

***Plan 2020***  
**Indiana University-Purdue University Fort Wayne**  
**Strategic Plan 2014-2020**

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**Mission**

Indiana University-Purdue University Fort Wayne is a comprehensive university which provides local access to globally recognized baccalaureate and graduate programs that drive the intellectual, social, economic, and cultural advancement of our students and our region.

**Vision**

IPFW will be the university of choice for the citizens of Northeast Indiana and beyond. It will be recognized for a transformative learning environment characterized by intensive mentoring, excellence in faculty scholarship and knowledge creation, integration of life and work experiences, and community engagement. IPFW will be known for exceptional retention and graduation rates, respected signature programs, and graduates prepared to improve the quality of life in their communities and compete locally, regionally, and globally.

**Values**

IPFW values:

- access to affordable and high quality programs and services
- the integrity, significance, and value of the Indiana University and Purdue University degrees.
- an environment of open intellectual inquiry, mutual respect, shared governance, and civility.
- an environment that enhances learning by recognizing the inherent worth of all the individuals and celebrating differences of culture, background, and experience among all individuals and groups.
- the highest ethical standards of equity, fairness, transparency, and academic integrity.

## Goal Area I -

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- a multifaceted and mutually beneficial collaboration with the Fort Wayne and greater northeast Indiana region.

### Foster Student Success

#### **I.A.** Process Goals: Improve Measurement of Student Learning

**I.A.1.** Improve quality and fidelity of assessment process of degree/certificate programs, General Education program, and Baccalaureate Framework with dedicated resources.

**I.A.2.** Use assessment data to improve student learning.

#### **I.B.** Process Goals: Increase student engagement.

**I.B.1.** Increase opportunities for engaged and experiential learning including service learning and internship programs.

**I.B.2.** Expand impact and profile of Honors Program.

**I.B.3.** Expand number of degree programs that have gateway courses.

**I.B.4.** Expand use of high-impact instructional and advising interventions.

**I.B.5.** Transform the concept of the college classroom and the delivery of education.

#### **I.C.** Process Goals: Increase interdisciplinary and graduate programs and internationalization of the curriculum.

**I.C.1** Develop and promote interdisciplinary programs where there are sufficient university assets available and anticipated employment needs.

**I.C.2.** Review, prioritize, and expand international agreements.

**I.C.3.** Promote academic programs for international market.

**I.C.4.** Expand support for international students.

**I.C.5.** Invest in academic programs with international curricula.

## Goal Area I -

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- I.C.6.** Increase support programs for international study for domestic students.
- I.C.7.** Establish links between baccalaureate and post-baccalaureate programs.
- I.C.8.** Respond to regional demand with appropriate post-baccalaureate credentials.

### Foster Student Success, cont.

#### **I.D.** Process Goal: Increase the diversity of the IPFW community.

- I.D.1.** Develop activities and experiences that promote multiculturalism as a value.
- I.D.2.** Embrace a definition of diversity which includes a broader array of human differences.
- I.D.3.** Build and strengthen relationships, proactive programs and services designed to encourage enrollment of students from historically under-represented groups.
- I.D.4.** Recruit and retain a diverse faculty and staff at all institutional levels.

#### **I.E.** Process Goal: Develop signature programs

- I.E.1.** Identify and develop signature programs that respond to regional needs, build on faculty expertise, and uniquely distinguish IPFW from other institutions.
- I.E.2.** Develop activities and experiences that promote success in student achievement through programs with strong student learning outcomes, high graduation rates, and strong job placement prospects.
- I.E.3.** Build and strengthen relationships with regional partners to increase research and scholarly collaborations in signature programs.
- I.E.4.** Promote majors and programs with strong job placement opportunities in the region and beyond.

### Foster Student Success – *Metrics & Outcomes*

#### **Goals**

#### **Metric Areas**

#### **2020 Outcomes**

## Goal Area I -

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IPFW will improve the quality and fidelity of its assessment process and effectively utilize data to improve student learning outcomes through the continuous improvement of course, curricular, and co-curricular offerings. We will increase student participation in highimpact instructional practices and advising interventions, support the development of activities and experiences that celebrate multiculturalism and the broad array of human differences, and promote programs featuring international and interdisciplinary curricula.

- **I.M. 1** Retention      □ **I.O.1a** 30% graduation rate in 6 and graduation rate years
- **I.O.1b** 1,600 baccalaureate degrees awarded annually
  
- **I.M. 2** Post- □ **I.O.2a** Number of recent graduation success graduates (one year) employed in field of study and/or attending graduate/professional school □ **I.O.2b** Satisfaction of alumni with educational experience as related to career success
  
- **I.M.3** Achievement □ **I.O.3a** Establish methodologies of learning for assessing student learning outcomes outcomes relative to the goals of (Baccalaureate the Baccalaureate Framework and Framework) the General Education Program.
- **I.O.3b** Develop processes for enhancing student learning relative to the baseline assessment.
  
