

Purdue University Fort Wayne—Strategic Plan

April 30, 2019

Who We Are	We are Purdue University Fort Wayne, northeast Indiana’s comprehensive metropolitan public university.
Our Mission	We educate and engage our students and communities with purpose by cultivating learning, discovery, and innovation in an inclusive environment.
Our Core Values	Students First Excellence Innovation Diversity and Inclusion Engagement ¹
Our Vision	Empower every person, every day, to improve our world.

We are dedicated to improving the world. We start on our campus, with the obligation we have to each other to make Purdue University Fort Wayne the best it can be—as a place to learn, live, and work. Our commitment extends to the people and communities we serve. Through the transformational power of education, the pursuit of new knowledge, the mutual benefit of collaboration, and an abiding appreciation for culture in all its forms, we make a positive impact on the life of every person we reach, and empower everyone to improve our campus, our community, and our world.

Our Aspirations	Champion Student Success Enhance Quality of Place Embrace Diversity and Inclusion Promote Community Engagement
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Champion Student Success

We will prepare students for academic, personal, and professional success. Through an enriching and supportive environment, students will be exposed to new thoughts and ideas, promoting confidence and maximizing their potential.

Objective 1: Improve student learning.

Measure: Increase the number of faculty who have redesigned their courses using demonstrably effective teaching and learning strategies by 20 percent by 2023.

Strategic Activities

- 1.1. Increase the use of active learning strategies in online and hybrid courses.
- 1.2. Increase the use of [High-Impact Practices](#) in high-enrolling and gateway courses.
- 1.3. Develop programming that supports limited-term lecturers in undertaking course revisions to integrate active learning strategies.
- 1.4. Develop programming that supports faculty in undertaking course revisions that engage students with community partners.
- 1.5. Develop a teaching award for Excellent Use of High-Impact Practices in high-enrolling freshman-level courses.

1. A list of expected behaviors to support our core values can be found on page 8.

Objective 2: Increase student enrollment.

Measure 1: Increase the second fall semester, first-time, full-time bachelor's-degree-seeking retention rate from 60 percent by 2 percent per academic year to 70 percent by 2023.

Strategic Activities

- 2.1. Develop financial aid programs that make attending full-time (15 credit hours or more per semester) a financially viable option.
- 2.2. Invest in an early-alert system that leverages as much data as possible as early as possible each semester to enable intensive interventions.
- 2.3. Establish a retention committee with staff from across the university to review potentially "at risk" students and offer appropriate interventions needed to ensure timely degree completion.
- 2.4. Develop proactive retention strategies at the academic program and department level.

Measure 2: Increase the six-year, first-time, full-time, bachelor's-degree-seeking graduation rate from 30 percent by 4 percent per academic year to 50 percent by cohort year 2018.

Strategic Activities

- 2.5. Advisors monitor student progress toward degree attainment and help remove roadblocks to enrollment and completion.
- 2.6. Offer programs and advising at times and locations convenient to students, including expanding online services.
- 2.7. Hire and train full-time staff to support 21st Century Scholars.

Measure 3: Increase the percentage of first-year students who successfully complete coursework by 7 percent per year to 75 percent by 2023.

Strategic Activities

- 2.8. Offer classes at times and locations convenient to students, including expanding online and hybrid offerings.
- 2.9. Invest in in-class tutors (e.g., students who have done well in particular courses) to sit in on course sections and offer weekly tutoring sessions.

Measure 4: Increase the number of matriculating students.

Strategic Activities

- 2.10. Develop a recruitment strategy that targets diverse student populations.
- 2.11. Develop deeper relationships between academic departments and faculty and community organizations, including area high schools.
- 2.12. Develop a recruitment strategy that addresses new-student preparedness and geographical diversity.

Objective 3: Build and integrate more robust academic advising and career-development opportunities into students' educational experience.

Measure: Percentage of students who respond positively that advisors are utilizing best practices in supporting student academic success and career preparedness.

Strategic Activities

- 3.1. Require training for all academic advisors focused on advising theory and best practices and university systems and policies.
- 3.2. Assign every matriculating degree-seeking student an academic advisor who, by the end of their first semester, creates a personalized four-year plan that encourages cocurricular objectives that support academic and career/postgraduation goals.
- 3.3. Provide every matriculating degree-seeking student access to a career advisor/mentor.

- 3.4. Require every degree-seeking student to complete at least one internship, externship, or experiential-learning opportunity in line with their career/postgraduation goals.
- 3.5. Expand leadership development for students through the creation of a leadership certificate.

Objective 4: Increase students' engagement with university life and invest in their holistic development.

