

BOARD APPROVED

June 11, 2020

Janice Indrutz
Corporate Secretary



EMPOWERING TRANSFORMATION

STRATEGIC PLAN 2020-25

JUNE 3, 2020

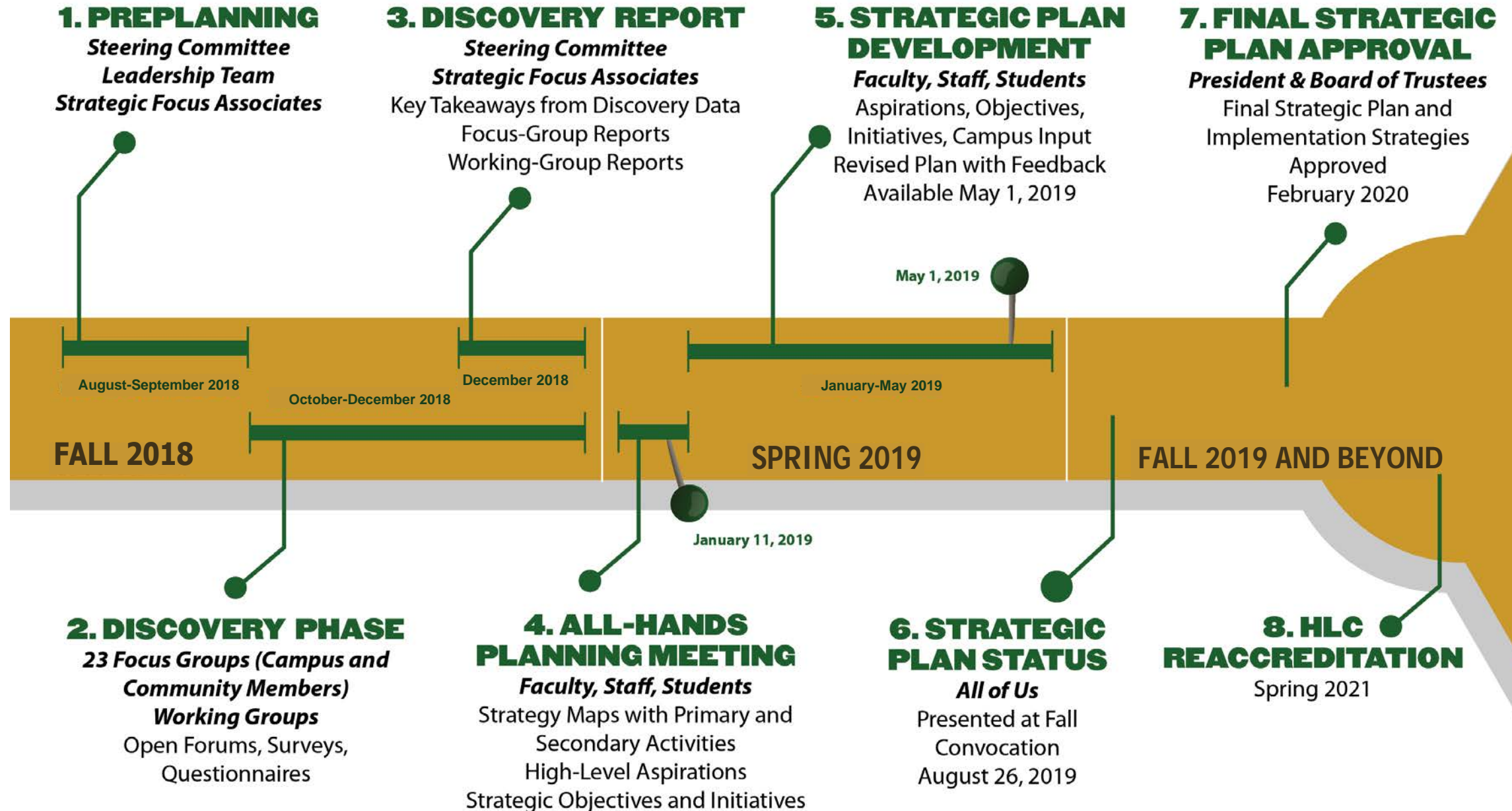
PURDUE
UNIVERSITY®
FORT WAYNE

Our Planning Context and Realities

- Institutional realignment in 2014-2018
- Declining enrollments and revenue since 2012
- Disengaged faculty and staff; low morale on campus
- What is routine on many campuses was often not routine at IPFW
- Complete rebranding in 2018
- Desired Outcomes:
 - We need to be more intentional and systematic in everything we do
 - The planning process had to engage our people and build consensus around both the need for strategy and for change
 - Need to be aware of progress made at other institutions



STRATEGIC PLAN TIMELINE



