

PURDUE UNIVERSITY FORT WAYNE



# *EMPOWERING TRANSFORMATION*

STRATEGIC PLAN 2020-25





# *A STRATEGY FOR THE FUTURE*

*T*here is no task more essential to a university's future than the creation and adoption of a comprehensive strategic plan. During these challenging times, understanding and agreeing on institutional priorities has never been more critical. As our region, state, and nation continue to navigate the significant impact and aftermath of a global pandemic and the ensuing economic disruption, Purdue University Fort Wayne's strength will be in its ability to think and act strategically. There is a renewed sense of urgency and purpose as we peer into the unknown and chart a course that is uniquely ours.



Purdue Fort Wayne has experienced a thrilling trajectory for the past few years—rapid, steep, and more than a little fortuitous.

The university conducted an extensive realignment process in 2018 to become an integral part of the Purdue University system. As an outgrowth of that exhaustive experience, our campus turned immediately to the task—the opportunity—of developing a new strategic plan. Our goal was at once simple and gargantuan. We set out to develop a shared vision for our university’s future and create a living document that is rooted in reality, embodies the aspirations of a reinvigorated campus, and charts a tangible course forward.



Chancellor Elsenbaumer addresses teams at a planning session.

When our university community embarked on this initiative, we knew that engaging in a meaningful, campus-wide strategic planning process would be essential. We knew that a truly comprehensive, inclusive, and transparent strategic planning process would ensure that our best minds would come together to develop an agreed-upon set of principles, solutions, and milestones. We knew that, in order to ensure broad ownership, we would need to touch every corner of the university—from academics to student success, from community engagement to campus development, from athletics to student life.

The beating heart of our strategic planning process was—and continues to be—our outstanding faculty, staff, students, and others who devoted countless hours of time, creativity, and enthusiasm to thinking about what’s next. The people of Purdue Fort Wayne devoted 18 months to developing a strategic plan that will carry the university forward with confidence, drive, compassion, and purpose. In the following pages, you will discover the results of their outstanding work.

Creating and maintaining a framework for our efforts was no small feat. Our efforts were led by a broad-based Strategic Planning Steering Committee comprising a diverse mix of representatives of all facets of the university’s constituents. This incredible team provided the platform, environment, and inspiration that our campus community was craving.

The Steering Committee developed an iterative process that included dozens and dozens of meetings of committees, working groups, task forces, aspirational teams, and action planning teams. One daylong working session, in particular, included more than 300 individuals who were dedicated to building the plan.

The university's leadership team—vice chancellors, deans, and faculty leaders—worked diligently to clarify, ratify, and champion the work at every stage. From beginning to end, we were expertly guided in our work by our consultant, Strategic Focus Associates.

Central to our early work—indeed, to all that we do—was the development of new mission, vision, and values statements. Our community determined that these principles, which we could all embrace and advance, were necessary in order to set baselines for understanding and positioning the university. Equipped with that common language and mutual understanding, our work gained clarity and direction.

Our new plan was developed within four overarching aspirations: Champion Student Success; Enhance Quality of Place; Embrace Diversity, Equity, and Inclusion; and Promote Engagement with Our Communities. The objectives and strategic activities for each of these aspirations are outlined in the following pages.

We now embark on implementation of this ambitious strategic plan. We must put it to work and bring it to life.

As we do so, I wish to recognize and thank every single member of our university community for their creativity and tenacity in delivering a strategic plan that will lift our university to new heights of excellence. As we celebrate the victories and accomplishments ahead, let us also celebrate the hundreds of individuals whose indelible mark can be found on this plan.

***“The beating heart of our strategic planning process was—and continues to be—our outstanding faculty, staff, students, and others who devoted countless hours of time, creativity, and enthusiasm to thinking about what’s next.”***



Ronald L. Elsenbaumer  
Chancellor  
Purdue University Fort Wayne



**A VISION  
LED BY  
VALUES AND  
ASPIRATIONS**

## 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.

## 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**

Note: A list of expected behaviors to support our core values can be found on page 14.

## OUR ASPIRATIONS

**Champion  
Student  
Success**

**Enhance  
Quality  
of Place**

**Embrace  
Diversity, Equity,  
and Inclusion**

**Promote  
Engagement  
with Our  
Communities**

**OUR ASPIRATIONS**

**CHAMPION  
STUDENT  
SUCCESS**





## OBJECTIVES AND STRATEGIC ACTIVITIES

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.



- 1.1 Increase the use of active learning strategies and High-Impact Practices in high-enrolling and gateway courses and in online and hybrid courses.

### Objective 2: Increase student retention.



- 2.1 Revise our General Education program to create a more consistent and supportive experience for first-year students.



- 2.2 Develop sustainable financial aid and assistance programs that make attending college a financially viable option, emphasize need, and strategically support students at all stages of their academic careers.

### Objective 3: Build and integrate more robust academic advising into students' educational experience.



- 3.1 Develop a university advising model informed by the assessment of current advising practices, benchmarking of successful institutions, and advising best practices.



- 3.2 Invest in the technology necessary to support data-informed advising and interventions.

**OUR ASPIRATIONS**

**ENHANCE  
QUALITY  
OF PLACE**



## OBJECTIVES AND STRATEGIC ACTIVITIES

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.



- 1.1 Strengthen our reputation for the quality of student experience and career preparedness, leading to growth in undergraduate and graduate student enrollment.



