

**Major Initiatives 2016-18**  
**Vice President for Administration and Finance**

1. **Housing:** The foci in this area will be to provide the oversight and direction to complete the new Housing Master Plan for the Southeast part of campus to envision the redevelopment of housing around the Rock and the South quad, to develop the financial pro-forma to fund and finance the plan, and begin the execution of the plan. An early step will be to finalize the Plan, followed by the accompanying phasing strategy by balancing the competing desires of marketing for new enrollment, “time to market”, utility infrastructure, and capital planning. The first step in the bricks and mortar work will be the razing of Taggart Hall. This new Master Plan will outline a seven to ten year agenda for the housing on this part of campus. (Core values: Collaboration, Excellence, and Learning; University expectations: Academics and Enrollment and Student Success)
2. **University Plan for IT:** This initiative will focus on several components related to Information Technology for the University. These foci include attracting a new well qualified chief technology officer, providing the executive level leadership necessary to support the rollout of the new 2016-19 University Plan for IT, the implementation of the changes recommended in the Moran consulting report, and the staffing implications of these plans. This initiative will also include the launch and first year of the new Governance Committee for IT applications and systems. Two exciting new areas of focus in the new University Plan for IT are the development of a new mobile app strategy and the launch of a new focus through three Business Analyst and Process Automation positions to help our users leverage the use of technology. (Core values: Collaboration, Excellence, and Learning; University expectations: Academics and Enrollment and Student Success)
3. **Athletics:** This broad initiative includes identifying and implementing a number of strategies to enhance student success including continued efforts to close the achievement gap as identified by the Achievement Gap Task Force, develop and begin implementing a fundraising plan for the department, continue to make progress on gender equity issues identified in the July 2015 Gender Equity Task Force report, and to deal with the evolving membership issues in the WCHA and GLIAC. The fundraising plan will include both operating support and capital fundraising. The fundraising plan needs to include the development of a new campaign strategy for a strength and conditioning addition and locker room improvements at the Sports Complex (Center for Athletic Performance project). One gender equity project we will complete over the next year will be the relocation and resizing of the intercollegiate soccer field, and the creation of a new outdoor synthetic turf surface. (Core values: Collaboration, Diversity, Excellence, and Opportunity; University expectations: Enrollment and Student Success)
4. **Leadership Development:** An evolving focus has been the creation of the new Staff Center for Training and Development in August 2014, and the Center is off to a great start. Many helpful programs have been offered and 2016-17 programming is underway. One related area of focus for the VPA&F will be to help the University define what we mean by leadership development. The key executive level focus for the coming year will be to foster conversations and the development of an executive overview of what we want leadership development to look like at Ferris, determine how much of this we can realistically accomplish with existing internal resources and identify in what ways we will need outside assistance to help define, develop, and deliver enhanced leadership development with some tailoring of the program content for specific cohorts to go through the program. At least part of this focus will be for senior level leadership development. (Core values: Collaboration, Excellence, Learning, and opportunity; University expectations: Strategic Plan and Leadership Development)