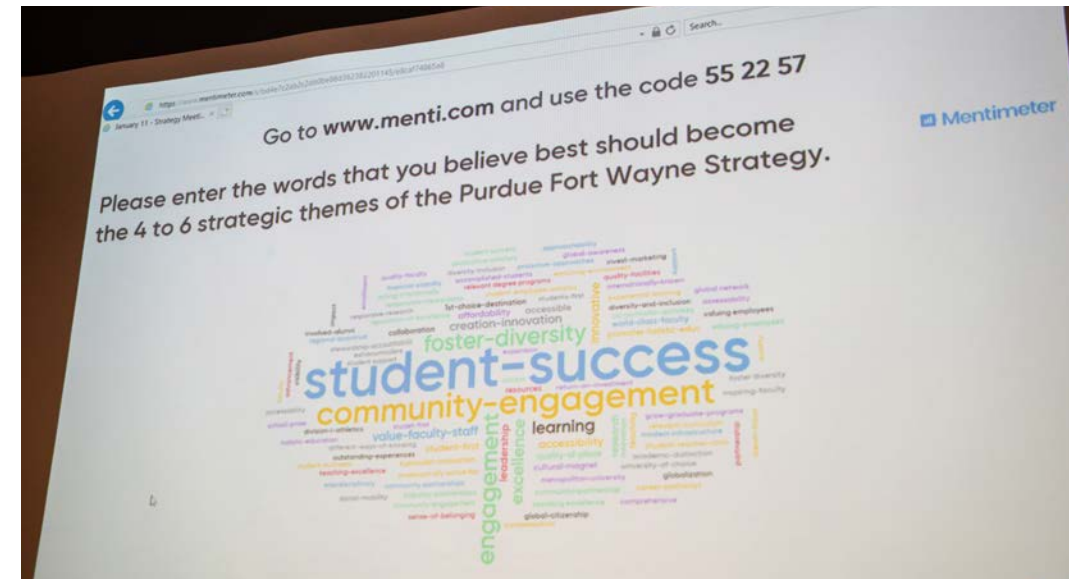
A High-Engagement Highly Transparent Planning Process

- 51 focus groups and forums with 846 participants
- 300 students, staff, and faculty participated in an all-day planning session to build our high-level strategy
- 215 participants in a half-day planning session to consolidate and prioritize our plan
- 44 staff, faculty, and students on strategic planning committees
- 77 staff, faculty, and administrators on Action Planning Teams
- Hundreds of additional survey respondents and points of contact throughout the planning process
- 2,200+ participants in Fall 2019 campus climate survey



Major Accomplishment

- Getting the entire campus community to recognize, acknowledge, and embrace our defining characteristics and our challenges ahead.



