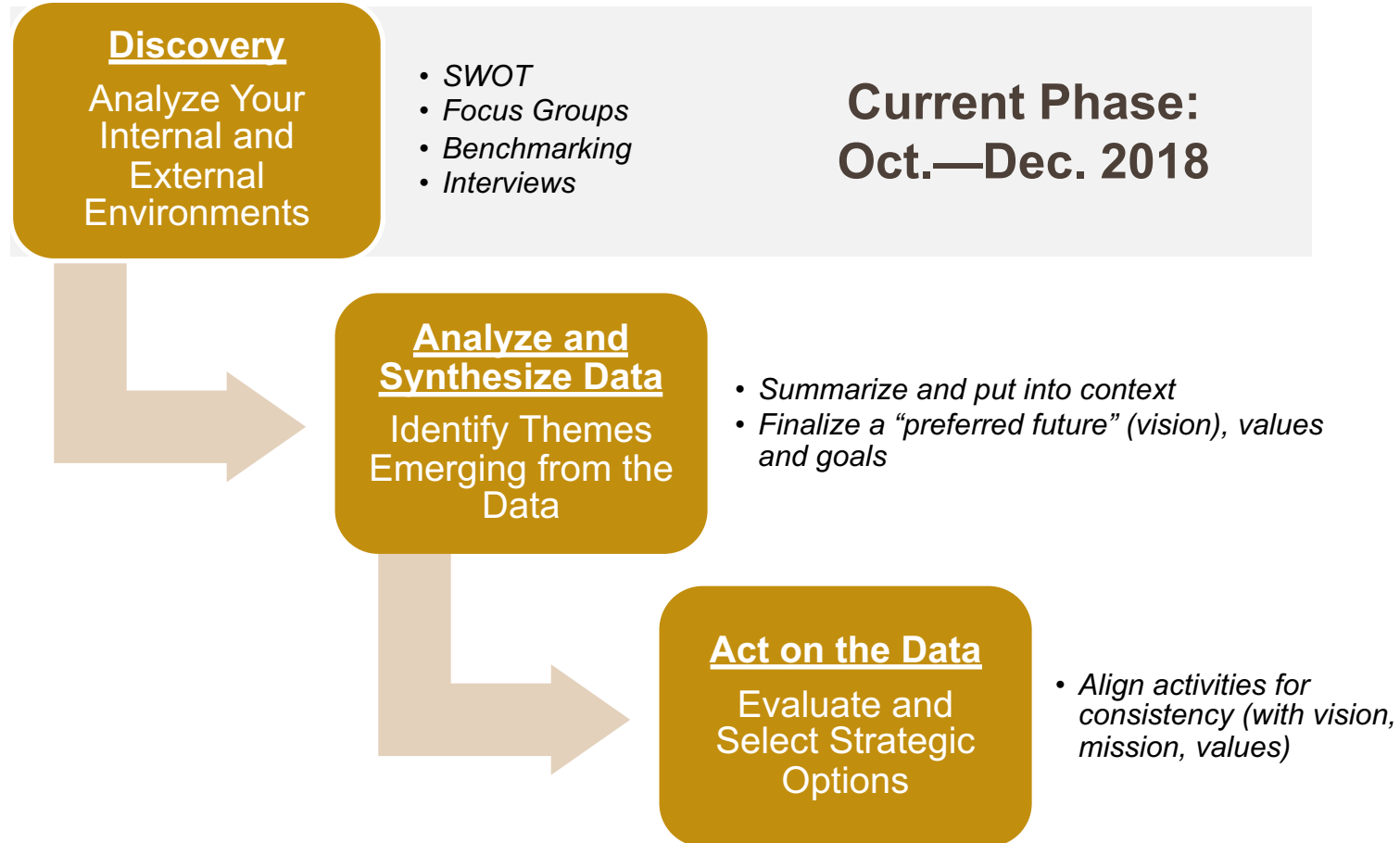DECEMBER 3, 2018

OPEN FORUM: DISCOVERY PHASE DATA PREVIEW

STRATEGIC PLAN STEERING COMMITTEE

PURDUE
UNIVERSITY
FORT WAYNE

Process Overview

Discovery

Analyze Your Internal and External Environments

- *SWOT*
- *Focus Groups*
- *Benchmarking*
- *Interviews*

Current Phase: Oct.—Dec. 2018

Analyze and Synthesize Data

Identify Themes Emerging from the Data

- *Summarize and put into context*
- *Finalize a "preferred future" (vision), values and goals*

Act on the Data

Evaluate and Select Strategic Options

- *Align activities for consistency (with vision, mission, values)*

PURDUE UNIVERSITY FORT WAYNE

Process Overview

- **Oct.–Dec. 2018—Discovery**
  - Focus Groups
  - Working Groups
  - Open Forums
  - Public Feedback Spaces
  - Website (www.pfw.edu/strategic-plan) — "Share Your Voice"
- **Dec. 2018—Compile the data and report on findings**
  - Assess current mission and vision statements in light of the data

