THE SEARCH

Davenport University seeks a gifted, energetic leader and experienced academic administrator to serve as Executive Vice President for Academics and Provost. The successful candidate for this position will work in close partnership with Davenport’s president, Dr. Richard J. Pappas, to lead the faculty and staff to advance this dynamic institution’s important mission: to “prepare individuals and organizations to excel in the knowledge-driven environment of the 21st century.” The University has adopted a vision for its future based on achieving the highest levels of quality in every dimension of its work. The Provost will lead the University’s academic programs in realizing this new level of excellence.

Davenport University has made significant advances in recent years and has achieved an important position in the economy of the state and the region. It is the largest private university in Michigan, serving over 12,000 students, employing nearly 700 full-time faculty and staff and over 900 adjunct faculty on its residential campus in Grand Rapids, 13 non-residential campuses across the state, and extensive online course delivery. The University is a tuition-driven institution with an operating budget of $107 million, offering career-oriented, practical programs with curricula leading to associate, bachelor's and master's degrees. It is accredited by the Higher Learning Commission – North Central Association of Colleges and Schools – through 2014. Davenport offers its students a host of co-curricular activities, services, and resources, including twelve men’s and twelve women’s intercollegiate athletic teams competing in NAIA Division II.

In August 2009, Davenport welcomed President Pappas, who is leading a strategic planning effort to elevate the University at an important juncture in its history as it moves forward to enhance its academic programming, market position, and financial strength. This strategic plan will lead Davenport's faculty, staff, students, alumni and board in pursuit of a vision of excellence and continual quality improvement.

Working in partnership with the president, as well as deans, faculty members, staff and students across the university, the Provost will lead Davenport to foster a thoroughly engaged academic community enriched by excellence in teaching and learning, meaningful co-curricular activities, deep engagement with employers, and other components of a broad education that will be much in demand. To succeed in this role, the Provost will address a series of key challenges
and opportunities: to foster the creativity of faculty and staff through effective organization and allocation of resources in response to a clear academic strategy; to ensure that Davenport's academic programs achieve the highest levels of excellence and relevance; to deepen the educational experience for all students; to champion a culture of quality in the institution; and, to strengthen its rich and diverse academic community.

To succeed in this role, the Provost must serve as a social and intellectual leader for the Davenport community, and be a standard-bearer for the vision of how the University’s academic work can grow in excellence and benefit the greater good. The successful candidate for this position will be an energetic, engaging academic leader with a record of relevant accomplishments and a passion for the value of career-oriented education for undergraduate and graduate students from late-teens to mid-career. A list of the qualifications for this position may be found at the conclusion of this document, which was prepared by the search committee and Isaacson, Miller, a national executive search firm, to detail key opportunities and challenges facing the Provost. All confidential inquiries, applications, and nominations can be directed to the party listed at the end of this profile.

DAVENPORT UNIVERSITY

BACKGROUND AND CONTEXT

Davenport University traces its origins to 1866 in Grand Rapids, Michigan, where it was founded to meet the career needs of the local community. Today Davenport is a university for career-focused education in business, technology, and health professions. Its predecessor institutions served a variety of local markets across Michigan and northern Indiana.

In September 2005, Davenport University implemented a significant change in strategy with the dedication of a new campus, just south of Grand Rapids, establishing itself for the first time as a traditional residential institution. This initiative had a focus on extracurricular programming designed for the more traditional undergraduate population, including intercollegiate athletics in both men’s and women’s sports. The campus includes an academic building with classrooms, faculty offices, student lounge, group study rooms, and a library information commons; three residence halls house 500 undergraduates; and a student center with a field house that was added in the fall of 2008.

President Gerald R. Ford, before his death, granted Davenport the rare privilege of bestowing a scholarship in his name.

With the goal of improving student success, retention, and graduation rates, in 2006, Davenport adopted a strategy designed to emphasize educational quality and took the major step of introducing admissions standards after historically being an open-enrollment institution. The Board believed it was possible to institute admissions standards while remaining committed to serving a student population of modest means and to providing access to Davenport for students seeking to prepare themselves for successful careers.

