

Vision 2025

Davenport University has championed the same mission for more than 150 years, which is to prepare and transform students to achieve the highest levels of academic performance, helping them to excel and advance in their chosen field. As Davenport looks to the future, it will focus on setting a vision for the next 5 years that will continue to transform the university to set the new standard for higher education across the country.

With Vision 2025, Davenport University will defy the tradition of higher education by:

- Delivering the highest **quality education for students**
- Creating the best student and employee **experience**
- Offering students greater academic **flexibility**
- Continually challenging the status quo through **innovation**

Davenport will continue to be a driving force for change in higher education leading to unprecedented levels of innovation, speed, agility and excellence. True innovation will be the result of collaboration and transparency.

QUALITY - DELIVERING THE HIGHEST QUALITY EDUCATION

Davenport University will exhibit an unrelenting desire to exceed industry standards and establish best practices to provide quality education for students. This focus is embedded in the fabric of its culture and brought to life by every student, employee and board member.

Through the university's continued focus on academic success and educational experience of its students, a retention rate of 81% and graduation rate of 55% will be achieved. The university will continue to implement successful quality management systems and its exemplary practices will result in having won the prestigious Malcolm Baldrige National Quality Award.

Students who attend Davenport University, and who are willing to work hard, will be among the top candidates for the fastest growing careers in the world. As a result, Davenport alumni will distinguish themselves in leadership positions throughout the state, the nation and the world, which is a strong measure of the university's success.

In order to further Davenport University's aspiration of producing exceptional education outcomes, its flagship programs in business, technology and health will continue to grow in both strength and size.

Donald W. Maine College of Business

The College of Business will play a pivotal role in helping transform Michigan's economy. Davenport will expand on its entrepreneurial programs to accelerate the growth of companies ready and willing to expand. It will also continue to work and develop relationships with local, regional and global CEOs to offer students a clear connection between theory and practice.

College of Technology

The College of Technology will exhibit the most growth and be a leader in meeting the demand for skilled high-tech professionals. With new curriculum and degree offerings reflecting the evolving nature of technology, Davenport will become the primary solution for closing the tech talent gap across the

Vision 2025

Midwest. Its leadership and innovative programming will position Davenport as an important partner for growing the technological industry. The university's work to develop the nation's top talent in technology and cybersecurity will ensure Davenport continues to earn national recognition by the National Security Agency, U.S. Department of Homeland Security and other entities.

College of Health

The College of Health will continue to set the standard for excellence in health education in Michigan and beyond. In order to meet the growing market demand for advanced practitioners in healthcare, Davenport will offer its first doctoral degree. Additionally, it will continue to keep a finger on the pulse of in-demand health degrees by creating new programs in mental health and related disciplines that are infused with state-of-the-art simulation, health analytics and the business of healthcare.

College of Arts and Sciences

The College of Arts and Sciences will continue to enable students to develop skills and abilities necessary to succeed at Davenport. Interdisciplinary degrees will be explored that appeal to employers who seek job candidates with analytical and communications skills.

College of Urban Education

The College of Urban Education will become the nation's leader in preparing teachers and administrators to handle the unique challenges presented in an urban setting. It will continue to grow in most urban districts in Michigan. Along with the College of Arts and Sciences, Davenport will develop an undergraduate degree in education tied to STEM. Urban Education graduates and their student outcomes will continue to transform urban school districts across Michigan and nationally.

FLEXIBILITY - OFFERING STUDENTS GREATER FLEXIBILITY

Davenport will continue to enhance its accessibility for students by creating more options to support every type of learning style and goal. Full degrees will be offered online or in-seat while leveraging emerging technologies to meet the needs and demands of students.

The Davenport University Global Campus, with its use of advanced technology, will continue to grow significantly beyond Michigan.

Davenport will increase the quality and quantity of partnerships with high schools, community colleges, businesses and health organizations to expedite skill and degree attainment and bridge the talent gap. Certification of skills and badges will be available to all students, especially through our corporate partnerships. Stackable degrees will be developed to match needs of the industry.

The university will create the library of the future. This will remove barriers and provide immediate access to learning resources regardless of place and time.

INNOVATION - CONTINUALLY CHALLENGING THE STATUS QUO THROUGH INNOVATION

Davenport University's ability to collect and analyze data will be industry leading, delivering the university timely and effective insights. As a result, the university will be able to move quickly in response to market trends and its execution of new ideas will be unparalleled. In fact, the university will continue to develop and launch new programs or degrees within 60 days of approval.

