

To: Chancellor Vicky Carwein and
Andrew Downs, IPFW Senate Presiding Officer

From: Peter Iadicola Chairperson of Ad Hoc IPFW Senate Strategic Plan Committee

Date: Tuesday, June 10, 2014.

Re: Report of the IPFW Senate Ad Hoc Strategic Plan Committee

The IPFW Ad Hoc Strategic Plan Committee met from April 9 to June 6, 2014 to review and make recommendations on the administration's proposed strategic plan for 2014 – 2020. The minutes of these meetings provide a detailed listing of the changes that were made to the proposed document. Below is the revised plan with the incorporation of all recommended changes. It was not the committee's charge to write a strategic plan but rather to respond to the plan submitted to the committee for review and recommendation. Thus the basic framework of the plan was maintained however the committee made = significant modification to all elements. Furthermore, what is missing from the plan is a discussion of the planning environment in which the university is responding and a timeline and benchmarks for the proposed metrics throughout the period of the plan's implementation. The committee recommends that these elements of the plan be developed and submit to the senate when the plan is completed. These recommendations are submitted to the IPFW Senate and to the Chancellor for consideration.

IPFW Senate Ad Hoc Strategic Plan Recommendations

Below is the plan that is recommended that is based on the proposed plan of the central administration.

Mission

IPFW is a comprehensive university which, through its Indiana University and Purdue University undergraduate and graduate programs and scholarship of its faculty, engages the region, nation, and world in the education of its citizens, advances knowledge, and drives the economic, cultural and intellectual development of Northeast Indiana.

Vision

IPFW will be the university of choice for the citizens of Northeast Indiana and beyond. It will be recognized for a transformative learning environment characterized by intensive mentoring, excellence in faculty scholarship, integration of life and work experiences and community engagement, resulting in exceptional retention and graduation rates, signature programs, and graduates prepared to compete locally, regionally, and globally and improve quality of life. IPFW will drive the economic, social, intellectual and cultural development for a vibrant, prosperous and globally competitive region.

Values

IPFW values:

- the integrity, significance, and value of the Indiana University and Purdue University degrees.
- an environment of open intellectual inquiry, mutual respect, shared governance, and civility.
- an environment that enhances learning by recognizing the inherent worth of all the individuals and celebrating differences of culture, background, and experience among all individuals and groups.
- the highest ethical standards of equity, fairness, transparency, and academic integrity.
- a multifaceted and mutually beneficial collaboration with the Fort Wayne and greater northeast Indiana region.

Strategic Plan Goals

Goal Area I - Foster Student Success

- A. Process Goals: Improve Measurement of Student Learning
 - 1. Improve quality and fidelity of assessment process of degree/certificate programs, General Education program, and Baccalaureate Framework with dedicated resources.
 - 2. Use assessment data to improve student learning.
- B. Process Goals: Increase student engagement.
 - 1. Increase opportunities for engaged and experiential learning including service learning and internship programs.
 - 2. Expand impact and profile of Honors Program.
 - 3. Expand number of degree programs that have gateway courses.
 - 4. Expand use of high-impact instructional and advising interventions.
 - 5. Transform the concept of the college classroom and the delivery of education.
- C. Process Goals: Increase interdisciplinary and graduate programs and internationalization of the curriculum.
 - 1. Develop and promote interdisciplinary programs where there are sufficient university assets available and anticipated employment needs.
 - 2. Review, prioritize, and expand international agreements.
 - 3. Promote academic programs for international market.
 - 4. Expand support for international students.
 - 5. Invest in academic programs with international curricula.
 - 6. Increase support programs for international study for domestic students.
 - 7. Establish links between baccalaureate and post-baccalaureate programs.
 - 8. Respond to regional demand with appropriate post-baccalaureate credentials.
- D. Process Goal: Increase the diversity of the IPFW community.

1. Develop activities and experiences that promote multiculturalism as a value.
2. Embrace a definition of diversity which includes a broader array of human differences.
3. Build and strengthen relationships, proactive programs and services designed to encourage enrollment of students from historically under-represented groups.
4. Recruit and retain a diverse faculty and staff at all institutional levels.

