

MEMORANDUM

TO: James McHann, Chair
University Resources Advisory Committee (URAC)

FROM: Cigdem Gurgur, Chair
Senate Executive Committee

DATE: 04/04/2025

SUBJ: Charge to URAC to Study New Ways to Increase Resources at PFW

Brief Background. Purdue University Fort Wayne has exercised considerable budget discipline in recent years and has eliminated many unproductive expenses, waste, and other sources of inefficiencies. Going forward, the opportunities for growth and increasing fiscal health appear to lie primarily with increasing the revenues to the University.

PFW has three main sources of revenue: 1) state appropriations, 2) student tuition and fees, and 3) gifts, grants, and asset income from alumni, other donors, businesses, foundations, government agencies, etc. Each of these sources of revenue requires different approaches and the efforts of different people to increase the sources' contribution to the University's resources.

At the same time, there are interdependencies between these sources and potential synergies to be developed. Focused departments and professional staff are appropriately responsible to lead the efforts to increase revenues from each of these sources, and yet the Executive Committee perceives an opportunity to engage and organize the productive contributions of faculty, staff, alumni, and other friends of the university to help generate increasing resources for PFW.

The actual charge(s) incl. due dates and deliverables. Therefore, the Executive Committee requests that the URAC conduct as thorough a fact-finding study as possible into ways to enhance the flow of resources into the University and generate a report to the Faculty Senate. The Executive Committee requests that this report be made available on or before the January 2026 Senate document deadline so it can be discussed at the January 2026 Faculty Senate meeting.

The report should begin with a review of the *purpose* of the URAC, what the membership of the URAC should be going forward in light of this purpose, and how the URAC might serve the Faculty Senate, the Administration, and the University in its efforts to generate increasing revenues and other resources for the University.

The report should inform the Faculty Senate about the work of the Administration and University staff in obtaining state appropriations, increasing enrollment, and raising funds. This should include an historical perspective that illumines the challenges to these efforts and the progress being made.

There should be a thorough description and discussion of the relationship between Purdue University Fort Wayne and the Purdue University System regarding cooperation in these resource development efforts and attention should be given to any challenges and any opportunities that may exist to increasing cooperation for mutual benefit.

The report should focus extensively on possible plans, actions, and programs that could increase the positive, helpful involvement of faculty, staff, students, alumni, and other friends of the university in efforts to increase the top line of the University’s budget.

Since the Executive Committee is charging the URAC with this study, and since the primary audience of this report is the Faculty Senate, the focus of the report should be upon how the Faculty can constructively become more engaged in partnering with the Administration to achieve common aspirations regarding resource development.

Finally, the report should assess whether the University is investing in sufficient staff and other capabilities to increase its resource generation, and if the report deems that the University is underinvesting in these resource generating personnel and capabilities, some suggestions should be made regarding a schedule for stepwise increasing investments, while closely monitoring the ROI of each investment.

Please do not hesitate to contact the Executive Committee with any concerns about this charge.

Approved	Opposed	Abstention	Absent	Non-Voting
K. Barker			J. Nowak	C. Ortsey
B. Buldt				
C. Gurgur				
J. Johns				
J. McHann				
L. Roberts				