Process Overview

- **Jan. 11, 2019—"All Hands" meeting to begin interpreting the data and crafting a high-level strategy**
  - 250+ faculty, staff, and students—open to all who want to participate
  - All-day event; breakfast, lunch, and snacks provided
  - Review and interpret the data, develop the high-level strategy that will guide the development of the strategic plan
  - *The single-most important day in the strategic planning process*

High-Level Strategy

- **Strategic Plan 2020's Four Goals:**
  - Foster Student Success
  - Promote the Creation, Integration, and Application of Knowledge
  - Serve as a Regional Intellectual, Cultural, and Economic Hub for Global Competitiveness
  - Create a Stronger University Through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization

Source: https://www.pfw.edu/strategic-plan/process/IPFW-Strategic-Plan.pdf

Process Overview—Updates

- **Updates coming to the strategic planning website this week:**
  - Spring planning process and timeline
  - Agenda for January 11 planning meeting
- **Final Discovery Report should be available by December 21**
- **Next Open Forum: Wednesday, January 16, 12:00 p.m., SB 168**
  - Recap January 11 results
  - Discuss Spring 2019 planning process and timeline

Data Preview

- **Purpose**
  - Provide the campus community with an update on and preview of the data collected during the Discovery phase of the strategic planning process
  - Answer questions about and receive feedback on our methods and findings

- **Please note**
  - Snapshots, not comprehensive findings
  - This is a late-stage update—work is still being completed, reports are still being written
  - Your questions and feedback will be considered as reports are finalized
  - We will hold all questions and discussion until the end of the presentation

Data Preview

- **Focus Groups**
  - Jeff Malanson (information compiled by Strategic Focus Associates)

- **External Research**
  - Isabel Nunez

- **Benchmarking**
  - Tim Heffron

- **Campus Engagement**
  - Krissy Creager

- **Internal Environmental Scan**
  - Jeff Malanson

Focus Groups

- Faculty (x7)
- Staff (x4)
- Students (x3 + surveys)
- Chancellor's Executive Staff
- Associate Deans and Department Chairs
- Enrollment Management
- Student Affairs
- Advancement and Alumni Affairs
- External constituencies (x3)

22 focus groups with 261 participants:

- 131 staff
- 24 students
- 93 faculty
- 13 external stakeholders

Focus Groups—Emerging Themes

Q1 – What has the university done well / really right:

- There is excitement for serving students and providing lots of support / resources to help them find their "fit" and create their own experience
- Transition has gone well and there's a big opportunity for us to change the university for the better
- Transition has helped to break down silos – we are working more cooperatively

Q2 – Beneficiaries of the university:

- Students and their circle of influence – we are changing the trajectory of people and their families
- Community – pipeline for workforce, reaps financial rewards, greater connection to the university which is mutually beneficial

Focus Groups—Emerging Themes

Q3 – Trends:

- Demographic shift in student population – more traditional, diverse student population from urban areas, first generation, international, and multi-cultural which impacts student services, diversity offerings, pedagogy – being a place that welcomes and celebrates students from all backgrounds

- Online and dual credit

Q4 – Respond:

- We must become a 21st century campus – more open spaces, technology-friendly, accessible, and leverage traditional, non-traditional, hybrid, and night classes to meet the students where they are

- Change the way the University handles employees – more professional development, address pay gap issues, provide the opportunity for self assessment, employees should be seen as human assets, be more involved and have input into all aspects of the university

Focus Groups—Emerging Themes

Q5 – Upset status quo:

- Flexibility in courses, curriculum, scheduling

- Balancing student experiences and needs with current rigidity of curricular requirements

- Competency-based models, new online learning systems

- Active-learning environment; make all classrooms ready for flexible pedagogical approaches

- Out of the box thinking / support for students

External Research Working Group

The purpose of the External Research Working Group is to identify, examine, and summarize existing sources of data having to do with policy, political, economic, demographic, technological, and socio-cultural data pertaining to Purdue Fort Wayne's market.

Members: Isabel Nunez (chair), Rachel Blakeman, Lynne Koepper, Don Mueller, Nan Suntornpithug, James Velez, Max Yen

External Research Data Summary

- <u>Population</u>: The percentage of school-age children in the region will decline from 2020-2030, but the number will stay steady. The number of adults with 1 or more years of college but no degree equals the number of college grads: around 77,265.

- <u>Enrollment</u>: Nationwide college enrollment is increasing, and is now at nearly 90% of on-time high school graduates. College completion is only increasing in the top quartile of income-earning families.

- <u>Instruction</u>: PFW parallels national trends in teaching reform and expanded course modalities.

