

## **Overview**

This document is divided into three sections:

1. Our draft strategic plan, including aspirations, narratives, objectives, and strategic activities (pages 1-7)—this is the material on which we are currently seeking feedback
2. Our high-level strategy (pages 8-9)—completed and shared with campus in February
3. Background information on the process the Planning Teams followed in developing the draft strategic plan (pages 10-11)

The Strategic Plan Steering Committee will be collecting feedback on the objectives and strategic activities presented in this draft through open forums, a survey (which can be accessed [here](#)), the “[Share Your Voice](#)” feature on the strategic planning [website](#), and in meetings with shared governance groups on campus, including the Student Government Association, faculty Senate, Administrative and Professional Staff Advisory Council, and Clerical and Service Staff Advisory Committee.

Students, staff, and faculty are invited to attend open forums on the following days:

- Tuesday, April 2, 3:00 p.m., SB 168
- Friday, April 5, 12:00 p.m., SB 168
- Monday, April 8, 1:30 p.m., KT G46
- Thursday, April 11, 9:00 a.m., KT G46
- Wednesday, April 17, 12:00 p.m., SB 168

However you choose to share your feedback with us, we want to hear from you! Any and all feedback—suggestions for clarification or improvement, questions about what is or is not here, or just letting us know that you support the draft—is extremely valuable. Your feedback will guide the Planning Teams as they revise and finalize the strategic plan.

## **Our Strategic Plan**

### **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.

1. **Objective:** Improve student learning.  
**Measure:** Increase the number of faculty who have redesigned their courses using demonstrably effective teaching and learning strategies by 20% by 2023.  
**Strategic Activities:**
  - 1.1. Develop Center for the Enhancement of Learning and Teaching (CELT) course redesign programs/grants funded by the Office of Academic Affairs (OAA) that teach and promote the use of active learning strategies in online/hybrid courses.
  - 1.2. Develop CELT course redesign programs/grants funded by OAA that teach and promote the use of [High-Impact Practices](#).
  - 1.3. Develop CELT course redesign programs/grants funded by OAA that target Limited Term Lecturers.
  - 1.4. Develop CELT course redesign programs/grants funded by OAA that teach and promote course design that engages students with community partners.
  - 1.5. Increase faculty awareness of and interest in CELT’s “Learning to Teach Online” three-week online course for faculty.
  - 1.6. Develop a teaching award for Excellent Use of High-Impact Practices in highly-enrolled freshman-level courses.

2. **Objective:** Increase student retention, persistence, and completion.

Measure 1: Increase the second fall semester, first-time, full-time bachelor degree-seeking retention rate by 2% per academic year to 70% by 2023.

**Strategic Activities:**

- 2.1. Develop financial aid programs that make attending full-time (15 credit hours or more per semester) a financially-viable option.
- 2.2. Invest in an early alert system—gather as much data as possible and as early as possible for intensive student interventions.
- 2.3. Establish a retention committee with staff from Student Life and Leadership, Student Success and Transitions (SST), Financial Aid, Institutional Research, etc. to review potentially “at-risk” students and offer appropriate interventions needed to ensure timely degree completion.

Measure 2: Increase the 6-year, first-time, full-time, bachelor degree-seeking graduation rate by 4% per academic year to 50% by cohort year 2018.

**Strategic Activities:**

- 2.4. Advisors monitor student progress toward degree attainment and help remove roadblocks to enrollment and completion.
- 2.5. Offices that support student success (e.g., SST, Financial Aid, Registrar, Academic Support Services) offer programs and advising at times and locations convenient to students, including expanding online services.
- 2.6. Full-time staff to support 21<sup>st</sup> Century Scholars.

Measure 3: Increase the percentage of first-year students who successfully complete coursework by 7% per year to 75% by 2023.

**Strategic Activities:**

- 2.7. Offer classes at times and locations convenient to students, including expanding online/hybrid offerings.

