

CHAPTER 5

Criterion 5: Engagement & Service

As called for by its mission, the organization identifies its constituencies and serves them in ways both value.

Introduction

Indiana University–Purdue University Fort Wayne has been transformed by its outreach as well as a brick and mortar metamorphosis during the past 10 years. Capturing the vision of IPFW, the two uniquely designed pedestrian bridges link the university to the community, promoting engagement. These first of five planned “Bridges of Learning” symbolize the university’s commitment to the community.



Willis Family Bridge



Venderly Family Bridge

Figure 5-1: Bridges of Learning

As a regional public comprehensive university, IPFW is fully engaged with and committed to serving the Fort Wayne community and the northeast Indiana region. Through extensive channels of communication, the university is made aware of the region’s needs and continuously re-evaluates its capacity to address those needs. Across all organizational levels, the university is deeply connected to its community, placing particular emphasis on workforce development, entrepreneurship and economic vitality, high-quality and accessible healthcare, enriching educational experiences for youth, and the broad cultural and recreational needs of the region. Likewise, IPFW is highly responsive to its partners through processes that encourage and sustain communication and collaboration. The university’s agility in meeting the changing needs of its partners is evidenced both by the frequency of collaboration and the satisfaction expressed by community partners. Most significantly, the university’s constituencies have demonstrated the value they place on their collaborations with IPFW through the scale of their reinvestments in the university in the form of programmatic support, student scholarships, endowed faculty positions, and support of capital projects.

As the university works to establish formal processes for documenting engagement activities and assessing their impact, there is no doubt that IPFW will remain a valued and valuable contributor to life in northeast Indiana.

Core Component 5a: The organization learns from the constituencies it serves and analyzes its capacity to serve their needs and expectations.

IPFW’s external constituencies are the people, businesses, and organizations of the 11 counties of northeast Indiana and nearby counties of northwest Ohio. As the region’s largest and most comprehensive university, it is essential that IPFW successfully engages the many constituents in meaningful ways at many levels. As evidenced by the 2008–14 IPFW Strategic Plan’s mission, values, and vision statements, IPFW clearly values engaging and collaborating with the community and region.

Engagement and service to our constituencies is central to the mission of the university. Centers, institutes, programs, partnerships, and other joint ventures have been created to engage the community. A few of these, which illustrate the breadth and diversity of IPFW's deep involvement with the community, are listed below and discussed more extensively in subsequent sections and elsewhere in this report:

Cultural Events and Partnerships

Audiences Unlimited
Fort Wayne Philharmonic
Fort Wayne Children's Choir
Fort Wayne Area Community Band
Foundation for Art and Music in Education
Fourth of July Celebration
Omnibus Lecture Series
Sigma Alpha Iota International Fraternity for Women
Tapestry: A Day for Women
Three Rivers Festival
Unity Performing Arts Foundation

Educational Programs and Partnerships

NISTEM Education Center
Warsaw Center
Summer camps and athletics
Community Arts Academy
PreK–12 outreach
Remnant Trust at IPFW
Collegiate Connection
Financial aid workshops throughout the region
Summer Bridge Program
Envision a Bright Future Program
Martin Luther King Day events
Science Central
Continuing Studies summer reading program
Public Safety Academy

Community Health and Fitness Programs

Northeast Indiana Area Health Education Center
Lafayette Street Family Health Clinic
Community Counseling Center
Music Therapy Clinic
Communication Disorders Clinic
Dental Hygiene Clinic
Lafayette Street Dental Clinic
Behavioral Health and Family Studies Institute
Soccer fields & tournaments
The Plex

Economic and Workforce Development Programs

Business Enterprise Systems and Technology (BEST) institute
Small Business Development Center
Leadership Fort Wayne
Office of Academic Internships, Cooperative Education, and Service Learning (OACS)

Northeast Indiana Innovation Center
 WorkOne Northeast
 Corporate Training
 Office of Engagement
 Community Research Institute
 Workforce development programs in Continuing Studies

IPFW has charged its academic units and administrative offices with the responsibility to understand their various constituencies and community needs. The institution has used many methods to achieve this while gauging participation in and satisfaction with the institution’s activities and services. One such method involved personal interviews conducted with 16 community leaders and an Internet survey of 514 community leaders using information gathered from departments throughout IPFW. Of the 514 targeted respondents, 96 surveys were completed and returned for a response rate of 20.9 percent. A complete report of survey results was compiled by students enrolled in the Consumer Behavior course. This report, titled “IPFW University Accreditation Survey Results,” is available in the Resource Room. A chart from the analysis of the survey (Figure 5-2) is shown below and illustrates the frequency of participation of respondents in IPFW activities:

Figure 5-2: Frequency of Participation in IPFW Activities

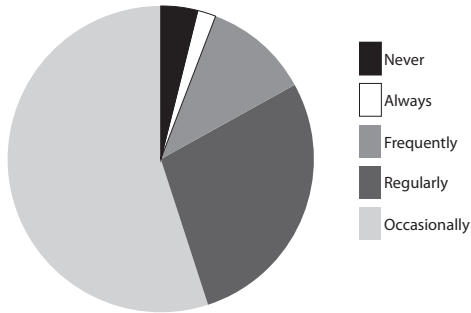
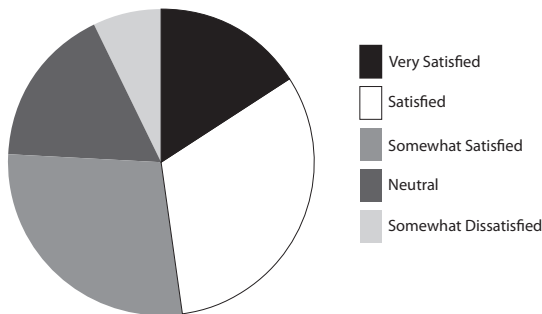


Figure 5-3 illustrates the respondents’ satisfaction with IPFW services.

Figure 5-3: Satisfaction with IPFW Services



Figures 5-2 and 5-3 illustrate the current status of IPFW engagement and services during spring 2009 and provide an initial indication of where IPFW can direct improvement plans.

Commitment to the Community

IPFW’s commitment to the community is evidenced in its mission, value, and vision statements. The values and vision statements are derived from the mission statement, “...work with the community to develop intellectual, cultural, economic, and human resources.” The mission is woven throughout IPFW’s Strategic Plan.

IPFW interacts extensively with its constituents, and has over the years broadened its level of community engagement and mutually beneficial strategic partnerships by learning of community needs and identifying ways to meet them. Reflective of the university's mission, IPFW sponsors educational, cultural, and recreational opportunities for community audiences of all ages. Fostering the entrepreneurial spirit, IPFW builds partnerships with regional businesses to promote economic development. Perhaps the best indication of this commitment is the IPFW Office of University Engagement, described later in this chapter. Another important example is the extensive development of Community Advisory Boards. These groups promote outreach by providing stronger community-academic collaboration, offering advice on programming and career development, and supporting fundraising.

IPFW faculty and staff return the favor by serving on more than 100 community or nonprofit boards in the region. The list is long, but includes:

Arts and Culture Organizations

- Arts United
- Cinema Center
- Civic Theater
- Embassy Theatre Foundation
- Fort Wayne Ballet
- Fort Wayne Dance Collective
- History Center
- Northeast Indiana Public Radio
- Three Rivers Festival
- WFWA PBS 39
- Windsong Film Festival

Economic Development Organizations

- Better Business Bureau
- Consumer Credit Counseling Service of Northeastern Indiana
- Convention and Visitors Bureau
- Junior Achievement
- Leadership Fort Wayne
- Northeast Indiana Workforce Investment Board
- Northeast Indiana Innovation Center
- Young Leaders of Northeast Indiana

Education Organizations

- Allen County Education Partnership
- American Association of University Women
- ARC
- Early Childhood Alliance
- East Allen Family Resource Center
- Indiana Latino Higher Education Council
- Junior Achievement
- Literacy Alliance
- MLK Montessori School
- Questa Foundation
- Twenty-first Century Scholars

Health Organizations

- AIDS Taskforce
- Allen County Cancer Services

Allen County Council on Aging
American Heart Association
American Red Cross
Fort Wayne African-American Cancer Alliance
League for the Blind and Disabled Inc.
Matthew 25 Health and Dental Clinic
Midwest Alliance for Health Education
Parkview Hospital
St. Martin Health Clinic
Turnstone

Social Service Agencies

Associated Churches
Big Brothers-Big Sisters
Boys and Girls Clubs of Fort Wayne
Center for Nonviolence
Community Action of Northeast Indiana Inc.
Community Harvest Food Bank
Consumer Credit Counseling Service of Northeastern Indiana
Family and Children's Services
Fort Wayne Habitat for Humanity
Fort Wayne Rescue Mission
Fort Wayne Urban League
Girl Scout, Limberlost Council
Goodwill Industries of Northeast Indiana Inc.
Salvation Army
SCAN
United Way of Allen County

Other Community Organizations

ACRES
Allen County Election Board
Community Action of Northeast Indiana Inc.
Consumer Credit Counseling Service of Northeastern Indiana
Fort Wayne Chinese Families and Friends Association
Fort Wayne Urban League
Fort Wayne Women's Bureau
Friends of the Parks of Allen County
Hispanic Leadership Coalition of Northeast Indiana
Indiana Black Expo
Lions Club
Lutheran Foundation
Mad Anthonys
Memorial Coliseum Board of Trustees
Multicultural Council of Fort Wayne
Rotary
St. Joseph River Watershed Initiative Board
Three Rivers Festival
Urban Coalition
YMCA

Many of these faculty and staff relationships with regional agencies have led to joint programming or partnerships.

Sixteen Centers of Excellence, listed below, apply the intellectual capacity of the university to the needs of the region:

- Archaeological Survey
- Behavioral Health and Family Studies Institute
- Center for Built Environment
- Center for Reptile and Amphibian Conservation and Management
- Center for Excellence in Systems Engineering
- Community Research Institute
- Institute for Decision Sciences and Theory
- Institute for Human Rights
- Mike Downs Center for Indiana Politics
- Scholar-Practitioner Center for the Advancement of Educational Leadership and Learning Organizations
- Institute for Pension Plan Management
- Center for Wireless Technology
- Three Rivers Language Center
- Institute for Holocaust and Genocide Studies
- Center for Social Research
- Information Analytics and Visualization Center

Understanding the Changing Needs of the Community

IPFW continually seeks out constituencies. The university utilizes several mechanisms to communicate with its external constituencies' shared talents, resources, and programmatic concerns. The university strategic planning process included key members of the public such as alumni, industry leaders, and representatives from agencies that provide educational placements for clinical practice, internships, service learning, and cooperative education. The advisory boards provide a structure and process that builds effective communication to better serve the dynamic needs of the community. Community feedback is pivotal for academic units that are accredited by national organizations. In a community survey, 88.5 percent of respondents concluded that "IPFW has made a conscientious effort to understand and assess the needs of its constituents and its communities." (Ma, 2009, p.38).

In addition to formal mechanisms for environmental scanning, IPFW hosts and participates in numerous events that bring the community to the campus. Faculty members serving on local, state, and national boards bring socially conscious ideas, unmet needs, and visionary perspectives to the university that influence the development of new programs and the refinement of existing programs.

