



President's Council Planning Combined Initiatives/Expectations for 2017-2018

Academic Affairs

Center for Academic Literacies:

The goal of the Center for Academic Literacies is to lay the foundation for a collaborative and interactive literacy center that addresses the highly interactive and interdependent nature of literacy skills, learning, acquisition, and pedagogy so that all students can successfully navigate the academic world and interact meaningful in real-world and professional settings.

- We have all the necessary resources on campus to lay this foundation and address roadblocks to enhancing literacy skills for all students—an optometric clinic; a pharmaceutical clinic; a writing center; tutorial services; and knowledgeable faculty who have expertise in reading, writing, mathematics, and learning theory as well as a willingness to be innovative with pedagogy and assessment.
- HLC Quality Initiative assessment projects also will be a valuable resource. Academic Affairs will sponsor multiple opportunities for departments and colleges to share project results with the campus community and to collaborate on ways to revise, adapt, and implement them across the University and, in turn, incorporate them into new, innovative faculty-driven research projects.
- The impact of such a Center on retention could be much larger than any one thing we do presently and will serve all students, not just those usually seen as being academically deficient.

Education and Innovation:

A systematic and supportive approach to meaningful and transformative pedagogical experimentation and practice is essential to quality and distinctiveness within individual classrooms, academic departments and colleges. Faculty interested in creative approaches to scheduling, team-teaching, intra- and interdisciplinary experimentation and implementation will be encouraged and supported. A substantial competitive educational opportunity fund will be established to provide support for both existing and new research and also for stimulating growth in new areas of experimentation.

- The continued growth and success of linked courses and the Pilot Project will serve as a template for new and innovative projects. The number of linked courses on campus has increased in the last three years and has included cohorts comprised of both business, elementary education, and nursing students while the Pilot Project cohort of students under-skilled in math and English. The hope is for continued growth in the number of sections, and a wider variety of academic cohorts and experimental focus. Faculty teaching in linked courses and the Pilot Project have shown a great deal of collaboration among themselves and have sparked numerous professional conversations among their colleagues.
- The Interdisciplinary Task Force has also prompted and broadened the campus conversation on pedagogical innovation. This fall (2017), in an attempt to continue the

professional conversation on interdisciplinary teaching, campus-wide forums will be offered for intra- and interdisciplinary and linked course discussions. These conversations, as well as those based on the work and findings from the HLC Quality Initiative projects, will become campus-wide discussions and can provide direction and focus for new innovative projects as well. The Interdisciplinary Task Force Committee will also share its Spring 2017 report to the Provost in campus-wide forums, yet another prompt for faculty discussion and innovation.

- Graduate education will also be a focus for innovation. For the past year, a Graduate Studies Committee has met regularly with the Provost to discuss and create a vision for what a graduate studies program can and should look like at Ferris State University. A major part of this discussion has focused on approaches for implementing creative and distinct features of online, interdisciplinary, and collaborative approaches to envision, revise, implement, market, and grow graduate study at FSU. A major part of this discussion too has a connection to the Educational Partnerships “expectation” below in that if a market is created for our graduate programs (i.e. credentialing for secondary and community college faculty), then those courses need to be delivered in creative and flexible ways.

Educational Partnerships:

Opportunities for educational partnerships are multiple:

- Secondary Schools / ISDs:
Partnerships with secondary schools in both dual and concurrent enrollment need to expand and grow. At the same time, the University can help to provide secondary faculty with credentialing opportunities so that school systems can broaden and expand concurrent programming for their students by investing in their faculty. Another strand of this initiative is to strengthen and sustain relationships with ISDs across the state whose faculty are already highly populated with FSU alumni.
- Community Colleges:
Focus will also be on community college partnerships. As with our secondary school partners, the University can provide opportunities for community college faculty to acquire HLC credentials. Building relationships with the community colleges will also allow an opportunity to provide community college students with opportunities to enroll in and transition to FSU programs. A Community College Scholars’ Program could provide low-cost summer school experiences at the University and lead to seamless transitions to certificate and/or degree programs.
- Corporate Partners and Alumni:
Another focus will be to create and cement relationships with corporate partners and our alumni that they employ. Deans will be expected to reach out to corporate partners that employ our graduates and begin to structure partnerships and activities that will foster, sponsor, and nurture interactive relationships at both corporate and University locations that feature professional exchange (i.e. advisory capacities, partnerships, internships, student employment) as well as highlight and connect alumni in and across their corporate setting. (This initiative has a very strong potential connection to University Advancement and Marketing’s initiative of “Gift Support and Engagement.”)