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

**Strategic Activities:**

- 3.1. Require training for all academic advisors.
- 3.2. Starting in Fall 2019, every matriculating degree-seeking student has an assigned academic advisor who creates, by the end of their first term, a personalized four-year plan that includes co-curricular objectives.
- 3.3. Starting in Fall 2019, every matriculating degree-seeking student has an assigned career advisor/mentor and is required to complete at least one internship, externship, or experiential learning opportunity in line with their career/post-graduation goals.
- 3.4. Starting in Fall 2019, expand leadership development for students through the addition of one credit hour courses to the curriculum that award an 18-30 credit-hour leadership certificate.
- 3.5. Starting in Fall 2019, invest in in-class tutors (e.g., students who have done well in particular courses) to sit in on course sections and offer weekly tutoring sessions.

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

**Strategic Activities:**

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

- 4.2. Develop a deeper connection between faculty/staff and students at recruitment and new student events.
- 4.3. Expand resources and raise awareness of mental health and other health services on campus.
- 4.4. Train faculty to be better equipped to identify and assist students with mental health issues.
- 4.5. Establish scholarships for and increase the number of students utilizing the study abroad and student exchange programs.
- 4.6. Connect incoming students to campus job opportunities.
- 4.7. Identify and create more meeting spaces and resources on campus for students to engage in campus activities.
- 4.8. Expand intramural sports and gaming events, including e-sports leagues.

**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.

1. Objective: Attract and retain students, faculty, and staff.  
Strategic Activities:
  - 1.1. Strengthen our reputation for the quality of student on-campus experience and future success.
  - 1.2. Enhance engagement of faculty and students in research, scholarly activities, and create endeavors.
  - 1.3. Champion a system of keeping the cost of tuition affordable for students by expanding need-based financial aid.
  - 1.4. Attract and retain top candidates both locally and nationally for open employee positions.
  - 1.5. Expand and promote opportunities that support the success of traditionally underserved groups, including first-generation college students and military veterans.
  - 1.6. Revitalize on-campus affordable, high-quality childcare services for students and expand services to include employees and the community.
2. Objective: Be an exemplar employer for northeast Indiana.  
Strategic Activities:
  - 2.1. Prioritize employee compensation to include annual Cost-of-Living Adjustment (COLA) increases and merit increases based on evaluations.
  - 2.2. Institute a collaborative governance structure that includes representation and participation from all levels of staff and faculty.
  - 2.3. Establish a meaningful, supportive performance-review system designed to help employees achieve their maximum potential.
  - 2.4. Increase the range of opportunities and level of funding for professional development and career advancement.
3. Objective: Make our grounds and facilities inviting to the campus and surrounding communities.  
Strategic Activities:
  - 3.1. Invest in the infrastructure necessary to facilitate world-class teaching and research.
  - 3.2. Expand and improve options for affordable on-campus dining and housing.
  - 3.3. Add dedicated health, recreation, and wellness facilities with programs for staff, students, and the community.
  - 3.4. Match the caliber of our athletics facilities to our Division I status.

- 3.5. Initiate a campus beautification plan to include new, improved, and community-accessible landscaping, building improvements, walkways, etc.
4. **Objective:** Offer programming that centers Purdue University Fort Wayne as a cultural destination for northeast Indiana.  
**Strategic Activities:**
  - 4.1. Offer and promote a variety of arts, athletics, and educational programming that attracts diverse audiences and encourages participation by students, faculty, staff, and the community.
  - 4.2. Develop and promote high-quality course, program, and extracurricular offerings that support both career and holistic human development.
  - 4.3. Increase marketing, publicity, and participation for expanded programming targeted to engage our students and community.
  - 4.4. Establish centers and programming that share the historic traditions and living cultures of our global community.

