



PURDUE
UNIVERSITY
FORT WAYNE

Purdue University Fort Wayne Strategy Meeting
Summary Report

September 15, 2019

Purdue University Fort Wayne Strategy Meeting Summary Report

September 13, 2019 | Walb International Ballroom

OVERVIEW

The strategic planning process kicked off in Fall 2018 with pre-planning and research. In October, the Strategic Plan Steering Committee was formed consisting of representation from students, staff, faculty, and University leadership. The Steering Committee was charged with governance, guidance, oversight, and active leadership of the strategy planning process. The committee was also given authority to charter working groups to assist with data collection as part of the Discovery process.



The Steering Committee chartered four such working groups – External Research, Campus Engagement, External Benchmarking (with other universities), and Internal Environmental Scan of Purdue University Fort Wayne. Additionally, a comprehensive effort was undertaken to conduct focus groups with students, staff, faculty, and external stakeholders.

The results of each group's work and the summary of the 23 focus groups were assembled in a Discovery Report that was published on December 20, 2018. The report was posted on the [Strategic Planning web site](#) and was emailed to everyone on campus.

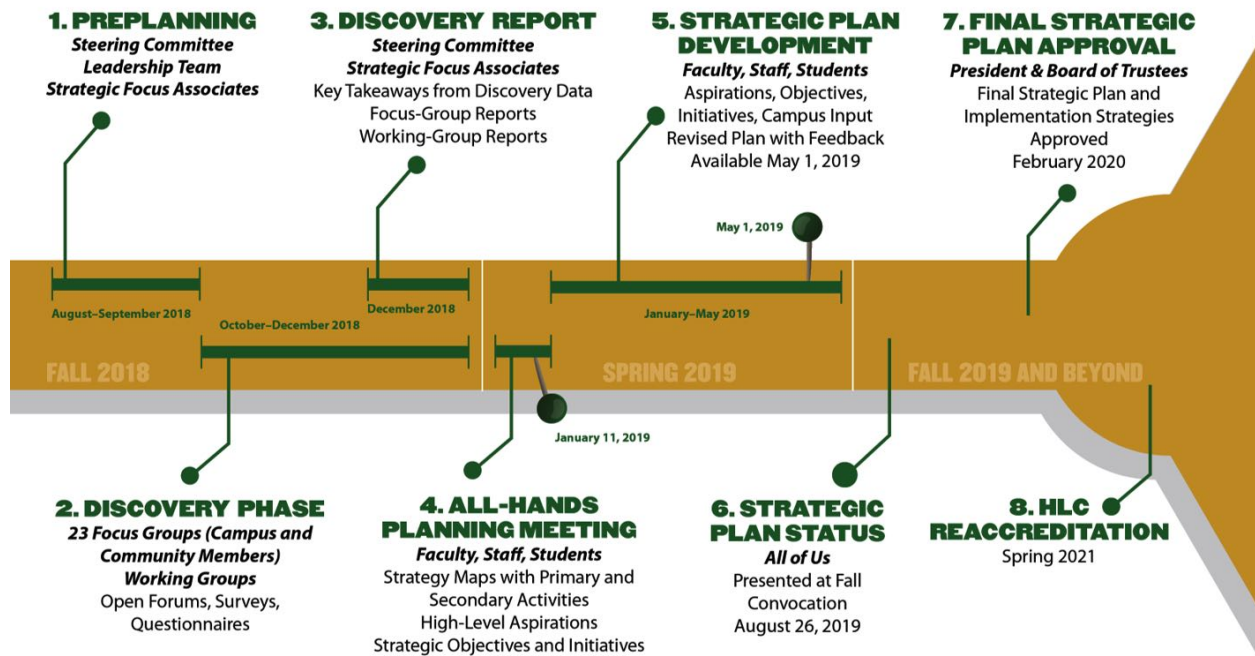
An [All-Hands Meeting](#) was held on January 11, 2019 with over 300 student, staff, and faculty attendees. The purpose of this meeting was to provide input to the University Leadership Team on the development of the mission, vision, and core values, and to create Strategy Maps with primary and secondary activities, high-level aspirations, and strategic objectives and initiatives.

From January through April of this year, the strategic plan was developed as faculty, staff, and students worked to further define aspirations, objectives, and strategic activities, as well as gain additional campus input. A [revised plan](#) with feedback was shared on April 29, 2019. Aspiration planning teams continued working through the summer to benchmark other academic institutions that achieved success in their aspiration.

The next step was to hold a second All-Hands Meeting to carefully examine the strategic activities and begin to prioritize the strategic activities for campus leadership. The objectives for this meeting were to:

- Build campus understanding of the reasons to consolidate and prioritize our strategic plan
- Generate advice to the University Leadership Team on what the whole University believes are the top 20 strategic activities to make up our strategic plan
- Recommend the top one-to-two strategic activities to begin implementing in 2019-20 and the three-to-four strategic activities to implement in 2020-21
- Solicit volunteers to serve on the action planning teams for the strategic activities identified today

STRATEGIC PLAN TIMELINE



The September 13 meeting agenda was also informed by feedback and evaluations from the All-Hands Meeting in January 2019. When asked on the evaluation “What were the most significant outcomes of this meeting for you?” respondents said the following:

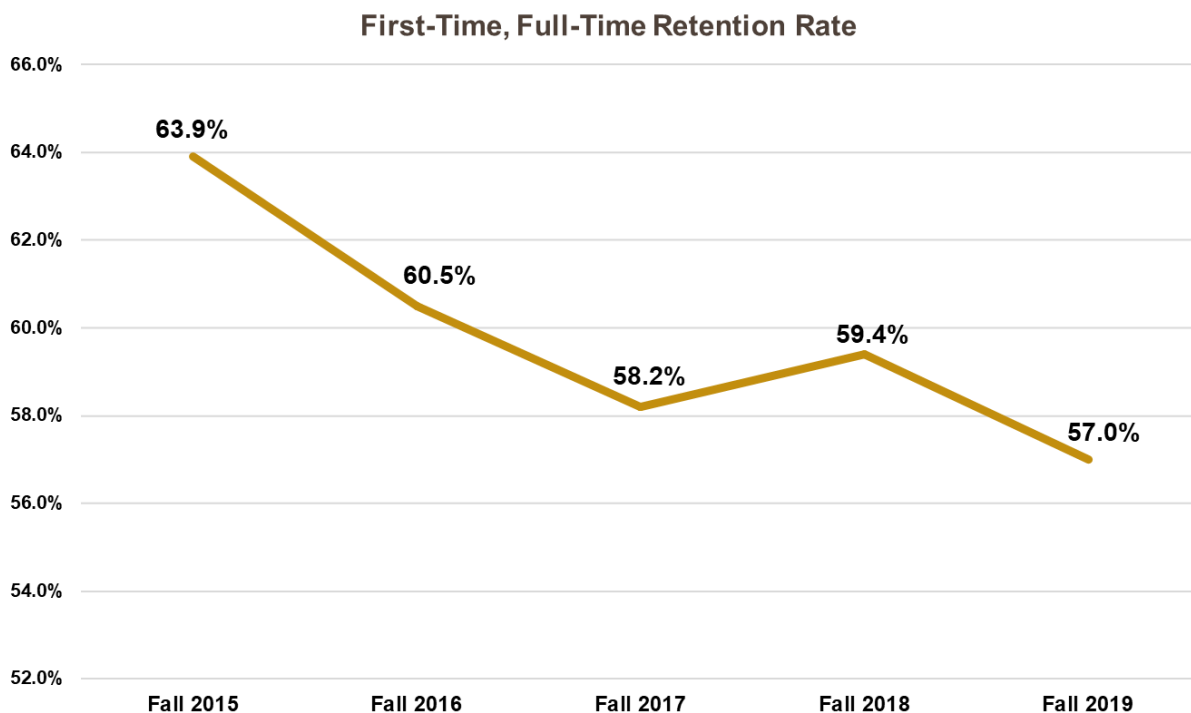
Number of Responses (n = 209)	Responses
151	<p>The Process - Working together as a community/in small table groups/meeting others:</p> <ul style="list-style-type: none"> • Unity – sense that every voice mattered • Diverse perspectives represented at the tables • We really needed to hear everyone’s voice and were able to • Opened my eyes to different points of view • “My table” • Randomized seating

Meeting Summary

The day started with check-in and lunch in the International Ballroom. Following lunch, the group settled in at assigned tables intended to provide a good mix of students, faculty, staff, and leadership perspectives.

