



FORWARD *TOGETHER*

Strategy Meeting Summary

PURDUE FT. WAYNE INTERNATIONAL BALLROOM

OCTOBER 30, 2023

PURDUE
UNIVERSITY

FORT WAYNE



PFW STRATEGY MEETING SUMMARY

October 30, 2023 // International Ballroom



MOVING FORWARD TOGETHER

Our campus community came together recently to spend an extraordinary day looking toward the future of Purdue Fort Wayne.

More than 250 faculty, staff, and students gathered to hear updates on the state of the university and to participate in intensive round table discussions about a wide variety of initiatives, topics, and interests.

The day's agenda and programming were developed by a dedicated Strategic Planning Design Committee co-chaired by Farah Combs, Honors Program director; Joel Givens, Assistant Professor of Counselor Education; and Shubitha Kever, Associate Chief Diversity Officer.

This summary report was developed by the Strategic Planning Design Committee co-chairs with assistance from Strategic Focus Associates (Kathy Church, Gary Frank, and Meg McConnell), the university's strategic planning consultant. It provides an overview of the ideas that emerged from that full-day planning session and serves as a next step in the evolution of the university's strategic planning process.

I am so proud of the work that is being done by so many to advance the university's mission as we continue moving forward together.

Sincerely,

Ron Elsenbaumer
Chancellor

WELCOME

The day opened with a video of Purdue Ft. Wayne students, faculty, and staff sharing recent successes, followed by opening remarks from the Chancellor. Chancellor Ron Elsenbaumer welcomed over 250 campus attendees to the large group meeting with a brief welcome and introduction of the day's theme: Forward Together!

"We are off to a tremendous start this fall semester. As some of you heard me tell our donors and community partners at Celebrate PFW a couple of weeks ago, Purdue Fort Wayne is not only doing well, WE ARE THRIVING!" said Chancellor Elsenbaumer.

"This means we are well positioned for the work that we're embarking on today — as we celebrate shared accomplishments and transition to our next phase of strategic planning. Throughout the day, we will be discussing our success in advancing the four aspirations of that plan — Championing Student Success; Enhancing Quality of Place; Embracing Diversity, Equity, and Inclusion; and Promoting Engagement with Our Communities," he continued.



The Chancellor added "and while our progress has been remarkable, I think it's important to point out that we're not here to celebrate the success of the strategic plan itself. Instead, we are celebrating your success. Everyone in this room is responsible in some way for all that we have achieved during the past few years. Each and every one of you should take great pride in Purdue Fort Wayne's collective implementation of the plan we created and adopted in 2019."

“I have every confidence that we will maintain our growing momentum as we develop even higher aspirations and additional strategies — as we continue to move forward together,” he said.

Chancellor Elsenbaumer thanked the Strategic Planning Design Committee members, who are listed below, for their hard work and contributions in planning the day’s meeting. The Committee Co-chairs then shared more about the planning process and reviewed the meeting agenda.

Co-chairs

Farah Combs

Joel Givens

Shubitha Kever

Committee

Lindsay Butcher

David Johnson

Vic Spencer

Kristine Frye

Andrew Kopec

Sebastien Wilson

Cheryl Honkomp

Erika Mann

Ryan Wooley

Diana Jackson

Christine Marcuccilli

A special thank you also to Gayle Bellam for her work with the Design Team and her assistance with logistics on the day of the meeting; the student workers who helped with logistics at the meeting; Marketing for putting together the video; special events staff for last minute fixes and assisting with set up; caterers; breakout session leaders; and of course the 250 plus faculty, staff, and students who devoted their day to this endeavor.

STATE OF THE UNIVERSITY

Chancellor Elsenbaumer then kicked off a state of the university update, sharing recent PFW accomplishments and news, including:

- An upturn in enrollment this fall and a 6.6% improvement in new undergraduate enrollment from last fall.
- Retention reached 64.3 percent, up from 57 percent from two years ago, with direct from high school students up to 14.2 percent.
- New graduate student headcount is up for the sixth year in a row, and we saw gains in every category in the diversity of our students.
- Expect upcoming efforts to re-envision the academic advising process.
- The average debt a PFW undergraduate student carries after graduation is just over \$12,000, while the national average for public university graduates is more than \$20,000. And while the national average for loan default rates is 7 percent, the default rate for our students for the most recent year available was only 2.6 percent.
- More students are attending full-time here from outside the region, both nationally and internationally. Purdue Fort Wayne has rapidly become a destination campus.
- During the past few years, we have also transformed the university's website, creating an outstanding digital presence that meets students and families where they are — and that provides them with the information they need.
- According to our shared vision and plan, we created a Cabinet-level Chief Diversity Officer and an Office of Diversity, Equity, and Inclusion.
- This fall, 22 percent of our students — 1,599 of them to be exact — now live on campus or in university-contracted housing in neighboring apartment complexes and the Holiday Inn. To address the urgent need for student housing we are moving forward with plans to create a public-private partnership to construct a new apartment complex off of St. Joe Road on the North Campus near Ginsburg Hall, with a goal of welcoming the first students in fall 2026.
- We are continuing with implementation of our Campus Master Plan with the addition of several planned — more traditional — student dorms on the Main Campus that will continue to fuel the growth of both Purdue Fort Wayne and this region.
- A music technology building on campus will house our rapidly growing music industry, popular music, and music technology programs. With \$6 million in private philanthropy and \$15 million from the Indiana legislature, the funding for this project is now essentially complete. We look forward to breaking ground on the new building next summer — with a planned opening in time to welcome students in fall 2026.

- Purdue University and Indiana University are currently going through a major realignment of IUPUI. As a result of the realignment in Indianapolis, the noncompete clause between Purdue Fort Wayne and Indiana University Fort Wayne — which was a major component — was eliminated this past July. Now Purdue Fort Wayne is now free to pursue any curricular changes that are a good fit for the university, that are in demand by students and prospective students, and that connect to business and industry needs in Northeast Indiana and beyond.
- Purdue Fort Wayne is pursuing the addition of three healthcare degree programs that we plan to offer this coming spring semester — an MBA with a concentration in healthcare management, as well as two undergraduate programs in healthcare administration that we recently announced. We will also offer a minor in healthcare decision making, both online and in-person, to students from any major.
- Our institution is heavily dependent on tuition revenue, and the decline in revenue for successive years has resulted in budget cuts that have drastically affected our ability to invest in the institution. Even so, for the past two years, we have implemented a university-wide merit allocation that we are determined to continue in the years ahead.
- We have also implemented flexible work schedules, diversity programs, conflict resolution pathways, and employee-focused events that not only add to the richness of the work experience and quality of place, but that also create a stronger sense of purpose and belonging.
- During the COVID-19 pandemic we kept our strategic plan alive, adapted as necessary, while ensuring that our university moved seamlessly from PFW Prepared to PFW Ready. Everyone worked so tirelessly to ensure that we did everything possible to continue providing our students with the education, services, and support they needed.

Let's continue to work together — and continue moving FORWARD TOGETHER — to maintain the upward trajectory we have set for our institution, while continuing to build a university that meets the needs and expectations of our students and our community.

Cabinet Members



Next, Cabinet members gave brief updates about their respective areas in a panel presentation to broaden the university's perspective of what the current state of opportunities are at Purdue University Fort Wayne.

Glen Nakata, Vice Chancellor of Financial and Administrative Affairs, discussed the financial health of the University, including how we are doing at a high level, the creating of the annual budget, historical data, and the annual budget process.

Krissy Surface, Vice Chancellor for Enrollment Management and the Student Experience, shared more detail about the current make up of our student body, new initiatives, food resources, the student shuttle, counseling center, and resource funding.

MarTeze Hammonds, Chief Diversity Officer, provided an update on Diversity, Equity, and Inclusion efforts on the Purdue University Fort Wayne campus.

Carl Drummond, Vice Chancellor for Academic Affairs, spoke about the Student Success Standard Process Lifecycle, EAB Navigate, a New Student Portal, FTFT student success, and Brightspace Implementation.

Kim Grannan, Chief of Staff to the Chancellor and Community Relations Officer, shared an update on community engagement including legislative support, community events, and donor trends.