Outcome Goals

1. Increased number of graduates and increased graduation rate.
2. Increased number of students achieving junior status.
3. Increased fall-to-fall retention rate.
4. Increased average credit hour enrollment per student.
5. Greater percentage of "Regularly Admitted" students enrolled.
6. Increased number of Honors Program-eligible 1st year students.
7. Increased interdisciplinary programs.
8. Increased enrollments of international students.
9. Increased international study participation for domestic students.
10. Increased enrollment in on-campus courses with global content.
11. Increased international student enrollment in online courses.
12. Expanded certificates, masters, and professional practice doctorate programs.
13. Increased enrollment in post-baccalaureate programs.
14. Increased number of graduates of post-baccalaureate programs.
15. Increased enrollment of students from historically under-represented groups.
16. Increased diversity of qualified faculty and staff at all institutional levels.
17. Increased multicultural awareness, competence, and appreciation.

Goal Area II - Promote the Creation, Integration and Application of Knowledge

Process Goals

1. Project future regional, national, and international demand for research and collaboration.
2. Promote mentoring relationships between faculty and students engaged in creation, integration, and application of knowledge.
3. Promote the development of opportunities for faculty and student engagement with the community for the application and integration of knowledge.
4. Enhance the effectiveness of the Office of Research, Engagement, and Sponsored Programs to support faculty, students and external partners.

Outcome Goals

1. Increased production of faculty scholarship and creative endeavor.
2. Increased funded faculty activities for scholarship and creative endeavor.
3. Increased collaboration between community organizations and businesses and faculty.
4. Increased number of collaborative projects between faculty and students.
5. Increased faculty/student community engagement projects aligned with academic goals.
6. Increased regional, national, and international reach, collaboration, and recognition for faculty and student activities.

Goal Area III - Serve as a Regional Intellectual, Cultural, and Economic Hub

Process Goals

1. Expand meaningful collaborations with regional, national, and international partners.
2. Expand research opportunities with regional, national, and international partners.
3. Provide access to outstanding intellectual programming.
4. Produce and sponsor outstanding cultural and artistic programming.
5. Provide non-credit enrichment experiences for the community.
6. Provide leadership in regional economic development.
7. Serve as an exemplar of free and open discourse.

Outcome Goals

1. Increased number, significance, and impact of intellectual programming.
2. Increased attendance at intellectual programming.
3. Increased number, significance, and impact of cultural and artistic programming.
4. Increased attendance at cultural and artistic programming.
5. Increased opportunities and participation in enrichment experiences.
6. Increased role in regional economic development initiatives.
7. Regional recognition as a center of public discourse on challenging topics.

Goal Area IV - Create a Sustainable University through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization

A. Process Goals: Measurement and Metrics

1. Rationalize, prioritize, and establish a set of appropriate performance metrics for all academic and non-academic units.

2. Establish an integrated system of program reporting, review, assessment and accreditation that is aligned to performance metrics.

B. Process Goals: Efficiency

1. Resource allocation prioritization informed by performance metrics.
2. Decentralize resource distribution and control to lowest level, mission focused administrative units.
3. Eliminate process barriers in enrollment management that impact student achievement.
4. Identify gaps in academic and program offerings and prioritize programs for creation, expansion, merging, or cessation.
5. Continue increasing transparency in resource allocation budget formation and administration, and personnel decisions.

C. Process Goals: Philanthropic Support

1. Build infrastructure to support advancement goals and functions.
2. Implement a strategy for sustainable external funding of signature programs.
3. Re-envision Foundation Board as fundraising leadership Board.
4. Enhance volunteer engagement in support of strategic goals and fundraising.

Outcome Goals:

1. Maintain a culture of continuous improvement of the quality and efficiency of the organization.
2. Academic and non-academic units achieve performance metric targets.
3. Increased resource distribution and control to lowest level, mission focused administrative units
4. Increased distribution of information on resource allocation, budget formation and administration, and personnel decisions
5. Regional, national, and international recognition for quality improvement outcomes.
6. High levels of student satisfaction with all university processes.
7. Institutional priorities supported with significant external funding.
8. Increased external funding in support of signature programs.
9. Minimum of two endowed professorships in every college.
10. Increased number of academic and full-ride scholarships based on external funding.

Additional Committee Recommendations Regarding Plan Implementation

The committee recommends that the final Indiana University – Purdue University Strategic Plan 2014 to 2020 contain a section that describes the planning environment or context for the plan's development.

The committee recommends that the final Indiana University – Purdue University Strategic Plan 2014 – 2020 contain a section that has a timeline with benchmarks noted throughout the period of the plan's implementation.