## 5.A - Core Component 5.A

Through its administrative structures and collaborative processes, the institution’s leadership demonstrates that it is effective and enables the institution to fulfill its mission.

1. Shared governance at the institution engages its internal constituencies—including its governing board, administration, faculty, staff and students—through planning, policies and procedures.
2. The institution’s administration uses data to reach informed decisions in the best interests of the institution and its constituents.
3. The institution’s administration ensures that faculty and, when appropriate, staff and students are involved in setting academic requirements, policy and processes through effective collaborative structures.

### Argument

**5.A.1 Shared governance at the institution engages its internal constituencies—including its governing board, administration, faculty, staff and students—through planning, policies and procedures.**

The governance structure of Purdue Fort Wayne as an independently accredited public regional university that is part of the Purdue System results in complex blended shared governance model operating on both a system and campus level. In addition, as a public, state educational institution, IPFW is subject to the general policies and budgets enacted by the Indiana General Assembly. By law, PFW is also subject to the policies set by ICHE. ICHE has authority to approve new programs and recommend capital and operating budgets for PFW to the Indiana General Assembly. ICHE's current policies concerning PFW are summarized in the document "[PolicyonPurdueFortWayne](https://www.pfw.edu/offices/accreditation/2020-comprehensive-evauluation/2020-self-study/Core-Component-5A/PolicyonPurdueFortWayne-9-28-2020.pdf?language_id=1" \t "_blank)".

Shared Governance at the System Level

While the Purdue Board of Trustees and Purdue's President have ultimate authority and responsibility to manage and operate PFW, the Board of Trustees of Purdue delegates the majority of programmatic and operational responsibilities to the Chancellor as Chief Executive Officer of PFW including:

* Programmatic mission and responsibilities of organizational units
* Budget development and management in accordance with Purdue policy and guidelines and all applicable statues in collaboration with the treasurer and chief financial officer
* Employment and appointment actions for all staff, other than direct reports, in collaboration wit the treasurer and chief financial officer
* All other operational duties related to the management of areas of responsibility not otherwise assigned to another executive office of Purdue by its board of trustees.
* Matters related to intercollegiate athletics with respect to PFW

The delegation by the Board of programmatic and operational responsibilities to PFW's Chancellor creates more institutional autonomy for Purdue Fort Wayne than typical university system structures. This level of autonomy aligns with ICHE's authorization of Purdue Fort Wayne as a regional public university maintaining its own accreditation.  From a Human Resources perspective, the Chancellor reports to the President of Purdue and is accountable to the President for demonstrating that his execution of programmatic and operational duties meet the expectations of the Board.  As CEO of the Fort Wayne campus, therefore, the university under the leadership of the Chancellor retains day to day operational autonomy. The Board of Trustees has final responsibility and authority for Purdue Fort Wayne,. With respect to governance of academic programs, Purdue has given PFW authority to control its undergraduate academic programs but graduate level control is retained at West Lafayette.

The Purdue Board of Trustees actively engage in shared governance informed primarily by the PFW Chancellor in consultation with the President of Purdue.  As evidenced by the delegation of responsibilities to the Chancellor as Chief Executive Officer, PFW is afforded a high level of autonomy and responsibility. ICHE policies assure that PFW interests are considered in the state appropriation processes and budget processes and the state apportions appropriations to Purdue Fort Wayne as part of their biennial process. . Biennial appropriations are allocated directly to PFW. The Indiana Commission for Higher Education Policy on Purdue Fort Wayne defining  the campus mission to operate as the Flagship Metropolitan Campus for the Fort Wayne Metropolitan and surrounding areas in Northeast Indiana and direct participation in the Purdue Board of Trustees meetings further serves as an additional level of shared governance between PFW and the Indiana General Assembly.  As evidenced by Board of Trustees Meeting Agendas, the Purdue Trustees regularly and actively are involved in discussions of PFW and are knowledgeable of the campus.  The Chancellor regularly addresses the board in their quarterly meetings and specific agenda items concerning the operations and welfare of Purdue Fort Wayne as well as requests from PFW are included in the formal agenda as evidenced by [2020 Purdue Board Agenda](https://www.pfw.edu/offices/accreditation/2020-comprehensive-evauluation/2020-self-study/Core-Component-5A/2020%20Purdue%20Board%20Agenda.pdf?language_id=1).