West Michigan Initiatives:

The University has made excellent progress in initiating and responding to health care, civic engagement, educational, and entrepreneurial initiatives in West Michigan.

- Health care partnerships and collaborations already exist in the Asian and Hispanic communities in partnership with Mercy Health, Spectrum Health, and Cherry Hill. Potential also exists for health care conversations with the Native American and international communities. Strong potential also exists for partnerships in the Aging, and Health and Wellness arena.
- Educational initiatives already exist with Grand Rapids Public Schools as well as within the Hispanic communities in Grand Rapids, Holland, Hart, Shelby, and Muskegon.
- Youth initiatives, leadership initiatives, and entrepreneurial initiatives within the Hispanic community are ongoing as well. Conversations with potential corporate partners in community engagement initiatives are also beginning.

These are just a few of the activities in which the University is actively involved in West Michigan. The number of projects has become significant and the need now is to coordinate them to better align implementation and fundraising in order to nurture, sustain and grow them.

Administration and Finance

Housing:

Strategic Plan foci: Collaboration, Excellence, and Learning; University Expectations: Student Recruitment and Student Retention

One area of focus will be to provide the oversight and direction to complete the conceptual planning to determine if we should build another housing project over the next couple of years and if so, complete the financial pro-forma for the project. In addition, we will complete a comprehensive analysis of the Housing and Residence Life area to update our housing policies, processes, and pricing; and to identify and implement additional best practices as part of the comprehensive strategy to grow our on-campus voluntary residents.

Evolution of the Big Rapids Campus through Master Plan Implementation:

Strategic Plan foci: Collaboration, Excellence, and Learning; University Expectations: Academics, Student Recruitment and Student Retention

The Board of Trustees approved the Big Rapids Campus Master Plan in May 2015. Significant progress has been made on it over the last two years, but there is much more to be done. This broad initiative includes the following projects: complete the facility condition assessment by September 2017, complete North Hall by August 2017, complete Swan first floor renovation by August 2017, complete the Swan Annex addition and renovation by August 2018, launch the PGM Learning Center project as soon as the fundraising campaign is complete, and launch the Center for Athletic Performance as soon as two more \$1M plus gifts are pledged. Complete a thorough analysis of the options to improve the physical environment for ITS employees in West Hall. The array of options to be considered includes a comprehensive renovation of West Hall, relocating the West Hall ITS staff to another existing space on campus and razing West Hall, or building new space either in the existing location or in a different location. The goal is to frame a realistic scope that is achievable and one we can fund.

Information Technology:

Strategic Plan foci: Collaboration, Excellence, Learning, and Opportunity; University Expectations: Academics, Student Recruitment, Student Retention, Donor Support and Engagement

The foci in this initiative will be to further position IT as a partner with departments across campus and as an enabler to make further advances in the use of technology to deliver education and services. Things we will strive to do include partnering with Academic Affairs to make sure the University has the technology needed to grow on-line education; improving wireless capabilities in residential and academic facilities, with part of the goal being appropriate capacity and part of it being residential market positioning; maximizing the benefits of the new process automation and mobile app positions to leverage the technology in delivering services to the campus, and providing more mobile app functionality for students. To allow our IT staff to provide better support on fewer systems and reduce the IT security risks related to some of the older applications still on our servers and computers, we will utilize the IT Governance Committee and related processes to reduce the number of software packages on University computers and servers. While some new packages will need to be added over time, we will work with users to eliminate older or outdated software, and to reduce the number of duplicate packages.

