President's Council Planning
Combined Initiatives/Expectations
for 2019-2020

Academic Affairs

ENROLLMENT —
Strategic Plan: Academic Programs 1.1, 1.2, 2.1, 2.5, Student Success 1.1, 1.3, and Pride & Community 2.5, 3.1

The expectation for Academic Affairs is that all colleges and programs will invest more deeply in recruitment in whatever the University Enrollment Plan is and whatever collaborative ways we can or are asked. We will also work toward new, innovative degrees and the marketing and dissemination of information about those degrees. We will also work at energizing all College websites to more effectively market new and existing degrees. We will also work at creating and energizing new and existing secondary and community college partnerships. We will work as well to find new markets such as the adult learner demographic and the professional demographic. Academic Affairs will also invest itself in a deeper commitment to growth in international enrollment.

The expectation is also that this is, both internally and externally, an educational moment. Faculty, staff, and administration will need to understand that recruitment and enrollment growth is not necessarily visiting high schools, off-campus sites, or giving students tours on campus. Additionally, meaningful and lasting recruitment is creative curricular activity, consistent professional development, excellent classroom teaching, and quality efforts toward successful student learning that lead to refinement, deletion, and combination of programs and degrees. We need to understand the need to be actively engaged and visible both on and off campus to potential recruits as well as to potential partners and donors who can provide the type of meaningful experiences for students that can be converted to curricular innovation and enhanced facilities that can come full circle. We need to understand the need for renewal of trust, collaboration, and integrity among all stakeholders on campus is essential and without question. We must promote healing. We must also draw from the multiple sources of positive energy. The creation of collaborative leadership teams across campus can go a long way in beginning and sustaining a conversation about what we have lost and how we restore it. Frequent written communication from the Division and each College coupled with frequent campus conversations focused on issues of consensus are essential. A sustained celebration of our successes at the micro and macro levels is also important. A sustained effort of engaging faculty, staff, and administration across Divisions in identifying issues, doing meaningful and transparent problem-solving, and recognizing and respecting the positive skills and energies that all bring to the University is also essential. This is a huge task, but absolutely integral to the success of the University.

RELATIONSHIP BUILDING —
Strategic Plan: Academic Programs 3.2 and Pride & Community 2.3

The need for a renewal of trust, collaboration, and integrity among all stakeholders on campus is essential and without question. We must promote healing. We must also draw from the multiple sources of positive energy. The creation of collaborative leadership teams across campus can go a long way in beginning and sustaining a conversation about what we have lost and how we restore it. Frequent written communication from the Division and each College coupled with frequent campus conversations focused on issues of consensus are essential. A sustained celebration of our successes at the micro and macro levels is also important. A sustained effort of engaging faculty, staff, and administration across Divisions in identifying issues, doing meaningful and transparent problem-solving, and recognizing and respecting the positive skills and energies that all bring to the University is also essential. This is a huge task, but absolutely integral to the success of the University.
INNOVATION –
Strategic Plan: Academic Programs 1.2, 2.1, 3.2, 4.1, 4.2, 5.1, Student Success 2.1, 2.3, Enhanced Resources 1.1, and Pride & Community 2.3, 3.2, 3.4

Multiple plans are already underway and multiple opportunities exist for innovation on and off campus. Those plans and opportunities are focused on pedagogy, potential revenue producers, curriculum, recruitment, retention, and student success.

- **Innovative and Proactive Curricular Culture.** We need a curricular model that is proactive, fosters growth, and nurtures innovation and distinctiveness and replaces a reactionary curriculum model that usually serves only to boost enrollment for program viability. We need to use data more effectively to identify not just diminishing and growth enrollments, but also supports new and innovative directions that are cutting edge, that incorporate partnerships and potential student experience ships, and that promote interdisciplinary opportunities for course, program, and degree enhancement. The Academic Senate has partnered to make some significant strides toward a more streamlined and effective process for both the curriculum and program review process. The Quality Initiative process as well as assessment committee work has the use of data for creative and innovative thinking.