Measure: Increase in student engagement in campus life and utilization of campus support resources.

Strategic Activities

- 4.1. Cultivate an engaging culture where everyone (students, staff, faculty, and alumni) are encouraged to participate in campus activities.
- 4.2. Develop a deeper connection between staff/faculty and students at recruitment and new-student events.
- 4.3. Expand resources and raise awareness of mental health and other health services on campus.
- 4.4. Train faculty to be better equipped to identify and refer students to mental-health resources.
- 4.5. Establish scholarships for and increase the number of students utilizing study-abroad and student-exchange programs.
- 4.6. Connect incoming students to campus job opportunities.
- 4.7. Identify and create more meeting spaces and resources on campus for students to engage in campus activities.

Enhance Quality of Place

We will make Purdue University Fort Wayne an employer and university of choice—a place where all students, staff, and faculty feel valued and empowered. We will create pride in our campus, which will foster our growth and advance our reputation.

Objective 1: Attract and retain high-quality students, staff, and faculty.

Measure: Growth in student and employee satisfaction on national benchmarking surveys.

Strategic Activities

- 1.1. Strengthen our reputation for the quality of student experience and career preparedness, leading to growth in enrollment.
- 1.2. Increase support for academic freedom and faculty research, scholarship, and creative endeavor.
- 1.3. Increase collaborations between faculty and students in research, scholarship, and creative endeavors.
- 1.4. Champion a system of keeping the cost of attendance affordable for students by expanding need-based financial aid.
- 1.5. Expand and promote opportunities that support the success of traditionally underserved groups, including underrepresented populations, individuals with disabilities, first-generation college students, and military veterans.
- 1.6. Renew our commitment to affordable, high-quality dependent-care services for students, employees, and the community, possibly on campus.
- 1.7. Personalize recruitment of candidates both locally and nationally for open employee positions and retention strategies for high-performing employees.

Objective 2: Be an exemplar employer for northeast Indiana.

Measure: Growth in employee satisfaction in national benchmarking surveys.

Strategic Activities

- 2.1. Prioritize employee compensation to include annual adjustments based on annual reviews and employee evaluations.
- 2.2. Expand our collaborative governance structure to include representation and participation from all levels of students, staff, and faculty.
- 2.3. Establish a meaningful, supportive performance-review system designed to help employees achieve their maximum potential.
- 2.4. Increase the range of opportunities and level of funding for professional development and career advancement.

Objective 3: Make our grounds and facilities inviting to the campus and surrounding communities.

Measure: Be named to a list of best campuses on a state or national college magazine or website.

Strategic Activities

- 3.1. Invest in the physical and technological infrastructure necessary to facilitate excellence in teaching and research, scholarship, and creative endeavor.
- 3.2. Expand and improve options for affordable on-campus dining and housing.
- 3.3. Add dedicated health, recreation, and wellness facilities with programs for students, staff, faculty, and the community.
- 3.4. Invest in expanded mental-health services for all members of the campus community.
- 3.5. Improve the caliber of our Athletics facilities to reflect our NCAA Division I status.
- 3.6. Initiate a campus beautification plan to include new, improved, ADA-compliant, and community-accessible landscaping, building improvements, walkways, etc.

Objective 4: Offer programming that centers Purdue University Fort Wayne as a cultural destination for northeast Indiana.

Measure: Growth in programming and student, staff, faculty, and community participation in on-campus events.

Strategic Activities

- 4.1. Offer and promote a variety of arts, athletics, intellectual, and educational programming that attracts diverse audiences and encourages participation by students, staff, faculty, and the community.
- 4.2. Develop and promote high-quality course, program, and extracurricular offerings that support both career and holistic human development.
- 4.3. Increase marketing and publicity for and participation in expanded programming targeted to engage our students and community.
- 4.4. Establish centers and programming that share the historic traditions and living cultures of our global community.
- 4.5. Create opportunities for relationship and community building among students, staff, and faculty from across the university.

Embrace Diversity and Inclusion

We will have an open and accepting university, one that welcomes all people, from anywhere in the world, regardless of where they are on life's path. We will create an atmosphere that values diversity of thought, experience, identity, and culture, thus building an educational environment that inspires fresh perspectives and global awareness, while also addressing barriers that provide equal access and opportunity to all.

Objective 1: Cultivate an affirming campus climate that embraces a culture of mutual understanding, equity, and respect.

Measure: Campus Climate Survey and Intercultural Development Inventory assessment.