Opening remarks were made by Chancellor Ron Elsenbaumer and Director of Strategic Planning Jeff Malanson. Mike Slaubaugh helped review the day's agenda and Zenia Raudsepp of Strategic Focus Associates facilitated a table discussion where participants introduced themselves and went over the table roles for the day.

Jeff then provided deeper context for the day's activities, including benchmarking and student data, to show the challenges and opportunities facing Purdue University Fort Wayne. A main focus was the university's first-time, full-time retention rate, and the complete set of context slides can be [viewed and downloaded here](#).



Jeff also asked the group to keep the following points in mind as they worked.

- The Strategic Plan that was released in April included 92 strategic activities. Since it would be impossible to meaningfully advance 92 activities in next five years, the goal of the September 13 Meeting was to recommend approximately 20 strategic activities that will comprise the strategic plan and to identify those activities we should begin implementing in 2019-20 and 2020-21.

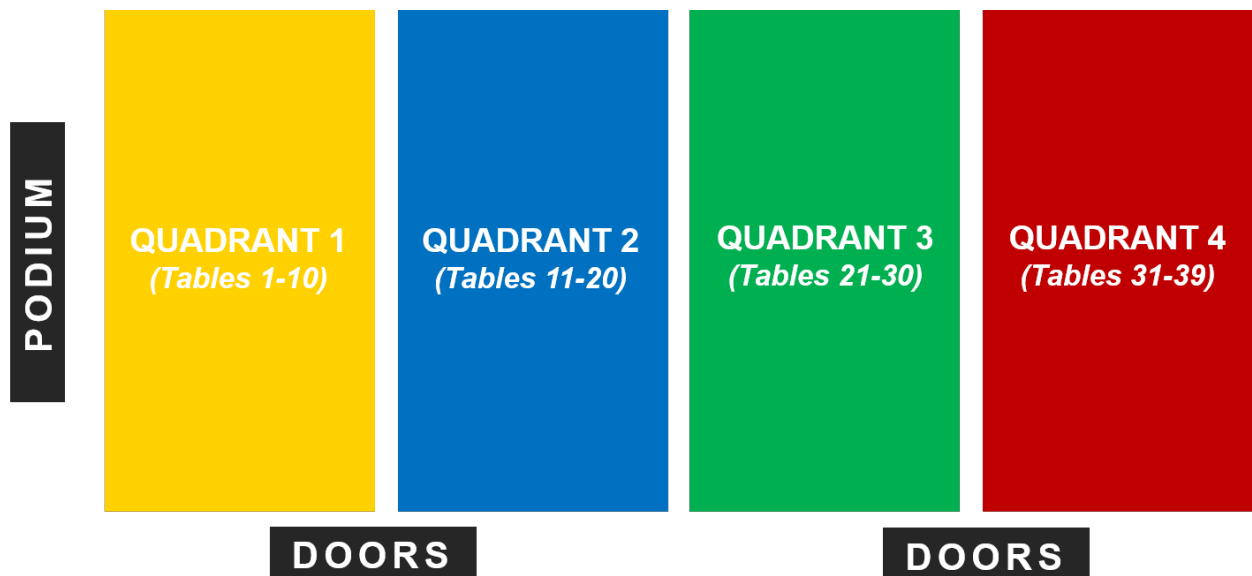
- To make the day’s work more manageable, the aspiration planning teams pre-prioritized the activities. On August 19 each team consolidated their aspiration down to 10 strategic activities. To do this, the teams:
 - Eliminated some, primarily where there was duplication across the plan
 - Subordinated others into potential action items under remaining strategic activities
 - Modified/added based on benchmarking experience
- This “top 40” list of activities was presented to attendees at the meeting, and is available in **Appendix A**.

WORKING GROUPS

The room was randomly assigned into one of four quadrants to complete the day’s work. Each quadrant consisted of 8-10 tables, who worked together on one of the four aspirations. At the start of the session a representative from each quadrant drew an aspiration out of a hat to determine what area their group would focus on for the day.

After drawing the aspirations, the work was broken down into:

- Champion Student Success = Yellow Quadrant
- Embrace Diversity, Equity, and Inclusion = Blue Quadrant
- Promote Community Engagement = Green Quadrant
- Enhance Quality of Place = Red Quadrant



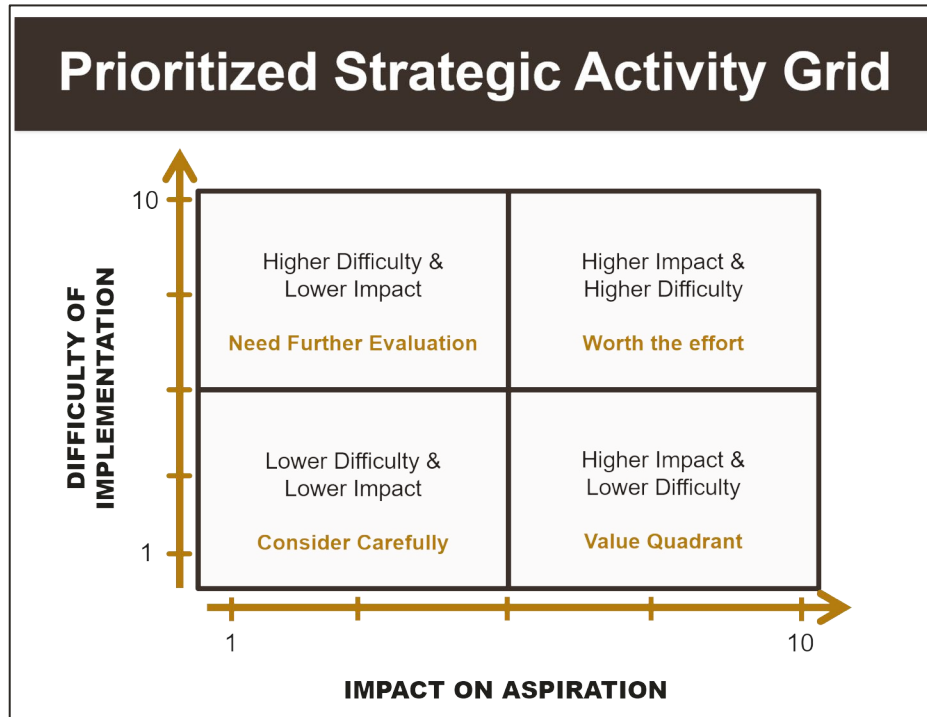
Beginning Our Prioritization Process

Kathy Church of Strategic Focus Associates asked participants to work as a table to complete a worksheet specific to their quadrant's aspiration. As they reviewed the top 10 strategic activities, they were asked to consider 1) its impact on the contribution to achievement of the aspiration and 2) difficulty of implementation (cost, time, effort, other). Below is an example of the worksheet that was used by the quadrant focusing on the "Champion Student Success" aspiration:



TOP 10 STRATEGIC ACTIVITIES Champion Student Success	IMPACT ON ASPIRATION <i>(1 is lower; 10 is higher)</i>	DIFFICULTY OF IMPLEMENTATION <i>(1 is least; 10 is most)</i>
<u>SS1</u> Increase the use of active learning strategies and High-Impact Practices in high-enrolling and gateway courses and in online and hybrid courses.		
<u>SS2</u> Revise our General Education program to create a more consistent and supportive experience for first-year students.		
<u>SS3</u> Develop financial aid programs that make attending full-time (15 credit hours or more per semester) a financially viable option, emphasize need, and support students at all stages of their academic careers.		
<u>SS4</u> Develop a recruitment strategy that targets diverse student populations and leverages relationships between academic departments and faculty and community organizations, including area high schools.		
<u>SS5</u> Centralize primary advising activities for all new students entering the university and restructure advising operations across campus.		
<u>SS6</u> Invest in the technology necessary to support data-informed advising and interventions.		
<u>SS7</u> Integrate career exposure and post-graduation goals into the student educational experience.		
<u>SS8</u> Expand leadership development for students through the creation of a leadership certificate.		
<u>SS9</u> Cultivate an engaging culture where everyone (students, staff, faculty, and alumni) are encouraged to participate in campus activities.		
<u>SS10</u> 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.		