Today, students choose Davenport because of majors that lead to good jobs, the school’s academic reputation, faculty with real-world professional experience, small classes, and reasonable tuition rates for a private university.
Location

The Provost will reside in West Michigan and maintain an office at the W.A. Lettinga Campus in Grand Rapids, yet serve and lead academics at 13 additional campuses across Michigan and online education. The West Michigan region supports a rich array of public and private colleges and universities, including Grand Valley State University, Grand Rapids Community College, Hope College, Calvin College and Aquinas College. Grand Rapids is also home to four hospitals and a major health community including the Van Andel Institute, the Michigan State University School of Human Medicine, and centers devoted to specialties such as heart and cancer care.

Grand Rapids offers a rich variety of arts, culture, entertainment and recreation, including a symphony, ballet and opera companies, several theater companies, a Broadway series, minor league baseball and hockey teams, a new art museum and major convention center. And it is home to major locally founded and/or owned industries and businesses including Amway, Steelcase, Herman Miller, Haworth, Bissell, Spartan Stores and Meijer.

The University’s residential campus is located only about 40 miles from Lake Michigan and its lakeshore communities of Holland, Grand Haven, and Saugatuck. The University serves students throughout the state through 13 non-residential campuses and around the world through on-line education.

University Leadership

Dr. Richard J. Pappas assumed the presidency of Davenport University in August of 2009. Dr. Pappas has 35 years of experience in higher education, including 20 years as a college and university president. Dr. Pappas served as President of National-Louis University in Chicago, Lake Michigan College in Benton Harbor, Michigan and President of Hartford Community College in Bel Air, Maryland. Dr. Pappas holds a doctorate in higher, adult and continuing education as well as a master’s degree in higher education and business management from the University of Michigan. He also holds a bachelor’s degree from Eastern Michigan University.

A Vision for Davenport’s Future

“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 people’s lives to achieve their dreams.”

The Vision for the future is built upon a foundation of quality and paints a bold picture for future success. Under the leadership of President Pappas, Davenport has adopted an ambitious agenda that commits the entire institution to seeking the highest levels of quality and driving the pursuit of continuous improvement across its full range of activities. This commitment, as described in detail in a vision statement adopted with near unanimous support by faculty, staff, and the Board of Trustees, will be measured against the highest external standards with specific metrics designed to build and nurture a culture of quality in the University.

This vision creates a compelling and internally consistent strategy to take Davenport to a leadership position among institutions of higher education in the region, the nation, and the world. This vision was created through an inclusive process which resulted in 98% support from
faculty and staff. The vision document is attached as an addendum to this Opportunity and Challenge statement.

Role of the Provost

The Provost serves as the Chief Academic Officer for Davenport University and has overall responsibility for the quality of the university’s educational programs. Reporting to the Provost are the Deans of the Donald W. Maine School of Business, the School of Health Professions, and the School of Technology, as well as the Executive Director of General Education. The Provost works closely with the external advisory boards that are associated with the three Schools to ensure that feedback from the marketplace is reflected in curriculum development.

As a member of the President’s Leadership Team, the Provost works in conjunction with the Executive Vice Presidents for Enrollment and Student Services, Quality, University Relations and Communications, Advancement, Finance/CFO, and Organizational Development to ensure that the Provost’s academic strategy is aligned with the University’s overarching strategy and vision. The Provost also oversees libraries, faculty development, academic services, online programs, the central records office, and the academic support staff on the 14 campuses.

Key Challenges and Opportunities for the Provost

Davenport University has built strong momentum in recent years and now has an exciting opportunity to establish a prominent reputation as an institution dedicated to deep understanding of its markets and the highest levels of quality as it engages students, employers, and the wider community. The Provost will be joining an institution at a time of great energy and renewed sense of purpose, poised to build academic distinction that is relevant to its students and the communities in which they live and work. The multi-campus structure enables the strengthening of local ties, while also enriching students’ experience with internships, community service, and other hands-on experiences. The strong history of online program delivery complements these efforts by providing additional opportunities for students and expanding the University’s reach beyond its geographic boundaries. In addition, the University can leverage its interdisciplinary approach of disciplines and programs and work with local partners to produce graduates with an ability to impact immediately the workplace. The overarching challenge for the Provost will be to lead and empower the members of Davenport’s academic community to seize these opportunities by forging a clear, compelling academic vision to guide the University’s future. In this role, the Provost will face a set of key opportunities and challenges, which are detailed below:

Unleash the creativity of faculty and staff through effective organization and allocation of resources in response to a clear academic strategy

Together with the president, deans and faculty leadership, the Provost will lead the development of a comprehensive academic strategy to guide Davenport into the next era. This academic strategy must be fully aligned with the objectives articulated in the recently-adopted Davenport University Vision, articulating the ways in which the University will serve its markets with academic programs of the highest quality. The Provost will enable deans, faculty and staff to understand how they can make this vision real, by focusing on delivering an outstanding student experience and excelling as teachers and scholars, mentors, and providers of support services. The Provost must ensure that the University has adequate resources to meet its academic
goals; s/he will be involved in key decisions related to tuition, enrollment, grant funding, fundraising, strategic partnerships leveraging online expertise and other revenue streams.