### **Embrace Diversity 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.

1. **Objective:** Our institution will cultivate an affirming campus climate that embraces a culture of mutual understanding, equity, and respect to stimulate dialogue and remove barriers among campus constituents through interactive avenues.  
**Strategic Activities:**
  - 1.1. Conduct a campus climate survey.
  - 1.2. Develop a process of engagement and sustainability.
  - 1.3. Implement unit-level diversity, equity, and inclusion (DEI) plans initiated by units.
  - 1.4. Create a DEI leadership position (at the level of an Associate Vice Chancellor) with direct reports and funding.
  - 1.5. Create a leadership training program for DEI and deliver to 20% of faculty and staff each year over a five-year period.
  - 1.6. Establish standard operating support in the university's annual budgeting process for all units.
  - 1.7. Create a training program for DEI hiring practices.
2. **Objective:** Our institution will pursue internationalization through support structures that promote equity and inclusion at every level of the university by investing resources and providing professional development opportunities.  
**Strategic Activities:**
  - 2.1. Outline a support structure and resources for internationalization projects.
  - 2.2. Identify and develop partnerships that link higher education at the university with other world regions.
  - 2.3. Increase the international attractiveness of the campus.
  - 2.4. Assess current curriculum and courses to ensure diverse international offerings.
  - 2.5. Increase international student presence on campus in the summer prior to beginning at the university.

3. **Objective:** Our institution will optimize student enrollment and success through diverse outreach efforts and partnerships as well as providing an engaging and equitable environment to increase retention and graduation rates, and to decrease the graduation gap for diverse populations.  
**Strategic Activities:**
  - 3.1. Increase the number of K-12 outreach efforts.
  - 3.2. Targeted demographic outreach to ensure representational diversity in recruitment, retention, and graduation of first-time, full-time, first-year, underrepresented, and transfer students.
  - 3.3. Enhance marketing and communications to increase the academic profile and diversity for underrepresented students.
  - 3.4. Strengthen the institutional aid and scholarship strategies for all students, especially first-time, first-year, and underrepresented students.
  - 3.5. Create a program for cultural support.
  - 3.6. Implement Student Advisory Teams.
  - 3.7. Create activities that promote DEI.
  - 3.8. Identify a diversity advocate for each academic program or area.
  
4. **Objective:** Our institution will foster opportunities that broaden the pipeline for faculty and staff diversity and equity.  
**Strategic Activities:**
  - 4.1. Allocation of resources/support for infrastructure that progresses DEI.
  - 4.2. Education/training for hiring processes and bias.
  - 4.3. Implement and increase a faculty exchange program.
  - 4.4. Increase J1 visas on campus.
  - 4.5. Implement an incentive program for DEI initiatives in hiring.
  - 4.6. Implement an industry fellow program.
  
5. **Objective:** Our institution will champion a welcoming culture of inclusive, enriched activities for diverse employees, students, and visitors that encourages lifelong learning, critical thinking, and global citizenship.  
**Strategic Activities:**
  - 5.1. Increase campus cultural programming by 15% in 2019-20 and by 25% in 2020-21.
  - 5.2. Increase the number of national and international speakers brought to campus.
  - 5.3. Utilize campus climate survey data to drive activities that develop cultural competency.
  - 5.4. Implement monthly faculty/staff cafes to encourage diversity and inclusion.
  - 5.5. Celebrate diversity efforts through awards, recognition, and incentive programs.
  - 5.6. Encourage teaching that includes innovation and inclusion.

### **Promote Community Engagement**

We will dedicate ourselves to partnering with our communities. This symbiotic relationship will rely on innovation and expertise—ours and the community’s—and it will allow us to learn from one another and elevate the quality of life for all involved.

1. **Objective:** Purdue University Fort Wayne has an organizational structure that supports and encourages community engagement for students, faculty, and staff across campus.  
**Strategic Activities:**
  - 1.1. Restructure/expand an active, results-oriented Office of Engagement to provide a broad spectrum of support functions, including scholarship, administrative support, project funds, and assessment.

- 1.2. Incorporate community engagement criteria for (a) faculty promotion and tenure and (b) professional advancement and development evaluations for all employees.
- 1.3. Reestablish the university as a Carnegie Community Engagement ranked institution.
2. **Objective:** Purdue University Fort Wayne partners 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 the northeast Indiana region and the state of Indiana through delivery of relevant degree and non-degree educational programs to build skill sets in target groups as well as contributing 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 recreational and cultural experiences for the community, allowing them to appreciate social and cultural diversity in an interconnected world. Important components of this programming will include educational, cultural, and recreational programming as well as international educational experiences.
  - 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.

