Implementation of Strategic Plan. Implementing Phase II of the Strategic Plan is critically important to Academic Affairs. Fall 2014 will be spent presenting and revising the implementation model with the Deans’ Council, Academic Leadership Council (ALC), and college-level administrative and faculty leadership teams. Spring 2015 will be spent drafting, discussing, and revising an implementation plan that addresses four major focus areas of the Strategic Plan: Diversity, Ethical Community, Excellence, and Learning, knowing that, as a matter of course, both Collaboration and Opportunity will also be addressed and practiced. Academic year 2015-2016 will address prioritized/phased implementation of the plan (curriculum, pedagogy, community, recruitment, capacity, outreach, etc.).

Continued Evaluation and Implementation of Improved Retention/Graduation Rates, Diversity Initiatives (Achievement Gap), and Student Debt. These issues are often seen as separate issues and are most easily researched and analyzed as separate issues. All are, however, tightly interwoven and interdependent. Academic year 2014-2015 will focus on analyzing the interrelated nature of these issues to best construct appropriate strategies that address student “skill” levels and academic improvement, positive academic progress and time to degree, and academic and financial aid parameters. Data (retention and student success, TIP, DFW, etc.,) will be collected to examine its interdependency and impact on pre-programs; TIP; Directed Studies, General Studies, and Career Exploration programs and what, in alignment with financial aid guidelines, is being accomplished or not accomplished.

General Education Implementation Plan. Implementing the new General Education Plan has great potential for excitement—and conflict and exhaustion. Planning for implementation itself will require both confronting and creating academic culture. The number of hours to be spent; the number of people to be engaged; the number of conversations to be had, committees to be convened, compromises to be made, ideas to be generated/revised, etc., etc., will be major. Fall 2014 (as well as summer 2014) will be spent initiating that multitude of conversations. Spring 2015 will be spent beginning to draft, revise, and redraft implementation plans, goals, and strategies. Fall 2015 will see the beginning phases of implementation.

Academic Leadership. Spring 2014 saw both the implementation of the Department Chair model and the creation of an academic leadership retreat. Like data in a binder, real academic leadership development has to be used, NOT shelved. Academic year 2014-2015 needs to see positive steps toward supporting meaningful development of academic leadership. The initiative will be three-pronged: 1. Building cohesiveness/trust between Deans’ Council and ALC, 2. providing meaningful professional development at local and external levels, and 3. promoting and expecting models of administrative/faculty communication/governance.
Major Initiatives 2014-16
Vice President for Administration and Finance

1. **Strategic Plan:** This initiative is to create a new divisional mission (or purpose), divisional vision, and divisional strategic plan in alignment with and in support of the new University Strategic Plan. This is our divisional component of the new University Strategic Plan, Part 2.

   **Progress through 4/6/15:** Completed in December 2014, and posted to Ferris.edu. 100% complete.

2. **Campus Master Plans:** The Big Rapids campus master plan was created in 2008 – 09, and the Grand Rapids or Kendall plan was written in 2004. We will launch a process in September 2014 to revise and update both of these plans, incorporate our Grand Rapids programs in the process, complete the development of the plans, and present them to the Board of Trustees for approval in the spring of 2015.

   **Progress through 4/6/15:** Process and timeline set, selected Neumann Smith as the firm to assist us in the process, decided to delay the Grand Rapids Plan update until after new leadership is in place, held over 20 input sessions across campus and in Grand Rapids during the fall 2014, President’s Council refined priorities in November, and received the first draft Master Plan document from Neumann Smith in late December. President’s Council discussed drafts on multiple occasions, SPARC discussed a draft on February 10, and two drafts were shared electronically with the campus. The near-final draft was shared in three campus forums with faculty, staff, and Student Government on March 30-31. Final university feedback was provided to Neumann Smith on April 10, and we are to receive the final version on or about April 20 for Board consideration/approval on May 8. 95% complete.