At the same time, the Provost has an opportunity to foster the creativity of the different units within academics by exploring more effective resource allocation models, in which each School is given greater freedom to pursue its respective opportunities. The Provost will support the deans and faculty on each campus to become more agile and responsive to the needs of its members. Working with the president and the University Leadership Team, the Provost will also influence the processes and structures used for decision-making for academic planning and budget decisions and ensure that members of all divisional units feel they have a strong voice and responsibility in shaping the University's future.

**Define clearly an organizational and reporting structure that serves effectively to ensure the delivery of academic excellence across the three Schools in multiple locations**

The Provost will clarify the matrix accountability that comes with a reporting structure that balances the content-based focus and responsibility of the Schools with the differing needs of faculty and students at multiple locations across the University. In order to assure that the academic programs meet their quality benchmarks in all locations – both in-seat and online – the Provost will be responsible for managing the reporting relationships of faculty and staff to the academic leadership and to the leader of each campus.

The Provost will, working closely with the deans and the campus directors, lead an ongoing review of the course offerings and delivery methods across this complex organization and rapidly changing set of markets. This review will include assessment of the roles of full-time and adjunct faculty in developing and delivering appropriate curricula with quality assurance being the highest priority. Working with the entire academic community, the Provost will serve as a catalyst for exploring and sharing best practices for ensuring integration from course concept to delivery and generally working to find solutions to common problems.

**Ensure that Davenport's academic programs are growing, excellent, distinctive, and relevant**

The Provost will work closely with the deans to ensure that curriculum design is on the leading edge of what employers need in the fields of business, health, and technology. A major challenge for the Provost will be to realize the commitments and strategic objectives, so that they may be enacted, delineated in the University’s vision and strategic plan, many of which focus on creating a more enriching academic experience for students and extending the university’s work to benefit the greater community. By fulfilling these goals, the Provost will help the University deliver a more consistently fulfilling experience for students and generate a more distinctive identity for Davenport within the broader academic marketplace.

The Provost will work with senior leadership of the University to identify and plan for the introduction and growth of new program initiatives. In such a rapidly-changing and market-driven environment, the Provost will play a key role in anticipating and taking advantage of opportunities to expand into new areas and grow in existing ones. This role requires a deep analytical approach to the markets along with engagement with practitioners in current and potential fields of endeavor.
Through a comprehensive effort that appreciates the balance between general education and professional programs, the Provost will lead Davenport to ensure its academic programs offered online and in-seat are market-place relevant – tied closely to market differences among the different campus communities – as well as nationally and internationally significant. The academic programs should combine practice-based instruction with experiential learning opportunities and international exposure to provide students with real-world experience to prepare them for leadership in their respective fields here or abroad. The Provost will develop new opportunities for international programs and overseas study. In addition, s/he can facilitate the innovation of instructional programs that bridge the different Schools and help faculty to nurture ideas into funded community-based initiatives that also address problems facing the state of Michigan and the global community.

**Lead and support the Deans and Student Service Leadership in their efforts to deepen the quality of the student experience**

As a student-centered institution, Davenport offers its undergraduate and graduate students direct access to faculty members and ensures that they have an outstanding experience inside and outside the classroom. The deans of the three Schools will play an increasingly central role in ensuring the quality of the education delivered to students. The Provost thus will serve as a leader and mentor for the deans as their roles evolve. They are charged with knowing their markets better than the competition and bringing that knowledge to bear on curriculum choices. The Provost will lead them in engaging with advisory boards, alumni, and employers as they work to translate market needs into an ever-changing curriculum, including a wider range of experiential learning opportunities. The Provost will bring a University perspective to these challenges and guide deans and faculty as they increase their responsiveness to the needs of students and the community.