IPFW is also a major force in the region for workforce development. The university provides job training with a variety of credit and noncredit programs, connects students to employers with a broad range of internship and clinical programs, and provides career development services to students, alumni, and the community-at-large. For 19 years, IPFW has collaborated with seven area colleges and universities to present the Northeastern Indiana Career Employment (NICE) Expo Job Fair. The expo allows companies to promote internship and job opportunities to students and alumni of IPFW, Ivy Tech Community College, Manchester College, Grace College, Indiana Tech, University of Saint Francis, Huntington University, and Trine University.

Attention to Diversity

IPFW strives to prepare its graduates for the dynamic workforce by using global perspectives and analyzing implications. It recognizes the diversity of the region and the associated changing landscape. Flowing from its mission statement, IPFW has identified three values that are specific to its beliefs about the importance of diversity and is continuously working to increase diversity within the university.

A commitment to student access and success that is demonstrated through services and student life programs responsive to individual needs and interests.

A campus environment that promotes integrity, respect for diversity, responsible citizenship, accountability, sustainability, and continuous improvement.

The principles of shared governance, civility, and open communications among all groups within the university.

Identified below are campus programs that demonstrate IPFW's commitment to the diversity of its campus community, directly affecting the greater community of northeast Indiana.

Diversity Council. People and groups are not defined simply by identification with one or several categories, but also by their own and other people's perspectives and attitudes. Each of the categories could be a basis for stereotyping, prejudice, disrespect, or exclusion. IPFW's goal is a campus where all are welcome and are treated fairly and with respect (www.ipfw.edu/diversity/).

Office of Diversity and Multicultural Affairs. This office advances respect for the dignity and worth of individuals of diverse backgrounds and ideologies, and promotes and affirms community outreach and coalition building (www.ipfw.edu/odma/).

Safe Zone. Safe Zone is a place where a member of the university community can feel free to talk about being lesbian, gay, bisexual, or transgender without fear of criticism or hatred. It is a place where a person can feel not only supported, but also affirmed. It is a place where a person is not only accepted, but also valued (www.ipfw.edu/safezone/).

Upward Bound. This program provides high school students support services that help to develop the total person while working to ensure academic progress and improvement (www.ipfw.edu/odma/partners/upward.shtml).

IPFW Language Institute. The IPFW Language Institute is a collaboration between IPFW and area high schools. In recent years, certain non-European languages such as Arabic, Chinese, and Japanese have come to have strategic importance for international politics and economics, yet these languages are not as widely taught as French, German, or Spanish. In fall 2009, IPFW began to offer Elementary Arabic and Elementary Chinese on campus in classes that included IPFW students and area high school students. In fall 2010 Elementary Japanese was also offered, and the Arabic and Chinese classes included intermediate as well as elementary levels.

Academic Success Center. Students succeed in higher education when they have high expectations, where they are involved in their learning, and where there is a climate of assessment — both for academic programs and for individual student work (www.ipfw.edu/success/).

Student Life. The Student Life office seeks to provide an atmosphere where students not only learn, but are also challenged, supported, and heard (www.ipfw.edu/stulife/).

Twenty-first Century Scholars. This program encapsulates Indiana's strategy for increasing the educational aspirations of low- and moderate-income families. The program aims to ensure that all Indiana families can afford a college education for their children. Indiana's northeast regional office is housed at IPFW within the Office of Diversity and Multicultural Affairs. The program recruits income-eligible sixth-, seventh-, and eighth-grade students (www.ipfw.edu/21stcent/).

Services for Students with Disabilities (SSD). This office ensures that all students with disabilities can freely and actively participate in all facets of university life and provides and/or coordinates support services and programs that enable students with disabilities to maximize their educational potential (www.ipfw.edu/ssd/).

Career Services. This office provides programs and services to IPFW students and alumni that encourage personal and professional development, as well as support for achieving their career and life goals (www.ipfw.edu/career/).

Office of Affirmative Action/Equal Opportunity (OAA/EO). IPFW is strongly committed to providing all students and employees with fair and equal treatment in a diverse and inclusive environment free of discrimination and harassment. The OAA/EO provides leadership to the IPFW community in upholding

those practices and policies consistent with this commitment and with state and federal laws (www.ipfw.edu/eoaa/Policies/eoaa.shtml).

Omnibus Lecture Series. This program is dedicated to presenting diverse ideas through educated, respected, and entertaining speakers for the university community and residents of northeast Indiana (www.omnibuslectures.org/).

Outreach Programs

IPFW works with its community partners to identify outreach needs. Individual colleges, schools, and departments establish relationships and collaborate to develop and offer a variety of programming. Eighty-six percent of the external respondents say that their “organization has benefited from IPFW programs such as continuing education, outreach/engagement, or customized training,” while 60 percent of the university’s academic and service departments say they cosponsor events, educational offerings, and seminars with community groups (available in the Resource Room). Additionally, the new pedestrian-bicycle bridge connecting the campus to the Hefner Soccer Fields, hotel and park complex, River Greenway, and a 19.5-mile hiking and biking trail along the St. Joseph, Maumee, and St. Mary’s Rivers is symbolic of this outreach to the community both physically and programmatically.

Goal Three of IPFW’s *Strategies for Excellence 2008–14* recognizes the importance of the community to the campus. Identified below are examples of IPFW’s outreach programs that provide university resources for strategic community partnerships.

IPFW Lafayette Street Family Health Clinic. The clinic provides high-quality, comprehensive family planning services to low-income women and men. It assists individuals in planning the number and spacing of their children by helping them select a birth control method that fits their needs, providing education on general reproductive health, and treating infections that can threaten their reproductive capability (www.ipfw.edu/hhs/outreach/lafayettetstreet/).

IPFW Behavioral Health Institute. This institute is committed to working with the community on projects that enhance mental health and decrease health disparities (www.ipfw.edu/hhs/outreach/behavioral/).

Northeast Indiana Area Health Education Center. The center improves the supply, distribution, generalist-specialist balance, and quality of healthcare professionals and support personnel through collaborative community and academic partnerships (www.ipfw.edu/hhs/outreach/ahec/mission/default.shtml).

Indiana Suicide Prevention Coalition. The coalition coordinates, facilitates, advises, and provides resources to Indiana communities for activities that reduce deaths due to suicide, occurrence of suicidal behaviors, and effects of suicide on Indiana citizens (www.indianasuicidepreventioncoalition.org/).

Healthy Cities Health Fair and Veterans Stand Down. These programs provide a variety of health screenings and personal care services to over 900 individuals in the community every year (www.ipfw.edu/nursing/service/).

Lunch with an IPFW Scientist. These popular events are designed for professors to present their topics in fun and memorable ways, planting in both the young and most seasoned participant a budding interest in science (www.sciencecentral.org/lwas.htm).

ETCS Summer Exploration Camps. The camps offer a variety of workshops for middle and high school students in computer science, math and science, engineering-robotics, leadership for young women, and physics exploration (www.etc.ipfw.edu/outreach/camps.shtml).

Nursing and Dental Healthcare Exploration Camp. These camps provide an interactive healthcare learning environment for comprehensive information on health careers including service learning projects (www.ipfw.edu/hhs/outreach/ahec/programs/default.shtml).

Strategic Skills Initiative: Partnership with Northeast Indiana WorkOne Region. IPFW contributes to this partnership by providing education related to high-demand skills in the areas of advanced

manufacturing, logistics, and entrepreneurship. An Advanced Business Technology Solutions class offered every fall and spring attracts credit and community professionals (www.ipfw.edu/bms/news/archived/2006/ssi.shtml). Advanced Manufacturing and Entrepreneurship Bootcamps for educators and students are also offered on a regular schedule (www.ipfw.edu/bms/news/archived/2006/bootcamp.shtml).

Science and Engineering Fair. The Northeast Indiana Regional Science and Engineering Fair takes place annually on IPFW's campus and is attended by winners from local competitions held throughout an eight-county region. Two hundred and seventy-five students from kindergarten through high school compete (www.ipfw.edu/scifair/Links.htm).

MATHCOUNTS. The IPFW Department of Mathematical Sciences and the College of Engineering, Technology, and Computer Science host the regional MATHCOUNTS competition, with the sponsorship of Raytheon Corporation. MATHCOUNTS is a national program designed to improve math skills among U.S. students. Approximately 60 Mathletes® from local middle schools compete.

Science Olympiad. In partnership with NISTEM, IPFW hosts a regional Science Olympiad. This competition is like an academic track meet, consisting of a series of 27 team events in the high school division. The events reflect the ever-changing nature of genetics, earth science, chemistry, anatomy, physics, geology, mechanical engineering, and technology. Six regional high schools participated in the 2010 event.

College Goal Sunday. IPFW is a host site for this event, which is a charitable program of the Indiana Student Financial Aid Association (ISFAA). College Goal Sunday provides free information and assistance to Indiana families filing the Free Application for Federal Student Aid (FAFSA). Now in its 20th year, College Goal Sunday has helped more than 70,000 Indiana students and families complete the FAFSA form properly and on time, and is a valuable resource for first-generation college students and at-risk youth.

IPFW Testing Services. Testing Services provides comprehensive and quality testing programs for IPFW students and the community in an optimum, standardized testing environment. The office provides a variety of testing services for the community, including career assessments, distance education testing, national examinations (e.g., MAT, CLEP, LSAT, SAT, Praxis, GRE, MCAT, TOEFL), and the Indiana Plumbing Exam.

The campus hosts a variety of community festivities such as the July 4 celebration (www.aroundfortwayne.info/blog/?p=780) and events during the Three Rivers Festival (www.trfonline.org/slisting.html.) Hosting these events promotes area partnerships with IPFW and supports community spirit.

Colleges and departments offer artistic and programming activities for the community. The College of Visual and Performing Arts performance and exhibition calendar (www.ipfw.edu/vpa/news/calendar.shtml) provides an example of diverse cultural and artistic activities that bring the community to the campus. Additional partners that increase community engagement are identified at www.ipfw.edu/audiences/community-partners/.

Continuing Studies

The Division of Continuing Studies offers flexible educational opportunities that promote lifelong learning throughout northeast Indiana. With enrollments of more than 28,000 students annually, the division enrolls learners in classes and programs in their communities, in companies, or online. Eighty-four percent of the external survey respondents agreed that "IPFW provides programs that meet the continuing education needs of professionals in the community" (available in the Resource Room). Through community, corporate, and professional partnerships, the Division of Continuing Studies serves its constituencies in several key program areas described below.

