# 2019-2024 Strategic Plan Final Report
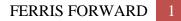
FERRIS FORWARD

## Ferris State University

1201 S. State Street
Big Rapids, Michigan 49307

# Summary

The Strategic Plan for 2019-2024 outlined five key strategic objectives along with various action steps designed to achieve these objectives. Throughout the last five years, nearly 500 distinct contributions from diverse campus stakeholders have been recorded, reflecting advancements in the initiatives.

Seven of the 13 Key Strategic Targets were successfully achieved. The Online Student Credit Hours surpassed the established target, while Market-Driven Programs more than doubled their goal. There was a notable increase in Alumni Engagement, and the Academic Grant Revenue exceeded the target by more than threefold. Additionally, the Comprehensive Campaign target was surpassed by 2022. Average Net Price for the institution only increased 0.4% from FY18-19 to FY22-23, meaning that our students have some of the lowest out of pockets costs in the state. Although Enrollment figures did not reach the target, there was an overall enrollment increase during the plan's final year, following nearly ten years of decline.

Over the five years of this plan, several significant challenges emerged in gathering data related to progress and updates. As the plan neared its conclusion, stakeholder participation in providing progress and updates for the Strategic Plan forms notably declined. As a result, much of the information documented for the 2023-2024 reporting period was derived from articles on the Ferris State News website. This raises concerns, as it is likely that numerous activities associated with the strategic plan initiatives were executed, therefore some corresponding information was neither gathered nor represented in this report. Additionally, there were several categories that showed no reported advancements, along with a few others where preliminary efforts were noted, yet the status of action completion remains uncertain. Please see Appendix 1.

During the COVID period, adjustments were made to the Key Strategic Targets, leading to the establishment of new metrics for several objectives. For example, the Alumni Engagement metric was revised to encompass online interactions, elevating the target to a more ambitious level. Additionally, challenges arose in data collection due to attrition within the university. Key individuals who served as points of contact for data sources have departed from the institution, making it difficult to identify their successors who are responsible for data collection.

The plan was bold and aspirational. Numerous objectives were achieved, although a few fell short. In summary, the university has improved as a result of this plan.

# Final numbers for the Key Strategic Targets

- o Beginning Number – 12,472
- o Plan Target – 13,000
- o Plan Actual – 9,959
- Online Student Credit Hours
    - o Beginning Number – 43,385
    - o Plan Target – 55,371
    - o Plan Actual – 69,642
- 3 New Innovative/market Driven Programs Added Annually
    - o Beginning Number – 0
    - o Plan Target – 15
    - o Plan Actual – 32
- First Year Retention Rate
    - o Beginning Number – 71%
    - o Plan Target – 75%
    - o Plan Actual – 72%
- International Student Enrollment
    - o Beginning Number – 188
    - o Plan Target – 300
    - o Plan Actual – 141
- Minority Enrollment
    - o Beginning Number – 2,649
    - o Plan Target – 3,278
    - o Plan Actual – 2,272
- Increase FTIAC Students with GPA of 3.5 or Above by 3%
    - o Beginning Number – 38%
    - o Plan Target – 40%
    - o Plan Actual – 42%
- Net Price Increases no more than 2 percent annually
    - o Beginning Number - $13,097
    - o Plan Target – $15,034 (Target is if prices increased 2% annually)
    - o Plan Actual – $13,154
- Improve overall 6-year Grad Rate for full-time BS Degree seeking students to 65%
    - o Beginning Number – 53%
    - o Plan Target – 65%
    - o Plan Actual – 54%
- Alumni Engagement
    - o Beginning Number – 5,341

- o Plan Target – 40,000
- o Plan Actual – 50,195
- Revenue from Academic Grants increase by $1 million annually
  - o Beginning Number - $1,262,615
  - o Plan Target – $6,262,615
  - o Plan Cumulative Totals – $19,575,685
- Comprehensive Campaign goal
  - o Beginning Number - $86,227,749
  - o Plan Target – $115,000,000
  - o Plan Actual – $123,805,625 (reached goal in FY22)
- Increase the percent of graduates with Experienceships to 75% by 2024 (Final numbers are available after Summer Semester 2024)
  - o Beginning Number – 72.2%
  - o Plan Target – 75%
  - o Plan Actual – 71.7%

# Conclusion

The 2019-2024 Strategic Plan was aspirational, bold, and challenging for Ferris State University. In the midst of the plan, the worldwide Covid pandemic altered our lives and the plan. However, Ferris State University withstood the test and was able to accomplish an impressive amount through the efforts of dedicated professionals. Over the past five years, nearly 500 separate entries from various stakeholders on campus indicate progress on the initiatives. These efforts demonstrated that the university community was committed to the plan. Selected Highlights from each initiative can be seen in Appendix 2.

As stated in the introduction, although not all Key Strategic Targets were met, significant progress was made in many of them, and nearly all the Action Steps made headway. Four Action Steps received no reported progress or updates out of the 60 (6.7%) Action Steps in the plan. 17 Action Steps reported limited progress and updates out of the 60 (28.3%) Action Steps in the plan. These data points allow us to evaluate the holes and the work that still needs to be done. Please see Appendix 1

Overall, success and/or failure can be evaluated using several metrics. Although the amount of buy-in waned toward the end of the plan, the positive growth in many Key Strategic Targets revealed that the plan garnered growth within and without the institution. Ferris is still moving forward, and work is already being done on the new strategic plan, *Ferris Forward: Relevant and Responsive*.

# Appendices

## Appendix 1 – Action Steps with no or limited reported progress

The following Action steps had no progress reported over the span of the plan:

**IE 2.2**
Build an integrated student management system that tracks students throughout their relationship to Ferris, from prospective student to alumnus, in one centralized location.

**IE 3.3**
Review tenure lines by department to see where there is a heavy adjunct dependency impacting advising and upper-level course offerings.

**APO 2.3**
Create a coordinated social media strategy to promote lifelong learning programs and offerings to audiences not currently reached.

**PC 3.5**
Create a Community/Student Leader Roundtable.

The following Action Steps had limited progress reported and/or it is unclear if the progress reported was ever completed.

**IE 2.1**
Create a technology plan that facilitates and encourages the use of existing digital resources (such as the Office 365 suite of applications) to increase engagement across the University-wide community.

**IE 3.1**
Automatically award associate degrees and certificates to every student who earns one, positioning the degree as a midpoint to the baccalaureate.

**IE 3.2**
Work with departments, colleges, and administration to plan reliable course offerings four years out.

**ER 1.4**
Increase earnings from University assets, facilities, and intellectual property.

**ER 2.1**
Create a dedicated infrastructure and "innovation fund" to provide resources and strategic support for faculty and staff to explore and implement revenue-enhancing initiatives within their divisions and units.

**APO 1.2**
Draft and employ a strategic plan for the future of online education, informed by a review of best practices as well as the effectiveness of the current administrative structure and budget model.

**APO 3.1**
Adopt a standardized set of practices, definitions, and key indicators to be used for decision-making processes within Academic Affairs and ensure that decision-makers have free and timely access to relevant University data sets.

**APO 3.2**
Working with the Academic Senate, delineate responsibilities of Academic Program Review (APR) and University Curriculum Committee (UCC) chairs and members.

**APO 4.1**
Create a 'program improvement center' that can support programs' efforts to improve and promote themselves.

**APO 4.2**
Work with UCC and other relevant curriculum committees to ensure that students entering a program with existing credits can complete the program in appropriate time and without excess credits.

**APO 5.2**
Conduct a review of the university course scheduling matrix and types of course offerings to ensure that we are meeting the needs of existing and target student populations.

**PC 3.2**
Assign regional liaisons to help strengthen local partnerships and University growth opportunities.

**SS 1.2**
Develop and commit to a targeted, measurable internationalization plan that prepares the University to thrive in a global economy and society. The plan will address study abroad, faculty development, curriculum development, on-campus global engagement, international student recruitment and retention, an inclusive environment for international stakeholders, faculty/scholar exchanges, and alumni engagement.

**SS 1.3**
Increase enrollment of adult, master's degree, and Pell-eligible students as well as graduates of the Michigan Career and Technical schools.

**SS 2.1**
Write a University-wide retention plan focused on eliminating barriers to success, increasing student involvement, and cultivating a sense of belonging.

**SS 2.2**
Advising task force recommendations are updated and key components implemented by Fall 2021.

**SS 2.3**
Sustain and strengthen our identity-based centers to provide academic and retention-based support.

## Appendix 2 – Selected Highlights from each Strategic Goal

**INSTITUTIONAL EFFECTIVENESS**
**Strategic Goal**
As demanded by our Core Values, Ferris will advance the University's mission by promoting a university-wide culture of effectiveness and connectedness, led by transparency, innovation, and accountability.

- In collaboration with Admissions, the Web Marketing team built a custom tool to automate the process of adding prospective student-focused events to the campus calendar. This will make it much easier for prospective students to find new ways to engage with our campus, while also saving staff members in Admissions and University Advancement & Marketing time and effort.
- Vice President of Administration and Finance Matheson and the Budget Office are spearheading efforts to streamline and reorganize the University Budget model. New year-end reporting and future budgeting templates have been created and disseminated to the campus for FY 2025. Town halls were held in February 2024, and more are planned in the future.

**ENHANCING RESOURCES**
**Strategic Goal**
Engaging all stakeholders, faculty, staff, alumni, and community members, Ferris will implement innovative strategies to enhance University resources.

- KCAD has developed and launched the KCAD Innovation Hub to serve as a connection point with regional industry and local community partners.
- Over $19 million in revenue awarded from Academic Grants since 2019.
- Comprehensive Campaign exceeded $115 million goal by over $8 million.

**ACADEMIC PROGRAMS AND OFFERINGS**
**Strategic Goal**
Balancing distinctive and comprehensive programs, Ferris will offer innovative educational experiences that blend theory and practice, allowing graduates to flourish in our dynamic, global society.

- Ferris' Esports Arena, Michigan's First Purpose-Built Arena of its Kind, will Support Booming Esports Athletics and Career Programs.
- KCAD is working on Certificates that bring together insights and collaborative opportunities with the College of Business, College of Engineering Technology, and College of Arts, Sciences, and Education.
- Ferris State University received a USDA grant for partnering with 20 local high schools and ISDs to develop and promote dual enrollment opportunities in a VR platform.
- The Artificial Intelligence program has begun offering classes for the new Bachelor of Science degree.

**PRIDE AND COMMUNITY**
**Strategic Goal**
Striving to share our proud story, Ferris will provide members with empowering experiences and partnerships.

- Student Affairs, Diversity and Inclusion, and University Advancement and Marketing created a wall display that includes pictures and biographies of notable alumni from the Ferris Institute years. Located on the first level of the David L. Eisler Center.
- Ferris in your Community webpage highlights alumni who are thriving, making a difference in communities across Michigan and beyond.
- Alumni Association had tracked engagement with more than 50,000 alumni per year since 2022.
- Ferris State's Website, with Personalized Experiences for Students, Named One of the 10 Best Collegiate Sites in the Nation.
- Collaboration between a Ferris State University researcher, campus departments and the state of Michigan has inventor Dr. Daniel Taylor's Protoconch ™ adaptor now bearing a United States patent, only the third in the university's history as sole assignee.

**STUDENT SUCCESS**
**Strategic Goal**
With students at the center of everything we do, Ferris will continue to demonstrate our commitment to their success through recruitment in targeted markets, integrated support services, and intentional career development experiences.

- Retention and Student Success lead the selection of EAB/Navigate as our student success management platform and is currently leading its implementation and roll-out.

- Ferris has signed a five-year partnership with the National Security Agency, focusing on boosting science, technology, engineering and math education for students by leveraging the computer software, expertise, special equipment and information.
- College students of all ages across Michigan will have better access to Ferris State University programs and services through enhanced partnerships with community colleges as part of a new statewide hub system.
- The Center for First-generation Student Success, an initiative of NASPA and The Suder Foundation, announced Ferris State University's advancement to the First Scholars phase of the First Scholars Network.

# Appendix 3 – Full list of entered progress and updates of entire plan

**INSTITUTIONAL EFFECTIVENESS**
**Strategic Goal**
As demanded by our Core Values, Ferris will advance the University's mission by promoting a university-wide culture of effectiveness and connectedness, led by transparency, innovation, and accountability.

**Institutional Effectiveness Initiative 1**
Engage in a thorough review of University structures and processes and complete an organizational realignment, to be conducted in a way that provides an ownership (or shared understanding) of important University structures while also increasing trust, efficiency, and effectiveness.

**ACTION STEPS**
**IE 1.1**
Involve the University-wide community with external experts to achieve a streamlined, organizational realignment with emphasis on three areas of critical importance:
1. University Structure and Processes
2. Opportunities to streamline University processes should be sought with the goal of eliminating redundancies and employing strategies that help the various University units work together synergistically rather than competitively.
3. The University administrative structure should be realigned in ways that increase effectiveness and reduce costs.
- Data Management and Access
    - Data collected by units across campus should be centrally housed and be freely accessible to decision makers and other relevant parties.
    - Data on Academic Programs and Offerings should be collected, managed, and transparently shared, particularly data that can support Academic Program Review and programmatic recruitment and retention.
    - Dedicated support should be provided to those looking to access or collect data for any relevant University decision-making process.

- University Budget Model
  - A University budget model should be adopted that provides transparency in decision making, rewards innovation and growth, and removes existing budget-based barriers to collaboration and University-wide problem solving.

**IE 1.1 Progress**
**2020-2021**
- DATA MANAGEMENT AND ACCESS
  Data to Support Academic Program Review (Summer 2020) The Academic Program Review Committee and Provost's Office have worked to streamline the data needed for APR.  For example, specific reports have been identified in Nuventive Improve to provide program and course assessment data.  This work continues.
- DATA MANAGEMENT AND ACCESS
  Data to Support Re-Enrollment (Fall 2020) The Provost's Office and Enrollment Services are providing regular reports to inform the academic units regarding re-enrollment for Spring. For example, enrollment by grouped college and student level comparing new and continuing students helps to understand how Spring enrollment compares with the previous year.  Also, reports highlighting students enrolled in Fall but not yet enrolled in Spring helps to direct re-enrollment campaigns at the college/department levels.
- UNIVERSITY STRUCTURE AND PROCESSES
  Office of Graduate Studies moved to Extended and International Operations (Fall 2020) Under the leadership of Dean Steve Reifert, the EIO team is using the 2017-18 recommendations of the Graduate Studies Committee, and the shared governance structure of the University Graduate and Professional Council, to create a robust infrastructure to support all graduate-level education at Ferris State University. With expertise in marketing programs to adult learners and serving students who study at a distance, EIO is uniquely prepared to support graduate studies.  This restructure strengthens planning and central office support, coordinating growth in current programs and development of new degree options, market research and environmental scanning, marketing and recruitment, and support for the online learning environment.
- DATA MANAGEMENT AND ACCESS:
  Fall 2020 data has been loaded into Academic Performance Solutions (APS) and training was conducted for the Provost's Office staff in December 2020.  Integration of APS into analysis of instructional costs is on-track to be rolled out Spring 2021. While the Provost's Office has undergone training with APS, the rollout for Academic Affairs and the Colleges will take place once the Provost's Office has undergone further training in early January, 2021.

**2021- 2022**

- The College of Pharmacy Health and Safety Committee developed guidelines for 1) Dealing with emergency scenarios, and 2) Lab Chemical and Safety, both posted on the COP website (2020-2021)
- College of Pharmacy is collaborating with Office of Graduate Studies through shared staff to streamline application and program marketing.
- Due to many personnel changes in the library, it was necessary to review and update FLITE's Emergency Response Procedures, particularly in the area of after-hours emergency contacts.
- The FLITE safety committee met with SHERM Director Mike McKay to get insight into the creation of a disaster recovery/business continuity plan for FLITE. Work on the library's part of the plan began in November and was completed in late February. We are still awaiting the submission of individual, area-specific continuity plans by our building partners.
- Librarian Dejah Rubel collaborating with Jill Locascio from SUNY College of Optometry to compare software platforms that provide direct links from our search results to the full-text resources: PrimoVE QuickLinks and Third Iron LibKey.
- Retention and student success engaged in Equal Opportunity / Diversity, Inclusion and Equity sessions before launching their search for three positions: 4S Grant - Adam Hamlin, TIP coordinator - Nicholas Palmer and Library Specialist Tracie Alger.
- Retention and student success successfully automated the workflow for hiring student employees in the Academic Literacy Center.
- The Transfer Evaluation System (TES) has been implemented and is currently in use for course equivalency work

**2022-2023**
- In collaboration with Admissions, the Web Marketing team built a custom tool to automate the process of adding prospective student-focused events to the campus calendar. This will make it much easier for prospective students to find new ways to engage with our campus, while also saving staff members in Admissions and University Advancement & Marketing time and effort.

**2023-2024**
- Vice President of Administration and Finance Matheson and the Budget Office are spearheading efforts to streamline and reorganize the University Budget model. New year-end reporting and future budgeting templates have been created and disseminated to the campus for FY 2025. Town halls were held in February 2024, and more are planned in the future.

**IE 1.2**
Other initiatives and programs related to the Strategic Goal.
**IE 1.2 Progress**
**2021-2022**

- College of Pharmacy is engaging external experts as adjunct and non-tenure track faculty to improve efficiency in experiential and didactic course offerings.
- The Office of Institutional Research & Testing has introduced a new dashboard using a PowerBI platform for a variety of pertinent data areas including - Applications, Enrollment (by University - College - Program) as well as Retention and Graduation Rates. With these enhanced views, users can select, view and download information specific to their decision-making needs.
- The Office of Student Conduct has reviewed and updated communication that is sent to students to increase their understanding of the student conduct process.

**Institutional Effectiveness Initiative 2**
Develop a more effective and transparent campus by standardizing and integrating the use of existing campus software and systems.

**ACTION STEPS**
**IE 2.1**
Create a technology plan that facilitates and encourages the use of existing digital resources (such as the Office 365 suite of applications) to increase engagement across the University-wide community.

**IE 2.1 Progress**
**2020-2021**
- In fall 2020, the Staff Center for Training & Development started providing microlearning posts 1-2 time per week through the University-Wide Notices system about Office 365 applications and hosting a weekly Office 365 Learning Community where employees have the opportunity learn about the different applications and how they can be used by individuals and groups to improve engagement and reduce waste.

**IE 2.2**
Build an integrated student management system that tracks students throughout their relationship to Ferris, from prospective student to alumnus, in one centralized location.
**IE 2.2 Progress**
- No progress reported.

**IE 2.3**
**Other initiatives and programs related to the Strategic Goal.**

**IE 2.3 Progress**
**2021-2022**

- FSUS continues to encourage students to embrace diversity by introducing conversations and classroom activities.
- The Center for Latin@ Studies has initiated 3 classes at Plaza Roosevelt for Fall 2022, with anticipated enrollment of 20 in each.
- During Academic year 2021-2022, 566 distinct students were tutored by 31 tutors during 1193 sessions covering the many areas where tutoring support is available. This represents a 36% increase over last year in student visits and a 30% increase in distinct students. 97% of students who were tutored indicated that their tutoring session exceeded or met their expectations, and 59% said that being tutored improved their grade. At 53% female and 47% male, the gender balance of those seeking tutoring reflects the population as whole.  Most students (59%) seeking tutoring are in their first or second years, and almost half (48%) are in the core STEM fields of Biology, Chemistry, Math and Physics.
- 99% Students visiting the Academic Literacy Center found the front desk staff to be helpful and efficient, and 94% came to the center voluntarily.
- The many departments of Retention and Student Success completed updates to their websites to be consistent with the 'new' templates and accessibility requirements.