- 1.2 Increase support for faculty research, scholarship, and creative endeavor and staff professional development to help all employees achieve their maximum potential.

### Objective 2: Leverage our grounds, facilities, and services to support our students, staff, and faculty.



- 2.1 Invest in the physical and technological infrastructure necessary to facilitate excellence in teaching and learning; student engagement; and research, scholarship, and creative endeavor.



- 2.2 Expand resources and raise awareness of mental health and other health services on campus, including training faculty to be better equipped to identify and refer students to available resources.

### Objective 3: Offer programming that centers Purdue University Fort Wayne as a cultural destination for northeast Indiana.



- 3.1 Increase participation by, and expand the diversity of, student, staff, faculty, alumni, and community audiences in Purdue University Fort Wayne's arts, athletics, intellectual, cultural, and outreach programming.



- 3.2 Create opportunities for relationship and community building among students, staff, and faculty from across the university.

**OUR ASPIRATIONS**

**EMBRACE  
DIVERSITY,  
EQUITY, AND  
INCLUSION**

**EQUALITY**

## OBJECTIVES AND STRATEGIC ACTIVITIES

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, ability, and culture, thus building an educational environment that inspires fresh perspectives and global awareness, while also addressing barriers to equal access and opportunity for all.

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



- 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 Create a support structure, including a leadership position, support staff, and requisite funding, to promote and advance diversity, equity, and inclusion (DEI) initiatives across campus and in each unit.



- 1.3 Develop and implement an institutional DEI plan and unit-level DEI plans initiated by units.

### **Objective 2: Pursue internationalization of the student educational experience.**



- 2.1 Assess current curriculum to ensure diverse offerings with international content and focus and incentivize teaching and programming that includes diversity, equity, and inclusion.

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



- 3.1 Develop recruitment, retention, and graduation initiatives designed to support underrepresented and diverse populations.

**OUR ASPIRATIONS**

**PURDUE**  
UNIVERSITY  
**FORT WAYNE**

**PROMOTE  
ENGAGEMENT  
WITH OUR  
COMMUNITIES**



## OBJECTIVES AND STRATEGIC ACTIVITIES

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.**



- 1.1 Provide a broad spectrum of support for student, staff, and faculty engagement activities, including research and scholarship, administrative support, fundraising, and assessment.

### **Objective 2: Partner with organizations and the public at-large to provide value in the following domains: economic development; human capital development and social mobility; social, cultural, and civic development; health and well-being; and environmental sustainability.\***



- 2.1 Improve the coordination and support of existing and 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.



- 2.2 Develop undergraduate and graduate programs that drive economic development, increase social mobility, and address community needs.



- 2.3 Increase community-campus collaborations, including hosting and operating more events open to the public.

\*Definitions of these community partnership domains can be found on page 16.

### **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.**



- 3.1 Make community engagement a distinguishing attribute of the Purdue University Fort Wayne student experience.

# Expected Behaviors to Support Our Core Values

Improving the world and being obligated to each other to make Purdue University Fort Wayne the best it can be requires expectations. That's what our expected behaviors are—a blueprint for all campus members to follow so that we can live the spirit of our strategic plan each and every day.



## STUDENTS FIRST

- 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

- 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

- 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

- 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

- 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.

# Community Partnership Domains

At Purdue University Fort Wayne, we are committed to fostering partnerships that improve our region and create opportunities for people to succeed.



## 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, CULTURAL, AND CIVIC DEVELOPMENT

Positively impact the development of the communities in our region by strengthening democratic values, promoting civic responsibility, and 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.



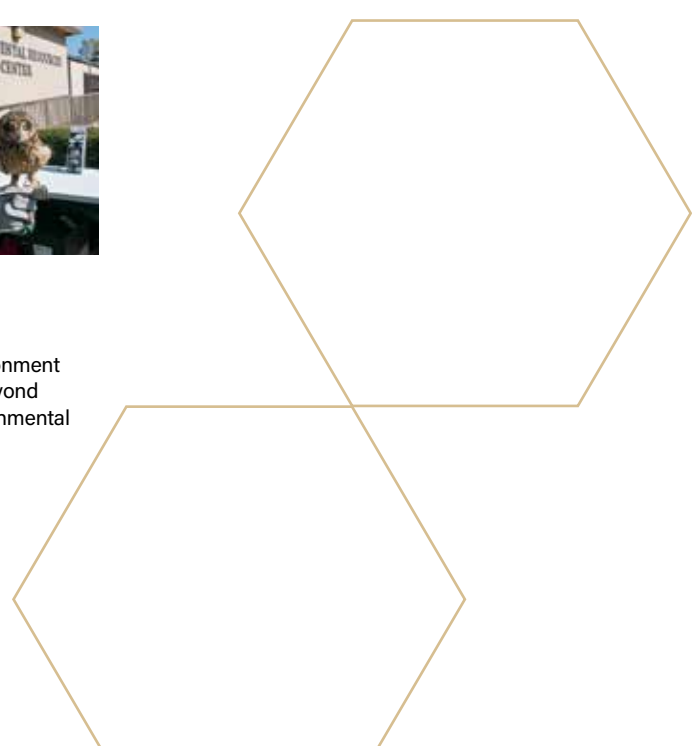
## HEALTH AND WELL-BEING

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.





**PURDUE**  
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