Dear Chancellor Elsenbaumer

On February 11, 2014 then Chancellor Carwein appointed me to the position of Vice Chancellor of Academic Affairs for a term extending through June 30, 2016. On July 1, 2015 Chancellor Carwein expanded my portfolio to include the enrollment management units of Admissions, Financial Aid, Registrar, and Student Information Systems. During the late spring of 2016 Vice Chancellor Wesse served as Chair of a committee of faculty and staff that conducted a comprehensive review of my performance as Vice Chancellor. After the completion of that review I was appointed to an additional three year term as Vice Chancellor for Academic Affairs and Enrollment Management for the period July 1, 2016 through June 30, 2019. This document has been prepared to provide a brief summary of activities and accomplishments achieved over the past five years. I have organized this report around eleven of the most salient areas of effort. All areas have occupied more or less time at various points throughout the last five years, but each is equally important. The sequencing of the following has been chosen to provide a sense of narrative structure rather than to suggest the primacy of one group of activities over another.

Reorganization and Realignment – Without question the largest and most complex task of the last five years involved the process of University Strategic Alignment which drove academic restructuring conducted in the fall of 2016 coupled with the concurrently occurring realignment of programs between Indiana University and Purdue University. The organizational and personnel changes associated with the realignment and restructuring processes were of unprecedented scale and scope since the initial merger of Indiana and Purdue University programs to form IPFW. The realignment of Indiana University mission programs and faculty to Purdue University, the continuity of rank and tenure status, as well as the establishment of new course numbers within the Purdue system was completed successfully with a minimum of disruption. Likewise the changes to our Student Information System and Registrar processes that were required by taking on the IUPUI linked Indiana University Fort Wayne health sciences students was completed on time and on budget. The transition of the Helmke Library from the IU System to a stand-alone Purdue library was carried out to the satisfaction of faculty and students with no appreciable loss of services. The restructuring of academic programs led to the closure of departments and the migration of faculty from those closed departments to new academic homes. Despite the difficulty, distrust, and anxiety these changes caused, the migrations occurred successfully. Additionally a large number of organizational changes were undertaken prior to and during the realignment transition. The Department of Engineering was divided into two departments of Civil and
Mechanical Engineering and Electrical and Computer Engineering. The departments of Human Services and Hospitality were transitioned from the College of Health and Human Services to the College of Education and Public Policy to create the new College of Professional Studies. The departments of Educational Studies and Professional Studies were merged into the School of Education. The departments of MCET and ECET were merged into the School of Polytechnic. The School of Music was created. The departments of Fine Art and Visual Communication and Design were merged into the department of Art and Design. The departments of Anthropology and Sociology were recombined into a single administrative unit. The Women’s Studies Program was merged within the Department of Political Science. Significant operational and administrative savings have resulted from these changes.

Accreditation – Throughout the realignment process it was necessary to coordinate changes with the Higher Learning Commission. A successful change of control process was completed as well as the application associated with the addition of a new programming location on the Sweetwater campus. Successful disciplinary accreditation was maintained in the Doermer School of Business (AACSB), the College of Engineering, Technology and Computer Sciences (ABET – all engineering programs, computer science, technology programs), the College of Visual and Performing Arts (NASM School of Music, NAST Theater, NASAD Art and Design which required the transference of our interior design program from ETCS to VPA), the School of Education (CAPE), and our Concurrent Enrollment/Dual Credit program (NACEP). Throughout these self-studies, site visits, and accreditation determinations the reestablished position of Director of Assessment was an essential contributor.

Personnel – Over the past five years I have made a large number of changes among senior academic and enrollment management personnel. The Associate Vice Chancellor for Research position was eliminated and the faculty-led Institute for Research, Scholarship, and Creative Endeavors (IRSC) was established. The portfolios of the remaining two Associate Vice Chancellors were reorganized to allow creation of the Associate Vice Chancellor for Teaching and Learning position. I have twice replaced the Dean of the Doermer School of Business as well the deans of ETCS, Arts and Sciences (for a second time now), the Dean of the Helmke Library, reappointed the Dean of Visual and Performing Arts, and am currently reviewing the Dean of Professional Studies. The position of Director of Assessment was recreated after a gap of five years. The Associate Vice Chancellor of Institutional Effectiveness position was eliminated and the Director of Institutional Research was recreated. The current Director of Information Technology was hired and that unit subsequently moved back to the control of the Vice Chancellor for Financial and Administrative Affairs. Directors of Admissions, Financial Aid, and the Registrar were all replaced and the Associate Vice Chancellor for Enrollment Management and Student Success position was created. The majority of these changes were achieved through national searches resulting in energetic, experienced, and enthusiastic leaders coming to campus.

