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STRATEGIC PLAN

July 1, 2008 through June 30, 2014

PREFACE

Purdue University North Central has worked in tandem with Purdue West Lafayette and other Purdue regional campuses to develop a new strategic plan for the period of 2008-2014. Following the West Lafayette model, eight working groups were created in addition to the Strategic Plan Steering Committee. The working groups were each charged with the preparation of a white paper for their specific area. These papers are attached as appendices. The Steering Committee was charged with the development of the plan and incorporating the white papers, which had input from a large segment of the campus community, into this final document.

PURDUE UNIVERSITY NORTH CENTRAL STRATEGIC PLAN 2008-2014

PREAMBLE

In February of 2006, Purdue University North Central (PNC) was granted academic autonomy by the Trustees of Purdue University. As a result of this approval, PNC now operates under a new academic structure. During the last accreditation, the Higher Learning Commission approved the campus's change in status to a baccalaureate degree granting institution. PNC also offers selected master's degrees through the Graduate School in West Lafayette. These changes, along with the approval of academic autonomy, place PNC in a strong position to mature through improved communication, leadership and resource allocation.

MISSION

The mission of Purdue University North Central, a regional campus of Purdue University is based on the tradition of a land grant university (Learning, Discovery, and Engagement).

- Through **Learning**, the primary mission of this university, the campus offers all students educational programs and services that foster student success and goal attainment in a student-centered environment.
- Through **Discovery**, the campus encourages the creation of new knowledge, products, processes and applications through research and scholarship. The cooperative efforts of students, faculty and staff are essential for success.
- Through **Engagement**, the campus partners with and assists alumni, community members, businesses and organizations. These activities involve all members of the campus, including students, through transfer of knowledge, consulting, service learning, volunteerism, economic development and related activities.

Purdue University North Central gives continual and careful consideration to the unique characteristics and needs of our many constituencies, especially our students, in this region, the State of Indiana and beyond.

VALUES

The activities of Purdue University North Central are based on the following values to best serve its many constituencies through Learning, Discovery and Engagement. PNC values:

- *People who choose to attend or be employed by this institution with all their differences and abilities.*
- *Professional, cultural and general education needs of this diverse industrial, technological and agricultural region.*

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- *Education of high quality and integrity in an atmosphere that promotes lifelong learning through specific curricula that lead primarily to baccalaureate and master's degrees sought by our constituents.*
- *Timely assessment of all programs and activities using the results of those assessments to improve the programs and activities offered by this institution.*
- *Diversity that will provide a broad representation of experiences, perspectives, opinions and cultures. Inclusion is an essential source of vitality and strength for the effective pursuit of PNC's mission.*
- *Research and inquiry in all aspects of the university life, by students, faculty, staff and partnerships with constituents.*
- *New knowledge, products, processes and applications gained through university inquiry.*
- *Clear and frequent communication of our activities, plans and visions for the future with all constituents, both internal and external.*
- *Growth and academic success opportunities for our constituents by establishing multiple partnerships that will utilize the resources of our geographical area.*
- *Global awareness as students and local citizens look to this campus for growth and education in this area.*
- *Good stewardship of all campus resources entrusted to this institution, particularly our human resources, while being fully aware of the responsibilities we carry for the environment in which we live and the energy we require to fulfill our mission.*

VISION

Purdue University North Central will become the regional center of excellence for education, information, economic development and culture.

**PURDUE UNIVERSITY NORTH CENTRAL
STRATEGIC PLAN
2008-2014**

To transform this vision into a reality, the members of the PNC community have crafted a strategic plan that emphasizes four core areas: *Student Access & Success; Communication & Collaboration; Community Involvement; and Resources.*

CORE AREA: STUDENT ACCESS & SUCCESS

- **Recruitment & Retention**
 - *Enhance campus-wide efforts to increase student success, with a focus on well defined student learning outcomes and retention.*
 - *Utilize faculty mentors, including the scheduling of a required mid-semester appointment for students with his/her mentor.*
 - *Increase concentration on freshman retention.*
 - *Create new academic programs and grow existing programs in all of the traditional arts: music, visual arts, theatrical arts and creative writing.*
 - *Develop programs for the traditionally underserved student population.*
 - *Expand current degree offerings and add additional degrees, particularly in STEM areas.*
 - *Foster a culture where student success is the responsibility of all members of the PNC community.*
 - *Increase retention and graduation rates to a percentage comparable to PNC's peer institutions.*
 - *Increase the number of high schools offering dual credit courses.*

- **Enrichment of Student Experience**
 - *Incorporate service learning into degree programs through the use of the Student Leadership and Volunteer Center (SLVC).*
 - *Develop programs to expand and to make student experiences as rewarding as possible.*
 - *Expand faculty participation in undergraduate research including ways to reward such participation and a commitment to fund such research and to provide additional physical space for such activities.*
 - *Expand into specific research niches in the region (e.g., wetland ecology, economic development, teacher education, health care initiatives, and community services).*
 - *Support existing and new clubs/organizations that foster service learning (in conjunction with the SLVC).*
 - *Recruit and retain a diverse population of students.*
 - *Involve PNC alumni in mentoring programs, networking with students, etc.*

