STRATEGIC PLAN.
VISION.

Inspire everyone to do good work, build good futures, and live good lives.

MISSION.

We are a dynamic learning community where students enter with promise and leave with purpose.

CORE VALUES.

- Generosity of spirit
- Community that connects & inspires
- Opportunity, regardless of background
- Resilience through innovation & resourcefulness
Drawing upon our Vision and Mission and strengthened by our Core Values, our Focus Plan has only one priority:

Nothing more is necessary, nothing less will do.

To fulfill this promise, our one priority has three parts:

- Provide pathways to meaningful work.
- Make education attainable.
- Stay connected for a lifetime.
WHY ARE WE FULFILLING THE PROMISE?

The promise of college is access and opportunity. However, we often act as if the opportunity students want and the access they need is college itself.

This is not true.

College is a springboard to opportunity and possibility, not a trampoline that gets you nowhere. We prepare students for life, for its many surprising and unpredictable turns, then we provide a pathway to what lies beyond, a pathway to meaningful work.

Every student. Every major. Every day.

This work is bigger than a job, and even bigger than a career; it is a purpose based upon our core values and guided by a desire to improve our lives, our families, and our communities. This work requires problem solvers who are smart, creative, and fearless, leaders who are ready to build the future.

Our students know that nothing comes easy or free, they have to work hard for what they want. They come to us with promise; we help them find purpose; then we connect them to possibility.

Through Fulfill the Promise, we will refocus what we do at Ferrum College to assure that every student is prepared for and provided a clear pathway to meaningful work, through an education that is dynamic and attainable.

And because we’re family, we’ll stay connected for a lifetime.
I. PROVIDE PATHWAYS TO MEANINGFUL WORK

Developing comprehensive career pathways interwoven into all aspects of Ferrum College.

1. Establish a senior-level position by 2021 charged with creating a career pathways office, and building professional networks and partnerships

2. Formulate a comprehensive career preparation vision that extends throughout the entire college experience by 2021

3. Consolidate work-study program, intern/externship operations, advising, and career services by 2021

4. Redesign college work-study to include leadership growth, promotion opportunities, and intentional skill development by 2021

5. Establish formal partnerships with nonprofit agencies, local and national businesses, including at least one Fortune 500 company, by 2026
Maintaining curriculum relevant to career and life preparation.

1. Form external advisory groups for every major or career cluster by 2022
2. Provide flexible interdisciplinary ‘Design Your Own’ major option by fall 2021
3. Identify and solicit multiple intern/externship partners for every academic major by 2023
4. Create advising tools linking each academic program to career opportunities by 2023
5. Initiate College-wide dialogues fostering empathy and inclusivity in workplace and society by 2022
I. PROVIDE PATHWAYS TO MEANINGFUL WORK

C. Recruiting, retaining, and graduating a diverse student body.

1. Increase enrollment to 1500 UG and 200 OG by 2026
2. Increase 1st - 2nd year retention by 2026
3. Develop an inter-term bridge program to increase academic success and student engagement by 2022
I. PROVIDE PATHWAYS TO MEANINGFUL WORK

D. Enhancing infrastructure and processes to support this Focus Plan.

1. Develop plan to improve employee resources by 2022
2. Provide data reporting through relevant dashboards by 2022
3. Achieve a comprehensive, collaborative marketing and communication operation by 2021
4. Launch streamlined, market-focused website by 2022
II. MAKE EDUCATION ATTAINABLE

A. Assuring affordability through a stronger endowment and improved student financial literacy.

1. Increase endowment 50% by 2026
2. Provide financial literacy education for every financial aid recipient by 2023
II. MAKE EDUCATION ATTAINABLE

B. Providing flexibility through seated, online, hybrid, and accelerated programs.

**STRATEGIC PLAN**

1. Launch Full-Flex programs by 2023
2. Launch three-year UG programs by 2022
II. MAKE EDUCATION ATTAINABLE

C. Removing process barriers.

1. Reduce manual processes and become paperless by 2026

2. Achieving a 24-hour student/employee response rate by 2022
II. MAKE EDUCATION ATTAINABLE

D. Assuring timely program completion.

1. Increase advising accuracy by 2022
2. Achieve 100% transfer-friendliness by 2021
III. STAY CONNECTED FOR A LIFETIME

1. Formulate a comprehensive lifetime connection plan by 2022

2. Increase enrollment in graduate and emerging-growth programs by 2026

A. Building robust lifelong learning opportunities
III. STAY CONNECTED FOR A LIFETIME

B. Expanding alumni career services.

1. Survey alumni career support needs by 2021
2. Develop and launch events/opportunities focusing on career networking by 2026
III. STAY CONNECTED FOR A LIFETIME

C. Creating legacy program.

1. Develop PanFam2 incentive program by 2022
2. Build a reliable infrastructure to track alumni data, including career and family information by 2021
FULFILL THE PROMISE.