Review and Change Some Administration and Finance Services:

Strategic Plan foci: Collaboration, Excellence, and Opportunity; University Expectations: Student Recruitment and Student Retention

This will include a focus both on the services provided and how they are delivered. We will need to identify how to use the new process automation and mobile app specialist positions to redefine workflow and E-processes so that we can be more efficient in serving the campus. The focus of this work could be anywhere across the Administration and Finance division. A second part of this initiative is to proactively develop implementable strategies to realign resources if the University has a smaller student enrollment or fewer students living on campus. Please also see related content in the Housing item above.

Diversity and Inclusion

Identifying Creative Initiatives for Targeting and Recruiting Underrepresented Students

University Strategic Focus Areas—Diversity (Inclusion, civility, and respect and Diversity learning community) and Opportunity (Access). Relates to 2017-18 University-wide expectations—Student Recruitment

For more than a decade Ferris State University experienced an increase in the number (and percentage) of students from racial/ethnic groups and students from other countries attending the institution. In the last two years, those numbers have decreased. This expectation proposes that the DIO investigate the best practices at other institutions of higher education to explore successful initiatives for recruiting students from underrepresented populations.

Initiatives directed toward lower-income students

University Strategic Focus Areas— Collaboration (Current and potential partners), Diversity (Inclusion, civility, and respect and Diversity learning community) and Opportunity (Access). Relates to 2017-18 University-wide expectations—Student Retention

Building on the work done to help food insecure students, efforts will be directed toward identifying ways to find emergency housing for Ferris students. The DIO will work with Residential Life to examine the University's policies and practices regarding short-term emergency housing, and explore emergency housing options in the surrounding community. The DIO will bring together community organizations, social service agencies, and religious organizations to connect Ferris students to housing resources while simultaneously strengthening the partnerships between Ferris and these organizations.

Building and sustaining an inclusive campus

University Strategic Focus Areas— Collaboration (Internal partnerships), Diversity (Inclusion, civility, and respect and Diversity learning community), and Ethical Community (Culture of trust). Relates to 2017-18 University-wide expectations—Strategic Initiatives

The University approved its second diversity plan in 2016. The DIO is committed to working with the divisions to implement the initiatives in the plan. The DIO will collaborate with Student Affairs to create an LGBT Center and work with FLITE to open a prayer/meditation room. The goal is to continue to implement initiatives that make Ferris a more inclusive and welcoming environment. The DIO will work with Disability Services and Physical plant to determine ways to address accessibility issues on campus and work with Dining Services and the entire campus to employ best practices for serving food on campus, for example, accommodating the needs of religious and ethnic groups. Finally, the DIO will lead the effort to find and sustain ways to facilitate dialogues around difficult topics.

Enhancing the Jim Crow Museum

University Strategic Focus Areas—Diversity (Inclusion, civility, and respect) and Excellence (High-quality academic programming). Relates to 2017-18 University-wide expectations—Academics

Despite its national and international prominence, an evaluation by the Michigan Museums Association identified organizational and operational weaknesses in the Jim Crow Museum. In the upcoming academic year, the DIO will complete the inventory of the collection; adopt and implement protocols for accessioning the collection; put in place policies and best practices for handling and preserving the collection, and address staffing needs. The museum will also explore the creation of revenue streams, the use of interns from other institutions, and the possibility of hosting a statewide forum.

Governmental Relations and General Counsel

Compliance

University Strategic Plan Focus: Collaboration, Excellence

Each year there is more regulation impacting the operation of the University including state and federal mandates and other regulatory and compliance burdens (Title IX, HIPAA, FERPA, FOIA, Clery Act, ADA, HEOA, etc.). Compliance at Ferris State University is widely distributed in a decentralized way across divisions and across the University. Use of existing staff or outside

counsel and resources assist divisions in addressing compliance burdens within their divisions and across campus. In response to the President's request for a review of how the University meets its compliance burden, a compliance matrix was prepared with vice presidential input. This document is currently under review with assignment of responsibilities remaining to take place. The division will continue to assist divisions in meeting the University's growing compliance burdens through day-to-day advice and support and the retention of outside counsel when necessary.