- **Interdisciplinary Approaches**
 - *Place a higher value on interdisciplinary and global studies by encouraging faculty to collaborate in the development of new courses and programs (e.g., interdisciplinary, general education, honors, etc.).*
 - *Utilize available resources in the community to increase awareness of issues related to globalization.*
 - *Incorporate knowledge and skills from different disciplines (e.g., global issues, gender studies, science, etc.) into discipline-specific courses.*

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- **Instructional Effectiveness**
 - *Add additional full-time, tenure-track faculty to bring the total number to 150; decrease the growing reliance on part-time lecturers.*
 - *Increase the effectiveness of teaching and learning.*
 - *Improve the appearance and functionality of classrooms and laboratories.*
 - *Increase distance learning opportunities, especially as it relates to having certificate and degree programs online.*
 - *Increase and expand continuing education.*
 - *Heighten responsiveness to student needs.*
 - *Develop additional articulation agreements with Ivy Tech Community College or other institutions as necessary for various curricula.*

Assessment Tools: **STUDENT ACCESS & SUCCESS**

Strategies

1. Enhance campus-wide efforts to increase student success, with a focus on well defined student learning outcomes and retention. Utilize faculty mentors, including the scheduling of a required mid-semester appointment for each student with their mentor.
Assessment: A feasibility study will be completed by Spring 2010 to determine staffing and financial impact for the campus. Student involvement in changes to student policies and procedures will be completed by Spring 2010. Implementation of the mentoring program will begin in Fall of 2010 with persistence studies to begin in the Summer of 2011. Evaluation of the initiative will begin in the Summer of 2011 with updates to the college community beginning in September 2011.
2. Create a Student Leadership and Volunteer Center (SLVC), which would facilitate the incorporation of service learning into general education coursework and all degree programs (as appropriate), and support existing and new clubs/organizations that foster service learning (in conjunction with the Center for Economic Development).
Assessment: Determine resources necessary for the SLVC (staffing, location, financial support) and determine if a plan for its sustainability has been created.
3. Encourage the development of interdisciplinary courses, general education and honors curricula as well as additional master's degree programming.
Assessment: Demonstrate an increase in number of new interdisciplinary courses, developed as well as the implementation of a general education and honors curricula and an increase in master's degrees.
4. Recruit and retain a diverse population of students.
Assessment: Evaluate the effectiveness of targeting schools with diverse populations; determine and evaluate the meetings between PNC students who have spoken to P-14 schools and the schools visited. Assess the effectiveness of the deaf studies program.
5. Hire additional staff and faculty in high-growth areas.
Assessment: Budget planning and implementation of a system of analyzing high growth enrollment areas will be conducted regarding faculty and staff hiring by 2011.

6. Foster a culture where student success is the responsibility of all members of the PNC community.
Assessment: Establish online training program and require two sessions for every new employee hired at PNC to communicate culture of the campus. Undertake an engagement survey to be administered to students, faculty and staff to evaluate the campus culture regarding student centeredness.
7. Incorporate service learning into degree programs through the use of the Student Leadership and Volunteer Center (SLVC).
Assessment: Introduce service learning transcript by 2010 and then evaluate the number of students and their hours involved with service learning by 2011. Service learning will be considered as one of the determining factors related to salary and promotional consideration for faculty.
8. Heighten responsiveness to student needs through broader surveys (e.g., NSSE) and open forums.
Assessment: The freshman student satisfaction survey will indicate that 20% of the freshman students surveyed will be more satisfied with their experience at PNC by 2012.
9. Establish a system for rewarding faculty participation in undergraduate research, and budget funding for such research (e.g., assistantships).
Assessment: Budget allocations for research assistants approved for Fall 2009.
10. Involve PNC alumni in mentoring and networking with students.
Assessment: Review and evaluate alumni participation in such activities to determine effectiveness.
11. Create new academic programs and expand existing programs in all of the traditional arts: music, visual arts, theatrical arts and creative writing.
Assessment: Perform a longitudinal analysis of retention rates for these students in multiple years to assess if there is a retention rate for students who participate in the arts.
12. Create a Freshmen Experience program.
Assessment: Implementation should occur by Fall 2010 and studies on first semester to second semester and then second year persistence patterns will be conducted. The goal of an increase of retention to 65% (campus peer comparison) will be achieved by 2014.
13. Increase retention and graduation rates to a percentage comparable to PNC's peer institutions.
Assessment: The campus will continue to develop and utilize an institutional analysis of persistence and retention at PNC. This will include retention by campus, college, major, first-time, full-time students and transfer students. PNC will continue to monitor its progress both internally and through IPEDS reports and comparisons. The campus will assess the impact of dual credit for high school students and the PNC College Bound program on retention and graduate rates.