**2022-2023**
- In the College of Pharmacy, admissions interviews are utilizing a new digital platform to improve access and equity.


**Institutional Effectiveness Initiative 3**
Review systems of funding, planning, and degree auditing to identify barriers for student success, thereby increasing the attainability of a Ferris degree.

**ACTION STEPS**
**IE 3.1**
Automatically award associate degrees and certificates to every student who earns one, positioning the degree as a midpoint to the baccalaureate.

**IE 3.1 Progress**
**2020-2021**
- Exploration of Navigate and Salesforce to Assist Enrolled Students:
  While several units on campus currently engage Salesforce, a decision on whether to enter into a single source, University-wide agreement with Salesforce or Navigate (EAB product) is pending as we review proposals submitted by the respective vendors.
- Re-enrollment Efforts Identify Barriers and Solutions:
  Members of the Academic Leadership Council shared common barriers/challenges for students encountered through their re-enrollment efforts.  Academic Affairs has

worked to develop materials/resources in response to these barriers to assist academic units as they work with students to re-enroll for Spring 2021.
- Advisor training materials are in development in the College of Arts, Sciences and Education to support records review and discussion of applicable associate degrees and certificates into advising for non-returning bachelor program students.

**IE 3.2**
Work with departments, colleges, and administration to plan reliable course offerings four years out.

**IE 3.2 Progress**
**2020-2021**
- The Provost's Office held a series of meetings with faculty, advisors and directors of student academic affairs from across the division to solicit their input on strengths and opportunities for coordinating our advising services across the institution. The expected outcome will result in raising awareness of advising services and developing a consistent process for students accessing the same. Perceived barriers to student success were often discussed in these meetings. Feedback captured from these meetings will be used to inform divisional planning for 2021-22 and these conversations are ongoing.
- The UCC is now requiring semester layouts on all new curriculum proposals. This is an important step toward increasing the number of students with complete, active plans in MyDegree.

**IE 3.3**
Review tenure lines by department to see where there is a heavy adjunct dependency impacting advising and upper-level course offerings.

**IE 3.3 Progress**
- No progress reported.

**IE 3.4**
Other initiatives and programs related to the Strategic Goal.

**IE 3.4 Progress**
**2021-2022**
- The KCAD curriculum up to academic year 2021-2022 has been implemented in MyDegree. We are currently working to get the new 2022-2023 curriculum scribed in MyDegree.

**ENHANCING RESOURCES**
**Strategic Goal**
Engaging all stakeholders, faculty, staff, alumni, and community members, Ferris will implement innovative strategies to enhance University resources.
**Enhancing Resources Initiative 1**
Increase funding from grants, gifts, and other non-tuition sources.

**ACTION STEPS**
**ER 1.1**
Actively identify grant opportunities that would be a good fit for the University's mission, engage appropriate faculty and staff in the pursuit of those grants, and provide effective support to faculty and staff during the grant-seeking and writing process.

**ER 1.1 Progress**
**2020-2021**
- As of September 2020, we have exceeded the $100 million mark in the Now & Always Comprehensive Campaign, moving us closer to the $115 million goal to support Ferris students, campus, and programs.
- Three campaign projects have been completed over the last several years of the Now & Always Comprehensive Campaign
- In early 2020, the $2.6 million Asphalt Pavement Association of Michigan Training Facility was completed.
- In 2019, the $3.5 million Ken Janke Senior Golf Learning Center opened the doors to the state-of-the-art indoor golf facility.
- The Student Hardship Fund, a fundraising response to the emergency COVID-19 needs of Ferris students raised over $135,000 from April -June 2020.
- Over $8 million has been raised toward scholarships as part of Phase 2 of the Pharmacy Forward Campaign.
- $9.9 million in funds for the Ferris Future Scholarship Challenge have been matched to date to create endowed scholarships for Ferris students. A total of 2,516 donors have created more than 219 new endowments or made significant gifts toward existing endowments.
- In January of 2020, John Thorp became the first donor to donate funds for the capital portion of the Jim Crow Museum project with a $100,000 gift.
- In October 2019 a $1 million gift from the Pulte Family Charitable Foundation was received that created a $1.4 million scholarship endowment and naming rights to construction practices laboratory in memory of the late William J. Pulte, founder of Pulte Homes
- A $700,000 scholarship endowment was created by David & Patsy Eisler in honor of the late Norris and Irene Johnson to support the University's growing former foster care youth population.
- The Asphalt Pavement Association of Michigan made a $1 million commitment to the Institute for Construction Education and Training facility in February 2019.

- The first gift to the Plaza Roosevelt project was received in October, 2020. The $100,000 gift will support both the programming and building out of the physical space at Grand Rapids Public School's Southwest Community Campus High School.
- Pinnacle construction committed $88,500 to the University's construction management program in early 2020.
- In June of 2020 Emily Hancock committed to a $2.5 million estate gift to support several scholarship and programmatic endowments at Ferris.
- In 2019, Ferris' One Day for Dawgs 24-hour giving challenge raised over $94,000 in gifts in an effort to build financial support, awareness and a community of advocates engaged in spreading the word about programs and opportunities at Ferris.
- Proceeds from 2019 and 2020 Growing Opportunity events total $93,132 over 2 years.  Gifts and sponsorships benefit the West Michigan Opportunity Scholarship.
- Proceeds from 2019 and 2020 The Ferris Foundation for Excellence Benefit total $127,250 to date.  Gifts and sponsorships benefit the faculty and Staff merit grants, as well as student scholarships.
- KCAD has developed and launched the KCAD Innovation Hub to serve as a connection point with regional industry and local community partners. The Innovation Hub will facilitate grant funded advanced research and sponsored projects that provide faculty and students an opportunity to participate in professional level project experiences. Projects will provide businesses an opportunity to leverage institutional resources for growth, while students gain internship-like experiences and faculty engage as mentors and project managers. The Innovation Hub will leverage city and state grant programs like the MEDC Business Accelerator Fund, GR LDFA Smartzone, and the MI Health Endowment to fund sponsored projects. The initiative will develop a process of accepting private grants from local businesses to support sponsored projects. Projects will be developed in response to potential grant (public or private) opportunities.
- College of Pharmacy has submitted 36 grant applications, with 19 funded for a total of $2.2 million in new grant awards. Major federal funding for research received from the National Institutes of Health and National Science Foundation ($1.2 million).

**2021-2022**
- The College of Pharmacy Annual report of research and scholarly activity was completed and published for FY21.
- The University submitted an NIH T34 training grant for $2.5 Million to fund undergraduate research submitted (May 2021)
- The College of Pharmacy developed a new Travel and Professional Development Funding Policy, adopted Fall 2021.
- College of Pharmacy received 8 new funded grants totaling $1,481,756 in FY21.
- In FY22, pharmacy faculty submitted 8 new grant applications requesting $1.2 Million in external grant funding.

- The Early Learning Center received a Child Care Sustainability Grant through the Michigan Department of Education in the amount of $101,058.75 to support program operations through July 2023.
- Andrew Peterson and Luke Hedman proposed and won an internal grant from the Ferris Innovation Advisory Team (IAT) to acquire special equipment for the Ferris makerspace. Andrew conceived the idea of adding equipment to the makerspace to allow students to more effectively participate in maker culture by producing video content and publishing it to the internet across a variety of different methods. This is a very significant element of global maker culture, and the equipment removes all barriers to students participating in it. The capabilities of the makerspace were significantly expanded with this grant award.
- Retention and Student Success applied for a Title III SIP Grant that would provide strategic and intentional support for First-Generation Low-Income students through a wholistic approach to student success.
- Retention and Student Success was awarded a 100K grant to bring in Marissa Kelly TIP and students of color success coaching.

**2022-2023**
- The College of pharmacy faculty were awarded $710,193 in new grants and contracts in FY22.
- New FY22 Awards
  - Dustin Altschul, KCAD, $3,000 for "Kendeda Building Project" from Michigan State University
  - Michelle Balliet, MCO, $16,303 for "Student in Need of Eyecare (SINE) project" from Fremont Lions Club.
  - Michael Klepser, Pharmacy, $98,874 for "Collaborative, community pharmacy-based management of individuals with hypertension and dyslipdemia in rural northern Michigan" from MDHHS.
  - Mandy Seiferlein, Academic Affairs, $300,469 for "CSS Perkins 2021-2022" from the Michigan Department of Labor and Economic Opportunity.
  - Alex Cartwright, Business, $15,000 for "The Adam Smith Fellowship Program" from the Koch Foundation.
  - Greg Gogolin, Business, $149,082 for "DoD Cyber Scholarship Program and Capacity Building Grant" from the US Department of Defense National Security Agency.
  - Katie Axford, Pharmacy, $4,000 for "SOAring to Success: Enhancing Social & Emotional Learning for Student Goal Attainment" from the American Association of Colleges of Pharmacy.
  - Victor Piercey, Arts, Sciences and Education, $32,000 for "SUMMIT-P Supplement for Increasing Impact Sustainability, Dissemination and Long-Term Partnerships" from the National Science Foundation.

- o David Pilgrim, Diversity and Inclusion, $49,891 for "Digital Infrastructure and Accessibility Project: The Jim Crow Museum of Racist Memorabilia" from the IMLS Office of Museum Services.
- o Cyndi Tiedt, Diversity and Inclusion, $14,412 for "Preservation Assessment and Stewardship Planning" from the National Endowment of the Humanities.
- o Tim Blashill, Ice Arena/Sports Complex, $10,000 for "Kids Hockey Development Program" from the Mecosta Community Foundation.
- o Jonathan Moroney, KCAD, $15,661 for "Fleetwood Elder Care Research" from the Fleetwood Group, Inc.
- o Anne Ottney, Pharmacy, $1,500 for "But First, E-Cigarettes: Factors Associated with Traditional Tobacco Use in E-Cigarette First Users" from Tobacco Free Michigan.
- o Danyelle Gregory, OMSS, $101,727 for "MI GEAR UP Year 2" from the US Department of Education.
- o Liza Ing, Arts, Sciences and Education, $113,262 for "Select Student Support Services (4S) Program" from the MI Department of Labor and Economic Opportunity.
- o Lori Johnson, Auxiliary Services, $144,300 for "Ferris State University CCAMPIS Program (Year 4)" from the US Department of Education.
- o Jeanette Ward, Diversity and Inclusion, $112,953 for "Youth In Transition Living Skills" from MDHHS.
- o Qian Ding, Pharmacy, $8,528, for "Optimizing Opioid Use Following Critical Illness" from Samford University.
- o Jonathan Moroney, KCAD, $15,750, for "Project Innovation Program" from Grand Valley State University.
- o Joan Sechrist, KCAD, $29,478, for "Th3rd Coast KCAD XR Lab Year 2022" from Th3rd Coast Media Solutions.
- o Carlos Sanchez, Latino Studies, $150,000, for "Latino Business and Economic Develoment Center" from Grand Rapids Community Foundation.
- o Jill Schneider, KCAD, $5,000, for "KCAD Activation for DGRI's World of Winter Event" from the City of Grand Rapids.
- o Lori Johnson, Auxiliary Services, $103,424 for "ELC Child Care Sustainability" from MDHHS.
- o Jonathan Moroney, KCAD, $12,229, for "Design Research, Product Design and Prototype Services for FloraCraft Corporation" from FloraCraft.
- o Jonathan Moroney, KCAD, $13,882, for "Design and Prototype for Tulip Time" from Tulip Time Festival.
- o Jonathan Moroney, KCAD, $15,626, for "Design Research, Product Design and Prototype Services for Baresque" from Baresque.
- o Deedee Stakley, RSS, $9,400, for "Ferris MathForward Program" from Fremont Foundation.
- o Joy Pulsifer, Student Affairs, $65,000, for "Data Impact Coordinator" from Michigan Coalition to End Domestic and Sexual Violence.

- o Susan Owens, Health Professions (Nursing), $91,427, for "Academic-Practice Partnerships: Creating 360-degree Video for Nursing Education in the Northwest Region of Michigan" from MDHHS.
- o Paula McDowell, MCO, $4,650, for "Creating a Virtual Tour of the Eye Care Clinic" from Able Eyes.
- o Deedee Stakley, RSS, $5,000, for "Bulldog Bonus FAFSA Competition" from Michigan College Access Network.
- o Minji Sohn, Pharmacy, $611,929, "Collaboration to Harmonize Antimicrobial Registry Measures (CHARM)Bulldog Bonus FAFSA Competition" from MDHHS.
- o Deedee Stakley, RSS, $20,000, for "Ferris Credential Transparency Project" from Midwestern Higher Education Compact (MHEC).
- New FY23 Awards:
  - o Daniel DeRegnier, CHP, $8,000 for "Licensing Fees for ASCP program" from the American Society for Clinical Pathology.
  - o Victor Piercey, CASE, $151,078 for "Collaborative Research: Researching institutional transformation in the context of interdisciplinary STEM partnerships to support student transfer of mathematical knowledge" from the National Science Foundation.
  - o Greg Gogolin, Business, $127,089 for "DoD Cyber Scholar Program" from the US Department of Defense.
  - o Liza Ing, CASE, $113,262 for "Select Student Support Services (4S) - Year 6" from the Michigan Department of Labor and Economic Opportunity - KCP Initiative.
  - o Ron Rizzo, Charter Schools, $28,200, for "A-Game: Measure What Matters" from the National Charter Schools Institute.
  - o Michael Staley, CET, $659,504, for "EV and Mobility - Talent Action Team" grant from the Michigan Economic Development Corporation.
  - o Michael Klepser, Pharmacy, $34,602, for "Collaborative, community pharmacy-based management of individuals with hypertension and dyslipidemia in rural northern Michigan" from the Michigan Department of Health and Human Services.
  - o Mandy Seiferlein, Academic Affairs, $346,160 for "FSU Perkins V CTE" from the Michigan Department of Labor and Economic Opportunity.
  - o Shelby Kelsh, Pharmacy, $19,450 for "Tobacco/Vape-Free College Awareness and Change Program" from the Truth Initiative.
  - o Luis Rivera-Rivera, CASE, $200,000 for "RUI: Innovative simulations to study pressure effects on fundamental gas-phase chemical processes" from the National Science Foundation.
  - o Deedee Staklee, OTSSP, $253,440 for "High School Paws for the Future" OST Grant from the Michigan Department of Education.
  - o Sonia Trevino, CLS, $20,000 for "Create Promesa Summer Success Program" with Grant Public Schools and the Fremont Area Community Foundation.

- o Sara Higley, Athletics, $30,000 for "Academic Advising Intern for Ferris Athletics" from the NCAA Diversity Grant Program.
- o Jonathan Moroney, KCAD, $5,868 for "Disher School Safety Project" from Disher.
- o Jonathan Moroney, KCAD, $3,781 for "Airdrop Audio Radar Project" from Airdrop.
- o Jonathan Moroney, KCAD, $9,389 for "x-Dot Medical - Catheter Device" from X Dot Medical.
- o Jonathan Moroney, KCAD, $20,000 for "Marketlab Contract" from Marketlab.
- o Jonathan Moroney, KCAD, $8,983 for "RigRax Contract" from RigRax.
- o Tara McCrackin, KCAD, $411,219 for "Wege Prize - International (FY23)" from Wege Foundation.
- o Janette Ward, DIO, $353,052, for "Youth In Transition - Independent Living Skills Coach" from the Michigan Department of Health and Human Services.
- o Danyelle Gregory, DIO/OMSS, $101,303, for "GEAR-UP Ferris State University" from the Michigan Department of Labor and Economic Opportunity.
- o Lori Johnson, Auxiliary, $2,040,000, for "CCAMPIS FY23-FY27" from the US Department of Education.
- o Lori Johnson, Auxiliary, $75,103 for "Child Sustainability Grant" from the Michigan Department of Education.

## ER 1.2
Identify and support the development of initiatives and programs that will engage alumni and donors with the goal of increasing gifts to academic colleges.

## ER 1.2 Progress
## 2020-2021
- The Ferris Foundation and Alumni Association collaboratively raised more than $133,000 for the Student Hardship Fund.
- The Ferris Foundation for Excellence Benefit transitioned to a successful virtual platform while maintaining sponsorship levels and increasing overall constituent engagement.
- Garnering significant local, regional, statewide and national media coverage that is highlighting the current and future impact of the increasing number of major grants received by the University.

## 2021-2022
- More than $107 million has been raised toward the $115 million Now & Always Comprehensive Campaign to support Ferris students, campus, and programs.
- The 2020 Ferris Foundation for Excellence Benefit transitioned to a successful virtual platform while maintaining sponsorship levels and increasing overall constituent engagement.

- Ferris' April 14 giving day, One Day for Dawgs, was an incredible success, raising more than $216,000 for 53 different causes. Of the more than 1,300 donors who made gifts to the campaign, 857 were alumni donors.
- Now & Always Comprehensive Campaign
  - In November 2021, we exceed the $115M Now & Always Comprehensive Campaign goal. As of March 1st, 2022 the campaign total is: $121,604,553 (105% of our goal). The Now & Always Campaign officially draws to a close in June of 2022, but several projects will continue until they are complete:
    - Jim Crow Museum Expansion Project https://www.ferris.edu/HTMLS/news/jimcrow/expansion/homepage.htm
    - Pharmacy Forward, Phase II https://express.adobe.com/page/Nou3YwAK5p36d/
    - Center for Virtual Learning https://www.ferris.edu/map/center-for-virtual-learning/homepage.htm
  - Total campaign donors to date are 22,815. This total includes 11,850 alumni donors, 909 faculty and staff donors, and just over 10,000 friends of Ferris donors. We have also received more than 1000 gifts over $10k since July 2013.
- Focusing major endowment gifts on recruiting 1st year pharmacy students.
- Both the Alumni Association and several Alumni Ambassadors were captains in their fundraising efforts during One Day for Dawgs to help raise funds for the university.
- FLITE raised $650 dollars from 9 donors for the FLITE Employee Scholarship Fund during One Day for Dawgs.
- With support from the funds raised during One Day for Dawgs for the Honors Student Opportunity Fund, one student from the Honors Program was able to present at the Mid-East Honors Association Conference in Cleveland, OH March 27-29, 2022
- The Academic Literacy Center raised a total of $850 from 13 donors to help support tutoring and Structured Learning Assistance fund.
- Retention and Student Success raised $11,870 for First-Generation scholarships during Spring 2022 One Day for Dawgs.

**2022-2023**
- Alumnus Matt Nawrocki, a member of The Ferris Foundation's Board of Directors, made a gift of $10,000 toward the future Jim Crow Museum, Archive and Research Facility. https://www.ferris.edu/HTMLS/news/archive/2022/december/nawrocki.htm
- Alumnus Matt Howlett donates $130K plus in high-powered equipment to train future technology engineers better. https://www.ferris.edu/news/archive/2023/june/howlett.htm

**ER 1.3**
Identify potential grant opportunities with the goal of increasing the number of non-academic grants received by the University annually.

