

# Crossroads:

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Strategic Plan 2022-2023 Progress and Updates

**Ferris Forward**

**2022-2023**



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# CROSSROADS

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A new era began in July 2022 as Dr. Bill Pink became the 19<sup>th</sup> President of Ferris State University. By his inauguration in October, President Pink had already spent much time sharing his vision for the future of Ferris State University. As with all new leadership changes, it is natural to pause and reflect on the connection between the new vision and the previous vision of the university.

This year's report, "Crossroads: Progress and Updates, 2022-2023," presents the status of the current five-year strategic plan. Although reported activity for this year declined, efforts have continued toward achieving the targeted goals. This report provides details on the work reported from June 2022 through May 2023.

Some encouraging results were achieved. Six of the thirteen Key Strategic Targets exceeded their goal, including an increase of online credit hours and the number of new academic programs, revenue from grants, and the enrollment of FTIAC students with a cumulative GPA of 3.5 or better.

## 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*

- 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 Initiative 2:** Honor our commitment to lifelong learning.

*Progress and Updates*

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

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

*Progress and Updates*

- 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.

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

*Progress and Updates*

- No progress reported.

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

*Progress and Updates*

- Ferris State University Heavy Equipment Technology students have modern components on their laboratory floor to examine and train because of 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 Academic Service Learning (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:
  - Mystic Michigan: The Rocks Cry Out

- Vision Rehabilitation Workshop
- Artists Creating Together Branding
- Lead Screening of NEMSCA Head Start Children
- You Only Have to Brush the Ones You Want to Keep
- 2023 Cesar Chavez Social Justice Activities
- Community Literacy Project
- Literacy in Action Project
- Sports Sponsorship Events
- How Many More?
- Gwen Frostic: Art and Nature in Michigan

## 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*

- To support video advertising initiatives at 10 of our top feeder high schools, the Web Marketing team built landing pages personalized for each school's marketing team. 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 succeeded at Ferris. An example may be seen at <https://www.ferris.edu/high-schools/rockford.htm>
- Bulldog Bonus scholarships worth \$2,000 are 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>

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

#### *Progress and Updates*

- 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. 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>

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

### *Progress and Updates*

- In support of the College of Pharmacy’s teacher-scholar model, in which students work with faculty on research projects, 13 students co-authored seven research publications and presented 14 posters at regional, national, and international meetings.
- The College of Pharmacy deployed a career-readiness needs assessment for pharmacy students (professional years 1, 2, 3).
- The College of Pharmacy began offering the American Pharmacists Association (APhA) Career Pathway training for professional year 1 and 2 classes.
- 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 provide optometric services to 1,265 patients that do not have easy access to quality eye care. Over 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. Lollapalooza continues to be one of the largest festivals in the country with sell-out crowds of 100,000 people on three of the four days of the event. FSU students worked all four days as part of the Guest Services team for an industry-intensive experienceship.
- 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.
- Through a partnership with the Aerospace Industry Association of Michigan, the office of Career and Professional Success created 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.

- 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 computer software, expertise, special equipment and information.

<https://www.ferris.edu/HTMLS/news/archive/2023/january/partnership.htm>

## 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*

- 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 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.

**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*

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

**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*

- No progress to report.

## 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*

- In collaboration with KCAD, UICA launched the KCAD Design Academy, an initiative that provides Grand Rapids Public Schools (GRPS) students with opportunities to explore the world of design and the design process 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.
- 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.

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

### *Progress and Updates*

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

- Plastics Engineering Technology faculty provide industry crucial learning with injection molding skills institute. <https://www.ferris.edu/news/archive/2023/may/plastics.htm>

**PC Initiative 3:** Identify, create, and pursue opportunities that strengthen student-focused partnerships with the local community.

### *Progress and Updates*

- Through the engagement of students in Sports Careers RSO and Special Olympics College Club, the Sports Communication program hosted 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.
- The College of Pharmacy faculty are engaging in nearly 14,000 hours of direct patient care annually at community partner sites across 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.
- 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.
- 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 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>

## 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*

- The College of pharmacy faculty were awarded \$710,193 in new grants and contracts in FY22.
- The University has an expanding portfolio of intellectual property and engagement with potential commercial partners.
- 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 recognition 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 program's annual recruitment event, "Diesel Days."
- 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 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>

- 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>
- 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>
- New FY22 Grant 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.
  - 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.
  - Cyndi Tiedt, Diversity and Inclusion, \$14,412 for "Preservation Assessment and Stewardship Planning" from the National Endowment of the Humanities.
  - Tim Blashill, Ice Arena/Sports Complex, \$10,000 for "Kids Hockey Development Program" from the Mecosta Community Foundation.

