

Moving Forward:

Strategic Plan 2021-2022 Progress and Updates

Ferris Forward

2022



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MOVING FORWARD

Ferris State University’s strategic plan, “Ferris Forward,” began in 2019 and is scheduled to end in 2024. Despite the COVID-19 pandemic, the University has progressed in implementing many features of the plan. Because of our heightened focus on enrollment, we sometimes overlook the other parts of the Strategic Plan. This year’s report, “Moving Forward: Progress and Updates, 2021-2022,” presents evidence showing that the University is making progress. For example, in 2018, there were no new academic programs added to the curriculum. In the past year, the University added three certificates, one concentration, one minor, two associate degrees, two bachelor’s degrees, and one master’s degree. In 2018, the University was awarded \$1.26 million in academic grants, and in 2021 that figure increased to \$6.7 million. Also, alumni engagement has more than doubled since the strategic plan was adopted.

The University should also be applauded for its efforts to decrease the achievement gaps among different student populations. In 2021, the Board of Trustees approved the Ferris Equity Initiative, a partnership with EAB. This initiative includes Navigate, EAB’s Student Success Management System, which brings together students, administrators, advisors, faculty, and other staff in a collaborative network to holistically support student success. FEI is more than software. It is a cohesive equity plan that provides research-backed best practices, policies, and technology proven to reduce and eliminate equity gaps. It is soon to be fully operational. FEI is one of many actions implemented by the University—and mentioned in this document.

This report provides details on the Progress, Highlights, and Updates for the reporting period of June 2021 through May 2022. While there are areas that need to show progress, the plan remains relevant and is changing the landscape of Ferris State University as we move into the future.

Academic Programs and Offerings (APO)

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.

APO Initiative 1: Encourage, facilitate, and support innovative degree initiatives in emerging fields.

Progress and Updates

- 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 interests regarding the direction they want to take, evaluate industry standards and requirements, and modify/add existing or new concentrations that could help students successfully land their dream jobs.

- A small team of faculty from the College of Engineering Technology attended the world's largest Additive Manufacturing convention, 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 speech, "Freedom to Innovate."
- The 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 of Trustees during their spring retreat. The intention is to recruit at least 20 students in the initial cohort during the 2022-2023 academic year.
- Librarians continue to promote the use of Open Educational Resources, especially in Dental Hygiene, Nursing, and College of Health Professions Gerontology courses.
- Peter Bradley constructed 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 the discussion, examined the strengths and weaknesses of their view, and tried to better understand someone 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.
- Mari Kermit-Canfield collaborated and supported 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. Dr. Garcia is an associate professor at the University of Pittsburgh and a leading scholar on Hispanic-serving institutions.

APO Initiative 2: Honor our commitment to lifelong learning.

Progress and Updates

- Alumni Relations and the Center for Leadership, Activities and Career Services created an Alumni-in-Residence program to recruit alumni volunteers to actively support students.

- Kendall College of Art and Design 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 in Big Rapids for the first two years of the degree and complete their last two years at KCAD in Grand Rapids.
- 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 lifelong learning, career advancement, professional development, and navigating different health, family, and life stages.
- The Anti-Violence Alliance hosts an annual training program for peer educators that goes beyond understanding the basics of interpersonal violence. During 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 Office on Violence against Women project director for tailored support to improve their academics, sense of belonging on campus, and overall wellbeing.
- For the first time, First-Gen graduation cords were distributed to 19 students during the multicultural graduation celebration.
- Heather Symon Bassett, Life Sciences librarian, took on an additional delegate role as an institutional member of the Open Education Network.
- The University archives were temporarily relocated during the renovation of Alumni Building.
- FLITE restarted the series “Money Talks” that teaches the basics of financial literacy and covers the basic principles of investing and purchasing a car.
- 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.
- The Faculty Center for Teaching and Learning’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?” facilitated by Stacy Anderson and Heather Symon Bassett (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. The FCTL facilitated four “deliberative dialogues” sessions for faculty: “An Equity Imperative in Our Classrooms: Why ‘a rising tide lifts all boats’ Only Works if Everyone has a Boat;” “Advancing Inclusive Teaching: Excellence, Engagement, and Belonging;” “Microaggressions and Relationships: How to Effectively Respond and Why it Matters;” and a reading group “An Equity, Inclusion, and Relationships-Focused Reading and Discussion Group” that met for five Mondays. During New Faculty Orientation, the FCTL held three sessions dedicated to increasing diversity, equity, and inclusion: “Creating a Truly Diverse University,” led by David Pilgrim; “Student Success: The Inspiration for our Vocation” panel with members of Retention and Student Success; and the FCTL’s Summer Institute on Designing for Engagement focused significant attention on diversity, equity, and inclusion in course design. FCTL also initiated a learning community for the 11 faculty who teach Ready for Life.