Once each table discussed the ten activities related to their quadrant's aspiration, they filled in the worksheet to rank the activities based on impact on aspiration (column 1) and difficulty of implementation (column 2). After ranking the aspirations in both columns, each table used the impact grid below to map their activities, which were then entered into similar grids using Mentimeter (an online learning tool).

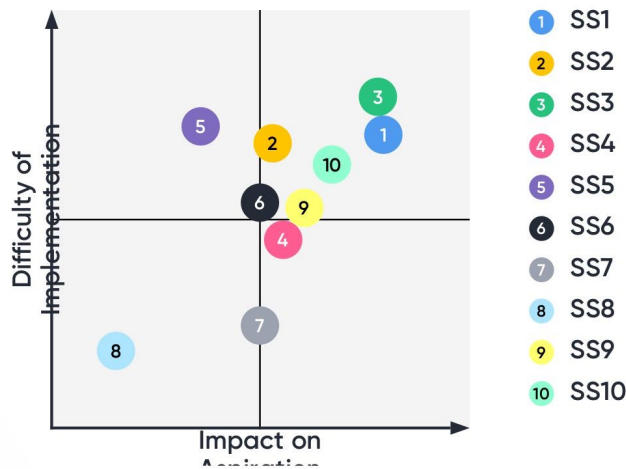


Mentimeter Results for Strategic Activity Ranking by Table

The Mentimeter charts show the combined average of all 8-10 tables in each quadrant. The charts represent how the tables as a whole voted.

Champion Student Success

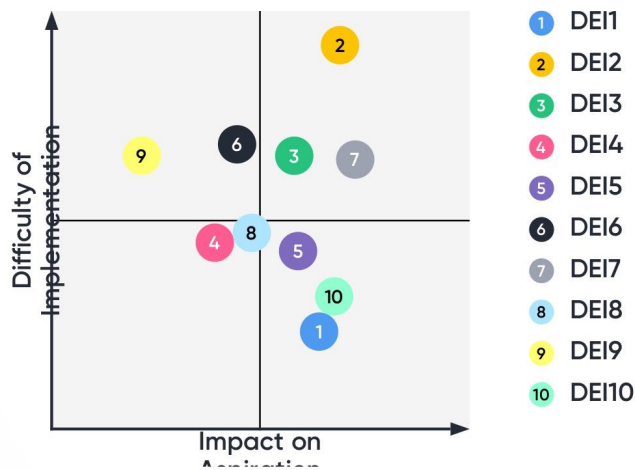
Mentimeter



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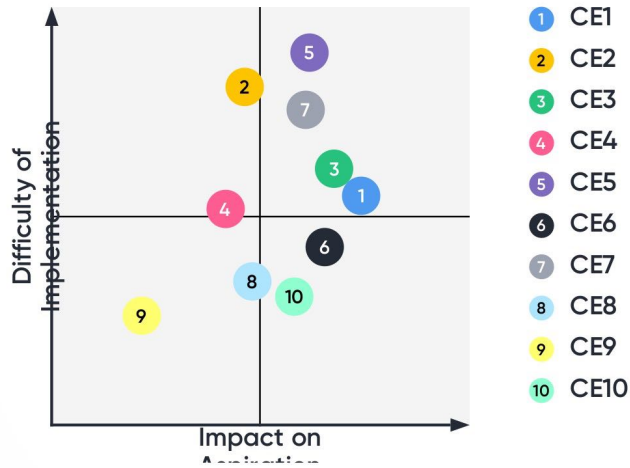
Embrace Diversity, Equity, and Inclusion

Mentimeter



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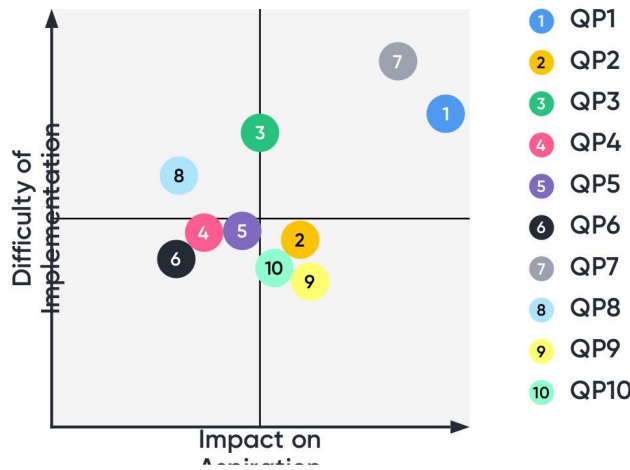
Promote Community Engagement



10

Enhance Quality of Place

Mentimeter



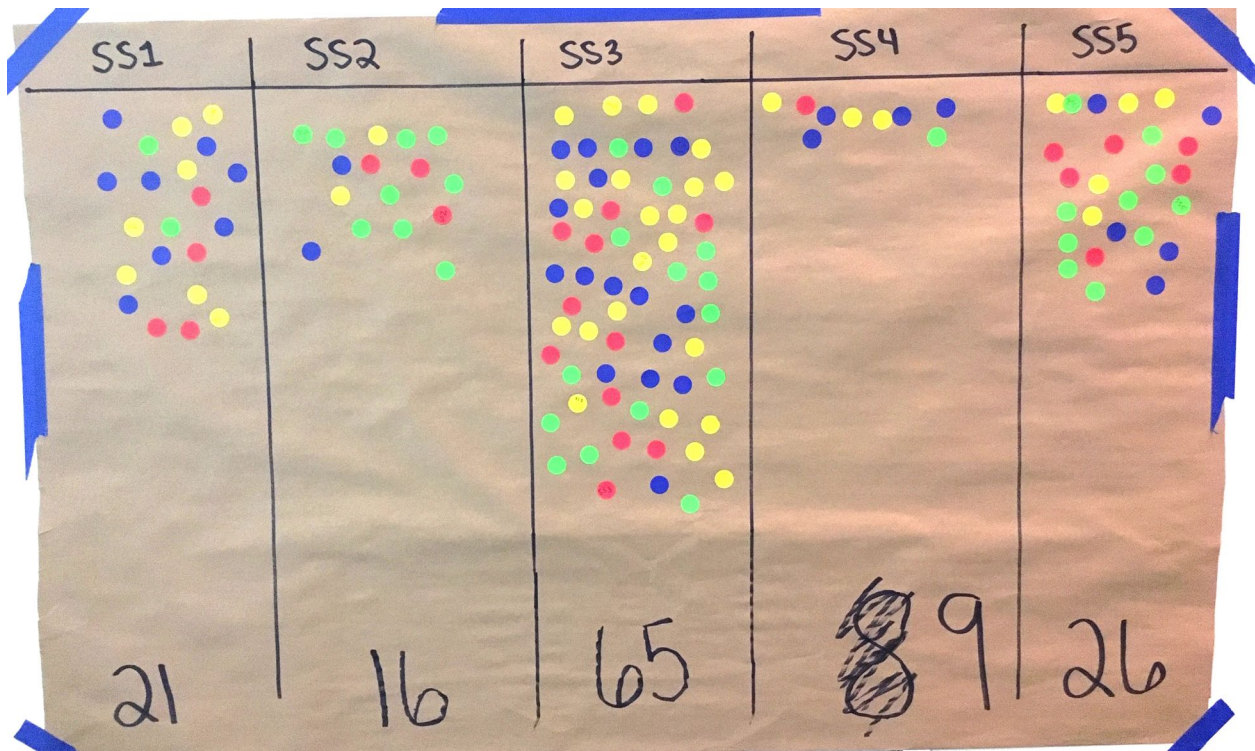
8

Strategic Activity Rating by Individuals



The next step was for everyone in the room to consider how the tables voted by roaming the room during a break and looking at each quadrant's Mentimeter results. Each person was given four stickers that were the same color as their quadrant color, which they then used to vote for their individual choice for the most important strategic activity in each quadrant (one vote per person, per aspiration). The individual vote charts are shown in the sections below.