- Jonathan Moroney, KCAD, \$15,661 for "Fleetwood Elder Care Research" from the Fleetwood Group, Inc.
- 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.
- Danyelle Gregory, OMSS, \$101,727 for "MI GEAR UP Year 2" from the U.S. Department of Education.
- Liza Ing, Arts, Sciences and Education, \$113,262 for "Select Student Support Services (4S) Program" from the MI Department of Labor and Economic Opportunity.
- Lori Johnson, Auxiliary Services, \$144,300 for "Ferris State University CCAMPIS Program (Year 4)" from the US Department of Education.
- Jeanette Ward, Diversity and Inclusion, \$112,953 for "Youth In Transition Living Skills" from MDHHS. Qian Ding, Pharmacy, \$8,528, for "Optimizing Opioid Use Following Critical Illness" from Samford University.
- Jonathan Moroney, KCAD, \$15,750, for "Project Innovation Program" from Grand Valley State University.
- Joan Sechrist, KCAD, \$29,478, for "Th3rd Coast KCAD XR Lab Year 2022" from Th3rd Coast Media Solutions.
- Carlos Sanchez, Latino Studies, \$150,000, for "Latino Business and Economic Development Center" from Grand Rapids Community Foundation.
- Jill Schneider, KCAD, \$5,000, for "KCAD Activation for DGRI's World of Winter Event" from the City of Grand Rapids.
- Lori Johnson, Auxiliary Services, \$103,424 for "ELC Child Care Sustainability" from MDHHS.
- Jonathan Moroney, KCAD, \$12,229, for "Design Research, Product Design and Prototype Services for FloraCraft Corporation" from FloraCraft.
- Jonathan Moroney, KCAD, \$13,882, for "Design and Prototype for Tulip Time" from Tulip Time Festival.
- Jonathan Moroney, KCAD, \$15,626, for "Design Research, Product Design and Prototype Services for Baresque" from Baresque.
- Deedee Stakley, RSS, \$9,400, for "Ferris MathForward Program" from Fremont Foundation.
- Joy Pulsifer, Student Affairs, \$65,000, for "Data Impact Coordinator" from Michigan Coalition to End Domestic and Sexual Violence.

- 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.
- Paula McDowell, MCO, \$4,650, for "Creating a Virtual Tour of the Eye Care Clinic" from Able Eyes.
- Deedee Stakley, RSS, \$5,000, for "Bulldog Bonus FAFSA Competition" from Michigan College Access Network.
- Minji Sohn, Pharmacy, \$611,929, "Collaboration to Harmonize Antimicrobial Registry Measures (CHARM) Bulldog Bonus FAFSA Competition" from MDHHS.
- Deedee Stakley, RSS, \$20,000, for "Ferris Credential Transparency Project" from Midwestern Higher Education Compact (MHEC).
- New FY23 Grant Awards:
  - Daniel DeRegnier, CHP, \$8,000 for "Licensing Fees for ASCP program" from the American Society for Clinical Pathology.
  - 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.
  - Greg Gogolin, Business, \$127,089 for "DoD Cyber Scholar Program" from the U.S. Department of Defense. Liza Ing, CASE, \$113,262 for "Select Student Support Services (4S) - Year 6" from the Michigan Department of Labor and Economic Opportunity - KCP Initiative.
  - Ron Rizzo, Charter Schools, \$28,200, for "A-Game: Measure What Matters" from the National Charter Schools Institute.
  - Michael Staley, CET, \$659,504, for "EV and Mobility - Talent Action Team" grant from the Michigan Economic Development Corporation.
  - 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.
  - Mandy Seiferlein, Academic Affairs, \$346,160 for "FSU Perkins V CTE" from the Michigan Department of Labor and Economic Opportunity.
  - Shelby Kelsh, Pharmacy, \$19,450 for "Tobacco/Vape-Free College Awareness and Change Program" from the Truth Initiative.