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

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
Engagement with
Our Communities**

Impact Metrics to Assess Our Progress

Champion Student Success

- 6-year graduation rate
- First fall to second fall retention rate
- Degree production ratio

Enhance Quality of Place

- Student climate survey: "Overall, I am satisfied with my experience at this institution"
- Faculty/Staff climate survey: "Overall, I am satisfied with my work environment"
- 3-year average full-time staff and faculty turnover rate

Embrace Diversity, Equity, and Inclusion

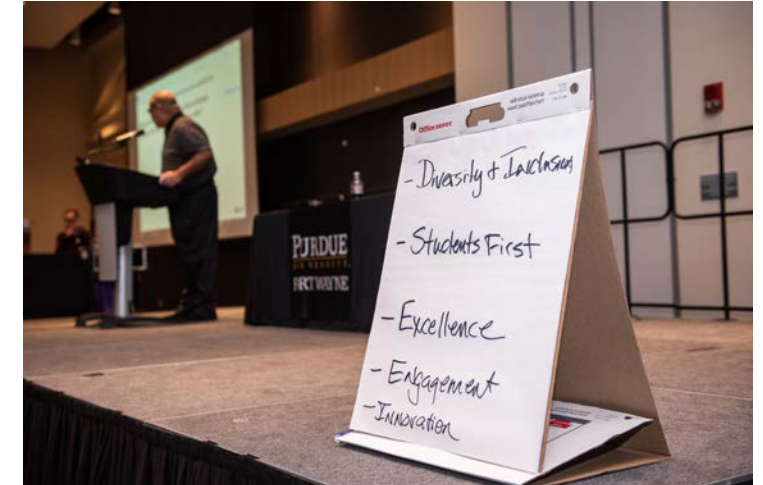
- Percentage of underrepresented minorities in student and faculty populations
- Student climate survey: "As a result of my experiences at this institution, I have felt challenged to think more broadly about diverse issues"
- First fall to second fall retention rate for underrepresented minority students

Promote Engagement with Our Communities

- Percentage of graduates who participated in experiential learning
- Applied research funding with industry partners in northeast Indiana
- Number of active community partnerships

We can't do everything at once...

- What are the one or two objectives we can focus on first that will have a major impact on our campus?



How Do We Operationalize Our Strategies?

- Realign resources
- Data-informed action planning
 - Institutional research
 - Extensive national benchmarking
 - Campus climate survey



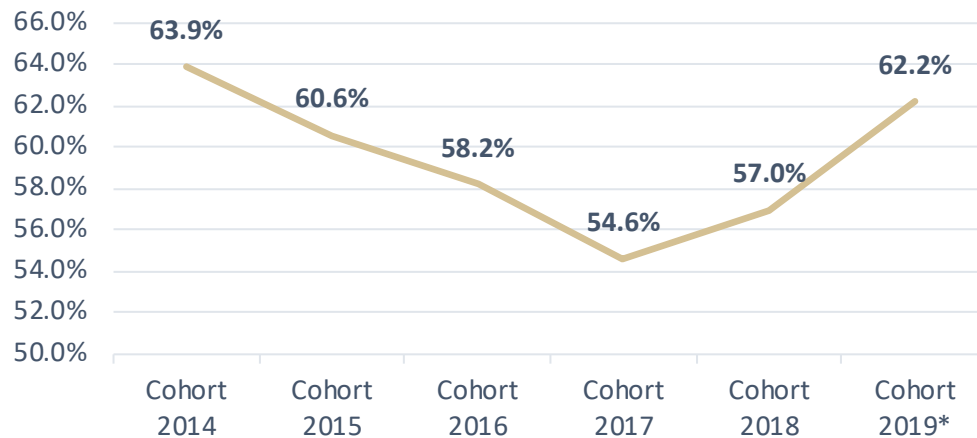
Priority Strategic Activities

2020

- Centralized university advising structure
- Chief diversity officer
- Engagement with university events and programming