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14. Incorporate knowledge and skills from different disciplines (e.g., global issues) into discipline-specific courses.
Assessment: Create and provide students and faculty with a survey and evaluation instrument that asks students if they believe they were exposed to a globally enriched curriculum at PNC.
15. Provide more physical space for research activities.
Assessment: Determine the amount of space (sq. ft.) dedicated to research/discovery as a measure of commitment. Perform a feasibility study of cost to update design of labs completed for Fall 2010.
16. Provide faculty workshops for global enrichment and hold forums to discuss globally responsible curricula.
Assessment: An evaluative instrument for faculty to assess whether they believe their curriculum or courses are providing for a globally-responsive curriculum.
17. Expand into specific research niches (i.e., health initiatives, economic development, etc.) in the region.
Assessment: Monitor relationships in the community and community opinion of PNC.
18. Utilize available resources in the community to increase awareness of issues related to globalization.
Assessment: An evaluative instrument for faculty to assess whether they believe that community resources related to globalization were used to enhance their curriculum.
19. Expand current degree offerings through the development of interdisciplinary degree programs and other additional degrees (particularly in STEM areas).
Assessment: Baccalaureate degree offerings will be increased by eight new degrees by the year 2014. Demonstrate an increase in number of new interdisciplinary programs developed.
20. Review current associate degree offerings and determine if any should be eliminated or transferred to Ivy Tech Community College.
Assessment: Conduct review of all associate degree programs to determine if any can be eliminated and/or baccalaureate degrees in these areas pursued.
21. Increase and expand continuing education.
Assessment: Evaluate the number of training programs, conferences and workshops offered.
22. Develop additional articulation agreements with Ivy Tech Community College or other institutions as necessary for various curricula.
Assessment: Determine how many articulation agreements were developed. Evaluate these agreements for their effectiveness.
23. Increase the number of high schools offering dual credit courses.
Assessment: Review the number of high schools currently involved and determine other high schools to be included in the dual credit program.

CORE AREA: COMMUNICATION & COLLABORATION

Purdue University North Central will transform its communications processes and collaborative efforts in order to evolve into the regional center of excellence for education, information, economic development and culture in the following ways:

- **Communication Efforts**
 - *Develop and sustain campus-wide communications systems (e.g., media, marketing and public relations) to emphasize PNC's role in the region, state and beyond.*
 - *Develop a heightened responsiveness to student needs, including security and safety needs.*
 - *Use faculty meetings, public forums and workshops to acquaint members of the campus and regional communities with programs and activities.*
 - *Increase the activities of continuing education to enrich PNC's role in the region, state and beyond.*
 - *Develop systems to communicate internally within the campus community.*
 - *Develop systems to communicate externally with our constituents (e.g., alumni, other institutions of higher education, primary and secondary educators, counselors, potential students, economic development groups, healthcare organizations, etc.).*

- **Collaboration Efforts**
 - *Develop mutually beneficial relationships with area P-14 schools, other institutions of higher education and/or local businesses.*
 - *Coordinate international experiences and global learning opportunities on the PNC campus for the benefit of students, faculty, staff, alumni and the greater community.*
 - *Coordinate activities and efforts related to the research/discovery mission of PNC.*
 - *Encourage collaborative efforts and positive relationships among members of the university community in order to enhance teaching and discovery projects to develop relationships between disciplines.*

Assessment Tools: COMMUNICATION & COLLABORATION

Strategies

1. Develop and sustain campus-wide communications systems.
Assessment: Identify the mechanisms that were established to increase communication.

2. Develop a heightened responsiveness to student needs, including security and safety needs.
Assessment: Identify the processes that were established to evaluate student needs. Determine the effectiveness of safety and security programs including the student/staff emergency text messaging service.

3. Acquaint members of the campus and regional communities with programs and activities.
Assessment: Identify the means used to enable the internal and external communities to learn of PNC programs and activities.

4. Develop systems to communicate externally with alumni, other institutions of higher education, primary and secondary educators, counselors and potential students.
Assessment: Identify the various relationship-building and recruiting activities that occurred.
5. Develop relationships with area schools, other institutions of higher education (e.g., articulation agreements) and businesses.
Assessment: Identify the relationships that were developed and/or continued.
6. Coordinate international experiences and global learning opportunities on the PNC campus for the benefit of students, faculty, staff, alumni and the greater community.
Assessment: Identify how coordination was established. Track the number of students, faculty and staff engaged in international study and experiences.
7. Provide a method for members of the university community to become acquainted with one another's teaching and discovery projects and encouraging collaborative efforts and positive relationships.
Assessment: Identify the mechanisms that were established to encourage collaborations. Determine what collaborations occurred.