Title IX Compliance and Sexual Assault

University Strategic Plan Focus: Collaboration, Diversity, Ethical Community

The division will continue to support the University's efforts to address and combat sexual assault and to support the University's efforts regarding compliance with Title IX. The position and employee of Title IX Coordinator is now in its second year and work has progressed. Title IX by itself will continue to require a substantial portion of time in the foreseeable future as external agencies are increasing investigations targeting all areas of civil rights. The division will continue to collaborate with Student Affairs and the Title IX Coordinator to strengthen this function of the University and assist in building a successful operation.

Continuing Education

University Strategic Plan Focus: Collaboration, Diversity, Excellence, Learning, Opportunity

Proactive/preventative education continues to be an important aspect of the division's function. Consistently, new issues arise and laws are evolving regarding legal, labor, equal opportunity and student matters. Reviewing current offerings and those areas where attention is most needed and focusing on areas of particular interest or of high impact will guide divisional efforts. A review of offerings by other content providers may determine whether some continuing education can be provided by partnering with other organizations. Other divisions can help by identifying those areas where continuing education or training on legal, labor, and equal opportunity topics is most needed.

Professional Services

University Strategic Plan Focus: Collaboration, Diversity, Ethical Community, Excellence

With a seasoned and very capable team, the division provides efficient, effective, and high quality professional services to the University through consultations and advice in legal, labor relations, and equal opportunity areas. The division's work supports the academic and business needs of the University and the work is reactive to and driven by the strategic plans of other divisions. The work is balanced between reactive/responsive and proactive/preventative services, but heavy workloads challenge the opportunity to increase the number of proactive and preventative services. Providing proactive/preventative education may reduce the volume of matters. Reviewing current workloads and realigning some responsibilities may yield more efficiency and productivity to the general operations of the division. The division will continue to provide professional services in an effective and high quality manner to meet the needs of the University's business. Other divisions can help by identifying those areas where they most need services on legal, labor, and equal opportunity topics. Other divisions can also help by thoroughly researching University policies, procedures, and past practices to be prepared and understand their topic before seeking advice and review by the division.

Build Relationships

University Strategic Plan Focus: Collaboration, Diversity, Opportunity

The division has a well-established routine of annual events and building community and legislative relations through Town/Gown activities, the Legislative Luncheon, and the Ice Cream Social. Event planning becomes intensive shortly before an event and challenges are presented when resources are scarce for a short period of time. As well, day-to-day workloads prevent outreach activities and attendance at community and legislative events on a regular basis. The division will review current events and outreach activities to look for efficiencies and more advance planning. In addition, the division will look for ways to participate in activities and events of constituents to further the presence of the University in the Grand Rapids area. Suggestions by others on ways events or activities may be improved and enhanced is always welcome. Partnership opportunities may also exist to further divisional efforts on relationship building.

Kendall College of Art and Design

Expectation: Student Retention

Relates to 2017-2018 University-wide Expectations: Academics, Student Retention.

Relates to Ferris State University Strategic Plan: Excellence.

KCAD will work to develop a comprehensive advising protocol that is responsive to students' needs and proactively addresses circumstances that might result in low retention, especially in the undergraduate programs. This is in response to analysis and recommendations from the KCAD President's Task Force on Recruitment and Retention and the KCAD Enrollment Committee. The recommendations include the establishment of a centralized process for advising to compliment the work that the faculty advisors are already doing in the major areas. A new position of academic counselor will be established as the point person in Academic Affairs for coordinating advising protocol.

Expectation: Diversity and Inclusion

Relates to 2016-2021 Ferris State University Diversity and Inclusion Plan.

Relates to Ferris State University Strategic Plan: Diversity.

A particular focus for KCAD in the 2017-2018 academic year will be to seek to develop diversity and inclusion awareness on campus through curriculum, programs, study abroad opportunities, awareness programming, and student activities. In keeping with the KCAD/UICA Strategic Plan, KCAD will continue an active emphasis on diversity and inclusion within the entire KCAD/UICA community. KCAD will continue to focus on the recruitment and retention of a diverse student body, the recruitment and retention of diverse faculty and staff, and enhancing programs and curriculum to engage discourse and learning around the topics of diversity and inclusion.

Expectation: Academics

Relates to 2017-2018 University-wide Expectations: Academics.