- **New Degrees and Reorganizational Initiatives.** We already have new degrees in the curricular pipeline, but not enough. We need to eliminate low-performing, outdated degree programs and creatively adapt and combine existing degrees. As well, we need to create, expand, and revise incentive plans that preserve intellectual property rights and right-to-teach incentives for faculty who work to create and revise courses and programs. We also need to think about the effect of new degrees on reorganizational possibilities for both programs and colleges.

- **Centralized Advising.** With the settlement of academic advisor negotiations, the University has a fresh opportunity for rethinking and reshaping how we view and practice academic advising on campus.

- **New Projects and Their Implementation.** As a new Transfer Center draws to completion in ASC and a Graduate Studies Office is opened, we have the opportunity to integrate how we recruit and service transfer students as well as how we develop and design graduate curricula, refine existing graduate programs, and integrate online curricula.

- **Pedagogy.** The University has already supported the development of some very meaningful and successful linked courses and projects that have been both intra and interdisciplinary focused. The Academic Senate is cosponsoring an Innovation Fair on campus at the start of the Fall '20 semester that will focus on the success we have already enjoyed and will help provide inspiration and support for new, creative approaches to student learning and success. Numerous campus Town Halls will be implemented in the fall and will emphasize the creative nature of the Quality Initiative (QI) projects, the data they have produced, the success and impact they have had on our students, and the creative ways they can be refined and how they can spawn new course, programs, and degrees.

- **Revenue.** The University has valuable pedagogical and manufacturing products that can provide valuable revenue sources. These will be highlighted at the Innovation Fair and will hopefully provide an impetus for creative thinking.

- **New Markets.** New markets for the University exist in the adult education arena as well as the veteran, alumni, high school and continuing education arenas that will be fertile ground for enrollment growth and curricular innovation.

- **Resource Alignment.**
Academic Affairs

STUDENT SUCCESS

Strategic Plan: Academic Programs 1.1, 1.2, 2.4, 5.1, Student Success 2.1, 2.4, Institutional Effectiveness 2.2, 3.1, 3.2, and Enhanced Resources 1.1

Everything we do at the University has an impact on some facet of student success. The term itself is wide-ranging in nature and encompassing in its impact on the academic, social, emotional, professional, and psychological growth of each student. In an attempt to address not each area separately but the interrelated and interdependent nature of each on the other, we will focus on the following:

- Refining the present components of the Academic Literacy Center; and implementing and operationalizing additional care components that include the following: Trauma, pharmaceutical, technological accessibility tools, communications laboratory.
- Aligning education for students concerning the barriers they may or do encounter and education for faculty (FCTL) and staff relative to student barriers and adjusted pedagogical strategies.
- Expanding Marketing, Branding, and Fundraising for the ALC.
- Implementing ALC presentations into Summer Orientation programming.
- Using data from first-year FSUS cohorts to identify more specifically the FSU retention and curricular issues that impact that learning.
- Creating a University-wide Retention Plan that focuses on an accepted definition of what constitutes "student success,” and allows the University to align resources, programs, activities, and vision.
- Encouraging and supporting for curricular and pedagogical innovation. Models will be presented at the Innovation Fair and the QI Town Halls.
- Awarding Associate’s degrees to all who earn them.
Student Affairs

Enrollment –
- Connection to Strategic Plan: Academic Programs 1 & 5 and Student Success, initiative 1

As we continue to manage the drastically changing student demographics associated with enrollment in the Midwest, we are constantly seeking innovative responses to how we lead the recruitment of our next and future student classes. Resources have been reallocated to offer more financial aid and unique population outreach is the new norm. Strategies such as test optional and innovative electronic outreach (such as niche, student bridge, a new transfer portal and increased outreach to younger K-12 students) will be joined by new ideas and products and bolstered by our University branding campaign. Our ultimate goal is to foster unique outreach to new students and their families, to highlight our distinctiveness and stabilize enrollment.