APO Initiative 3: Spur a culture of data-driven decision-making across the University.

Progress and Updates

- Librarians Heather Symon Bassett and Stacy Anderson, and Library Assistant Chelsea Mitchell, completed data aggregation to report to the annual Association of College and Research Libraries and Integrated Post-Secondary Educational Data System. Librarian Ann Breitenwischer attended Professor Florian Schaub’s virtual mini-class “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 the General Counsel, Information Technology and the Department of Public Safety. In this, existing patron privacy practices were reviewed and procedures were updated to ensure compliance with the Michigan Library Privacy Act and General Data Protection Regulation. The new privacy statement will be available on the library website starting July 1, 2022.

APO Initiative 4: Assess and review processes for academic programs and offerings to increase effectiveness.

Progress and Updates

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

APO Initiative 5: Foster a rich, student-centered university educational experience.

Progress and Updates

- Pharmacy:

- The College of Pharmacy's Professional Development Committee facilitated four development sessions focused on online/remote learning, and resources have been developed including test writing for open notes/at-home exams (in collaboration with the Faculty Center for Teaching and Learning, and eLearning).
- Due to an urgent need to pivot to HyFlex teaching during the COVID-19 pandemic, the College of Pharmacy's Professional Development Committee organized four sessions focusing on WolfVision training videos, navigating HyFlex courses, engaging students in class and group work, and Examsoft Tips & Tricks.
- The College of Pharmacy created a Canvas 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 have 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 will work together as the first cohort to develop and deliver educational VR experiences.
- The Artificial Intelligence program began offering classes for the new Bachelor of Science degree. Two faculty received professional development in Artificial Intelligence from MIT, and three faculty attended an eight-month, post-graduate certificate training in Artificial Intelligence and Machine Learning from the University of Texas at Austin. These activities were supported by federal grants.
- Interactive videos were created and used by interprofessional staff. The scenarios used in the videos focused on subjects identified as gaps in knowledge from our students and clinical partners. The interactive nature of the “choose your 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 their 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.
- Librarian Ali Konieczny continues to update Canvas content for the Health Sciences and is currently working with the Health Care Systems Administration program to further integrate library resources into their advising shell.
- FLITE hosted approximately 620 students through several events that helped introduce students to the library while enriching the student academic experience, including disc golf in FLITE during Bulldog Beginnings, therapy dogs at FLITE during exam week, hot dogs from Fatty C's Dog House, and mini-golf in FLITE in coordination with Computer Information Systems. Librarian Mari Kermit-Canfield and Paul Zube from the Department of

Communication have contacted their publisher to update their textbook *Information Literacy and You* for FY22-23. They also presented their work at LOEX '22. 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.” 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.

Student Success (SS)

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.

SS Initiative 1: Expand access through targeted recruitment efforts.

Progress and Updates

- The annual marketing campaign supported Admissions’ student recruitment efforts by exceeding 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).
- UA&M partnered with KCAD and Extended and International Operations 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.
- 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 literature that is strategically shared with students throughout the process. KCAD piloted one course in Spring 2021 with positive outcomes. The program will expand to three courses in Fall 2021. 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 associate or bachelor's degree).

