional Effectiveness

**Working Goal (6/19/18 draft):**  
**Promote a University-wide culture of effectiveness and connectedness, led by transparency, innovation and accountability, to advance the University's mission.**

## **Maximize Institutional Effectiveness**

### **Co-Chairs**

**Tony Baker**  
**Elise Gramza**

### **Members\***

**Suzanne Miller**  
**Lori Armstrong**  
**Scott Claerhout**  
**Jody Gardei**  
**Cindy Horn**  
**Scott Hinkley**  
**John Scott Gray**  
**Mary Holmes**

# Institutional Effectiveness

- **Mission Pride** – All, students, faculty and staff are proud and appreciate the mission of Ferris as providing *opportunity* of access, individual growth and experience
- **Collaboration** – All, including students, identify difficulties of working across units, divisions *and* faculty
- **Communication** – This includes concerns regarding dated technology and social infrastructure (Silos, bureaucracy, compartmentalization)
- **Transparency** – Strong sense of cloaked decision making. Especially related to the budget
- **Trust/Respect** – Innovation, efficiency and effectiveness limited due to non-collaborative structures (perception or real) Faculty and lower staff feel disconnected.
- **Innovation** – Lack of openness to Change – (prior history and relationships lead to barriers)

# Student Success, Enrollment, Retention

## Working Goal (7/30/18 drafts):

Create opportunities for each student to thrive through focused recruitment, high-quality instruction, and comprehensive student support services.

### **Student Success/ enrollment /retention**

#### **Co-Chairs**

**Joy Pufhal  
Kathy Lake**

#### **Members\***

**Angie Palmer  
Alex Manga  
Antionette Epps  
Mike Wade  
Deb lafrate  
Greg Wellman  
Rita Walters  
Tia Brandel  
Julie Rowam  
Anne London  
Bobby Gill – student  
Michael Buser - student**

# Student Success, Enrollment, Retention

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- Stabilize/grow Enrollment (something about our distinct identity re: associates degrees, transfers, adult students)
- Onboarding/Orientation and Financial Aid
- Integrated and Transformational Co-curricular Experiences
- Academic Learning
- Advising (Advising, Retention, and Career Services...Student Success)
- Leadership and Career/Professional Preparation

# Academic Programs

## Working Goal (draft):

All decision-making processes regarding academic programs and offerings and program lifecycles are conducted in a rigorous, deliberate and responsive manner, with a keen eye for fostering innovation.

### Academic programs and offerings

#### Co-Chairs

**Sarah Hinkley**  
**Peter Bradley**

#### Members\*

**Paul Kwant**  
**Roxanne Cullen**  
**Amy Buse**  
**Amy Green**  
**Lisa Salvati**  
**Jacqueline Peacock**  
**Justin Ullrey – student**

# Academic Programs

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## Future Listening Sessions

- Academic Leadership Council (ALC)
- University Curriculum Committee (UCC)
- Academic Senate
- Academic Program Review Council (APRC)
- Provost
- Previous UCC Chairs
- University Advancement and Marketing
- Recruiters
- Educational Counselors

# Academic Programs

## Types of Data Sought

- **Program comparisons against other institutions in the state / region**
  - The programs' sense of their own competition and aspiration, pulled from their APR reports in the last cycle.
  - Responses of APR to programs reports over the last full cycle (i.e. at least one response per program).
  - In Progress, just got access to APR archive today.
- **Distribution of course offerings and enrollment by semester, level, time slot, college, and gen ed requirement — is course access an issue?**
- **Comparison of curricular approval processes**
  - Comparison of relative general education / required course 'load' —do other colleges accept AP/IB/community college credit at the rate we do? Do the students have more control over their electives than ours? etc.
  - Prospects demand / yield by Program, preferably over a number of years so we can see trends.
- **Number of enrollees in each year of each degree path compared to number of available seats. In other words, % full in degree path for each year of degree.**
  - List of every major/minor/degree program we offer. How does this number and diversity of offerings compare to other MI public universities?
  - How many programs per cycle does APR recommend be discontinued and why.
  - Are we the only MI college or university to offer degrees from 2 years through professional programs?
- **For each major/minor/degree program, what is the employment percentage in the field within one year of graduation? In any field?**
- **Is there a mechanism in place for assessing the relevance of a degree program in the job market?**

# Enhancing Resources

## Working Goal (8/6/18 draft):

We aim to empower faculty and staff to discover and implement innovative and creative strategies to enhance university resources.

### Enhancing Resources

#### Co-Chairs

**Bob Murray**  
**Jen Dirmeyer**

#### Members\*

Beth Logan  
Tom Dowling  
Susan Jones  
Karyn Kiiio  
Mike Grandy  
Steve Reifert  
Magell Strayhorn – student

# Enhancing Resources

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## Working Goals (draft)

- Create a resource for faculty and staff to evaluate and refine potential revenue enhancing programs.
- Re-examine the university funding structure to identify ways to encourage faculty and staff to develop revenue enhancing programs.
- Develop a forum for the sharing of best practices and innovative ideas for enhancing resources both across the university and across our peer institutions.

# Enhancing Resources

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## Planned Listening Sessions

- Deans and administrative leadership
- Faculty program leaders
- University staff (eg, representatives from auxiliary operations and athletics)
- Ferris foundation board
- Community philanthropic organization representatives

# Targeted Future Dates

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- Convert the strategic themes into DRAFTS of overarching goals—Summer 2018
- Propose objectives (sub goals)—Summer/Fall 2018
- Gather data –Spring through Fall 2018
- Recommend strategies for addressing the objectives and identify measurements—Fall 2018

# SPARC Meeting Dates, 2018-2019

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- September 11
- October 9
- November 13
- February 12
- March 19
- April 16