Academic Programs – The processes of academic reorganization and realignment resulted in the closure of baccalaureate offerings in four program areas: philosophy, French, German, and geology. Despite the difficulty and disruption caused by those program closures, it is important to note that over the past five years there has been a net increase in academic offerings. Six Bachelor of Science programs have been created: Actuarial Science, Data Science and Applied Statistics, Biochemistry, Psychology, Applied Science, and Popular Music. Additionally five-year BS/MS sequences in Systems Engineering and Computer Science were launched. All of the secondary education programs were revised to require a baccalaureate degree in the content area coupled with teacher licensure. Finally seven new certificate programs were launched in culturally and economically important areas: Advanced Manufacturing, Bio-engineering, Computer Networking, Computer Controlled Systems, Small Business Management, Medical Ethics, LGBQ Studies, and Native American Studies.
Budget and Financial Management – With a combined budget of $63.4M in FY 18/19, Academic Affairs and Enrollment Management is a large and financially complex organization. Over the past five years many changes have been made to more effectively align budget with real expenditures, to bring order and organization to the unit’s finances, to increase revenue, and to support the mission and goals of the unit. Specific changes and initiatives completed over the last five years include: a rebalance of the Supplies and Services accounts of all academic departments, restructuring and regularization of the faculty position prioritization process, alignment of costs and budget for concurrent faculty, unification of summer instructional costing, establishment of differential tuition in high cost academic programs, establishment of a flat laboratory fee, multi-year increase in GTA budget, multi-year increase in library collections budget, multi-year increase in faculty research fund, expanded investment in Admissions recruiting, expanded investment in personnel and training in Student Information Systems, creation of Student Success Counselors and Peer Coaches in SST, centralization of disciplinary accreditation costs, faculty computer replacements funded from non-recurring academic carryforward, and perhaps most important is the success of having the Strategic Academic Positions Request become a Purdue System priority for state funding. I feel strongly the financial health of Academic Affairs and Enrollment Management has been maintained through a combination of close attention to financial details as well as creative reallocation of resources to support institutional priorities.

Management and Administration – Because of the lost revenue associated with declining enrollment in the post-recessionary period, Academic Affairs and Enrollment Management could not be run from a position of maintaining the status quo. Rather, it has been necessary to establish a range of data informed management practices to direct resource reallocation and budget cuts. Specific actions have included: creation of academic program performance metrics, integration of those metrics into the departmental annual report process, unification and simplification of departmental reporting, creation and utilization of academic and enrollment dashboards, reorganization of reporting structure of academic affairs satellite units, analysis of functionality of current CRM Slate, review of current LMS, review of course enrollment and classroom utilization, integration of academic and enrollment management leadership in decision making process, reinstitution of Assessment Council, reconstruction of Advising Council. These changes range in scale and scope but all have been undertaken for the purpose of improving efficiency and effectiveness after significant input from relevant institutional stakeholders. I have consistently advocated for the concept that we “cannot be afraid of the data” in order to help leaders, faculty, and staff understand operational realities and achieve well-considered and fully informed administrative decisions.

Student Success – The academic success of students at Purdue Fort Wayne is influenced by many factors within and beyond the classroom. Ultimately, however, the success of the institution is defined by the success of its students. For that reason significant effort has been placed in improving student success through: expanded availability of informal learning spaces, expanded use of primary role advisors and college-based student success centers, creation of the academic pathways program for undecided students, increased funding for student workers, establishment of student success counselors and peer coaches program, elimination of ineffective learning commons, reconnection of writing center with the Department of English and Linguistics, restructured academic tutoring, launched coordinated tutor training program, expanded student research support, implemented myBluePrint across all departments and programs, centralized degree audit process, launched MajorMaps project, and piloted an academic intervention CARE team.
Teaching and Learning – An integral part of student success is a clear institutional commitment to high quality teaching and effective and impactful learning. Towards that end a variety of initiatives have been launched over the past five years: establishment of the Associate Vice Chancellor for Teaching and Learning position, implementation of a required teaching presentations during the faculty interview process, creation of the teaching Alliance to support high quality teaching at PFW, expanded Featured Faculty award to include the area of Teaching and Learning, expansion and clarification of criteria for teaching excellence and competence in P&T documents, regularization of expectations for demonstrating high quality teaching throughout the reappointment process. All of these changes will have a long-term positive impact on the quality of instruction and the depth of learning on this campus.