CORE AREA: COMMUNITY INVOLVEMENT

Business & Economic Development

- **Create a Center for Economic Development (CED)**
 - *Establish PNC as a key component in economic development in the region, state and beyond.*
 - *Work with various constituents to identify financial support for the CED allowing sustainability.*
- **Support Regional Workforce Development**
 - *Partner with representatives from P-14 programs, WorkOne, Northern Indiana Human Resource Management Association and other staffing organizations to identify opportunities for improvement of overall workforce preparation in the region and beyond.*
 - *Serve as a data collection site for information on economic development that can be used by the greater business community.*
 - *Expand contract training to meet the needs of local business and industry.*

P-14 Collaboration

- **P-14**
 - *Develop initiatives to improve collaboration and communication with P-14 schools in order to better prepare the college bound population.*
 - *Create a staff position to serve as a liaison between the P-14 schools and PNC.*
 - *Host PNC "experiences" on campus to address such things as the types of degrees available, information on what is required for certain degrees, campus life, etc. Include PNC faculty and students as well as other staff members as appropriate.*
 - *Expand PNC College Bound program to include other school corporations.*

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- **Heighten Awareness of Career Opportunities**
 - *Provide career development data and associated educational requirements to high school counselors, students and parents.*
 - *Expand opportunities to provide high school counselors with information about each academic discipline, especially STEM.*
 - *Enlist the assistance of additional local businesses and community leaders in the promotion of career opportunities and career preparation.*

Cultural Awareness & Enrichment

- *Provide programming to raise the international awareness of students, faculty, staff and the greater community.*
- *Establish a Globalization Forum with a connection to the Sinai Forum.*
- *Create an annual week-long cultural festival to highlight different cultures each year.*

Assessment Tools: COMMUNITY INVOLVEMENT

Strategies

1. Establish a centralized role for PNC in regional economic development through the creation of a Center for Economic Development (CED)
Assessment: Determine if CED was developed. Evaluate what progress has been made to develop an ED advisory board and establish and maintain partnerships with key ED groups.
2. Identify sources of sustainable financial support for the Center for Economic Development (CED).
Assessment: Measure internal and external budgetary commitment to the CED.
3. Partner with regional representatives from P-14 programs and various workforce development organizations.
Assessment: Evaluate what progress has been made to develop and maintain partnerships with key ED groups.
4. Create a staff position to serve as a liaison between the P-14 schools and PNC.
Assessment: Determine if a PNC to P-14 liaison position has been created.
5. Host PNC Day/Night at local schools to address issues related to the types of degrees available, careers that can be pursued at PNC, financial aid, etc. Include PNC faculty and students as well as other staff in the experience.
Assessment: Evaluate faculty, departmental, and college reports for faculty, student and staff activities involving local schools.
6. Expand the regional outreach of the Sinai Forum programs, including fund raising efforts to sustain this resource as a hallmark of PNC.
Assessment: Determine if the program was expanded and if additional funds were raised.
7. Establish a Globalization Forum with a connection to the Sinai Forum.
Assessment: Annually determine if at least one of the Sinai Forum speakers focused on global issues.

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8. Recruit and retain a diverse population of students by targeting schools with diverse populations and having PNC students visit P-14 schools to speak to individual classes about their experiences at PNC, inviting P-14 students to come to PNC to engage in activities and build interest in the campus and all that it has to offer.
Assessment: Evaluate level of interactions between targeted P-14 programs and PNC faculty, students and staff and evaluate recruitment and retention success with these particular schools.
9. Expand the PNC College Bound program to include additional school corporations.
Assessment: Determine which corporations have enough community financial support to sustain PNC College Bound.
10. Increase private funding for scholarships and the PNC College Bound program.
Assessment: Evaluate resources committed to scholarships and PNC College Bound.
11. PNC will provide programming that raises the international awareness of students, faculty, staff and the greater community.
Assessment: Evaluate programming held to determine its effectiveness and make changes as appropriate.
12. Annually hold a one-week Cultural Festival.
Assessment: Hold the first annual Cultural Festival. Determine if faculty, students and community members were involved in this project. Plan additional cultural festivals.
13. Collect and promote information regarding faculty and staff areas of expertise to establish a comprehensive speaker's bureau and contract training resource.
Assessment: Determine if the information above regarding faculty and staff is easily accessible and current. Measure requests for such information, including web hits, as well as the number of engagements with which faculty and staff are involved.
14. Begin formal partnerships between all STEM programs and the Education Department.
Assessment: Evaluate faculty, departmental and college reports for faculty, student and staff activities and interactions between Education and STEM.
15. Provide a realistic picture of career opportunities and educational requirements in a manner that can be readily communicated to high school counselors, students, and parents. Target high school counselors for providing information about each discipline, especially STEM, including the opportunities at PNC.
Assessment: Measure whether school counselors, students and families are increasingly aware of educational opportunities at PNC by tracking the percentage yield of high school graduates attending PNC, SAT/ACT scores reported to PNC.
16. Enlist local businesses and community leaders to promote PNC, career opportunities and career preparation, particularly in the area of STEM.
Assessment: Determine if local businesses and community leaders are involved with PNC, career promotion and preparation center.

