

STRATEGIC PLAN PROGRESS REPORT

Ferris State University

June 2015

History and Development

During 2013-14, a university-wide Strategic Planning Committee led the campus in the development of the draft of our current plan formulated around the unifying concept of Ferris State University's core values of Collaboration, Diversity, Ethical Community, Excellence, Learning and Opportunity. In March, 2014, the Strategic Planning and Resource Council (SPARC) reviewed and recommended the final draft of the Strategic Plan, which was approved by the Board of Trustees in May, 2014. This plan established 20 areas of strategic focus and is subtitled Building on Our Strengths, Maintaining Our Excellence, and Aspiring Toward Our Creative and Sustainable Future, <http://www.ferris.edu/president/strategic/StrategicPlanPart1.pdf>.

Using this framework, divisions and colleges have now developed their own strategic plans, which include the establishment of strategic initiatives and measures of success all tied to the university-wide plan. These divisional plans and the action plans that support them are accessible at <http://www.ferris.edu/strategic-planning2/div-plans.htm>.

At the completion of the Strategic Plan's first year, this is a review of selected accomplishments to date and where we are going with our efforts. In this we aim to provide an overall picture of the effects of the individual elements of the Strategic Plan, rather than enumerate all of its individual details. Some specific initiatives are included in a description of the outcomes, and other examples are included in the addendum.

This interrelationship between the university-wide Strategic Plan and divisional plans is demonstrated in a graphical representation on how the divisional strategic plans overlap the university-wide plan. This graphic is included on the last page. Throughout the university, divisions and colleges are now implementing their strategic plans. Assessment measures and metrics have been developed. These metrics will be reviewed and finalized during the fall. Current progress on them is accessible at <http://161.57.5.112:6700/ideashboards/?questuser=quest>.



University Center opened January 2015

Core Values

- Collaboration
- Diversity
- Ethical Community
- Excellence
- Learning
- Opportunity



Spring 2015 Commencement

Ethical Community

With all of our Core Values, it is important to consider the efforts of our faculty, staff, and students.

This past year our students offered many remarkable examples of Ethical Community in action—from the thousands of students who volunteer for the Big Event, to those who graduated despite backgrounds that included foster care and neglect, as well as the commitment shown by members of the Student Government.

Collaboration

Collaboration is a value that informs everything we do. It also makes the most of our resources when tackling issues that affect the entire university. For example, our commitment to preventing sexual violence is shown through multiple collaborations:

- With Student Affairs, University Advancement and Marketing developed a new website for Title IX compliance featuring university and community resources for victims of sexual assault.
- Administration and Finance has fostered a strong relationship between Athletics and the Department of Public Safety, with DPS addressing every men's and women's 2014-15 team emphasizing strategies to prevent sexual assault.
- Governmental Relations and General Counsel, Human Resources, and Risk Management worked together to co-sponsor a campus visit by Janet Judge, a nationally-known speaker on Title IX issues, including sexual violence.

Diversity

Ferris continues to be a more diverse university. This is especially apparent in terms of our enrollment of international students. Last fall we enrolled more than 500 international students, and over the last five years enrollment of international students has increased 300 percent. This helped create the most diverse student body in Ferris history.

The Diversity and Inclusion Office worked with Retention and Student Success and a university-wide committee to address achievement gaps. It also collaborated with the Office of International Education on BEYOND: Diversity, a year-long series of lectures, workshops, performances and classroom activities.



Ferris is a destination for International students

Excellence

Two major gifts to the College of Pharmacy this past year highlight the tradition of Excellence Ferris works to maintain and expand.

Alumnus Dale Hagerman, his wife, Jocelyn, along with the Hagerman Foundation, donated \$5 million to the College of Pharmacy. The gift supports scholarships, research and renovations to the Hagerman Pharmacy Building.

News of the Hagerman gift was followed by announcement of a \$1.5 million gift to the COP from alumni Jeff and Annette Rowe to support scholarships and facility renovations.

Gifts such as these also support our commitment to Excellence by helping the university continue to drive down student debt. From 2012-13 to 2013-14, average debt of Ferris B.S. graduates with debt declined from \$37,325 to \$35,720. Beyond increased attention to student financial literacy and scholarship support, we have constrained costs, with the net price of a Ferris education increasing by less than 1%.



Hagerman Pharmacy Gift

Learning

This year we have seen how living our core value of Learning has benefited our students.