Early Successes

Student Retention

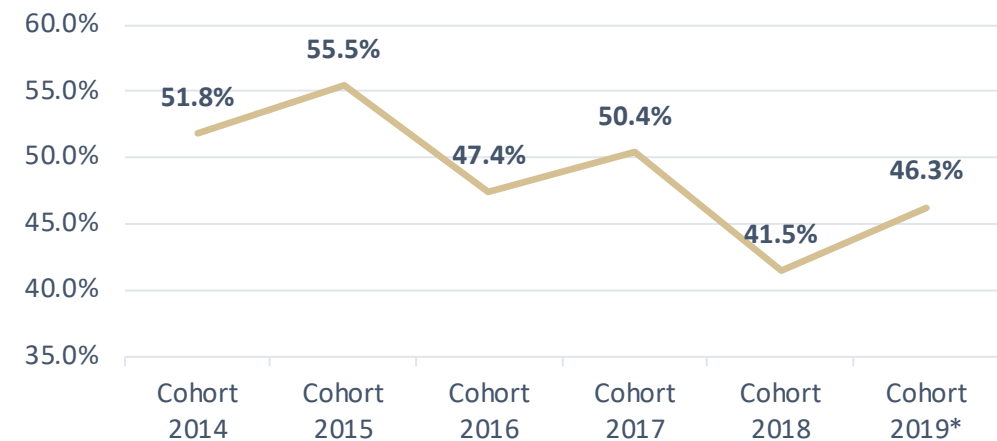


*Preliminary data as of June 2, 2020

Strategies

- Expanded and targeted new student recruitment
- Shift to hybrid need/merit scholarship model
- Revamped new student onboarding experience
- Expansion of centralized advising for new

Underrepresented Minority Student Retention



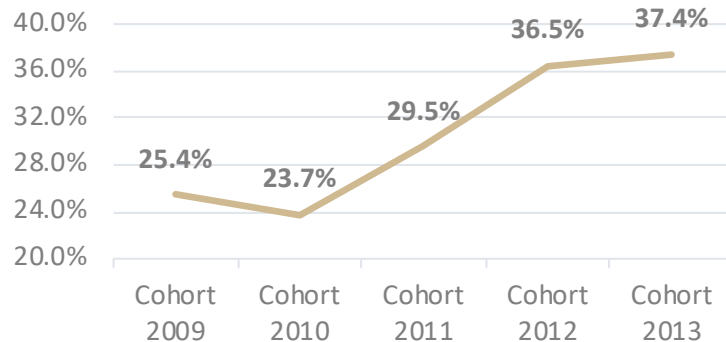
students

- Required freshman success course for most students
- Philosophical and operational changes in student engagement

IMPACT METRICS

Champion Student Success

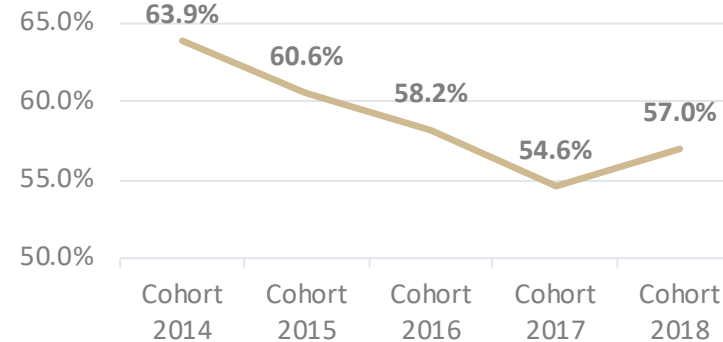
6-Year Graduation Rate



Historical Data and Strategic Plan Target

Cohort 2009	25.4%	Cohort 2015	
Cohort 2010	23.7%	Cohort 2016	
Cohort 2011	29.5%	Cohort 2017	
Cohort 2012	36.5%	Cohort 2018	
Cohort 2013	37.4%	Cohort 2019	42.0%
Cohort 2014			