CORE AREA: **RESOURCES**

- **Fiscal Resources**
Financial resources will be dedicated to the fulfillment of the strategic plan for the enrichment of student learning, achievement of academic expectations and improvement of the employee experience. Increased funding through advancement activities will be of significant importance to the success of the strategic plan.
- **Human Resources**
To position PNC as the premier employer, we will provide a compensation and benefits program that is competitive, provides choices and is flexible for all employees. We will also assess, enhance and support the work environment for employees to meet their ever changing needs with regards to personal, physical and emotional support.
- **Physical Resources**
We will enhance and maintain the physical space, infrastructure, tools and institutional support to facilitate learning and promote faculty participation in research. We will also conserve and protect the natural environment by treating the campus as a living laboratory and ensuring the campus facility operations are a model of environmental sustainability.

Assessment Tools: **RESOURCES**

Strategies:

1. Construct a student services and activities complex.
Assessment: Building was approved, funded, designed and constructed.
2. Improve the appearance and functionality of classrooms and laboratories, through intentional use of design elements, including updating appropriate classrooms to “smart” rooms.
Assessment: Appropriate classrooms will be updated with “smart” technology by the year 2011.
3. Match available resources to meet job needs (e.g., office space, classroom space and equipment).
Assessment: Office space, classroom space and equipment were allocated to meet job related needs.
4. Expand library information databases and complementary information access services, to facilitate research and learning.
Assessment: Funds were allocated to support library acquisitions, electronic library resources and other information access services.
5. Conduct faculty and staff compensation and equity analysis.
Assessment: Completion of a salary analysis was forwarded to key decision makers and appropriate was action taken.

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6. Become more environmentally friendly by reducing energy and natural resource consumption, meeting LEED (Leadership in Energy and Environmental Design) standards and increasing the recycling program.
Assessment: Calculated carbon footprint and monitored and reported usage of natural gas and electricity. Determined appropriate certification level of LEED standards and design future buildings to this standard and Purdue construction standards. Measured volume of solid waste stream and identified opportunities to reduce it.
7. Partner with West Lafayette to identify new and enrich current benefit programs that address employee needs (e.g., dental component in medical insurance program, catastrophic leave bank, minimize gaps between employee groups, etc.).
Assessment: New benefit programs were identified and funded.
8. Provide employees with resources to manage financial costs associated with retiree healthcare insurance and educational opportunities for employees and their families.
Assessment: Program was established; funding source was identified and allocated to reduce retiree medical insurance premiums. Outside academic institutions were approached to participate in fee remission programs.
9. Provide facilities to support outdoor instruction and acquire adjacent properties as feasible.
Assessment: Nature trails increased, boardwalk and overlook platforms and outdoor instructional shelters constructed. Appropriate properties acquired.
10. Provide facilities in Porter County to support the recruitment and retention of students.
Assessment: Review the PNC-Porter County facilities to determine effectiveness and needs of the region.
11. Increase and maximize fund raising efforts to support facilities, scholarships and other initiatives.
Assessment: Develop fund raising campaigns to support campus initiatives. Establish goals and determine if goals were met.
12. Increase faculty and undergraduate student research/learning opportunities.
Assessment: Funds, space and equipment were allocated to support research endeavors.
13. Assess feasibility of on-site health care facility and on-site daycare/after school care facility.
Assessment: Feasibility study was conducted.
14. Construct science-laboratory building.
Assessment: Building was approved, funded, designed and constructed.

SUMMARY

Purdue University North Central will continue to serve its students and community by adopting this Strategic Plan for 2008-2014. By concentrating in the core areas of Student Access and Success, Communication and Collaboration, Community Involvement and Resources, the campus will become a place where students and the community come for education, information and culture. Realizing that society is more global than ever before, PNC will broaden its scope to assure that a global awareness is incorporated into all plans and activities.

The first core area, *Student Access and Success*, will be achieved by improving recruitment and retention, enriching the student experience at PNC, increasing the number of interdisciplinary and global awareness programs and making the instructional experience positive for both students and faculty.

Communication and Collaboration, the second core area, will be achieved by improving campus-wide communications and improving communication with outside constituencies. In addition, more collaborative activities will be sought with both internal and external constituents, including alumni.

The third core area, *Community Involvement*, will be achieved by PNC expanding its role in economic development and forming additional partnerships with other organizations. The campus will also broaden the range of its cultural offerings.

Finally, the fourth core area, *Resources*, will be achieved by providing resources for fulfilling the other core areas of the strategic plan, providing a competitive salary and benefits program for employees and improving and expanding the physical space on campus to support instruction.