Q&A SESSION

A question-and-answer session was offered following the State of the University presentations to allow meeting participants to ask the questions that the speakers may not have covered in their presentations. Tables were asked to consider:

1. What did we hear?
2. After listening to our speakers what is beginning to emerge as opportunities for the future?
3. What questions do we have? AND for whom?

Tables posed questions to the panel on topics ranging from diversity efforts to specific budget allocations, to more detail on recruiting efforts for area high school students.

MOBILIZE FOR THE FUTURE: BREAKOUT SESSIONS

Farah Combs and Lindsay Butcher framed the afternoon activity before giving table teams time to determine who would attend which breakout sessions. Meeting participants each attended two sessions, where they took notes to report back to their original table teams.

BREAKOUT SESSION OPTIONS

Breakout 1 – New and Current Academic Programs

Breakout 2 – Strategic Enrollment Plans

Breakout 3 – Quality of Education

Breakout 4 – DEI Then, Now, Future

Breakout 5 – A Safe Campus Community

Breakout 6 – Pathway Resolution: Effective. Fair. Comprehensive

Breakout 7 – Engaging our Community: Furthering the University's Value Proposition

Breakout 8 – Open Space (you name the topic)

BREAKOUT SESSION RECAP

New and Current Academic Programs



Session Description:

This session provides a forum to discuss strengths in existing academic programs as well as opportunities for the creation of new academic programs, the criteria for prioritizing those programs, as well as strategies for the allocation and reallocation of resources to support those programs.

Session Takeaways:

Both sessions attracted sizeable audiences and participants generated a lot of content in response to the three main topics of the session.

Noteworthy questions coalesced around two main concerns. First, how can current programs be protected or sustained? A lot of concern remains about a repetition of past processes regarding program prioritization.

The second question was how to add instructional capacity to programs that have experienced rapid growth.

The idea that emerged with potential for advancing new and current academic programs was interdisciplinarity efforts.

In the area of challenges that arose during the sessions, one dominated. This is best described as the competing perspective of a local viewpoint (school/college) versus an institutional

viewpoint. The challenge will be for leadership to shift the perspective to the institutional level and promote the understanding that all academic units will benefit from overall institutional success.

The primary takeaway from these sessions was the difficulty to articulate meaningful criteria that could be applied to prioritize potential future programs. Regional economic need and the sustained nature of that need eventually emerged as relevant criteria.

Strategic Enrollment Plans



Session Description:

Join enrollment leaders to provide input and craft activities to strategically maximize and grow new and continuing student enrollment. Guided by the Strategic Enrollment Management (SEM) Plan, this session will ask participants to engage in and propose applicable short – and long-term strategies to continue upward trends in all facets of PFW student enrollment.

Session Takeaways:

Both breakout sessions were very well-attended and generated a lot of feedback for this topic area.

In the area of ideas that emerged that hold potential for advancing Strategic Enrollment, two stood out. First, participant feedback underscored the significance of aligning SEM efforts with the institution's overarching strategic goals. A second, related idea was to ensure a cohesive approach across all departments.

Two challenges arose during the sessions. First, the need for effective communication and collaboration across different departments and stakeholders was highlighted. Overcoming silos and fostering cross-functional teamwork will be essential to ensure the success of our SEM

initiatives. Second, we need a vehicle for campus constituents to keep up to date on the work being done. This will be accomplished by creating a SharePoint drive.

The feedback received during the session will be instrumental in shaping the future SEM initiatives, and it is crucial to ensure that the working groups incorporate these insights into the action items starting in January.

The full breakout session summary can be found in **Appendix A**, which is a record of the enrollment ideas past, present, and future that were generated by participants of both sessions.

Quality of Education



Session Description:

In this session, we will discuss quality of education, educational integrity, diversity in education, and best practices. We will also discuss future steps and create an action plan.

Session Takeaways:

The question of whether funding exists to implement the ideas generated during the session was an underlying theme. For example, both groups brought up the need for facilities maintenance and improvement. One faculty member stated that there was a classroom that didn't have working lights for a large portion of the semester. Second, faculty have an interest in more professional development opportunities, such as teaching conferences, but they often don't have the funds to attend.

Some emerging ideas that hold significant potential for advancing this topic area include:

- Breaking down disciplinary boundaries, which could lead to more interdisciplinary coursework.
- Connecting coursework to real-world experiences to make it a more meaningful educational experience.

- Advising improvements that include advisors who proactively meet with departments and faculty.

Participants broke into three smaller subgroups to have the discussion. Session attendees were truly interested in the quality of education on Purdue Fort Wayne's campus. Though there are many things that attendees feel that we do well (CELT, smaller class sizes, etc.) there can also be improvements made in interdisciplinary offerings, experiential learning opportunities, better facilities (upgrades and maintenance), and better academic advising.

DEI Then, Now, Future



Session Description:

Join us as we discuss the evolution of DEI at PFW. Let's celebrate the achievements, discuss challenges, and focus on how to move DEI FORWARD! We need your VOICE!

Session Takeaways:

DEI had two well-attended breakout sessions with insightful audiences. The sessions yielded two impressions. First, the campus is not well informed about ALL of the great work being done in DEI spaces. This could be a result of not reading or participating in specific programs where this information is shared. Second, the university would like to see more funding towards DEI efforts that specifically brings the faculty into the picture more.

Some of the noteworthy questions that came up during our session included:

- How are we specifically working to recruit diversity on campus? What are the goals and metrics?
- Is there funding to assist faculty with DEI efforts (i.e., curriculum building, attending programs etc.)?

- How are we preparing or addressing not having any African American female tenured professors on campus? Other minority professors as well.
- How are we preparing students of color for careers after PFW?

Some emerging ideas that hold significant potential for advancing this topic area include funding for faculty, DEI programming and spaces, as well as considering cultural diversity needs in dining (inclusive meal options and tracking) and spaces.

Some of the challenges that arose during the session were:

- Concern about why DAC, military affairs and other areas are siloed from DEI work/division.
- Assuring that everyone across campus is “invested” or “bought-in” to the commitment and need for DEI.
- Microaggressions from people in leadership positions at PFW.

Key takeaways and ideas that are important to highlight and share include:

- DEI to send packets out to non-academic professionals with templates and content for bulletin boards etc.
- More intentional inclusion of military student services, DAC into the DEI efforts.
- Recruitment and Retention of Faculty of Color.
- Family Housing for PFW students (undergraduate and graduate).

A Safe Campus Community



Session Description:

A safe campus community is one where all members are actively involved in being vigilant and mindful on how to best keep themselves and others safe. What more could PFW be doing to enhance safety on our campus?

Session Takeaways:

Both sessions were well-attended and the key needs that were brought up include:

- Training
- Greater communication about available resources (e.g., Guardian/Panic Button App)
- Increased UPD outreach to the campus community
- Increase in UPD staffing
- Building access
- Enhanced lighting and cameras throughout campus

With greater acceptance of the Guardian and Panic Button apps, the university can phase out the Blue Light phone and utilize those funds for other areas of campus safety.

Questions came up around whether some of our training should be outsourced (e.g., could first aid and CPR training be done by the Red Cross) and how we encourage increased implementation of the Guardian and Panic Button apps.

The biggest challenge we face is limited resources. How can we reallocate funding within our current safety areas to help fund new initiatives?

We need to have the Campus Safety Committee finalize the emergency Preparedness Plan and Building Deputy program so we can create awareness and training programs throughout the campus.

Pathway Resolution: Effective. Fair. Comprehensive



Session Description:

You asked, and we listened → learn about the revised, easier to navigate conflict resolution process and how it will empower the campus community to resolve concerns in a fair, streamlined process.

Session Takeaways:

Some of the noteworthy questions that came up during these well-attended sessions included:

- How is information protected to be as confidential as possible?
- How do people know where/how to report a concern?
- How would the system route issues to the right person?

The main challenge that arose during the session was communicating how to access the pathways and consistency in the multiple areas.

Key takeaways are that communication of the pathways is critical, as is having multiple access points (on each pathway area website; QR codes and links).

Engaging our Community: Furthering the University's Value Proposition



Session Description:

As the region's only four-year public, comprehensive university, PFW offers multiple opportunities to engage with our community inside and outside the classroom. In this session, attendees will discuss how to define engagement; identify current and future opportunities; and offer ideas as to how the university can use these opportunities to enhance the reputation of the university.