- **We Are Educating More Students.** Overall enrollment increased during 2014-15. With Fall enrollment steady, Spring enrollment was up by 143 students and Summer enrollment is currently up more than 350 students. We continue to attract students in a very competitive environment.
- **We Exceed Predicted Graduation Rates.** U.S. News and World Report noted that Ferris is fourth-best among Michigan public universities in actual versus predicted graduation rates (6-years to complete a bachelor's degree for FTIACs). Data for students who entered during Fall 2005 showed that the actual graduation rate was 7 percent above the predicted rate.
- **Our Education Is Valued.** A recent Brookings Institution study found Ferris State University performs well when looked at from the perspective of preparing students for careers with above-average earnings. In this study, Ferris ranked third highest in Michigan in comparison of mid-career earnings over expected earnings. Since our founding we have been a school that has emphasized career-oriented education, and this most recent study indicates that we are indeed succeeding in our mission.
- **We Are Academically Nimble.** We continue to respond to student and market needs through changes in our course offerings. New programs include bachelor degrees in Actuarial Science, Public Health and Sports Communication and master degrees in Architecture, Design and Social Work. With these new efforts, we are meeting student demand and filling needs for these career-oriented degrees.

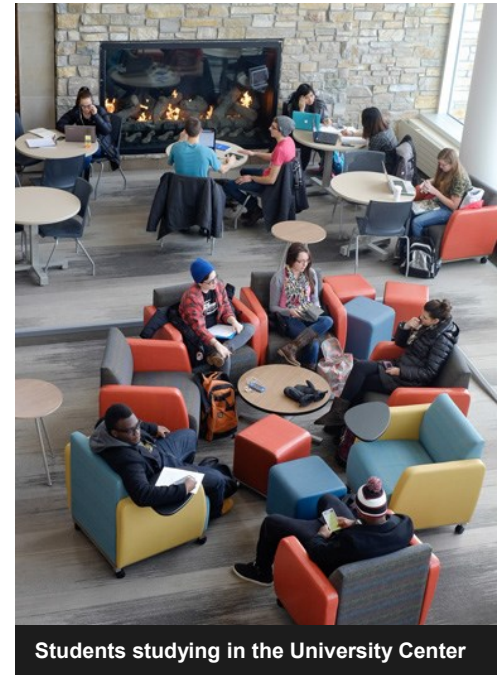
Opportunity

The new University Center illustrates Ferris' commitment to providing Opportunity.

The University Center was envisioned as a place that would extend opportunities for students to collaborate and learn together outside the classroom; create new spaces for lectures, performances, meetings, art and much more; as well as foster a sense of community that reinforces academic diligence and good citizenship.

The response to the opening of the UC has far exceeded expectations. As soon as the doors opened, students flocked to the building. The campus corridor created by FLITE Library, Campus Quad and the University Center has given students many new options to both work and socialize together.

In tandem with the Strategic Plan, the updated university Master Plan lays out a vision for future intentional changes that will continue to improve students' campus experience. Included in this are new and renovated academic buildings, new and upgraded student housing, and improved athletic and recreational facilities. The Master Plan is at <http://ferris.edu/master-planning/master-plan-drafts.htm>.



Core Values Map 2015 - 2018

Ferris Core Values and Strategic Focus Areas addressed by divisional strategic plans

Core Values	Collabo-ration	Diversity	Ethical Community	Excellence	Learning	Opportunity
Strategic Focus Areas	Current and potential partners Internal partnerships	Inclusion, civility, and respect Cultural and global engagement Diverse learning community	Culture of trust Professionalism Sustainability	High-quality academic programming Manageable student education costs Degree completion Superior University experience	Experiential and holistic education High-quality teaching Exploratory and innovative scholarly activities Lifelong learning	Access Professional development Relevance Ferris pride
Divisions						
Divisional Initiatives						
Academic Affairs						
Implement a strategic plan	• •		• •			•
Continue evaluation and implementation of improved retention/graduation rates, diversity initiatives, and student debt	• •	• •	• •	• •	•	• •
Implement a new general Education Plan	• •	• •	• •	•	• •	• •
Develop and implement an Academic Leadership professional development	• •	• •	• •			• •
Administration & Finance						
Staff development	•				•	•
Master plan					•	•
IT systems and support	• •				• •	
Stewardship/sustainability	• •				• •	
Student recruitment/retention	• •			•	•	
Student Affairs						
Stabilize and optimize our enrollment and retention	• •	•	•	• •		• •
Create opportunities for intentional student engagement	• •	• •	• •	• •	•	• •
Understand and reduce student debt	• •	•		• •	•	•
University Advancement & Marketing						
External Support	• •		• •	• •		•
Donor recognition and stewardship	• •		• •			
Ferris Pride	• •	•	•			•

This is a plan we continue to live

We have made significant progress in moving our university forward using the Strategic Plan as a guide.
Thank you for your efforts on behalf of *our students* and their futures.