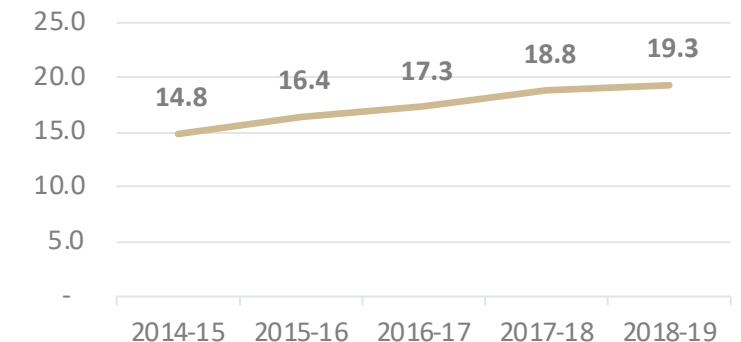
First Fall to Second Fall Retention Rate



Historical Data and Strategic Plan Target

Cohort 2014	63.9%	Cohort 2020	
Cohort 2015	60.6%	Cohort 2021	
Cohort 2016	58.2%	Cohort 2022	
Cohort 2017	54.6%	Cohort 2023	
Cohort 2018	57.0%	Cohort 2024	68.0%
Cohort 2019			

Degree Production Ratio



Historical Data and Strategic Plan Target

2014-15	14.8	2020-21	
2015-16	16.4	2021-22	
2016-17	17.3	2022-23	
2017-18	18.8	2023-24	
2018-19	19.3	2024-25	21.0
2019-20			

Note: **Targets** were established in February 2020, before the disruptions of COVID-19.

