Introduction
The US is experiencing the worst economic conditions since the Great Depression. Unemployment nationwide is over 9%. Michigan’s unemployment rate of more than 15% is the worst in the nation. Michigan’s wage and salary employment fell for the eight consecutive year in 2008, is forecast to fall 7.2% in 2009 (its sharpest one year decline since 1958), and decline nearly 4% in 2010. Additionally, less than 25% of Michigan residents possess a four-year college degree. This rate is among the lowest of any state in the US and far below the national average of 29%.

These conditions, specifically in Michigan, create a need for online education and all 14 campuses at Davenport University to transform themselves to be able to make a significant and positive impact. The most successful economic regions possess the highest concentration of four-year college graduates and Davenport has a history and a heritage, through faculty, staff and leadership, of providing opportunity to thousands of students to achieve educational and career success. Therefore, Davenport has an opportunity, and an obligation, to play an important role in helping to educate our students and the workforce to succeed in a new knowledge based economy.

Davenport has an opportunity to achieve an excellence rare among the country’s best colleges and universities. In 2015, Davenport University will be a premier university in Michigan, throughout the U.S. and the world. We will achieve this by creating and exceeding benchmarks of quality and service. This status will be a result of a relentless drive and desire by every employee to achieve the following:

- Understand to an unprecedented degree, the educational needs and wants of every business, health and technology leader in the communities we serve, as well as current and prospective students. Through our research and analysis, we will understand the market better than anyone else.
- Establish and exceed benchmark standards of excellence for teaching, learning, service and all institutional functions of the university.
- Continuous quality improvement in academic programs, training, and services to add value to students and stakeholders.

The urgency of the economic conditions in our state and nation require that we achieve these objectives to play an important role in economic recovery, and we WILL.
Vision
By 2015, Davenport will be renowned nationally and internationally as a quality institution of higher education that understands the market better than any other institution and uses that understanding to exceed employer expectations, transform communities, and change the lives of our students by preparing them to achieve their dreams. Davenport will achieve this aspiration through reaching the following milestones:

A Culture of Quality
Continuous Quality Improvement
Quality will permeate every aspect of the University. We will develop a culture of measurement, empowerment and continuous improvement. We will earn our accreditation through the Academic Quality Improvement Program (AQIP) of the Higher Learning Commission (HLC), among other awards; we will apply for and be seriously considered for the Baldrige Award – the highest quality recognition in higher education.

Data Driven Decisions
We will expand research and assessment capabilities to develop a comprehensive and data driven system to guide decisions that add value to the lives and livelihoods of the individuals and communities the University serves.

Academic Quality
Developing Leading Edge Programs
We will identify and develop business, technology and health programs, as well as potential new fields consistent with our mission, on the leading edge of their life cycle and assess the value of existing programs. We will build market and enrollment research capabilities to support program development and assessment. We will partner with organizations, corporations and corporate universities to develop customized and state of the art programs. The faculty will become well known in their fields for innovative teaching styles, quality instruction, applied research and curriculum that is on the leading edge for new industries and programs (i.e. Alternate energy and environmental).

Implementing Quality Programs
We will be renowned for agility that gets programs to market within weeks of conception. Our programs will be multidisciplinary, interdisciplinary, relevant and directly tied to the needs of our students and the marketplace.

Service and Operational Quality
Building a Service Oriented Institution
We will achieve excellent service ratings and anticipate needs from students and stakeholders through continuous strategic measurement and feedback. We will promote inclusive decision making at all levels empowering employees with what they need to resolve issues effectively and efficiently.

Employer of Choice
Along with competitive compensation and benefits, talented faculty and staff will be retained due to a culture based on inclusive decision making, mutual respect, and healthy work-life balance. Others will seek to work here because of our authentic sense of community and the recognition received for outstanding efforts.

Approved by Board of Trustees December 9, 2009
Acknowledging exceptional people
Recognition of employee performance will celebrate our successes, reinforce our values and establish expectations for quality in all areas such as: teaching, applied scholarship, advancing diversity, and customer and community service.