Promotion and Tenure – Within Academic Affairs few decisions have greater long-term impact on the institution than does the promotion and tenure process. As such, several critical changes have been implemented to ensure stronger cases and better decisions. First a standard reappointment process has been implemented across all colleges wherein the probationary faculty builds the body of their case throughout each reappointment cycle, gradually adding new data and information in the format of the P&T dossier. Second I served as the senior administrator on the review and revision of the Senate P&T procedures and guiding principles documents. Significant changes to the roles of administrative and faculty committees, a process of college level review of departmental criteria documents, and the formal inclusion of faculty recommendations in the non-reappointment of faculty were made. In order to improve and regularize the process of reappointment of continuing lecturers a three-year rolling long-form reappointment is interspersed within two short-form reappointments for senior continuing lecturers. This process will be further modified when the Purdue System policies on CLs are finalized. Finally, and most importantly, the many cycles of reappointment and promotion and tenure have been completed on time, in accordance with policy and procedure and sound decisions have been made on the basis of the quality of evidence presented within the materials and cases.

Enrollment Management – As noted above, on July 1, 2015 the Enrollment Management division was added to my portfolio of responsibilities. In response to on-going enrollment declines radical changes in the admissions and financial aid operations were undertaken during the 2017-2018 recruiting cycle. These changes were difficult and time consuming, but ultimately highly successful. For the fall 2018 class of new students the following was achieved: +20% increase in direct from high school students, +18% increase in new undergraduate students overall, +19% increase in new graduate students, +10% growth in international students. These significant gains were achieved despite the challenges of the rebranding of IPFW to PFW, the turmoil and confusion regarding the realignment process, the loss of the health sciences programs to IUFW, and transitions in leadership in Financial Aid and the Registrar. These gains in new students were achieved by implementing the following: initiation of the first comprehensive SAT/ACT senior search, significant expansion of recruiting in Ohio, Michigan, and Illinois, creation of a multi-touch prospect communication plan including voice and text, creation of the Purdue Fort Wayne scholarship matrix that distributed scholarships of smaller amount across a wider range of merit categories, establishment and marketing of scholarships for transfer students. These changes resulted in the more effective and efficient utilization of existing scholarship dollars which resulted in a significant reduction in tuition discounting. Additionally the first Chancellor’s Commitment Day was held creating a sense of excitement about PFW. With the changes in senior leadership in all three areas of the Enrollment Management division it was possible to build stronger links between the EM units and the academic deans. This year the number of admitted students is running 30% ahead of last year’s pace and stands at close to three times the number of students admitted at this time in 2012. In addition to continuing last year’s activities we have engaged SPARK 451 to carry out prospect communications and run anti-melt campaigns. This spring the first sophomore and junior searches will
be conducted, putting us in touch with the best students earlier. We will also be holding our first ever
dual credit day wherein we invite high school sophomores and juniors enrolled in our Collegiate
Connection program, along with their parents, to an event to celebrate their success and recognize the
fact that they are already admitted to PFW. With the clarity of the PFW brand, a second year of revised
recruiting, the continuation of the Purdue Fort Wayne Scholarship program, and with a single minded
purpose of growing the University, I am confident the successes of 2018 will be expanded this fall.

Activities as a Member of the Faculty – Throughout the last several years I have made a conscious effort
to supplement my duties as Vice Chancellor with the traditional faculty tasks of teaching and research.
As such during each of the past two fall terms I have developed and taught a high enrolling section of
Introductory Physical Geography. Likewise I have been fortunate to have one co-authored research
manuscript published along with four abstracts linked to presentations at the Geological Society of
America annual meetings. Additional manuscripts and research projects are in various stages of
preparation.

In conclusion, it is important to note that the accomplishments described above were not achieved in
isolation. Rather, through the coordinated efforts of a dedicated group of colleagues, faculty,
administrative professionals and support staff the academic and enrollment management units have
overcome declining enrollments, budget cuts, reorganization and realignment to now be in a position of
strength ready for sustained strategic growth. Throughout the last five years I have made mistakes,
there are things I wish I could change, undo, or take back. However, in aggregate I am proud of what
has been achieved. I firmly believe the future of Purdue University Fort Wayne is bright and I look
forward to serving in any capacity to which you believe I am best suited.

Sincerely,

Carl N. Drummond, Ph.D., F.G.S.A.
Vice Chancellor of Academic Affairs
and Enrollment Management