



2012-13 Strategic Plan Highlights

STUDENT ACCESS & SUCCESS

Enhance campus-wide efforts to increase student success, with a focus on well-defined student learning outcomes and retention.

- The Department of Education was reviewed by the Board of Examiners of the National Council for Accreditation of Teacher Education (NCATE) and the state of Indiana in December and the preliminary report indicated that the university will be recommended for continued national recognition in teacher education until 2018. The official designation of national accreditation will occur at the April meeting of the NCATE Unit Advisory Board.
- The PNC Early Childhood Education Program has received national program recognition by the National Association of Education of the Young Children (NAEYC). Only three universities in Indiana, including PNC, hold such national program recognition.
- A formal program review process has been implemented, with Nursing and Technology the first programs.
- Supplemental instruction (SI) was piloted in six courses. SI is an academic support program targeting historically difficult courses by offering regularly scheduled, out-of-class review sessions to all students enrolled in a targeted course. Most SI was in math and science courses, which have the highest rates of grades of D and F and of withdrawals. SI has been highly successful in reducing withdrawals and improving grades.
- Implemented Degree Works, a computerized degree audit program and advising tool to assist students, academic advisors and faculty mentors in reviewing a student's degree progress. Available to academic advisors and faculty mentors; available to students in March 2013.
- Transfer Equivalency Self-Service (course equivalency component of Degree Works) allows students considering PNC to view an audit worksheet based on their transfer classes in order to see how their transfer courses will fit into a specific program at PNC.
- Through PNC's Early Alert Program, PNC staff can refer students to the Student Success Center who may benefit from tutorial services, study skills workshops and other academic and personal programs geared toward helping them succeed.
- New Student Orientation (NSO) is required of all incoming freshmen and gives students the opportunity to become more knowledgeable about the PNC campus and college life.
- Proxy Access will be available in summer 2013 and will allow a student to authorize a third-party to access one or more of their Banner web pages e.g. schedule, grades, financial aid, etc.
- The Financial Literacy Program, developed by The National Endowment for Financial Education, offers college students and recent graduates a website that contains comprehensive, non-commercial information to help their financial decisions be informed ones.
- Each academic department has developed and implemented a faculty mentoring plan.

Expand current degree offerings and add additional degrees, particularly in STEM areas.

- Added new baccalaureate degrees in Psychology and History.
- Partnering with Ivy Tech to strengthen two plus two programs and recruit students into the STEM programs.
- Developing 1 + 3 programs in high schools to allow students taking advantage of concurrent enrollment opportunities to graduate within three years after earning 30 credit hours in high school.

COMMUNICATION & COLLABORATION

Develop and sustain campus-wide communications systems.

- In 2011, the MyPNC portal went through a major upgrade, in both hardware infrastructure and end-user interface. All major campus stakeholders (Enrollment Management, Academic Affairs, Administration, Faculty, Students) were consulted and integrated into the upgrade process.

- The Panther News Network, a student-run electronic news source is available online through the PNC website at <http://www.pncactivities.com/>. It also broadcasts all PNC sporting events live.
- A campus-wide, strategic-level IT Governance structure was developed by a committee with representation from across all major administrative areas and the Faculty Senate. The new structure was implemented at the beginning of 2012.

Develop a heightened responsiveness to student needs, including security and safety needs.

- The student/staff emergency text messaging service is being well utilized by students. As of 1-13-12, there are 6,456 registered users of the student/staff emergency text messaging system. (This total includes current PNC students and many former PNC students as well, and represents a 15% increase over last year at this same time.)
- The student tutoring service expanded in 2010-2011 by 39.5% over the prior year and 72.4% over two years prior. In 2011-2012, a new feature involves presentations in selected classes to encourage program use.
- The Office of Learning and Technology has designed Blackboard tutorials to facilitate student navigation and use of Blackboard so that students can be better prepared for online course experiences.
- Online enrollment has grown to a record high. During the academic year, fourteen percent of all credits earned at PNC are via online courses. Summer 2012, 33% of all credits earned were online. Online courses assist with schedule conflicts, promote progress toward the degree and degree completion.
- Developing Online Course (DOC) grants have been implemented to support faculty in building new online courses.