3. **University Plan for IT:** This initiative will include the assessment of the results or outcomes from the 2012 – 15 University Plan for IT, and create the vision and direction for IT for 2015 – 18. The new vision and direction for 2015 – 18 will incorporate the new IT security measures to the extent practical. This initiative will include senior level input opportunities from other divisions.

   **Progress through 4/6/15:** The process is in place, initial conversations held with President’s Council and the IT Advisory Council. Many input sessions have been held since late in 2014, feedback on the 2012 – 15 Plan progress and results sought from campus via an electronic survey, and a survey has also been used to seek input on the next plan content. Given the desire to slow down some of the major initiatives of the campus, IT agreed to delay the final Plan completion date from August to October 2015. The input received will contribute to the significant work that will go in to this Plan over the summer. 50% complete.

4. **Athletics:** This initiative includes identifying and implementing a number of strategies to enhance student success, to grow attendance at athletic contests, and to develop and begin implementing a fundraising plan for the department. The fundraising plan will include financial and chronological targets by sport.

   **Progress through 4/6/15:** Football enjoyed some significant crowds at the fall 2014 games, including the playoff game hosted on Thanksgiving weekend. Athletics partnered with the local schools and had a tremendous turnout for a day men’s basketball game on December 16, which was after our fall commencement. Volleyball attendance near capacity every home match. Hockey continued to draw good crowds during their season. The early work has started on stepping up the fundraising efforts by the Athletic Director, and Athletics. Giving to Athletics in the first six months of the FY was up 83 percent over the same period the prior year, and the number of donors was up 12 percent. Had an initial conversation with one of the Athletic Advisory Committee members on how the Committee might help increase the student success measured by graduation rates in 2-3 sports.

6/12/14; updated with progress reports on 1/2/15 and 4/6/15
Student Affairs Strategic Initiative Updates
4-14-15

Strategic enrollment plan
With the assistance of a consultant, we will determine what trends we need to address as well as the most appropriate directions we should take to stabilize and maximize our enrollment. In tandem, we will determine the critical questions that will guide our decisions. The plan needs to be collaborative across campus and through all aspects of enrollment (EIO, Online, FTAC, etc.). In addition, part of our process would be to review the Enrollment Task Force Report to determine what has been accomplished thus far and what needs to be included in our new enrollment plan.
- Areas of strategic plan = Collaboration and Excellence

UPDATE:
1. Currently developed Strategic Enrollment Team and Sub-Teams to review five specific areas:
   a. Academic Programs
   b. Financial Aid, Pricing and Financial Services
   c. Student Recruitment
   d. Student Engagement, Retention and Success
   e. Marketing, Branding and Communication

2. From these teams will develop trends and issues to address enrollment and create strategic enrollment plan.

3. Invited chairs of the Strategic Enrollment Sub-Teams to the Noel Levitz enrollment conference this summer.

4. Continue to recruitment efforts and overall communication with potential new students. Currently updating both virtual and in person campus tour, reviewing Dawg Days and instituting personal campus visits to meet needs of all levels of interest in Ferris State University.

5. Branding 1st floor of Timme to connect students with Ferris as soon as they arrive at Admissions.

6. Collaborating across campus to better understand student veterans’ needs and how to support them on campus.

Intentional student engagement
Students will always find ways to engage in college, our focus will be on creating positive options based on an intentional Student Affairs philosophy, engagement/learning outcomes and experiences through which students can develop, grow and augment their formal learning. This will include the creation of an intentional student affairs philosophy, engagement/learning outcomes and paths for involvement. Creating intentional opportunities will require us to partner and build relationships across campus to ensure a seamless experience. Within Academic Affairs, the new general education curriculum will provide one conduit for such opportunities; however, other partnerships around career services, volunteering and diversity initiatives will also yield many opportunities for student engagement. A relationship with Administration and Finance will provide us with the opportunity to study alcohol and drug use and determine how to help students engage in healthier and low risk behaviors. Lastly, through Diversity and Inclusion and Extended and International Operations, we can develop and enhance engagement options for our students to learn more about diversity, ways to work and live in a global society and to better understand the value of this learning.
- Areas of strategic plan = Collaboration, Diversity, Ethics, Excellence and Learning