- The football showcase brought in over 700 prospective football athletes and 200 coaches to the Big Rapids campus. On average, each camper brought one parent with them who had the option to tour Academic Alley and/or attend a parents' meeting. Campers and high school coaches from all over Michigan, Indiana, and Ohio were in attendance. College coaches from the University of Notre Dame, Michigan State University, and the University of Michigan were in attendance to observe prospective high school athletes and to give a presentation to the camp.
- Admissions, the Office of Transfer & Secondary Partnerships, Office of Multicultural Student Services, and Center for Latin@ Studies collaborated on a series of information programming at Ferris Charter Schools. A team presented on the University's history, its mission, academic offerings, and what it is like to be a student at Ferris to nearly 1,000 high schoolers. With excellent feedback from the school administrators and participants, this will become a regular recruiting practice.
- To promote knowledge of the financial aid process, to prompt early completion of the Free Application for Federal Student Aid, and to provide additional monetary support to students, 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.
- UA&M
 - 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 Request for Information process and streamlined first interactions by building customized RFI forms for each academic college to be used by prospective students. Using the College of Business as a pilot, the team created an RFI form 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.
- 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 Center for Latin@ Studies continues to offer monthly outreach and college readiness virtual workshops with former Promesa Summer Success participants on the college-going process. Executive Director Kaylee Moreno-Burke presented at the Ocana Exito Educativo College Awareness program. The Center hosted a table at the Hispanic Festival of West Michigan and created a 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.

SS Initiative 2: Champion degree completion and ensure a clear path to success.

Progress and Updates

- 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%.
- Retention and Student Success led the selection of EAB/Navigate as the University's student success management platform and is currently leading its implementation and roll-out.

- Educational Counseling and Disabilities Services Director Julie Alexander won a Ferris merit grant to implement read and write literacy software to support students' access to accommodation software solutions. The project will run in the 2022-2023 academic year.
- Educational Counseling and Disabilities Services hosted six sessions for Disability Awareness Month, including alumnus Marcus Manders' presentation "Disability, Equity, and Inclusion Through a Different Lens," comedy night with disabled comedian Jacob Barr, the second annual Disability Resource Fair, alumnus Michael Williams on Self-Advocacy, Julie Alexander and Kylie Piette on disability accommodations, and Web Marketing Manager Eric Hazen on web accessibility. After review, ECDS selected Ai.Media to provide assistive technology for captioning, transcription and translation services.
- The Transfer Evaluation System software is currently in use for course equivalency work.
- The Center for Latin@ Studies is collaborating with the College of Health Professions and the College of Engineering Technology to better understand enrollment (CET) and completion gaps (CHP) for STEM students. The Center for Latin@ Studies collaborated with Career and Professional Success to extend success coaching to 700 students. Outreach to 2nd-5th year Latino students increased to 25% (three or more meaningful contacts). Interns with the Center for Latin@ Studies were trained on the Tuition Incentive Program to better support students while on-boarding at Ferris.
- Ferris was honored by the National Association of Student Personnel Administrators as one of only two first-gen advisory institutions in Michigan.
- The Academic Literacies Center continues to ensure all tutors, Structured Learning Assistance instructors, and general staff are trained in Title IX reporting. ECDS collaborated with Michigan Rehabilitative Services to have a representative on the Liaison Committee for Students with Disabilities and hold weekly office hours on campus. Plans are underway for a collaborative event with the Bureau of Services for Blind Persons.
- 117 students attended the Student Success Speaker Series organized by the Academic Literacies Center in Fall 2021. Other community-building events hosted by the ALC attracted approximately 1,500 students during the Fall 2021 semester. 174 students attended the Student Success Speaker Series organized by the ALC in Spring 2022. ECDS continues to create closer relationships with the local disability community. A representative from Disability Advocates of Kent County joined the Liaison Committee for Students with Disabilities.
- FLITE repurposed funds to improve the 24-hour accessible student space in the FLITE deck. Nick Palmer began employment at Ferris as the Tuition Incentive Program scholars coordinator.
- The ALC provided 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, the highest areas of requests for Flex tutoring were in Chemistry and Mathematics. In the spring, the highest areas of requests for Flex tutoring were in the areas of Chemistry, Mathematics, and Physics.