**Strategic Activities:**

  - 2.1. Faculty and staff work with the Community Engagement Council and the Office of Engagement to identify and complete engagement projects.
  - 2.2. Establish/strengthen relationships with community partners to increase community-campus collaborations and host and operate more events open to the public.
  - 2.3. Establish new community partnerships at each level: presence, connections, activity/project/event, and relationships.
3. **Objective:** Students, faculty, and staff in the community are engaged through intentional curricular, co-curricular, and volunteer experiences to transform student learning.

**Strategic Activities:**

  - 3.1. Make community engagement a distinguishing attribute of the Purdue University Fort Wayne student experience.
  - 3.2. Increase courses offering a service-learning component.
  - 3.3. Create a service-learning certificate to be awarded upon graduation.
4. **Objective:** Our engagement successes are communicated to internal and external audiences to increase awareness of Purdue University Fort Wayne's contributions.

**Strategic Activities:**

  - 4.1. Communicate all public events, including Mastodon games, plays, musical performances, and lectures on campus to the public.

- 4.2. Strengthen the relationship between Communications and Marketing and academic and non-academic units to identify media opportunities.
- 4.3. Incorporate community engagement successes in internal electronic newsletters.
- 4.4. Promote Purdue University Fort Wayne community engagement activities for publication and presentation in relevant forums.

\*\*\*Please note that the numbering system used above is to facilitate discussion of the draft and will not appear in the final strategic plan\*\*\*

**Vision Narrative**

We will also be collecting feedback on the narrative accompanying our vision:

Vision: Empower every person, every day, to improve our world.

*Narrative: 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 High-Level Strategy**

Our high-level strategy was [developed](#), circulated on campus for [feedback](#), and [finalized](#) in January and February 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:**

<b>Core Values</b>	<b>Expected Behaviors</b>
Students First	<ul style="list-style-type: none"> <li>• Consider all strategic decisions from the perspective of student impact</li> <li>• Support programs and teaching pedagogies that advance student learning and success</li> <li>• Foster a campus environment dedicated to the growth and well-being of the whole person</li> <li>• Recruit and retain highly qualified faculty and staff with a commitment to students</li> </ul>
Excellence	<ul style="list-style-type: none"> <li>• Achieve the highest standards of performance and outcomes in teaching, learning, research, service, and engagement</li> <li>• Empower faculty, staff, and students to embrace bold thinking to pursue excellence</li> <li>• Accept accountability for advancing toward excellence</li> <li>• Promote a culture of continuous improvement in all we do</li> </ul>
Innovation	<ul style="list-style-type: none"> <li>• Advance research, scholarship, and creative endeavor</li> <li>• Value and encourage the pursuit of new ideas, entrepreneurial thinking, and interdisciplinary collaboration</li> <li>• Pioneer innovations in teaching and student support that increase access, learning, and success</li> <li>• Create diverse cultural, educational, and enrichment programming</li> </ul>
Diversity and Inclusion	<ul style="list-style-type: none"> <li>• Recognize the value of diverse perspectives and backgrounds</li> <li>• Create an environment that is welcoming, respectful, and inclusive of all, both within and beyond the classroom</li> <li>• Foster multicultural experiences and global engagement</li> <li>• Provide equal opportunities and services to all</li> </ul>
Engagement	<ul style="list-style-type: none"> <li>• Promote a culture of student, staff, and faculty participation in university activities, events, and decision-making</li> <li>• Anticipate and address internal and external stakeholder needs</li> </ul>



	<ul style="list-style-type: none"><li>• Pursue collaborations that respond to current and emerging issues and opportunities</li><li>• Establish mutually beneficial partnerships between campus and communities</li></ul>
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**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 and Inclusion
- Promote Community Engagement

**Background on Strategic Plan Development**

To undertake the work of building the plan to achieve our aspirations to Champion Student Success, Enhance Quality of Place, Embrace Diversity and Inclusion, and Promote Community Engagement, the Strategic Plan Steering Committee formed four Aspiration Planning Teams composed of staff, faculty, and one student. The Co-Chairs of each Team were appointed by the Steering Committee with input from the University Leadership Team.