Session Takeaways:

Both breakout sessions were well-attended and resulted in animated discussion. Two noteworthy questions emerged from the sessions. First, what mechanism could we use to track the community engagement done by the University? Second, when will the university begin recognizing service as a more heavily weighted/integral part of the promotion and tenure process?

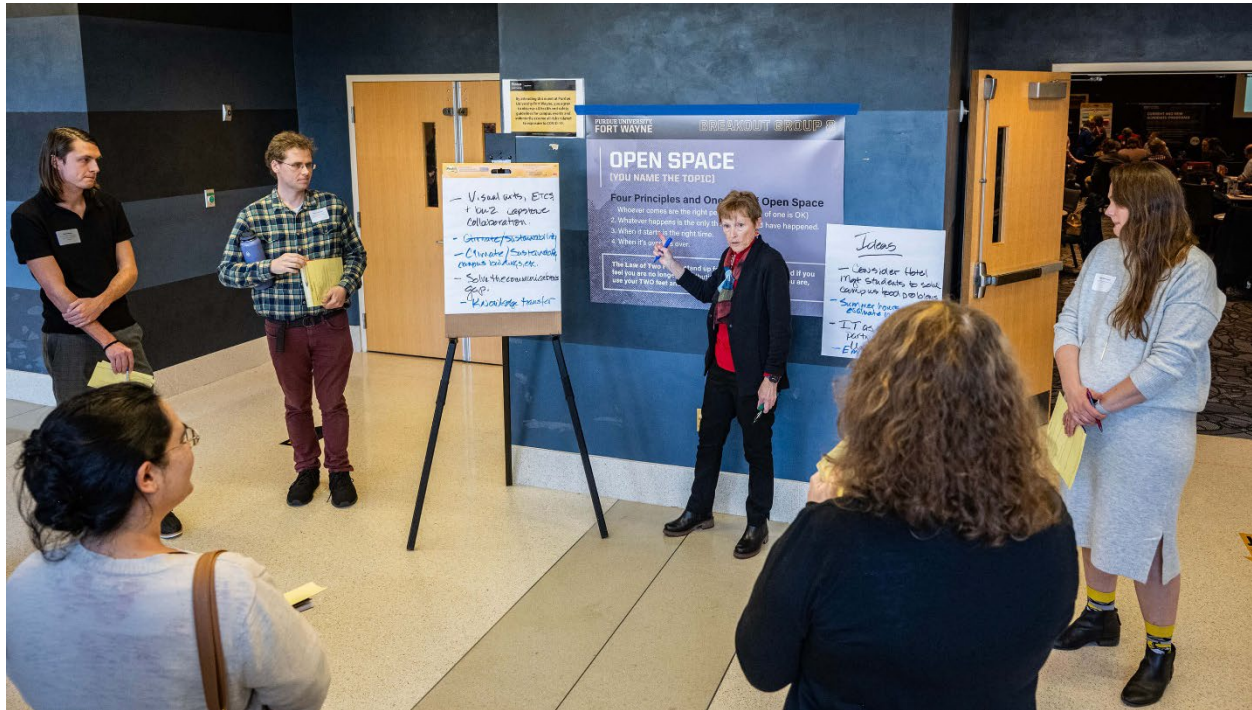
In the area of ideas that emerged that hold potential for advancing community engagement, two stood out. First, form a task force or engagement council to champion the need for tracking engagement data and finding ways to promote what's happening across the campus. Second,

we know engagement is occurring in a variety of ways, but it is not promoted or discussed at a larger campus level. What would be the best way to do so and how do we build a culture of communicating what's happening?

Two challenges arose during the sessions. First, we need to track information about engagement that give credibility to the data. Second, it is important that the time spent inputting data ensures that it is worth the effort and shows a return on investment.

Overall, the key takeaway from the sessions was that the university engages with our community in hundreds of ways, but we don't have a good way of tracking, managing, or communicating those engagements. This requires our attention.

Open Space (You Name the Topic)



Session Description:

Open Space is a powerful tool for engaging large and small groups of people in discussions to explore particular questions or issues. If you have energy and want to convene a conversation about a particular topic not already being covered, that you passionately believe is important for a future focus, please join us in the open space.

Session Takeaways:

Open Space is a process that is used around the world when there is a situation where a major issue should be resolved. It is used for strategy work, process redesign, and for many other kinds of issues in organizations and communities.

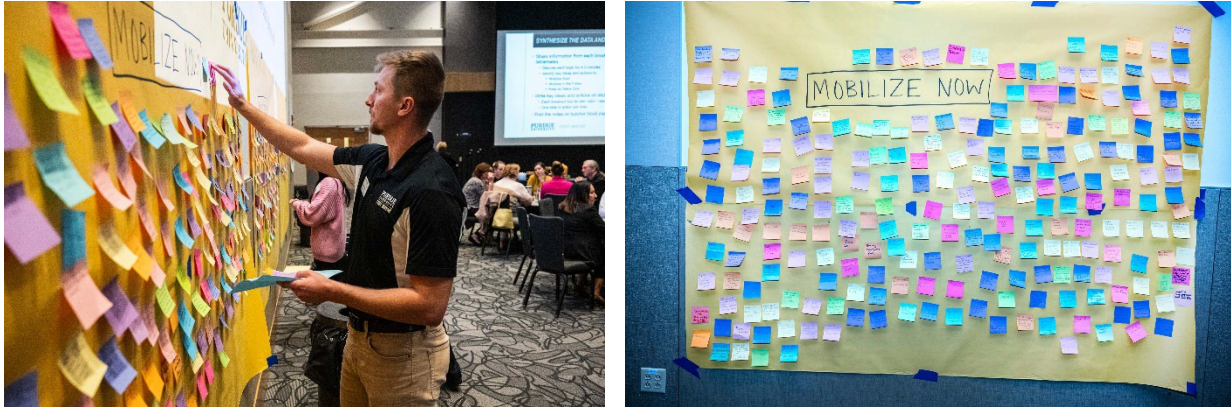
There are four principles and one law of open space:

- Whoever comes are the right people
- Whatever happens is the only thing that could
- When it starts is the right time
- When it's over, it's over (*if you solve something in 10 minutes, move on*)

The Law of Two Feet – if where you are standing is not going anywhere or you are not learning anything, have your two feet take you elsewhere.

The group first nominated issues they believe needed to be solved (full list is in **Appendix B**). Then they considered how they might consolidate to begin to solve some of the issues noted. Using open space participants worked on the issues they felt passionate about and were willing to take personal responsibility to move forward. They were instructed to note the actions they were nominating to move forward in the final session. These can also be found in **Appendix B**.

SYNTHESIZE DATA AND PROVIDE FEEDBACK



Following the two breakout sessions, meeting participants went back to their original tables to share information from each session with their tablemates. Christine Marcuccilli instructed each table, as a group, to identify key ideas and actions to:

- Mobilize Now!
- Mobilize in the Future
- Keep as Status Quo

Each table wrote their key ideas and actions on color coded sticky notes, with one idea or action per note. The notes were then added to butcher block paper and have since been transcribed for inclusion in future strategy work (please see **Appendix C** for complete list of collected data).

CLOSING



Chancellor Eisenbaumer concluded the meeting with a big thank you and a reminder that champions were needed to continue moving the campus strategy work forward.

NEXT STEPS

A structure and process for strategy continuation is critical to ensure that 1) emerging new themes and key concepts are assimilated from the many ideas generated in the October 30th meeting and 2) the satisfactory progress of actions and strategies that are identified to drive those themes and concepts forward are appropriately overseen.

