The Final Stretch

Progress and Updates, 2023-2024

Ferris Forward

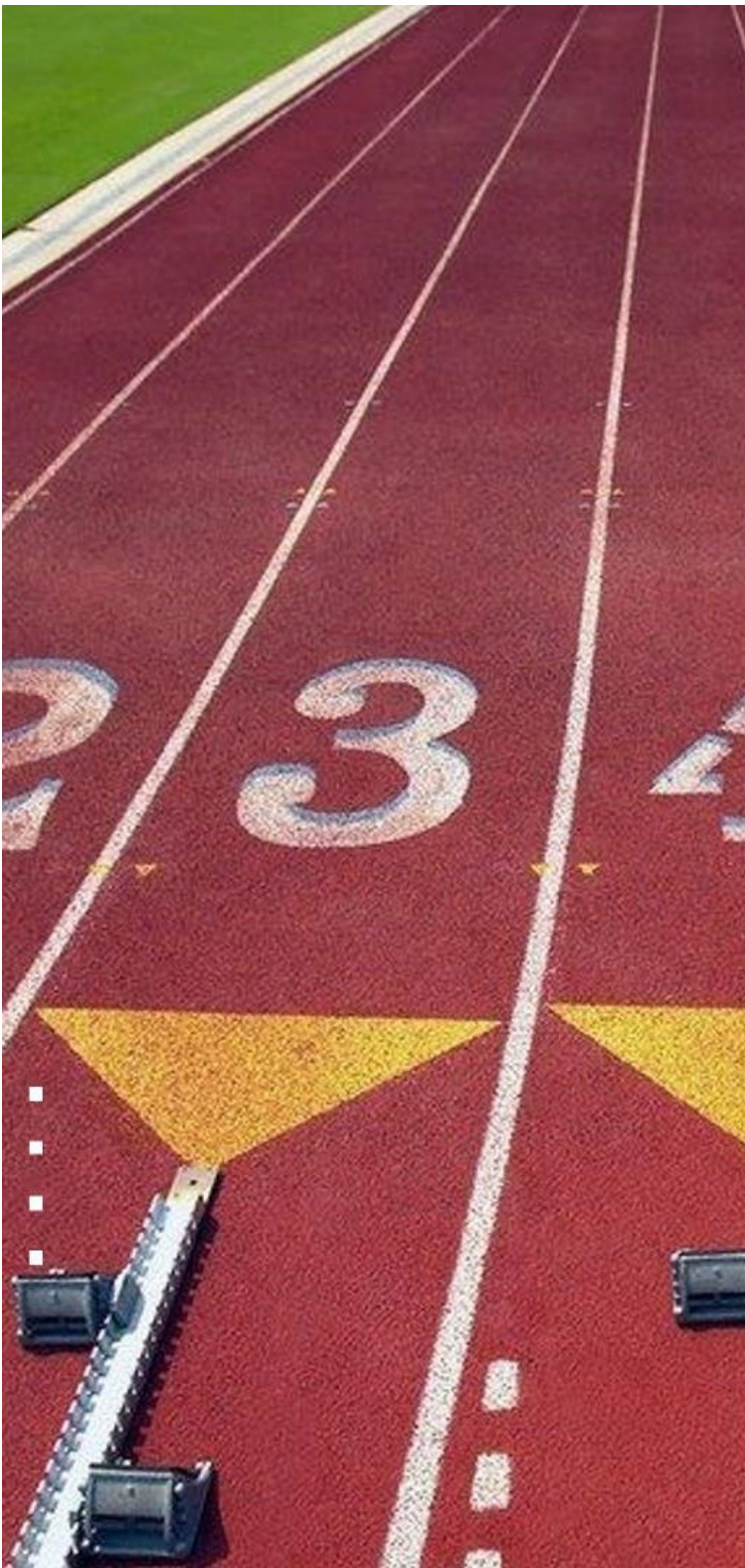## 2023-2024 Report

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THE FINAL STRETCH

This year's report "The Final Stretch: Progress and Updates, 2023-2024" presents the final push to the end of the 2019-2024 Strategic Plan. The report marks progress and updates from June 1, 2023, until May 31, 2024. Academic Year end data will not be collected until Fall 2024. While the current Strategic Plan is coming to an end, parallel work is being done to develop the next strategic plan for the university.

A major highlight in this report is the progress of the Institutional Effectiveness initiative 1. The Administration and Finance department has made significant changes to the university's budget models. This move is addressing the goal of initiative to review University structures processes and make these procedures more efficient and effective.