Personal and Professional Development. This Continuing Studies initiative offers a wide variety of courses, ranging from personal enrichment to professional development seminars, certificate programs, and preparatory courses to address tomorrow's workforce and regional needs. Sample partners include Project Management Institute, American Production and Inventory Control Society, Society for Human Resource Management, and the American Society of Pension Professionals and Actuaries. Employees from

432 companies in the community have completed personal and professional development courses in the last year. (www.ipfw.edu/dcs/ppd/default.shtml)

Corporate Training. Nearly 4,000 participants from 50 companies and organizations have attended customized training including a wide range of topics in supervisory leadership, customer services, wireless technology, systems engineering, and more. (www.ipfw.edu/dcs/ppd/ctr/default.shtml)

Small Business Development Workshops. IPFW serves as host and partner for the Northeast Indiana Small Business Development Center (NEISBDC). Overall objectives are to create a positive and measurable impact on the formation, growth, and sustainability of small businesses in Indiana and to develop a strong entrepreneurial community. NEISBDC has annually exceeded state goals for business starts and clients counseled for more than five hours. (www.learn.ipfw.edu/ShowSchedule.awp?--GROUP-.SBDC-Small+Bu)

Japanese Saturday School. A partnership with Fort Wayne-Allen County Economic Alliance, this program offers educational programming to Japanese children in the Fort Wayne area who will return to Japanese school systems, teaches introductory Japanese to Americans, provides an educational support system for Japanese families during their American assignments working for Japanese companies in the United States, and teaches American culture and English as a second language to Japanese adults. The IPFW Japanese Saturday School is approved and partially funded by the Japanese Ministry of Education. (www.ipfw.edu/news/archives/2006/Aug/15school.shtml)

ACELINK. In partnership with Invent Tomorrow Education Consortium, ACELINK provides programs through broadband connections among Allen County K–12 schools and IPFW for virtual field trips, career exploration, and effective teaching with technology programs. ACELINK served 6,950 students and teachers this past year. (www.acelink.org/)

School-Based Concurrent Credit Programs. In partnerships with regional high schools, 14 IPFW departments participated with 35 regional high schools and 77 different high school teachers (www.ipfw.edu/dcs/sbp/). The program had 969 enrollments totaling 3,052 credit hours in 2008–09 and continues to grow.

Professional Development for Educators. Continuing Studies and the School of Education provide license renewal programs and a master's degree in educational leadership, which can be completed in 14–17 months for those seeking a principal license. More than 1,700 educators annually complete professional development programs in a wide range of topics including writing, balanced literacy, STEM, and energy and economic education. (www.ipfw.edu/dcs/workshops/)

Distance Learning. With more than 12,000 annual enrollments at IPFW, online learning allows students to achieve their academic goals using multiple electronic technologies including Web-based and interactive video conferencing with connections to regional and state sites. In a recent IPFW Distance Learning Task Force Report, students said online learning allows them to take more courses per term and graduate sooner; makes it easier to maintain full-time status to keep scholarships and financial aid; and helps them manage outside demands of family, work, and travel time. Distance learning now accounts for 13 percent of the total annual IPFW credit hours. (www.ipfw.edu/dlearning/default.shtml)

Warsaw Center and Off-Campus sites. Opened in 2003, the IPFW Warsaw Center, located in nearby Warsaw, Ind., the orthopedic device capital of the country, offers a variety of courses for personal and professional development as well as credit courses. Wired with state-of-the-art technology, the center is equipped with interactive video conferencing, electronic audio/visual teaching aids, and wireless access to the IPFW computer network and onsite lab. Other off-site location partnerships with Four-County Joint Vocational School, Public Safety Academy, and area high schools expand the market for IPFW courses and programs. These off-campus sites account for more than 2,852 enrollments annually. (www.ipfw.edu/warsaw/photos.shtml, www.ipfw.edu/dcs/offcampus/default.shtml)

General Studies Degree Completion. Attractive for nontraditional students, this liberal arts degree can be customized to focus on personal and career goals. General studies courses are available online, through Weekend College, and on- or off-campus, and general studies students may apply options for prior learning assessments, military credit, CLEP, and ACE credit. More than 2,700 students have graduated from the program, with 85 percent remaining in Indiana. (www.ipfw.edu/dcs/gsdp/default.shtml)

Core Component 5b: The organization has the capacity and the commitment to engage with its identified constituencies and communities.

IPFW is a fully engaged institution that recognizes its relationship with a multitude of constituencies and communities. It has both the capacity and the commitment necessary for robust and vital engagement activities. The university participates in partnerships with, and provides services and facilities to, its constituents and communities. To more effectively serve its defined constituencies, IPFW has extended its educational and service offerings to several off-site locations, area high schools, and teaching/learning centers. In so doing, it has very visibly and dramatically increased the communities' access to higher education.

Building Community Connections

Since its creation, community connections have been a key component of IPFW's mission. While many of the connection and engagement activities described in this chapter have been in existence for years, only recently did the university recognize the need for campus-wide coordination of these activities. Informed by the development of the Carnegie Community Engagement application, in spring 2010 the university formed the IPFW Community Engagement Council, chaired by the newly designated associate vice chancellor for academic engagement and faculty affairs. Council membership includes representation from several key campus and community constituencies. The council will serve as a clearing house for information about campus engagement activities, and through an awards program, will recognize outstanding engagement work by faculty and staff, departments, and student organizations. The council will also manage the newly developed Community Engagement Database, a Web-based tracking system for all campus engagement activities.

Under the umbrella of the Community Engagement Council, IPFW has numerous structures and processes intended to enable effective connections with its constituents and communities. Several important examples are described below.

IPFW Office of University Engagement. The mission of IPFW's Office of University Engagement is to bring together the resources of three universities to build the future of northeast Indiana. It pursues that mission by providing a direct means of access to IPFW, Indiana University, and Purdue University resources in research, technology, technical expertise, and educational services. The goals of the office are to facilitate the utilization of university intellectual property and to enhance new and existing regional businesses. This interaction stimulates economic development, which contributes to the overall quality of life in northeast Indiana.

The office facilitates connection to a variety of services through IPFW, Purdue University, and Indiana University such as:

- Research capabilities
- Intellectual property
- Technical assistance and faculty expertise
- Seminars, conferences, and networking opportunities
- Continuing education and corporate training
- Internships and cooperative education programs
- University outreach programs

The Office of University Engagement has proved to be very effective since its creation in 2006. The tables below indicate the impressive number of contacts and engagement relationships.

Table 5-1: Contacts developed by the Office of University Engagement (cumulative)

	2006	2007	2008	2009
Total Contacts	570	779	1,053	1,169
Businesses & Organizations	274	441	617	687
Government & Community	106	140	184	199
Higher Education Partners	190	198	252	282

NOTE: All figures are shown as cumulative totals including the previous years. The above statistics continue to demonstrate the extent of the network developed through the northeast Indiana community and various higher education partners throughout the State of Indiana.

Table 5-2: Company Relationships Developed

	2006	2007	2008	2009	Overall Success Rate
Total Referrals	141	203	285	334	
Engagement Office Interactions	109	161	226	268	80%
University Follow-Up	83	123	170	197	59%
Completed Engagements	65	92	121	142	43%

The statistics shown above demonstrate a continued success rate of developing relationships of value between community organizations and one of the university partners in excess of 40 percent (when comparing the organizations with completed engagements to the total number of referrals). To date, these projects have generated almost \$1 million in external funding for IPFW.

Several of these projects are described below:

Deeds of Compassion: This project was a summer 2008 Web site development and graphic design project for a service organization called Deeds of Compassion. This is a nonprofit organization that coordinates community support for home repairs for economically disadvantaged families and individuals. Professor Robert Sedlmeyer and Professor John Motz, along with their students, responded to a request through a column in the Fort Wayne *Journal Gazette* and worked with the organization to develop the Web site, www.deedsofcompassion.com/index.php.

Foster Care Services of Northeast Indiana: During the summer and fall 2008, students under the supervision of Professor Robert Sedlmeyer and Professor John Motz, completed Web site development and graphic design for Foster Care Services of Northeast Indiana, a regional nonprofit agency. Foster Care Services' goal for the site is to assist in the recruitment of foster families for eight northeast Indiana County Departments of Children's Services. Additionally, the Web site provides functionality for foster parent applications, training opportunities, and tracking of required training hours. The Web site can be found at www.fostercareservicesinc.org.

Riverside Manufacturing, L.L.C.: Riverside's relationship with IPFW began with a referral and introduction to the Office of University Engagement in fall 2006. A student project through the College of Engineering, Technology, and Computer Science focused on the redesign of a military application light switch. Two additional technical assistance program (TAP) faculty-assistance projects were later completed by Professor Ramesh Narang. In 2008, Narang worked with Riverside to optimize material handling and product flow of a harness assembly. A follow-up TAP project targeted improving production and handling methods for a harness sub-assembly. Riverside has implemented Narang's recommendations, and in a survey response for the Manufacturing Extension Partnership, credited his work with retaining 150 jobs, \$5 million in sales, and \$10,000 in cost saving.

WaterFurnace International: The first two projects with WaterFurnace were completed by student groups in spring 2007. Under the guidance of Professor Bimal Nepal, graduate students completed a project for the analysis of warranty claim data on WaterFurnace products. This work was continued as a TAP faculty-assistance project with Nepal further analyzing and reporting using the claim data. Also in spring 2007, Professor Ramesh Narang led a student project to review material handling issues, with the outcome of presentation of improvement opportunities. In 2009 Professor Jaby Mohammad and students worked together through TAP and a student project. Mohammad, with the assistance of graduate students, continued the warranty data analysis on a new product line.

Fort Wayne Metals: IPFW's relationship with Fort Wayne Metals began in spring 2006. In spring 2007, TAP-MEP presented a Lean Manufacturing class attending by five Fort Wayne Metals personnel. TAP funding also provided for Professor Santini, of the Purdue West Lafayette campus, to investigate the process for acid bath concentration. IPFW graduate students, supervised by Professor Bimal Nepal, provided CPK calculations and database analysis of CRM final inspection data to determine if the data fell within process

and customer limits. In spring 2009 an additional project was completed with TAP funding, as Professor Barry Dupen of IPFW developed an algorithm for a controlled strain test on Nitinol wire.

Fort Wayne Philharmonic: Undergraduate students in the Richard T. Doermer School of Business and Management Sciences, supervised by Professor Nichaya Suntornpithug, conducted market research for the Philharmonic during fall 2008. In fall 2009, graduate students, guided by Professors Jun Ma and Zelimir Todorovic, developed marketing and strategic plans.

Tuthill Controls: Professor E. S. Ferguson, of the Purdue West Lafayette campus, conducted a study of noncontact sensor technology using TAP funding in April 2007. Supervised by Harold Broberg of IPFW, in spring 2008, senior design students supported the non-contact sensor design/research project. This project was completed on Dec. 31, 2009. Funding was provided by Tuthill (\$62,309).

Community Councils/Boards. IPFW utilizes community councils and advisory boards to assure and facilitate connections with external communities. These structures exist at the institutional, school, and department/program level, and combined, take advantage of the expertise of more than 100 community leaders and professionals. Three examples of these advisory councils are described here to illustrate these structures. At the institutional level, the Community Advisory Council provides critical review and input from across the regional community to IPFW and plays a governance role in reviewing the Student Code of Conduct. In addition, a member of the Community Advisory Council serves as a liaison to IPFW's Strategic Planning and Review Council. At the college/school level, the Richard T. Doermer School of Business and Management Sciences' Business Advisory Council is consulted regarding proposed substantive changes in the school's curricular and program offerings. It also serves as a forum for discussion of economic development in the region. At the department/program level, the members of the Advisory Council of the Dental Hygiene program are drawn from the ranks of practicing professionals and educators in the field. These members help assure that the program understands, and is responsive to, the needs of the field.

Small Business Development Center (SBDC). The purpose of the SBDC is to enhance economic development in northeast Indiana by assisting new and existing small business. In order to achieve this mission, the SBDC relies on the support of its host, IPFW.