Succeeding in these core areas will take commitment and hard work from everyone on campus. By the beginning of the 2008 fall semester, the functional groups will develop final assessments for the various strategies. It will also be very important to assess revenues and to determine the reallocation of resources to achieve these goals. At the end of the time frame for this strategic plan, PNC will be well positioned to move to the next level.

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**PURDUE UNIVERSITY NORTH CENTRAL
STRATEGIC PLAN
2008-2014**

TRANSITION FROM WORKING GROUPS TO FUNCTIONAL GROUPS

In the development of this strategic plan, eight working groups were created. These groups included: *Quality of Life in the Workplace, Large Scale Research and Infrastructure, Globalization, Economic Development, Synergies between Science/Technology/Liberal Arts/Social Sciences, Attracting New Students to STEM Careers, the Student Experience and Campus Design.*

Each of these working groups was responsible for gathering information for its specific area, holding open forums on their topics to get input from the campus community and developing a white paper on their area. The white papers (appended to this plan) were well written and reflective of where the campus is and where it plans to go in the next five years.

The eight working groups will now transform into functional groups whose duties will include working on specific aspects of the plan as outlined in the white papers. Membership of the functional groups will include some of the original members of the working group along with the addition of other faculty, staff and students.

The functional groups will also be responsible for assessment of these specific areas and for making recommendations for mid-course corrections or changes that become necessary as the plan is implemented. For instance, if resources are simply not available for some aspect of the plan, the functional group could recommend that another strategy be used to meet this goal.

In addition to the eight functional groups, it is also recommended that the current Strategic Plan Steering Committee function as an executive committee to oversee the implementation of the plan. This executive committee will be responsible for the annual report on the plan and would take recommendations from the various functional groups if changes become necessary. This committee will also work closely with the PNC Institutional Data Specialist and the Purdue West Lafayette Office of Institutional Research in the development of metrics for the plan. Final authority for the plan will continue to rest with the Chancellor, President and Board of Trustees.

By transitioning these groups, the plan will be stronger and will render it more likely to succeed and will position the campus well for the next strategic planning process in 2014.

FINANCING THE PLAN

In order for this plan to be successful, new state operating funds and reallocations will be required, particularly for increasing faculty positions and for creation of new degree programs. In addition, capital project funds from both state and other sources will be needed to support the facilities projects which have been identified as priorities. Many of the other initiatives will be pursued through combinations of funds from reallocation, grants and gifts. Such reallocation of campus funds will provide an important measure of PNC’s commitment to achieving the goals described in this plan.

INITIATIVES	COST
CORE AREA: Student Access & Success	
1. Recruitment & Retention Activities	
a. Increase recruitment activities	\$250,000
b. Increase retention and student success activities	\$1,200,000
c. Faculty Mentoring program	\$20,000
2. Enrichment of Student Experience	
a. Programs to expand student experiences	
1. Student Leadership and Volunteerism Center	\$500,000
2. Student activities	\$1,000,000
b. Expansion of undergraduate research activities	\$500,000
c. Enhance career development	\$120,000
3. Interdisciplinary Approaches	
a. Support for the development of interdisciplinary programs	\$20,000
4. Instructional Effectiveness	
a. Add additional full-time, tenure-track faculty – 30 additional faculty	\$3,000,000
b. Improve appearance and functionality of classrooms and laboratories	\$1,000,000
c. Support of additional distance learning opportunities	\$100,000
d. Course Evaluations, VSA, national surveys	\$250,000
CORE AREA: Communication & Collaboration	
1. Communication Efforts	
a. Development of campus-wide communications system	\$200,000
b. Internal and external workshop activities	\$200,000
2. Collaboration Efforts	
a. Development of relationships with P-14 schools	\$100,000
b. Collaboration between members of university community	\$50,000
CORE AREA: Community Involvement	
1. Business and Economic Development	
a. Creation of Center for Economic Development	\$500,000
b. Support for data collection	\$250,000
c. Support of P-14 programs and other entities to improve workforce preparation	\$100,000
d. Creation of staff position for liaison between PNC & P-14	\$250,000
e. Support of activities with local high school counselors	\$100,000
2. Cultural Awareness & Enrichment	
a. Support for globalization programming	\$50,000
b. Support for annual cultural festival	\$100,000

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CORE AREA: Resources	
1. Fiscal Resources	
a. Support of additional advancement activities	\$1,000,000
b. Support of improved employee experiences	\$500,000
2. Human Resources	
a. Provide compensation and benefits package	\$1,000,000
b. Support for the assessment, enhancement and support of the work environment.	\$100,000
3. Physical Resources	
a. Support for enhancement and maintenance of physical space	\$15,000,000
b. Support for environmental sustainability	\$1,000,000
c. Construction of Student Activities and Community Center	\$40,000,000
d. Construction of facilities support outdoor instruction	\$1,000,000
e. Construction of science laboratory building	\$75,000,000

When you subtract the cost of facilities out of the total amount of funding required, it is \$12.6 million which averages a cost of \$2.1 million per year to fund the various initiatives indicated. As mentioned above, some of this funding will occur with reallocation. Much of this funding, however, will need to come from new funding sources.