External Research Data Summary

- <u>Employment</u>: Regional jobs growth during 2016-2026 is projected to be 6.3%, while jobs growth requiring bachelor's degrees and above is projected to be 10.5%.

- <u>Finance</u>: Indiana aligns with national trends in reduced state funding for higher education and ineffective performance funding formulas.

- <u>Governance</u>: The policies of PFW's governing bodies (IGA, HLC, ICHE, PWL) present a variety of challenges and opportunities.

Benchmarking Working Group

To inform the development of the strategy, the Benchmarking Working Group selected institutions that are currently ranked higher than Purdue Fort Wayne on key indicators, and conducted benchmarking interviews and analyses to identify their strategic choices, key metrics, and organizational positioning.

Members: Tim Heffron (chair), Bernd Buldt, Ken Christmon, Farah Combs, Kent Johnson, Irah Modry-Caron, Zafar Nazarov, Cynthia Springer, Manoochehr Zoghi

Benchmarking—Key Indicators

- Retention rates (first-time, full-time UG students)
- Undergraduate admissions selectivity
- Commuter campus status (door room capacity)
- Graduation rates (4- and 6-year)
- Student demographics (diversity, international students)
- Pell eligible (first-time UG, all UG)
- TT faculty % of FT faculty

- Non-TT faculty % of FT faculty
- Ratio of PT to FT faculty
- Instructional expenses as % of total institutional expenses
- Student support expenses as % of total institutional expenses
- Endowments
- % UG / % Graduate students
- Research expense per TT faculty

Benchmarking—"Stretch" Peers

- Arkansas Tech University

- Purdue University Northwest

- Saginaw Valley State University

- Tennessee Technological University

- University of Michigan-Dearborn

Institutions are broadly similar to Purdue Fort Wayne and perform better than PFW in some/all key indicators

Campus Engagement Working Group

The Campus Engagement Working Group has two purposes:
1. To develop and execute approaches and methods for engaging students, staff, and faculty across campus to solicit input and feedback to the Discovery phase of the strategic planning process.
2. To collect and document the data solicited.

Members: Krissy Creager (chair), Tanner Clarke, Jordyn Hogan, Sue Skekloff, Marla Workman

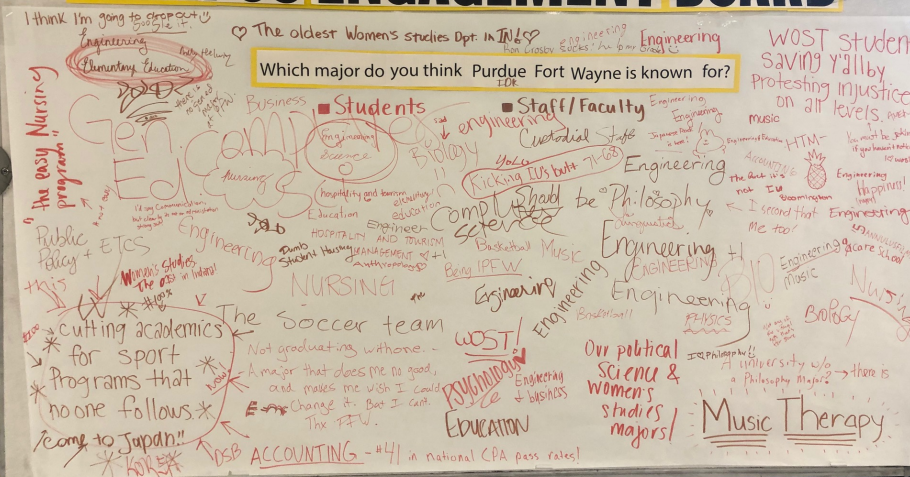# Campus Engagement Working Group

Questions

1. On a scale of 1-5 with 5 being exceptional, please rate Purdue Fort Wayne's success in preparing graduates to improve their lives and the lives of their communities.
2. What major do you think Purdue Fort Wayne is known for?
3. Provide one word to describe your experience at Purdue Fort Wayne.
4. Purdue Fort Wayne is a place where diversity (both of identity and thought) is recognized and celebrated. (Likert scale)

STRATEGIC PLAN CAMPUS ENGAGEMENT BOARD

On a scale of 1-5 with 5 being exceptional, please rate Purdue Fort Wayne's success in preparing graduates to improve their lives and the lives of their communities.