The SBDC works closely with a number of IPFW academic and administrative units. Some collaborative initiatives and assistance received from the Richard T. Doermer School of Business and Management Sciences include:

- The Collegiate Management Program
- Business course development
- The Entrepreneurship in the Arts certificate program
- Marketing and research analysis
- Business counseling
- Business Strategy and Success certificate

Visitors to the SBDC Web site can arrange to meet with a business advisor, one on one, at no charge. Along with counseling, the SBDC offers workshops at very minimal fees, on-site Internet access, and a resource library.

Office of Research and External Support (ORES). The Office of Research and External Support (ORES) is a unit within the Office of Academic Affairs (OAA) created to serve the scholarly and creative activities of faculty, students, and staff. Its mission is:

- to facilitate the procurement of external support through research grants, contracts, and technical assistance agreements
- to administer internal support for research
- to document and publicize the scholarly achievements of members of the IPFW community, and
- to engage the intellectual capital of the university to enhance northeast Indiana's economy.

ORES' guiding documents identify the following as key goals for the unit: facilitating partnerships with regional industry and government, making information about faculty expertise available to regional industry, facilitating research partnerships with regional industry and government, documenting and publicizing the regional economic impact of research, and expanding the technical assistance program.

Office of Diversity and Multicultural Affairs (ODMA). Under the leadership of the associate vice chancellor for diversity and multicultural affairs, the Office of Diversity and Multicultural Affairs (ODMA) offers cocurricular programs and services designed to promote institutional outreach to groups historically underrepresented in, and underserved by, higher education. ODMA's outreach efforts include liaison relationships with a host of community organizations (such as the Urban League and the NAACP). The unit serves as the administrative home for IPFW's Twenty-first Century Scholars, Upward Bound, and Summer Youth programs, which are intended to promote college participation by students from historically underrepresented groups or economically disadvantaged families and to help prepare those students to be successful in college. ODMA is an active partner in IPFW's efforts to recruit a diverse student body and offers a Summer Bridge program to help minority and first-generation students who have been admitted to IPFW to be prepared to succeed in pursuit of their academic goals.

ODMA organizes an annual series of programming to celebrate the diversity of cultures on campus and in the region. This programming is carried out in conjunction with a number of local partner organizations. The annual Diversity Showcase is IPFW's premier program highlighting the full range of diversity-related academic and administrative offerings at the university. It is sponsored by the chancellor's Diversity Council, and ODMA plays an important role in helping organize that program. One of the goals of the Diversity Showcase is to invite members of the community to campus to learn more about diversity-related opportunities available to them through IPFW.

Recent Data. IPFW's structures and processes are effective in enabling connections with its communities. Perhaps the most compelling evidence of this effectiveness is the perceptions of community members themselves. Data from the recent survey referenced earlier in this chapter indicates a high degree of satisfaction by external constituents with the opportunities to engage with and be engaged by the institution. Nearly 80 percent of those responding indicated agreement that IPFW has effective structures and processes to connect itself with external communities. With regard to specific elements of those structures and processes to engage students, faculty, and staff in communities, respondents indicated satisfaction with strong cocurricular activities (75 percent) and strong and relevant education programs (79 percent). A large majority of those responding also indicated that IPFW has adequate physical, financial, and human resources to support effective programs of engagement and service (76 percent), as well as planning processes to ensure continuing engagement of, and service to, communities (67 percent).

The same survey provided valuable insight into areas of potential growth for IPFW with regard to community connections. Just under half of the respondents indicated that they would appreciate greater communication from the university regarding opportunities through which they can engage the institution, with the preferred methods of communication being e-mail and newsletters. Over 40 percent of those taking part in the survey suggested increased internship opportunities for students would be helpful. Finally, a number of interview responses addressed the desire on the part of nonprofit agencies to more readily access and benefit from various IPFW programs and services.

Cocurricular Activities

IPFW's cocurricular activities provide an ample and diverse array of opportunities for students, staff, and faculty to engage with external communities. Several examples are described below.

University-wide Programs. IPFW routinely engages in large university-wide programs providing rich opportunities through which its students, staff, and faculty can engage its constituents and communities. Three examples of such programming are described below.

For over 20 years the university has been a partner with **United Way** in raising funds for a host of local social service agencies and organizations. IPFW faculty and staff have helped to lead these efforts. On campus, more than \$44,000 in donations were pledged by 344 staff and faculty members as part of the 2008–09 United Way drive.

The Omnibus Lecture Series is dedicated to presenting diverse ideas through educated, respected, and entertaining speakers for the university community and residents of northeast Indiana. The English, Bonter, Mitchell Foundation is the founding sponsor for the series, and media sponsors include WANE-TV News Channel 15 and Northeast Indiana Public Radio. Approximately 6,000 members of the community took part in the 2008–09 series, which featured John Esposito, Eugene Robinson, David Baldacci, Hal Holbrook, A. J. Jacobs, and Sandra Day O'Connor as speakers.

During spring 2009, the **Remnant Trust at IPFW** program featured an exhibition of more than 50 first- and early-edition manuscripts, books, pamphlets, and documents on subjects related to individual liberty and human dignity. Over 3,500 visitors attended the exhibit and took part in the opportunity to engage the texts through viewing and touching them, as well as through interaction with exhibit docents. The program also featured a film series, lecture series, and special events series (including three Omnibus speakers), with individual events being offered on campus and in the community. These events attracted an additional 6,914 people to participate in the Remnant Trust at IPFW. Finally, facilitators playing the role of one or another of the authors featured in the Remnant Trust exhibit visited 12 local K–12 schools and presented on said authors and their work to a total of over 1,000 school children.

Mastodon Academic Performance Center (MAP). The Mastodon Academic Performance Center (MAP), which provides academic and developmental support for student athletes at IPFW, sponsors the Mastodon Cup program — an annual competition involving the various athletic teams on campus. Teams earn points for academic performance, supporting one another as student athletes, and engaging in service-learning opportunities in the broader community. Recent learning activities have included participating in reading programs with younger children, leading Fort Wayne's march against domestic violence, and participating in a wheelchair basketball game and other games with clients of Turnstone Center for Children and Adults with Disabilities.

Student Housing. IPFW Student Housing, operated on behalf of the university by American Campus Communities, is a center for student learning. A central component of the cocurricular programming in Student Housing is developing an active philanthropic commitment. With the guidance and support of professional and paraprofessional staff, residents organize and conduct a host of fundraising programs for a wide array of charities. These include ongoing programs such as a partnership with the American Red Cross to support blood donations, participating in the Box Tops for Education program and the Campbell's Labels to benefit Fort Wayne Community Schools, collecting tabs from aluminum cans to benefit the Ronald McDonald House, and end-of-term food drives for the local Community Harvest Food Bank. In addition to ongoing programs, the residents of Student Housing are also encouraged to actively respond to unique events. Examples include raising funds to assist students at another university displaced from their residence halls by tornado damage, taking part in a new United Way read-a-thon and book drive (in conjunction with Student Life), and volunteering for a day to help at the Fort Wayne Children's Zoo and at a local soup kitchen.

IPFW Student Athletes. Intercollegiate Athletics at IPFW operates on three basic, non-negotiable principles: academic excellence, athletic intensity, and social responsibility. Along with conducting themselves as role models, IPFW student athletes, coaches, and staff realize that an important component of social responsibility is community engagement. In that regard, the athletic program fosters good will through community-based projects. The goal is to have participants understand that service to others is the cornerstone of being a good community partner.

IPFW student athletes participated in 13 different community service projects in 2008–09. Not only have student athletes participated in established community-based events, but the students have also been a catalyst in establishing new service projects. For example, the "Pink Out" for Breast Cancer awareness program was initiated by the women's basketball and volleyball teams and has had a tremendous community impact. Many of these

projects involved a fundraising component that has provided support for community organizations, including the American Cancer Society and the Susan G. Komen for the Cure Foundation.

One of IPFW's most successful and long-standing community engagement programs is the award-winning IPFW Mini'Dons Youth Soccer Program. Each fall, more than 400 area youth participate in the program at no cost to them. Mini'Dons just completed its seventh season.

Links between Curriculum and Communities

Health Clinics. *The Department of Dental Education* has two clinics, one located in Neff Hall on the IPFW campus, and the other in an underserved area of Fort Wayne. The clinics offer low-cost, high-quality preventative dental services such as cleanings, fluoride treatments, X-rays, sealants, and whitening products. The services are provided by dental hygiene students supervised by dentists and dental faculty. Over 1,000 patients were seen in 2008.

The *Lafayette Family Health Clinic* is a nurse-managed clinic affiliated with the IPFW College of Health and Human Services. The clinic provides health, education, and counseling services to underserved populations in northeast Indiana. The majority of clinic patients are uninsured women who are Hispanic or African American. Services include physical examinations and health assessments, laboratory services, STD/HIV testing, a wide range of DHHS PDA approved methods of contraception, adolescent services, counseling, education, and community outreach. The clinic is housed in the Lafayette Medical Building, which is located in a medically underserved area of Fort Wayne. Funding is provided through a grant from the Office of Populations, U.S. Department of Health and Human Services through the Indiana Family Health Council. Undergraduate and graduate nursing students provide services in the clinic. It provides students with the opportunity to work with diverse populations and cultures. Over 1,500 patient visits took place in the clinic during 2008.

The purpose of the *Area Health Education Center* is to recruit underserved youth into health careers. The center provides health career education to elementary, middle school, and high school youth. After-school programs and summer camps provide students with hands-on experiences, education about the variety of careers possible in the health arena, and the academic requirements that must be met, along with resources to assist students with meeting those goals. About 6,000 students were involved in programs through the center in 2008.

Curriculum Connection. The Curriculum Connection is a strategic initiative of the Richard T. Doermer School of Business and Management Sciences to support the school's mission to achieve excellence in education and contribution to regional economic development. The school does so by connecting the learning of the curriculum to the practice of business in northeast Indiana. The businesses are northeast Indiana firms that seek IPFW's contribution to the study of a problem, analysis, or implementation of a current business situation in operations, distribution, marketing, strategy, or innovation. At the undergraduate level, projects that address these situations are placed in upper-level courses in operations management, marketing management, marketing strategy, policy/capstone, or a related elective course(s). Projects of the initiative that require a greater maturity level are assigned to MBA courses.

The projects are significant grading components of the courses. Normally, multiple teams of students investigate the business situation. They spend the semester working with members of the host company executive team in understanding the business and its challenges and opportunities. In doing so, they engage in critical thinking, analysis, strategic thinking, and problem solving. They are focused on the end-of-the-semester deliverable — the oral and written reports to the management team of the subject company.

At times, the projects have been sufficiently complex to require the subject matter of more than one business course in or outside the school and spanning more than one semester. The EcoVehicle Project was sufficiently broad in scope to require simultaneous contributions from students from business; the IPFW College of Engineering, Technology, and Computer Science (ETCS); and the College of Visual and Performing Arts (VPA). The subject matter was "taking the EcoVehicle to market." The product was the vision of the entrepreneur, John Dabels, who applied fuel cell technology to powering an electric vehicle. Business students researched the

commercial potential for the vehicle in markets the entrepreneur envisioned and those he did not. The students of ETCS performed some engineering studies of the vehicle. The students of VPA produced new designs for new markets identified by business students.

The tables below display the scope of the business situations and northeast Indiana companies that served as learning laboratories for business students and faculty. The complete list of companies is available in the Resource Room. IPFW appreciates the cooperation of these companies in the learning of the Curriculum Connection.

