Purdue University Fort Wayne—Strategic Plan
September 26, 2019

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[1]

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.

Our Aspirations   Champion Student Success
Enhance Quality of Place
Embrace Diversity, Equity, and Inclusion
Promote Community Engagement

Champion Student Success
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.
Measure: Increase the number of faculty who have redesigned their courses using demonstrably effective teaching and learning strategies by 20 percent by 2023.
   Strategic Activities
   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.
Measure 1: Increase retention, graduation, and course completion rates.
   Strategic Activities
   2.1.   Revise our General Education program to create a more consistent and supportive experience for first-year students.

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1. A list of expected behaviors to support our core values can be found on page 5.

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

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

Measure: Percentage of students who respond positively that advisors are utilizing best practices in supporting student academic success and career preparedness.

Strategic Activities

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.

Objective 4: Increase students' engagement with university life and invest in their holistic development.

Measure: Increase in student engagement in campus life and utilization of campus support resources.

Strategic Activities

4.1.   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

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.

Measure: Growth in student enrollment and employee satisfaction on national benchmarking surveys.

Strategic Activities

1.1.   Strengthen our reputation for the quality of student experience and career preparedness, leading to growth in enrollment.
1.2.   Increase support for academic freedom; faculty research, scholarship, and creative endeavor; and staff professional development to help all employees achieve their maximum potential.

Objective 2: Make our grounds and facilities inviting to the campus and surrounding communities.

Measure: Be named to a list of best campuses on a state or national college magazine or website.

Strategic Activities

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

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

Measure: Growth in programming and student, staff, faculty, alumni, and community participation in on-campus events.

Strategic Activities

3.1.   Enhance the promotion of Purdue University Fort Wayne's arts, athletics, intellectual, cultural, and educational programming to attract diverse audiences and increase participation by students, staff, faculty, alumni, and the community.
3.2.   Create opportunities for relationship and community building among students, staff, and faculty from across the university.

Embrace Diversity, Equity, and Inclusion

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

Objective 1: Cultivate an affirming campus climate that embraces a culture of mutual understanding, equity, and respect.
Measure: Campus Climate Survey and Intercultural Development Inventory assessment.
   Strategic Activities
   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.
Measure: Growth in number of courses with demonstrated international and DEI content.
   Strategic Activities
   2.1.   Assess current curriculum to ensure diverse offerings with international content and focus and encourage 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.
Measure: Diversity of new student population, total student population, and graduating student population.
   Strategic Activities
   3.1.   Develop recruitment, retention, and graduation initiatives designed to support underrepresented and diverse populations.

Promote Community Engagement

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.
Measure: Number of students, staff, and faculty who participate in community-engagement activities; number of community-engagement projects.
   Strategic Activities
   1.1.   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.

Objective 2: Partner with organizations and the public at-large to provide value in the following domains:

> 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 and Cultural Development: Positively impact the development of the communities in our region, 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.

Measure: Annually increase the number of community partners, engagement projects, and campus events open to the public and the revenue generated by community-engagement projects.

> Strategic Activities

> 2.1.   Establish 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 and social mobility.

> 2.3.   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.

Measure: Number of students engaged in volunteer; service-learning; and engaged, experiential-learning experiences, and the impact of these activities on the student experience and student learning.

> Strategic Activities

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

Expected Behaviors to Support Our Core Values

Core Values	Expected Behaviors
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.

Learn More

You can find more information about our strategic planning process, including data collected, draft documents, and feedback reports, at pfw.edu/strategic-plan.