Blue Dots are for STUDENT use
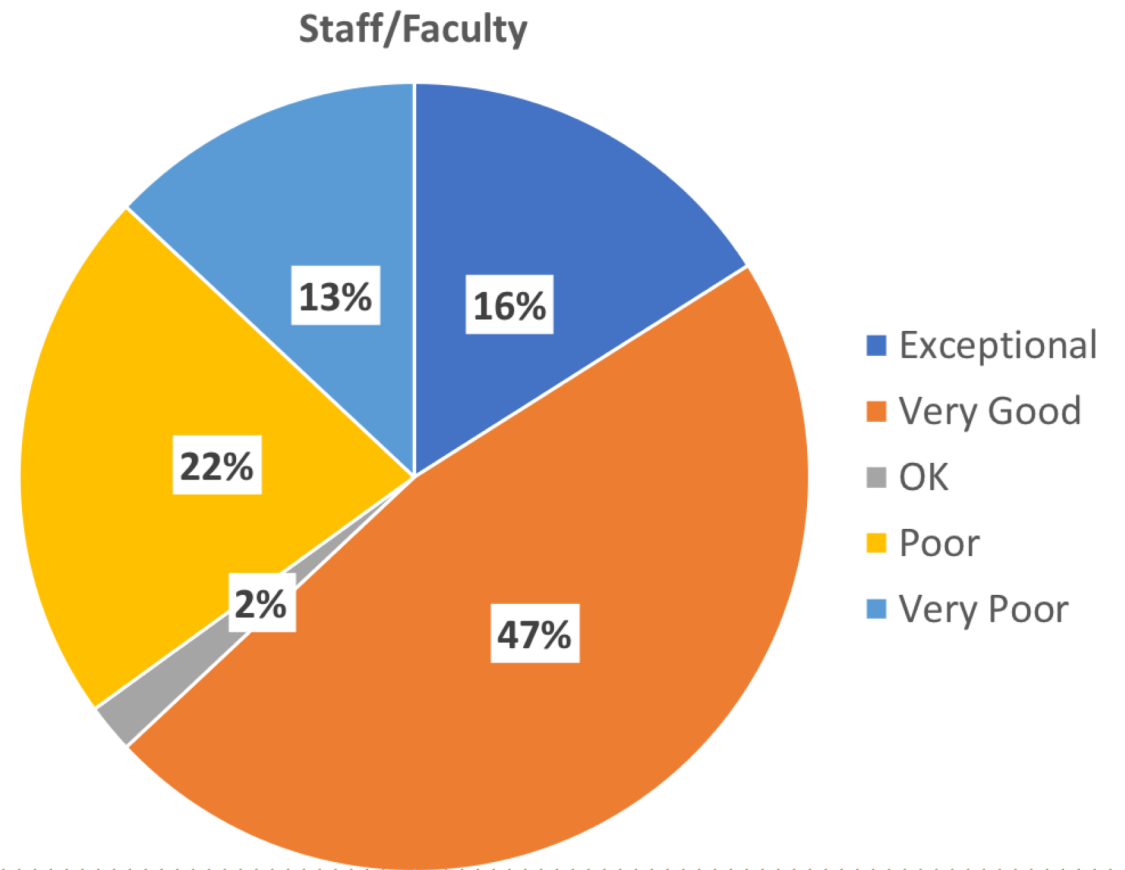
Green Dots are for STAFF/FACULTY use

Very Poor	Not Good	OK	Very Good	Exceptional
1	2	3	4	5
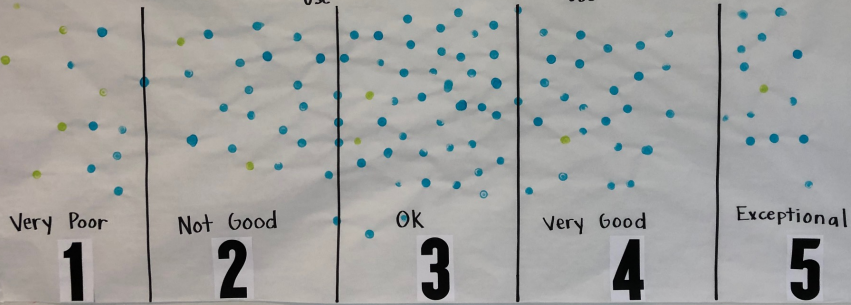
STRATEGIC PLAN CAMPUS ENGAGEMENT BOARD

Which major do you think Purdue Fort Wayne is known for?

Students Staff/Faculty

(handwritten notes: Engineering, Nursing, Business, Gen Ed, WOST students, Music Therapy, Philosophy, Biology, Accounting, Soccer team, Psychology, Education, etc.)