**ER 1.3 Progress**
**2020-2021**

- In the last year we have written for and received two Michigan State Police/Campus Sexual Assault Prevention Grants totaling $99,200. Also during this time the Ferris State Anti-violence Alliance was invited to partner with the Michigan Coalition to End Domestic and Sexual Violence and apply for a Domestic Violence Enhancement and Leadership Through Alliances, or DELTA grant from the Centers for Disease Control. As a result, we won a three-year, $150,000 award that will allow the implementation of strategies and approaches designed to prevent intimate partner violence (IPV). This this grant we will expand the reach, adapt the curriculum, and study the efficacy of our bystander intervention model, 'Bringing in the Bystander. Curriculum adaptations and additions will include skills related to empathy building and culturally relevant, inclusive, and accessible content that is representative of the diversity of the student body and experience across all Ferris campuses. In addition we wrote for and won a $300,000, three-year grant from the United States Department of Justice's Office on Violence Against Women. The Women's Information Network and the Mecosta County Sheriff's Department are partner organizations in developing a Coordinated Community Response team to pursue three specific, inter-related and integrated objectives.
- Improved coordination between campus administrators, community victim-survivor support resources, and campus and local law enforcement, through the Coordinated Community Response team (CCR)
- Evaluating our campus prevention education efforts and implementing new activities to strengthen and broaden the reach of our programing to our entire student body, on all twenty-four Ferris campuses, and
- Enhancing our prevention education efforts and victim-survivor resources, to ensure that they are culturally relevant, accessible, and inclusive of the diversity of Ferris students.
- Gail Bullard (College of Health Professions) and Scott Sexton (College of Pharmacy) received a grant for $1,000,000 from HRSA for an Opioid Implementation Program.
- Greg Gogolin (College of Business) received a grant for $376,268 from the US Department of Defense.
- Liza Ing (College of Arts, Sciences, Education) received a grant for $113,262 from the Michigan Department of Talent and Economic Development
- Eric Nybo (College of Pharmacy) received a grant for $385,406 from the National Institutes of Health - National Cancer Institute.
- Eric Nybo (College of Pharmacy) received a grant for $407,900 from the National Science Foundation.

- Victor Piercey (College of Arts, Sciences, Education) received a grant for $16,465 from the National Science Foundation.
- Deedee Stakley (OTSS) and Andrew Peterson (eLearning) received a grant for $669,216 from the US Department of Agriculture's Distance Learning and Telemedicine grant program.

**2021-2022**
- MCAN FAFSA Completion Grant Amount: $5,000
- Melanie Mulder (Financial Aid) and Kristen Salomonson (Enrollment Services) in collaboration with Deedee Stakley (Transfer & Secondary Partnerships) were awarded a $5,000 FAFSA Completion Grant from the Michigan College Access Network (MCAN) on April 21, 2022. The program funds strategies to promote all high school seniors to complete a FAFSA form.

**2022-2023**
- A 360-degree camera (on tripod) was used to create a virtual tour of the University Eye Center in the Michigan College of Optometry of Ferris State University. This project, conducted by Able Eyes' Lansing office, was funded by a $4,600 grant from the Michigan Foundation for Vision Awareness.
  https://www.ferris.edu/HTMLS/news/archive/2022/august/vision.htm
- The Early Learning Center, which provides childcare for Ferris State University students with young children, has received significant funding from the U.S. Department of Education. A total of $2.04 million will go to the Early Learning Center through the "Child Care Access Means Parents In School" (CCAMPIS) program. https://www.ferris.edu/HTMLS/news/archive/2022/november/grant.htm

**2023-2024**
- The Wege Foundation Pledges $500,000 in Grant Funding for Ferris State University's Jim Crow Museum Traveling Exhibit.
  https://www.ferris.edu/news/archive/2023/june/wege.htm

**ER 1.4**
Increase earnings from University assets, facilities, and intellectual property.

**ER 1.4 Progress**
**2021-2022**
- Dean of Student Life and the Dean of Enrollment Services collaborated on creating an internship position for the NASPA Undergraduate Fellows Program (NUFP) for Summer 2022. This program provided a graduating senior the opportunity to work in a Student Affairs Department to gain experience working in the field as career or graduate school entrance.  Our intern will be on campus in June and July and work with all the units within Student Affairs with a special emphasis in working with OMSS and the LGBTQ Center.

**2022-2023**

- The University has an expanding portfolio of intellectual property and engagement with potential commercial partners.

**2023-2024**

- Kendall College of Art and Design Announces Grand Opening of The Spark: A New Retail Space Supporting Local Creatives.
https://www.ferris.edu/news/archive/2023/august/spark.htm

**ER 1.5**

Other initiatives and programs related to the Strategic Goal.

**ER 1.5 Progress**

**2021-2022**

- FERRIS FUTURES SCHOLARSHIP CHALLENGE
    - The university has matched $12.58M to date via the Ferris Futures Scholarship Challenge (FFSC) from 3,247 donors. There is $5.4M remaining to be matched with the program that will run until December of 2024. 267 new FFSC endowments have been created since the start of the FFSC campaign in 2016.
- NEW GIFTS
    - Jim Crow Museum - Nearly $1M has been donated to the Jim Crow Museum Expansion project and traveling exhibit planning over the last 18 months.
    - Dr. Mickey Shapiro ($1M) - In January 2022 Mickey Shapiro made a $1M gift to create the David L. Eisler Distinguished Community College Leader Endowment.
    - Mr. Phillip Hagerman ($5M) - During the Foundation Benefit in 2021, Ferris Pharmacy alumnus Phil Hagerman announced a $5 million planned gift to Ferris.
    - Mrs. Debra Jacks ($1.87M) - In June of 2021 Debra Jacks made a planned gift to establish the Morley Stanwood Community Schools Debra Jacks Endowed Scholarship.
- FOUNDATION BENEFIT
    - Just over $124,000 was raised in net proceeds at the Ferris Foundation Benefit for Excellence in November 2021. Proceeds continue to fund The Ferris Foundation opportunity endowed scholarships as well as faculty and staff merit grants.
- The Jim Crow Museum received a $50,000 grant from the Institute for Museum and Library Sciences (IMLS) Inspire to implement a new collections management software and eMuseum.

- The Jim Crow Museum received a $15,000 grant from National Endowment for the Humanities to help improve its ability to preserve and care for its significant humanities collections.
- Librarian Ali Konieczny collaborated with colleagues in the College of Pharmacy to publish Kepczynski CM, Genigeski JA, Koski RR, Bernknopf AC, Konieczny AM, Klesper ME. "A systematic review comparing at-home diagnostic tests for SARS-CoV-2: Key points for pharmacy practice, including regulatory information." J Am Pharm Assoc (2003). 2021 Nov- Dec; 61(6):666-677.e2. doi: 10.1016/j.japh.2021.06.012. Epub 2021 Jun 12. PMID: 34274214; PMCID: PMC8196235.

**2022-2023**
- The College of Pharmacy established a new collaboration center in Grand Rapids to provide medication therapy management to rural communities.
- The M&M Foundation recently committed to providing financial support for a 3-year temporary Recruiting Officer for the College of Engineering Technology. Interviews for this position are currently underway.
- Alta Equipment Company recently committed to becoming the founding donor for the Heavy Equipment 'Partners in Success' Endowment which will provide programmatic support for recruiting and engagement costs. In recogntion of their generosity, the lecture hall in the Heavy Equipment Center will be named the Alta Equipment Lecture Hall (pending Board of Trustees approval). The company also committed to a 3 year exclusive sponsorship of the programs annual recruitment event "Diesel Days."
- The Michigan Department of Health and Human Services has approved a three-year Youth In Transition grant for the Ferris Youth Initiative (FYI) Johnson Scholars Program. The funding allows Ferris to continue supporting young people advancing to higher education from the state's foster care system. The grant is for $353,051. https://www.ferris.edu/HTMLS/news/archive/2022/september/youth.htm

**2023-2024**
- State-Based Kickstart award to support refinement of patented Protoconch adaptor. https://www.ferris.edu/news/archive/2023/june/protoconch.htm
- Alumnus Donates $130K-Plus in High-Powered Equipment to Better Train Future Technology Engineers. https://www.ferris.edu/news/archive/2023/june/howlett.htm
- National Science Foundation Grant Supports Research on Gas-Phase Chemical Dynamics Processes, Includes Student Collaboration. https://www.ferris.edu/news/archive/2023/july/rivera.htm
- Federal Grant Places Ferris State University Automotive Service Faculty Member in Regional Advisory Role for Electric Vehicle Instruction. https://www.ferris.edu/news/archive/2023/july/vehicle.htm

- Pharmacy Students Investigating Novel Anticancer Agents through National Institutes of Health Grant
  https://www.ferris.edu/news/archive/2023/september/pharmacy.htm
- University Receives $600K-Plus King/Chavez/Parks Grant to Support University Retention programs for Economically Disadvantaged Students
  https://www.ferris.edu/news/archive/2023/october/retention.htm
- Graphic Media Management Program Receives $1.75 Million Boost to Enhance Recruiting, Bolster Long-Term Sustainability
  https://www.ferris.edu/news/archive/2023/october/endowment.htm

**Enhancing Resources Initiative 2**
Encourage revenue-generating innovation.
**ACTION STEPS**
**ER 2.1**
Create a dedicated infrastructure and "innovation fund" to provide resources and strategic support for faculty and staff to explore and implement revenue-enhancing initiatives within their divisions and units.

**ER 2.1 Progress**
**2020-2021**

- Extended and International Operations has some dedicated office space for an Innovation Center, currently located in Alumni 109.  The pandemic has made the in-person participation aspect challenging, but we hope to have future opportunities to interact, invent, and collaborate in this space with University stakeholders.
- An Innovation Advisory Team, consisting of 26 faculty and staff, actively support HatchEd and the review of the Innovation Development Grant applications.  So far we have funded a collaborative project between CET and COB called Building the Autonomous Vehicles Program at Ferris to contribute to the number of developmental grants awarded for pilot projects.

**ER 2.2**
Other initiatives and programs related to the Strategic Goal.

**ER 2.2 Progress**
**2021-2022**

- Jim Crow Museum: The primary revenue-generating educational programs have been virtual tours, corporate-sponsored events, and professional development.  From 2020 to 2021, academic groups accounted for 45% of the tours, corporate/NPO  groups accounted for 30% of the tours, public groups accounted for 16% of the tours, and donors accounted for 9% of the tours.  Tour numbers have remained consistent into 2022.  Gift amounts range from $50 for small groups to $1,000 for larger events.  Professional development fees are $40 per participant.

- Established a pharmacy services contract with Metro Health/University of Michigan Health West to provide direct pharmacy care in Caledonia and Cedar Springs clinics.

## ACADEMIC PROGRAMS AND OFFERINGS
**Strategic Goal**
Balancing distinctive and comprehensive programs, Ferris will offer innovative educational experiences that blend theory and practice, allowing graduates to flourish in our dynamic, global society.
**Academic Programs and Offerings Initiative 1**
Encourage, facilitate, and support innovative degree initiatives in emerging fields.

**ACTION STEPS**
**APO 1.1**
Facilitate timely exploration and examination of new program ideas, offerings, and delivery mechanisms through a university-wide think-tank that includes student perspectives.

**APO 1.1 Progress**
**2020-2021**
- Encouraging academic-driven innovation that supports the mission and strategic plan of Ferris State University is the purpose of the Innovation Center and its Innovation Development Grant. Innovative projects or initiatives supported include encouraging and facilitating innovative degree initiatives in emerging fields and promoting and advancing innovative experiences that blend theory and practice. https://www.ferris.edu/HTMLS/administration/academicaffairs/extendedinternational/innovation/index.htm
- HatchEd is Ferris State University's celebration of innovation in higher education. It is a conference for innovators and would-be innovators from every college and department across Ferris. HatchEd empowers exploration and creates an environment where you can make unexpected connections.  HatchEd occurs annually and will take place on February 18, 2021.
- The creation of an online Think Tank group is being explored by the eLearning Management Advisory Team (EMAT) and is being included in the Extended and International Operations strategic plan. Market research from EMSI will be used by the Think Tank to make recommendations about new programs ideas, offerings, and delivery mechanisms.

**2021-2022**

- The field of Esports is new and booming. We anticipate various job roles opening in other disciplines in the future. The current plan is to explore different paths, identify student interest regarding the direction they want to take, evaluate industry standards and requirements, to modify/add existing or new concentrations that could help students successfully land in their dream jobs.
- A small team of faculty from the CET is attending the worlds largest Additive Manufacturing convention in Detroit in May, known as Rapid+TCT. Additive Manufacturing is a rapidly growing industry that reached $13B in 2021, and is projected to continue to grow as it transforms well-established industries such as welding engineering, plastics engineering and manufacturing engineering. Ferris is currently a regional leader in these existing disciplines, but there is currently no plan to address Additive Manufacturing. Many academic institutions are currently developing and deploying programs to meet the needs of this industry, and Ferris needs to gather data to determine how to proceed.
- HatchEd 2022 was a success, with innovative sessions presented by over 70 faculty and staff. The first campus-wide hybrid conference featured David Ollila and his keynote Freedom to Innovate.
- Associate of Arts in Community Leadership offered by Retention and Student Success was approved through the curriculum process in Spring 2022 and by the Board during their Spring retreat. We intend to recruit at least 20 students in the initial cohort during academic year 2022-2023.
- Librarians continue to promote the use of Open Educational Resources, especially in DHYG, Nursing, and COPH Gerontology courses.
- Peter Bradley construction of an initial draft of a standardized report for majors and programs regarding responses to the National Survey of Student Engagement, which is administrated every other year. These reports focus on two areas: first, variables that measure how often students report having combined concepts from multiple classes, connected learning to societal problems or issues, included diverse perspectives in discussion, examined the strengths and weaknesses of their own view, tried to better understand some else's view, learned something that changed the way they understood a concept or issue and connected ideas from courses to prior learning; and second, how often students report having discussions with people of different groups, including different race or ethnicity, economic background, religion and political views, allowing segmentation by major and program.

**2022-2023**

- Economics Bachelor of Science degree to begin during the 2022-2023 academic year. https://www.ferris.edu/HTMLS/news/archive/2022/july/economics.htm
- School of nursing opens a third cohort to address industry shortages. https://www.ferris.edu/HTMLS/news/archive/2022/august/nursing.htm
- Six new academic programs began Fall 2022: Associate of Applied Science (Community Leadership, Computer Information Technology), Bachelor of Science

(Economics, Professional Esports Production), Master of Science degree in Data Science and Analytics and a graduate certificate program in Advanced Studies in Data Analytics.
https://www.ferris.edu/HTMLS/news/archive/2022/august/campus.htm

- Ferris State University is among the higher education community members and other major employers prepared to invest in and promote Michigan's fast-growing electric vehicle and mobility sector. Additionally, Ferris stands with peer higher education institutions and partners sharing in a combined $2.35 million in strategic investments as set forth by the Michigan Economic Development Corporation's Talent Action Team.
https://www.ferris.edu/HTMLS/news/archive/2023/march/grant.htm

## APO 1.2
Draft and employ a strategic plan for the future of online education, informed by a review of best practices as well as the effectiveness of the current administrative structure and budget model.

## APO 1.2 Progress
## 2020-2021
- A draft of a strategic plan for future of online education is being incorporated into the comprehensive strategic plan for Extended and International operations to ensure that common initiatives and resources are shared. Goals, action items, and signs of success are based on both existing endeavors and best online practices implemented by successful online programs at peer institutions.

## APO 1.3
Other initiatives and programs related to the Strategic Goal.

## APO 1.3 Progress
## 2021-2022
- Mari Kermit-Canfield collaborates supports Melissa Smith's English 250 classes and Sandy Alspach's COMM classes as an embedded librarian.
- The Faculty Center for Teaching and Learning and the Center for Latin@ Studies co-hosted Dr. Gina Ann Garcia's online, synchronous workshop on September 30th, 2019. Dr. Garcia is an associate professor at the University of Pittsburgh and a leading scholar on Hispanic-serving institutions.

## 2023-2024
- Ferris' Esports Arena, Michigan's First Purpose-Built Arena of its Kind, will Support Booming Esports Athletics and Career Programs.
https://www.ferris.edu/news/archive/2023/july/esports.htm

- College of Business Faculty Member Researching Ways to Help Businesses Succeed Focusing on Sustainability.
  https://www.ferris.edu/news/archive/2023/august/sabbatical.htm
- Automotive Faculty Developing Innovative Program Offerings, Communicating Industry-Wide to Promote Student Excellence.
  https://www.ferris.edu/news/archive/2023/october/automotive.htm
- University Exploring Development of Artificial Intelligence by Creating Two Virtual Students who Will Enroll, Participate in Classes.
  https://www.ferris.edu/news/archive/2023/december/intelligence.htm

**Academic Programs and Offerings Initiative 2**
Honor our commitment to lifelong learning.
**ACTION STEPS**
**APO 2.1**
Develop new programs and offerings for professional growth and retraining of adult learners and other new audiences, and enhance recruitment, access, and campus-support for these populations.

**APO 2.1 Progress**
**2020-2021**
- Ferris State University realized a years long community partnership on the southwest side of Grand Rapids, by moving into two classrooms at a new Grand Rapids Public Schools middle/high school. The space will be utilized to offer dual enrollment, after school programming and adult education opportunities to the largely Latinx and African American communities nearby. All programs will be provided in partnership with community based organizations with the sole purpose of making all of the resources of the University accessible to this thriving community that has often been disconnected from higher education opportunities.
- The DCCL program has been working on various career development opportunities for graduates. These include monthly webinars, as well as interview prep sessions.
- KCAD is developing a strategy for Professional Development non-credit programming. The programming will leverage KCAD campus resources (faculty, technology, labs, etc.) to support continuing education for working professionals. The programming will include technical skill building and conceptual learning around emerging topics and professional practices, packaged together in a non-credit certificate. Education and training content will be contextualized for learners so it can be applied directly to their professional work. Programming will be made accessible to KCAD alumni through discounted tuition.
- The Student Affairs Diversity Committee hosted a Lunch & Learn on Supporting Adult Learners and identified opportunities for additional support   A panel of four adult learners shared their experiences at Ferris as a student, in and outside of the classroom.  Attendees were able to ask questions to learn how faculty and staff can better support these students.

- College of Pharmacy will offer the second "Virtual 68th Spring Seminar" in May. Last year's virtual event attracted over 300 attendees, a record for recent programs.
- The College of Pharmacy collaborated with a diverse group of in-state academic institutions to establish articulation agreements for conditionally guaranteed placement in the Doctor of Pharmacy program. The following institutions have signed agreements in place:
  - Aquinas College
  - Calvin University
  - Grand Valley State University
  - Grand Rapids Community College.
  - Additional discussions are underway with Eastern Michigan University, Henry Ford College, Michigan Technological University, Oakland University, and Saginaw Valley State University
- College of Pharmacy established a comprehensive plan for student success comprised of: Peer mentors, career counselling, early warning system, and targeted remediation to ensure total attrition rate below college-imposed maximum of 12%. Current on-time graduation rate at 89.21%.
- The KCAD Innovation Hub launched a survey semester to help assess the professional development needs of alumni and professionals in the region. The insights on preferred delivery methods, expectations for engagement, value of training, and key skill areas from the survey have informed the development of our non-credit programming. The Innovation Hub piloted its first custom training course, visual communication techniques for engineers, with a local manufacturing business during the Spring 2021 semester. Development of the second training course, human-centered design methods, is under development and will be piloted during the Summer 2021 semester. All of these courses are designed to provide valuable, design-focused skill building for regional professionals in all industries. The Innovation Hub will officially launch a small standard offering in the Fall 2021 semester and KCAD alumni will be offered a discounted fee.

