

## Expectations for 2021-2022

These expectations are adopted jointly by the President, his leadership team and the Board of Trustees for the 2021-2022 academic year. All have a shared understanding that the core focus of Ferris State University is to provide education of the highest quality. The efforts of everyone in the Ferris community are needed to sustain and enhance the educational experience of our students. At Ferris State University we know the ultimate measure for our collective efforts is the success of our students.

These expectations are developed as we prepare to move from the shadow created by the COVID-19 pandemic. With steadily increasing access to vaccines, the threat from COVID is diminishing, but there will be a continued lingering impact.

Expectations for this year are framed around areas of focus in the University Strategic Plan - Academic Programs and Offerings, Student Success, Institutional Effectiveness, Pride and Community, and Enhancing Resources. Built upon our core values, mission and vision statements, these expectations guide the efforts of a university that has come together, united in a common mission and shared purpose.

**Enrollment** – Together with the Admissions team, Strategic Planning Action Groups will lead enrollment efforts encompassing FTIACS, Online Delivery, Graduate Students, Re-enrollment, Transfer Students, International & Domestically Diverse Students, and Dual Enrollment & Partnerships. Recruiting efforts will actively engage colleges, departments, community colleges, dual enrollment high schools and alumni, building on the academic distinctiveness, the relevance and affordability of our education, and the employability of our students and graduates.

University marketing and branding will compellingly present the value of the Ferris educational experience. Promotion will be expanded to include graduate education. New market-driven degree offerings will be developed. Utilizing the support of external recruitment partners, we will work to retain market share and attract increased numbers of students in this highly competitive market.

**Student Success** – A commitment to “students first” integrates academic and non-academic services with the best interests of students in mind. This focus on the student experience seeks to navigate the student journey with an inter-divisional approach, including teaching and learning, advising, tutoring, and student support services.

Current retention and graduation rates are at historical highs for the University. Continued improvement will eliminate barriers for student registration, encourage continued enrollment and satisfactory progress. Special efforts will be directed to the earlier identification of students who are at-risk, highlight pivotal moments in the student experience and implement an integrated student success system.

**Stewardship** – Focused initiatives will review institutional effectiveness and create process improvement projects. An institution-wide approach to centralized data management and access will be conceptualized and the implementation of this begun.

This year we will achieve the \$115 million goal of “Now and Always,” the University’s first-ever comprehensive campaign. Special areas of fundraising focus will be Ferris Futures Scholarships, the Jim Crow Museum and the Virtual Learning Center. Implementing experiences of this past year, alumni will be engaged through traditional, virtual and hybrid experiences.

**Pride and Community** - Building on the legacy of our founders, Ferris must be a home and a welcoming place for all people, an environment that supports our differences as well as commonalities. This commitment extends beyond our campuses to our broader communities. In this, we encourage and participate in difficult dialogues. As part of these efforts for diversity, equity and inclusion, our next diversity plan will be developed and adopted.

Ferris State University is a unique and distinctive institution with a special heritage that empowers graduates for success in their chosen fields. Over the coming year we will seek every opportunity to share our story and our pride both internally and externally.

**Partnerships** - With a focus on creating and strengthening partnerships, Ferris will collaboratively engage with both internal and external campus partners to increase student enrollment and generate additional revenue streams. These partnerships will address key strategic plan metrics on experienceships, online student credit hours, international students, graduate students and create additional revenue through customized training, talent pipelines, and solutions developed for business and industrial problems.

This year considerable time and energy will be directed to selecting the next president for Ferris State University and to assure a smooth leadership transition. This process provides an opportunity to positively consider the trajectory and future of the University.

During every year there are unexpected challenges. By acting strategically, we will focus on the success of our students through these five areas of emphasis, continuing to build the forward momentum of our University.

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