Table 5-3: Examples of Subject Companies Studied by the Doermer School of Business, 2002–06

Air Cargo	Fort Wayne, IN	Services — air cargo service
Buhr Engineering	Warsaw, IN	Manufacturing — industrial products
Carrier Electronics	Huntington, IN	Manufacturing — electronic parts
Do it Best	Fort Wayne, IN	Distribution — RFID
EcoVehicle	Fort Wayne, IN	High tech — electric cars
Fort Wayne Business Journal	Fort Wayne, IN	Publishing
Franklin Electric	Bluffton, IN	Manufacturing — submersible motors
Gee-Gaws	Fort Wayne, IN	High tech — maps
Hy-matic	Kendallville, IN	Manufacturing — precision screws
Invisible Technologies	Garrett, IN	Manufacturing — electronic consumer products
Iron Out Inc.	Fort Wayne, IN	Manufacturing — detergents
JND	Fort Wayne, IN	Consumer products
Lin's Private Label	Bluffton, IN	Consumer products
Master Sports	Fort Wayne, IN	Sports equipment
New Fuels	Fort Wayne, IN	Bio-diesel
Ottenweller Manufacturing	Fort Wayne, IN	Advanced manufacturing
Parkview Health Systems	Fort Wayne, IN	Healthcare
Rea Magnet Wire	Fort Wayne, IN	Manufacturing — basic metals, Strategic planning
Shuttleworth Inc.	Huntington, IN	Manufacturing — conveyor systems
TI Industries	Fort Wayne, IN	Manufacturing — automotive parts
Variable Torque Motors (VTM)	Fort Wayne, IN	Manufacturing — alternative fuel conversion
Vera Bradley	Fort Wayne, IN	Manufacturing — consumer products
Verizon	Fort Wayne, IN	High-tech communications

Table 5-4: Nonprofit Companies Assisted by the IPFW Doermer School of Business and Management Sciences, 2002–06

Company	Location	Designation
Better Business Bureau (BBB)	Fort Wayne, IN	Assessment of ethical business practices — perceptions of management, workforce, and customers
Cole Foundation	Fort Wayne, IN	Study of venture capital fund for northeast Indiana
Consumer Credit Counseling Service, Northeast IN	Fort Wayne, IN	Personal financing — merger study
IPFW Purchasing Department and Indiana-Purdue Student Government Association		Marketing research to determine the current satisfaction with food services on campus and recommend future directions.

Company	Location	Designation
Invent Tomorrow	<i>Fort Wayne, IN</i>	Summer program for high school teachers relating to teaching entrepreneurship and high-tech business
Leadership Fort Wayne	<i>Fort Wayne, IN</i>	Business plan for taking over another servant leadership program
North Anthony Alliance	<i>Fort Wayne, IN</i>	Neighborhood association of businesses and residents
Northeast Indiana Innovation Center (NIIC)	<i>Fort Wayne, IN</i>	Business research and planning for residents of the high-tech incubator

Office of Academic Internships, Cooperative Education, and Service Learning (OACS). OACS works with faculty, departments, and students to design and provide structured, academic credit-bearing, community-based learning opportunities. These opportunities include credit-bearing internships, cooperative education positions, and service learning experiences.

Over 2,200 students have participated in cooperative education experiences with nearly 250 employers over the past 20 years. In 2007–08 alone, nearly 150 students participated in a cooperative education opportunity.

The M3C Fellowship Program, a service learning program, is an initiative that creates opportunities for students to work together as agents of civic change in their local communities and on their campuses. IPFW is one of only six universities in the state (and the only Purdue campus) that participates in this AmeriCorps Education Award program. Students chosen for the program receive a \$1,000 award to use toward educational expenses in return for 300 hours of community service. Eight IPFW students were M3C fellows in the inaugural year of the program, and as a result of the strength of its program, IPFW has been authorized by AmeriCorps to increase the size of its cohort of fellows for the coming year.

Resources for Engagement and Service

There is ample evidence that the physical resources of IPFW support effective programs of engagement and service. The university is home to a number of local not-for-profit agencies and organizations. These include:

- Leadership Fort Wayne
- Fort Wayne Philharmonic
- Fort Wayne Area Community Band (FWACB)
- Fort Wayne Children's Choir (FWCC)
- Foundation for Art and Music in Elementary Education (FAME)
- Unity Performing Arts Foundation Inc. (UPAF)
- WFWA, the local PBS affiliate

The campus features a number of large lecture and performance halls that allow the university to open major events to the public. The university's classrooms and meeting rooms are also available for reservation by the public. More than 2,000 nonuniversity events were held on campus during the 2008–09 year.

The Gates Sports Center and campus athletic fields provide venues for the community to support IPFW athletics, and members of the community are able to have memberships and participate in wellness courses offered at Gates. The Plex soccer facility is used by both K–12 soccer programs and local leagues. In addition, throughout the year members of the community visit the beautiful and spacious campus for recreation in the form of walking, riding, running, and cross-country skiing. IPFW also developed the Venderly Family Bridge, which spans the St. Joseph River, providing the critical link that allowed the completion of the River Greenway.

Every July 4 the campus becomes the center of Fort Wayne's celebration of national pride as tens of thousands of community members come to campus (and the surrounding properties) to view the city's fireworks display hosted by IPFW in partnership with the City of Fort Wayne, Centennial Wireless, and local media outlets.

IPFW staff and faculty, the human resources of the university, are highly engaged in the communities served by the institution. In addition to their service in the programs and partnerships referenced throughout this self-study, faculty and staff expertise are available to constituents and communities upon request, and requests for such assistance are frequent. Hundreds of faculty and staff members serve on advisory or governing boards for agencies and organizations across the region.

While IPFW is ranked 14th out of 14 among state institutions in terms of per student funding, the institution manages to exceed expectations with regard to serving constituents and communities. The degree to which it succeeds in its goal of being an institution highly engaged with its constituents and communities is a reflection of its commitment, creative collaborations, and innovative resource utilization.

Planning for Engagement and Service

IPFW's Vision Statement describes its central institutional goal as becoming a nationally recognized university known for its regional impact. IPFW's Strategic Plan notes fostering the economic, cultural, and civic development of the region as one of the three primary areas of institutional endeavor and includes strategic priorities, strategies, and assessment metrics for that area of endeavor. IPFW's Strategic Plan also includes partnership with the community to enhance social, economic, cultural, civic, and intellectual life in the region as among its core values.

Core Component 5c: The organization demonstrates its responsiveness to those constituencies that depend on it for service.

The university and its faculty and staff recognize the importance of each constituent with whom they interact. Constituent organizations are generally contacted at the departmental or higher administrative levels and are involved in many curricular decisions. Constituents must be involved in accredited program/department/school curricula, and their needs are the inspiration for the wide variety of programs and services described in this chapter of the self-study report.

Collaborative Ventures

As described earlier, IPFW is responsive to constituencies that depend on its services. Additionally, a number of programs have been developed in direct response to identified needs, including precollege enrichment programs, preprofessional support programs, articulation agreements with other institutions, new degree and certificate programs, continuing education opportunities, and student chapters of national associations that interact with regional professional chapters. Some examples of this responsiveness are provided below.

Transfer Credits. As a university with a regional mission, IPFW is primarily concerned with serving northeast Indiana. Transfer of credits from and to IPFW is an important part of this service. IPFW accepts credits from academic programs at institutions accredited by regional accrediting associations and only for courses in which students earned grades of C– or better. Courses from institutions not holding regional accreditation may be reviewed by the academic department in which the course is taught. Some IPFW degree programs impose additional criteria.

The statewide Indiana Core Transfer Library (CTL) provides a list of courses that will transfer among the two community college systems in Indiana, the 15 Indiana public college and university campuses offering baccalaureate programs, and the 32 private colleges/universities in the state. Core Transfer Library courses will meet the general or free elective requirements of undergraduate degree programs, and most CTL courses will also count toward degree program requirements if an evaluated course is taught at the campus. Approximately 80 IPFW courses are listed on the CTL Web site. For up-to-date information, visit the TransferIN Web site at www.transferin.net/CTL/Pages/default.aspx.

Articulation Agreements. Ivy Tech Community College is the statewide community college and its Northeast Region campus is adjacent to IPFW. IPFW and Ivy Tech Northeast jointly participate in a program named

Crossroads, which works to simplify student transfers and looks for other opportunities to collaborate. More than 25 degree program articulation agreements currently exist or are in the negotiation process with Ivy Tech. The articulation agreements are effective for many IPFW programs, including the B.A. in biology, English, French, history, philosophy, psychology, and Spanish; the B.S. in business, public affairs, elementary education, hospitality management, human services, interior design, mathematics, nursing, organizational leadership and supervision, and industrial engineering technology; and the Bachelor of Fine Arts (B.F.A.) and Bachelor of General Studies (B.G.S.) degrees. Additional programs are constantly being reviewed for possible articulations, and a joint academic advising program for Crossroads students has been initiated by the two campuses. As part of the Crossroads program, an IPFW advisor is on site at Ivy Tech on a part-time basis to advise Crossroads students in articulated programs or other students intending to transfer. IPFW and Ivy Tech are developing a dual admission application process so Crossroads students are admitted immediately to IPFW when they begin at Ivy Tech. A financial aid consortium is also under development. Other collaborations include intramural athletics and Student Housing, both of which are open to Ivy Tech students.

IPFW also has articulation agreements with Vincennes University and other regional campuses of Indiana University and Purdue University.

Fort Wayne Higher Education Consortium (FWHEC). An agreement exists among FWHEC institutions to provide students with the opportunity to enroll in courses at other FWHEC institutions that are not available at their home institution. Cross registration enables students to enhance their degree programs by taking a course at another FWHEC institution and receive credit at their home institution upon successful completion of the course. Members of FWHEC include Huntington University, IPFW, Indiana Institute of Technology, IVY Tech Community College, Manchester College, Trine University, and the University of Saint Francis. Additional information is available in the Resource Room and at www.ipfw.edu/registrar/services/consortium.shtml.

K–12 Programs and Partnerships. Some programs and partnerships that are coordinated, held, or directed at or by IPFW are described below:

The Northeast Indiana Science, Technology, Engineering, and Math (NISTEM) Education Resource Center (www.nistem.org) was established in 2007 as a partnership with a cadre of regional stakeholders to support and encourage active engagement in science, technology, engineering, and math (STEM) related activities and educational pursuits. The NISTEM Center and Web site was developed in conjunction with the completion of a proposal submitted to a statewide BioCrossroads STEM initiative. Additional financial support was provided by a grant received from the National Center for Outreach submitted by WFWA/PBS39 in partnership with IPFW and the Fort Wayne Convention and Visitor's Bureau. Quickly growing to include a large regional stakeholder base, NISTEM now works to incorporate and support the diverse needs of the region's education systems, informal education centers, and business community.