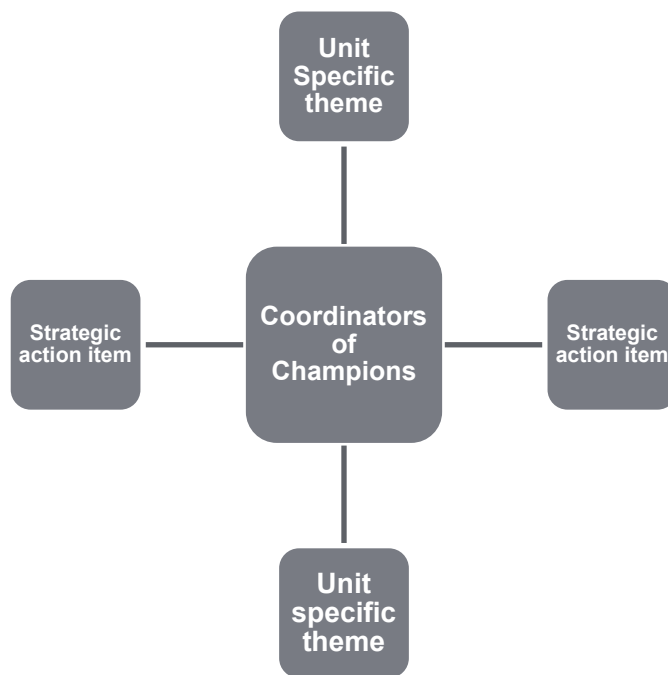
It is envisioned that the role of “Coordinators of Champions” will be developed to oversee both the identification of the new themes and key concepts as well as coordinate action planning teams who will likely be formed to support our future planning. Approximately 70 people volunteered at the end of the October 30 meeting to support action planning and implementation. The “Coordinators” would be responsible for following up with those volunteers.

The breakout small groups that convened in the afternoon of October 30 also identified new themes and key concepts – some of which are unit specific (i.e., should be followed up on by the unit presenting the breakout). Some of the ideas to emerge from those breakouts are likely good candidates for university-wide strategy. A next step would be for the breakout leaders to meet with the Cabinet and the Coordinators of Champions to sort through which themes and

concepts are unit or function specific and which would benefit from university-wide involvement. In this meeting, we will sort:

- What is strategic and needs to be acted upon at the university level?
- What is specific to individual units or functions that the breakout leader should act on?

Once strategic themes and concepts have been identified, university leadership will conduct an initial prioritization and expect to bring the priority items to the whole campus for input and verification. The structure will look something like the diagram below:



APPENDIX A

Strategic Enrollment Management (SEM) Plan – Full Breakout Session Summary

Outlined here are the initiatives encompassed within the Strategic Enrollment Plan. Attendees from each breakout session contributed their thoughts and recommendations on event/action items associated with each initiative. Participants discussed events/action items from our historical practices, those presently underway, and potential implementations for the future.

SEM Initiative 1.1 – Create additional and strengthen existing support services and interventions for students who are at a higher risk of attrition (stop out) based on historically predictive factors.

Past:

- Student services like the PFW Writing Center seemed to be more visible and useable 15+ years ago

Present:

- Improve training and support for first year students taking online courses
- For first-year students taking only online classes are at great risk. How do we help them succeed?
- Collaborate with parents, alumni, and community
- Collaborate with Trio and SSS
- CARE Team follow-up and intervention
- Better advertise academic support options; encourage students to use them and work there
- Encourage faculty to identify students at risk earlier, maybe before midterm

Future:

- Strengthen the role of department/major first year success courses
- Develop a summer bridge program with Trio and housing students
- More intervention from the Office of Financial Aid
- Develop an Early Alert process for first 6 weeks of the term, and more generally, for first and second year students
- High potential programs with mentors

- Make early grade posting and feedback a priority. Students should never have to wonder how they are doing.
- Utilize AI driven texting services to ask students questions about what they need in order to stay in school. Drop these replies into database to determine what's holding these students back.
- Align resource allocation to where we have great potential (ROI)
- Offer more support programs for non-standard students
- More 8-week safety net courses – study skills
- Develop parent programming committee; including events for parents and families like siblings weekend, parents weekend, etc.

SEM Initiative 1.2 – Strengthen collaboration between and among the Student Success and Advising Center, academic departments, and Admissions to streamline the matriculation experience for first-year students.

Past:

- Student success services was academic focused (e.g. writing center, math tutors)
- Faculty call night from admissions office: volunteers from the faculty would reach out to newly admitted students by phone
- Increased effort to recruit the first-time adult population
- Host meetings between the departments to understand what each office/person does to help a smooth transition

Present:

- Constant and transparent communication and collaboration
- Event at science mall with all departments and advisors present
- I like the idea of central advising and Navigate, but implementation has been rough
- Focus on education path meeting; career path; limit financial loan; find more sponsors; exchange of labor for education
- Help students connect majors/academic program to skills and career outcomes
- More engagement of faculty advisors who knows the discipline the best

Future:

- Communication with faculty and OAASS 4-year plans

- Implement strategic advising groups in each academic department to help shape our Tandem Advising Model
- Strengthen efforts of team work to allow for smooth transition and appearance of cohesion
- Create a video-game facility; this is something other universities do to attract new students
- Change NSO model to reflect advising best practices and address contemporary students' needs
- Make it easier to drop a class or switch a class, including the deadline. Be student friendly.
- Create a better system of collaboration that everyone knows about
- Create videos of what services and benefits are of different campus departments and how they can learn more about each
- Help students connect majors/academic program to skills and career outcomes
- Provide strategies and paths for tracking and supporting students; particularly at-risk students
- Improved online offerings that don't play second fiddle to in person classes
- Make advising longer at NSO; one big presentation to meet advisors and a longer meeting

SEM Initiative 1.3 – Establish (or enhance) a centralized, comprehensive multi-channel current student communication plan.

Past:

- Texting programs

Present:

- Navigate has promise
- Too many emails to students

Future:

- Use a format that students are more likely to use or else it may fall on deaf ears. Should be concise.
- More connection between first year advising and secondary advisors
- How to format the importance of information? Prioritize?

- Create a concise or one-stop area for delivering digital information
- Utilize Brightspace or find a new program that every student must have

Initiative 1.4 – Improve and streamline the transfer process for all students.

Past:

- Develop financial aid and scholarship incentives to entice high performing students or students from region
- Accept all or most that have past credit

Future:

- Comprehensive communication plan tailored to transfer students
- Students coming from other PU campuses do not get their courses populated into categories in MBP. It would happen if they were “transfers”, so we need a way to maximize the credits they bring from PWL into our programs.
- Should be clear as possible. Less confusing. Have an option for students to provide their transcript in order to see what transfers. Automate where it can.
- Use data from other Purdue campuses to make the transfer process run smoother
- Student life Ivy Tech and PFW collaboration
- Establish more TSAP agreements to make transferring better for the students

Initiative 2.1 – Strengthen the PFW presence and reputation in regional high schools and K12 districts to support recruitment and college access broadly in and around Fort Wayne.

Past:

- Application fee waivers for all collegiate connection students
- Programming with focus of HS participation
- Dual credit students used to come to campus regularly to use and see support opportunities

Present:

- Need to identify where we can be unique and have an advantage over our local, regional, and national competitors
- Keep recruiting at community multicultural events

- Need to understand why our students have chosen us. We should do this by groups like majors and by student geographics (Fort Wayne, IN, other states, international)
- Outreach programs to communities outside of the Fort Wayne area
- Trio UB
- Campus visit days (could we take them on the road to area HS?)
- Interact with high school athletics, support the PFW brand

Future:

- Pipeline programs in Fort Wayne area schools focused on increasing academic preparedness of HS students – especially in subject areas where low income and underrepresented populations are not likely to enter
- Find ways to engage faculty with recruitment activities
- The future economy is going to be knowledge-based. We need to align our academic programs with these types of future jobs
- Attend H.S. events advertising most popular majors – can adjust based on market audience
- Take faculty to recruitment events at high schools or community colleges
- Schedule PFW visit day as part of a field trip options (work with school districts)
- One of the COVID lessons learned is that we can deliver multi-modality instruction. Providing these multiple modalities can be attractive to future students.
- Sponsor events at high schools
- Recruitment of students in the 21st century scholar program
- Market that certain online courses are really good and not like remote learning
- Bring students from many schools at once and do interactive activities
- Host non-profit high school events at PFW
- Appease to individual group-interests – send athletes, art majors, engineering, etc. into school for hands on activities and presentations
- Design a “shepherding” program for future teachers in middle schools and high schools – sponsor FTAs?
- Attend high school activities
- Information, interaction, and encouragement

SEM Initiative 2.2 – Identify new opportunities for the PFW enrollment team to support community engagement efforts in Fort Wayne, especially for prospective students and high school aged audiences.