Purdue North Central Strategic Plan Metrics and Peer Institution Benchmarks

Metric	Current Data	5-Year Target
CORE AREA: Student Access & Success		
Student Learning Outcomes	N/A	All courses in each college will develop and, in turn, evaluate student learning outcomes to enhance student success.
Freshman to Sophomore Retention Rate	53%	65%
6-year graduation rate	14%	25%
Interdisciplinary degree programs	-0-	Develop at least three true interdisciplinary degree programs
New Academic Programs a. Baccalaureate b. Graduate	16 baccalaureate 2 graduate	Increase baccalaureate programs to 25 Increase graduate programs by 2
External funding for research	\$57,781 for FY 07-08	Increase funding for research by 10%
Total Enrollment Undergraduate FT Undergraduate PT Graduate FT Graduate PT	3,904 2,314 (60.6%) 1,501 40 (44.9%) 49	5,000 by 2014 Increase FT enrollment to 70% Increase FT enrollment to 50%
Heighten responsiveness to student needs	Started	Use VSA, NSSE and other national as well as internal surveys to determine student satisfaction
Class Size: 2-9 10-19 20-29 30-39 40-49 50-99 100+	# of Sections 168 265 191 54 10 11 1	Maintain until new classroom space becomes available

# of Articulation Agreements: Ivy Tech	42 + the "PIVOT" program with Region 1 (Passport- type program)	Increase to at least 50 and move the PIVOT program from a regional agreement to a statewide agreement
Ancilla College	1	Increase to 5
Vincennes	16	Increase to 20
Lake Michigan College	0	Increase to 5
Glen Oaks Community College	0	Increase to 5
Faculty Mentors	N/A	At least 10% of full-time tenure track faculty in each college will become faculty mentors
Faculty participating in undergraduate research	Most of the undergraduate research is currently done in the College of Science	Have an active undergraduate research program in each college
Incorporate service learning into a large segment of the baccalaureate degree programs	Student Civic Engagement Center within the Career Development Office approved summer 2008	With the help of the Center, 25% of the baccalaureate degree programs in each college will involve service/experiential learning (civic engagement)
Full-time tenure track faculty	109	Increase to approximately 150
Decrease the number of classes taught by part-time faculty	51.2%	The number of classes taught by part- time instructors not exceed 40%
Percent and number of undergraduate lecture class sections where full-time faculty are the primary instructors	48.8%	Increase to at least 60%
SAT Average Scores SAT Critical Reading SAT Math SAT Writing	430 460 470 (1,360)	Increase composite score to 1450
ACT Average Composite Score	20	Increase to at least 22
High school rank of entering students Top 10% Top Quarter Top Half	4% 19% 49%	Increase to 10% Increase to 25% Increase to 60%
HS GPA of Entering Students	2.8	Increase to 3.0
Student/Faculty Ratio	17:1	16:1
Number of dual credit students	174	Increase to 250

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Number of high schools with dual credit offerings	9	Increase to 20
Number of dual credit students that become PNC students	9	Increase by 50%
Number of undergraduate classes at PNC-PC	73	Increase to 100
Number of undergraduate credit hours at PNC-PC	2,814	3,500
Number of undergraduate students at PNC-PC	549	700
Big five schools in area enrollment numbers	SEE SPREADSHEET	
Number of student organizations on campus:		
Honor Societies	5	Increase to 8
Religious Organizations	1	Increase to 2
Other Organizations	31	Increase to 40
# of Michigan Scholar Students	4	Increase to at least 20 a semester
Alumni Giving Rate		
# of Undergraduate Alumni	8,515	
# of Undergraduate Alumni Solicited	5,376	
# of Undergraduate Alumni Donors	353	Increase the number of alumni donors by 25%

CORE AREA: Communication & Collaboration

Marketing for all degree programs	Started	100% of the degree programs will have marketing plans
Marketing-Communicating PNC's role in the region and beyond	Started	Routine marketing and communication activities (email, newsletters, forums, etc.) will be developed and expanded as necessary
Internal Communication	Started	Increase newsletters and forums to communicate what is happening at PNC including the progress of the strategic plan

Collaborative efforts with local schools, business and the communities in general	Started	Work closely with PNC's various constituent groups to develop and institutionalize collaborative activities with various academic departments (e.g., Education, Nursing Business) Continuing Education and the various centers at this campus; all colleges will develop functional advisory boards and academic affairs and enrollment management and student services will be included on these boards.
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CORE AREA: Community Involvement