SS Initiative 3: Position career readiness and ExperienceShips at the center of a Ferris State education.

Progress and Updates

- College of Pharmacy
 - Faculty conducted a needs assessment for P1-P3 students to address career readiness.
 - Created a Career Planning Task Force to provide career guidance to students.
 - Enhanced its career planning website in Pharmacy 411.
 - Faculty provided APhA Career Pathway training to the P2 class.
 - Created an External Communications and Digital Marketing Taskforce that is now using LinkedIn, Instagram, Twitter, and Facebook to highlight 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 mentors by week four.
 - The graduating Class of 2022 was successful in securing post-graduate residencies with a 79% match rate at health systems across Michigan and the U.S.
 - Over 80% of the Pharmacy Class of 2022 have currently accepted employment positions upon graduation, which is 16% higher than in 2021.
- 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 a related information-oriented degree.
- The First-Generation program offered eight social events with a total attendance of approximately 200 First-Gen students.

Institutional Effectiveness (IE)

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.

IE 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 ownership (or shared understanding) of important university structures while also increasing trust, efficiency, and effectiveness.

Progress and Updates

- The College of Pharmacy's 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)
- The College of Pharmacy is collaborating with the Office of Graduate Studies through shared staff to streamline application and program marketing.
- The 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 student communication to increase their understanding of the student conduct process.
- 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.
- Librarian Dejah Rubel collaborated 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.

IE Initiative 2: Develop a more effective and transparent campus by standardizing and integrating the use of existing campus software and systems.

Progress and Updates

- Ferris State University Seminar continues to encourage students to embrace diversity by introducing conversations and classroom activities. The Center for Latin@ Studies has

initiated three classes at Plaza Roosevelt for Fall 2022 with an anticipated enrollment of 20 students in each class. During the 2021-2022 academic year, 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 grades. At 53% female and 47% male, the gender balance of those seeking tutoring reflects the population as a 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% of students visiting the Academic Literacies 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.

IE Initiative 3: Review systems of funding, planning, and degree auditing to identify barriers to student success, thereby increasing the attainability of a Ferris degree.

Progress and Updates

- The Kendall College of Art and Design curriculum up to the 2021-2022 academic year has been implemented in MyDegree, with progress being made on the new 2022-2023 curriculum.

Pride and Community (PC)

Strategic Goal

Striving to share our proud story, Ferris will provide members with empowering experiences and partnerships.

PC Initiative 1: Share our founders' emphasis on opportunity and excellence.

Progress and Updates

- UA&M
 - 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 made against the University more than five years ago. Closing the complaint involved extensive work across many of the University's digital platforms and resulted in a website that better serves our entire community and helps accelerate the University toward its strategic goals.
- 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 was 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.
- 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 the 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,
 - Print advertising with regional and local media outlets celebrating the National Championship, and
 - Additional investments boosted 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 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
- FSUS continues to encourage students to embrace diversity by introducing conversations and classroom activities.
- The Anti-Violence Alliance is a multidisciplinary team of Ferris students, staff, and faculty dedicated to improving the 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. The approach to prevention emphasizes the creation of prosocial bystanders across the campus community who promote the message that interpersonal violence is not tolerated at Ferris. 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, one candlelight vigil, one 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.
- 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.
- The Ferris Institutional Repository completed the migration of its web presence to a single new hosted system based on Islandora platform. FLITE restarted the series “Money Talks” that teaches the basics of financial literacy and covers the basic principles of investing and purchasing a car. Librarian Ann Breitenwischer created a draft of “Timeline History of Libraries at Ferris,” a descriptive of the evolution of the library from books only in Woodbridge 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's 50th. Librarian Ann Breitenwischer assisted members of the community in researching the historical attendance of relatives. Academic Literacies Center Director Karen Royster-James received the Martin Luther King Jr. Social Justice Award for 2021-2022.