Past:

- Day of community service
- Big event
- Admissions table and materials at athletics camps/clinics or at home events when PSA groups are in attendance

Present:

- Collaborative efforts with Boys & Girls club
- Increase recruitment of those not accepted into PWL

Future:

- Leverage existing youth programs on campus
- Create an “early start” pathway from high school to PFW
- Offer full-day summer camps for middle and high school
- Invest more in advertising – make it look fun here
- Increase internship opportunities and experimental education
- Engage in campus clean-up and beautification efforts
- Golf scramble 2 students and 2 alumni
- Attend community events like YLNI farmers market and make college part of the family conversation
- Have/attend local events that are well attended by HS age audiences – meet them where they are
- Lease our facilities to more youth activities
- Partner with athletics for admitted student nights at athletic events

SEM Initiative 2.3 – Determine and define PFW’s role in supporting the Indianapolis market, in consideration of coming changes to Purdue Indianapolis.

Present:

- Redirects

Future:

- Bringing PFW to you – bus trip with faculty, students, staff, alumni
- Recruit adult students for online programs, more marketing in that area
- Market PFW as a unique destination
- Host a college fair in Indy
- Partner with other campus departments for outreach outside of Fort Wayne to bring more people together

SEM Initiative 2.4 – Conduct a market alignment assessment of PFW’s academic portfolio, focused on opportunities for program and overall growth or innovation.

Present:

- Come up with strategies to address demographic differences

Future:

- Invest in market research to better understand prospective students and their wants/needs
- Implement strategies to address demographic differences
- Increased focus and value put on liberal arts and fine arts
- Department boundaries are an old tradition. Employees want/need more hybrid roles.
- Do not turn higher ed into a consumer model and eliminate programs which make money but have small numbers – be strategic
- Survey current students each year

SEM Initiative 3.1 – Establish, formalize, and socialize a dynamic, future-oriented five-year enrollment model consisting of transparent, data-informed enrollment and retention goals for all student populations including undergraduate and graduate students.

Present:

- Work with current programs on campus to provide more well-rounded support (Trio, SSS)

Future:

- Build quality online courses with active learning
- Form a maturity plan

- Scholarships for juniors and seniors to support and encourage completion

SEM Initiative 3.2 – Implement a more strategic and intentional aid strategy designed to leverage every available aid dollar to optimize admitted student yield and retention for current students.

Present:

- More support and promotion for work study

Future:

- 4-year housing scholarship
- Communicate financial aid strategies to all units on campus well in advance of changes
- Need to determine enrollment goals and what populations we intend to recruit to better inform changes to a new PFW Scholarship model

SEM Initiative 3.3 – Streamline recruitment processes to strengthen the admissions teams' ability to move students through the application, aid, credit evaluation, registration, and matriculation processes seamlessly.

Past:

- Determine and clearly communicate all sources of aid earlier. Apply to accounts sooner in the semester.
- Writing placement was done well with exam and self-selected placement (doesn't work well anymore)

Present:

- Math placement rocks now
- A strong and inviting website that is easy to navigate
- These offices are making a renowned effort to work together

Future:

- Create a checklist process
- Streamline admit with first generation students
- Integrate accounts from application to alumni
- How do we increase our success with Purdue re-direct students?
- Distribute easy to follow steps/list of action items to share with all prospective students

- Meet students where they're at after hours and outside the office

SEM Initiative 3.4 – Maximize efforts to improve metrics associated with the State of Indiana's updated outcomes-based funding model for public higher education institutions.

Present:

- Appropriate data gathering methods

Future:

- Support good teaching with money
- Assign specified data analytics team to complete and develop metric outcomes

Appendix B

Ideas (raw) from the Open Space Breakouts

Breakout Session One:

1. Consider using hotel management students to solve campus food problems (internships, etc.)
2. Using the data from our summer hours (2023), evaluate how we might improve flexible work hours
3. Create a plan for IT to become a more strategic partner across the University
4. Focus more on employee learning
5. Build a collaborative capstone project with visual arts, ETCS, and the business school
6. Explore how to make our campus (including the physical structures) more climate friendly and sustainable
7. Solve the communications “gap” on campus
8. Create a methodology for knowledge transfer

Breakout Session Two:

1. Improve internal communication
2. Continuous feedback on the website (note that # 1 and 2 combined for a discussion)
3. Study on campus employment
4. How do we decrease the amount students need to work on and off campus (so they can focus on being students) (note that # 3 and 4 combined for a discussion)
5. Encourage a system approach across campus to share on social media
6. How do we incentivize innovation by faculty?
7. Improve living, learning communities
8. Clarify “what kind of campus are we” (marketing)
9. Diversified student housing (single family, older students, grad students, etc.) (note that # 9, 6, and 7 were combined for a discussion)
10. Use micro-credentials to pull members of the community to campus
11. Leverage campus master plan to deliver against our strategy

APPENDIX C

The following pages contain the data collected during the “Synthesize Data and Collect Feedback” step at the end of the meeting.

Mobilize Now	Current and New Academic Programs Mobilize Future	Status Quo
<p>Accountability - faculty quality of teaching, improve current teaching Communication - effective communication Computer Science</p>	<p>AI Animal care/health Animation</p>	<p>Current programming - don't cut anything Current programming - keep classes while growing Current programming - not chopping any existing programs</p>
<p>Current programs - building onto current programs</p>	<p>Assessment - integrate assessment into all aspects of teaching & learning</p>	<p>Current programming - not doing anything</p>
<p>Current programs - changing attitude towards General Education Current programs - combining what we have already to make new programs</p>	<p>Certificates - stackable certificates towards a degree Collaboration - opportunity for international exchange among various programs</p>	<p>Current programming - the variety of academic programs we have to offer</p>
<p>Current programs - grow correct academic areas to attract students</p>	<p>Collaboration across academic departments/areas - symposium or summit Collegiate connection partnership and recruiting students who teacher's don't suggest</p>	<p>Current programs - General Education courses "comprehensive institution" Current programs - redefine the language of General Education instead of something to "get through"</p>
<p>Current programs - stop eliminating academic programs Cybersecurity Cybersecurity</p>	<p>Computer science Consistency of course material Current programs - existing academic programs that are highly supportive of students (support these)</p>	<p>Education - continue supporting successful programs Education - doing well Education - invest in areas of strength</p>
<p>Cybersecurity Cybersecurity Cybersecurity program (possible bump in enrollment; challenge with faculty capacity)</p>	<p>Current programs - existing programs to create/improve new programs (use these) Cybersecurity</p>	<p>Education/teacher training - build capacity for these areas ETCS - continue supporting successful programs ETCS - doing well</p>
<p>Data collection</p>	<p>Cybersecurity - interest for new program offering Data collection - collect data on what programs students are interested (consider employability & growing fields)</p>	<p>ETCS - Invest in areas of strength</p>
<p>Data collection - what's important/needed in FW community</p>	<p>Data collection - criteria to eval new program ideas Data collection - feedback loop for how/why majors are added with non-AA departments</p>	<p>Fine Arts - continue supporting successful programs New programs - can't afford to not develop new programs; need to determine what to stop to do new</p>
<p>DEI - lack of diversity in campus counselors Geosciences(bring back) as a Climate Studies program Graduate certificate programs - support Health Care programs</p>	<p>Data collection - future needs of the area Data collection - invest in high interest academic programs Data collection - pursue new academic program opportunities</p>	<p>VPA - invest in areas of strength especially arts programming and community engagement</p>
<p>Health Science degrees - begin prioritizing</p>	<p>Data collection - survey to measure what graduates/alumni are doing with their degrees if needed for proposed new academic programming</p>	
<p>Health Sciences Healthcare opportunity/new program offerings Interdisciplinary programs Interdisciplinary cross-college programs - integrate Interdisciplinary degree options as way to move "quickly" (within and across colleges) Interdisciplinary programming Interdisciplinary study - stronger connection International Relations Life long program Minors (programs that are low hanging fruit) - add these Music Technology Pre-vet Resources - Art and Design spaces and facilities Resources - attract qualified talent (faculty) to offer returning adult & graduate programs Resources - diversify & support academic programs Resources - faculty lines Resources - give students more space to call their own (a gaming lounge is a start but does not appeal to everyone) Resources - increase space/facilities for academic programs Resources - invest in core programs and facilities Resources - invest in foreign languages (mindful of an increasing diverse nation)</p>	<p>Data collection - what new programs could we develop to meet community needs Data collection - what would be quick but make a big impact Doctoral programs Follow mission statement (support areas identified)</p> <p>General education Graduate programs - expand Healthcare Healthcare Healthcare Healthcare - nursing (perhaps a specific type) Information "modernization" Interdisciplinary - incorporating programs together (STEM) Interdisciplinary Studies - provide support</p> <p>Interdisciplinary studies/intercommunication Internships - academic support for internships Leverage other areas Nursing offered by Purdue because of demand - challenge is difficulty to attract faculty, lack of student interest Online learning - quality online learning Ph.D. programming</p> <p>Professional doctorate</p>	
<p>Resources - leverage our resources; don't spread ourselves too thin</p>	<p>Refugee services</p>	
<p>Resources - more lines/faculty for programs such as Computer Science</p>	<p>Resources - need more</p>	
<p>Resources - provide monthly professional development sessions for faculty</p>	<p>Silos - stop working in silos</p>	
<p>Resources - use more support for General Education (strength) Resources - visibility Resources - what is the criteria prioritize for real investments: space (increase student learning; talk to space committee and facilities for assessment)</p>	<p>Training - prepare staff/faculty for programs that provide student retention, job opportunities w/in degree (i.e. employer engagement; internships; Co-Ops; experiential learning) Virtual Reality</p>	
<p>Scheduling - Flexible & hybrid scheduling; shorter terms STEM - create programs Student input - responding to student demands in programs Student input - work with Admissions to find out what current students are interested in (academic programs) Students - how can we help them find us? Teacher education Training - mental health training for all</p>	<p>VPA expanding</p>	