STRATEGIC PLAN CAMPUS ENGAGEMENT BOARD

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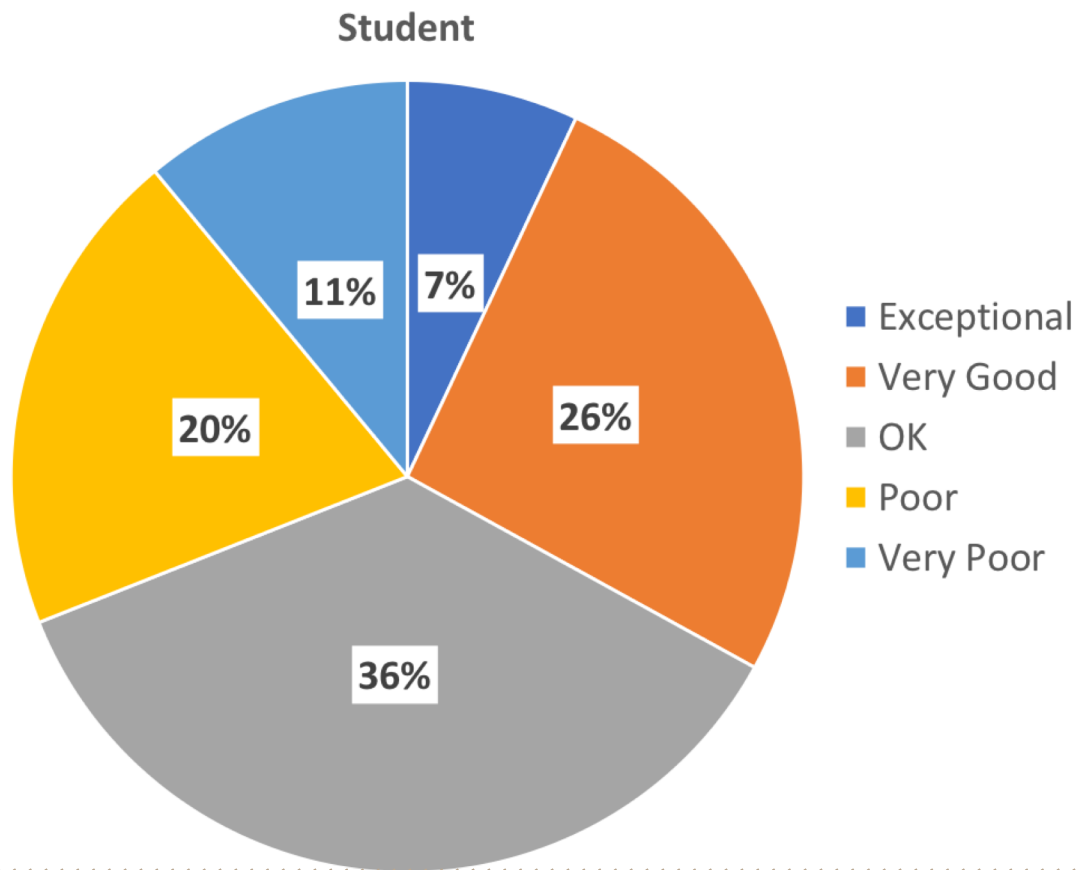
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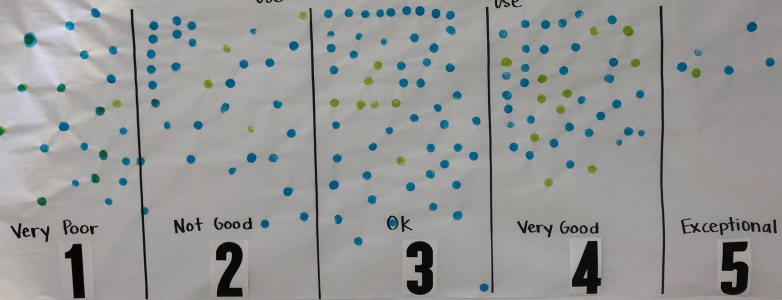
STRATEGIC PLAN CAMPUS ENGAGEMENT BOARD

Purdue Fort Wayne is a place where diversity (both of identity and thought) is recognized and celebrated.