Advancing our commitment to faculty and staff development
In addition to supporting faculty and staff participation in appropriate national and international professional organizations, we will develop and deliver leading edge training and development programs that fulfill our organizational needs and lead us to standards of innovative excellence.

Harnessing creative ideas
We will develop a culture that encourages innovation from all employees and will implement a process that allows all ideas to be vetted so that the best become reality.

Excellence in Enrollment and Retention
Increasing Enrollment
We will develop strategies to increase enrollment in the adult market and traditional aged students through strong partnerships with the public and private K-12, Community Colleges, international partnerships, and business, health and technology firms where our enrollment will increase to at least 18,000 students. The increase in enrollment will be due to relevant programs, superior instruction and excellent customer service. We will develop corporate colleges and offer courses on-site for businesses.

Increasing Retention
Retention will be in the top 20% of all higher education institutions. We will understand and address issues that impact student’s ability to remain enrolled and meet their education and career goals.

Increasing Online Enrollment
Online enrollment will increase three-fold, and we will be known throughout the world for our programs, delivery and instruction.

Providing Access to Motivated Students
We will provide access to education to people who deserve a chance to excel. We will remain true to our heritage while ensuring that students are properly placed in courses designed to develop their skills and confidence. We will develop the courses and programs needed to support the successful recruitment and retention of talented and motivated students.

Affordability
Tuition must be kept in the lower 10% of private universities in the State. Scholarships and endowments must grow exponentially. Every student who chooses Davenport should have access to some form of financial support.

Excellence in Student Success
Graduation Success
Graduation rates will be in the top 20% of all higher education institutions.

Guaranteed Employment for Graduates
Our graduates will be guaranteed employment in their chosen field due to our relentless understanding of the market and a commitment to quality preparation by Davenport and...
each student. Graduates of Davenport University will own degrees which exemplify the highest measurable standards in their chosen content areas, ability to think creatively and critically, problem solve, lead and work in teams, communicate effectively, demonstrate global and intercultural competencies, and exceed employer expectations as identified in our Excellence System. We will work closely with businesses to ensure our students possess the skills that make them the most sought after graduates, thus ensuring employment opportunities for our graduates.

**Learning Outcomes**
Student learning outcomes will be our primary focus and we will rank among the leaders in higher education. Student outcomes, plus the value that is added to each student, will be unparalleled and benchmarked against all institutions. Our students will be competent in their chosen content areas and well-rounded from a vigorous general education curriculum. Our graduates will consistently test in the top 20% of applicable certification exams.

**Diversity, Inclusion and Equity**
We will be a community where similarities and differences are respected and celebrated, multiple perspectives and diversity of thought are embraced and people are engaged in inter-cultural experiences, including international education opportunities.

We will actively promote full participation of all community members with an acknowledgement of the challenges faced by people from historically marginalized groups. We will be the leading example of a diverse and equitable organization as reflected by the composition and behavior of our faculty, staff and students.

**Community Engagement**

*Engaging Alumni*
We will build within our alumni a lifelong affinity to Davenport University by engaging them through volunteering, sharing their expertise, and contributing philanthropically. We will engage them in meaningful ways to enhance our enrollment, provide increased internship opportunities for current students, create opportunities for employment of graduates, and increase fund-raising. Alumni will be part of advisory committees and offer important guidance to the university. We will establish successful alumni recognition and volunteer programs. Alumni giving will be higher than our benchmarked competitors. We will increase alumni membership by twenty-five percent and contributions threefold.