Mobilize Now	Strategic Enrollment Plans Mobilize Future	Status Quo
<p>Admissions check-list and a way to follow the process Area schools - strengthen K-12 pipelines</p>	<p>Alumni help - implement use Alumni in student recruitment program Alumni help - mentoring program utilizing alumni Alumni help - use Alumni stories to motivate students to reach for the same goal</p>	<p>Campus visit - continue to bring kids to campus Ever evolving - not to maintain the same</p>
<p>Area schools - work closer with highschools to get students on campus Campus visit - bringing dual credit students to campus</p>	<p>Change NSO model Childcare - daycare on campus would provide benefits for students, faculty & staff</p>	<p>Financial aid Keep activity working on the 12 strategic initiatives</p>
<p>Campus visit - increase dual credit events Collaborate - involve more key stakeholders in the working groups & communicate Collaborate - strengthen partnership between faculty & advisor Collaborate - work campus-wide to continue to grow new & returning student enrollment Collaborate with summer camps & admissions to collect prospect names and information for future recruitment efforts Collaborate with WL redirect program</p>	<p>Collaborate - build & maintain relationships with regional & Purdue campuses; How can we help each other? Collaborate - connect with non-profit or community partners Collaborate - strengthen community relationships</p>	<p>Optimizing transfer population Quality of education Quality of online programs to get SS at a distance Save at risk students</p>
<p>Collaborate/partner with non-profits in the school Communication</p>	<p>Communication plan Credit transfer issues</p>	<p>Show off particular programs Student experience</p>
<p>Communication - clear confusion based on enrollment (streamboarding?) Communication - communicate a campus plan effectively</p>	<p>Data collection - get student feedback on quality course components Data collection - intentional recruiting based on data gathered</p>	<p>System integration & automation Utilize FWCS schools more, not just school visit days</p>
<p>Communication - emergency communication Communication - improve communication between multiple parties aiding student success Communication - share more plans; planning/work groups Communication - streamlined communication through goPFW EAB Financial aid strategies for students GoPFW update</p>	<p>Dual credit - bringing dual credit students to campus GoPFW update GoPFW update - will create a new student portal to help w/ communication between departments</p>	
<p>Indianapolis market Indianapolis market - build PFW awareness in Indianapolis area</p>	<p>Identify target enrollment goals Indianapolis market - focus on Indianapolis More pride with mascot Regional identity Resources - on call resources for at risk Roadshow</p>	
<p>Marketing - create new marketing strategies to attract talent Navigate</p>	<p>Student led messaging - ask current students or graduates to create promotional videos for future students Unified checklist What potential relationship can the student have with Freshman Success Courses to support struggling students in the first year</p>	
<p>Navigate - implement Navigate to streamline communication with students Navigate - synergy via Navigate Navigate - utilize Navigate software Provide a course in last 8 weeks for at risk students (which is fun, has some cognitive gain and enables them to take if they fail) Removing barriers to help students stay in school Resources - fix current infrastructures (housing, etc.) Retention - campus wide 5% retention plan over 2 years: increase retention by 5%</p>		
<p>Retention - focus on retention (can't out recruit a retention problem) Returning students - creating ways for expired credits to "count" & invite returning students Streamline application process and remove roadblocks</p>		
<p>Student led messaging - increase student-generated content online (website, social media) to show what its like to be a student here Student led messaging - Utilize peer-to-peer messaging (student to student)</p>		
<p>Student led messaging - Youtube videos: students welcoming students Student success coaches? Transfer student - improve transfer pathway from WL to PFW Transfer student & PWL students coming</p>		