Acquaint members of the campus and regional communities with programs and activities.

- PNC remains a regular participant in various local fairs and other activities.
- PNC has a representative on nearly every major board or organization in LaPorte, Porter, and Starke counties.
- Lakeshore Public Broadcasting in Merrillville regularly features PNC faculty and staff on its programming.
- Digital signage is placed strategically around campus to distribute information to the PNC community.
- The PNC Office of Career Development hosted three New Professional Nights for Communication majors, students in the College of Engineering & Technology, and College of Business students. The nights brought employers to campus to meet with students regarding job qualifications, career readiness and more.

Develop systems to communicate externally with alumni, other institutions of higher education, primary and secondary educators, counselors and potential students.

- The PNC Experience is a tour allowing high school students to experience the life of a PNC student for a day. Prospective students tour the campus, visit a college class, have lunch, and meet with an academic advisor and an admissions counselor. In four years, over 300 area high school students have participated.

Develop relationships with area schools, institutions of higher education (e.g. articulation agreements) and businesses.

- PNC, primarily through the Colleges of Liberal Arts and Science, now has expanded the university's Concurrent Credit Program with contractual agreements to provide college level course work to over 2,400 (as of spring 2012) high school students in northwest Indiana.
- The Dean of Engineering and Technology worked with Ivy Tech leadership to develop a new engineering articulation agreement, the first in the state.

COMMUNITY INVOLVEMENT

Business & Economic Development

- Graduate and Extended Learning is collaborating with PNC's College of Business, Purdue University Calumet's School of Technology, and a variety of community organizations to sponsor and offer an OSHA 511/501 training series in May and June 2013.
- **Center for Economic Development and Research (CEDaR)** The Center for Economic Development and Research (CEDaR) was established in 2008 and considerable progress has been made to ensure its sustainability.
- An Advisory Board was established, holding its first meeting in February of 2013. This meeting resulted in the plan to offer foundational economic development workshops to those individuals who have been recently elected to regional public offices. Plans are underway to hold the workshop in late spring or early summer of 2013.
- Members of PNC's Economics faculty have been instrumental in the establishment and operation of the Regional Council of Economic Advisors. This group is comprised of faculty from area universities (VU, IUN, PUCal, IVY TCC), Small Business Development, NWI Forum, NIPSCO, and Center for Workforce Innovations. Plans are underway to present the second annual Regional Economic Summit in April, 2013 in an effort to continue to provide information related to economic activity within a seven county area of Northwest Indiana which includes: Lake,

Porter, La Porte, Pulaski, Starke, Jasper and Newton. The first summit, hosted by Valparaiso University was very successful and included over 200 participants.

- The following Economic Briefings were held over the past year: LaPorte Chambers of Commerce – October, 2012; April 2013; Greater Valparaiso Chambers of Commerce – November, 2012.
- The Office of Advancement's goal is to collaborate with the College of Business at Purdue North Central to establish an externally funded endowment (valued at approximately \$2,000,000) to provide around \$90,000 annually for CEDaR to have access to Dun and Bradstreet databases, for website development and community outreach by the time frame, 2017-2023.
- Customized/Contract Training is a highly regarded segment of Purdue University North Central's Continuing Education offerings. As of spring 2013, there are contracts in place with four clients for continuing professional development. Topics include leadership development and business writing. Two of the four organizations can be considered long term partners.