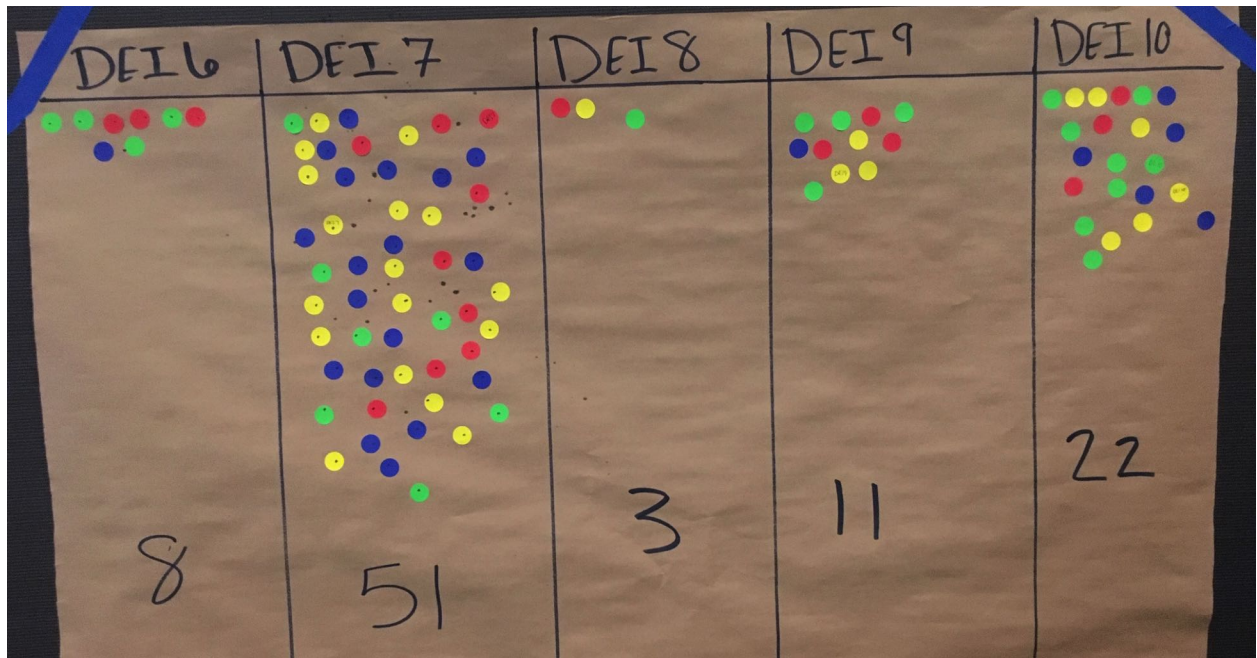
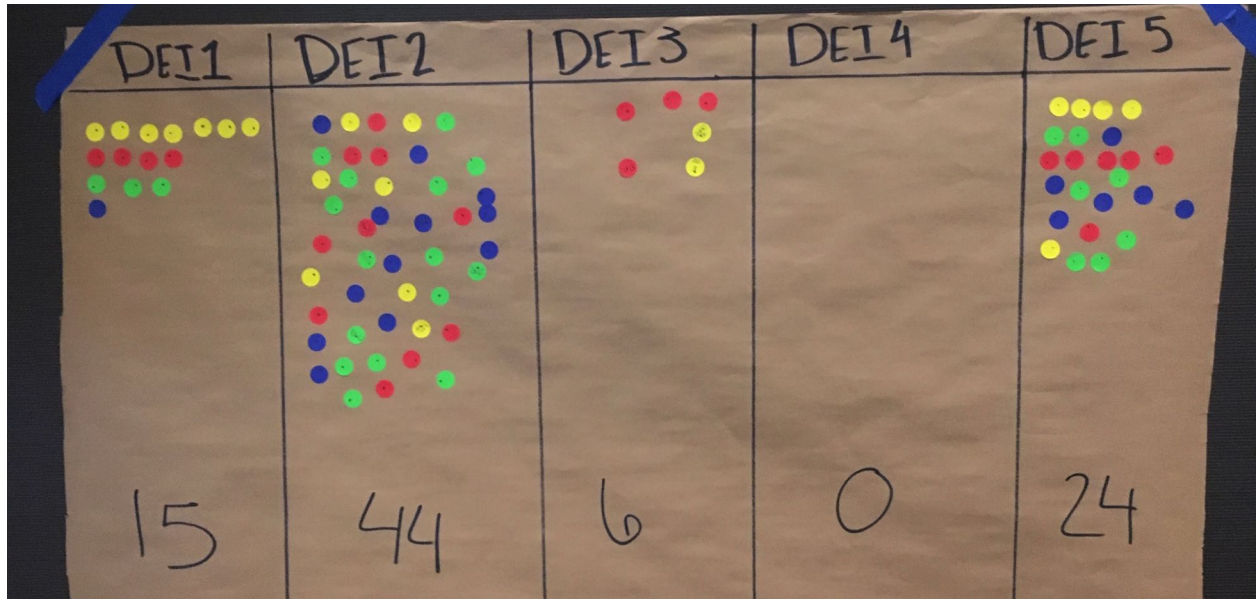
Champion Student Success



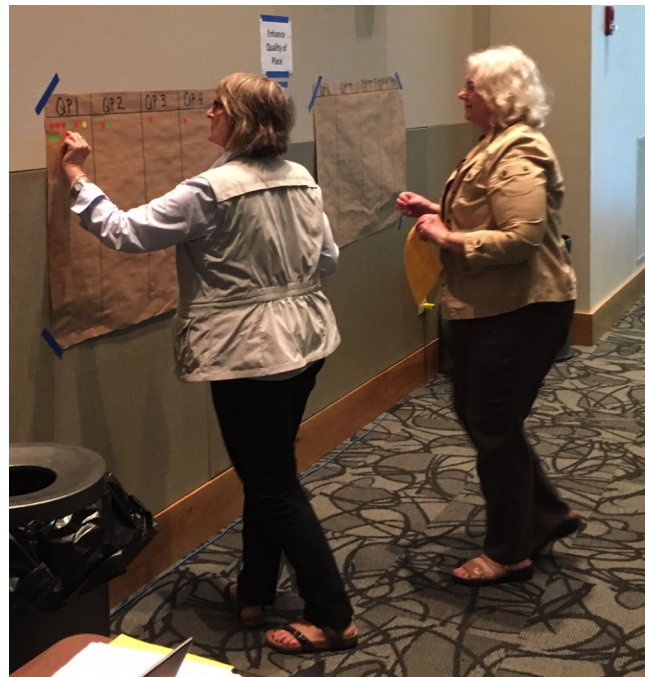
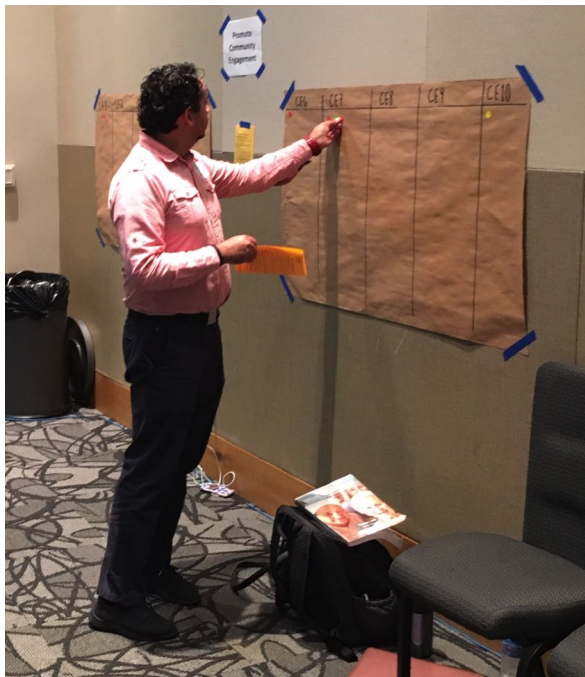