**2021-2022**
- KCAD is working on Certificates that bring together insights and collaborative opportunities with the College of Business, College of Engineering Technology, and College of Arts, Sciences, and Education.
- KCAD and the College of Arts, Sciences, and Education have developed a Pre-Conservation track in the Art History BS degree. Students will study at Ferris State University in Big Rapids for the first two years of the degree and complete their last two years at Kendall College of Art and Design of Ferris State University in Grand Rapids.
- The Anti-Violence Alliance (AVA) hosts an annual training program for peer educators that goes beyond understanding the basics of interpersonal violence. Over 20+ hours of training, peer educators learn about public speaking skills, audience management at an event, effective group facilitation skills, and how to

pivot a training approach in response to audience needs and feedback. Peer educators in the program are required to maintain a 2.5 GPA and if a peer educator does not meet the minimum GPA requirements they work one on one with the OVW Project Director for tailored support to improve their academics, sense of belonging on campus, and overall wellbeing.

**2023-2024**

- Ferris State University and ReUp are joining forces to create a smoother pathway to finishing a college degree for adult learners ready to strengthen their career prospects in a fast-moving and competitive workforce.
  https://www.ferris.edu/news/archive/2023/june/reup.htm
- University is Working to Ensure it's Never Too Late for Adult Leaders to ReUp, Building off Excitement of New Statewide Student Success Hubs.
  https://www.ferris.edu/news/archive/2023/june/reup.htm
- Master of Business Administration Highlighted by DiscoverBusiness as an Affordable, Accessible Online Learning Option.
  https://www.ferris.edu/news/archive/2023/september/mba.htm

**APO 2.2**
Tailor offerings to serve Ferris alumni in their commitment to life-long learning and career enhancement.

**APO 2.2 Progress**
**2020-2021**

- The College of Pharmacy offers an annual continuing education program marketed to our alumni.  We also have many alumni volunteer preceptors and provide periodic training programs for them.
- The College of Pharmacy offers an annual continuing education program marketed to our alumni.  We also have many alumni volunteer preceptors and provide periodic training programs for them.
- The University's Alumni Association has partnered with three vendors, TalentMarks, ClearlyNext and Alumni Learning Consortium, to offer alumni access to national virtual career fairs, career coaching services and monthly webinars that promote life-long learning, career advancement, professional development and navigating different health, family and life stages.
- KCAD is developing a strategy for Professional Development non-credit programming. The programming will leverage KCAD campus resources (faculty, technology, labs, etc.) to support continuing education for working professionals. The programming will include technical skill building and conceptual learning around emerging topics and professional practices, packaged together in a non-credit certificate. Education and training content will be contextualized for learners so it can be applied directly to their professional work. Programming will be made accessible to KCAD alumni through discounted tuition.

- In Summer 2020, the CLACS office held a virtual Instagram Adulting 101 series to assist our graduating students and new alumni in learning about everyday living topics such as buying a house and automobile maintenance. In Spring 2021, the Adulting 101 series is returning along with an additional lineup of events and workshop that will share information and celebrate life-long learning and transitions into the workplace.
- The Black Male Empowerment Network (BMEN), organized by the Office of Multicultural Services met bi-weekly with students during the fall 2020 semester and spring 2021 semester to cover a variety of topics regarding purpose, leadership and academic success. During these meetings, participants discussed Black mental health, the importance of community service and giving back, serving as role models, career preparation and interviewing skills, and important campus resources.
- Teaching Others What Establishes Real Success (TOWERS), established by the Office of Multicultural Student Services, met bi-weekly with students during the fall 2020 semester and Spring 2021 semester, and covered topics such as conflict management, career preparation and developing your elevator speech, etc. Staff also met one on one with participants to develop an academic success plan and discuss personal barriers to success.

**2021-2022**
- Alumni Relations and CLACS created an Alumni-in-Residence program to recruit alumni volunteers to actively support students.
- Starting in 2020, the College of Pharmacy began offering annual pharmacy preceptor development training and pharmacist continuing education seminars in virtual and hybrid formats for enhanced attendance and engagement of alumni.
- The Alumni Association is continuing partnerships with three vendors to offer alumni access to national virtual career fairs, career coaching services and monthly webinars that promote life-long learning, career advancement, professional development and navigating different health, family and life stages.
- Collaborated with Career Services to continue offering the Alumni-in-Residence program. This program recruits alumni volunteers interested in advising students on any number of career/professional opportunities.
- For the first time, First-Gen graduation cords were distributed to 19 students during the multicultural graduation celebration on 5/4/2022.

**2022-2023**
- In 2022, the College of Pharmacy organized and hosted an Outpatient Antimicrobial Stewardship Innovation Symposium (OASIS) for career enhancement of pharmacy professionals and alumni, supported by the Michigan Pharmacists Association.

**APO 2.3**

Create a coordinated social media strategy to promote lifelong learning programs and offerings to audiences not currently reached.

## APO 2.3 Progress

- No Progress reported.

## APO 2.4

Other initiatives and programs related to the Strategic Goal.

## APO 2.4 Progress
**2021-2022**
- Heather Symon Bassett, Life Sciences Librarian took on an additional delegate role as institutional member of Open Education Network (OEN)
- Librarians Stacy Anderson and Heather Symon Bassett co-presented "An Introduction to Open Educational Resources: What are They, Where are They, and How and Why Might I Use Them" on March 2, 2:00 – 2:50 PM. The event was co-sponsored by FLITE and the Faculty Center for Teaching and Learning.
- The University archives were temporarily relocated during the renovation to Alumni Building.
- FLITE restarted the 'Money Talks' series that teaches the basics of financial literacy. Two talks held this year, the first, in November 2021, covered the basic principles of Investing, and the second in April 2022, covered the basics of purchasing a car.
- The Government Documents LibGuide was revised, including dropping gov. docs. selection numbers for all physical formats except US Code and replacing some selection numbers with electronic selection numbers.
- Librarian Stacy Anderson continued her service on the Michigan/Midwestern Higher Education Compact Open Educational Resources State Action Team, as well as being an active member of the Open Educational Network Community of Practice and Community Hub.
- In Spring 2022, the FCTL's spring faculty workshop series theme was "Open Educational Resources as Opportunities for Reducing Costs, Engaging Learners, Enriching Teaching, Producing Knowledge, and So Much More." There were three sessions: "An Introduction to Open Educational Resources: What are They, Where are They, and How and Why Might I Use Them?" March 2nd facilitated by Stacy Anderson and Heather Symon Bassett, from FLITE; "Finding Open Educational Resources that Align with Your Course, Needs, and Interests: Examples from Your Discipline." facilitated by Stacy Anderson and Todd Stanislav; and "The Wikipedia Assignment: Where Students' Interests, Confidence, and Public Participation in Knowledge Production Intersect," hosted by Wiki Education
- FCTL facilitated 4 'deliberative dialogues' sessions for faculty during spring 2022: "An Equity Imperative in Our Classrooms: Why "a rising tide lifts all boats" Only Works if Everyone has a Boat," March 19; "Advancing Inclusive Teaching: Excellence, Engagement, and Belonging," March 30; "Microaggressions and

Relationships: How to Effectively Respond and Why it Matters," April 14; And a reading group "An Equity, Inclusion, and Relationships-Focused Reading and Discussion Group" that met for 5 Mondays.  All events facilitated by the FCTL Staff

- During Fall 2021 New Faculty Orientation, the FCTL held three sessions dedicated to increasing diversity, equity and inclusion: "Creating a Truly Diverse University," lead by Dr. David Pilgrim 8/17/2021; "Student Success: The Inspiration for our Vocation" panel with members of RSS 8/17/2021
- The FCTL's Summer Institute for 2021 on Designing for Engagement focused significant attention is given to diversity, equity and inclusion in course design.
- In Spring 2022, FCTL initiated a learning community for the 11 faculty who teach Ready for Life, which should continue on to next academic year.

## Academic Programs and Offerings Initiative 3
Spur a culture of data-driven decision making across the University.

## ACTION STEPS
### APO 3.1
Adopt a standardized set of practices, definitions, and key indicators to be used for decision-making processes within Academic Affairs and ensure that decision-makers have free and timely access to relevant University data sets.

### APO 3.1 Progress
**2020-2021**

- The Provost's Office has worked with all academic deans to facilitate monthly review and discussion of their respective college budgets.  This now standard practice has increased communication between colleges and the Provost's Office on budget matters and serves to inform decision making.  Examples of decisions that resulted from this process include: College of Arts, Sciences and Education opened additional Summer 2021 course offerings to support student progression; College of Engineering Technology posted faculty positions to support a plan for growth. This work continues.

### APO 3.2
Working with the Academic Senate, delineate responsibilities of Academic Program Review (APR) and University Curriculum Committee (UCC) chairs and members.

### APO 3.2 Progress
**2020-2021**

- Chairs of the Academic Program Review Council (APRC), University Curriculum Committee (UCC), and University Assessment Committee (UAC) have worked to identify opportunities to coordinate and align their respective functions.  These collaborations serve to inform decision making, streamline procedures and strengthen a holistic approach to programmatic assessment.  Examples of actions

that have resulted from this work include, but are not limited to: adoption of a common set of expectations for assessment across all three Academic Senate committees; Consultive review of assessment information on UCC proposals; Developing an audit-based assessment system to ensure all courses on check sheets are properly assigned in Nuventive Improve to support complete data population on required APRC reports.

**APO 3.3**
Other initiatives and programs related to the Strategic Goal.

**APO 3.3 Progress**
**2021-2022**
- Librarians Heather Symon Bassett, Stacy Anderson and Library Assistant Chelsea Mitchell completed data aggregation to report to the annual Association of College and Research Libraries (ACRL) and Integrated Post-Secondary Educational Data System (IPEDS).
- Librarian Ann Breitenwischer Attended Prof. Florian Schaub's virtual mini class on "Is technology killing privacy? The case for human-centered privacy design and public policy." hosted by the University of Michigan's School of Information
- Working group in the library, in collaboration with General Council, IT and the Department of Public Safety, reviewed existing patron privacy practices, and updated our procedures to ensure compliance with the Michigan Library Privacy act and newer requirements like the General Data Protection Regulation. The new privacy statement will be available on the library website starting July 1, 2022.

**2022-2023**
- The College of Pharmacy is piloting an enhanced data driven early alert program to improve student success.
- The College of Pharmacy is employing data-driven assessment of programmatic and curricular outcomes.

**Academic Programs and Offerings Initiative 4**
Assess and review processes for academic programs and offerings to increase effectiveness.

**ACTION STEPS**
**APO 4.1**
Create a 'program improvement center' that can support programs' efforts to improve and promote themselves.

**APO 4.1 Progress**
**2020-2021**

- The Hospitality Management Program Advisory Board serves as a vital component of our 'program improvement center. AB engagements include member review of proposed and existing curriculum to provide recommendations on opportunity for improvement and alignment with industry need, industry partnership development for experiential education initiatives, and direct student assessment via the annual Bulldogs to Business (B2B) conference. The B2B conference hosted on our campus gives our board members direct and personalized engagement with our students. This time with our students and the resulting insight has dramatically improved their perception of the program strengths and threats. The program has implemented countless curriculum enhancements directly resulting from board member feedback and direction. We have also experienced increased student engagement at the event and during the academic year resulting from the education and mentoring the students receive from the board member's presentations and sessions at the conference.

- The Construction Technology & Management program upholds the student learning outcomes required by its accrediting body. They are quite comprehensive and specific (20 outcomes in all) and the program is reviewed every 6 years by a visiting team to ensure compliance. The program also has a very active Industry Advisory Board (IAB) that interacts with our students once a year for their feedback on the program. The session is private between the students and the IAB so that the students will speak freely. Feedback from these sessions was a critical component of our most recent curriculum revision.

**APO 4.2**

Work with UCC and other relevant curriculum committees to ensure that students entering a program with existing credits can complete the program in appropriate time and without excess credits.

**APO 4.2 Progress**
**2020-2021**

- The Hospitality Management Program launched a Specialized Management concentration in 2015 that has recently developed into increased opportunity for transfer partnerships. In 2020, several articulation agreements have been established to provide students coming to Ferris with a certificate or a two year degree from partner institutions the opportunity to complete the degree with without excess credits and within timely expectations.

**2021-2022**

- A revised Pre-Pharmacy curriculum has been approved by the College of Pharmacy faculty for implementation for the incoming class of 2022.

**APO 4.3**

Other initiatives and programs related to the Strategic Goal.

**APO 4.3 Progress**
**2021-2022**
- Librarians continue to promote the use of Open Educational Resources, especially in DHYG, Nursing, and COPH Gerontology courses.

**Academic Programs and Offerings Initiative 5**
Foster a rich, student-centered University educational experience.

**ACTION STEPS**
**APO 5.1**
Utilize institutional structures, budget models, facilities, technologies, and events to encourage high-impact educational practices and facilitate meaningful cross-collaboration (such as team teaching, joint programming, interdisciplinary curriculum, professional development, and co-curricular learning).

**APO 5.1 Progress**
**2020-2021**
- A one-year contract to Easy Virtual Fairs software system was purchased in order for the University to continue to host large events in a virtual format. Using Easy Virtual Fairs, students and vendors are able to create accounts and interact in a virtual platform through browsing booth materials, watching informational videos, chatting with attendees, and participating in virtual interviews.
- In Fall 2020, the CLACS office implemented three Student Leadership Development Experience tracks. The leadership experiences are for personal, group, and student organization development. They each consist of attending 5 workshops and proceed with creating a leadership development plan, creating SMART goals, and reflecting on how they will use what they learned in their leadership activities on campus.
- Each semester, a leadership book club is available for students to attend. Each club member receives the book at no cost and joins a regular weekly discussion for 6 weeks. Discussions have been held in person and virtually. In Spring 2021, the book club collaborated with faculty member, Patrick Bishop, utilizing his newly published leadership book. Club members received a signed book and kicked-off their sessions with a discussion with the author. Currently 31 students are taking part.
- The Anti-Violence Alliance (AVA) Peer Educator experience initially started in January 2019; however, in 2020 the AVA, through partnership with the Michigan Coalition to End Dating & Sexual Violence (MCEDSV), enhanced the program to include mandatory training for all peer educators in order to elevate their work around: intersectionality, sexual violence dynamics, presenting prevention strategies, and program development. Through the Peer Educator role, students

engage with one another, with other students, and with the campus community to foster culture change through awareness, education, and prevention opportunities. The AVA Peer Educator role is assessed through evaluation metrics outlined by MCEDSV as well as Student Employee Learning Plans. Being a Peer Educator for the AVA is a high-impact experience focused on self-awareness, critical and creative thinking, and communication through experiential learning.

- In August 2020 and January 2021, the Center for Leadership, Activities, and Career Services' Peer Success Coaching program led two, "Becoming a Bulldog," First Year Transition Weeks. These weeks were virtual programming led by Peer Success Coaches for the 2020-2021 FTIAC cohort. The programs were targeted toward first-year students to learn more about Ferris, adjust to college life, and obtain answers to all their questions. Over 20 sessions were offered in total to help bridge the gap between orientation and the first day of class.

- The C4 Scholar Program (Cross Curricular Career Community) is a multi-semester learning community for General Studies students (GNST) with developmental placements in English composition, mathematics, and reading. The project is a joint venture between Retention and Student Success (R&SS) and ELWL and Mathematics in the College of Arts, Sciences and Education (CASE). Programming elements consist of three principal elements: (1) cohort courses in English composition, mathematics, reading, and study skills; (2) course acceleration in English and math accompanied by additional instructor support; (3) relational advising and consultation provided by the program coordinator. Each element is guided by a personal accountability framework taken from business management literature. Recent evaluation of program effectiveness demonstrate substantive gains. C4 students outperform non-C4 students at statistically significant levels in terms of GPA, DFW rates, first-to-second year return rate, and reduction in time-to-degree by 11 credits. Recruitment of C4 cohort students for 2021-22 is underway. Strategies to extend the academic performance gains beyond the first year and to expand the program to include multiple cohorts are also being explored.

- In August 2020 before classes started, the Center for Leadership, Activities and Career Services offered a virtual Becoming a Bulldog First Year Transition Week program. All FTIAC students in the First Year Peer Success & Involvement Coaching program were invited (1462 students) to attend a variety of virtual activities. Learning outcomes included:
    - Get to know other first year students
    - Use Bulldog Connect to find events, learning opportunities, and student organizations
    - Use MyFSU
    - Explore Campus
    - Know campus resources and how to find them
    - Participate in social activities
    - Build a sense of pride and spirit
    - Becoming a Bulldog will take place again in August 2021.

- The Peer Success and Involvement Coaching program was implemented in August 2020 to connect student leaders with incoming FTIAC students after the student has completed orientation, and continue to coach those students through their first year at Ferris State. Peer coaches worked to increase the students' sense of belonging and confidence in their ability to succeed personally and academically. Coaches outreached with incoming students to provide one-on-one and group engagement. Connections were provided through email, text, phone and video calls, and social distanced activities. A full report of results will be available in September 2021.
- The CLACS office implemented three book clubs this past year.  The clubs were open to all, provided a free book, were held in a hybrid format, and lasted 4-6 weeks with a weekly discussion meeting.  The first club was on the book "Grit" by Angela Duckworth and was facilitated by Michele Albright.  The second was led by student Christine Labby and focused on the themes from the book "So You Want To Talk About Race" by Ijeoma Oluo. The final and most successful book club with 31 participants was a collaboration with Patrick Bishop and Christine Labby who discussed Dr. Bishop's new book "Wisdom of the Animals".
- Implement classroom technologies to enable remote learning through on-line and hybrid class instruction. During the past year and with the advent of the pandemic, ITS has collaborated with various colleges, departments and faculty in procuring and implementing the classroom technologies like cameras, microphones, speakers, amplifiers.  These devices are integrated with the zoom and other instructional tool sets to enable faculty to deliver the materials to students both inside and outside the classrooms.  This initiative focused to enhance student educational and learning experience.
- Wireless Strategy to enhance student experience across the campus.  ITS has spent significant amount of time and resources in developing a robust and sustainable wireless strategy for the replacement of aged wifi equipment and also increase the capacity significantly to meet the demand for connectivity.  As the number of mobile devices per student and employees increase, so does the demand for connectivity across the campus.  Implementation of this strategy will have significant and position impact on the student on-campus experience.  The next step is device an implementation plan. This is an infrastructure change with a significant impact to the student experience across the campus.
- A support model is being developed for Academic programs with higher technical requirements. ITS has partnered with some of the Academic programs that require students to utilize specialized software applications to complete their course work. As a part of this partnership implemented a software virtualization application "AppsAnywhere" that enables students to utilize the software remotely and complete their course requirements.
- In preparation for the Fall 2020 semester, team members of the KCAD Division of Student Success (the Dean, Student Engagement, Counseling and Disability Services, Student Business Affairs) as well as Academic Affairs (Academic

Counselor), collaborated and developed the KCAD Student Success Canvas course, a course that is now being used as a virtual support resource for students at the KCAD campus. Via the canvas platform, students are able to access, inquire about, and source out relevant support resources provided in tandem with the existing curriculum structure, specific to the KCAD campus.  This canvas course was developed in keeping cross-collaboration in mind, with intentional programming specific to co-curricular learning opportunity (e.g. Zoom recording of the "Introduction to Cultural Intelligence" with Razel Jones presentation) and professional development (e.g. RSO's, KCAD Virtual Internship Series '21), while at the same time providing student-centered, resource-rich information (retention support), tailored to meet the needs of students.