Strategic Activities

- 1.1. Conduct a campus climate survey and use the results to drive activities that develop cultural competency and an appreciation for diversity in all its forms.
- 1.2. Connect diversity and inclusion activities with engagement and [sustainability](#) initiatives.
- 1.3. Develop and implement unit-level diversity, equity, and inclusion (DEI) plans initiated by units.
- 1.4. Create a support structure, including a senior leadership position, support staff, and requisite funding, to promote and advance DEI initiatives across campus and in each unit.
- 1.5. Create a leadership training program for DEI and deliver to 20 percent of faculty and staff each year over a five-year period.
- 1.6. Create a training program for DEI hiring practices and implement an incentive program for DEI hiring initiatives.
- 1.7. Identify a diversity advocate for each academic and administrative unit.
- 1.8. Make access to the Intercultural Development Inventory assessment broadly available.

Objective 2: Pursue internationalization of the student educational experience.

Measure: Growth in international students and faculty on campus and Purdue University Fort Wayne students studying abroad.

Strategic Activities

- 2.1. Establish a support structure and resources for internationalization projects.
- 2.2. Identify and develop partnerships between Purdue University Fort Wayne and higher-education institutions around the world.
- 2.3. Implement a faculty exchange program.
- 2.4. Increase the attractiveness of campus facilities and academic programs to international undergraduate and graduate students and faculty.
- 2.5. Assess current curriculum to ensure diverse offerings with international content and focus.

Objective 3: Develop university recruitment, retention, and graduation initiatives to improve diversity and inclusion on campus and reduce the achievement gap for diverse populations.

Measure: Diversity of new student population, total student population, and graduating student population.

Strategic Activities

- 3.1. Increase the number of preschool and K–12 outreach efforts.
- 3.2. Ensure representational diversity in new-student recruitment efforts.
- 3.3. Enhance marketing and communications designed to recruit underrepresented students.
- 3.4. Develop retention and graduation initiatives designed to support underrepresented and diverse populations.
- 3.5. Grow resources devoted to institutional aid and scholarships for all students, especially underrepresented students.
- 3.6. Create a program to provide support to students from different cultures.
- 3.7. Implement student advisory teams to assist with student-focused outreach, programming, support services, and other campus-wide initiatives.
- 3.8. Implement an [industry fellow program](#) to increase collaboration between Purdue University Fort Wayne and the regional business community and to improve student learning and career preparedness.

Objective 4: Sponsor inclusive, enriched activities for diverse students, staff, faculty, and visitors that encourage lifelong learning, critical thinking, and global citizenship.

Measure: Number of cultural programs/activities offered on campus.

Strategic Activities

- 4.1. Increase campus cultural programming by 15 percent in 2019–20 and by 25 percent in 2020–21.
- 4.2. Increase the number of national and international speakers brought to campus.
- 4.3. Implement monthly staff/faculty cafés to encourage diversity and inclusion.
- 4.4. Celebrate diversity efforts through awards, recognition, and incentive programs.
- 4.5. Encourage teaching that includes diversity, equity, and inclusion.

Promote Community Engagement

We will actively pursue community engagement through partnerships, structures, policies, and programs that support sharing and reciprocity with regional, state, national, and global constituents, and that emphasize the creation, integration, transfer, and application of knowledge for the benefit of everyone.

Objective 1: Establish an organizational structure that supports and encourages community engagement by students, staff, faculty, and alumni.

Measure: Number of students, staff, and faculty who participate in community-engagement activities; number of community-engagement projects.

Strategic Activities

- 1.1. Restructure and expand the Office of Engagement as an active, results-oriented unit that provides a broad spectrum of support functions to the university, including scholarship, administrative support, project funds, and assessment.
- 1.2. Incorporate community-engagement criteria as an option for (a) faculty promotion and tenure and (b) advancement, development, and merit evaluations for all employees.
- 1.3. Reestablish the university as a [Carnegie Community Engagement](#)-classified institution.
- 1.4. Build and promote a culture of philanthropy.

Objective 2: Partner with organizations and the public at-large to provide value in the following domains:

Economic Development: Positively impact communities in northeast Indiana and beyond in developing vibrant economies by supporting our regional business community, resulting in the creation and retention of high-skill and high-wage jobs. The university plays a key role in business retention, attraction, and expansion efforts through applied research, technology development, and other economic engagements.

Human Capital Development and Social Mobility: Develop the human capital within northeast Indiana and the state of Indiana through the delivery of relevant degree and nondegree educational programs to build skill sets in target groups and contribute to lifelong learning opportunities. Promote social mobility through the delivery of educational programs and experiences that benefit the populations of our region.

Social and Cultural Development: Positively impact the development of the communities in our region, supporting the goal of northeast Indiana becoming a place of choice to live for both current and prospective residents. The campus can provide a wide range of educational, cultural, and recreational programming, as well as international educational experiences for the community, allowing residents to appreciate social and cultural diversity in an interconnected world.