Engagement and Retention –
- Connection to Strategic Plan: Academic Programs and Offerings, initiative 5; Student Success, initiative 1; and Pride and Community, initiative 1

Once students are enrolled at Ferris, we will be a facet of the framework intended to retain them and aid in their persistence and success. Activities and programming will continue to be a priority enabling students to find ways to belong and expand their knowledge, persist and complete their intended credentials. We will build upon our success of the LGBTQ+ Center, the renovated Student Recreation and Veteran’s Centers to ensure our students have the needed tools for their success and engage all of these identity centers in the continued efforts to recruit and retain students. Amongst other projects, two new ventures will focus on the redesigning of Career Development to provide more cross-campus collaboration and strengthen students’ career readiness, and to assist with yield and retention. designing and implementing a program that connects each incoming FTIAC with a University employee for a defined period (after Orientation until January of 2020).

Title IX –
- Connection to Strategic Plan: Student Success: Institutional Effectiveness, initiative 1

Title IX compliance continues to require a great deal of collaborative resources from across campus as an increased number of cases are disclosed and investigated. Alongside of the management of an increased number of cases, we are also challenged to continually educate our campus regarding sexual misconduct. Given this and based on the recent outside policy review, we will lead the efforts to consider policy and practice changes ensuring we continue to be compliant with external state and federal mandates and move toward an environment that is fully committed to the students we serve and their success.

Data –
- Connection to Strategic Plan: Academic Programs and Offerings, initiative 3; Institutional Effectiveness, initiative 1 and 2

As institutional request for data continue to increase, we will seek ways to best manage the requests and engage campus about how to access and use data. Resources are limited in this area, but we believe the use of new technology could assist us with these efforts and enable us to access and manage data as needed. Lastly, building upon the resources we currently have (i.e. the Fact Book), we will explore ways to move data from static to live formats.
Administration and Finance

Enrollment Enhancement:
Strategic Plan foci: Competitive Positioning, Stewardship, Campus Climate
   Strategic Plan: Student Success 1.1, Pride & Community 1.1, 1.3, Enhanced Resources 1.4

Ferris State University is generally perceived and in fact, is a safe campus. This is evidenced by recent national recognition and is the result of many intentional actions on the part of the university including: a no-tolerance to sexual assault/harassment policy by the administration, Information Technology security, Housing facility enhancement such as card swipe access, efforts of our Department of Public Safety along with coordination with local public safety officials to be visible and engaged on campus thereby developing positive relationships with students, faculty, and staff, Solving crimes quickly when they do occur also acts as a deterrent to criminal activity. Curb appeal/first impressions are important. High quality, beautiful buildings and grounds that are well-maintained and clean reinforces to visitors that we care for our community and it is safe. WiFi will be enhanced in public spaces. The division will continue with current efforts and find ways to promote these positive attributes to assist with recruitment and retention. In addition to continuing to field highly competitive athletic teams that also excel in the classroom, the division will work to enhance spectator participation and experience at athletic events and other non-athletic events on campus. Formal and informal staff/student interactions can have a significant impact on the overall student experience and therefore, retention. As a service organization first and foremost, a continued effort at delivering outstanding customer service will be made.

Housing:
Strategic Plan foci: Competitive Positioning, Stewardship
   Strategic Plan: Enhanced Resources 1.4

Complete the housing advisory work with Scion Consulting and determine if there is a feasible new housing project. This effort is looking at different models for scale, building/unit type, demand/capacity, and financial pro forma. If a feasible option is determined and approved, the division will provide oversight to complete the planning, design, and construction. New housing offerings may also consider new faculty/staff housing options. Efforts to update our existing housing facilities that will remain for the foreseeable future will continue to make them more attractive. The overall goal is to assist with recruitment of new students while retaining and growing our voluntary on-campus residents.