Shared governance at the system levels extends throughout organizational entities that are part of the campus level shared governance structure. This assures campus interests are considered in policy decisions in light of the policy hierarchy discussed throughout the Criteria and Core Competencies in this argument.  Purdue Fort Wayne's organizational units for faculty, administrators, and staff are represented in the equivalent units at the system level including Senate, Administrative and Professional Staff Advisory (APSAC) and the Clerical and Service Staff Advisory Committee (CSSAC).

Purdue Fort Wayne Senate is apportioned membership in the Purdue Senate in the Purdue University [University Senate Bylaws](https://www.pfw.edu/offices/accreditation/2020-comprehensive-evauluation/2020-self-study/Core-Component-5A/University%20Senate%20Bylaws-9-28-2020.pdf?language_id=1" \t "_blank).  Purdue Fort Wayne's [Senate Bylaws.](https://www.pfw.edu/offices/accreditation/2020-comprehensive-evauluation/2020-self-study/Core-Component-5A/Senate%20Bylaws.3-12-2018.pdf?language_id=1) elaborate the qualifications (Bylaw 7.1), term of office and method of election (Bylaw 7.2), and Responsibilities (Bylaw 7.3) including that the Purdue Senator represent PFW faculty on the Intercampus Faculty Council (IFC) in conjunction with a Speaker of the Faculty (7.3.2) and a requirement to report annually to the Fort Wayne Senate on the deliberations and activities of the Purdue University Senate (7.3.3) for the Senator apportioned to the University Senate.

Purdue Fort Wayne APSAC representation in the Management and Professional Staff Advisory Committee (MaPSAC) ensures that interests of professional staff are represented at the system level.  [V.B.2 University Policy Office Management and Staff Advisory Committee](https://www.pfw.edu/offices/accreditation/2020-comprehensive-evauluation/2020-self-study/Core-Component-5A/V.B.2%20University%20Policy%20Office%20Purdue%20University-9-28-2020.pdf?language_id=1) states the role of the organization in university governance in its purpose statement:

It is Purdue University's policy to solicit and carefully consider suggestions and advice from Management and Professional staffs (M/P) when forming University policies and procedures and in other matters relating to the terms and conditions of staff employment. To this end, the Management and Professional Staff Advisory Committee (MaPSAC) provides members of the Management staff, Professional staff and Operations/Technical staff with a means of participation through suggestion and advice in the formulation or change of policies and procedures affecting conditions of employment.  serves as a representative committee of M/P staff.

Subject matter for discussion and action by MaPSAC may originate by any of the following methods:

1. By the University administration via any of its officers or unit heads or by chairpersons of duly appointed University committees;
2. By any individual staff member via a member of the committee; or
3. By placing a written and signed statement of the matter on file with the committee.

CSSAC is represented by a liaison to Purdue's Campus Support Advisory. As described in Purdue Policy  [V.B.6 - University Policy Office Campus Support Staff Advisory Committee](https://www.pfw.edu/offices/accreditation/2020-comprehensive-evauluation/2020-self-study/Core-Component-5A/V.B.6%20-%20University%20Policy%20Office%20Campus%20Support%20Staff%20Advisory%20Committee-9-28-2020.pdf?language_id=1),  This policy provides members of the Administrative and Operational Support staff and Police, Fire and Skilled Trades staff with a means of participation through suggestion and advice in the formulation or change of policies and procedures affecting conditions of employment.

 Campus Level Shared Governance

The Fort Wayne Campus has and employs policies and procedures to engage its internal constituencies in institutional governance.  The University Senate actively engages faculty through the development and implementation of academic policies consistent with a traditional operational paradigm of shared governance. The [PFW Constitution of the Senate](https://www.pfw.edu/offices/accreditation/2020-comprehensive-evauluation/2020-self-study/Core-Component-5A/PFW%20Constitution%20of%20the%20Senate-9-28-2020.pdf?language_id=1) (Section VI, pg 3-4) enumerates powers and responsibilities for voting members of the Senate. The senate has determinatory powers over:

* The academic calendar
* Policies for class scheduling, and
* Policies for student participation in athletic affairs.