*Engaging Communities around our Campuses*
We will be highly regarded because of the strong ties to the communities we serve. We will strategically collaborate with key community members and organizations to impact community and economic development partnerships. We will enhance DU’s position in the community as an asset and provider of a high quality education for its residents through formal degree programs as well as non-credit programs. Faculty and staff at each campus will engage in their communities through volunteer participation in important local organizations. We will demonstrate DU’s stewardship in the communities it serves and increase visibility through targeted sponsorships and other partnerships in each community.
Engaging Students
We will develop strategies and expectations to involve our students in our campus communities in meaningful ways. Service learning and volunteer programs will develop students into good citizens in their communities and enhance retention and the community perception of Davenport. We will develop meaningful service partnerships, patterned after criteria from the Carnegie Classification for Community Engagement and the Carter Partnership Award, and submit for recognition by both the Carnegie Classification and the Carter Foundation. Students at every campus will have opportunities to participate in relevant student life activities. Student life programs will be expanded to enhance academic success, enrich classroom experience and increase personal growth and development. Our student athletes will represent the best of Davenport as they excel in the classroom and compete with integrity and distinction.

Communication Excellence
We will develop channels of communication to seek input and inform, formally and informally, from all of our constituents, including; students, faculty, staff, alumni, business/employers, community, and board members. By engaging each in discussion, we will truly meet the needs of the parties we serve, develop jobs for our graduates, and ensure the financial viability of our University.

Shaping Public Policy
We will be known as an expert in higher education and a leader in shaping public policy. We will establish relationships with state and federal legislators associated with each campus and take an active leadership role in developing state and federal public policies that will impact Davenport University, particularly to ensure student access to higher education through stable financial aid funding. We will identify and seek state and federal funds to support DU’s mission, vision and major university initiatives.

Financial Viability
Diversifying Revenue Sources
We will diversify revenue from 90% tuition dependency to 80-85%. This will be accomplished not only through fundraising and grants but through non-credit training. We will generate 5 million dollars of revenue annually from corporate training and on-site education. We will develop extraordinary non-credit training that will result from collaboration with corporations, organizations, and internal departments, faculty and staff to identify development needs, leading to the development and delivery of innovative programs.

Economic Development and Entrepreneurial Center
We will be a resource for local, state and federal government, businesses of all types and an economic development force. We will help attract and retain current businesses and help create new ones through our new entrepreneurial center reaching all levels of candidates starting in middle school.

Endowment Growth
Fiscal stability is tied to a robust endowment, which provides earnings to fund initiatives, and also reflects upon the strength and perception of the institution. To achieve that fiscal stability our endowment will grow 50% and double five years after that.
Seeking Grants to Support Innovation
We will seek grants to support our innovation, via an innovation fund that grows as new ideas emerge.

Facilities and Technology Excellence
Maximizing each campus
We will develop performance criteria for sustainable operations and develop an appropriate organizational structure for each campus. We will identify campus leadership who are empowered to make local decisions and act as ambassadors in the community.

Facilities Excellence
We will ensure that each campus advances our mission, vision, values and brand identity through quality facilities and classroom settings. We will seek ways to develop and maintain consistent quality standards for each campus that facilitate learning and employee productivity.

Enhancing Education through Technology
We will be renowned for the quality of technology provided to students and stakeholders. We will be among the leaders in the creative and innovative use of technology to enhance the learning experience and outcomes. Our in-seat and online classrooms will be a model for 21st century education.

Enhancing Efficiency and Service through Technology
We will use technology to facilitate the delivery of integrated, seamless, efficient service to our students, faculty, and staff at all of our campuses. We will be available 24 hrs/7 days a week via technology. We will strive for technology excellence and superior utilization in our computer systems to provide the best platforms for delivering customer service as well as streamlined and efficient operations.

Branding and Marketing the University
With this success comes a brand that promises access, quality and success. Any student that comes to Davenport will succeed if they follow our process. They will experience the highest quality. They will be treated with respect, achieve their career goals, be involved with student life and will be a family member for life. Marketing efforts will be driven by a long-term plan that is data based and globally and future oriented.

Achieving the above milestones will transform our students, the communities we serve, and our state. Davenport University will be a valuable partner for businesses in Michigan and beyond and will play a key role in fueling the resurgence of the Michigan economy. This is the brand, this is the promise – this is Davenport University in 2015!