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*Planning Team Membership*

**Champion Student Success**

- Adam Dircksen, co-chair
- Corrie Fox, co-chair
- Irah Modry-Caron, co-chair
- Lalita Boykins
- Karol Dehr
- Tim Heffron
- Alice Jordan-Miles
- Lewis Ostermeyer
- Alison Rynearson

**Enhance Quality of Place**

- Isabel Nunez, co-chair
- Marcus Tulley, co-chair

- Stephen Florio
- Loaine Hagerty
- LV McAllister
- Zafar Nazarov
- Susan Skekloff
- Cynthia Springer

**Embrace Diversity and Inclusion**

- Shubitha Kever, co-chair
- Manoochehr Zoghi, co-chair
- Farah Combs
- Kenneth Christmon
- Julie Creek

- Ashley Malone
- Ahmed Mustafa
- Kimberly O'Connor

**Promote Community Engagement**

- Rachel Blakeman, co-chair
- Don Mueller, co-chair
- Seth Green
- Bruce Kingsbury
- Kent Johnson
- Sean Ryan
- Justin Shurley

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*If you see Planning Team members on campus, please take a moment to thank them for the significant time, energy, and thoughtfulness they have dedicated to this process.*

The Planning Teams met for the first time on February 6. Each Team was provided with a Strategy Development Guide and was supported by the Steering Committee and our planning consultants, Strategic Focus Associates.

The Teams' work was carried out in three phases. In the first phase, the Teams identified 3-5 Strategic Aspirational Universities. These are institutions that have demonstrated success in our aspirational areas that Purdue Fort Wayne can potentially learn from as we develop and implement our strategic plan. In selecting these universities, the Teams were not concerned with institutional rankings or similarity to Purdue Fort Wayne—these are not peer institutions—but were instead focused on finding the universities that could provide the best ideas. The Teams submitted their strategic aspirational universities to the Steering Committee on February 22; their selections were vetted and confirmed by the Steering Committee and the Chancellor.

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*Strategic Aspirational Universities*

**Champion Student Success**

- University of Michigan
- Georgia State
- Ohio University
- University of Southern Florida

**Enhance Quality of Place**

- University of Maryland-Baltimore County
- Illinois State University
- Eastern Connecticut State University
- University of Cincinnati
- University of Illinois at Urbana-Champaign

## Embrace Diversity and Inclusion

- Ohio State University
- University of Michigan
- University of Cincinnati

## Promote Community Engagement

- Ball State University
- Metropolitan State University of Denver
- University of Minnesota Twin Cities

In the second phase, each Planning Team developed objectives to support their aspiration. Objectives are the expected results and detailed achievements to support our aspirations; they are how we define success in accomplishing our strategic plan. Each Planning Team submitted a [preliminary draft of their objectives](#) on March 11. On March 13, the Teams presented their work to date at an [open forum](#) and met with each other to gather feedback and take a holistic look at how the strategic plan was coming together. The high-level strategy and preliminary objectives were also shared with the university's Community Engagement Board for their feedback. Community support is going to be essential to successfully implementing all aspects of our strategic plan and this was an important opportunity to get input from a group of dedicated community supporters.



*Planning Team members discussing their preliminary objectives; March 13, 2019.*

In the final phase, the Planning Teams integrated the internal and external feedback they received on March 13 and developed strategic activities that support each objective. These strategic activities were informed by all of the data collected throughout our strategic planning process (including the [Discovery Report](#), feedback from the December 2018 Pulse Survey, the [January 11 Summary Report](#), and the [feedback on the high-level strategy draft](#)); information collected from the strategic aspirational universities (including from websites, publications, and interviews); and the expertise and experience of the members of the Planning Teams. The current drafts of the objectives and strategic activities were submitted to the Steering Committee on March 28 and were shared with the campus on April 1.

The Planning Teams will continue to work on refining their objectives and strategic activities until the final draft of the plan is submitted on April 25. As was done when the high-level strategy draft was circulated for feedback, all feedback collected on the current draft of the strategic plan will be summarized, analyzed, and shared with the Planning Teams and the campus community once the feedback period is complete.

Visit [www.pfw.edu/strategic-plan](http://www.pfw.edu/strategic-plan) for more information about Purdue Fort Wayne's strategic planning process. Have a question? Please ["Share Your Voice"](#) and let us know.