The senate can recommend policies related to:

* Admission and academic placement of students
* Student conduct and discipline
* Student participation in group extracurricular activities
* Administration of the library and other educational support facilities
* Faculty conduct, welfare, privileges, tenure, appointment, retention, and promotion of faculty

Direct involvement in shared governance of the institution rests in the right to engage in decision making on issues including:

* Changes in academic organization
* Determination and management of the budget
* The planning of physical facilities
* Increases and decreases in staff
* The screening and selecting of academic and administrative officers.

Senate Documents and Senate Resolutions provide evidence of Senate Engagement in Shared Governance.  Recent examples include:

[Senate Bylaws.](https://www.pfw.edu/offices/accreditation/2020-comprehensive-evauluation/2020-self-study/Core-Component-5A/Senate%20Bylaws.3-12-2018.pdf?language_id=1) further define the scope of the senate, its organization, procedures for fair representation across the colleges, establishes specific policy committees, advisory committees, and other advisory and policy making groups as described in the bylaws.

Faculty Senate engages with administration and students through inclusion in multiple committees and subcommittees as described in [Senate Bylaws.](https://www.pfw.edu/offices/accreditation/2020-comprehensive-evauluation/2020-self-study/Core-Component-5A/Senate%20Bylaws.3-12-2018.pdf?language_id=1)  2.5.3 of the Bylaws identifies Senate affiliates who participate in Senate Meetings without vote including:

* Faculties which are resident on the Fort Wayne campus but which include no members of the Voting Faculty shall be accorded representation by Senate affiliates. Each such faculty shall select annually one of its number to serve as Senate affiliate.
* The faculty of Indiana University Fort Wayne shall be accorded one Senate affiliate.
* Students shall be accorded representation by an affiliate who shall be the President of the Student Government or that person’s designee
* The Administrative and Professional Staff Advisory Committee (APSAC) shall be accorded representation by an affiliate who shall be the President of APSAC or that person’s designee

The Administrative and Professional Staff Advisory Council defines their purposes in their Constitution ([APSAC Constitution 2016](https://www.pfw.edu/offices/accreditation/2020-comprehensive-evauluation/2020-self-study/Core-Component-5A/APSAC%20Constitution%202016.pdf?language_id=1)).  ASPAC states its specific roles related to shared governance as statements of purpose:

* Serve as a formal communications link with the Chancellor to effectively present administrative staff views, positions and interests.
* Serve as a consultative body for the Chancellor on matters of policy affecting the operation of the campus.
* Serve as formal means of communication among administrators of the Fort Wayne campus.
* Serve as an advocate for APSAC members and their families, raising funds when appropriate.
* The Clerical and Service Staff Advisory Committee (CSSAC) shall be accorded representation by an affiliate who shall be the Chair of CSSAC or that person’s designee.

CSSAC provide avenues for active representative participation in the governance process.  Student Government formulates policies governing the activities and welfare of the student body and serves in an advisory capacity for university administration and faculty.

The Purdue University Board actively engages internal constituents through regular inclusion in agenda items and periodic meetings on the Fort Wayne Campus as described in the Criterion 2 discussion and as evidenced by the agenda item related to a consideration of the institution's proposal to revise the mission and associated statements as well as a new strategic plan developed independently on the Purdue University Fort Wayne Campus in the [Purdue Trustees Stated Meeting Agenda June 11 2020](https://www.pfw.edu/offices/accreditation/2020-comprehensive-evauluation/2020-self-study/Core-Component-5A/Purdue%20Trustees%20Stated%20Meeting%20Agenda%20June%2011%202020.pdf?language_id=1) and the approval of the plan without modification in [PFW Mission and Strategic Plan Board Approval](https://www.pfw.edu/offices/accreditation/2020-comprehensive-evauluation/2020-self-study/Core-Component-5A/PFW%20Strategic%20Plan%20Board%20Approval.pdf?language_id=1).