Staff/Faculty   Students

| Strongly Disagree	Disagree	Agree	Strongly Agree

Sample Engagement Board Responses

On a scale of 1-5, with 5 being exceptional, please rate Purdue Fort Wayne's success in preparing graduates to improve their lives and the lives of their communities.
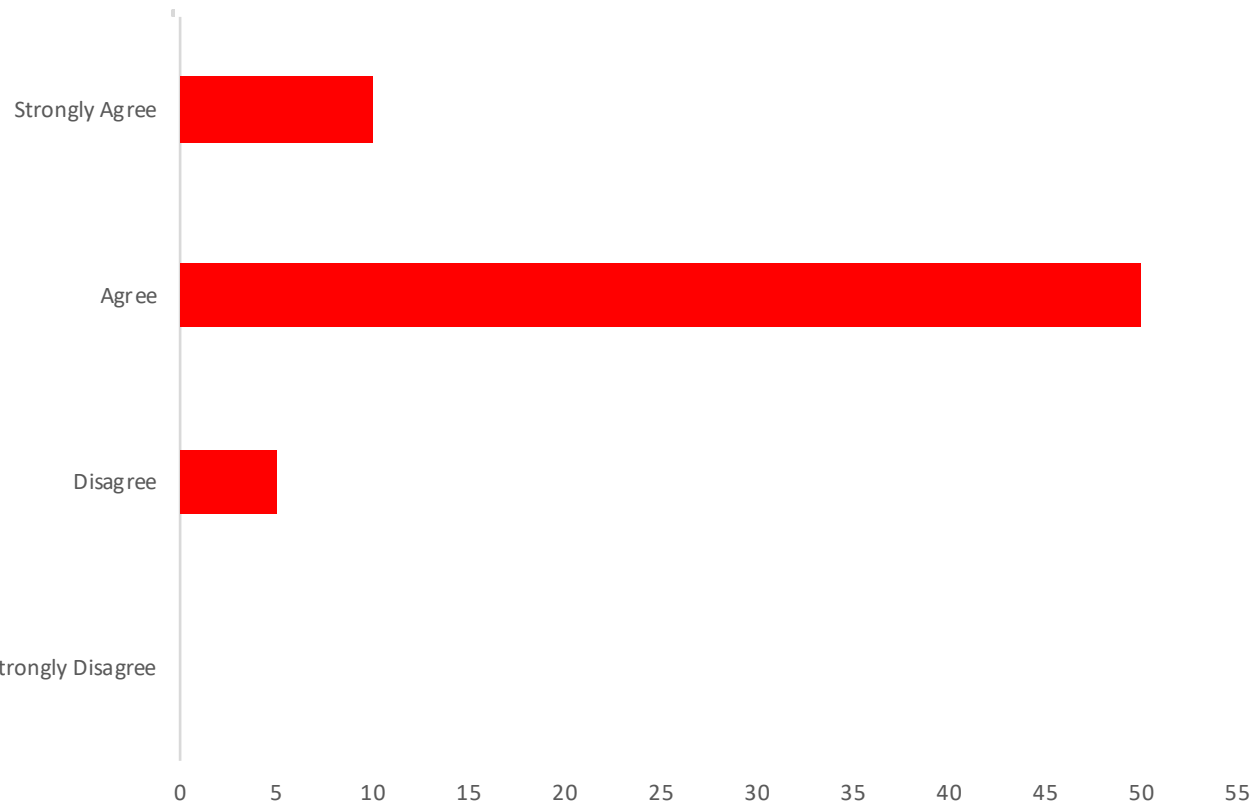