Mobilize Now	Quality and Diversity of Education on Campus Mobilize Future	Status Quo
<p>Accountability - accountability of faculty to post grades</p> <p>Accountability - accountability for instructors (posting L.O. in syllabus & link to assignments/projects)</p>	<p>Annual review - encourage innovation creativity on teaching</p>	<p>Accountability - must post syllabus before midpoint</p>
<p>Accountability - early, reg. grades/feedback</p> <p>Accountability - establish minimum expectations (eg. Provide a syllabus; keep gradebook up to date)</p>	<p>CELT - course redesign CELT program</p>	<p>CELT - continue to offer CELT trainings/support</p> <p>CELT programming: peer-review training; Course redesign cohort; CELT teaching certificate</p>
<p>Accountability - hold faculty accountable for timely & accurate grades & feedback</p> <p>Accountability - incentivize accountability for faculty to enter grades in a timely manner</p>	<p>Collaboration - increase interdisciplinary collaboration</p>	<p>CELT role</p> <p>Continue involving students</p>
<p>Accountability - make it a requirement to poste grades - Mandate</p> <p>Accountability - require grade posting to Brightspace in timely manner</p>	<p>Collaboration - more room for collaboration with Office of Inclusion</p> <p>Communication - state clearly in syllabus the course learning outcomes that are assessed by projects or assignments</p>	<p>DEI - hiring process and inclusion of DEI in the college/departments</p> <p>DEI - offer classes that address DEI topics and concerns</p> <p>Interdisciplinary programs - maintain (eg. Women's Studies; Medieval and Renaissance Studies)</p>
<p>Collaboration - academic advising collaboration not separate systems</p>	<p>Interdisciplinary - cross-curricular approach of general topics</p> <p>Data collection - evaluate the quality & effectiveness of advising processes (consider hybrid model is centralized)</p> <p>DEI - intentional further development of diversity across the curriculum (department and general education levels)</p>	<p>DEI - ODI plan for every department (may already exist but we don't know)</p> <p>DEI - require some aspect of diversity topics in new program creation process as well as existing programs</p> <p>DEI across curriculum with training for departments & faculty to revise requirements & course for DEI</p> <p>DEI- need DEI across curriculum with training for departments & faculty to revise requirements & course for DEI</p> <p>Honor code</p>
<p>Collaboration - collaborate between advising and departments</p> <p>Collaboration - creating a sense of the partnerships/connections interdepartmently; we need to help each other</p>	<p>Honor code - accountability for students</p> <p>Honor code - baseline honor code for academic integrity</p> <p>Honor code - develop an honor code</p>	<p>More minimum requirements for courses</p> <p>Quality of the whole student - holistic opportunities through well rounded programs</p> <p>Resources - rehiring instructors</p>
<p>Communication - build database for professors to access for course ideas</p> <p>Communication - clarify relevance of course content to students</p> <p>Communication - clear communication of Ed Tech availability to faculty and students (maybe a webpage)</p> <p>Communication - communicate what AI software is available</p> <p>Communication - effective communication</p>	<p>Honor code for campus</p>	<p>Resources - rehiring instructors</p> <p>Resources - support services within HS</p>
<p>Communication - exposure during orientation to consistency in syllabi</p> <p>Communication - stop hounding faculty about enrollment issues beyond their scope</p> <p>Communication - value and promote the quality of the education and you won't need to harp on enrollment numbers</p>	<p>Improving the "culture of teaching"</p>	
<p>Data collection - involve students in feedback separate from course evaluations</p> <p>Data collection - student quality of experience survey not connected to professor evaluation</p> <p>DEI - augment practices with DEI lenses</p> <p>DEI - course development for DEI integration into courses</p>	<p>Increase consistency in course policies/syllabi</p>	
<p>DEI - Diversity instructor</p> <p>DEI - engage staff/faculty & grad students more in DEI programming, mentorship and ambassadorship</p> <p>DEI - intentional diversity efforts in coursework</p> <p>DEI - ODEI awareness of programs</p>	<p>Interdisciplinary - more interdisciplinary across academic processes</p> <p>Interdisciplinary - more interdisciplinary programming (eg. Women's Studies)</p> <p>Interdisciplinary - pursue interdisciplinary possibilities</p> <p>Keep momentum & increase visibility</p> <p>Keep the bar high (require syllabus & assignments to align as far as outcomes)</p>	
<p>Early intervention</p> <p>Find ways to ensure interaction of studens across all colleges with courses (summer programs)</p> <p>Honor code</p> <p>Honor code - education integrity</p>	<p>Make learning objectives clear & tie to assignments</p> <p>More team-taught courses</p> <p>Resources - enhance acces to curriculum development grants</p> <p>Resources - have an instructional designer for courses to work with faculty member - an extra coach</p>	
<p>Honor code - have students sign an honor code for academic integrity</p> <p>Honor code - need for honor code</p>	<p>Resources - increase funding</p> <p>Resources - support for teaching</p> <p>SOTL in promotion & tenure</p>	
<p>Marketing on social media</p>	<p>Standardization of course delivery and performance expectations</p> <p>Training - AI support</p> <p>Training - develop training about peda gogies reflective of diverse learning styles & accessibility</p>	
<p>Metrics - assessment equals part of curriculum</p> <p>Metrics - have measureable metrics (simple measureabel, achievable, realistic, timely, goals)</p> <p>Metrics - measuring success and outcomes of the department</p> <p>Modality & deliveriy of course content</p> <p>Peer reviews</p>	<p>Training - work with IT for training/knowledge of AI & EdTech resources</p>	
<p>Resources - adding better tech resources and AI access in the classrooms</p> <p>Resources - build scholarship options for students with children</p> <p>Resources - bulletin board kits (digital)</p> <p>Resources - funding for DEI training and course development</p> <p>Resources - give departments what they need (more stipends; support for teaching)</p> <p>Resources - hire a tenure-track or tenured African American female professor</p> <p>Resources - investment in online learning</p> <p>Resources - keep labs & facilities up to date</p> <p>Resources - maintenance/infrastructure/facilities</p> <p>Resources - more FTE lines</p> <p>Resources - more resources to support faculty (Tas, advising)</p> <p>Resources - offer mini grants to faculty to promote integration of DEI into courses</p> <p>Role of SOTL to improve faculty teaching effectiveness</p> <p>Study abroad</p> <p>Training - AI software training/ prevention</p> <p>Training - AI training</p> <p>Training - offer more training on AI and its implication on teaching and learning</p>		

Mobilize Now	DEI Then, Now Forward Mobilize Future	Status Quo
Address cultural microaggressions of the area through the DEI office	Adding pronouns and LGBTQ+ identifiers to forms	Events to celebrate Diversity, Equity & Inclusion
Communication	Being able to adapt as DEI terms/#!/population/etc. changes w/ the future	Office of DEI should be for everyone
Communication - make sure everyone has access & knowledge of events Communication - publicly celebrate successes in DEI	Childcare Childcare - establish childcare for students & staff	Optimize new DEI model People like CELT certificates Recruit diverse students where diversity is needed (ex. increase women in STEM, men in Education, etc.)
Communication - sharing DEI accomplishments across campus	Childcare improvements	
DEI training for all departments Educated move to create more involvement Improving participation in DEI events Mentoring program on connections with others with experience	Communication - know the small positive advancements & celebrate them as a campus Communication - project student voices Create DEI plan for department using resources from DEI Data collection - collect data that can help us move forward	Resources - department funding Resources - keep DEI funding Resources - keep our spaces Support faculty
Org Structure - better incorporate DAC into the concept & efforts of DEI	DEI provide admin and acad units with marketing/communication toolbox	Training - continue trainings Training - maintain updated training & resources availability for staff & students
Org Structure - military services and DAC efforts folded in Resources - facilities working (ex. lights; bathrooms; clean, first impressions) Resources - fund them	Early engagement to get people to and keep them on campus	
Resources - incentives for attendance in DEI events Resources - incentivize attending ODEI programs	Expose students to diverse cultures; expose students to diverse places Family housing Improve classroom climate to ensure belonging and inclusion of diverse students Increase TRIO presence and getting into the community Integrate DEI into existing courses (DEI issue covered in Physics as example) Invite DEI to participate in department specific recruiting events	Training from ODEI Trainings Utilize DEI for resources that we already have We don't have to contact DEI - We all are DEI everyday
Resources - more funding for EI to do more & service more Resources - targets equal strategic resources	Invite DEI to participate in department specific recruiting events	We have the resources and we have a presence on campus You belong here - but what does it mean?
Training - explore staff to sign up for civility training	Keep communication and marketing open for people & future students Org Structure - reorganize DAC under ODEI Representation of graduate students/returning students Resources - create Affinity grad assistant Resources - DEI project grants Resources - funds for students through DEI Resources - increase funding for early orientation (ODEI areas) Resources - more grant opportunities Resources - staff/faculty incentive program for engagement Strategic plan within departments Unit plans	

Safe Campus Community		
Mobilize Now	Mobilize Future	Status Quo
Communication	Communication - campus community outreach	Access to buildings
Communication - improve relationships between students, staff & UPD	Communication - campus police outreach	Apps to keep campus safe and up to date
Communication - more communication on emergency resources	Communication - working with new Chief to grow awareness and presence	Bystander/personal responsibility mandated reporter
Emergency preparedness - rehearse the plan	Compress footprint of "campus" to enhance coverage	Campus police visibility
Emergency preparedness - sharing emergency plan	Concern with proper staffing; are they visible	Emergency preparedness plan
Emergency preparedness plan	Cops more visible on campus (i.e. ride bikes during the warm months)	Full staff for PFW Police
Emergency preparedness plan - coming out in the spring	Diverse campus police	Keeping police presence known & resources available
Finishing EAP	Emergency preparedness plan	Key card access
Hiring more diversity into the PD	Emergency preparedness plan	Locks
Keycard acces - card readers for buildings	Hiring new Chief	RAVE app - Guardian RAVE app
Keycard access	Increase shuttle and safe transportation	RAVE app - Guardian RAVE app
RAVE app	Integrate IT into strategic plan	Rave app - increase RAVE Guardian app usage
RAVE app	Key card access - door security	RAVE app - new app
RAVE app - Guardian RAVE app	Key card access - electronic door locks	See something say something
RAVE app - have general training for all students, faculty & staff on RAVE		
Guardian app	Keycard access	Speedy police help
RAVE app - pPromote RAVE app	Keycard access	Threat assessment management team
RAVE app awareness	Keycard access for building	
RAVE app visibility	Keycard access to buildings	
Resources - campus resources	Knowledge	
Resources - campus safety on foot	New campus	
Resources - more police	New strategic initiatives for campus safety	
Resources - more resources	Post-vention planning	
Resources - new police officers	Resources - more police patrol w/ expanded PFW footprint	
Resources - officer salary	Resources - more security on campus	
Resources - quick first aid stations in bathroom (for bandaids; antiseptics)	Security @ new building	
Resources - stronger police force	Security camera - new cameras	
Security cameras	Security camera enhance	
Security cameras - strengthen security camera coverage	Security cameras	
Threat assessment management team	Security cameras - adding cameras where there are blind spots	
Threat assessment management team	Security cameras - camera system upgrade	
Threat assessment management team (generate more awareness & participation)	Security cameras - mMaking cameras more visible & working on campus	
Training for staff & students on resources	Security cameras - modernize security (ex. cameras)	
	Security cameras - new camera overhaul	
	Training - active shooter training	
	Training - annual	
	Training - building deputies trained to use AED/CPR/Fire	
	Training - education on self-defense	
	Training - more AED & CPR training	
	Training for staff, faculty and students on different crises response	