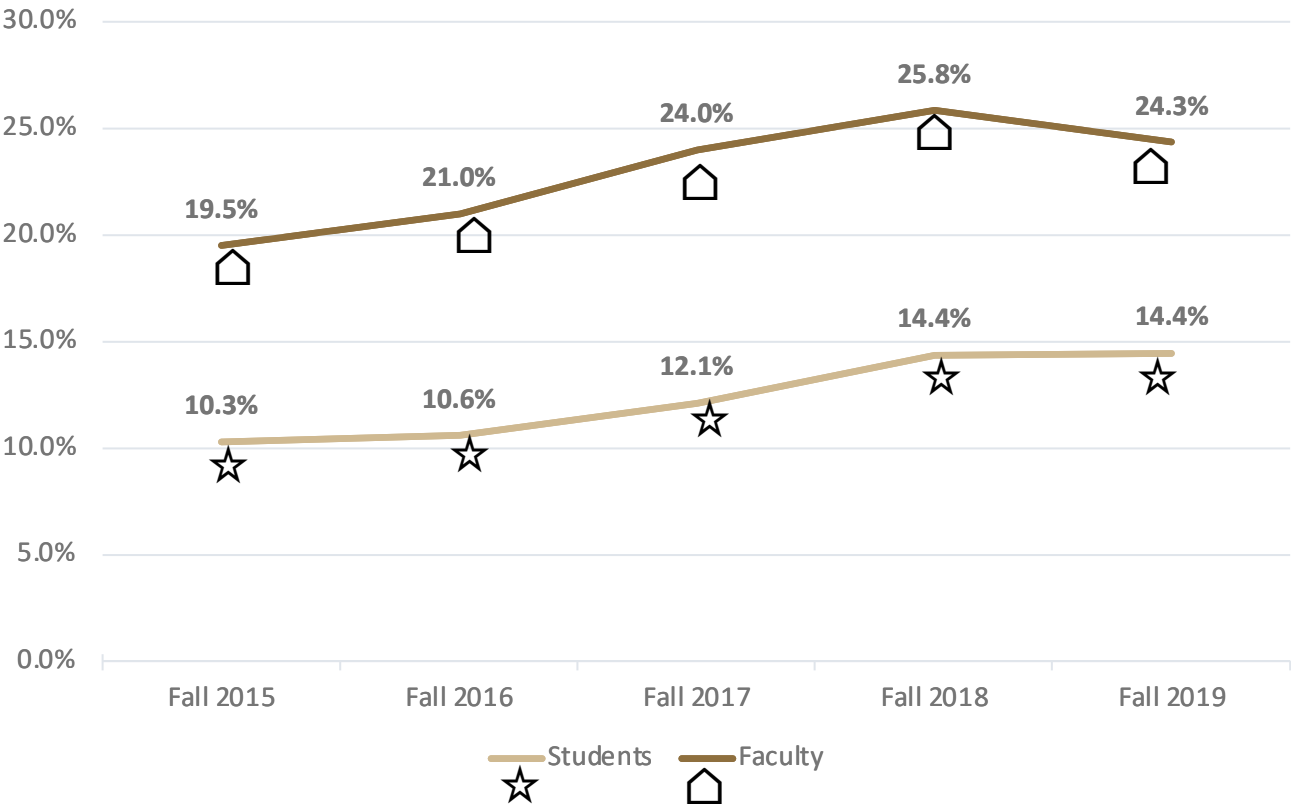
IMPACT METRICS

Embrace Diversity, Equity, and Inclusion

Percentage of Underrepresented Minorities in Student and Faculty Populations

Historical Data and Strategic Plan Target

	Students	Faculty		Students	Faculty
Fall 2015	10.3%	19.5%	Fall 2020		
Fall 2016	10.6%	21.0%	Fall 2021		
Fall 2017	12.1%	24.0%	Fall 2022		
Fall 2018	14.4%	25.8%	Fall 2023		
Fall 2019	14.4%	24.3%	Fall 2024	16.0%	28.0%