The Student Government Association participates in shared governance through multiple activities. Student Senate is the Student Government branch responsible for advocating for students’ rights and interests, allocating funding to student organizations for events and programs, chartering new student organizations, confirming presidential nominations, and more.

**5.A.2  The institution’s administration uses data to reach informed decisions in the best interests of the institution and its constituents.**

The institution's administration uses data for institutional decision making.  The majority of data is obtained through the Office of Institutional Research (OIR) to assure data integrity as well as ensuring that data and analysis used for decision making are consistent, accurate, and reliable. OIR maintains and provides data supporting Purdue Fort Wayne’s compliance-reporting, accreditation, decision-making, and strategic planning processes. As a part of the Office Academic Affairs, the OIR provides maintains census data resources that support annual department reports, comprehensive program review, and tracking of program viability metrics. In support of the University’s enrollment management objectives, the OIR maintains a series of dashboards that track daily enrollment and credit hour production. In support of overall University budgeting and revenue forecasting, the OIR maintains enrollment and tuition revenue projection models.

OIR annually prepares a template for Departments to use in their annual review of departmental performance.  As evidenced by reports included in the ([CollegeAnnualReportsAY18-19](https://www.pfw.edu/offices/accreditation/2020-comprehensive-evauluation/2020-self-study/Core-Component-5A/CollegeAnnualReportsAY18-19-1.pdf?language_id=1)) file, the reports include five years of census data that are used as metrics to evaluate departmental viability.  This information is reviewed by the Deans to produce reports that are reviewed by the Executive Director of Academic Accountability and the VCAA.  By tracking viability metrics, the VCAA and Dean can make recommendations to the departments to improve performance.  In addition, targets for the metrics drive departmental actions to demonstrate how they are making progress relative to the metrics.

OIR maintains The Statistical Profile to provide institutional users access to valid and reliable data necessary to support decisions. The Statistical Profile is organized in three main categories: Student Information, Faculty Information, and Financial Information. The Office of Institutional Research maintains the first two sections (Students / Faculty) via interactive dashboards. These dashboards allow for consumers to slice, or filter, the data into specific views to better respond to data requests or inquires. Currently there are 12 interactive dashboards maintained by the Office of Institutional Research. Additional dashboards are being developed based on university need.

Student Information Dashboards commonly used in enrollment management decisions and more recently as part of strategic planning priorities in "diversity, equity, and inclusion" and in "student success and retention" include:

[Student Enrollment UG and G by FTPT](https://www.pfw.edu/offices/accreditation/2020-comprehensive-evauluation/2020-self-study/Core-Component-5A/Student%20Enrollment%20UG%20and%20G%20by%20FTPT-9-28-2020.pdf?language_id=1)

[Student Enrollment UG by FTPT.pdf](https://www.pfw.edu/offices/accreditation/2020-comprehensive-evauluation/2020-self-study/Core-Component-5A/Student%20Enrollment%20by%20FTPT-9-28-2020.pdf?language_id=1)

[Student Enrollment by Race Ethnicity.pdf](https://www.pfw.edu/offices/accreditation/2020-comprehensive-evauluation/2020-self-study/Core-Component-5A/Student%20Enrollment%20by%20Race%20Ethnicity-9-28-2020.pdf?language_id=1)

These three reports from the Statistical Profile illustrate the utility of the dashboards in planning.  Each of these reports were filtered to exclude students enrolled in dual credit courses.  While each of these reports were selected by headcount, the same three reports can be selected based on FTE providing a different perspective on enrollment.

