

Expectations 2017-2018

These expectations guide leadership efforts for the 2017-2018 academic year and are adopted jointly by the President, his leadership team and the Board of Trustees. They are based on university and divisional strategic plans, and are forward looking. Built upon core values, these expectations represent the efforts of a university united in shared values and a common mission and vision.

Strategic Initiatives - This is the fourth year of the university strategic plan, "Living Our Values," and significant progress has been made implementing strategic initiatives and assessment measures. The University Diversity and Inclusion Plan is now integrated in divisional and college strategic plans. Progress and success will be tracked on the metrics of the strategic plan dashboard and on the five measures identified and adopted by Trustees as critical success factors - student enrollment, first-year student retention, six-year graduation rates, net price and general fund operating revenues.

While continuing to pursue these strategic initiatives, this year we will begin preparation of the next strategic plan. This will be developed with both input and review by internal and external constituencies. The intent is to begin in January 2018, and to complete this work by December 2018, with approval during spring 2019.

Academics - The core focus of Ferris State University is to provide education of the highest quality. This shared expectation is essential and intrinsic to all others. The efforts of the entire Ferris community are directed at the continued enhancement of the student educational experience, both inside and outside the classroom. In a time of rapid and disruptive change, a special focus will be directed to proactively address the needs of our students and to embrace opportunities possible through programmatic revision and innovation. This commitment to state-of-the-art curricula will encourage interdisciplinary programs and practices. Expansion of linked courses will foster pedagogical and experiential innovation. Opportunities for growth in online delivery and graduate programming will be vigorously pursued. Efforts to develop a culture of academic leadership will continue.

Student Recruitment - Considerable effort has been and will continue to be invested in student recruitment. Much innovation has occurred. As we progress into future recruiting seasons, these efforts will be continually evaluated to ensure we quickly and expertly respond to the changing needs of our potential students. Should fall 2017 enrollment reflect the continued decline in the number of Michigan high school graduates, a multi-year plan for the university's financial future will be developed with stakeholder input. This will proactively address a potential period of reduced financial resources and identify areas for increased investment and innovation to mitigate future declines.

Student Retention - Ferris is an institution of opportunity, serving a significant number of first generation, socio-economically challenged and other students who may require additional support to succeed in college. During the last decade there was an increase in student retention and graduation rates, but these rates have plateaued and in some cases are declining. At the core of this expectation is the conceptualization and implementation of a Center for Academic Literacies. The Center's key goal is to address literacy holistically, both as remediation and enhancement, positively

affecting student learning, learning environments, and retention. Essentially, by addressing academic holistically, the University can positively impact student success. Integrated in this effort will be improved student advising and learning outcomes through the application of assessment data. The intent is to raise retention and graduation rates for all students.

Student retention and success extend beyond academics. We will build upon last year's work to help food-insecure and homeless students on campus. Efforts to address financial literacy and student debt for both current and future students will continue to be a high priority. Knowing intentional and systematic engagement opportunities help retain students, collaboration across campus to offer these high-impact activities will be encouraged.

Donor Support and Engagement – Work on “Now and Always,” the first comprehensive fundraising campaign in Ferris’ history, continues to move forward with the formation of a Campaign Cabinet, the establishment of a campaign goal of \$80 million, and the development of campaign materials. The campaign will officially kick off this fall with a focus on the engagement of donor communities and major gift prospects. Special attention will be directed toward continued success with the Ferris Futures Scholarship Challenge, and major projects of the Swan Annex Expansion, the Center for Athletics Performance, the Professional Golf Management Learning Center and enhancements to the Pharmacy Building.

The many partnerships Ferris State has formed offer a long list of essential opportunities for the economy and people of the region. Ferris is actively engaged throughout west Michigan with the arts, community development, design, diversity, economic development, education, entrepreneurship, healthcare, the Hispanic community, and the manufacturing sector. Continued growth, success and development of opportunities from this work require coordination and support. Relationships with our communities and legislators will be critical to address future state support for the university and our students, in what could be a challenging time preparing for the 2019 budget.

During every year, there are unexpected challenges, but strategic actions based on our academic mission and focused through these five areas of emphasis will continue to build the forward momentum of Ferris State University.