Student

- 7% — Exceptional
- 26% — Very Good
- 36% — OK
- 20% — Poor
- 11% — Very Poor

Staff/Faculty

- 16% — Exceptional
- 47% — Very Good
- 2% — OK
- 22% — Poor
- 13% — Very Poor

Sample Engagement Board Responses

What major do you think Purdue Fort Wayne is known for?
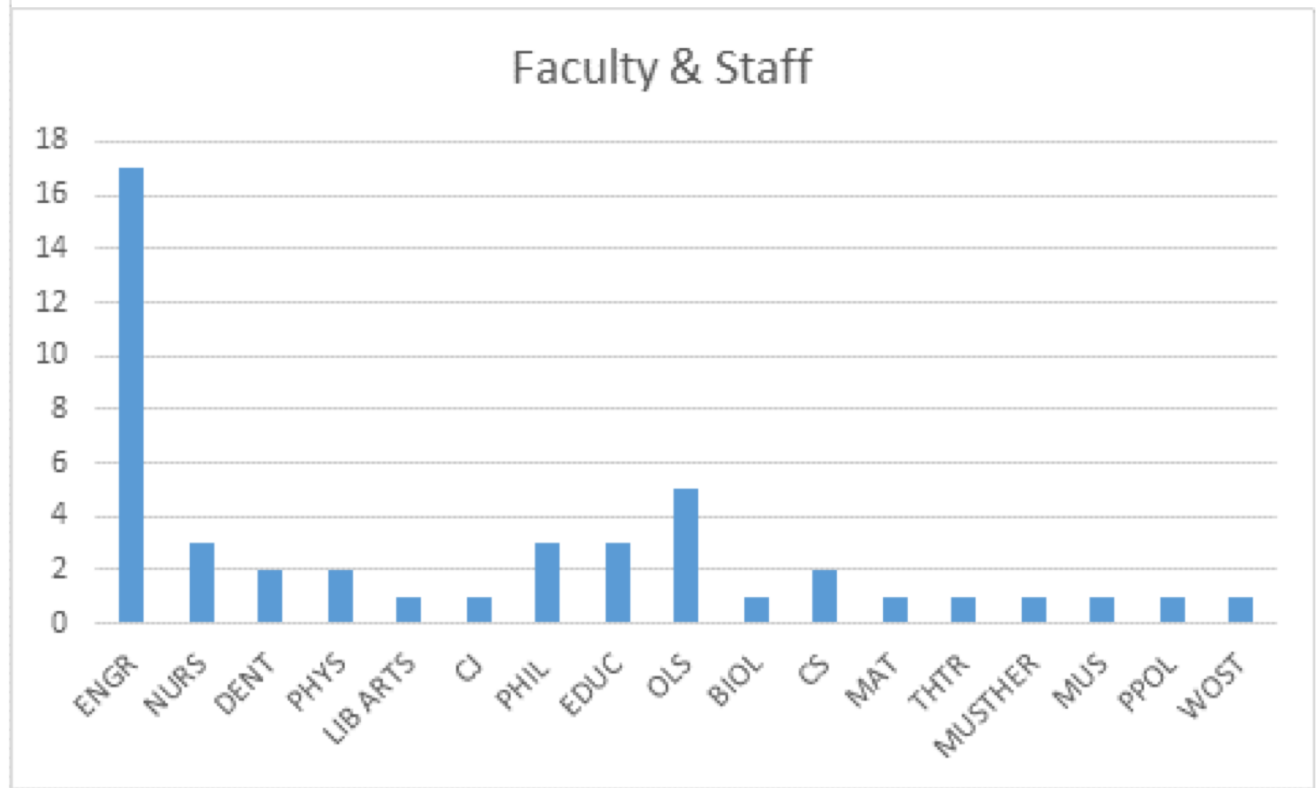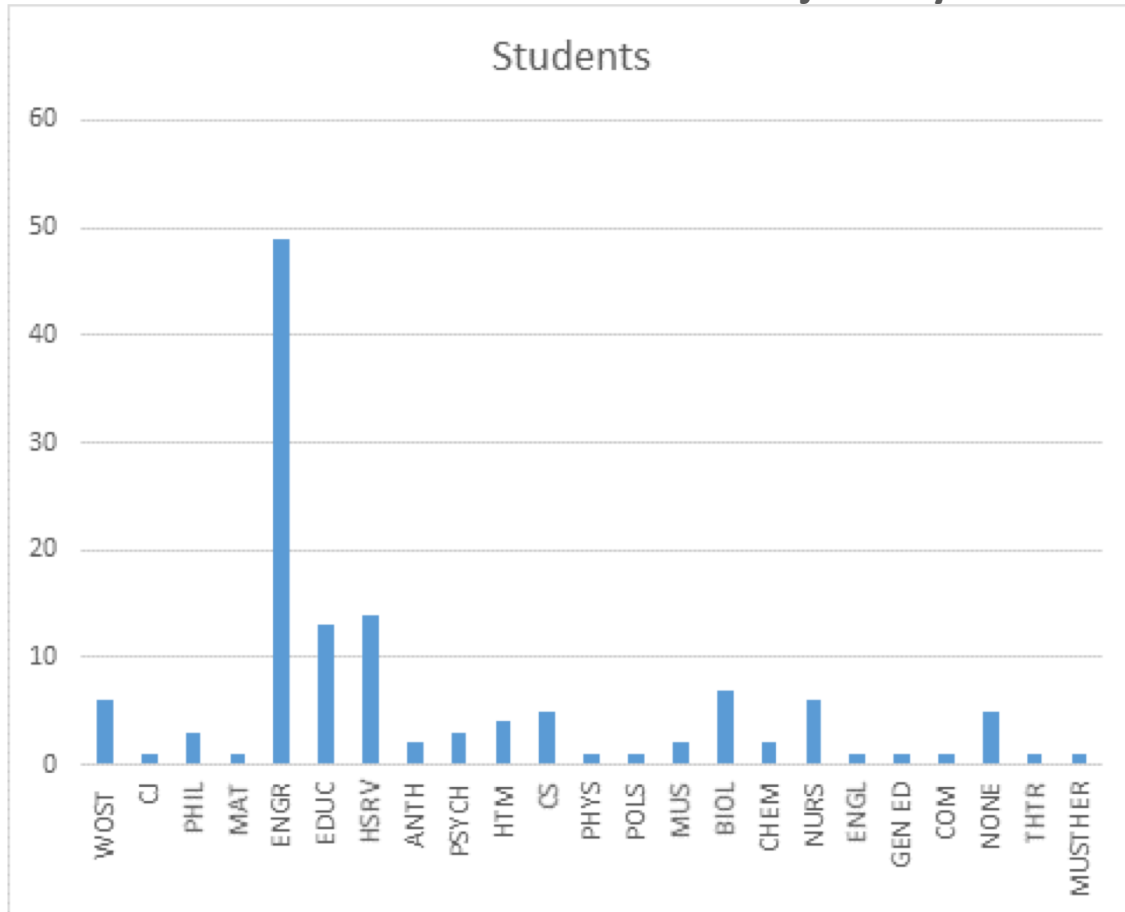
Sample Student Survey Responses