The Provost will work closely with the Office of Enrollment and Student Services to support the development of a range of student- and faculty-led co-curricular programs that are closely aligned with a broader academic vision. The Provost must ensure that the University supports students across programs to participate in on-campus activities, such as organizations and athletics, and also in off-campus activities, such as community service, internships, study abroad, or other experiences. The Provost should be engaged and present on campus, spending time with students and faculty in activities and through formal and informal communication forums.

**Be a champion and role model for the Culture of Quality**

As the institution’s Chief Academic Officer, the Provost will work closely with the president and the Chief Quality Officer to help create and imbed a culture of quality in the academic programs and across the University. The culture of quality is built on careful planning, clear and open communication, data-driven decisions and processes, on-going consistency, and a commitment to rapid action in pursuit of excellence. The Provost will play an important role in putting in place the processes and necessary attitudes that will bring the culture of quality to life within academics.

Davenport is in the early stages of advancing such a culture. Accordingly, the Provost will need to create processes that support quality, institute the collection and analysis of data for academic decision-making, and build an organization with a quality mind-set. S/he will operate with high expectations and with the understanding that moving quickly does not mean cutting
corners. Academics, given its role at the heart of the institution, will exemplify Davenport’s commitment to excellence and continually improving quality against carefully chosen external benchmarks.

**Embrace and strengthen the rich and diverse academic community that Davenport represents**

The Provost will develop robust systems for hiring, developing, and retaining faculty and staff that take into account the variety of needs and better represent the diversity of the whole community. The Provost will ensure that the definition of excellence in teaching, curriculum development, and all of academic services is transparent and consistent with the values and aspirations of the University. The Provost will also attend to the factors that support faculty success, rewarding collaboration and entrepreneurship, while recognizing and supporting faculty’s central teaching and mentoring responsibilities. He/she will support professional development for faculty in all programs.

The Provost also has a unique opportunity to build upon Davenport’s already high level of student diversity, and support a culture across its campuses that draws upon this diversity to promote dialogue and awareness. The Provost must work closely with enrollment management and student services to support diversity of students and programming on all campuses.

**QUALIFICATIONS AND CHARACTERISTICS**

The Provost will possess the administrative track record and distinguished career that positions him/her to be regarded as an intellectual leader at Davenport. S/he will have a tireless passion for higher education and a clear, compelling vision of academic excellence. In addition, the Provost will have the following qualifications:

- An earned doctorate and a record of distinguished academic accomplishment sufficient to earn the respect of faculty, staff and students.
- Demonstrated record of academic administrative leadership, experience with multi-sites and forward thinking online programs a plus.
- Experience in helping to create a transformative commitment to measurable quality.
- Substantial administrative experience with academic budgeting and financial planning.
- Proven experience in recruiting, developing, retaining, and evaluating faculty and professional staff.
- A demonstrated understanding of high quality teaching and learning at undergraduate and graduate level, including experience with career-oriented programs.
- Demonstrated experience with innovative programming that meets clearly identified market needs.
- An established record of success working with a diverse staff, faculty and campus population; demonstrated commitment to diversity in areas of hiring, promotions, student enrollment and retention.
- A successful record of developing, implementing, and sustaining innovative policies and programs that foster and value excellence in teaching.
• Experience with accreditation and the assessment of learning outcomes.
• Demonstrated record of excellent interpersonal and leadership skills including the ability to motivate a diverse faculty and staff in support of the strategic vision, partner with academic and administrative leaders, and effectively problem solve and negotiate.
• A well regarded history of the highest personal and professional ethics, character and integrity.
• A belief in delegation of power and authority with appropriate controls.
• An appreciation for the value of private, career oriented, student-centered education.
• An ability to communicate with diverse audiences: to collaborate and communicate effectively with multiple university constituencies in different locations.
• Strong knowledge of issues and trends facing higher education.
• Strong communication skills with a commitment to inclusiveness, transparency and consensus building.
• Firm, fair, and consistent judgment, combined with an ability to make and communicate tough decisions.
• Energetic, action-oriented.

TO APPLY

Nominations and applications, including a resume, cover letter and list of references, should be sent in confidence to:

Martha Brest, Managing Associate  
Isaacson Miller, Inc.  
334 Boylston Street, Suite 500  
Boston, MA 02116

Electronic submissions are strongly encouraged to 3960@imsearch.com.

Davenport University is an equal opportunity employer.
Addendum

DAVENPORT UNIVERSITY
VISION
December 9, 2009

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.
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!