Relates to Ferris State University Strategic Plan: Excellence.

KCAD will give priority to four key areas that enhance the academic endeavor: assessment, accreditation, curricular innovation, and facility development. With multiple accreditation reviews and decisions on the horizon KCAD will work to refine learning outcomes assessment protocol, implement faculty credential oversight in compliance with the Higher Learning Commission (HLC) Standards, achieve accreditation through the National Architectural Accreditation Board (NAAB) for the Masters in Architecture Program (MArch). KCAD will move forward to explore

interdisciplinary opportunities in the context of the objectives of the KCAD/UICA Strategic Plan 2017-2020. KCAD will continue to engage in a facilities master planning process which will consider all of the buildings in a holistic way; address improved accessibility; address effective utilization of space; address security and safety; address interdisciplinary opportunities through the development of a “learning commons”.

Expectation: External Engagement

Relates to 2017-2018 University-wide Expectations: Donor Support and Engagement.

Relates to Ferris State University Strategic Plan: Opportunity.

KCAD will take up the priority of enhancing the administrative structure that supports fundraising and alumni relations by developing a plan to encompass the next three years to communicate the value of a KCAD education and KCAD’s and UICA’s positive impact on the region to engage potential donors and industry partners. There will be a focus on re-energizing the KCAD Alumni Association and leadership.

Student Affairs

Enrollment (Recruitment and Retention)

University Strategic Plan focus – collaboration, diversity, excellence and opportunity; University

Expectations focus – Student Recruitment and Student Retention:

Extraordinary efforts will be made to enhance the strategic recruitment and retention of students and to implement the goals of our Strategic Enrollment Plan. Innovative ideas will be researched and implemented to help potential new students and their families’ best understand all aspects of a Ferris education and how they can find “fit” within our institution. Connections to Academic Affairs and other Divisions will be enhanced to engage faculty in the recruiting process where possible, explore new alternatives to recruiting students, find potential new pools from which to recruit, highlight unique aspects of campus to potential new students and develop a test optional admissions process pilot. In addition, initiatives for retention will be developed through the campus-wide retention committee. Ideas that will be moved forward include using data analytics to identify students who are at risk and intervene before they make critical errors or decide to depart Ferris and broadening our campus understanding of the issues related to retaining students, by offering training focused on retention topics to campus faculty and staff. Collaboration will be initiated across all Ferris sites to recruit and retain students who can be successful at Ferris and to inform our campus community about enrollment challenges and successes.

Student Engagement

University Strategic Plan focus – collaboration, diversity, ethical community, excellence and

learning; University Expectations focus –Academics and Student Retention

Over the past few years, we have seen a decline in attendance at some of the programming and engagement opportunities offered at Ferris (lectures, speakers, Student Government voting, Entertainment Unlimited and CLACS events, RSO involvement, etc.) At the same time, an increased focus on evening and weekend programming has helped to build community and connections amongst our students. To expand overall student engagement, staff will continue to explore and implement collaborative programming and engagement opportunities across Ferris (especially with Housing and Athletics), benchmark with other institutions to better understand challenges regarding engagement and hosting events students believe are best

suited to their interests, implement more effective marketing through consistent branding and updated websites, develop early messaging for students and their parents regarding the opportunities and critical value of involvement and develop Student Life social media platforms. Staff will also actively outreach to students not involved and seek to understand the current barriers to involvement, then work to decrease barriers within our control. In addition, to build stronger wellness and recreation programming, renovation plans will be finalized and work will begin on the Student Recreation Center resulting in a more modernized facility and programming.

Student Affairs Employee Development

University Strategic Plan focus – collaboration, diversity, excellence, learning and opportunity;
University Expectations focus – Student Retention

Members of the Division work independently or in small groups on behalf of our students and in order to realize our strategic plan daily. At the same time, team members' backgrounds in student development and/or higher education vary a great deal. To build on our team members unique qualities and strengths, throughout the coming year we will bring experts to campus, host webinars and use current literature to enable team members to explore a myriad of topics and ultimately better understand how to best prepare for and serve our current and next generation of diverse students.