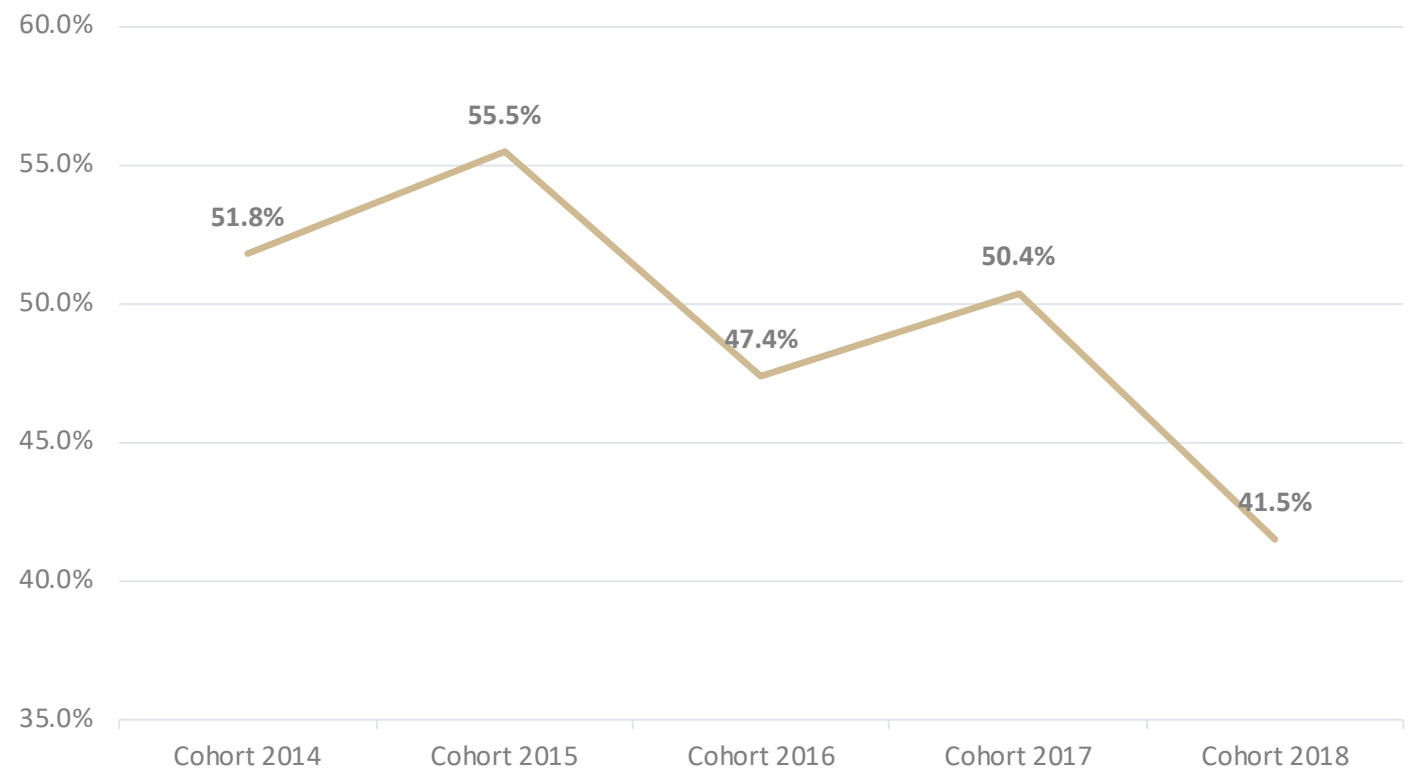
IMPACT METRICS

Embrace Diversity, Equity, and Inclusion

Retention Rate for Underrepresented Minority Students

Historical Data and Strategic Plan Target

Cohort 2014	51.8%	Cohort 2020	
Cohort 2015	55.5%	Cohort 2021	
Cohort 2016	47.4%	Cohort 2022	
Cohort 2017	50.4%	Cohort 2023	
Cohort 2018	41.5%	Cohort 2024	55.0%
Cohort 2019			