Mobilize Now	Pathway Resolution Mobilize Future	Status Quo
Approve the plan Awareness campaign	Ability for faculty/staff/students to communicate conflict Assess the new process	Campus policy communication/codes of conduct Conflict management processes
Better pay for departments of two or less Better promote what we (outsiders in other departments) can do to support this new process Communicate the plan to the rest of campus	Educate/prevention of conflict and how to navigate Feedback process for addressing policy/procedure issues Funneling doesn't make sense w/ units Implement the new process, be sure to advertize it (same avenue as current forms - like physical poster & NSO should do fine)	Continue to develop and finalize plan for resolution based on feedback Keep doing what y'all do, you're already going above and beyond Move to Pathways process as defined
Confidentiality of reporting issues Database in place Education on new conflict pathway Emphasize trust Get the word out about Maxim HR initiative for retaliation intolerance Implement intake form Implement new conflict resolution pathway process Introduce conflict resolution pathways to campus - roll it out Keep confidentiality	More education Preventative measures SCC & HR collaboration Stats of success Streamline form process Training all campus students, staff, faculty	Simplified point of reporting Stick to current plan - looks very well thought out Stream line form process The way they are doing it is how it is going to be done They have Pathways designed so that anyone can help
Make changes based on feedback (like separate of ODEI and Ombudsman) Maxim program & initial training Move OE and Ombuds out of HR Organizational changes to protect confidentiality and increase comfortability Process created to route complaints Rename it - it sounds like a put-down (negative) Streamline form process Streamlined resolution for campus System of repeat reporters Utilize the tool, make the reports Webpage/link		

	Community Engagement	
	Mobilize Future	Status Quo
Mobilize Now		
Actionable steps to engage in the community	Carnegie classification Collaboration - encourage collaborations & give recognition to interdisciplinary	Alumni relationship
Advertising doesn't define what campus offers as a community	Communication - share more stories of engagement	Bring back volunteer opportunities like the Big Event
Boards - connect boards to students & staff	Community engagement built into individual courses & program curriculum	Community service
Boards - keep everyone involved in campus & outside boards		Continue community outreach and fund opportunities
Boards - web-based involvement charting "The Board Board"	Create an experience that has "learning outcomes" for students/volunteers	Continue engagement but increase visibility of activities
Boards to share unit community engagement and start discussion	Data collection	Continue to support community engagement
	Data collection - a centralized area to upload our community engagement/honoring & recognizing com. Engagement with P&T, awards, merit	
Collaborate with others on campus		Curricular outreach/internships
Communication - effective communication about projects & involvement	Data collection - community involvement tracking system	Dept community engagement higher than expected
Communication - promote alumni success stories to brag about what our students can do	Data collection - create database for community engagement to outline participants and event types & promote event internally	Don't spread ourselves too thin
Community front door	Data collection - create master data site to upload everyone's activities	Engaging with community
Data collection - database of campus/faculty community engagement activity	Data collection - database to see who is doing what to make connections	Keep an open dialogue with community
Data collection - database to collect current community engagement	Data collection - document participation of community members	Keep participation in community
Data collection - determine who on campus is being intentional with community engagement	Data collection - track diff community engagement	No status quo, clean slate
Data collection - engagement happening everywhere we just aren't aware - collect data campus-wide to identify holes	Data collection - tracking system of engagement that's happening on campus	Volunteer efforts
Data collection - identify areas for engagement	Engage in the classroom level; encouraging volunteerism for faculty & staff	
Data collection - identify the tangible benefits to PFW of engagement first	Events - bring community to campus	
Data collection - inventory community engagement that is currently ongoing	Events - bring more people/groups to campus	
Data collection - mechanism to track engagement	Events - bring the community to campus	
Data collection - quantify existing connection/engagement	Events - get more events open to the community to get people on campus	
Data collection - repository to collect what everyone/all departments are doing related to community engagement	Events - on campus community events/bring to Fort Wayne community	
Data collection - tracking engagement	Fill gaps in outreach & create curricular opportunities	
Do what we're already doing better rather than adding more/doing more	Give back to the community as much as we request \$ from community	
Electric Works	Implement into curriculum	
Engage at the classroom level - encouraging volunteerism for faculty & staff	Improved transportation	
Engage students & staff to participate in campus activities	Internships - early internships	
Events - bringing the community on to campus (events, sports)	Reduce silos in departments	
Faculty engagement	See where the holes are at and then volunteer/serve	
FWCS transportation shuttle	Track volunteer hours	
Impacting community with how we live out of work	University definition of community engagement	
Internships - experiential learning outside of campus with partners	Who to get involved	
Reengage with community		
Reinvest in current outreach		
Riverfest		
Share PFW affiliation		
Signage		
Support community engaged teaching through CELT		
Update UDO calendar		
Volunteer partnerships		

Mobilize Now	Open Space Mobilize Future	Status Quo
Breakdown silos/reduce silos Catering	Bring back printing services Childcare - make on-campus daycare a priority	Available opportunities in departments for on campus employment Growth opportunities academically/Career-wise
Communication - improving internal communication	Collaborate more with community for on campus jobs & off campus	Keep doing LEED certifications
Communication - more representation on Chancellor's cabinet to have more voices heard	Communication - internal communication: creating a directory of who knows what, who to reach out to with questions on certain topics Communication - create an exchange for campus needs and student skills (employment match)	What/who are we representing really?
Communication - do more sustainability awareness on campus Communication - improve communication: website; across PAVs (?); advising	Communication - easy access directory for all faculty and staff with full names and titles Communication - explore creating all dept mtgs to facilitate communication & collaborations (here's my project, how does it affect your area)	
Communication - ITS seat at the cabinet table to integrate tech better	Communication - hold these sorts of discussion more frequently on smaller scale; designate topics ahead of time?	
Communication - make event calendar more intuitive		
Communication - make news center more searchable by keyword	Communication - hub for internal information (events, ideas, etc.)	
Communication - more inclusive marketing Communication among departments on a regular basis Coordinate with career center & HR to see where gaps are in on campus employment opportunities	Communication - improve how to find out who does what (task-specific) Communication - improving internal communication	
Document work - encourage employees to document their processes, giving steps to take, who to contact for various tasks in work Document work - knowledge base for how to do common tasks Document work - standard operating procedures centralized Employment - career options for international students	Communication hub until website is 100% updated Communication plan Community events back to campus FORTE Document work - employees document what they do Document work - knowledge transfer for employee to employee (employee expected to document what they do & who they regularly contact as part of their job) Eliminate "silo working" around campus Employment - increase budgeting for international students who can only work on campus Employment - seek funding to create opportunities to hire students in on-campus positions (work & work study)	
Employment - increase international student employment opportunities Employment - retain talent & experience Feedback on internal focused web pages & make more useable for existing employees & students Feedback - give employees a space to submit feedback on new initiatives (ex. how effective/appreciated were summer hours)		
Graduate student representation Housing - graduate & family housing: convey interest to campus executives; survey students to gauge demand	Housing - create student housing for families or other graduate students Housing - include graduate/family housing in <u>all</u> future planning & construction	
Housing - make family housing a priority	Internal communication - transparency among staff of various offices	
Housing - single parent housing and childcare Interdisciplinary - create a Capstone style course that involves students from ETCS, VA and Business school	Tech committee to help with what tech should be brought to campus Training - have someone (current department support staff) who can train all incoming department support staff	
Interdisciplinary - talk with Dave Cochran to see how his entrepreneurship style course with the business school aligns with the Capstone idea that involves ETCS, VA and Business school Value innovation (rethink current teaching & learning) Work schedule - allow hybrid work schedules especially for staff like PWL does Work schedule - finding what works on a case-by-case basis, rather than setting a blanket edict on remote work or summer hours; set a goal or intention and allow supervisors to work with their staff to fit it in their space Work schedule - summer hours: implement similar to Chancellor's winter holiday but spread over the whole summer; additional time off, without needing to work earlier hours	Upgrade older building using sustainable practices	