CHAMPION STUDENT SUCCESS (INDIVIDUAL VOTES)					
	Yellow Votes	Blue Votes	Green Votes	Red Votes	Total Votes
SS1	7	8	2	4	21
SS2	2	2	9	3	16
SS3	22	16	14	12	64
SS4	3	4	1	1	9
SS5	5	5	10	6	26
SS6	2	3	1	9	15
SS7	0	4	3	6	13
SS8	0	0	0	0	0
SS9	1	2	3	2	8
SS10	2	2	2	0	6

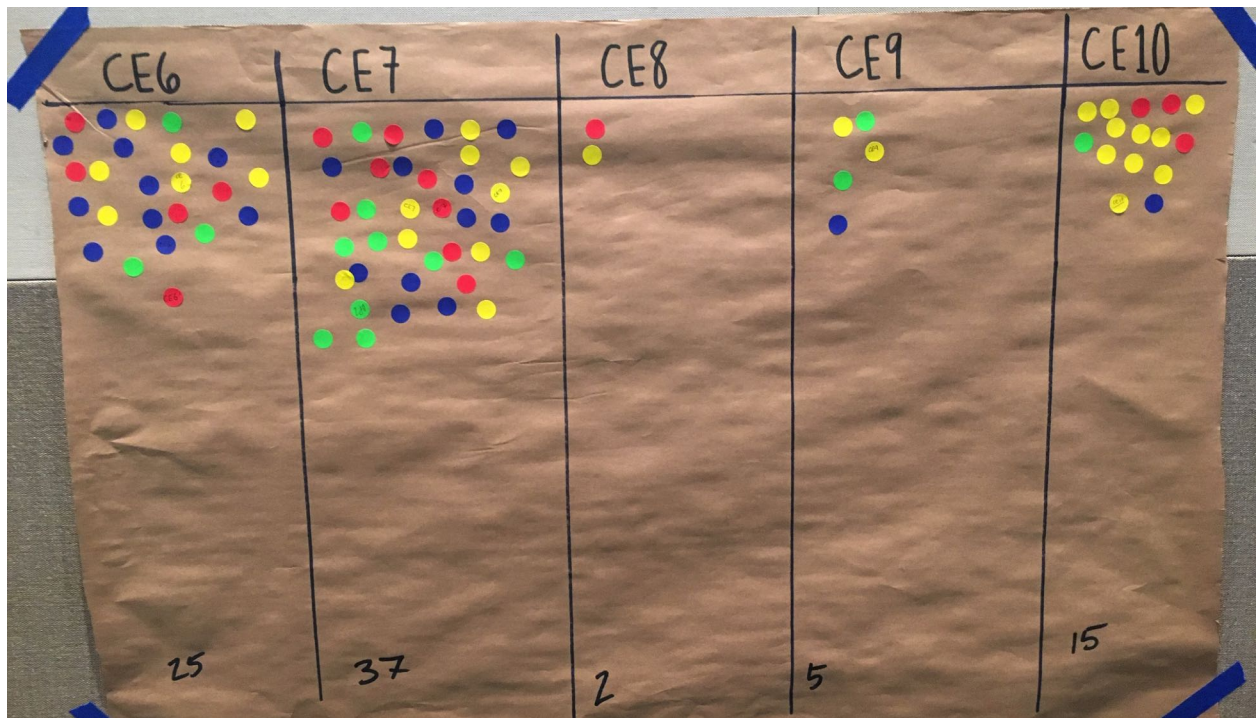
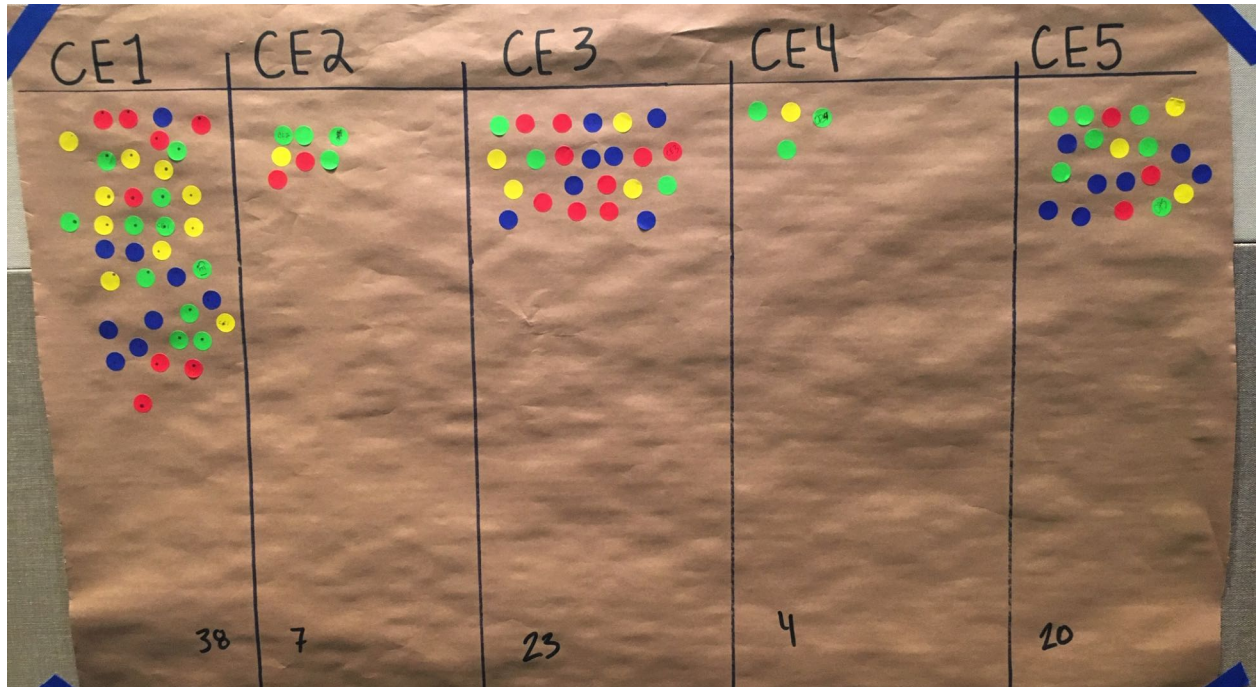
Embrace Diversity, Equity, and Inclusion



EMBRACE DIVERSITY, EQUITY, AND INCLUSION (INDIVIDUAL VOTES)					
	Yellow Votes	Blue Votes	Green Votes	Red Votes	Total Votes
DEI1	7	1	3	4	15
DEI2	7	12	15	10	44
DEI3	2	0	0	4	6
DEI4	0	0	0	0	0
DEI5	5	6	7	6	24
DEI6	0	1	4	3	8
DEI7	17	18	7	9	51
DEI8	1	0	1	1	3
DEI9	3	1	4	3	11
DEI10	6	5	8	3	22