**2021-2022**
- The College of Pharmacy's Professional Development Committee facilitated 4 development sessions focused on online/remote learning, and resources have been developed including test writing for open notes/at-home exams (in collaboration with FCTL and eLearning).
- Due to an urgent need to pivot to HyFlex teaching during COVID, the College of Pharmacy's Professional Development Committee organized 4 sessions focusing on WolfVision training videos, navigating HyFlex courses, engaging students in class & group work, and Examsoft Tips & Tricks
- The College of Pharmacy created a Canvas we management site to house new teaching resources.
- A revised College of Pharmacy Program Assessment plan was approved and distributed throughout the College.
- Ferris State University received a USDA grant for partnering with 20 local high schools and ISDs to develop and promote dual enrollment opportunities in a VR platform.  eLearning and the Dual Enrollment office at Ferris State University has recruited existing faculty and researched VR software and hardware options.  Our local academic partners have received hardware, software and training to allow students to take advantage of these new academic offerings.  Faculty representing multiple disciplines at Ferris will work together as the first cohort developing and delivering educational VR experiences.
- The Artificial Intelligence program has begun offering classes for the new Bachelor of Science degree.  Two faculty have received professional development in Artificial Intelligence from MIT and three faculty have attended an 8 month post graduate certificate training in Artificial Intelligence and Machine Learning from the University of Texas - Austin.  These activities were supported by Federal grants.
- Interactive videos we created used interprofessional staff. The scenarios used in the videos focused on subjects that have been identified as gaps in knowledge from our students and clinical partners. The interactive nature of the choose your own adventure format requires users to remain engaged in the virtual activity while making decisions that impact clinical care.  Immediate feedback is provided to the

participant, allowing for a reflection on this decision making. This format reinforces concepts and promotes professional development. Additionally, the interactive videos have the benefit of being flexible in that they can be done in a classroom setting or virtually either synchronously or asynchronously.

- Mari Kermit-Canfield collaborates Melissa Smith's English 250 classes and Sandy Alspach's Comm classes as an embedded librarian.
- Librarian Ali Konieczny continues to update Canvas content for the Health Sciences and is currently working with the HCSA program further integrate library resources into their advising shell.

## APO 5.2

Conduct a review of the university course scheduling matrix and types of course offerings to ensure that we are meeting the needs of existing and target student populations.

## APO 5.2 Progress
### 2020-2021

- The Provost's Office held meetings with advisors and directors of student academic affairs from across the division to solicit their input on perceived barriers to student progression. The College of Arts, Sciences and Education used internal data to identify students within established credit hour ranges who needed courses in the Communications and English disciplines.  Taken together, these data helped inform decisions to schedule additional summer 2021 course offerings that meet the needs of existing students and support progression.

## APO 5.3

Other initiatives and programs related to the Strategic Goal.

## APO 5.3 Progress
### 2021-2022

- FLITE hosted approximately 620 students through a number of events in 2021-2022 that helped to introduce students to the library and enrich the student academic experience, including Disc Golf in FLITE during Bulldog Beginnings, Therapy dogs at FLITE during both Spring and Fall exam week, Hot Dogs from Fatty C's Doghouse in February, FLITE Mini-Golf on March 17 in coordination with CIS.
- Librarian Mari Kermit-Canfield and Paul Zube from the Department of Communication have contacted with their publisher update their textbook Information Literacy and You for FY22-23.  They are also presented their work at LOEX '22 in Ypsilanti, May 7th.
- Ann Breitenwischer continues to update relevant information discovery and access content to the 'Keep Learning' and 'Keep Teaching' modules on Canvas Commons.
- Stacy Anderson and Heather Symon Bassett co-presented "An Introduction to Open Educational Resources: What are They, Where are They, and How and Why Might I

Use Them" on March 2, 2:00 – 2:50 PM. The event was co-sponsored by FLITE and the Faculty Center for Teaching and Learning

- 235 students learned about the opportunities provided by the Ferris libraries during the Academic Resource Fair in Fall 2021.
- Librarian Ali Konieczny ensure Open Educational Resources and freely available textbooks are an option through monitoring of text adoption in Akademos.

**2022-2023**

- Ferris State University Heavy Equipment Technology students have modern components on their laboratory floor to examine and train with thanks to a donation from SAF-Holland, a leading international manufacturer of chassis-related assemblies and components for trailers, trucks and buses. https://www.ferris.edu/HTMLS/news/archive/2022/november/engineering.htm
- The ASL Program funded 16 faculty service-learning projects that were tied directly to course or program outcomes. This was a 33% increase from the year before. There were multiple instances where faculty members submitted and were funded for more than one project. These projects engaged with 20 community partners and hundreds of students and community members; community partners were appreciative of the service provided by FSU students and faculty, enhancing the perception and increasing the visibility of the university. Projects include:
  - o Mystic Michigan: The Rocks Cry Out
  - o Vision Rehabilitation Workshop
  - o Artists Creating Together Branding
  - o Lead Screening of NEMSCA Head Start Children
  - o You Only Have to Brush the Ones You Want to Keep
  - o 2023 Cesar Chavez Social Justice Activities
  - o Community Literacy Project
  - o Literacy in Action Project
  - o Sports Sponsorship Events
  - o How Many More?
  - o Gwen Frostic: Art and Nature in Michigan

**Pride and Community**

**Strategic Goal**
Striving to share our proud story, Ferris will provide members with empowering experiences and partnerships.
**Pride and Community Initiative 1**
Share our founders' emphasis on opportunity and excellence.

**ACTION STEPS**
**PC 1.1**

Identify key initiatives that have the greatest impact on improving our overall brand and reputation.

**PC 1.1 Progress**
**2020-2021**

- Successfully launched the Ferris Forward brand platform, which has been well received and utilized by all internal and external audiences.
- Expanded digital marketing, direct mail initiatives and tracking analytics, accounting for the impact of COVID-19 and changing market conditions, to drive stronger emphasis on prospective student applications and yield ROI.
- Launched a newly designed ferris.edu homepage to align it with Ferris Forward branding and improve user experience. Initiating a collaborative plan to transition all other college, department and office webpage content to the new design in the next 15 -18 months with an emphasis on enhancing prospective student content.
- Completed a collaborative effort (UA&M, Athletics, Admin & Finance) to conduct an RFP for a new trademark and licensing vendor. This is the first such RFP in 20+ years. A new vendor was selected to notably improve quality, sales, and overall revenue from our trademark/licensing activities.
- The College of Pharmacy Alumni-Advisory Board held its first annual "Virtual Alumni Reception" at the Michigan Pharmacists Association Meeting in February for students and alumni.  The event was successful with over 50 attendees.
- Emphasis on excellence by means of advancing new knowledge in pharmacy practice and science by the College of Pharmacy. Evidenced by 108 scholarly publications and 161 presentations, along with national awards and 5 patent applications for scientific discoveries.
- KCAD worked with undergraduate and graduate students to present their work in a virtual exhibition at www.kcad2021.org. This online platform showcases the work of more than 100 Senior Undergraduates 11 Graduate students representing 19 programs.
- Developing a virtual exhibition to replace this year's in-person exhibition provided an opportunity to showcase the accomplishments and work of KCAD 2021 graduates. This digital documentation increases our reach and strengthens the reputation of the overall brand through a professional online platform.

**2021-2022**

- Successful marketing and media promotion of the Ferris Launch Initiative.
- Published and promoted Fall 2020 Ferris Magazine content that dealt directly and sensitively with Black Lives Matter movement-related activities on-campus and by alumni.
- Exceptional media coverage and social media engagement associated with major announcements including the Center for Virtual Learning, multiple major academic grants received/implemented and numerous academic program rankings, and several new key external partnerships such as MindFire and CooperVision.

- Utilized available one-time funding to amplify awareness marketing in the Detroit and Grand Rapids media markets by more aggressively advertising via broadcast television, Hulu, airports, bus boards and doubling the number of billboards.
- In support of the Board of Trustees' search for the next President of the University, our team built a presidential search website and provided storytelling, copywriting and design support for the creation of the Leadership Profile in partnership with the search firm.
- Protected website user privacy in compliance with federal and international laws by implementing a tool that allows visitors to control which cookies (small files utilized by your web browser) our website uses when they browse it. The tool, called OneTrust, was deployed on the main Ferris website in collaboration with IT Services.
- The Department of Education's Office of Civil Rights officially closed the Americans with Disabilities Act complaint that had been made against the university more than five years ago. Closing the complaint involved extensive work across many of the university's digital platforms and has resulted in a website that better serves our entire community and helps accelerate the university toward its strategic goals.
- The Anti-Violence Alliance (AVA) is a multidisciplinary team of Ferris students, staff, and faculty dedicated to improving our campus culture around interpersonal violence (dating/domestic violence, sexual assault, and stalking) via awareness and education programs for the community. Our workshops and training emphasize the need to support and uplift survivors and provide comprehensive support for victims on campus and in the community. Our approach to prevention emphasizes the creation of prosocial bystanders across the campus community who promote our message that interpersonal violence is not tolerated here. Our prosocial bystanders learn to recognize instances that can create harm and intervene to prevent that harm from spreading, thereby making it a hostile environment for someone to choose to perpetrate violence. Over the 2021-2022 academic year, the AVA hosted 26 workshops, 31 informational tabling sessions, 1 candlelight vigil, 1 sexual assault awareness month exhibit, and 16 sessions of our Bringing in the Bystander curriculum to train students to be prosocial bystanders. In total, the AVA connected 584 students at all of these events.
- FSUS continues to encourage students to embrace diversity by introducing conversations and or classroom activities.

**2022-2023**
- The College of Pharmacy is employing the teacher-scholar model, where dissemination of research and scholarly activity impact the brand and reputation of Ferris State. In FY22, 25 faculty published 47 scholarly works in 34 different professional, peer-reviewed, high impact scientific journals and textbooks. Faculty delivered 76 platform, podium and poster presentations at regional, national and international conferences.

**2023-2024**

- Big Rapids Among WorldAtlas.com's Best College Towns In Michigan, University, Municipal Leaders React.
  https://www.ferris.edu/news/archive/2023/june/bigrapids.htm
- Ferris State is Among 10 Michigan Public Universities Uniting to Admit State High School Graduates with a Cumulative GPA of 3.0 or Above.
  https://www.ferris.edu/news/archive/2023/september/admission.htm
- Master of Business Administration Highlighted by DiscoverBusiness as an Affordable, Accessible Online Learning Option.
  https://www.ferris.edu/news/archive/2023/september/mba.htm


**PC 1.2**
Develop and initiate an awareness campaign that informs a diverse array of students and community members on the benefits of a Ferris education.

**PC 1.2 Progress**
**2020-2021**

- The College of Pharmacy, working with University Advancement, has conducted over 30 "virtual visits" with alumni across the country. The calls have been very successful with a second round now underway.
- The College of Health Professions and College of Pharmacy established the Central Michigan Recovery and Education Network through a $1M HRSA grant to address substance use disorder/opioid use disorder in the surrounding region including Mecosta, Osceola, and Newaygo counties. While students may have lost the professional development opportunity to mount a physical exhibition, they've learned to display works in a broader context. Many students have adapted and developed their work beyond what could have been possible with a physical exhibition. Students look forward to the annual exhibition as the culmination of their experience at KCAD. This online exhibition allows students to display multiple works, link their websites and social media accounts, and offers more direct visibility for KCAD programs.

**2021-2022**

- Garnered significant traditional and social media attention for key academic programs and departments that will benefit from moving into the future Center for Virtual Learning.
- Strategically promoted the University and numerous academic programs in media and on social media sharing the news of notable rankings and grant awards, such as the University ranking third on College Consensus' 100 Best Value College and University list, and our ISI program receiving $150K from the NSA and Department of Defense for Information Security and Intelligence.
- Assisted Admissions with new direct mail initiatives, including:

- A new sequence of highly personalized prospective student letters as part of Admissions' enhanced communications journey; and
- A package of new reputational awareness materials sent to school leaders/influencers.
- Promoted the Bulldog Bonus Scholarship with our major marketing messaging, targeted social media campaigns and garnered notable coverage in media outlets, such as MLive.
- Completed the migration of 95% of Ferris.edu to the new Ferris Forward web template. The new web template aligns the website with the visual language of the Ferris Forward platform and provides a significantly improved user experience.

**PC 1.3**

Develop a sustainable program to ignite pride and excitement among internal (students, alumni, faculty, and staff) and external (community, prospective students) communities.

**PC 1.3 Progress**
**2020-2021**

- Launched a comprehensive pride initiative that celebrated the University's 135th Anniversary, promoted special pride-related mailings and swag giveaways, recognized achievements of various University departments and student organizations, and partnered with the local Pioneer newspaper to promote articles and ads touting successful town/gown collaborations and honoring key local volunteers.
- Significantly expanded the number of University news stories published while strengthening audience reach and active engagement with related social media and video promotions.
- The Alumni Association collaborated with many campus partners to offer a wide range of virtual events to celebrate HOMEcoming 2020 from Sept. 26 through Oct. 3. More than 600 alumni and friends celebrated Ferris pride not only on campus, but from all across the states and even into Canada. Activities and events ranged from on-line webinars, photo and cooking competitions to the most popular event, a virtual 5k with nearly 400 participants.
- The College of Pharmacy, In 2019 formed the Strategic Planning Task Force comprised of Alumni and selected faculty members to identify future trends in the profession, healthcare, and higher education. The group has convened three times providing valuable guidance to college leadership.
- The typical annual student exhibition would be on view for one week. In contrast, this virtual exhibition remains accessible now and for future reference, allowing both internal and external communities to view and share the work well beyond the traditional annual celebration. The virtual exhibition still celebrates and showcases the breadth of KCAD's art and design programs but can now be shared beyond our campus walls. In addition, the website provides a template for future online

components once in-person exhibitions resume and can act as an archive for each graduating class.

- In collaboration with team members from Communications, the Fed Galleries/UICA, Facilities and Faculty, the KCAD Division of Student Success created a physical space to honor Helen Miller Kendall, the founder of Kendall College of Art and Design of Ferris State University. Mrs. Kendall was the wife of David Wolcott Kendall, the college's namesake (a design legend in the furniture design industry). This new space is called the Helen Miller Kendall Welcome Center, where visitors will not only be welcomed to campus - visitors will be able to view a selection of imagery including alumni success stories, student engagement/campus life activities (curricular and co-curricular), and a designated wall space featuring David Wolcott Kendall.  Mrs. Kendall envisioned a school where individuals could hone their technical skills and grow their creativity. The Helen Miller Kendall Welcome Center honors Mrs. Kendall and her vision.

**2021-2022**

- Received approval from the Board of Trustees to partner with KMA Design to implement a campus wayfinding and signage master plan that will create a navigation and identity system that is more logical, user-friendly and aptly branded to enhance the visitor experience and improve the safe movement and flow of vehicles and pedestrians. Implementation included Board approved funding for the first of three priority recommendations for the University's main campus in Big Rapids. Priority one implementation will include:
- Replacing primary vehicular directional signs for the most traveled routes and major destinations, Overhauling the University's parking lot identification system, investing in new, larger building identification signs for the key visitor destinations, Replacing street blade signs, and Adding branding elements to the gateways of major pedestrian crosswalks
- Hosted major Detroit radio station, WJR 760 AM at the University Center for live broadcast of The Guy Gordon Show as part of their annual College Tour.
- Collaborated with PBS to feature the University on "Viewpoint with Dennis Quaid", with a focus on Ferris' distinctive commitment to providing opportunity and workforce ready higher education.
- Conducted in-person fan events at the Football National Championship for alumni, students and friends that engaged thousands of Bulldog supporters.
- Conducted marketing campaigns that promoted the Football, Volleyball, Women's Soccer, and Men's and Women's Basketball NCAA Playoff runs, and celebrated the Football National Championship including:
    - Statewide digital advertising with MLive,
    - Additional broadcast television advertising FOX 2 in Detroit, WZZM 13 and WOOD TV 8 in Grand Rapids, and Up North Live 7&4 and 9&10 News in Northern MI,
    - Additional digital billboards in Detroit and Grand Rapids,

- o Print advertising with regional and local media outlets celebrating the National Championship, and
- o Additional investments boosting social media posts, which resulted in engagement with more than one million people during December 2021.
- In collaboration with Student Life, built and launched a new site for the Center for Student Involvement. This prospective student-focused site provides future Bulldogs with new opportunities to get to know our campus and our culture, including traditions, events, and organizations, before they ever set foot in Big Rapids. Also helped Career and Professional Success rebuild their web presence after the launch of CSI's new site.
- Launched a totally reimagined calendar system to highlight all of the dynamic engagement opportunities available to the Ferris community. The web team has since built tools that empower teams from across campus to increase engagement with their events. The main calendar has since seen more than 15,000 visits. Explore the new calendar at Ferris.edu/Calendar
- The Honors Academic Affairs student committee, chaired by Laurie Prentler, reviewed 67 Honors Contracts during Fall 2021 and 78 in Spring 2022.
- The Honors Events student committee sponsored three events in Fall 2022 and three in Spring 2022. A total of 58 students attended events in Fall 2021 and 74 in Spring 2022.

**2023-2024**
- Serving all of Michigan: President Pink Says Ferris State Will Reach Out and Help Students of all Ages, Across the State Connect with a Quality Education https://www.ferris.edu/news/archive/2023/september/foundersday.htm

**PC 1.4**
Other initiatives and programs related to the Strategic Goal.

**PC 1.4 Progress**
**2021-2022**
- The Ferris Institutional Repository completed the migration of its web presence from to a single new hosted system based on Islandora platform.
- FLITE restarted the 'Money Talks' series that teaches the basics of financial literacy. Two talks held this year, the first, in November 2021, covered the basic principles of Investing, and the second in April 2022, covered the basics of purchasing a car.
- Librarian Ann Breitenwischer created a draft of "Timeline History of Libraries at Ferris" descriptive of the evolution of the library from book only in Mr. Ferris' day to the countless formats of information in the 21st century.
- Librarian Ann Breitenwischer researched more potential sources to expand the AAUW of Big Rapids Branch history published in 1997 as the state organization celebrated its 75th anniversary and the branch 50th.

- Librarian Ann Breitenwischer assisted members of the community researching historical attendance of relatives.
- Academic Literacies Center Director Karen Royster-James received the Dr. Martin Luther King Jr. Social Justice Award for 2021-2022
- The Center for Latin@ Studies supported 7 students to attend the Hispanic Latino Commission of Michigan Statewide Graduation.