Create a Center for Economic Development (CED)	N/A	CED will be established during the 08-09 academic year.
Regional workforce development	Started	Center for Economic Development, Continuing Education, Center for Career Development and the Student Leadership and Volunteerism Center will collaborate with various agencies to facilitate regional workforce development
P-14 Collaboration	Started	A full-time position will be established to enhance PNC's school partnership program including PNC College Bound; this individual will also be involved in regional workforce development
Recruit and retain a diverse population of students, faculty and staff	% of minority Students 11.7% Faculty 20.9% Staff 11.5%	Increase to 15% Increase to 25% Increase to 15%
Expand number of schools in PNC College Bound Program	2 school systems currently participating	Increase the number to four systems; increase funding to support this program
Heighten awareness of career opportunities	Started	Increase activities and staff of the Office of Career Development and the Student Leadership and Volunteerism Center; establish an Advisory board for the office as well as the center; increase collaboration of the office and center with department chairs and deans to increase utilization of this resource

Cultural Awareness	Started	Increase funding for various activities on and off campus to enhance global awareness
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CORE AREA: Resources

Financial resources to fulfill the strategic plan	N/A	See Financial Plan
Construct a Student Activities and Services Building	A&E money approved; awaiting receipt	Obtain funding required and begin building with completion within two years
Construct a Science/Laboratory Building	N/A	Submit plans and obtain funding to begin this project with completion within five years
Increase public-private partnerships	Started	Establish facilities on or near campus such as a regional cancer center, health care facility, day care/after school care facility and a visitor/convention center
Overall average faculty salary and compensation: Number of Faculty Total Salary Total Benefits	109 \$6,168,358 \$2,339,297	Increase to about 150 Increase by 20% Increase by 20%
Upgrade Classrooms to “Smart Classrooms”	53% currently have this capability at both PNC campus and Porter County Facility	75% of all classrooms will be outfitted with “smart” capabilities

PURDUE UNIVERSITY NORTH CENTRAL
STRATEGIC PLAN
2008-2014

PEER INSTITUTIONS

Competitors

- Purdue University Calumet (Hammond, IN)
 - www.calumet.purdue.edu
- Indiana University Northwest (Gary, IN)
 - www.iun.edu
- Indiana University South Bend (South Bend, IN)
 - www.iusb.edu
- Indiana University-Kokomo (Kokomo, IN)
 - www.iuk.edu

Aspirers

- Clayton State University (Morrow, GA)
 - www.clayton.edu
- Lewis-Clark State College (Lewiston, ID)
 - www.lscs.edu
- Shawnee State University (Portsmouth, OH)
 - www.shawnee.edu
- University of Arkansas at Pine Bluff (Pine Bluff, AR)
 - www.uapb.edu
- University of South Carolina-Aiken (Aiken, SC)
 - www.usca.edu
- University of South Carolina-Upstate (Spartanburg, SC)
 - www.uscupstate.edu

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PEER COMPARISONS

SCHOOL	YEAR FOUNDED	# BA/BS	# MA/MS	UNDER	GRADS	RET RATE	GRAD RATE	HOUSING
PNC	1946	13	2	3815	89	53%	14%	COMMUTER
<i>Competitors</i>								
PUCAL	1946	98	16	8359	943	63%	21%	4% LIVE ON CAMPUS
IUN	1948	38	9	4387	600	62%	24%	COMMUTER
IUSB	1922	54	6	6324	1135	67%	24%	HOUSING OPENS 8/08
IUK	1945	25	5	2737	158	60%	23%	COMMUTER
<i>Aspirers</i>								
LEWIS-CLARK	1942	38	0	3451	0	57%	25%	8% LIVE ON CAMPUS
SHAWNEE ST.	1986	48	1	3820	UNK	58%	24%	COMMUTER
PINE BLUFF	1873	65	0	3132	0	62%	30%	35% LIVE ON CAMPUS
SC - AIKEN	1961	30	0	3150	0	67%	41%	19% LIVE ON CAMPUS
SC - UPSTATE	1967	35	3	4600	UNK	65%	38%	14% LIVE ON CAMPUS
CLAYTON COL	1969	29	4	6212	UNK	61%	20%	COMMUTER

**PURDUE UNIVERSITY NORTH CENTRAL
STRATEGIC PLAN
2008-2014**

APPENDICES

- a) List of Steering Committee Members
- b) List of Working Group Members
- c) Attracting Students to STEM Careers White Paper
- d) Campus Design White Paper
- e) Economic Development White Paper
- f) Globalization Working Group White Paper
- g) Large Scale Research and Infrastructure White Paper
- h) Quality of Life in the Workplace White Paper
- i) Synergies between Science/Liberal Arts/Social Sciences/Technology White Paper
- j) The Student Experience White Paper
- k) Carnegie Classification for PNC and Peer Institutions
- l) Links Between the PNC Strategic Plan and the Criteria for Accreditation of the Higher Learning Commission (HLC)
- m) Links Between the PNC Strategic Plan and the West Lafayette Strategic Plan