OIR provides update information to Enrollment Management daily during recruiting cycles to help monitor projected enrollment for upcoming semesters through the [Purdue Fort Wayne Daily Enrollment Tracking](https://www.pfw.edu/offices/accreditation/2020-comprehensive-evauluation/2020-self-study/Core-Component-5A/Purdue%20Fort%20Wayne%20Daily%20Enrollment%20Tracking-2020.pdf?language_id=1) dashboard.  Other information that is used regularly for decision making includes:

In addition to data provided by OIR, data gathered from surveys, assessments, and other qualitative studies are routinely used. Often OIR data is used in conjunction with other sources of data to inform university decisions.  As an example, Purdue Fort Wayne has increased its focus on first year success.  The impetus for this focus is a need to increase student retention and graduation as evidenced in OIR's [Retention 4yr and 6yr graduation](https://www.pfw.edu/offices/accreditation/2020-comprehensive-evauluation/2020-self-study/Core-Component-5A/Retention%204yr%20and%206yr%20graduation-1.pdf?language_id=1) dashboard analysis.  The report identifiied that while graduation rates were increasing, first fall to second fall retention was decreasing over the last several cohorts from a high of 68.4% in the 2013 cohort to 54.6% in the Fall 2017 cohort. In response to the data an emphasis was put on the first year and in 2017 new first year programing was designed for the Fall 2018 Cohort.  The Student Success and Transitions Unit conducted surveys of first year students as reported in [Pilot CIRP and FYSS Narrative Summary 17 and 18](https://www.pfw.edu/offices/accreditation/2020-comprehensive-evauluation/2020-self-study/Core-Component-5A/Pilot%20CIRP%20and%20FYSS%20Narrative%20Summary%2017%20and%2018-2018.pdf?language_id=1) and [FYSS 2019 Results](https://www.pfw.edu/offices/accreditation/2020-comprehensive-evauluation/2020-self-study/Core-Component-5A/FYSS%202019%20Results.pdf?language_id=1).  The evaluation of the various efforts to improve first year success was documented in the Student Affairs Annual Report Section on First Year Programming ([FY Programming SA Annual Report 19 to 20](https://www.pfw.edu/offices/accreditation/2020-comprehensive-evauluation/2020-self-study/Core-Component-5A/FY%20Programming%20SA%20Annual%20Report%2019%20to%2020.pdf?language_id=1)).  In addition, the information informed changes in Financial Aid Policy that formed the basis for reconfiguring aid distribution to first year students.  As a result of these multiple efforts guided by data analysis, Fall to Fall retention rose to 57% in Fall 2018 and in Fall 2020, as reported earlier and after adjusting for students who would have been academically dismissed but were allowed to re-enroll due to COVID the equivalent retention rate for the Fall 2019 Cohort rose to over 60%.

**5.A.3 The institution’s administration ensures that faculty and, when appropriate, staff and students are involved in setting academic requirements, policy and processes through effective collaborative structures.**

ICHE states the educational policy for Purdue Fort Wayne as follows in their Policy on Purdue Fort Wayne in their definition of the university profile and educational responsibility for the institution.

1. Profile: Purdue University Fort Wayne serves a diverse student body including both recent high school graduates and adults, many of whom are first generation students, low income students, or other students balancing their education with work and family obligations. Purdue University Fort Wayne should offer courses through a variety of flexible delivery models and scheduling options which are designed to accommodate the unique needs of their students. The goal should be to enable as many students as possible, including those with work and family obligations, to complete a full-time course load and graduate on-time. Effective partnerships between high schools and Purdue University Fort Wayne can improve both completion and on- time graduation by increasing the number of students who enter college with credits earned in high school through dual credit, concurrent enrollment or Advanced Placement.
2. Educational Responsibility: The primary educational responsibility of Purdue University Fort Wayne is baccalaureate degree programs as well as an array of master’s degrees and professional doctoral degrees that are offered in disciplines needed in the metropolitan area. Professional practice doctoral programs are offered collaboratively with a doctoral intensive research campus already authorized to offer such a program. Purdue University Fort Wayne facilitates seamless transfer to and from other institutions through the Core Transfer Library, the Statewide Transfer General Education Core and the Single Articulation Pathways.

These framing statements both define and in some cases constrain the setting of academic requirements, policies and processes.  In addition, as discussed throughout the argument, the Policy Hierarchy of the Purdue System affects how academic requirements, policies, and processes are established for the university.