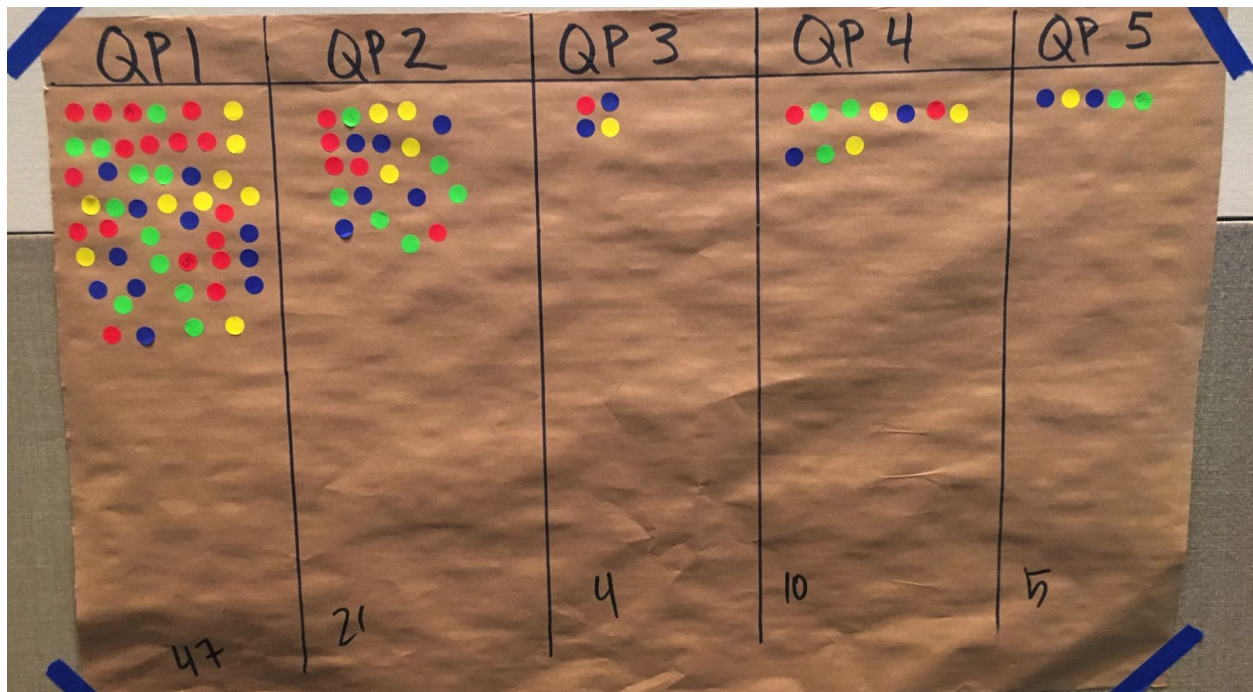


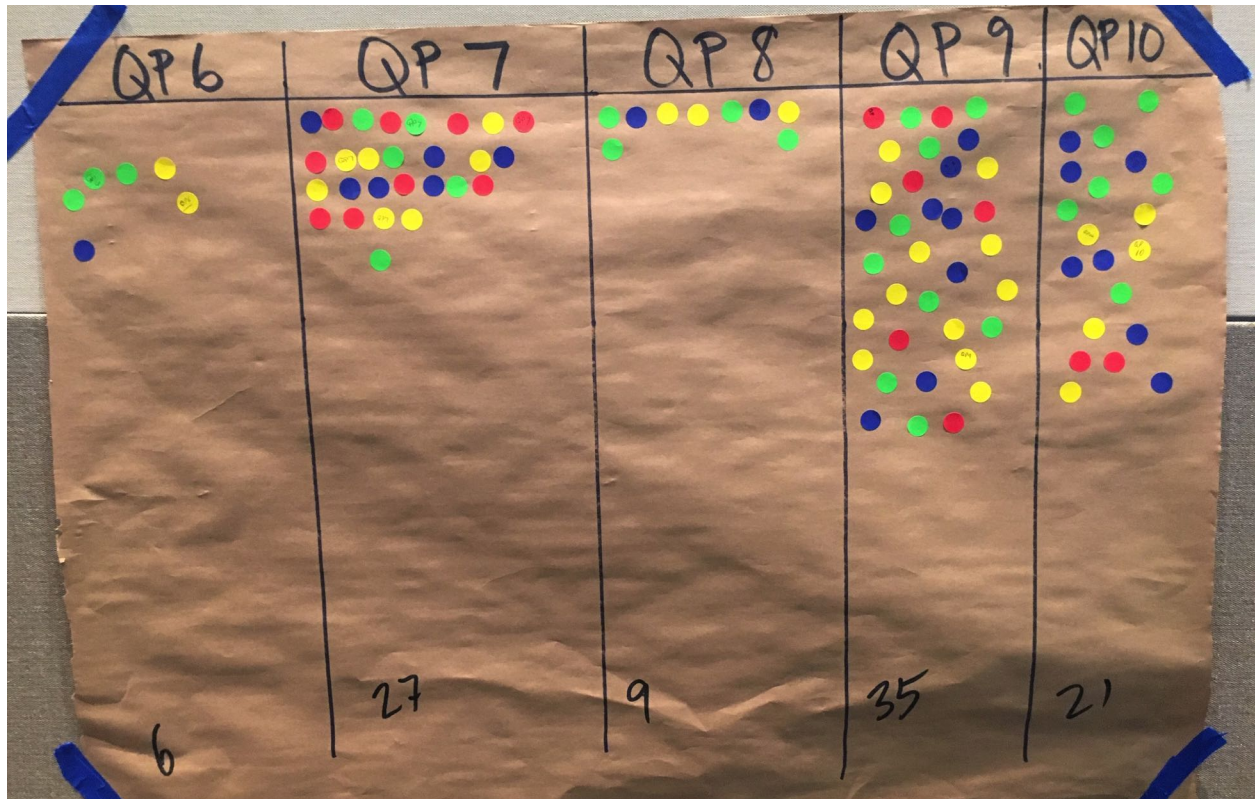
Promote Community Engagement



PROMOTE COMMUNITY ENGAGEMENT (INDIVIDUAL VOTES)					
	Yellow Votes	Blue Votes	Green Votes	Red Votes	Total Votes
CE1	10	9	11	8	38
CE2	1	0	4	2	7
CE3	4	7	3	9	23
CE4	1	0	3	0	4
CE5	3	7	7	3	20
CE6	7	10	3	5	25
CE7	9	11	9	8	37
CE8	1	0	0	1	2
CE9	2	1	2	0	5
CE10	10	1	1	3	15

Enhance Quality of Place





ENHANCE QUALITY OF PLACE (INDIVIDUAL VOTES)					
	Yellow Votes	Blue Votes	Green Votes	Red Votes	Total Votes
QP1	9	11	11	17	48
QP2	4	6	6	5	21
QP3	1	2	0	1	4
QP4	3	2	3	2	10
QP5	1	2	2	0	5
QP6	2	1	3	0	6
QP7	7	6	5	9	27
QP8	3	2	4	0	9
QP9	12	8	9	6	35
QP10	5	7	7	2	21

TOP FIVE STRATEGIC ACTIVITIES



The next step was for each table to use the information and insight gathered so far to narrow down their list of 10 strategic activities to a list of top five strategic activities.

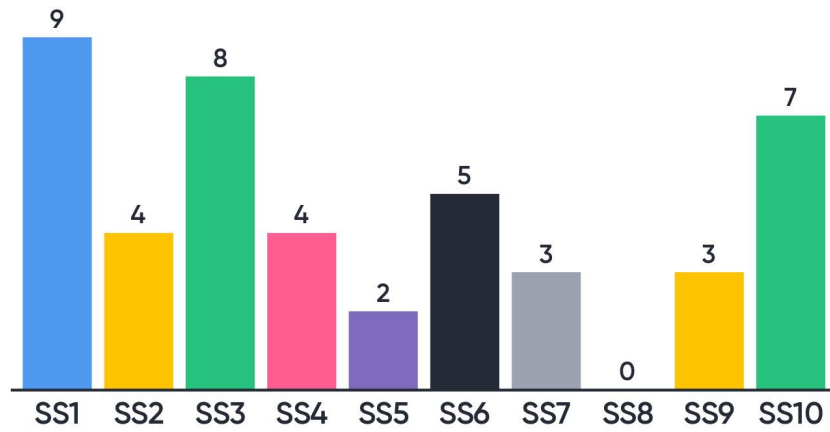
Each table was asked to consider all 10 strategic activities in their quadrant's aspiration. Then using the criteria below, the tables came to an agreement on a "top five" for their aspiration:

- Impact on the aspiration
- Efficient use of resources
- Alignment to mission and vision
- Promotes our values
- Impact on student retention

When prompted, each table voted for their top five activities in Mentimeter (results are shown on the next two pages).