The NISTEM Center has developed into an enterprise that promises to continue to highlight, unify, support, and increase community involvement in STEM-related activities for children and adults in the region, as well as recruit others to participate in the events regularly hosted in northeast Indiana. NISTEM coordinates with and serves schools in northeast Indiana. Some key stakeholders external to IPFW are the Region 8 Education Service Center, Northwest Allen County Schools, East Allen County Schools, Fort Wayne Community Schools, Southwest Allen County Schools, Wabash City Schools, Fort Wayne Children's Zoo, Science Central, McMillen Center, Allen County Parks, Foellinger Freiman Botanical Conservatory, Northeast Indiana Innovation Center, Northeast Indiana Corporate Council, the Fort Wayne-Allen County Economic Development Alliance, Northeast Indiana Workforce Investment Board, Fort Wayne/Allen County Convention & Visitors Bureau, Allen County Public Library, Work One NE, Allen County Education Partnership, WFWA, Reusser Design, History Center, the Northeast Indiana Regional Partnership, About Education, and the City of Fort Wayne.

The IPFW K–12 Outreach Office in the College of Engineering, Technology, and Computer Science (www.etc.ipfw.edu/outreach) offers informal educational opportunities that engage, challenge, and build self-confidence through

hands-on activities fostering awareness and interest in STEM subjects. Through competitions, seminars, and workshops, students are introduced to the world of engineering and technology. Awards and recognition are a key component of the competitive events, recognizing excellence and effort as they reinforce the students' self-confidence. All programs challenge students to think on their feet, solve problems, use their classroom learning, and look to the future. Programs offered through this office are Engineers Week Bridge Building Contest, FIRST Lego League, Indiana Regional Future City Competition, Middle School Career Day, the Northeast Indiana Regional Science and Engineering Fair, the SciTech Youth Showcase, and five Summer Exploration Camps. Students from 105 elementary, middle, and high schools participated in these events in 2008–09.

The Scholar-Practitioner Center for the Advancement of Educational Leadership and Learning Organizations (www.ipfw.edu/educ/scholar/) is sponsored by the School of Education and links the university and school-based partnerships. The center's main goal is to utilize research to inform decision making and problem solving in school corporation contexts. Examining policies for effectiveness, and authentically contributing to the educational field-base through scholarship is central to the center's mission. Professional development that unites university faculty and school corporations is actively sought. Emanating from the center is the IPFW School of Education's new journal, *scholarlypartnershipsedu*. The goal of the journal is for university and school personnel to unite in coauthorship of themed and nonthemed issues in educational inquiry. This is a peer-reviewed journal whose goal is professional development, particularly in the theory and practice of the everyday life-world of current topical educational issues.

The Appleseed Writing Project, a regional affiliate of the National Writing Project, invites K–16 teachers to participate in an intensive summer institute devoted to the teaching and assessment of writing. The program, cosponsored by the Department of English and Linguistics and the School of Education, also sponsors a fall conference for K–16 teachers of writing.

Transfer Policies and Practices

IPFW's transfer policies, as described below, are supportive of all students and prospective students by enabling them to transfer approved course work from other colleges and universities when applying for admission to IPFW. This, along with the Indiana Core Transfer Library and articulation agreements discussed earlier in this chapter, enables students to easily move among approved institutions of higher learning.

Admission Requirements for IU or Purdue Intercampus Transfer Students. These students, known as “intercampus transfer students,” are classified as either temporary or permanent. Permanent intercampus transfer students are currently attending (or have attended) another IU or Purdue campus and want to transfer permanently to IPFW. These students must submit an Application for Undergraduate Admission, an unofficial transcript from their IU or Purdue campus, and official transcripts from any colleges attended since their enrollment at IU or Purdue. No application fee is due from these students, and permanent intercampus transfer students may be eligible for financial aid. Temporary intercampus transfer students have declared that their intent is to enroll temporarily (most often for a summer session) at IPFW and then return to their home IU or Purdue campus.

Admission for Ivy Tech Transfer Students. These students may be able to transfer many of the credits that they have earned to IPFW. Courses that do not have a direct equivalent transfer as “undistributed” credit and are noted in certain sections as “UNDI,” but they may still apply toward a degree. The Indiana Core Transfer Library (www.transferin.net/CTL) defines the common courses that transfer directly, and other credits transfer as specified by departments or in articulation agreements.

Admission for Other Transfer Students. Degree-seeking transfer students from other colleges or universities must submit the following:

- Application for Undergraduate Admission
- High school transcript or GED scores
- Official transcripts from all colleges attended
- \$50 application fee

Based on data available from IPFW's Office of Institutional Research (www.ipfw.edu/ir/statistical-reports), IPFW's transfer and foreign student enrollment grew 21 percent between 2004 and 2009.

Table 5-5: Transfer and Foreign Student Enrollments

	2004	2009
Intercampus Transfer Students	99	152
Transfer Students	616	769
Foreign Students	214	253
Total	929	1,174

The average age of an IPFW student was 24.6 years, and the ages of students ranged from 14 to 83 during 2009. Ethnically, between 13.8 and 16.2 percent of students at IPFW were classified as non-white in the 2009 statistical report. These and other data indicate that the university environment is supportive of the mobility of learners.

Testimony from Community Leaders

As mentioned earlier, 16 community leaders were interviewed as part of a survey to evaluate IPFW's past, current, and future engagement with the community. The complete report of the interviews and the survey are available in the Resource Room, however some questions and conclusions were extracted from this document and are presented below to summarize how community leaders assessed IPFW engagement. The interviewees included:

- 2 corporate CEOs
- 3 corporate executives
- 4 nonprofit presidents/directors
- 2 educators
- 2 county commissioners
- 3 others

A summary of some results of these interviews follows:

Question: Would you please describe your area(s) of interaction with IPFW and the benefit(s) of the relationship?

The overwhelming majority of those who were interviewed stated that the interactions have been very positive, and the continued use of the services of IPFW shows that this is true.

Question: Did the services received from IPFW exceed your expectations? Why or why not?

Generally, participants were very happy with the quality of the services that they received from IPFW.

Question: In your opinion, what other services could IPFW offer to better meet the needs of the community?

Many businesses and the community in general know that IPFW has a variety of services that are provided to the community. Some participants reported that IPFW is not effectively communicating to community members about how they can use the services. Many interviewees would like to see better advertisement of the programs and services offered to help benefit the community.

Building Bridges Among Diverse Communities

The IPFW Office of Diversity and Multicultural Affairs leads the way in engaging diverse groups throughout the community. Some of the activities within this office include Upward Bound, Twenty-first Century Scholars, and Safe Zone. The office also coordinates its activities with the Diversity Council, Career Services, and the Affirmative Action/Equal Opportunity office. The office works closely with student groups including the Black Collegian Caucus, Hispanos Unidos, United Native American Students, Islamic Student Association, and the International Student Organization. The office actively supports Black History Month, the Great Men Great Women Diversity Breakfast, and other activities supporting the region's diverse population.

Bridges among diverse communities exist throughout the IPFW community. The College of Health and Human Services maintains relationships with over 60 health-related organizations, including major hospitals, medical centers, health departments, Head Start, and others. The Department of Nursing partners with over 50 different agencies to provide clinical sites for nursing students to learn to provide care for a diverse population. In addition, the human services department maintains relationships with many diverse regional organizations including the Boys & Girls Club, Easter Seals ARC of NE IN, Hope House Inc., Park Center, Community Action of Northeast Indiana (CANI), SCAN, Interfaith Hospitality Network of Greater Fort Wayne, Fort Wayne Urban League, Children's Sanctuary, Family Counseling Center, Isaiah Center/Epiphany Lutheran Church, Rescare, Children's Autism Center, Wellspring Interfaith Social Services, The Advocate, Northeast Indiana Area Health Education Center (AHEC), Charis House, and Allen County Sheriff's Office.

Shared Partnerships

Generally, accredited programs must have advisory boards that provide a connection with organizations that employ graduates of the programs. As mentioned earlier, these advisory boards provide input on curricula and community needs for graduates. An example is the engineering department's advisory board (www.engr.ipfw.edu/advisory), which has representatives from the following companies: Martin Riley Inc., Navistar, Engineering Resources Inc., WaterFurnace International, ITT Industries, INDOT, UnderSea Sensor Systems Inc., Logikos, Raytheon, General Dynamics C4S, General Electric, R. J. Thompson, and New Millennium.

The Division of Continuing Studies provides personal and professional development throughout northeast Indiana through noncredit and credit programs that include on-site training/education, distance learning, off-campus courses, Weekend College, overseas study, and the general studies Associate of Arts and baccalaureate degree programs. This division has more than doubled in its number of offerings and student enrollment during the past 10 years. During the 2007–08 academic year, the division offered 885 noncredit courses and 839 credit courses with a total enrollment of over 28,000 students (www.ipfw.edu/ir/pdfs/Statsprof08-09.pdf).

Maintaining Integrity in the Community

The IPFW Statement on Integrity (available in the Resource Room and at www.ipfw.edu/about/integrity.shtml) follows:

We as a university community are committed to integrity and ethical conduct. We foster an environment that nurtures and supports the complementary concepts of freedom and responsibility. Paramount to our commitment is continued validation and support of the highest ethical standards of equity, fairness, and confidentiality. We respect differences and embrace diversity. We are committed to equitable treatment and mutual respect for all members of the IPFW community. We respect both individual rights and the public interest. We encourage a learning environment in which open and free pursuit of knowledge takes place and individuals share their personal convictions without imposing them on others. Additionally, we embrace the ideal of freedom of expression for faculty, staff, and students in their academic work and as citizens of the university. The professional contributions of all individuals involved are fully and accurately acknowledged.

It is the responsibility of the entire IPFW community to honor the principles of ethics and academic integrity. Students and faculty have the right to expect their work to be assessed on its academic merit. All members of the IPFW community are expected to espouse academic honesty, and every individual is responsible for upholding this expectation. Ethical and honest behavior is required in all actions that support IPFW's academic mission.

IPFW takes its responsibility to the citizens of Indiana seriously, and all faculty, students, and staff of the university will be responsible stewards of the public trust. Working with our community partners, we share knowledge and resources for reciprocal benefit and advancement. IPFW faculty and staff pledge to uphold the highest ethical standards while providing an education of the highest academic quality.

The university has made integrity and the development of personal and professional values a core feature of its educational mission through the Baccalaureate Framework. The university holds faculty, staff, and students accountable for adherence to these standards.

Core Component 5d: Internal and external constituencies value the services the organization provides.

Through collaborations among academic units and university departments, as well as among these units and the community of northeast Indiana, the university continues to be responsive to the diverse needs of these groups. A significant number of outreach efforts are ongoing at IPFW, and departments work diligently to ensure that these programs meet the needs and are valued by the constituencies served. Through feedback from various community advisory boards, along with more traditional metrics of funding and participation levels, IPFW gathers feedback to develop new programs and continually enhance and modify existing program offerings.

Involving the Community in Evaluating University Services

Internal and External Advisory Board Participation. As noted earlier in the chapter, many of the colleges, schools, and academic departments have active community advisory boards, which provide connections to organizations that employ graduates of the programs, gathering feedback and support for the programs offered and assisting in the development of curricular and cocurricular programming. According to the 2008 internal survey, 40 percent of responding departments indicated that they have advisory boards comprised of external community members, with academic units responding at a level of 44 percent. For example, the Richard T. Doermer School of Business and Management Sciences (www.ipfw.edu/bms/about/advisory.shtml) has assembled an advisory board of 42 members, 33 of whom are from the regional business community. Approximately 15 representatives from area healthcare agencies participate as members of a community advisory board for the College of Health and Human Services. Another example is the engineering department's advisory board (www.engr.ipfw.edu/advisory), which also has representatives from regional corporations such as Navistar, Water Furnace International, ITT Industries, and Raytheon.