**2023-2024**
- School of Education Program Earns an 'A+' for Teacher Preparation in the Science of Reading. https://www.ferris.edu/news/archive/2023/june/education.htm
- KCAD of Ferris State University Alumni Shine on Furniture Industry's Biggest Stage https://www.ferris.edu/news/archive/2023/october/pinnacle.htm
- Adam Antor, a Faculty Member in Ferris State's Increasingly-Acclaimed Esports Program, Nominated for Global Impact on Collegiate Gaming Award https://www.ferris.edu/news/archive/2023/november/antor.htm
- Ferris State President Bill Pink Named one of West Michigan's 200 Most Influential Leaders by Crain's Grand Rapids Business https://www.ferris.edu/news/archive/2023/november/pink.htm
- Ferris State's Website, with Personalized Experiences for Students, Named One of the 10 Best Collegiate Sites in the Nation https://www.ferris.edu/news/archive/2023/december/ferris-state-top-higher-education-website.htm
- Ferris State's Michigan College of Optometry is one of just two optometric training institutions in the nation to have a 100 percent ultimate pass rate on licensing exams https://www.ferris.edu/news/archive/2024/january/optometry.htm
- Ferris State's 'Behind the Bulldogs' podcast wins top college sportscast at student broadcasting awards https://www.ferris.edu/news/archive/2024/april/sports-podcast-award-winning.htm

**Pride and Community Initiative 2**
Better utilize alumni as ambassadors to our constituents, partners, and the world.

**ACTION STEPS**
**PC 2.1**
Dedicate physical and virtual space to highlight accomplishments of alumni

**PC 2.1 Progress**
**2020-2021**
- Physical space has been dedicated in the CSS lobby visually highlighting prominent alumni success stories.
- The Division of Student Affairs, The Diversity and Inclusion Office, and University Advancement and Marketing have been working on a wall display of notable alumni

from the Ferris Institute years.  The wall will include biographies and pictures and will be located on the first level of the University Center.  The wall should be available for viewing in April 2021.

- KCAD has undertaken an initiative to highlight our alumni success in a social media campaign and video series.

**2021-2022**
- Physical space in the CSS lobby visually highlights prominent alumni success stories.
- A distinguished Ferris Institute Alumni history display wall is being completed in the University Center.
- The Alumni Association, with the help of our Ambassadors, marketed 59 in-person or virtual events this fiscal year.

**2023-2024**
- Seven Ferris State Legends Inducted into the Bulldog Athletics Hall of Fame. https://www.ferris.edu/news/archive/2023/august/fame.htm
- Ferris State Names Five Alums as Distinguished Alumni Award Winners and Three More as Pacesetters to be Honored at 2023 Fall Reunion. https://www.ferris.edu/news/archive/2023/september/reunion.htm
- Ferris in your Community webpage highlights alumni who are thriving, making a difference in communities across Michigan and beyond. https://www.ferris.edu/news/ferris-in-your-community/index.htm
- Professional Golf Management Alumnus Barla's Teaching Advances, Community Initiatives Lauded By Indiana PGA Section, Fellow Alum Lundy Given Tribute https://www.ferris.edu/news/archive/2024/march/scott-barla-pga.htm
- Tony Anderson, respected internationally for his expertise, named to Welding Engineering Technology Hall of Fame at Ferris State https://www.ferris.edu/news/archive/2024/april/anderson-welding-hall-of-fame.htm

## PC 2.2
Coordinate an Alumni Speaker Series for both University-wide and program-specific initiatives.
**PC 2.2 Progress**
**2020-2021**
- KCAD's Visiting Artist Committee created the Beyond KCAD speaker series, highlighting our alumni success across disciplines.

**2021-2022**
- Beyond KCAD Speaker Series: The KCAD Senate Visiting Artist Committee (VAC) developed and implemented the BEYOND KCAD Virtual Speaker Series during the 2020-2021 academic year. In response to the ongoing health concerns related to

COVID-19 this series was presented virtually.  The series paired recent KCAD alumni with established practitioners and thinkers from various design and art fields. These speakers offered their perspectives on pertinent issues that both inspire and challenge their practice. Each talk was 30 minutes allowing for additional time for questions and discussion. Three virtual events took place during the Spring 2021 semester. The KCAD VAC committee is planning to continue this series for the 2021 -2022 academic year and hopes to kick the series off in the fall semester to all more opportunities for more alumni and industry professionals to connect with students.

- Pharmacy alumni speakers participated in 2021 COP Spring Seminar program, including Dr. Thomas Silhavy ('71 COP), Professor at Princeton University.
- The Alumni Association distributed "Bulldog Alumni, Bulldog Employee" banners to all interested FSU alumni working at Ferris State University.  Alumni are encouraged to proudly display these banners in classrooms, offices or other high visibility areas.

**2022-2023**
- Sports Communication graduate Travis Hicks, a presenter for WSYM FOX 47 in Lansing, opens Ferris State University's Sports Speaker Series in October 2022. https://www.ferris.edu/HTMLS/news/archive/2022/october/hicks.htm

**PC 2.3**
Adopt a comprehensive alumni relations strategy that facilitates the relationships between alumni and their key University homes, including programs, colleges, athletic teams, and student organizations, and empowers our alumni to serve as recruiters, leveraging their geographic reach

**PC 2.3 Progress**
**2020-2021**
- Established the Alumni Ambassador program, which has grown to more than 30 alumni volunteers in key states across the US to assist the University with engaging alumni and assisting with recruiting and retaining students from their geographic areas.
- More than 220 alumni participated in "Make A Difference Day" on Oct. 24, a national day of service encouraging volunteerism.  The Alumni Association encouraged members of the Bulldog community to participate virtually throughout the county by helping neighbors clean their yards, organizing pop can drives and paying it forward in fast food lines.
- The CLACS office has increased data collection and sharing information about Alumni work with the Career Center, student organizations, and community service projects.  Alumni information is sent each quarter to the Alumni office to ensure our alumni engagement is being recorded.

- In Fall 2020 KCAD created the KCAD Equity Council.  The group is comprised of KCAD and FSU employees, KCAD alumni, and community influencers.   This Council advises and informs KCAD policies, procedures, and practices to create an environment where inclusion is honored, and diversity and equity follow.  The Council assists with identifying opportunities and initiatives for change, improvement, and action to support community, allyship, and agency.

**2021-2022**

- Alumni Survey: Typically, each fall KCAD shares a communication with alumni asking for their support to continue to grow the college's General Scholarship Fund. In response, to the economic and political climate and impact of COVID-19 KCAD decided to reach out to alumni to connect with them and solicit their feedback to help guide future engagement efforts. This survey asked general questions related to updating the alumni Millennium record in addition to engagement related questions. The college received over 600 responses and is now in the process of reviewing this data to inform follow up efforts and planning for engagement opportunities during the 2021-2022 academic year.
- Established the Alumni Ambassador program, which has grown to more than 35 alumni volunteers in key states across the US, to assist the University with engaging alumni and assisting with recruiting and retaining students from their geographic areas.
- Ambassadors assisted the Alumni Association with creating Happy Grams that were presented to students during Move-in Week.
- Ambassadors mailed postcards to new freshmen to promote student retention during the pandemic.
- Ambassadors participated in a new Bulldog At-Home how-to-video series for our Alumni-at-Home webpage and to share on social media platforms.
- Ambassadors served as hosts of a new virtual Alumni Social Hours program --seven social hours had 435 registered participants and 1,971 total engagements on social media.
- More than 220 alumni participated in "Make A Difference Day" on Oct. 24, a national day of service encouraging volunteerism. The Alumni Association encouraged members of the Bulldog community to participate virtually throughout the country by helping neighbors clean their yards, organizing pop can drives and paying it forward in fast food lines.
- Ambassadors were featured in the Bulldog-for-Life video series.
- Pharmacy alumni are actively engaged with the Alumni Advisory Board and the College Strategic Planning Task Force, including many thought leaders in the profession.
- Included Alumni keynote speakers, including Jordan Lee ('20 BIO), John Thomson ('83 CIS) in the Fall 2021 Student Research Fellowship Symposium.
- As Dec. 31, 2021, the Alumni Association had tracked engagement with more than 35,800 alumni for FY '22. This total puts the Association and University ahead of our

glide path goal for the year, and likely ahead of pace to exceed the total goal of engaging 40,000 alumni or more annually by 2024.

- Expanded the Alumni Ambassador Program to more than 40 alumni volunteers across the US.
- Ambassadors connected with current students through the "Happy Gram" program at fall Move-In, by sending retention postcards with well wishes to current freshman students in the spring, and by serving as featured guests for the "Tune In with Teresa" program hosted by the Center for Student Involvement.
- Ambassadors supported Alumni Association hosted in-person events at the NCAA D2 Football National Championship in Texas, and led successful watch parties in several other states.
- Virtual programs, hosted by Alumni Ambassadors,  connected with 268 alumni participants and more than 1,243 engagements via social media.
- The Honors Program's Alumni mentoring program continues to grow, with 65 alumni (or 7% of all Honors alumni) available for mentoring relationships in Spring 2022.

**PC 2.4**
Other initiatives and programs related to the Strategic Goal.

**PC 2.4 Progress**
**2021-2022**
- A total 117 students attended the Student Success Speaker Series organized by the Academic Literacies Center. Other community-building events hosted by the center attracted approximately 1500 students over the Fall 2021 semester.
- A total of 174 students attended the Student Success Speaker Series Speaker Series organized by the Academic Literacies Center in Spring 2022.

**2022-2023**
- On Friday, Nov. 4, alumna Dana King was the keynote speaker for the 2022 Ferris Foundation for Excellence Benefit.
https://www.ferris.edu/HTMLS/news/archive/2022/october/benefit.htm
- Capturing the splendor of Michigan's geological formations was as much an opportunity as an assignment for Ferris State University Television and Digital Media Production students and faculty, who collaborated on a recent production of "Mystic Michigan." Mark Jager, of Hersey, a 1994 Journalism alumnus, hosts the video series. A premiere screening took place recently on the Ferris campus.
https://www.ferris.edu/HTMLS/news/archive/2023/january/mystic.htm
- Collaboration between a Ferris State University researcher, campus departments and the state of Michigan has inventor Dr. Daniel Taylor's Protoconch ™ adaptor now bearing a United States patent, only the third in the university's history as sole assignee. This achievement represents a significant step toward the device's commercialization, meant to benefit young people with visual and hearing issues. Taylor, the newly-named dean of the Michigan College of Optometry at Ferris State

University, began his research in Fall 2018 and gained technical support from Ferris' Product Design Engineering Technology program in developing the Protoconch. In particular, alumna Jaclyn Vander Ploeg did formative work on the prototype in her senior project, and shares recognition with Taylor in the patent language as an inventor. https://www.ferris.edu/HTMLS/news/archive/2023/april/patent.htm

**2023-2024**

- Optometry Alumnus' Work to Expand Care Access, Learning Opportunities Honored by Michigan Optometric Association. https://www.ferris.edu/news/archive/2023/june/williams.htm
- Ferris in Your Community: Kristy Britton https://www.ferris.edu/news/ferris-in-your-community/kristy-britton.htm
- Ferris in Your Community: Brian Miller https://www.ferris.edu/news/ferris-in-your-community/brian-miller.htm
- Ferris in Your Community: Dr. Emily Coles https://www.ferris.edu/news/ferris-in-your-community/emily-coles.htm
- Ferris State Alumnus Klein, Big Rapids High School Teacher and Coach Receives Michigan Lottery's Excellence in Education Award https://www.ferris.edu/news/archive/2024/january/klein.htm
- Former Ferris State Golfer, Professional Tennis Management Student Sarah Stone Among Alumni Named to Golf Magazine's 2024-25 Top 100 Teachers in America https://www.ferris.edu/news/archive/2024/january/stone.htm
- Ferris State University's PGA Golf Management Program partnering with alumni led AndersonOrd performance apparel to support students https://www.ferris.edu/news/archive/2024/april/pga-golf-management.htm
- Ferris State Alum Living and Working in Spain Savors Meeting Bulldog Volleyball Team on its Overseas Trip https://www.ferris.edu/news/archive/2024/may/volleyball-spain-pistrui-alumni.htm

**Pride and Community Initiative 3**
Identify, create, and pursue opportunities that strengthen student-focused partnerships with local communities.

**ACTION STEPS**
**PC 3.1**
Create a team to identify opportunities to support Ferris-linked educational opportunities for students in high school and other institutions.

**PC 3.1 Progress**

**2020-2021**

- KCAD in collaboration with FSU Community Engagement and the UICA, has created an after-school program bringing design to GRPS middle and high school students and hosted at SWCC in Roosevelt Plaza.

**2022-2023**

- In collaboration with KCAD, UICA launched the KCAD Design Academy, an initiative that provides Grand Rapids Public Schools (GRPS) students with vital opportunities to explore the world of design and the design process firsthand through hands-on learning experiences guided by KCAD faculty members and local design professionals. All Design Academy classes are free to GRPS Students thanks to the generosity of Steelcase and the Grand Rapids Public School Foundation.
- KCAD has been working with the Career Tech Centers in Ottawa and Muskegon Counties to identify opportunities to offer an after-school design thinking-focused dual enrollment course at the tech centers. This strategy will make the course more accessible to students from every district within the county.

**2023-2024**

- Ferris State, Alma College Partner to Guarantee College of Pharmacy Admission https://www.ferris.edu/news/archive/2023/october/partnership.htm
- KCAD Offers Dual Enrollment for High Schoolers Looking to Build Creative Skills, Earn College Credit https://www.ferris.edu/news/archive/2023/november/kcad.htm

**PC 3.2**
Assign regional liaisons to help strengthen local partnerships and University growth opportunities.

**PC 3.2 Progress**
**2020-2021**

- Ferris is participating with Michigan Works! West Central, West Shore Community College, Mecosta-Osceola Intermediate School District's Meceola Tech, and 14 additional training, employer, and economic development partners to submit a MiLEAP grant application. This proposal, if awarded, will create a Regional Consortia to increase collaboration in the creation and expansion of education and training programs to accelerate opportunities for students by preparing them for high-skill, high-wage and in-demand careers within our local communities.

**PC 3.3**
Build on civic and social engagement opportunities throughout Big Rapids, Grand Rapids, and West Michigan, including open dialogues with community leaders and organizations on issues that will strengthen and build relationships between students, local governments, businesses, educational affiliates, and civic organizations.

**PC 3.3 Progress**
**2020-2021**

- In Fall 2020, a letter writing campaign was initiated by CLACS, in which Ferris students were able to pick up supplies to write a letter to our local senior citizens. This was important and impactful work due to COVID restrictions, making it difficult to impossible, for our seniors to have contact with family.
- Corporate and Professional Development offers customized, non-credit trainings utilizing multiple Ferris colleges to meet the needs of industry clients. Clients include international, regional, and governmental organizations. Some trainings are customized to meet specific client needs, while others utilize an open enrollment approach to meet broader training needs across industries. Trainings often build upon past offerings, leading to stackable credentials. CPD trainings developed and administered in 2020-21 include:
  - o Verplank Trucking - regional trucking company with customized Heavy Equipment training at their facility.
  - o City of Grand Rapids - municipal client in need of specialized Heavy Equipment training.
  - o Welding Institute - open enrollment, initial training began last year designed with an emphasis on the needs of road commissions. Expanded this year to a second more advanced course in fabrication. Both trainings this year are nearly full to capacity.
  - o Heavy Equipment Institute - open enrollment, one-day trainings in specific areas of Heavy Equipment geared toward the needs of road commissions. Current enrollment is nearly double from two years ago.
  - o Gerber Electrical #1 Training - a one-week basic electrical training designed to corporate standards for maintenance workers that need additional electrical knowledge.
  - o Gerber Machining Training - a two-week customized course designed for maintenance workers to have more advanced machining training.
  - o Gerber Electrical #2 Training - a one-week training that will eventually train over 70 maintenance and electricians in more advanced robotic troubleshooting and maintenance. Nine weeks of training are needed to educate everyone based on lab and COVID capacities.
  - o UA/NITC Exam Development - an ongoing two-year project funded by the union for HVAC technicians where we facilitate the development of two exams for certification and two exams for re-certification for the advancement of residential HVAC technicians in the field.
- Extended and International Operations (EIO) established two new partnerships to strengthen our programs and provide opportunities for students throughout Michigan. Board approval for the following sites was obtained in 2020 and implementation of programming is underway: Kalamazoo Community College, Kalamazoo, MI; Lake Michigan College, Benton Harbor, MI.

- In March, 2014 Kendall College of Art and Design took possession of industrial sewing equipment with the objective of activating these resources. The equipment went into off-site storage and until very recently remained housed there.
- In September, 2020 KCAD's President, Tara McCrackin engaged with a local organization, Public Thread, to see how they might be able to leverage this industrial sewing equipment. Public Thread is a community-based upcycling company working to divert scrap and surplus textiles from landfills, create living wage jobs, and support a growing creative economy.
- Additionally, Public Thread elevates the upcycled marketplace and reduces the environmental impact of manufacturing.
- Public Thread launched in June 2016 with a dream of making high quality, small-batch sewn products in Michigan. By creating something new out of materials that already exist, the organization keep thousands of pounds of textiles from the landfill, including grain bags, specialty fabrics, traditional textiles, banners, signs, and billboards.
- Public Thread's designers transform these rescued materials into a diverse collection of exceptional, expertly-crafted products for the mindful consumer.
- KCAD and Public Thread then came to an agreement that involved the College donating the sewing equipment to the organization. Public Thread's intention is to build both a robust production facility to offer localized production, but also to have an incubator/maker space for the community to utilize in order to grow this industry in the greater Grand Rapids area.
- The donated machines will be used in Public Thread's manufacturing facility to help grow jobs and support the breadth and depth of the services needed. This includes cut & sew production, product design and development, samplemaking, how to bring a product to market, and more. This equipment will also allow Public Thread to develop programming and shared use equipment offerings for students and graduates of area colleges/universities, as well as designers/entrepreneurs from across the community.
- Public Thread will continue to work with KCAD to maximize the impact and use of this equipment, to grow this industry, support living wage job/wealth creation, and support the growth of a robust and equitable creative economy in West Michigan.
- KCAD: Each fall semester the M.Arch Urban Collaborative Studio pursues community-engaged projects, focusing on the design of public spaces in Grand Rapids neighborhoods. The learning in these studios flows two ways: students learn about what makes a great public space by grappling with the diverse and at times conflicting points of view of community stakeholders, and the community learns by observing the students' own diverse translations of their ideas into visions for public space. Community participants challenge students to consider issues of racial discrimination and elements of cultural identity that they might not otherwise be sensitive to. They are encouraged to see the city from the perspectives of people with disabilities, and people experiencing homelessness. In 2020, nine M.Arch students worked with local partners in the Burton Heights business district on two

projects. In the first, they designed and built a temporary seating and play area to support an international market day event. In the second, they developed speculative designs for the adaptive reuse of currently vacant storefronts and lots in the district. Through iterative review sessions, community partners were able to see and comment on the students' design work, and students were able to make their work accountable to a more diverse set of needs and desires than is typically considered in the design studio. The dialogues that begin in the Urban Collaborative Studio reverberate beyond its bounds. Two students from the Burton Heights studio went on to present their work in larger public forums: one as a panelist at the WMCAT event "Urbanism for All," in December 2020, and the other as a panelist for the March 2021 event "Bridging the Gap from Unhoused to Permanency," hosted by the Division-Grandville Corridor Improvement Authority.

**2021-2022**

- In Fall 2021, students in the KCAD Master of Architecture program's Urban Collaborative Studio partnered with the owners of the Four-Star Theatre, a once thriving but now vacant building in the center of Grand Rapids' Burton Heights district. In the first phase of this collaboration, the students built a temporary installation on the building's Division Ave. façade called "The Sharing Wall." Tailored to the school children and unhoused adults who frequently pass by the building, the "Wall" provided toys, school supplies, locally-made face masks, and vouchers for use at Dégagé Ministries to the community. At night, the installation's solar-powered lights glowed within unique, digitally-fabricated housings. In the second phase of the collaboration, students developed speculative design proposals for a real future project: the transformation of the building into a Community Arts Center. At each phase of their design work, the students shared their work with community stakeholders for comment and discussion, including representatives of the West Michigan Hispanic Chamber of Commerce, the Garfield Park Neighborhoods Association, Disability Advocates of Kent County, and the Friends of the Four Star Theatre.
- Deedee Stakley completed Maritime Academy training through the Michigan College Access Network (MCAN) . The Academy prepares individuals to lead or facilitate Local College Access Network efforts in their communities.  Deedee serves on the MCAN College Alliance.
- The Honors Program restarted its annual 'Days of Service and Learning' series after a 1-year break for COVID. A total of 160 students participated in 13 community projects, facilitated by 15 upper-class Honors students in Fall 2021.
- Approximately 75 Latino Alumni, current students, Promesa Summer Success Alumni, and prospective students from community-based organizations were welcomed to the Bulldog Familia Asada during Bulldog Beginnings in Fall 2021.