P-12 Collaboration

- **1+3 Degree Programs** - PNC has developed an innovative program with seven high schools to facilitate degree completion. Students are able to complete up to a year of college while still in high school, transfer credits to select BS degree programs and complete in three years.
- The Westville College and Career Academy enables students from Westville High School to complete a full semester of college at Purdue North Central prior to receiving a high school diploma. Students take classes at a greatly reduced cost. Students are able to take a much larger variety of courses than what is offered under concurrent enrollment in the high school setting. Students attend their classes on the university campus to better understand and be prepared for the college environment.
- **PNC College Bound** - The Office of Development has indicated that in 2011-12 approximately \$354,995 was dispersed to students in scholarships. In 2011-2012, College Bound funding amounted to \$37,000 which was up from \$27,250 in 2010.
- In 2012, the Office of Career Development created a strategic partnership with the Office of Financial Aid to assist in the placement of students in on and off campus employment. We have increased the number of off campus employment agencies that serve the community from 2 to 6. Students placed in the agencies perform reading and math tutoring to elementary age students; food pantry assistance, early childhood care summer camp counseling, and access to campus technology services. The following agencies are PNC Community Partners: Boys & Girls Club of Michigan City, Indiana; Boys & Girls Club of Porter County; Valparaiso Family YMCA; Hilltop Neighborhood House; Westchester Public Library; Purdue University North Central Public Computer Lab.
- PNC is leading Indiana in an initiative of the College Board Advocacy and Policy Center. The focus is on how the Common Core State Standards will influence the transition of students from high school into and through college. The Affinity Network's first cohort is composed of educators across sectors from Georgia, Indiana, Maryland, Massachusetts, Oklahoma and Washington. PNC was selected to represent Indiana because of its reputation for leadership in K-12 and higher education transitions and close and positive relationships with K-12 and Ivy Tech. The focus is on math and English standards.
- The sixth annual Early Learning Conference, "The Magic of Early Learning," was held in April. The event is supported by the Purdue North Central Center for Early Learning, Strosacker Foundation, Northwest Indiana United Way Success by 6 and the Michigan City Area Schools.

Outreach Activities

- **Advisory Boards**
This past year, admissions established a high school advisory board which included Michigan City, La Porte and Portage High Schools. This group meets three times a year.
The following programs have advisory boards in place which include business and community leaders: Computer & Information Technology, Construction Engineering & Management Technology, and Industrial Engineering Technology. The following program advisory boards were added this past year: Mechanical Engineering, Business, Human Resources, Organizational Leadership, and the Masters in Business Administration.
- **Academic Partnerships**
US Steel has partnered with the College of Engineering to grant \$19,000 in scholarships to students in the Mechanical and Electrical Engineering programs. Students in the ECET and MET programs are participating in the

“Steelworker for the Future” program sponsored by Arcelor Mittal. Last summer, 23 students served as interns at the various sites.

- The Office of Career Development rolled out a web based “Career Road Map” tool that may be used by students and faculty in a self-directed manner or as part of a classroom assignment. The Career Road Map is designed to take a student through a four step career development model.
- Purdue University North Central participates in the system-wide Interns for Indiana (IFI) program. IFI is a program that promotes economic development by assisting high tech startup companies in Indiana with low-cost quality students in the form of interns. Last year, PNC recruited two high tech start-ups to participate, and placed 3 interns, two of which are now employed full-time.
- On November 14, 2012, PNC hosted a federal recruiter for on campus interviews with the Workforce Recruitment Program (WRP). WRP is hiring initiative program that is managed by the US Department of Labor’s Office of Disability Employment Policy and the US Department of Defense Office of Diversity Management & Equal Opportunity. The goal of the program is to increase the number of highly motivated college students and recent college graduates with disabilities into federal sector employment and internships. PNC had 12 candidates that interviewed.
- Career Development held Spring Career Day: Career & Internship Fair. Thirty-four employers and 221 job seekers participated. In addition, Career Development hosted five on campus recruitment visits by employers.
- Career Development placed interns at two local start-up businesses through the Interns for Indiana program. The Interns for Indiana program assists high-tech startup organizations with sponsoring interns. It is funded by the Lilly Endowment.
- The on-campus student employment program has been revised to streamline the process. This has resulted in a 39% increase in the number of students who accepted Federal Work Study employment. There has also been an increase in the number of community partnerships in reading and math tutoring.
- **STEM Summer Camp** reached 120 area students this summer. They gained a first-hand look at how Science, Technology, Engineering and Mathematics (the STEM disciplines) are vital to their lives and a fundamental component of most everything they do.
- **STEM Magnet School** – Series of presentations, demonstrations, and hands-on activities related to Physics is ongoing this spring to 4th grade classes at Lake Hills Elementary school, a STEM magnet school, in Michigan City. Activities include: Physics demonstration given by students in the PNC Physics Club; a public colloquium in astronomy, “Living on the Edge: The Current Limits of Modern Astronomy,” sponsored by the PNC Astronomy Club; faculty consultation and collaboration with Lake Hills school concerning Biology and Chemistry curricula.