PC Initiative 2: Better utilize alumni as ambassadors to our constituents, partners, and the world.

Progress and Updates

- Kendall College of Art and Design:
 - BEYOND KCAD Speaker Series:
 - The KCAD Senate Visiting Artist Committee 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. Three virtual events took place during Spring 2021. The KCAD VAC committee is planning to continue this series for the 2021-2022 academic year.
 - KCAD Alumni Survey:
 - 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 future engagement opportunities.
- UA&M:
 - A distinguished Ferris Institute Alumni history display wall was completed in the University Center.
- Pharmacy:
 - Alumni speakers participated in the 2021 Spring Seminar program, including Dr. Thomas Silhavy (P'71), professor at Princeton University.
 - 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 (CASE'20), and John Thomson (B'83) in the Fall 2021 Student Research Fellowship Symposium.
- Alumni Association
 - 59 in-person or virtual events were marketed this fiscal year with the help of Alumni Ambassadors.
 - Established the Alumni Ambassador program, which has grown to more than 35 alumni volunteers in key states across the U.S., 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 shared it 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,” 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.
 - As of 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 U.S.
 - 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.
- 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.
- 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 Initiative 3: Identify, create, and pursue opportunities that strengthen student-focused partnerships with the local community.

Progress and Updates

- Pharmacy:
 - 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.
 - Established research and practice site collaborations with external partners including MSU, GVSU, UofM, Wayne State, Van Andel Institute, Metro Health-Michigan West, and 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.
 - Faculty created an APPE readiness plan and policy to ensure student success while engaging with stakeholders at community practice sites.
- In Fall 2021, students in the Kendall College of Art and Design 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. 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 one-year break due to the COVID-19 pandemic. 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.
- The Center for Latin@ Studies supported seven 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. The Academic Literacies 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 the 2021-2022 academic year. Education Counseling and Disabilities Services led a campaign in Spring 2021 to raise awareness of invisible disabilities on campus. ECDS intern presented on a 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. Ten students from Honors, 19 first-generation students, and five Center for Latin@ Studies students joined 25 students from Office of Multicultural Student Services and three from the LGBTQ+ Resource Center in the first annual multicultural graduate and awards ceremony. Twelve student employees in the Academic Literacies Center completed security training.
- 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 organized by the Academic Literacies Center in Spring 2022.

Enhancing Resources (ER)

Strategic Goal

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

ER Initiative 1: Increase funding from grants, gifts, and other non-tuition sources.

Progress and Updates

- UA&M:

- 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 \$295,000 for 53 different causes. Of the more than 1,300 donors who made gifts to the campaign, 857 were alumni donors.
- 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.
- Pharmacy:
 - The annual report of research and scholarly activity was completed and published for FY21.
 - The University submitted an NIH T34 training grant for \$2.5M to fund undergraduate research submitted (May 2021).
 - Developed a new Travel and Professional Development Funding Policy, adopted in Fall 2021.
 - Received eight new funded grants totaling \$1,481,756 in FY21.
 - In FY22, the pharmacy faculty submitted eight new grant applications requesting \$1.2M in external grant funding.
 - Focusing major endowment gifts on recruiting 1st-year pharmacy students
- Now & Always Comprehensive Campaign:
 - In November 2021, the University 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. The University also received more than 1,000 gifts over \$10k since July 2013.
- FERRIS FUTURES SCHOLARSHIP CHALLENGE: The University has matched \$12.58M to date via the Ferris Futures Scholarship Challenge 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 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 for Excellence Benefit in 2021. Proceeds continue to fund The Ferris Foundation opportunity endowed scholarships as well as faculty and staff merit grants.
- 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. The program funds strategies to promote all high school seniors to complete a FAFSA form.
- The Dean of Student Life and the Dean of Enrollment Services collaborated on creating an internship position for the NASPA Undergraduate Fellows Program 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 a career or graduate school entrance. The intern will

be on campus in June and July working with all the units within Student Affairs with a special emphasis on working with OMSS and the LGBTQ+ Resource Center.