Master Plan Implementation:
Strategic Plan foci: Competitive Positioning, Stewardship
   Strategic Plan: Pride & Community 1.1, 1.3, 3.4, Enhanced Resources 1.4

The current facilities master plan for the Big Rapids campus was completed in 2015 and many of the projects contemplated in this plan have been or are planned for completion. It is time to update the master plan and the intent is to do so after the university’s new strategic plan is completed. At this time, it is our intention to seek Board of Trustee approval to issue an RFP for professional services at their June 2019 meeting. Significant components anticipated to be included in the new master plan include but are not limited to: Center for Virtual Learning, Center for Athletic Performance, Pharmacy phase 2 renovations, Jim Crow Museum, West building replacement, space for Information Technology Services (ITS), new space for the Early Learning Center, new housing project, traffic, and parking. The updated master plan may also incorporate our Grand Rapids, MI operations including: 25 Michigan facility, UICA, space at GRCC, and a contemplated facility as part of the Plaza Roosevelt project. KCAD has its own master plan and it is anticipated they will continue to remain separate. The overall goal is to assist with recruitment and retention of new students, faculty, and staff.
A current focus is recruiting a new Vice President (VPAF). Other significant leadership positions within the division that are vacant include the AVP-Human Resources (AVP-HR) and the Chief Technology Officer (CTO). A focus in the near term will be to start the recruitment process for the CTO sometime during the summer of 2019. A temporary solution is in the process of implementation to cover for the vacant AVP-HR. The timing of the new VPAF coming on board will determine how long the temporary solution for HR is in place. IT will continue the initiative to reduce and streamline the number of software applications to more efficiently deploy our support resources. In partnership with the other divisions and the IT governance committee, it is time to develop the next plan for IT. It will partner with other divisions to transition from Blackboard to Canvas for on-line education and replace WebFocus with Argos as a more user-friendly report writing tool. Appropriate space needs for IT must be addressed. Professional services will be secured to conduct a feasibility study of the IT units’ space needs, program development, and analyze potential fit space located in the FLITE library and University Center buildings. The goal will be to seek Board of Trustee approval for this effort at the June 2019 meeting, complete the feasibility study defining a project scope and budget, and start construction during the summer of 2020. Significant efforts to develop a process improvement program are underway. Fifteen individuals will be identified from within and outside the division to be trained as process improvement facilitators who will lead change initiatives across the university.
University Advancement and Marketing

Competitive Positioning—
*University-wide Expectation: Competitive Positioning*
*University Strategic Plan: Academic Programs 2.2, 2.3, 4.1; Student Success 1.1, 1.2, 1.3, 3.3, 3.4*

Lead the implementation of a new branding and marketing campaign to attract new students and improve the University’s reputation and stakeholder perceptions by focusing on the distinctiveness and value of both the Ferris and Kendall educational experiences. Deploy sophisticated tracking mechanisms for evaluating the impact of the digitally-focused campaign through all phases of the application/enrollment journey. Develop an updated brand style guide and graphic standards to align with the new brand platform to maintain consistency and recognition of the new brand and amplify its impact. A redesign of the ferris.edu website graphics and templates will follow in step with the new brand creative and messaging.

Stewardship—
*University-wide Expectation: Stewardship*
*University Strategic Plan: Enhancing Resources 1.1, 1.2, 1.3, 1.4*

Increased emphasis will be placed on refining new tactics to attract more alumni, first-time and repeat donors and developing a more intentional planned giving program. Special focus during the third year of the University’s *Now & Always* $115 million comprehensive campaign will be to boost donor awareness and participation in the campaign, particularly in securing gifts to complete the Center for Athletics Performance fundraising and identifying new strategies for creating interest in and momentum for the Ferris Futures Scholarship Challenge matching gift program. Attention also will be directed to the second phase of the Pharmacy campaign, Plaza Roosevelt, Jim Crow Museum of Racist Memorabilia and Center for Virtual Learning.

Pride and Community—
*University-wide Expectation: Campus Climate*
*University Strategic Plan: Pride & Community 1.1, 1.2, 1.3, 2.1, 2.2, 2.3*

Develop a unifying and sustainable Ferris Pride Campaign for internal and external audiences that celebrates Ferris’ 135th anniversary; promotes the successes of Ferris faculty, staff, students, alumni and donors; and conveys the impact of a Ferris education, using a multi-channel media and environmental branding approach. Create opportunities for the University community to embrace and promote the new brand platform and to represent Ferris as enthusiastic brand champions. Expand alumni engagement initiatives to further assist with student recruitment and students’ career-readiness, and to more closely connect them with students and faculty in the classroom and campus experiences.