The Purdue Fort Wayne [Senate Bylaws.](https://www.pfw.edu/offices/accreditation/2020-comprehensive-evauluation/2020-self-study/Core-Component-5A/Senate%20Bylaws.3-12-2018.pdf?language_id=1) (5.3.2.1) established the Educational Policy Committee and charged it with setting academic requirements as well as developing policies and processes for academic processes as described by their policy.

5.3.3.2.1. The Educational Policy Committee shall be concerned with, but is not limited to, the improvement of instruction, grades and grading, scholastic probation, dismissal for academic reasons and reinstatement, standards for admission, academic placement, the academic calendar, policies for scheduling classes, library and other learning-resource policies, honors programs, general education policies, general research policies, military training programs, general curriculum standards, coordination of Fort Wayne curricula with those of West Lafayette, general academic organization, interdepartmental and inter-institutional research and education programs, and continuing education programs.

To assure collaboration necessary for effective and responsible decision making the membership of the committee is specified in the policy in 5.3.3.1.

The Educational Policy Committee shall consist of the Chief Academic Officer, who may send, when unable to attend committee meetings, a designee to serve as a nonvoting member, the Registrar (nonvoting), and six Senators and Voting Faculty elected by the Senate in such manner that at least four of the Major Units shall be represented.

Students and other members of the university, consistent with their roles in administering the application of academic regulations, policies and procedures are members of specific subcommittees of the EPC including:

* **Honors Program Council** - **5.3.3.2.3.2.1.2.** Two members of the Honors Faculty, appointed by the Chief Academic Officer of PFW to staggered three-year terms.
**5.3.3.2.3.2.1.3.** Two student members appointed by the Student Government, at least one of whom shall have successfully completed, or be enrolled in, at least one honors course, to one-year terms. Student members shall participate and vote in all matters before the Council except questions of student admission, scholarships, retention, and satisfaction of program requirements
* I**nternational Education Advisory Subcommittee - 5.3.3.2.3.3.1**. Membership: The International Education Advisory Subcommittee shall consist of the director of the program, one student at or beyond the second-year level in International Education selected annually by Student Government upon the recommendation of the chief officer of the International Students Association or successor organization, a staff member in either the Center for Academic Support and Achievement or Student Success and Transition selected annually by the Chief Student Affairs Officer, and five Voting Faculty members or continuing lecturers elected by the Senate.
* **Curriculum Review Subcommittee - 5.3.3.2.3.4.1.3.** The Presiding Officer of the Senate shall request the Student Government to select two nonvoting student representatives. Student representatives shall serve for one year, with the term to commence one week before the beginning of regular fall classes
* **Graduate Subcommittee - 5.3.3.2.3.5.1.4**. Two graduate students elected annually by the other members of the Subcommittee from among nominations submitted by departments or other units responsible for graduate degree programs.
* **General Education Subcommittee - 5.3.3.2.3.7.1**. Membership: The General Education Subcommittee shall consist of the Chief Academic Officer or a designee and seven members of the Voting Faculty or continuing lecturers elected by the Senate in such manner that at least four of the Major Units shall be represented.

### Sources

* 2016 Agreement and Plan of Realignment Final
* 2020 Purdue Board Agenda
* APSAC Constitution 2016
* CollegeAnnualReportsAY18-19
* FY Programming SA Annual Report 19 to 20
* FYSS 2019 Results
* LSA Report
* OIR 5 Year Enrollment Projections at Realignment
* PFW Constitution of the Senate
* PFW Mission and Strategic Plan Board Approval
* Pilot CIRP and FYSS Narrative Summary 17 and 18
* PolicyonPurdueFortWayne
* Purdue Fort Wayne Daily Enrollment Tracking
* Purdue Trustees Stated Meeting Agenda June 11 2020
* Retention 4yr and 6yr graduation
* Senate Bylaws.
* Student Enrollment UG and G by FTPT.pdf
* Student Enrollment UG by FTPT.pdf
* University Senate Bylaws
* V.B.2 University Policy Office Management and Staff Advisory Committee
* V.B.6 - University Policy Office Campus Support Staff Advisory Committee

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