- 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.
- The Early Learning Center received a Child Care Sustainability Grant through the Michigan Department of Education for \$101,058.75 to support program operations through July 2023.
- Andrew Peterson and Luke Hedman won an internal grant from the Ferris Innovation Advisory Team 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.
- Student Affairs applied for a Title III SIP Grant that would provide strategic and intentional support for First-Generation Low-Income students through a holistic approach to student success. Student Affairs was awarded a \$100K grant to bring in Marissa Kelly TIP and students of color success coaching.
- FLITE raised \$650 from nine 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. The Academic Literacies 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 One Day for Dawgs.
- 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.

ER Initiative 2: Encourage revenue-generating innovation.

Progress and Updates

- 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.
- The Jim Crow Museum received a \$50,000 grant from the Institute for Museum and Library Sciences 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 their ability to preserve and care for their significant humanities collections.

Update on Key Strategic Targets

Below are the 2021 Key Strategic Target and the actual 2021-2022 numbers.

- Enrollment
 - 2021 Target – 11,500
 - 2021 Actual – 10,361
- Online Student Credit Hours
 - AY 20-21 Target – 47,832
 - AY 20-21 Actual – 141,327
- 3 New Innovative/market Driven Programs Added Annually
 - AY 21-22 Target – 9
 - AY 21-22 Actual – 15
- First-Year Retention Rate
 - 2021 Target – 73%
 - 2021 Actual – 72%
- International Student Enrollment
 - Fall 2021 Target – 143
 - Fall 2021 Actual – 145
- Minority Enrollment
 - Fall 2021 Target – 2,649
 - Fall 2021 Actual – 2,230
- Increase FTIAC Students with GPA of 3.5 or Above by 3%
 - Fall 2021 Target – 38%
 - Fall 2022 Actual – 43%
- Net Price Increases no more than 2 percent annually

- FY 2021 Target – \$14,530
- FY 2021 Actual – \$12,638
- Improve overall 6-year Grad Rate for full-time BS Degree-seeking students to 65%
 - 2015 Cohort Target – 58%
 - 2015 Cohort Actual – 55%
- Alumni Engagement
 - FY 2021 Initial Target – 25,000
 - FY 2021 Actual – 36,346
- Revenue from Academic Grants increase by \$1 million annually
 - FY 2021 Target – \$3,427,234
 - FY 2022 Newly Awarded – \$6,700,834
- Comprehensive Campaign goal
 - FY 2021 Target – \$112,079,681
 - FY 2021 Actual – \$110,499,722
- Increase the percent of graduates with ExperienceShips to 75% by 2024
 - AY 21-22 Target – 74%
 - AY 21-22 Actual – Data not available until Fall 2022

CONCLUSION

Like many universities in this country, Ferris State University is at a crossroads. COVID-19 disrupted campuses, but there were significant challenges before the pandemic. Public institutions saw declining support from their respective state budget allocations going back to the 2008 economic downturn. Consumers are questioning the value of a college education and whether the return on investment is worth the cost or the debt required to earn a four-year degree. Faltering enrollments have resulted in a half-decade of budget cuts, with the accompanying layoffs and psychological blows to the morale of employees who keep their jobs. These roadblocks (and others) are compounded by the growth in skepticism and hostility against higher educational institutions.

Yes, these are significant challenges but Ferris State University has a history of overcoming great obstacles. For almost two decades, President Eisler provided leadership for the institution. Dr. Bill Pink will take the baton from Dr. Eisler and carry us toward the completion of our strategic goals. We are at the halfway mark of the plan, and we are encouraged by the progress.