Health and Well-being: The campus makes significant contributions to the health and well-being of people in northeast Indiana and beyond through relevant applied research projects, educational programs, community service, and activities.

Environmental Sustainability: Positively impact the environment of the region, state, and beyond through responsible environmental stewardship, research, and educational programs.

Measure: Annually increase the number of community partners, engagement projects, and campus events open to the public and the revenue generated by community-engagement projects.

Strategic Activities

- 2.1. Faculty and staff work with the Community Engagement Council and the Office of Engagement to identify and complete engagement projects.
- 2.2. Strengthen existing and establish new relationships with community partners to increase community-campus collaborations and host and operate more events open to the public.
- 2.3. Develop undergraduate and graduate programs that drive economic development and social mobility.
- 2.4. Establish new community partnerships at each level of engagement
 - *Presence: Showing up and being seen.*
 - *Connections: Knowing people in the community and people in the community knowing us.*
 - *Activity/Project/Event: Working with community partners to carry out activities, projects, and events.*
 - *Relationships: The culmination of the previous levels; results in ongoing collaboration and mutual benefit.*

Objective 3: Students, staff, and faculty engage with the community through curricular, cocurricular, and volunteer experiences designed to enrich the student experience and transform student learning.

Measure: Number of students engaged in volunteer; service-learning; and engaged, experiential-learning experiences, and the impact of these activities on the student experience and student learning.

Strategic Activities

- 3.1. Make community engagement a distinguishing attribute of the Purdue University Fort Wayne student experience.
- 3.2. Increase courses offering a service-learning or engaged, experiential-learning component.
- 3.3. Create a service-learning certificate to be awarded upon graduation.

Objective 4: Communicate engagement successes to internal and external audiences to increase awareness of Purdue University Fort Wayne's contributions.

Measure: Increase in media coverage and academic dissemination (e.g., in academic publications or at academic conferences) documenting community-engagement activities.

Strategic Activities

- 4.1. Communicate all public events, including Mastodon games, plays, musical performances, and lectures to the public.
- 4.2. Strengthen the relationship between Communications and Marketing and academic and administrative units to identify media opportunities.
- 4.3. Incorporate community-engagement successes in internal communications.
- 4.4. Promote Purdue University Fort Wayne community-engagement activities for publication and presentation in relevant forums.

Expected Behaviors to Support Our Core Values

Core Values	Expected Behaviors
Students First	<ul style="list-style-type: none"> • Consider all strategic decisions from the perspective of student impact. • Support programs and teaching pedagogies that advance student learning and success. • Foster a campus environment dedicated to the growth and well-being of the whole person. • Recruit and retain highly qualified faculty and staff with a commitment to students.
Excellence	<ul style="list-style-type: none"> • Achieve the highest standards of performance and outcomes in teaching, learning, research, service, and engagement. • Empower faculty, staff, and students to embrace bold thinking to pursue excellence. • Accept accountability for advancing toward excellence. • Promote a culture of continuous improvement in all we do.
Innovation	<ul style="list-style-type: none"> • Advance research, scholarship, and creative endeavor. • Value and encourage the pursuit of new ideas, entrepreneurial thinking, and interdisciplinary collaboration. • Pioneer innovations in teaching and student support that increase access, learning, and success. • Create diverse cultural, educational, and enrichment programming.
Diversity and Inclusion	<ul style="list-style-type: none"> • Recognize the value of diverse perspectives and backgrounds. • Create an environment that is welcoming, respectful, and inclusive of all, both within and beyond the classroom. • Foster multicultural experiences and global engagement. • Provide equal opportunities and services to all.
Engagement	<ul style="list-style-type: none"> • Promote a culture of student, staff, and faculty participation in university activities, events, and decision-making. • Anticipate and address internal- and external-stakeholder needs. • Pursue collaborations that respond to current and emerging issues and opportunities • Establish mutually beneficial partnerships between campus and communities.

Learn More

You can find more information about our strategic planning process, including data collected, draft documents, and feedback reports, at pfw.edu/strategic-plan.

University Leadership Team

James Burg, Dean, College of Professional Studies
Jens Clegg, Presiding Officer, Fort Wayne Senate
Kristina Creager, Cochair, Strategic Plan Steering Committee, and Interim Vice Chancellor for Student Affairs (January–April 2019)
Carl Drummond, Vice Chancellor for Academic Affairs and Enrollment Management
Ronald Elsenbaumer, Chancellor
Ronald Friedman, Interim Dean, College of Arts and Sciences (December 2018–April 2019)
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