In order to get an accurate perception of IPFW from the constituents served in the northeast Indiana community, two separate forms of research were conducted in spring 2009: surveys and personal interviews of external stakeholders. Despite efforts to involve as many constituents as possible to provide feedback regarding IPFW's services to the community, only 43 percent of respondents indicated that they have been asked to provide feedback or evaluation of community outreach programs. While a university does not have to solicit feedback from every constituent, there is room for improvement to gain more constituent involvement in direct feedback processes.

Community Reception of University Services

Available evidence indicates that the university's service programs and its volunteer activities are well received by the community. From the spring 2009 survey, when asked directly how they liked the service programs and volunteer activities provided by IPFW, 89 percent of respondents answered that they are positively satisfied. More specifically, several programs are particularly well received by the community. A sampling is described below:

Volunteer Activities and Service Programs. Student athletes participate in fundraising events including the Fort Wayne Convention and Visitor's Bureau, the Chris Brown Scholarship, and ALS research.

The students participate in programs that include the "Mastodon Stomp" 5K run, the National Soccer Festival, and Spiece Basketball tournaments, which raised over \$30,000 and had a participation level of over 14,000 from the community. The Office of Student Life also participated in the American Red Cross Blood Drive, and the "Stuff the Semi" program that collected 250 lbs. of food for the Community Harvest Food Bank, along with 1,286 personal hygiene packages for Burmese refugees through the Fort Wayne Burmese Advocacy Center.

College of Health and Human Services. The college provides numerous opportunities for students to support various community service organizations, including participation in health fairs, supporting

wellness programs and health screenings, and working in clinics that target underserved populations in the community. Some examples of this outreach include:

- Through health fairs and community activities by dental hygiene students and faculty, over 5,000 residents of northeast Indiana received oral cancer screenings, tobacco cessation programs, and oral healthcare presentations.
- Nursing students from all clinical nursing courses participated in the Healthy Cities Health Fair, providing screenings, flu shots, and other services to 801 clients in 2009.
- Nursing students also participated in the Focus on Health, serving adults and middle school-aged children in health screenings in both spring and fall 2009. A total of 72 students participated each semester serving thousands of adults and children at community sites and in various middle schools in Allen and nearby counties.
- Consumer and Family Sciences (CFS) faculty, along with hospitality and tourism management (HTM) students, had an exhibit on food safety and sanitation at the IPFW Health Fair.
- HTM students volunteered at the Fort Wayne Children's Zoo in their annual fundraising event in June 2007.
- HTM students served the elderly at a local church and the Fort Wayne Rescue Mission, while another student had an internship at the Fort Wayne Rescue Mission.

Workforce Development

Since enhancing the economic development of the northeast Indiana region is one of the strategic goals of the university, IPFW prides itself in its numerous initiatives to address the economic needs of the region. Responses from the community are very positive. When asked if IPFW did a good job in developing workforce for this region, 79 percent of the respondents from the spring 2009 survey indicated that the university has strong educational programs to prepare human capital for the needs of this region. The respondents also thought that IPFW has strong cocurricular activities to develop our students' "soft skills" in the areas of leadership and teamwork.

When asked if IPFW's other initiatives helped the regional economy or not, 80 percent of the respondents indicated that they did. Since most of the respondents are civic and business leaders from the community, the strong positive feedback is a good indicator that IPFW's economic and workforce development activities are valued. To further illustrate the kind of activities in which IPFW engaged, a few examples are highlighted below.

Office of Research and External Support (ORES). Since its inception in 2002, ORES has facilitated a 38 percent increase in research grant and contract activity at IPFW. During the 2007–08 academic year, university grants and contracts had a total value of \$5,324,094, as compared to \$3,850,000 in the 2002–03 academic year. The continuing increase in external funding from federal, state, and private sources attests to the value placed upon the academic research, student support, and community service activity by IPFW faculty and staff. During the most recent year, funding was received from NSF, U.S. Department of Education, U.S. SBA, U.S. Department of Health and Human Services, Indiana Department of Health, Indiana Department of Natural Resources, Indiana Department of Transportation, and 42 different private sources.

Centers of Excellence. Through ORES, a total of 16 Centers of Excellence (www.ipfw.edu/ores/centers) provide outreach and engagement opportunities to the northeast Indiana community through faculty research expertise, experiential learning opportunities for students, and multidisciplinary collaboration for external projects. Two centers have been recently created to support the regional defense electronics companies, a key industry cluster in northeast Indiana.

The Center of Excellence in Systems Engineering (ICESE) was created through a collaboration of six companies, including ITT Communications Systems, Raytheon Net Centric Systems, General Dynamics C4 Systems, and Northrop Grumman Electronic Systems, that committed \$405,000 in start-up funding, matched by the Lilly Endowment to establish the center. This center provides graduate-level systems engineering education to regional industrial professionals. Last year, 66 students enrolled in a systems

engineering course, with roughly 80 percent of those students employed in either the defense/aerospace or automotive industries. In addition, ICESE offers half-day symposia on current topics in systems engineering. In 2008, more than 90 engineers attended at least one of the three symposia.

In 2008, the Wireless Technology Center was launched through a donation of \$1.25 million from the community and is an important resource for the wireless communications industry in Fort Wayne. The WTC is conducting research and offering advanced courses in modern wireless systems. It is organizing the Fort Wayne Wireless Summer School, a symposium devoted to advanced wireless technology in addition to providing advanced education in RF Communication associated with a \$200,000 grant from ITT Communication Systems, a local defense contractor.

Office of University Engagement. The necessity of developing a formal structure to connect the needs of the northeast Indiana community with the resources of IPFW, Indiana University, and Purdue University was evident in 2005. The three institutions, along with representatives of the regional business community, including the Northeast Indiana Innovation Center (the region's business incubator), the Northeast Indiana Corporate Council, and the Fort Wayne-Allen County Economic Development Alliance, created the partnership to facilitate access by regional businesses, business groups, and nonprofit agencies to collaborations in the following areas: research capabilities; intellectual property; technical assistance and faculty expertise; seminars, conferences, and networking opportunities; continuing education and corporate training; and internships and cooperative education programs.

During the four years since the office launch (January 2006–December 2009), 334 business organizations have contacted or been referred to the office, with a 43 percent success rate of making meaningful collaborations matching higher education resources to industry needs in one of the five areas listed above. A number of the organizations involved with the Office of Engagement have taken advantage of multiple opportunities to connect with one or more of the three education partners. The accomplishments of the office were described earlier in this chapter.

Opportunity for Indiana Business Plan Competition. The IPFW Office of University Engagement, Purdue University, and the Northeast Indiana Innovation Center cohosted this program for five years. Originally funded through a three-year statewide grant by the Lilly Endowment, the success of the program led to a continuation of the regional program hosted by IPFW and sponsored by the Lincoln Financial Foundation for two additional years. This competition provided opportunities for regional entrepreneurs of all ages to learn about entrepreneurship through a series of workshops and develop a business plan to compete for a prize package of cash and in-kind donations. Throughout its five-year history, over \$200,000 in funding support from foundations supported a number of successful start-up businesses such as Schwartz Biomedical, Zoom Information Systems, Trust Bearer Labs, and Solstice Medical.

Community Research Institute (CRI). CRI has been one of IPFW's commitments to the growth and development of northeast Indiana for the past 25 years. As part of the Division of Public and Environmental Affairs, the institute serves as one of the portals linking the academic expertise at IPFW with the needs of the public and nonprofit sectors in northeast Indiana. This institute provides research and analytical support in the areas of socioeconomic data, urban planning, municipal finance, public policy, and economic development. Multiple projects have been completed by CRI for northeast Indiana economic development, nonprofits, foundations, and local government organizations. CRI was the principal author of the regional strategic economic development plan, "Building a Twenty-first Century Economy in Northeast Indiana," which was prepared for the Northeast Indiana Regional Partnership, and has been involved in the initiation of cluster-based economic development in the region.

Richard T. Doermer School of Business and Management Sciences (DSBMS). With its mission to enhance the economic development of the northeast Indiana region, DSBMS has launched Strategic Skills Initiatives in the areas of radio frequency identification, advanced manufacturing, logistics, and information technology. Through conferences, workshops, special presentations, implementation studies, and course work, the school provided education and training for more than 1,500 participants to advance the technological skills of the local labor force needed by the industrial clusters of the region.

Partnering with the Greater Fort Wayne Chamber of Commerce, Junior Achievement, and Invent Tomorrow, the school held technology and entrepreneurship boot camps for more than 500 high school students, teachers, and counselors. The purpose of the boot camps was to provide the participants an intensive hands-on experience that connected them with high-profile sectors of the northeast Indiana economy. The school was able to facilitate this program through its Institute of Business Enterprise Systems and Technology (BEST) led by Continuing Lecturer Rob Palevich to further prepare the next generation of knowledge workers.

Working with the American Society of Pension Professionals and Actuaries (ASPPA), Employee Benefit Research Institute (EBRI), and Lincoln Financial, the school established another institute in spring 2008, the Institute of Pension Plan Management, to serve the education and training needs of pension professionals in the region and in the entire nation.

Finally, through the school's Curriculum Connection initiatives and the partnership with the Indiana Small Business Development Center, about 350 businesses in the region received assistance on business plan development, marketing research, operations management, and strategic management from student consulting projects supervised by faculty and local consultants.

TOPS Program. In 2009, IPFW was awarded \$4.5 million as part of the \$20 million "Talent Opportunity Success 2015" (TOPS) program funded by the Lilly Endowment. This regional program is designed to develop education, talent, and training initiatives in northeast Indiana to educate workers for the critical defense, aerospace, and advanced manufacturing industry clusters. Through this funding, IPFW's Centers of Excellence in Systems Engineering and Wireless Communications were expanded to better serve the emerging needs of these regional industries. This expansion included the addition of associate directors for both centers and the creation of three dedicated laboratories.

Japanese Saturday School. In partnership with the Fort Wayne-Allen County Economic Development Alliance, a school to help children of Japanese nationals working in the region keep pace with their former peers in Japan was launched in 2006. This program was developed to serve school-age children of Japanese workers posted to U.S. operations of Japanese companies, adult workers, and their family members. This program had 21 students enrolled in 2006, with enrollment increasing by 42 percent to 37 students in 2007.

Community Participation in IPFW Activities

One of the questions in the spring 2009 survey asked the respondents how often they participated in IPFW-related activities. The responses were very encouraging. Almost all of them (96 percent) indicated that they have participated in IPFW-sponsored activities. In fact, 41 percent indicated that they have regularly participated in university events. Such a high frequency of regular patronage speaks well about the value of university events for the community. A sample of public events mentioned by these external constituents include:

Omnibus Lecture Series. The Omnibus Lecture Series (www.omnibuslectures.org) is a program that is designed to present diverse ideas through educated, respected, and entertaining speakers for the university community and residents of northeast Indiana. The program, which began in 1995 and is currently in its 14th year, has featured such notable presenters as James Earl Jones, Robert F. Kennedy Jr., Ralph Nader, John Updike, Hal Holbrook, Eugene Robinson, and Sandra Day O'Connor. The program has six speakers scheduled each year with an average attendance that has grown to more than 1,000. The series has had a steady interest since its inception and attracted larger audiences since it moved to the Auer Auditorium in the Rhinehart Music Center.