- **I.M.4** A more □ **I.O.4a** 25% ethnically diverse diverse campus students
- **I.O.4b** Meet OIE goals for faculty hires
- **I.O.4c** Exceed OIE goals for staff hires
  
- **I.M.5** Signature □ **I.O.5a** Three to five signature programs programs resourced and developed
  
- **I.M.6** Honors □ **I.O.6a** 250 enrolled Program □ **I.O.6b** 50 students complete annually

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## Goal Area II Promote the Creation, Integration and Application of Knowledge

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- II.A.** Project future regional, national, and international demand for research and collaboration.
- II.B.** Promote mentoring relationships between faculty and students engaged in creation, integration, and application of knowledge.

**II.C.** Promote the development of opportunities for faculty and student engagement with the community for the application and integration of knowledge.

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**Goal Area II - Promote the Creation, Integration and Application of Knowledge– *Metrics & Outcomes***

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**Goals**

**Metric Areas**

**2020 Outcomes**

IPFW will expand the production of high-quality and high-impact scholarship by students, faculty, and staff.

- **II.M.1** Peer-reviewed □ **II. O.1a** 100% of faculty scholarly products with research assignment meet departmental expectations
- **II.M.2** Students participating in research □ **II.O.2a** 100% of all and scholarly activity graduating students will have engaged in a high impact educational

- **II.O.2b** 100% of honors students participating in scholarly activities
- **II.M.3** Internal and external academic collaborations □ **II.O.3a** Minimum of 20 high impact interdisciplinary/team projects across programs, with colleagues at other universities, and with community partners ongoing at any point in time

## Goal Area III Serve as a Regional Intellectual, Cultural, and Economic Hub for Global Competitiveness

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- III.A** .Expand meaningful collaborations and research opportunities with regional, national, and global partners.
- III.B.** Provide access to outstanding intellectual programming.
- III.C.** Produce and sponsor outstanding cultural and artistic programming.
- III.D.** Provide non-credit enrichment experiences for the community.
- III.E.** Provide leadership in regional economic development.
- III.F.** Serve as an exemplar of free and open discourse.



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## Goal Area III Serve as a Regional Intellectual, Cultural, and Economic Hub for Global Competitiveness – *Goals & Outcomes*

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<u>Goals</u>	<u>Metric Areas</u>	<u>2020 Outcomes</u>
IPFW will expand collaborations with regional partnerships in government, social service, and business sectors. We will provide leadership in regional economic development efforts as well as provide access to outstanding intellectual, cultural, and artistic programming.	<ul style="list-style-type: none"><li>□ <b>III.M.1</b> Intellectual, cultural, and artistic events</li><li>□ <b>III.M.2</b> Regional, national, and global collaborations</li></ul>	<ul style="list-style-type: none"><li>□ <b>III.O.1a</b> All events are aligned with needs of the community and region and the university’s core mission.</li><li>□ <b>III.O.2a</b> Triple the number and increased value of technical assistance agreement-like contracts and consultations with regional business and industry to \$1 million annually</li></ul>

## Goal Area IV Create a Stronger University through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization

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#### **IV.A. Process Goals: Measurement and Metrics**

**IV.A.1.**Rationalize, prioritize, and establish a set of appropriate performance metrics for all academic and non-academic units.

**IV.A.2.**Establish an integrated system of program reporting, review, assessment and accreditation that is aligned to performance metrics.

#### **IV.B. Process Goals: Efficiency**

**IV.B.1.**Resource allocation prioritization informed by performance metrics.

**IV.B.2.**Decentralize resource distribution and control to lowest level, mission focused administrative units.

**IV.B.3.**Eliminate process barriers in enrollment management that impact student achievement.

**IV.B.4.**Identify gaps in academic and program offerings and prioritize programs for creation, expansion, merging, or cessation.

**IV.B.5.** Continue increasing transparency in resource allocation budget formation and administration, and personnel decisions.

#### **IV.C. Process Goals: Philanthropic Support**

**IV.C.1.**Build infrastructure to support advancement goals and functions.

**IV.C.2.**Implement a strategy for sustainable external funding of strategic priorities.

**IV.C.3.**Re-envision Foundation Board as fundraising leadership Board.

**IV.C.4.**Enhance volunteer engagement in support of strategic goals and fundraising.

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## Goal Area IV Create a Stronger University through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization – *Metrics and Outcomes*

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<u>Goals</u>	<u>Metric Areas</u>	<u>2020 Outcomes</u>
<p>IPFW will establish a culture of □ assessment through a set of appropriate performance metrics for all units as well as an integrated system of program reporting, review, assessment, and accreditation that is aligned with institutional performance metrics. We will establish priorities for resource allocation in order to create, expand, □ merge, or reduce activities as appropriate</p> <p><b>IV.M.1</b> Reallocations as a percent of general fund budget</p>	<p><b>IV.M.2</b> Philanthropic and public support for university priorities</p> <ul style="list-style-type: none"> <li>• <b>IV.O.1a</b> Constant enrollment of 9,000 undergraduate and 1,000 graduate degree seeking students.</li> <li>• <b>IV.O.1b</b> 10% general fund budget reallocated in support of campus priorities</li> </ul>	<ul style="list-style-type: none"> <li>• <b>IV.O.2a</b> Private, foundation, and philanthropic giving \$10 million annually.</li> <li>• <b>IV.O.2b</b> Base funding reflective of growth in baccalaureate degrees granted</li> <li>• <b>IV.O.2c</b> Composite financial index of 3.00</li> </ul>