University Advancement and Marketing

Gift Support and Engagement. Ferris' first comprehensive fundraising campaign in its history, "Now and Always," will be the catalyst for deepening levels of engagement and investment in the University among current and emeriti faculty and staff, alumni, friends and donors.

University Strategic Plan focus - Collaboration, Excellence, Learning, Opportunity
University Expectations focus - Donor Support and Engagement

Focus will be directed toward:

- Attracting **continued support for endowed scholarships** through the Ferris Futures Scholarship Challenge matching gift program and for other campaign funding priorities.
- Empowering the **Campaign Cabinet** to inform and guide our strategies, working in collaboration with The Ferris Foundation and Alumni Association Board of Directors and Board of Trustees.
- Engaging donors and major gift prospects to **ready the institution for a public announcement** of the \$80 million comprehensive campaign in late fall.
- Inviting the **University community, alumni and volunteers to participate**, contribute, and experience the campaign's impact.
- Directing attention to **planned giving** to engage and mobilize a new prospect base to strengthen long-term cash flow.
- Revisiting **annual fund and telephone outreach** strategies to increase alumni giving and participation.
- Strengthening **Ferris' presence in Grand Rapids** through widespread partnerships and collaborations, carefully planned events, and intentional work with small groups of civic leaders.
- Expanding and **enhancing alumni programmatic engagement** nationwide to support and cultivate regional champions/alumni volunteers.

- Identifying ways to more closely **connect colleges and programs with their alumni** and enhancing Alumni Association Board member involvement in and support of college and program alumni advisory boards and other activities.

Stewardship and Donor Centeredness. Donor centeredness will drive our strategies, policies, processes, interactions and communications.

University Strategic Plan focus – Collaboration, Ethical Community, Opportunity
University Expectations focus – Donor Support and Engagement

Emphasis will be on:

- Stewarding, honoring and **engaging Societies of Distinction donors** with regular communications, appropriate gifts and mementos, strategic events, and increased interactions with students and University leadership.
- Employing a **more coordinated, University-wide gift acknowledgment plan**, segmented by gift levels and donor categories, which repeatedly thanks donors and illustrates the impact of their generosity.
- Emphasizing the **important role of The Ferris Foundation** in ensuring donors receive the highest level of financial accountability for their gifts/funds and receive prompt and meaningful acknowledgment of all gifts.
- Effectively **stewarding an influx of new donors** participating in the Ferris Futures Scholarship Challenge, which will require more deliberate processes, collaboration and communication in Advancement and across the University.
- Involving **academic and administrative leaders, faculty and staff, and volunteers** in identifying, engaging and stewarding current and prospective donors.
- **Increasing donor and alumni attendance at college-based and University events** by marketing to donor segments based on their interests, giving preferences and other attributes.

Responsive Brand and Accessibility Awareness. Efforts will focus on campaign communications, student recruitment marketing and electronic and information technology accessibility.

University Strategic Plan focus – Collaboration, Diversity, Opportunity
University Expectations focus – Student Recruitment and Student Retention

More specifically, we will concentrate on the following:

- Developing a **comprehensive campaign brand identity** that forms the foundation for all campaign-related communications. This includes **integrating campaign themes and messages with communications and marketing across the institution**, creating synergies that benefit fundraising and overall institutional visibility, image and brand identity.
- Sharpening the creative platform, messaging and media distribution for the **student recruitment marketing campaign** based on constituent input and the University's positioning objectives.
- Partnering with Student Affairs and Enrollment Services to **address anticipated student recruitment challenges** due to the continued decline in the number of Michigan high school graduates and other changes with demographic and market trends.
- Helping to lead a **proactive effort to address accessibility of ferris.edu.** in collaboration with the Office of Educational Counseling and Disabilities Services and others to effectively monitor, enforce and develop University-wide training.

- Completing the **final year of a three-year plan to migrate ferris.edu content** into new, responsive templates and to create a more secure web environment.
- Begin **planning for refreshing the home page and major landing page designs** and for improving the quality of images and messages featured in that space.
- Adopting a more **data-driven approach to measuring the effectiveness of University and Alumni Relations Social Media initiatives** and modify content and strategies accordingly.