PURDUE UNIVERSITY FORT WAYNE
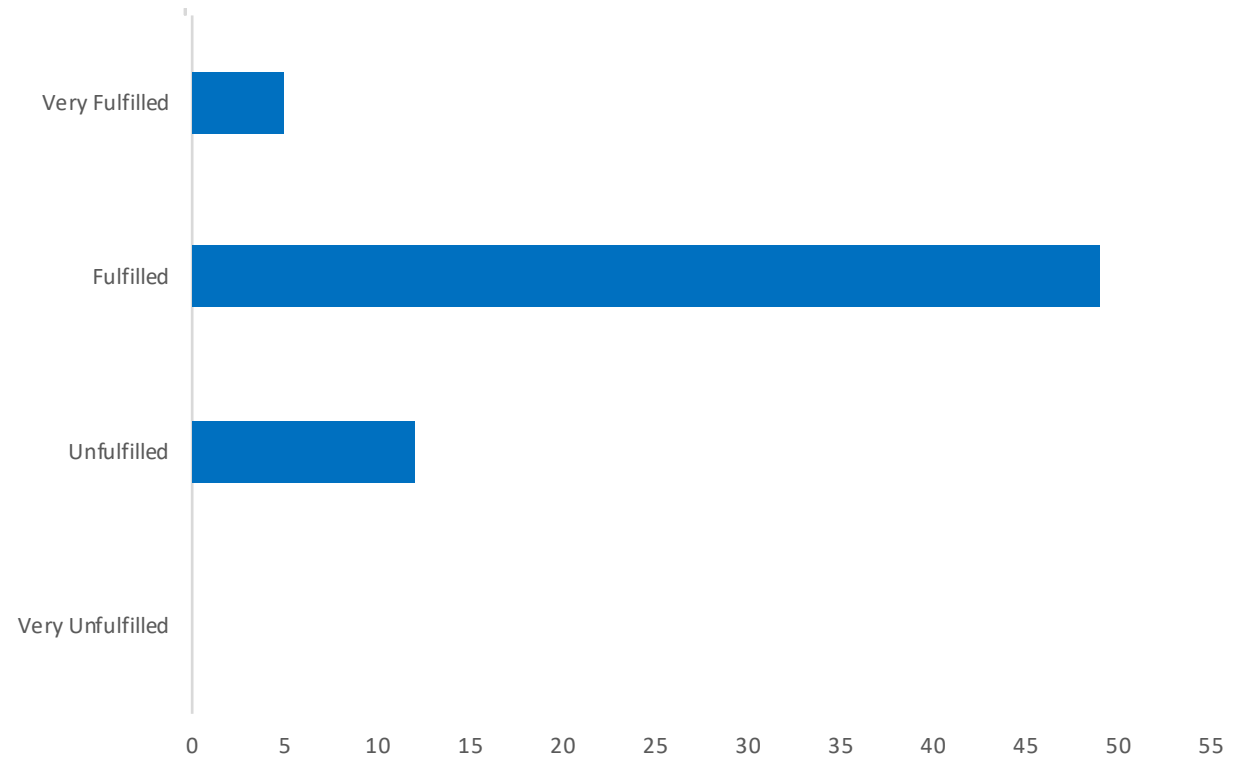
Internal Environmental Scan Group

The Internal Environmental Scan Working Group has two purposes:
1. To identify recent university/college/school/department/unit strategic and master plans and ongoing planning efforts.
2. To identify other recent university-level data and information gathering efforts that might inform the strategic planning process.

Members: Jeff Malanson (chair), Mark Masters, LV McAllister

Internal Environmental Scan Group

Strategic and Master Plans
- IPFW Strategic Plan, 2014-2020
- Athletics
- Campus Master Plan
- College of Engineering, Technology, and Computer Science
- Department of Theatre
- Enrollment Management
- Information Technology Services
- Richard T. Doermer School of Business
- School of Education

Planning Efforts in Progress
- Career Services
- College of Arts and Sciences
- Helmke Library
- School of Music
- Student Housing

Internal Environmental Scan Group

Other University Reports
- Report on Administrative Staffing and Budgeting and Update
- SWOT Analysis and Culture Assessment
- University Budget Committee (UBC) Recommendations for FY18 and FY19
- University Strategic Alignment Process (USAP) Year One Task Force Report, Year Two Task Force Report, and Action Plan 41

Internal Environmental Scan Group

Key Takeaways

- Student Success
- Metropolitan Designation
- Opportunities for Interdisciplinary Collaboration and Community Engagement
- Salary Compression
- Leadership and Professional Development
- Strategic Investment Fund

Discovery Process Timeline

- **December 6, 2018—All Working Group reports finalized**

- **December 21, 2018—Discovery Report, including recommendations on mission and vision statements, completed and distributed to campus**

- **January 11, 2019—Campus community (250+ people!) use the data to begin crafting the high-level strategy for the new strategic plan**

  - Check your email or the strategic planning website for information on how to RSVP

QUESTIONS?