Top Five for Champion Student Success

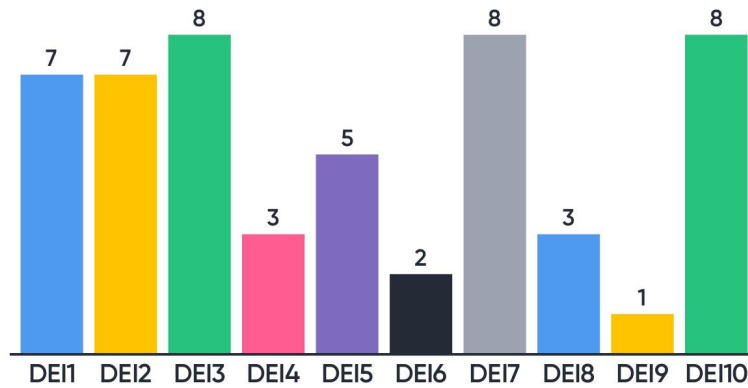
Mentimeter



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Top Five for Embrace Diversity, Equity, and Inclusion

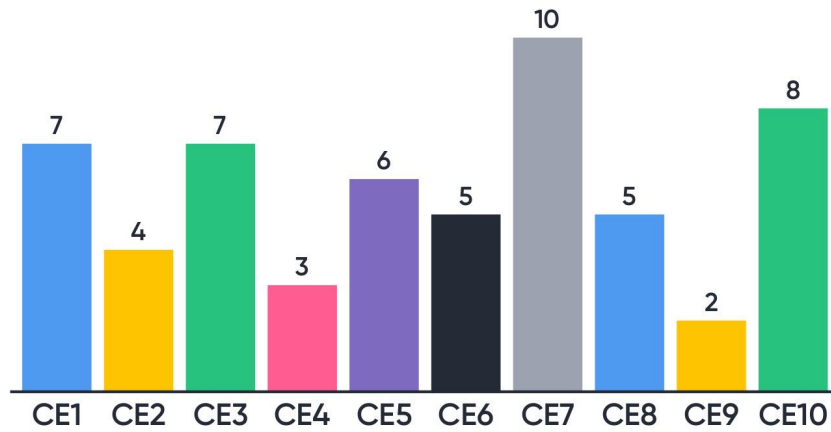
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Top Five for Promote Community Engagement

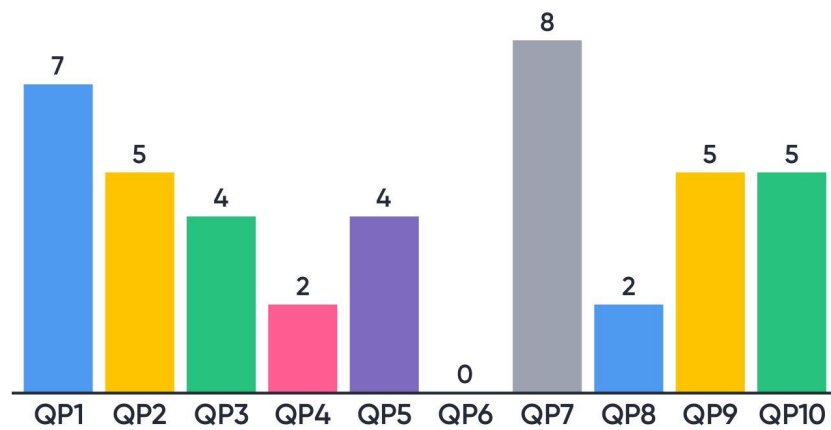
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Top Five for Enhance Quality of Place

Mentimeter



9

TOP STRATEGIC ACTIVITIES (INDIVIDUAL VOTES)

Finally, participants were asked to consider the whole list of strategic activities – top 40 – and vote (using codes ONLY, i.e., SS1) on the 1-2 activities they believed we MUST begin to implement right away.

Top 1 - 2 Strategic Activities to Start Right Away

Mentimeter



175

Please note that the word cloud does not fully capture the actual voting results, in part because some people entered in "1"s instead of "I"s for the DEI strategic activities.

Below is a breakdown of actual votes for each strategic activity:

STUDENT SUCCESS		QUALITY OF PLACE		DIVERSITY, EQUITY, & INCLUSION		COMMUNITY ENGAGEMENT	
SS1	24	QP1	36	DEI1	7	CE1	9
SS2	11	QP2	4	DEI2	20	CE2	1
SS3	43	QP3	1	DEI3	0	CE3	8
SS4	6	QP4	5	DEI4	0	CE4	1
SS5	16	QP5	1	DEI5	13	CE5	3
SS6	14	QP6	3	DEI6	6	CE6	1
SS7	5	QP7	25	DEI7	29	CE7	13
SS8	0	QP8	3	DEI8	0	CE8	0
SS9	4	QP9	9	DEI9	1	CE9	1
SS10	11	QP10	3	DEI10	8	CE10	6

# of Votes	STRATEGIC ACTIVITY
43	SS3
36	QP1
29	DEI7
25	QP7
24	SS1
20	DEI2
16	SS5
14	SS6
13	DEI5, CE7
11	SS2, SS10
9	QP9, CE1
8	DEI10, CE3
7	DEI1
6	SS4, DEI6, CE10
5	SS7, QP4
4	SS9, QP2
3	QP6, QP8, QP10, CE5
1	QP3, QP5, DEI9, CE2, CE4, CE6, CE9
0	SS8, DEI3, DEI4, DEI8, CE8



NEXT STEPS

Before Chancellor Elsenbaumer delivered his closing remarks, Jeff returned to the podium to outline the next steps in the strategic planning process:

- **September 18:** Leadership Team will meet to act on today's recommendations
- **By September 25:** Consolidated and prioritized strategic plan will be distributed to campus
- **Week of September 30:** Action Planning Teams will launch
- Kickoff meeting on **October 1**
- Chartering meetings **October 2-3**
- **Mid-October:** Open forum
- **By December:** Final strategic plan with metrics and baseline measures released



Participants were thanked for their time and input, and asked to complete an evaluation form about the meeting. There was also an opportunity for those who were interested in participating in the action planning teams to submit their names and indicate an area of interest before leaving.

The University Leadership Team (Chancellor, Vice Chancellors, Deans, Faculty Senate Leaders, and Director of Strategic Planning and Implementation) will meet on September 18 to review the output from this meeting and make decisions about the approximately 20 strategic activities that will be included in the strategic plan and the one-to-two strategic activities to begin implementing in 2019-20 and the three-to-four strategic activities to implement in 2020-21.

MEETING EVALUATIONS

Meeting Evaluation Summary – n=158

Q1. What were the most significant outcomes of this meeting for you?

# of Responses	Responses (Themes)
70	Choosing priorities to move us forward: <ul style="list-style-type: none"> Narrowing to the top ones Consensus emerging
69	Process: <ul style="list-style-type: none"> Having a voice in where the University is going (5) Believe the process can help us heal as a campus after much change (2) Hearing different points of view Democratic Public discussion/table discussion Voting – Table, then Room, then Individual Meeting new colleagues Leadership involved equally
14	Greater understanding of where the University is going/the plan/aiming higher
9	Believe something will happen after this meeting
6	Specific Aspirations: <ul style="list-style-type: none"> Surprised that Quality of Place was not more important Believe we might see movement on diversity Mental Health is a high priority Too much administrative focus Community engagement voted less important than I believe it is
4	Unity/Sense of “we” vs “me”
3	“Illusion” of consensus; do not believe faculty were heard
1	Preventing bad ideas from moving forward
1	Great turnout

Selected Quotes:

- “Unity”
- “At least there was a public discussion of these topics. Though I remain skeptical that a prefabricated plan won’t be put in place anyway.”
- “Discussion on these initiatives. Listening to others perspectives. People were very positive.”
- “Process – democracy in action.”

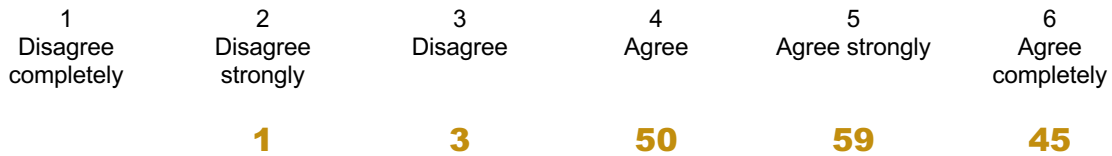
Q2. Most important insight(s) you gained from today?