UPDATE:
1. Created a philosophy statement and learning outcomes for our Division to guide our work.
   Philosophy Statement
   Learning can take place anywhere and connecting students with learning and engagement is paramount to our work. Moreover, we believe:
   - Students are responsible for their decisions and overall education
   - Staff engages students in collaborative and developmentally appropriate ways to prepare them for their roles at Ferris and in our global society
• The campus community celebrates the pursuit of learning in a multicultural and inclusive environment

Learning Outcomes
Students who interact with the Division of Student Affairs will:
• Gain access to an educational experience
• Appreciate and increase an understanding of individual differences and similarities within our global society
• Enhance their degree of engagement and sense of belonging
• Demonstrate personal responsibility and accountability
• Explore and demonstrate how making healthy lifestyle choices affects their success
• Develop skills to think critically and apply knowledge
• Demonstrate effective communication skills

2. Opened new University Center and worked to increased programming beginning with large scale opening for students (over 2000 in attendance). Also hosting Friday night event series and specific programming such as Wellness Wednesdays and the like.
   a. Since opening almost 700 meeting/events in building and 60,000 estimated attendance.

3. Career Fair continues to stay strong with 247 employers at the last event and 41 community service agencies in attendance at Town Hall volunteer and Job expo.

4. Working across campus to implement Title IX requirements regarding sexual violence prevention.

5. Office of Multicultural Student Services created Black Male Network to support Black Male students’ retention and degree completion

6. Launched Student Health 101 <http://readsh101.com/ferris.html>, an online health prevention program in January and currently have over 1000 unique users.

7. Working with General Education to determine how to help students articulate in and out-of-the classroom learning.

Understand and reduce student debt
Student Debt is a large part of our strategic plan and with the inclusion of financial aid, enrollment services in general and many opportunities to outreach to students in our Division, it is imperative that we focus some of our efforts on this area. We will enrich programming around this topic and continue to find ways to educate students about student debt. The financial aid leveraging data will also be analyzed and we will determine how to best move forward with the recommendations.
• Areas of strategic plan = Collaboration and Excellence

UPDATE:
1. Get Real Program financial literacy program continues to grow and will occur again on 4-15-15 in the University Center. Also hosted a financial literacy program (version of Get Real) for middle school students combined with a college fair this past month.

2. Implementing the Financial Aid leveraging program to ensure we are maximizing our financial aid awards.

3. Updated and streamlined the Financial Aid webpage to better guide students to financial aid opportunities and important information.

4. Collaborated with Michigan College Access Network and Michigan Veterans Association to secure 18 month temporary position who will focus on resources for student veterans.
University Advancement and Marketing
2014-2015 Expectations

External support. Multiple approaches to increasing donor participation and total giving have been developed with an emphasis on raising more than $35 million to support university fundraising priorities. Specific focus will be on increasing college alumni giving, completing the Ice Hockey campaign, securing leadership gifts for the Professional Golf Management Learning Center and Pharmacy campaigns, conducting a feasibility study for a new student scholarship initiative and developing a fundraising plan for the Swan Annex expansion for welding and manufacturing.

Donor Recognition and Stewardship. To ensure that the generosity of our donors does not go unnoticed, a comprehensive donor recognition program with increased benefits and stewardship contact by staff and volunteers is being designed and implemented. Our emphasis will be on developing the means for long-term sustainability of the program to help ensure continuity in recognition, engagement, continued giving over time and ability to move donors up to a higher recognition level.

Ferris Pride. Social media is becoming an increasingly important outlet for engaging students, alumni and others with the university; instilling pride in Ferris among students, faculty, staff and alumni; creating a sense of belonging for incoming students; utilizing pride to strengthen retention of current students; sharing accurate university information in real-time; and supporting university student recruitment and branding strategies. Our goal is to develop and implement a special-themed social media campaign to promote pride and engagement with the university. By illustrating what students, faculty, staff and alumni value most about Ferris, we can convey our core values, tradition of excellence and university pride.