Cultural Awareness and Enrichment

- **Study Abroad** – PNC will offer a study abroad trip to Peru in June. Students will be immersed in a variety of cultural settings that reflect the diversity of Peru.
- **Student Clubs**
 - ASL Club continues to be active; 15 events were held between August and May this past year.
 - Multicultural Club hosted numerous activities on campus and in the community including: Fiesta Hispana – Hispanic Heritage month (Oct 2012); Andean Thanksgiving (Nov 2012).
 - Speaker Series
 - o Melinda Palacio "Searching for the Fire: Poetry and Story in Ocotillo Dreams and How Fire Is a Story, Waiting" (Oct 2012).
 - o Steve Brouwer “Medical Internationalism and Revolutionary Doctors” (Nov 2012).
 - o Dr. Marc Becker (Dec. 2012) “From Social Movements to Political Participation: Ecuador's Indigenous Rights Movement(s) and Lessons for the World.”
 - o Dr. Luther Castillo Harry who will discuss careers in global health and his experiences as a doctor and human rights activist on (March 2013).
- **Faculty Presentations**
 - Building Bridges Interfaith Program (April 2012) – coordinated by Dr. Deepa Majumdar, several faculty members presented (Christo-Baker, Brooks, Rudnick), four PNC students were part of a panel presentation. This program engaged over 100 students and community members over the course of the 2-day conference and raised \$350 to support Hilltop Neighborhood House.
 - Presentation “Modern Cosmology” was included in the Science Café series sponsored by First Unitarian Church in Hobart (Warren, Feb 2013).

- **Other Events**

- Thirst Project (Oct 2012) sponsored by Follett's to raise awareness of global water crisis.
- Film screenings to include: *A Separation*, *Salmon Fishing in the Yemen*.
- Books and Coffee Series (Spring 2013): *Home*, *Maria's Journey*, *Blue Tattoo: The Life of Olive Oatman* all have issues related to cultural differences (Korea, Mexico, Native American respectively).
- Presentation at Camp New Happenings, a summer camp for local children who have one or more incarcerated parents. The presentation, "Planets & Stars", was attended by roughly 20 children aged 9-13, and included hands-on experience with a telescope.
- Cadaver outreach program to area high school students to spark interest in the health sciences. They attend a 90 minute to two hour presentation where they get to put on the gloves, examine a human body, and actually handle internal organs. The reach has expanded since 2009 as follows:
 - o 2009-10 18 visits from 9 schools with a total of 270 students.
 - o 2010-11 34 visits from 9 schools with a total of 586 students.
 - o 2011-12 34 visits from 10 schools with a total of 564 students.