# of Responses	Responses
49	We have differences that dialogue helps bring us together/learning from each other (this is the key to our success)
20	Desire we have to improve and realize the vision
11	We have vast differences of opinion
11	Consensus we achieved (or close to)
8	Top priorities are student success and quality of place
6	We have some unique challenges
5	Understanding the priorities: <ul style="list-style-type: none"> • Could see ALL the votes
4	Hard to prioritize when we do not know the details of cost, etc.
4	Diversity impacts all other aspirations
4	PFW cares about my input (student)
3	Learned we have an office of engagement/opportunity for community to engage
3	Understanding that we must prioritize (we cannot do everything)
2	Staff seem to be overrepresented in these discussions
1	Appreciate students' input
1	Timeline on what is next

Selected Quotes:

- *"It's an exciting time to be at Purdue Fort Wayne. There is a lot to develop, yet I am energized and ready to help build this vision as a faculty member."*
- *"My co-workers opinions that I don't work alongside on a daily basis."*
- *"There is more agreement than I thought."*

Q3. I believe these university meetings help us move forward as a university (mark the appropriate place on the scale). Then tell us why you marked it where you did.



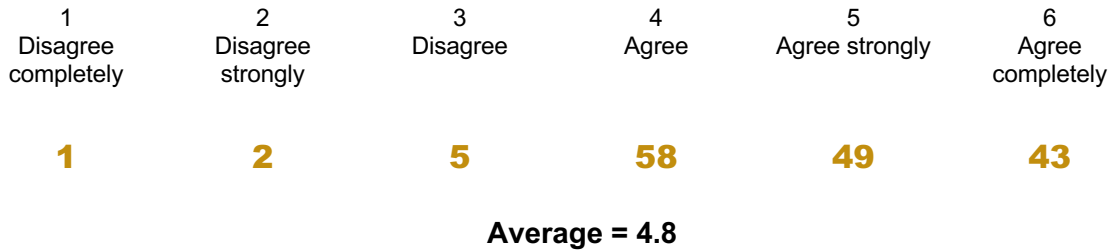
Average = 4.9

#of Responses	Responses
41	Engagement (meetings) support building personal connections across campus
24	Different points of view help people change/all voices heard
11	The meetings help build momentum, a roadmap, and hope (vs complaints)
5	In the past, only top leaders set the strategy, now we all do
4	Only works for staff, not faculty
4	Needed more details
2	More people need to attend
1	Felt people were heard, but did not agree
1	Shorter, more frequent meetings
1	Need to find a way to reach the staff, faculty, and students who do not attend

Selected Quotes:

- *“Having collaborative meetings like this enhances discussions as well as opens others to different situations or scenarios they have faced.”*
- *“Very good and important to get different perspectives across a variety of experience and allowing participation for a sense of ownership.”*

Q4. I believe that the strategy process (that we began in the fall of 2018) has created an opportunity for my voice to be help shape our strategy (mark the appropriate place on the scale). Then tell us why you marked it where you did.



# of Responses	Responses
35	Appreciate the opportunity to participate/be listened to
23	Different perspectives in the room
8	Skeptical that the voices will not be listened to
8	Too new to say
5	Like using Mentimeter
4	Others share my opinion
4	Need to see results
2	Last vote felt most important: <ul style="list-style-type: none"> • Wish we were able to vote on objectives during the last vote • Word cloud did not seem to capture it correctly
2	Never involved as a student before

Selected Quotes:

- *“I get to vote and have input and more importantly, I get to hear different opinions and points of view that gets me to rethink my opinion.”*
- *“Because our voices are being heard, and taking into consideration our voices makes it a very validated process. #ProudDon”*
- *“It will be a shame if experts within the top prioritized activities are not consulted as we move forward.”*
- *“There were many opportunities to contribute in the process. There seem to be intentional decisions to do this right.”*

APPENDIX A: “Top 40” Strategic Activities

Champion Student Success

Objective 1: Improve student learning.

SS1 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 enrollment.

SS2 Revise our General Education program to create a more consistent and supportive experience for first-year students.

SS3 Develop financial aid programs that make attending full-time (15 credit hours or more per semester) a financially viable option, emphasize need, and support students at all stages of their academic careers.

SS4 Develop a recruitment strategy that targets diverse student populations and leverages relationships between academic departments and faculty and community organizations, including area high schools.

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

SS5 Centralize primary advising activities for all new students entering the university and restructure advising operations across campus.

SS6 Invest in the technology necessary to support data-informed advising and interventions.

SS7 Integrate career exposure and post-graduation goals into the student educational experience.

SS8 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.

SS9 Cultivate an engaging culture where everyone (students, staff, faculty, and alumni) are encouraged to participate in campus activities.

SS10 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.

Enhance Quality of Place

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

QP1 Strengthen our reputation for the quality of student experience and career preparedness, leading to growth in enrollment.

QP2 Increase support for academic freedom and faculty research, scholarship, and creative endeavor.

QP3 Renew our commitment to affordable, high-quality dependent-care services for students, employees, and the community, possibly on campus.

QP4 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.

QP5 Expand our collaborative governance structure to include representation and participation from all levels of students, staff, and faculty.

QP6 Establish a meaningful, supportive performance-review system designed to help employees achieve their maximum potential.

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

QP7 Invest in the physical and technological infrastructure necessary to facilitate excellence in teaching and research, scholarship, and creative endeavor.

QP8 Add dedicated health, recreation, and wellness facilities with programs for students, staff, faculty, and the community.

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

QP9 Offer and promote a variety of arts, athletics, intellectual, cultural, and educational programming that attracts diverse audiences and encourages participation by students, staff, faculty, and the community.

QP10 Create opportunities for relationship and community building among students, staff, and faculty from across the university.

Embrace Diversity, Equity, and Inclusion

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

- DEI1 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.
- DEI2 Create a support structure, including a senior leadership position, support staff, and requisite funding, to promote and advance diversity, equity, and inclusion (DEI) initiatives across campus and in each unit.
- DEI3 Develop and implement an institutional DEI plan and unit-level DEI plans initiated by units.
- DEI4 Create a training program for DEI hiring practices and implement an incentive program for DEI hiring initiatives.

Objective 2: Pursue internationalization of the student educational experience.

- DEI5 Assess current curriculum to ensure diverse offerings with international content and focus.
- DEI6 Establish a support structure and resources for internationalization projects.

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

- DEI7 Develop recruitment, retention, and graduation initiatives designed to support underrepresented and diverse populations.
- DEI8 Create a program to provide support to students from different cultures.
- DEI9 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.

- DEI10 Encourage teaching and programming that includes diversity, equity, and inclusion.

Promote Community Engagement

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

- CE1 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 research and scholarship, administrative support, project funds, and assessment.
- CE2 Build and promote a culture of philanthropy.

Objective 2: Partner with organizations and the public at-large to provide value in the domains of Economic Development, Human Capital Development and Social Mobility, Social and Cultural Development, Health and Well-being, and Environmental Sustainability.

- CE3 Establish new community partnerships at each level of engagement: presence, connections, activity/project/event, relationships.
- CE4 Faculty and staff work with the Community Engagement Council and the Office of Engagement to identify and complete engagement projects.
- CE5 Develop undergraduate and graduate programs that drive economic development and social mobility.
- CE6 Increase community-campus collaborations, including hosting and operating more events open to the public.

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.

- CE7 Make community engagement a distinguishing attribute of the Purdue University Fort Wayne student experience.

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

- CE8 Strengthen the relationship between Communications and Marketing and academic and administrative units to identify media opportunities.
- CE9 Promote Purdue University Fort Wayne community-engagement activities for publication and presentation in relevant forums.
- CE10 Increase marketing and publicity for and participation in university programming targeted to engage our students, alumni, communities, organizations, etc.