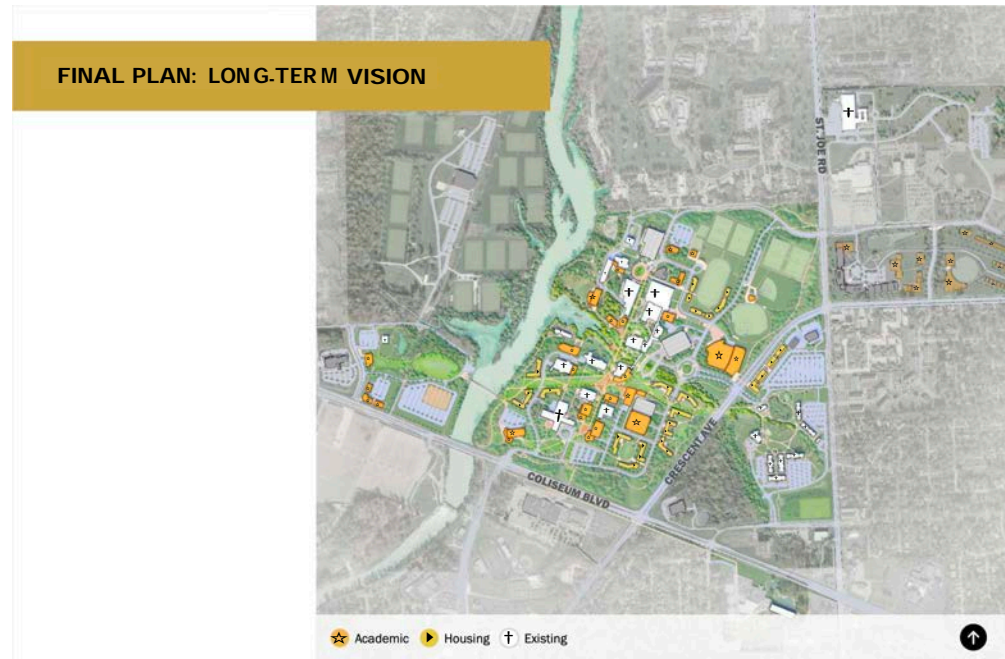
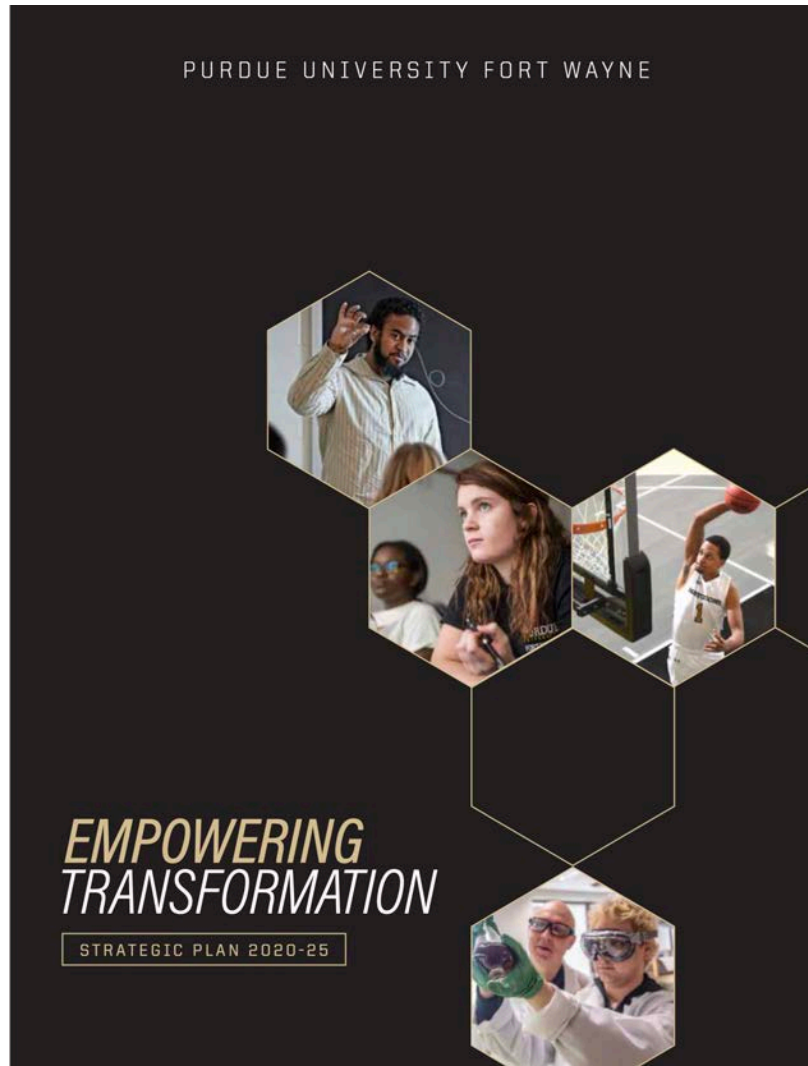


Supporting Metrics

- Degree-seeking undergraduate student headcount
- Degree-seeking graduate student headcount
- First fall to first spring retention rate
- First fall to second fall retention rate for all beginning students
- Percentage of students employed full-time or pursuing continued education within six months of graduation
- Proportion of full-time faculty with highest degree in their field
- 6-year graduation rate for first-time, full-time recipients of a Pell Grant
- 6-year graduation rate for first-time, full-time underrepresented minority students
- International undergraduate and graduate student headcount
- Student climate survey: "I belong at this institution."
- Number of students who participated in Study Abroad
- Attendance at university concerts, performances, and exhibitions
- Attendance at university indoor Athletics events
- Composite Financial Index (CFI)

From Strategic Plan to Campus Master Plan

- Our campus master plan was developed around our strategic aspirations in order to advance our vision and transform our university



QUESTIONS?

LEARN MORE AT:

PFW.EDU/STRATEGIC-PLAN