Lifelong Summer Sessions Program. The Division of Continuing Studies has expanded programming for retired and seasoned learners through the Lifelong Summer Sessions program. Seven courses were offered with 429 enrolled in 2007, as compared to 45 enrolled in seven courses in 2006 — an enrollment increase of 853 percent. Additionally, a \$500 grant was secured through the Council on Senior Services to provide the Senior SAFE program in 2008.

Tapestry: A Day for Women. This program, held annually since 2002, brought together over 1,400 women from northeast Indiana in 2009 for a day of educational, motivational, and inspirational activities

especially designed for women. Keynote speakers such as Erin Brokovich, Marie Osmond, and Patty Duke have headlined the program that also includes a trade show and educational breakout sessions. The program has grown in attendance from 400 in its inaugural year. In 2008, two women received full-year scholarships to IPFW's College of Health and Human Services. In total, 17 women have received scholarships as a result of Tapestry: A Day for Women.

Northeast Indiana Regional Manufacturing Summit. The IPFW Office of University Engagement, the Center for Advanced Manufacturing at Purdue University, and other regional partners have presented two one-day programs (one in 2006 and one in 2008) targeted at the advanced manufacturing sector of the northeast Indiana economy. These programs, hosted and cosponsored by IPFW, had attendance of over 100 people each time. Presentations on economic topics and manufacturing competitiveness, as well as case studies of successful companies, were designed to enhance the competitive positions of businesses in a key sector of northeast Indiana's economy.

Facilities Use by the Community

The second strategic goal of the university is to make IPFW a friendly and inclusive place for all the constituents of the university, including the outside community. IPFW, therefore, makes conscious efforts to ensure that the university's facilities are available to, and used by, the community. Responses from the spring 2009 survey confirm IPFW's efforts. Among all the respondents, 86.5 percent agreed that IPFW's facilities are made available to the public. In response to another question, the respondents indicated the likelihood of using various facilities of the campus. Walb Student Union received the most responses with 57.9 percent. Rhinehart Music Center was next with 43.4 percent, and the Engineering, Technology, and Computer Science Building was next with 31.6 percent. The other choices, Gates Sports Center, Helmke Library, and Williams Theatre, all received responses around 20 percent. This question also included an "other" choice, which received 10.5 percent of responses and included write-in responses such as Fine Arts Building, Holiday Inn, NIIC, and Kettler Hall. The following narratives give some examples of how university facilities are used by the community.

IPFW offers **summer camp opportunities** for K–12 students through Athletics, the College of Visual and Performing Arts, and the Outreach Office in the College of Engineering, Technology, and Computer Science. These programs offer recreational and educational opportunities in areas as diverse as theatre, music, engineering, science, and various sports.

Community Arts Academy has offered programs for both vocal and instrumental music as well as theatre arts. This program has had over 750 students participate in an average of 25 classes per semester (fall, spring, and summer), attracting students from school districts throughout the 11-county service area. A new partnership has been formed with Title I schools in Allen County to bring the arts and performing arts to underserved youth in the community.

The **athletics program** offers summer basketball, volleyball, and soccer camp experiences to middle and high school students annually. These programs provide an opportunity for over 600 students to participate in programs to enhance their athletic skills.

IPFW School of Health Sciences and Parkview Health Systems collaborate to offer **Health Careers Summer Day Camp**. This is a four-day intensive and interactive learning environment hosted at IPFW and Parkview hospitals, which provides campers comprehensive information on health careers.

The ETCS Outreach Office offers programs to engage and challenge K–12 students through hands-on activities fostering awareness and interest in STEM subjects (science, technology, engineering, and math). Through competitions, seminars, and workshops, students are introduced to the world of engineering and technology. Programs offered through this office are Engineers' Week Bridge Building Contest, FIRST Lego League, Indiana Regional Future City Competition, Middle School Career Day, the Northeast Indiana Regional Science and Engineering Fair, the SciTech Youth Showcase, and five Summer Exploration Camps. During the 2008–09 academic year, 105 elementary, middle, and high schools were represented in these events with a total of 2,163 students, 685 adult volunteers, and 995 observers.

Co-located Community Organizations. IPFW provides facilities to nonprofit community organizations to meet office space, operational, and programming needs. Groups as diverse as the Fort Wayne Philharmonic, FAME, Fort Wayne Children’s Choir, Fort Wayne Area Community Band, Unity Performing Arts Foundation, Northeast Indiana Small Business Development Center, and Leadership Fort Wayne are examples.

Community Arts and Music Programs. IPFW’s College of Visual and Performing Arts enhances artistic outreach to the community in support of the overall goal of improving the quality of life in the community. During 2007–08, VPA hosted 34 theatre performances of six productions, 32 music performances, and frequent gallery exhibitions, many of which utilized the new state-of-the-art Rhinehart Music Center. More than 8,000 members of the IPFW and northeast Indiana community attended these events.

Athletic Events. IPFW offers seven men’s and nine women’s intercollegiate athletic programs to the northeast Indiana community. Since moving to Division I in fall 2001 and joining the Summit League in July 2007, IPFW has hosted 125 home sporting events. All IPFW home men’s basketball games are held in the Allen County Memorial Coliseum.

Continuing Education for Licensed Professionals

IPFW’s performance in providing programs for licensed professionals is rated highly by the professional community. Results from the spring 2009 community survey indicated that 90.6 percent of the respondents believed the university provided the needed programs for the continuing education of licensed professionals in the region. These programs are primarily organized through the efforts of the Division of Continuing Studies (DCS) in collaboration with academic units.

DCS provides personal and professional development throughout northeast Indiana through noncredit and credit programs that include on-site corporate training, distance learning, off-campus courses, Weekend College, overseas study, and the general studies degree programs. The division also offered a number of opportunities in support of professional organizations in the regional service area.

Over the past four years, professional development enrollments in DCS have increased 16 percent (see Table 5-6), with expanded partnerships and demand for certifications and licensure in the northeast Indiana region. DCS works with regional, state, and national professional organizations to gain appropriate approvals, ensuring that training meets the standards of the profession and qualifies participants to sit for the certification exams or relicensing. Programs are offered in a variety of formats and locations. The Pension Planning preparation courses have an option for Webcast instruction that was developed at IPFW and is streamed on-demand nationally through the American Society for Pension Professionals and Actuaries’ (ASPPA). A sample of professional groups served and recent programs are listed below.

Table 5-6: Enrollment in Professional Development, 2006–09

2006	2007	2008	2009	% change
8,761	9,032	9,844	10,201	16%

Licensed Professionals’ Certification and Preparatory Programs

- HR Professionals: Society for Human Resource Management Learning System
- HR Professionals: Essentials of Human Resources
- CPAs: Annual Tax Schools
- CPAs: Forensic Accounting
- CPAs: Small Business Strategies and Success
- APICS: Production and Inventory Control
- Engineers: Systems Engineering Certification
- Quality Engineering Certification

Project Manager Certification
Pension Professionals: Certification Prep
Nurses: Many Faces of Healthcare
Nurses: IV Workshops
Mental Health Professionals: Disaster Mental Health Crisis Response
Mental Health Professionals: Psychological First Aid
Mental Health Professionals: Applied Suicide Intervention Skills
Psychologists: Can't Live With You (APA) Program
Psychologists: Understanding Addictive Behaviors
Dieticians: Raising a Healthy Eater
Fitness Instructors: Energizing the Mind and Body
Master Gardeners: Gardening Courses Tutors
Tutors: Early Childhood Alliance Training Program
Early Childhood Alliance Training Program & Reality Spanish

IPFW has been in the forefront of providing continuing education for K–16 teachers. Some examples follow:

A total of \$170,850 in external grants paid for 141 educators to attend IPFW-sponsored teacher workshops in 2007.

During 2008, 405 northeast Indiana teachers enrolled in IPFW courses, with the majority of them having the purpose of license renewal.

IPFW's School of Education hosted its third license renewal event, welcoming over 40 area teachers with questions about the license renewal process.

Spring 2008 completed the full academic year courses for the grant agreement with the Allen County Education Partnership for elementary school teachers. This third year enrolled 77 teachers for the 6-credit-hour graduate course.

Specific relicensure courses for K–12 educators have included:

4-MAT: Teaching to Support Learning Styles
21st Century Technology for Educators
Classroom Management: Choice Theory
Evaluation of Classroom Behavior
Fostering Geometry and Measurement Thinking in Grades 6–10
Leadership in the Arts
Appleseed Writing Project
Balanced Literacy
Computer Camp
Energy, Economics, and the Environment
WebQuest Connections for K–12 Classroom

Summary

Strengths

- IPFW is deeply engaged with its various constituencies in the external community.
- IPFW is the primary source of higher education, continuing education, and cultural programming in the northeast Indiana region.

- The Office of University Engagement provides the structure to connect the needs of the northeast Indiana community with the resources of IPFW, Indiana University, and Purdue University.
- The spring 2009 survey indicated that the northeast Indiana community values the services provided by IPFW. About 93 percent of the civic and business leaders surveyed indicated that their organization/community benefited from IPFW programs such as continuing education, outreach engagement, or customized training.
- The IPFW Division of Continuing Studies offers a variety of educational opportunities to serve the needs of northeast Indiana, and the value of these programs is demonstrated through growing enrollments.

Challenges and Opportunities

- Evaluation processes for community engagement tend to be more informal than formal. The incorporation of more formal evaluation programs targeted at specific community engagement activities would facilitate an evaluation of the impact of the programs, enhancing the university's ability to modify programs to increase their effectiveness.
- The spring 2009 survey indicated that 74 percent of the respondents are positively satisfied with IPFW community services. This leaves 26 percent yet to be satisfied and room for continuous improvement.
- Several other improvements were suggested by the spring 2009 survey respondents. These include:
 - Improved communication with the community via e-mails and newsletters
 - More internships
 - Additional master's and doctoral programs
 - Improved marketing for sports and cultural events
 - Expanding alumni services
 - Recruiting more minorities as students and staff
- Challenges remain as the university attempts to muster its limited resources to meet regional needs. It is important to develop processes to prioritize the use of resources to meet these needs and to identify other sources of program funding.

Conclusion

From contributions to the quality of life in the community through arts and athletic programs, to economic and workforce development programs, and with community support through volunteer and service learning projects, IPFW is well-integrated into the community as northeast Indiana's regional public university. Businesses, community organizations, nonprofits, and the community-at-large all value the academic programs, services, and facilities that the university provides. Collaborations and partnerships have resulted in mutually beneficial relationships for the university and northeast Indiana. IPFW is a connected organization that has integrated those connections into every aspect of its activities. As part of this commitment, IPFW is currently preparing an application to seek the Carnegie Elective Classification for Community Engagement. The campus plans to submit its application to the Carnegie Foundation in fall 2010.

As a future-oriented organization, IPFW uses the strategic planning process to meet the needs of northeast Indiana. The university has regular, ongoing processes for identifying emerging needs through advisory councils, internships and similar placements, faculty/staff participation in area nonprofit organizations, and grant/contract projects.

Finally, IPFW is a learning-focused organization as each of its outreach programs and community engagement activities is tied to its academic mission. It is a university committed to fulfilling its distinctive mission and providing continuous improvement of its programs and services.