There were several significant issues with gathering data for progress and updates and collecting correct data for the Key Strategic Targets throughout the five years of this plan. Acquiring progress and updates into the Strategic Plan forms from stakeholders lost steam as the plan neared the end. So much so, that nearly all the progress and updates entered for the 2023-2024 reporting period was collected from Ferris State News articles on the website. This is an issue, because it is highly likely that some work had been done in conjunction with the strategic plan initiatives, but the information has not been collected or reflected in this report.

Although many Key Strategic Targets were not met, some areas had marked growth and some exceeded the targets.

Online student credit hours increased over 5% from 66,298 to 69,642 during the period.

New Programs added exceeded the goal of 3 new programs added annually by adding 7 during the reporting period. In fact, Ferris more than doubled the overall target. Ferris added 32 new programs over the duration of the plan. That is a significant increase considering only 18 new programs were added from 2014-2019.

Alumni Engaged far outpaced the target of 40,000 by again reaching over 50,000 during the reporting period.

The **Comprehensive Campaign** goal for the university of $115 million was exceeded in FY 22 reaching over $123 million.

Perhaps one of the most impressive milestones is the increase of **revenue awarded from academic grants.** For the 2023/24 reporting cycle, Ferris received over $6.5 million in academic grant funding. Since the beginning of the strategic plan, the university has accrued over $19 million in academic grant funds.

Reported Progress and Updates for the 2023/2024 period
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

- 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

APO Initiative 2: Honor our commitment to lifelong learning.

Progress and Updates

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

Progress and Updates

- No Progress Reported

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

- No Progress Reported

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

- 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

- 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

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, 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

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

Progress and Updates

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

- 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

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

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

Progress and Updates

- No Progress Reported

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

- 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

- 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

- 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

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

Progress and Updates

- 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

- 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

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

Progress and Updates

- 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

- 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

- 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

- 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

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 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

- 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

- 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

ER Initiative 2: Encourage revenue-generating innovation.

Progress and Updates

- No progress to report.

Update on Key Strategic Targets

Below are the 2023 Key Strategic Target numbers. Final numbers for Fiscal year and Academic year cannot be compiled until later 2024.

- Enrollment (Final Numbers available after 4th day count Fall 2024)

- o 2024 Target – 13,000
- o 2024 Actual – TBD
- Online Student Credit Hours
  - o AY 23-24 Target – 55,371
  - o AY 23-24 Actual – 69,642
- 3 New Innovative/market Driven Programs Added Annually
  - o AY 23-24 Target – 3
  - o AY 23-24 Actual – 7 (32 total in 5 years)
- First Year Retention Rate (Final Numbers available after 4th day count Fall 2024)
  - o AY 22-24 Target – 75%
  - o AY 23-24 Actual – TBD
- International Student Enrollment (Final Numbers available after 4th day count Fall 2024)
  - o Fall 2024 Target – 300
  - o Fall 2024 Actual – TBD
- Minority Enrollment (Final Numbers available after 4th day count Fall 2024
  - o Fall 2024 Target – 3,278
  - o Fall 2043 Actual – TBD
- Increase FTIAC Students with GPA of 3.5 or Above by 3% (Final Numbers available after 4th day count Fall 2024)
  - o Fall 2024 Target – 40%
  - o Fall 2024 Actual – TBD
- Net Price Increases no more than 2 percent annually (2023 IPEDS data not available until Fall 2024).
  - o FY 2022 Target – $14,703
  - o FY 2022 Actual – $13,978
- Improve overall 6-year Grad Rate for full-time BS Degree seeking students to 65%
  - o 2017 Cohort Target – 65%
  - o 2017 Cohort Actual – 54%
- Alumni Engagement (Final Numbers available after July 1, 2024)
  - o FY 2023 Target – 38,575
  - o FY 2023 Actual – 52,301
- Revenue from Academic Grants increase by $1 million annually (Final Numbers available after July 1, 2024)
  - o FY 2024 Target – $6,262,615
  - o FY 2023 Newly Awarded – $6,551,623
- Comprehensive Campaign goal
  - o Plan Target – $115,000,000
  - o FY 2024 Actual – $123,805,625 (met goal in FY22)
- Increase the percent of graduates with Experienceships to 75% by 2024 (Final numbers are available after Summer Semester 2024)
  - o AY 22-23 Target – 74.5%
  - o AY 22-23 Actual – 72.2%

CONCLUSION

The final push to the end of the strategic plan is reflected in this 2023-2024 report. As noted, there was marked increased in Student Online Credit hours, Market Driven Programs added, Revenue from Academic Grants, and Comprehensive Campaign totals. Although reporting progress was minimall during the report period, we were still able to gather nearly 70 updates to the Action Steps.

A final report with a collection of all the reported progress and updates for the entire plan will be completed in the Fall of 2024 after all the data for the Key Strategic Targets can be obtained. Ferris is still moving forward and work is already being done on the new strategic plan Ferris Forward: Relevant and Responsive.