**2022-2023**

- The Sports Communication program, through the engagement of students in Sports Careers RSO and Special Olympics College Club, host a fall exhibition poly (floor) hockey match between Ferris State Men's Hockey and Area 5 Special Olympics Michigan athletes. A highlight of the spring semester is the Heart to Heart Hand in Hand basketball game where Ferris State Men's and Women's Basketball teams combine with Area 5 basketball players to play an exhibition game, with the event marketed and managed by the Sports Comm classes. The relationship between Sports Comm and Special Olympics over the last ten+ years earned the Special Olympics Unified Champion School banner that hangs in the Student Recreation Center.

**2023-2024**
- Ferris Partners with Grand Rapids and West Michigan Hispanic Chambers and Hispanic Center of West Michigan to Increase Student, Faculty Staff Diversity and More. https://www.ferris.edu/news/archive/2023/june/collaboration.htm
- Ferris to Partner with Confluence, Feature Highlighted Academic Programs at 2023 Event. https://www.ferris.edu/news/archive/2023/july/confluence.htm

**PC 3.4**
Deepen internship collaborations with surrounding communities and professional organizations that create meaningful opportunities for students, including those with international status.

**PC 3.4 Progress**
**2021-2022**
- A survey was distributed to all external pharmacy preceptors with 130 preceptors responding to the survey. Action items are being identified based on the results of the survey.
- College of Pharmacy established research and practice site collaborations with external partners including: MSU, GVSU, Univ. of Michigan, Wayne State Univ., Van Andel Institute, Metro Health-Michigan West, University of Finland.
- A continuing professional development session entitled, "Interprofessional Practice Models and Precepting Interprofessional Learners," was developed for the 2020 FSU College of Pharmacy Preceptor Development Conference (June 2020).
- College of Pharmacy faculty created an APPE readiness plan and policy to ensure student success while engaging with stakeholders at community practice sites.

**2022-2023**
- In what is being called a "Comprehensive Partnership," Ferris State University and Crystal Mountain signed a first-of-its-kind agreement that provides a broad range of career exploration, employment and internship options for students, and training

opportunities for employees.
https://www.ferris.edu/HTMLS/news/archive/2023/april/partnership.htm

**2023-2024**

- Ferris is partnering with the Grand Rapids Area Chamber of Commerce, Hispanic Center of Western Michigan, and West Michigan Hispanic Chamber of Commerce to build upon the existing relationships with these organizations to create pathways for members of West Michigan's Hispanic community to achieve their educational goals while positioning them for meaningful and successful careers in the public and private sectors.
https://www.ferris.edu/news/archive/2023/june/collaboration.htm
- Summer Fellowship Providing Research Opportunities for International, Out-of-State Students
https://www.ferris.edu/news/archive/2023/september/fellowships.htm

**PC 3.5**
Create a Community/Student Leader Roundtable.

**PC 3.5 Progress**

- No Progress reported.

**PC 3.6**
Other initiatives and programs related to the Strategic Goal.

**PC 3.6 Progress**
**2021-2022**

- The Center for Latin@ Studies supported 7 students to attend the Hispanic Latino Commission of Michigan Statewide Graduation.
- The Center for Latin@ Studies hosted seven events during the 2nd annual Cesar Chavez week, March 29th-31st, 2021
- The Academic Literacy Center in collaboration with the Faculty Center for Teaching and Learning awarded 40 Certificates for participating in a deliberate dialogues program focused on Diversity, Equity and Inclusion during academic year 2021-2022.
- The Education Counseling and Disability Center lead a campaign in Spring 2021 to raise awareness of invisible disabilities on campus.
- ECDS intern presented on Self Advocacy panel for Disability Awareness Day hosted by Disability Advocates of Kent County
- For the first time, First Generation graduation cords were distributed to 19 students during the multicultural graduation celebration on 5/4/2022
- 10 students from Honors, 19 first generation students, 5 center for Latin@ studies students joined 25 students from Office of Multicultural student services and 3 from

the LGBTQ+ resource center in the first annual multicultural graduate and awards ceremony!

- 12 student employees in the Academic Literacies Center completed security training.

**2022-2023**

- The College of Pharmacy faculty are engaging in nearly 14,000 hours of direct patient care annually at community partner sites across the State of Michigan.
- KCAD and FSU eSports Production partnered to sponsor the 2022 Confluence Maker Expo event in September 2022. Faculty and students at KCAD designed and fabricated trophies and medallions for the collegiate and high school competition winners. KCAD also hosted a booth at the day-long event, located in the Grand Rapids Studio Park, where we were able to share and demonstrate some of the technologies KCAD students and faculty use to support their creative process and education at the college. The experience included live demonstrations with a community audience consisting of high school students, youth, and parents who were in attendance to learn more about innovation and technology. The initiative also included a short interview on Wood TV 8 where faculty from FSU and KCAD was able to talk about the initiative and promote the brand to the regional audience.
- 2023 ALSAME Latino Youth Conference offered Ferris campus experience, post-secondary education engagement and encouragement. https://www.ferris.edu/HTMLS/news/archive/2023/may/alsame.htm

**2023-2024**

- College of Business Industry Days Established to Support Industry Hiring Cycles, Offer Focused Networking Opportunities for Students https://www.ferris.edu/news/archive/2023/september/industry.htm
- Ferris State and Alta Form Partnership through Endowment Benefiting Students that will Help Strengthen Michigan's Infrastructure https://www.ferris.edu/news/archive/2023/october/alta.htm
- Meijer-Donated Freightliner Commercial Truck to Benefit Heavy Equipment Service Engineering Technology Learning https://www.ferris.edu/news/archive/2023/october/meijer.htm
- Ferris State's Michigan College of Optometry to Provide Eye Care Services to 60-Plus Area Elementary School Students https://www.ferris.edu/news/archive/2023/october/sine.htm
- PGA Golf Management Program Partners with Golf Links Detroit to Introduce Detroit Students to Golf Careers while Gaining a Quality University Education https://www.ferris.edu/news/archive/2023/november/detroit.htm
- Ferris State, Rockford Public Schools and Michigan Department of Education Partner to Help Address K-12 Teacher Shortage https://www.ferris.edu/news/archive/2024/march/rockford-ferris-state.htm

- Ferris State Planning Workforce Development Summit to Help Businesses of all Sizes Grow and Thrive https://www.ferris.edu/news/archive/2024/april/workforce-development.htm

## STUDENT SUCCESS
### Strategic Goal
With students at the center of everything we do, Ferris will continue to demonstrate our commitment to their success through recruitment in targeted markets, integrated support services, and intentional career development experiences.
### Student Success Initiative 1
Expand access through targeted recruitment efforts.

## ACTION STEPS
### SS 1.1
Coordinate University-wide recruitment strategies focused on specific performance indicators and inclusive of all recruitment areas (Big Rapids, statewide, online, KCAD, and international).

### SS 1.1 Progress
**2020-2021**
- For Fall 2020 graduates, Academic Affairs & Admissions are collaborating on a post card mailing to this group encouraging them to consider enrolling in one of our graduate programs. As the economic outlook since the COVID situation has lessened job prospects, we believe there has never been a better time to begin an advanced degree. Provost Fleischman has provided a message to include in the text which focuses on the timeliness of the applied nature of our graduate programs and their clear path for career enhancement.
- For the Fall 2021 Admit cycle, the Academic Colleges & Admissions are collaborating on retooling the application process for our students Many of these changes began as a result of our transitions due to the COVID virus but are now being applied more broadly to provide as clear a path to a Ferris education as possible. There are three critical areas here. The first is our ability to accept students through our test optional process. In the state of Michigan, the pandemic has reduced the number of students who were able to take an SAT. Last year over 125,000 tests were given, this year it is just over 14,000. Our quick pivot to test optional has meant we are able to offer admissions decisions quickly.  In the same vein, many students have had difficulty obtaining official copies of their HS transcripts. We are now accepting self-reported high school GPA's for admissions purposes. Students who enroll here will still need to provide an official copy, but the process will not hold up their admission decision. Finally, in a typical year, students have many questions about the FAFSA and the process of applying for financial aid in general. The lack of face-to-face recruitment opportunities has resulted in our creating a series of virtual "Financial Aid Nights" each Wednesday in October and

early November for families to have their questions answered by our professional financial aid and admissions staff.

- UA&M is leading an effort to document and track all enrollment marketing initiatives throughout the University. Partners include UA&M, Admissions, Statewide/EIO, and KCAD.
- Beginning Spring 2021, the Alumni Association's Student Alumni Gold Club is collaborating with Admissions to implement a student led, text message outreach program, to connect with and encourage enrollment from newly admitted students.
- Beginning November 2020, the Center for Latin@ Studies, Financial Aid Department, and Admissions Office began coordinating a monthly series called Ferris Adelante to increase bilingual outreach to Latinx community focusing on questions about financial aid and admissions process.
- For Fall 2020, ALC tutors and SLA facilitators served as panelists in a presentation for West Michigan Works College Day! There were 55 high school students in attendance.
- The ALC staff participated in a virtual visit and presented to 15-20 new high school advisors with the Advise MI program in Fall 2020.
- For Fall 2020, KCAD ran a geofenced social media ad campaign targeting undergraduate prospects and their parents encouraging them to "Live local, learn local", leading to an increase in applications from the targeted areas.
- The annual marketing campaign supported Admissions student recruitment efforts by exceeded performance goals for all key performance indicators, including Ad Impressions (42M actual/30M goal), Marketing Qualified Leads (5.1k+ actual/1.75k goal) and Applications (1.7k+ actual/780 goal).
- Partnered with KCAD and EIO to present a two-page Ferris Forward brand advertisement in the MLive College Guide outlining content specific for each area of focus (University overall, EIO and KCAD opportunities) but maintaining one brand identity for the University.
- This Spring, the Alumni Association's Student Alumni Gold Club collaborated with Admissions to implement a student- led, text message outreach program, to connect with and encourage enrollment from newly admitted students.
- KCAD has developed a collaborative approach to recruiting dual enrollment students served by Success Virtual Learning (cyber school and partnering districts). The strategy is focused on delivering art and design curriculum to high school students all over the state through virtual delivery methods. The initiative has resulted in a well defined process for increasing awareness, promoting opportunities, gauging interest, and recruiting students/families through a coordinated effort with the high school. The process is supported by promotional videos and promotional literature that is strategically shared with students throughout the process. KCAD piloted one course in the Spring 2021 semester with positive outcomes. The program will expand to three courses in the Fall 2021 semester. The strategy also includes offering courses that are part of the KCAD first

year experience as a means to start creating a pathway to a degree and creative profession (gateway into an Associates or Bachelor's Degree).

**2021-2022**
- The football showcase brought in over 700 prospective football athletes to the Ferris State campus.
    - Each camper was brought through the University Center down to the quad, into the rec center gymnasium.  The camp took place on the south Athletic Field, football practice field, and at the football stadium.
    - On average, each camper brought 1 parent along with them. Each parent had the option to tour the academic alley centrally located in the QUAD and/or attend a parents meeting located in the IRC auditorium.
    - Campers from all over Michigan, Indiana, and Ohio were in attendance.
    - 60% of campers were from the East Side of Michigan
    - Each camper left with a good feel of the Ferris State Campus and the Football coaching staff. Camp staff was around to greet each person and to direct them to help with any questions they may have
    - Total of 200 coaches in attendance. High School coaches from all over the state of Michigan all the way to Ohio and Indiana. College coaches from the university of Notre Dame, the University of Michigan State and the University of Michigan were in attendance to observe prospective high school athletes and to give a presentation to the camp as a whole.
    - Former Quarterback Kurt Warner was in attendance to speak with the campers. Warner's son attended the camp as an attendee to be exposed to the best coaches in the state of Michigan.
    - Coaches checked in in the IRC connector where they received their lanyard and name badge.  Each coach was able to attend the presentations in the Student Rec Center gymnasium or observe high school football players on the 3 different camp locations
    - 15 different media platforms were in attendance.
    - Media wanted to interview the coaches in attendance, our Ferris State Athletic Staff, and the campers.
    - 25% of the campers parent chose to eat in Big Rapids during and after the camp.
    - Overall, This event provided Ferris State with great exposure to the state of Michigan. High Schoolers specifically from the East side of the state, found comfort in the campus according to the campers that provided feedback to the camp staff.  Interviews after the event were posted on local news channels to inform the public about who was in attendance and congratulate the university for pulling an event like this off.  Ferris State Athletics along with the Ferris State University Administration from every different department was happy to collaborate together!

- Admissions, The Office of Transfer & Secondary Partnerships, OMSS and CLS collaborated on a series of information programming at Ferris Charter Schools in April of 2022. A team of professionals gave a multi-faceted presentation on the history of Ferris, our mission, academic offerings and what it is like to be a student at the University. We presented to nearly 1,000 9 to 12 graders.  With excellent feedback from the school administrators and participants - we will make this an regular recruiting practice.

- Partnered with VisionPoint Marketing of Raleigh, NC, to advance the Ferris Forward brand platform to unite all entities of the University under one brand; support enrollment growth; align college, program and department student recruitment marketing and branding with the University's broader efforts; develop digital and other promotional content for new market-driven degree programs; and provide media planning and buying services and media monitoring and analysis.

- Collaborated with the University's website Content Management System, Modern Campus/OmniUpdate, to personalize the returning users' experience with the ferris.edu homepage improving conversion rates for requesting information, applications and orientation and more. Ferris is the first University client of Modern Campus/OmniUpdate to use this technology.

- Launched a new suite of landing pages that provided prospective students with a dynamic glimpse of life at Ferris. This included the debut of a tool that helps prospective students more quickly find the academic majors they are interested in most. The landing page has since received more than 100,000 page views and 6,000 high-value conversions, including 4,800 clicks to apply. Explore the landing pages at Ferris.edu/Move-Forward.

- Personalized the RFI process and streamlined first interactions by building customized Request for Information forms for each academic college to be used by prospective students. Using the College of Business as a pilot, our team created an RFI form that is specific to the COB's offerings. When a student submits the form a representative from the prospect's chosen program is automatically notified, streamlining the first-contact interaction for future Bulldogs. The prospect's data is also stored in Salesforce, allowing Admissions to continue the conversation via their highly engaging communication plans. The web team will launch a custom RFI form for every academic college by the end of the year.

- Rebuilt the digital analytics infrastructure of ferris.edu to enable and empower the University's marketing staff, faculty, administrators and others working with the site to view real-time site engagement data, improving our responsiveness to our customers' interests and needs.

- Supporting the final steps for prospects, created action-oriented web content to support student registration and generate excitement for the beginning of each semester. This resulted in the "How to Register for Classes" page and the "It All Starts Here" page.

- The Honors Program continues to diversify, with its non-white, non-unknown population of FTIACs in Fall 2021 up to 13.6%. In the whole population of honors, the non-white non-unknown population is 13.2%.

**2023-2024**
- Ferris Expands Statewide Hubs to Create More Opportunities for Students of All Ages Across Michigan. https://www.ferris.edu/news/archive/2023/june/hubs.htm

**SS 1.2**
Develop and commit to a targeted, measurable internationalization plan that prepares the University to thrive in a global economy and society. The plan will address study abroad, faculty development, curriculum development, on-campus global engagement, international student recruitment and retention, an inclusive environment for international stakeholders, faculty/scholar exchanges, and alumni engagement.

**SS 1.2 Progress**
**2020-2021**
- An internationalization plan has begun in early 2020 led by Piram Prakasam, Director of International Education.

**SS 1.3**
Increase enrollment of adult, master's degree, and Pell-eligible students as well as graduates of the Michigan Career and Technical schools.

**SS 1.3 Progress**
**2021-2022**
- To promote knowledge of the financial aid process and to provide additional monetary support for attending Ferris, the Office of Financial Aid created the Bulldog Bonus Scholarship. New FTIAC and Transfer students attended a comprehensive online financial aid workshop to qualify for the $2,000 award. Our goal was to increase education and prompt early completion of the FAFSA and required processes.

**SS 1.4**
Other initiatives and programs related to the Strategic Goal.

**SS 1.4 Progress**
**2021-2022**
- The Center for Latin@ Studies continues to offer monthly outreach and college readiness virtual workshops with Promesa Summer Success Past participants on the college going process.

- Executive Director of the Center for Latin@ studies Kaylee Moreno-Burke presented at the Ocana Exito Educativo College Awareness program (2 of 8 total sessions)
- The Center for Latin@ Studies hosted a table at Hispanic Festival of West Michigan.
- The Center for Latin@ Studies created college tour for Latin Americans United for Progress, a community organization in the Holland area, and Telamon Corporation, a private, non-profit in the Grand Rapids area.

**2022-2023**

- To support video advertising initiatives at 10 of our top feeder high schools, the Web Marketing team built landing pages personalized for each of the school's students. The pages include info on popular programs, an opportunity to request more information, and wherever possible, a video of an alum of the high school that has since succeeded at Ferris. An example may be seen at https://www.ferris.edu/high-schools/rockford.htm
- Bulldog Bonus scholarships worth $2,000 is back for eligible Ferris State University students beginning classes during the Fall 2023 semester. https://www.ferris.edu/HTMLS/news/archive/2022/november/bonus.htm

**2023-2024**

- College students of all ages across Michigan will have better access to Ferris State University programs and services through enhanced partnerships with community colleges as part of a new statewide hub system. https://www.ferris.edu/news/archive/2023/june/hubs.htm
- Ferris State Joins Detroit Promise Partnership, Providing Southeast Michigan Students a Tuition-Free Pathway to a Life-Changing Education. https://www.ferris.edu/news/archive/2023/august/detroit.htm
- Promesa Summer Success Program Continues Tradition of Learning Opportunities, Ferris State Campus Experience. https://www.ferris.edu/news/archive/2023/august/homepage.htm

**Student Success Initiative 2**
Champion degree completion and ensure a clear path to success.

**ACTION STEPS**
**SS 2.1**
Write a University-wide retention plan focused on eliminating barriers to success, increasing student involvement, and cultivating a sense of belonging.

**SS 2.1 Progress**
**2020-2021**

- In preparation for the Fall 2020 semester, team members of the KCAD Division of Student Success (the Dean, Student Engagement, Counseling and Disability Services, Student Business Affairs) as well as Academic Affairs (Academic

Counselor), collaborated and developed the KCAD Student Success Canvas course, a course that is now being used as a virtual support resource for students at the KCAD campus. Via the canvas platform, students are able to access, inquire about, and source out relevant support resources provided in tandem with the existing curriculum structure, specific to the KCAD campus.  This canvas course was developed in keeping cross-collaboration in mind, with intentional programming specific to co-curricular learning opportunity (e.g. Zoom recording of the "Introduction to Cultural Intelligence" with Razel Jones presentation) and professional development (e.g. RSO's, KCAD Virtual Internship Series '21), while at the same time providing student-centered, resource-rich information (retention support), tailored to meet the needs of students.