- 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.
- Deedee Stakley, OTSSP, \$253,440 for "High School Paws for the Future" OST Grant from the Michigan Department of Education.
- Sonia Trevino, CLS, \$20,000 for "Create Promesa Summer Success Program" with Grant Public Schools and the Fremont Area Community Foundation.
- Sara Higley, Athletics, \$30,000 for "Academic Advising Intern for Ferris Athletics" from the NCAA Diversity Grant Program.
- Jonathan Moroney, KCAD, \$5,868 for "Disher School Safety Project" from Disher.
- Jonathan Moroney, KCAD, \$3,781 for "Airdrop Audio Radar Project" from Airdrop.
- Jonathan Moroney, KCAD, \$9,389 for "x-Dot Medical - Catheter Device" from X Dot Medical.
- Jonathan Moroney, KCAD, \$20,000 for "Marketlab Contract" from Marketlab.
- Jonathan Moroney, KCAD, \$8,983 for "RigRax Contract" from RigRax.
- Tara McCrackin, KCAD, \$411,219 for "Wege Prize - International (FY23)" from Wege Foundation.
- Janette Ward, DIO, \$353,052, for "Youth In Transition - Independent Living Skills Coach" from the Michigan Department of Health and Human Services.
- Danyelle Gregory, DIO/OMSS, \$101,303, for "GEAR-UP Ferris State University" from the Michigan Department of Labor and Economic Opportunity.
- Lori Johnson, Auxiliary, \$2,040,000, for "CCAMPIS FY23-FY27" from the US Department of Education.
- Lori Johnson, Auxiliary, \$75,103 for "Child Sustainability Grant" from the Michigan Department of Education.

**ER Initiative 2:** Encourage revenue-generating innovation.

*Progress and Updates*

- No progress to report.

## Update on Key Strategic Targets

Below are the 2022 Key Strategic Target and the actual 2022-2023 numbers.

- Enrollment
  - 2022 Target – 12,000
  - 2022 Actual – **10,072**
- Online Student Credit Hours
  - AY 22-23 Target – 52,735
  - AY 22-23 Actual – **62,298**
- 3 New Innovative/market Driven Programs Added Annually
  - AY 21-22 Target – 9
  - AY 21-22 Actual – **12**
- First Year Retention Rate
  - 2022 Target – 73%
  - 2022 Actual – **71%**
- International Student Enrollment
  - Fall 2022 Target – 183
  - Fall 2022 Actual – **135**
- Minority Enrollment
  - Fall 2022 Target – 2,728
  - Fall 2022 Actual – **2,230**
- Increase FTIAC Students with GPA of 3.5 or Above by 3%
  - Fall 2022 Target – 39%
  - Fall 2022 Actual – **42%**
- Net Price Increases no more than 2 percent annually (2022 data not available until Fall 2023).
  - FY 2021 Target – \$14,530
  - FY 2021 Actual – **\$13,624**
- Improve overall 6-year Grad Rate for full-time BS Degree seeking students to 65%
  - 2016 Cohort Target – 62%
  - 2016 Cohort Actual – **57%**
- Alumni Engagement
  - FY 2022 Target – 37,480
  - FY 2022 Actual – **57,055**
- Revenue from Academic Grants increase by \$1 million annually
  - FY 2022 Target – \$4,262,615
  - FY 2022 Newly Awarded – **\$11,861,614**
- Comprehensive Campaign goal
  - FY 2022 Target – \$125,706,805
  - FY 2022 Actual – **\$123,805,625**

- Increase the percent of graduates with Experienceships to 75% by 2024
  - AY 21-22 Target – 74%
  - AY 21-22 Actual – **70%**

## CONCLUSION

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With new executive leadership in multiple areas, it would be prudent for Ferris to evaluate the current Strategic Plan to see what aspects align with the new direction of the university. For instance, the original steering committee for the Strategic Plan has lost seven out of fifteen members (47%), and eight out of thirteen co-chairs from the workgroups (62%) are no longer with the institution. This may be the best time to assess what has been accomplished, what still needs attention, and what items need to be adjusted due to various variables.