Vision 2025

Davenport will utilize automation and advanced technology to shift the culture and prioritize innovative technology to advance the quality of education of its students. It will leverage cutting edge technologies, like blockchain and ansible, to improve systems and processes and enhance the way the university delivers services to students, employees and other key stakeholders.

The university's faculty will earn recognition for innovative teaching practices and for creating and delivering industry-leading curriculum. Faculty will assess the attainment of critical core competency skills in every program and those achievements will be reflected on each student's transcript, which will be a differentiator in students attaining jobs. Additionally, high levels of student, faculty, and staff accountability will continue to rise as Davenport's employment guarantee expands to 50% of its degrees.

Davenport University will enhance the ability of students to finance their education. They will benefit from higher levels of financial aid and scholarships even as Davenport University continues to keep its tuition levels among the lowest third of private colleges in Michigan.

As Davenport University continues to set the new standards for higher education, it will attract a greater number of major donors and earn grant awards. Alumni and employee campaign contributions will be at an all-time high. Davenport will achieve its most successful fund development campaign, earning nearly \$37 million and its endowment will exceed \$33 million.

Davenport will continue to set and achieve key performance indicators, build a strong team and maintain a strong financial model. It will develop innovative funding mechanisms and earn a return on revenue measuring 3-4%.

This commitment to innovation will enable Davenport to continue to differentiate itself from competitors and grow enrollment across its campuses in Grand Rapids, Great Lakes Bay Region, Lansing, Warren, Detroit and Holland.

EXPERIENCE – CREATING THE BEST STUDENT EXPERIENCE

Davenport will be a leader in providing outstanding personalized student support. Its one-stop student services center will deliver seamless, professional services in many areas, including registration, advising, and financial aid. It will create an environment of caring, service and speed. In fact, every Davenport University student will have a custom plan for success.

Davenport University student population will be exceptionally diverse and all will perform equally in both graduation and retention rates. In fact, Davenport will excel in its development of a

Latinx initiative that will significantly increase enrollment for this population as well as improve retention, graduation and employment rates.

Its veteran population will continue to grow due to increasing demand for their talent and leadership, and Davenport's ability to serve them with excellence. The university will continue to earn recognition as a leader in serving veterans and active military.

Vision 2025

Athletics will continue to thrive with GLIAC and National Championships in NCAA II and with non-varsity sports. More importantly, the grade point average of NCAA student-athletes will increase to 3.35.

Davenport's commitment to provide an excellent experience for students will increase student satisfaction scores to 6.1 out of 7. Its graduate satisfaction will increase to 96%. The university's total enrollment will approach 8,000 by meeting the unique needs of each region across Michigan.

EXPERIENCE – CREATING THE BEST EMPLOYEE EXPERIENCE

Davenport University will enhance its reputation as a destination for talented faculty and staff because of its dynamic work environment, inclusive decision-making, respect, focus on comprehensive wellness, competitive compensation and benefits and appreciation for excellence. Professional development and training will expand to ensure growth of talent as the university continues to leverage the skills, knowledge and energy of its faculty and staff to accomplish its goals, supported by technology and resources needed to succeed.

Davenport will cultivate leadership and management skills throughout the organization. Succession planning will continue to be a strength as it provides employees with opportunities such as its leadership academy, LEAD and other development programs. Recognition programs will celebrate the university's success and commitment to its mission, vision and STAIR values. Employees will also earn recognition for innovation and creativity.

Davenport will be recognized regionally and nationally as a leading example of a diverse, equitable and inclusive organization. This commitment will be evident in the composition, competencies and behavior of its faculty, staff and students. Bias-reducing hiring practices will increase representation of racial/ethnic diversity across the organization.

Davenport University, and its faculty and staff will enhance a culture of trust through high levels of employee involvement, teamwork and cross-collaboration. As a result, the university will achieve its highest level of employee satisfaction, at over 4.1 on a 5-point scale.

CONCLUSION

By 2025 Davenport University's transformational efforts and achievements will earn recognition from a variety of respected industry journals and associations. Davenport will continue to disrupt higher education by delivering unprecedented levels of quality, innovation, flexibility and delivering an excellent experience to its constituents. As a result, Davenport will become one of the national standards for higher education.

Approved by the Board of Trustees March 11, 2020