**2021-2022**
- Retention and Student Success implemented a diversity and inclusion committee to study, recommend and implement processes and programming
- By partnering with Camp Newaygo, the Honors Program built a new curriculum for our peer mentor leadership retreat.
- The Honors Program continues to diversify, with its non-white, non-unknown population of FTIACs in Fall 2021 up to 13.6%. In the whole population of honors, the non-white non-unknown population is 13.2%.

**SS 2.2**
Advising task force recommendations are updated and key components implemented by Fall 2021.

**SS 2.2 Progress**
**2021-2022**
- Retention and Student Success lead the selection of EAB/Navigate as our student success management platform and is currently leading its implementation and roll-out.

**SS 2.3**
Sustain and strengthen our identity-based centers to provide academic and retention-based support.

**SS 2.3 Progress**
**2020-2021**
- Student Life, OMSS, and CLS wrote for and received a MCAN Grant that will provide a College Completion Coach that will provide holistic wrap-around support to students of color pursuing two year degrees at Ferris State beginning in December 2020 for at least one year with plans to extend up to three years with the renewal of Americorp funds.

- For Fall 2020 and Spring 2021, tutors and SLA facilitators delivered tutoring and course workshops in-person and virtually. The Tutor and SLA webpages were enhanced to include introductory tutor and facilitator videos.
https://www.ferris.edu/RSS/asc/meet-the-tutors/homepage.htm
https://www.ferris.edu/HTMLS/academics/sla/facilitator/facilitators.htm

## SS 2.4
Apply for student success grants that provide resources for further retention efforts.

## SS 2.4 Progress
**2020-2021**
- The Center for Leadership, Activities, and Career Services (CLACS), wrote for and received a $10,000 grant to help build/start a Peer Success Coach program to provide a peer coach to all first year students in 2020-2021 to support their transition to and success at Ferris.

## SS 2.5
Other initiatives and programs related to the Strategic Goal.

## SS 2.5 Progress
**2021-2022**
- The KCAD curriculum up to academic year 2021-2022 has been implemented in MyDegree. We are currently working to get the new 2022-2023 curriculum scribed in MyDegree.
- Educational Counseling and Disability Services Director Julie Alexander won a Ferris merit grant to implement read and write literacy software to support students access to accommodation software solutions in Spring 2022. The project will run in academic year 2022-2023.
- The many departments of Retention and Student Success completed updates to their websites to be consistent with the 'new' templates and accessibility requirements.
- The Educational Counseling and Disability services office hosted 6 sessions for Disability Awareness Month in March, including Ferris Alum Marcus Manders on "Disability, Equity, and Inclusion Through a Different Lens", Comedy Night with disabled Comedian Jacob Barr, the second annual Disability Resource Fair, Ferris Alum Michael Williams on Self-Advocacy, Julie Alexander and Kylie Piette on disability accommodations, and Web Marketing Manager Eric Hazen on web accessibility.
- After review, the Educational Counseling and Disability services office selected Ai.Media to provide assistance technology for captioning, transcription and translation services.
- The Transfer Evaluation System (TES) software has been implemented and is currently in use for course equivalency work

- The Center for Latin@ Studies is collaborating with COHP and CET to better understand enrollment (CET) and completion gaps (COHP) for STEM students
- The Center for Latin@ Studies collaborated with CAPS (formerly CLACS) Success Coaching was extended to 700 the 2nd-5th year Latino students + outreach to 25% actively engaged (three or more meaningful contacts)
- Interns with the Center for Latin@ studies office were trained on TIP to better support students while on-boarding at Ferris.
- Ferris was honored by National Association of Student Personnel Administrators (NASPA, the leading organization for student affairs professionals) as one of only two first-gen advisory institutions in Michigan
- The Academic Literacy Center continues to ensure that all tutors, SLA instructors and general staff are trained in Title IX reporting.
- The Educational Counseling and Disability Services office has collaborated with Michigan Rehabilitative Services to have a represent serve on the Liaison Committee for Students with Disabilities and hold weekly office hours in ECDS. Plans for a collaborative event with the Bureau for Services for Blind Persons are underway.
- A total 117 students attended the Student Success Speaker Series organized by the Academic Literacies Center. Other community-building events hosted by the center attracted approximately 1500 students over the Fall 2021 semester.
- A total of 174 students attended the Student Success Speaker Series Speaker Series organized by the Academic Literacies Center in Spring 2022.
- The Educational Counseling and Disability Services office continues to create closer relationships with local disability community. A representative from Disability Advocates of Kent County joined the Liaison Committee for Students with Disabilities in Spring 2022.
- FLITE repurposed some funds left over from the replacement of computers on the first floor to improve the 24-hour accessible student space in the FLITE deck.
- Stacy Anderson and Heather Symon Bassett co-presented "An Introduction to Open Educational Resources: What are They, Where are They, and How and Why Might I Use Them" on March 2, 2:00 – 2:50 PM. The event was co-sponsored by FLITE and the Faculty Center for Teaching and Learning
- Hired Nick Palmer starting May 2nd, 2022. Most recently, Nick served as Director for the Educational Talent Search program at Vincennes University in Indiana. In this role, he managed TRIO grant program operations and authored a five-year extension grant approved by the U.S. Department of Education
- During Fall 2021, 566 distinct students were tutored by 31 tutors during 1193 sessions covering the many areas where tutoring support is available. This represents a 36% increase over last year in student visits and a 30% increase in distinct students. 97% of students who were tutored indicated that their tutoring session exceeded or met their expectations, and 59% said that being tutored improved their grade. At 53% female and 47% male, the gender balance of those seeking tutoring reflects the population as whole.  Most students (59%) seeking

tutoring are in their first or second years, and almost half (48%) are in the core STEM fields of Biology, Chemistry, Math and Physics.

- Visits to the tutoring center in Spring 2022 were down to 65% compared to fall, in part because of an increase in online tutoring. 97% of students who were tutored indicated that their tutoring session exceeded or met their expectations, and 59% said that being tutored improved their grade. At 58% female and 42% male, in spring shifted a little towards women.  Most students (59%) seeking tutoring are in their first or second years, and a large percentage (81%) are in the core STEM fields of Biology, Chemistry, Math and Physics.
- The Academic literacies center provide Structured Learning Assistance to support 14 campus faculty partners in the Spring 2021 semester
- There was a 21% decrease in Flex tutoring for 2020-2021. Since COVID-19 tutoring in all areas has decreased. In the Fall Semester, the highest areas of requests for Flex tutoring were in Chemistry, and Mathematics. In the Spring Semester, the highest areas of requests for Flex tutoring were in the areas of Chemistry, Mathematics, and Physics.
- Librarian Ali Konieczny ensure Open Educational Resources and freely available textbooks are an option through monitoring of text adoption in Akademos.

**2022-2023**

- The Center for First-generation Student Success, an initiative of NASPA and The Suder Foundation, today announced Ferris State University's advancement to the First Scholars phase of the First Scholars Network. Ferris was selected based on its demonstrated commitment to advancing the outcomes of first-generation students through improving both first-generation student success initiatives and institution-wide approaches.
  https://www.ferris.edu/HTMLS/news/archive/2023/march/firstgen.htm

**Student Success Initiative 3**
Position career readiness and ExperienceShips at the center of a Ferris State education.

**ACTION STEPS**
**SS 3.1**
Identify and provide the resources necessary to expand ExperienceShip opportunities for students.

**SS 3.1 Progress**
**2020-2021**

- Task force to determine Experienceship definitions and processes of becoming an Experienceship has been created in the winter of 2019.
- KCAD has developed and launched the KCAD Innovation Hub to serve as a connection point with regional industry and local community partners. The Innovation Hub will facilitate grant funded advanced research and sponsored

projects that provide faculty and students an opportunity to participate in professional level project experiences. Projects will provide businesses an opportunity to leverage institutional resources for growth, while students gain internship-like experiences and faculty engage as mentors and project managers. These projects will contribute the students' professional readiness and possibly lead to future employment. In addition, the projects may be implemented into existing coursework, be packaged into special topics coursework, or be used to satisfy internship requirements, so the students can gain credit for experiences.

- Fall 2019 Center for Latin@ Studies (CLS), and Career Services Center from CLACS partnered to expand Latinx student Experienceship and connection to Career Services in partnership with the West Michigan Hispanic Chamber of Commerce. Students participate in monthly career and internship activities to evaluation their post-graduation options and increase their exposure to key West Michigan Employers for internship opportunities.

- College of Pharmacy has established a network of over 150 practice sites and 600 volunteer preceptors (the majority of which are alumni) across the state.

- To assure readiness for students to enter the advanced pharmacy practice experiences (APPEs) during the final year of the Doctor of Pharmacy a longitudinal approach to assess student readiness has been developed by COP faculty. Student performance data on the faculty-approved curricular ability-based outcomes within didactic courses and student performance on skills-based assessments are utilized to determine student readiness for APPEs. The continuous review of student data allows for early intervention for at-risk students and enhanced preparation for practice experiences.

- To prepare students for experiential elements of the curriculum, the College of Pharmacy offers a sequence of courses that introduce elements of practice and practices opportunities:
    - PHR 587 (Pharmacy Skills and Patient Care 1): All first-year students take American Pharmacists Association Career Pathways Survey to identify career interests and skills.
    - PHR 515 (Pharmacy and Health Care Systems 1):  Pharmacy professionals discuss various areas of the pharmacy profession through sharing their personal experiences.
    - A leadership elective is offered to first-, second-, and third-year students.
    - PHR 691 (Direct Patient Care Introductory Pharmacy Practice Experience): CV review is a requirement of course completion.

- Beginning in Fall 2019 and continuing, CLS & Career Center partnered to offer Latinx students with access to ExperienceShips in partnership with the West Michigan Hispanic Chamber of Commerce's Building Bridges to Education (BBTE) Fellowship. BBTE's goal is to prepare and connect high potential Latinx college students with the tools and opportunities to reach their career goals while educating and encouraging business to invest in their communities by creating job and internship opportunities. The 2020-2021 cohort included seven Ferris students who

participated in monthly workshops which included an introduction to career services, StrengthsFinder, Resume and LinkedIn reviews, a book club, employer information, practice interviews with representatives from the Hispanic Association of Colleges and Universities, and Kellogg Corporation, and an employer panel discussion.

- The KCAD Innovation Hub partnered with KCAD Student Success, KCAD Academic Affairs, and the FSU CLACS to develop and facilitate a three-part speaker series on virtual internships. The first session provided students with information about the trend in virtual internships and an overview of services and events provided by the CLACS. The second session provided students with practical guidelines and advice for creating a digital portfolio and preparing for a remote interview. The session included a panel discussion with faculty from various art and design programs within KCAD. The third session used a panel of KCAD alumni from various professional creative fields to discuss trends in remote working experiences and help the students understand expectations for these evolving positions. These events helped KCAD students effectively prepare and compete for summer internships and entry-level positions after graduation.

- KCAD recognizes the benefit of creating networks and learning from others. KCAD's Studio Arts programs have partnered with two nationally recognized arts organizations to offer summer professional development opportunities for selected students. Anderson Ranch in Snowmass, Colorado and Chautauqua Visual Arts at the Chautauqua Institute in Chautauqua, New York provide opportunities for learning artists based on a selection process. Anderson Ranch gives a full tuition scholarship to a student for a week-long workshop with an established artist. This student is selected by the faculty of KCAD and is further supported with travel funding from the Dean of Academic Affairs. The student also receives mentoring on how to set up travel arrangements and develop a budget. The Chautauqua Visual Arts (CVA) program offers artists a residency for the summer and opportunities to engage with established artists, curators, and experts in the field. The selection process is juried by the CVA faculty and includes feedback from the selection process. Students who are selected receive some funding from the Dean of Academic Affairs and matching funding from CVA. In both instances, the outside-of-KCAD opportunities allow students to understand the larger field of art and to realize their place in it. For the past four years, KCAD has sent students to Anderson Ranch, and each time, the students report back at how life-changing the experience is, for their practice as artists as well as for their pursuance of future career opportunities. For the past two years, the Artistic Director of the CVA, an internationally known artist herself, has given artist's talks and walked students through the process of applying.

## 2022-2023

- Ferris has signed a five-year partnership with the National Security Agency, focusing on boosting science, technology, engineering and math education for students by

leveraging the computer software, expertise, special equipment and information. https://www.ferris.edu/HTMLS/news/archive/2023/january/partnership.htm

**2023-2024**
- Medical Laboratory Science Students Prepare for Internships, Careers in Simulation Lab  https://www.ferris.edu/news/archive/2023/november/laboratory.htm

**SS 3.2**
Provide faculty support to further embed career readiness competencies into courses.

**SS 3.2 Progress**
**2020-2021**
- PHR 587 - All P1 students take APhA Career Pathways Survey to learn about career interests and skills.
- PHR 515 - Pharmacy professionals invited to talk with students about various areas of pharmacy profession.
- Leadership elective offered to P1, P2, and P3 students
- PHR 691 - CV review requirement
- Career Center partnered with the Criminal Justice Program during summer 2020 to create an alternative internship for 182 students when CJ internships were not offered. This included meetings with faculty to determine learning outcomes which resulted in a collaboration to offer: Clifton Strengths, Essential Skills Development online modules, and two employer panel discussions.  This collaboration is continuing for 125 criminal justice students during summer 2021.

**2021-2022**
- Pharmacy faculty conducted a needs assessment to P1-P3 students  to address career readiness.

**2022-2023**
- In the College of Pharmacy, the APhA Career Pathway training is being offered for professional year 1 and 2 classes.

**SS 3.3**
Expand the use of alumni employers to work with students one-on-one to help them shape their career paths.

**SS 3.3 Progress**
**2020-2021**
- During summer 2020, the College of Pharmacy created a Career Planning Task Force (CPTF) that includes professionals from a variety of pharmacy professions (e.g. independent, institutional, community, industry, etc.). Seven of the nine members include COP faculty (2) and alumni (5). The CPTF provides input to the

COP re: current job market needs and best practices related to career planning and preparation.

- Progress and Updates – Alumni Relations and CLACS are working collaboratively to recruit and welcome alumni volunteers each month to actively support students through the Alumni in Residence program.

**2021-2022**

- The College of Pharmacy created a Career Planning Task Force (CPTF) providing career guidance to the COP to support students (Summer 2020).
- The College of Pharmacy enhanced their career planning website in Pharmacy 411.
- The College of Pharmacy faculty provided APhA Career Pathway training to the P2 class.

**SS 3.4**

Focus our marketing and recruitment on our identity as an ExperienceShip university.

**SS 3.4 Progress**
**2021-2022**

- The College of Pharmacy created an External Communications and Digital Marketing Taskforce (ECDM) that is now using Linkedin, Instagram, Twitter and Facebook to highlight COP activities and promote student recruitment.
- Created a new "Priority Scholarship" for incoming P1 students.
- Created a successful mentor/mentee engagement plan, with 93% of mentees making contact with mentor by week four.
- One internship in FLITE was created for Jared T. Cron, who enrolled in an independent study to explore the possibility of pursuing an ALA-accredited master's degree in information & library science or related information-oriented degree.

**SS 3.5**

Other initiatives and programs related to the Strategic Goal.

**SS 3.5 Progress**
**2021-2022**

- Pharmacy graduating class of 2022 was successful in securing post-graduate residencies with a 79% match rate at health systems across Michigan and the US.
- Over 80% of the Pharmacy Class of 2022 have currently accepted employment positions upon graduation, which is 16% higher than 2021.
- Within the Anti-Violence Alliance (AVA), the OVW Project Director created an internship opportunity for one of our peer educators to learn more about creating prevention education program content and creating marketing materials for prevention and awareness messaging.
- The First-Generation program offered eight (8) social events with a total attendance of approximately 200 First-Gen students.

**2022-2023**

- In the College of Pharmacy, student success is embedded in the teacher-scholar model. Here, students work with faculty on research projects throughout the academic year. In FY22, 13 students co-authored 7 research publications and presented 14 posters at regional, national and international meetings.
- In the College of Pharmacy, a career-readiness needs assessment was deployed to pharmacy students (professional year 1, 2, 3).
- Dr. Dan Wrubel from the Michigan College of Optometry (MCO) led a Volunteer Optometric Services to Humanity (VOSH) mission trip to Dominica in August, 2022. The team included eight fourth-year MCO interns and four FSU pre-Optometry students. After two years of being unable to travel, the team was excited to be able to provide optometric services to 1,265 patients that do not have easy access to quality eye care. More than 3,000 pairs of prescription eyeglasses, readers, Plano bifocals, and sunshades were dispensed with over 140 referrals for severe hypertension and medical/eye care.
- FSU Hospitality Management and Music Entertainment Business Program students returned to Lollapalooza Chicago in August 2022 for our fourth year with the event. In its second year returning as a live event after Covid, Lollapalooza continues to be one of the largest in the country with sell-out crowds of 100,000 people on three of the four days of the festival.  FSU students worked all four days as part of the Guest Services team for an industry-intensive experienceship.  The size, complexity, and experienced team of event producers leading the students provide exceptional opportunity for these young professionals to increase their event management skill sets adding one of the country's most prestigious multi-day music festivals to their resumes.
- The FSU Hospitality Management Program coordinated 52 student staff for the Grand Rapids International Wine, Beer, and Food Festival on Friday, Nov 18, 2022. This opportunity allowed every student enrolled in our program to experience the sales, marketing, and service sector of the beverage industry.  As student pourers, skills in service, vendor relations, event operations, and legal compliance are developed as this partnership is integrated through our curriculum.   Students build their professional network and gain opportunity/offers on site for internships and post graduation employment.
- Through a partnership with the Aerospace Industry Association of Michigan, the office of Career and Professional Success was able to create 57 new employer connections. Seventeen of these organizations attended Aerospace Day in November which included a career exploration expo, faculty introductions, a panel discussion, classroom visits in both the College of Business and the College of Engineering Technology, and a tour of the College of Engineering lab spaces.

**2023-2024**

- Ten teams of faculty mentors and students from six Ferris State University colleges will collaborate during the 2023 Summer Student Fellowship program, supported by the Office of Research and Sponsored Programs.
https://www.ferris.edu/news/archive/2023/june/research.htm

- Pioneering Professional Tennis Management Program Partners with USPTA.
https://www.ferris.edu/news/archive/2023/june/tennis.htm

- Heating, Ventilation, Air Conditioning Refrigeration Program's Industry Appeal, Graduate Income Potential Among Nation's Best.
https://www.ferris.edu/news/archive/2023/june/hvacr.htm

- Summer Student Fellowships Program Includes a Range of Research Projects Highlighting Student-Faculty Collaboration and Innovation.
https://www.ferris.edu/news/archive/2023/june/research.htm

- Ferris State students assist tech company with marketing and raise money for breast cancer research
https://www.ferris.edu/news/archive/2024/january/marketing-research-course-helps-techlock-solutions.htm

- Ferris State, BAMF Health partner to provide students with in-demand skills, support the company's trailblazing work
https://www.ferris.edu/news/archive/2024/march/BAMF-health.htm

- Ferris State Students Involved in Research Indicating Waste from Wildlife Likely Source of Billings Lake E. coli Levels
https://www.ferris.edu/news/archive/2024/april/student-academic-research.htm

- Ferris State Accountancy students give to community, receive learning opportunity as volunteer tax preparers
https://www.ferris.edu/strategic-planning2/strategicplan19_24/studentsuccess.htm