- **Other Engagement Projects – Service Learning**

- PNC faculty taught 27 service learning courses.
- The following faculty, staff and students have been awarded funding to support their service engagement efforts for the 2012-2013 academic year:
 - o Peggy Rose – Indiana Campus Compact Scholarship of Engagement Grant.
 - o Diane Spoljoric – Indiana Campus Compact Scholarship of Engagement Grant (Fall & Spring grants).
 - o Mary Jane Eisenhower & Angela Schooley – Indiana Campus Compact Scholarship of Engagement Grant.
 - o Melissa McCall (student) & Kenny Kincaid – Indiana Campus Compact Community Service Mini-Grant.
 - o Laura Weaver – Indiana Campus Compact Campus Election Engagement Project.
 - o Laura Weaver, coordinator of the Center for Service Learning and Leadership, was presented with the 2012 Indiana Campus Compact Outstanding Community Service Director Award as part of the Campus Compact Service Engagement Summit Award Ceremony.
 - o Katheryn "Katie" Hines, Elementary Education student, was named as a 2012 Campus Compact Newman Civic Fellow. The Newman Civic Fellows honors students who are committed to making a lasting change in their communities. Katie joins 161 other students from across the country in the 2nd class of Newman Civic Fellows.
 - o Alyssa Pierce, Victoria DeMan and Celina Carrasquillo, Early Childhood Education students along with Heather Spence, a Nursing student, were awarded an Indiana Campus Compact Student Community Service Mini Grant to help fund the "Countdown to a Healthy Start service learning projects that are incorporated into EDCI 27600 and NUR 38900. These projects are supervised by Mary Jane Eisenhower, Assistant Professor of Early Childhood Education and Professor Angela Schooley, Assistant Professor of Nursing.
 - o Claudia Winter, Construction Engineering student was awarded an Indiana Campus Compact Student Community Service Mini Grant to help fund the "Independent Cat Society Rainbow Bridge Garden" project incorporated into CEMT 49000. The project is part of the Construction Engineering Management Senior Project.
 - o Purdue University North Central hosted the 2012 Indiana Campus Compact Community Service Director Institute to be held in May and June. The Institute brought together faculty and service engagement staff professionals to discuss emerging trends and best practices in the field of service engagement.
 - o PNC students Rebecca Tucker, senior, Katheryn Hines, junior, and Greg Mohlke, junior, attended the Indiana Campus Compact Civic Leaders Conference hosted at the Indiana State House in November. This conference brought together more than 100 Indiana student leaders to network and learn about the legislative process and enact change on their campuses and in their communities.

RESOURCES

Construct a student services and activities complex.

- Legislative authorization in the amount of \$1,000,000 for initial architectural and engineering (A&E) studies was obtained during the 2007 – 2008 general assembly. During the 2009-2010 legislative session, legislators authorized \$23,700,000 for construction of the facility.
- Subsequent to authorization, Purdue North Central engaged an architectural firm to begin initial design work. After investing \$1,200,000 from campus reserves on architectural design, PNC halted any further work pending state appropriation for A&E and construction.

Improve the appearance and functionality of classrooms and laboratories, through intentional use of design elements, including updating appropriate classrooms to “smart” rooms.

- All appropriate classrooms at the Westville campus and at Purdue Porter County are now equipped with “smart” technology.
- New lab equipment and furniture was purchased for several science labs via \$160,000 from campus reserves and an equal amount of matching funds from West Lafayette. The refurbished labs are now better suited for instruction and the investment will help us create additional new labs needed by our College of Engineering and Technology and our Nursing department.

Match available resources to meet job needs (e.g., office space, classroom space and equipment).

- University administration has reallocated 10% of student technology fees to address needs in various academic departments. In the past three years, over \$200,000 in new additional funding was provided to the Vice Chancellor for Academic Affairs who determines specific distribution
- In 2013, a testing lab will be created for our new Civil Engineering degree program by reassigning space from Physical Facilities.
- A Media Services area was renovated and converted to a general purpose classroom adding 32 student work stations to the campus’ instructional capacity.
- As the university adds additional master degree programs, graduate student funding will need to be carefully examined and included in cost projections.

Expand library information databases and complementary information access services, to facilitate research and learning.

- In September 2012 the library added the Project MUSE database, which provides online institutional subscription access to the full text of over 350 scholarly journals in the humanities and social sciences.
- In December 2012 the library introduced a new Primo one-stop search engine for the discovery and delivery of print and online courses.

Conduct faculty and staff compensation and equity analysis.

- In 2012, a committee was created by the Vice Chancellor for Academic Affairs and charged with examining issues of faculty compensation and providing a detailed action plan by April 2013. Efforts are ongoing and the committee is on schedule.
- Senior leadership at PNC was provided a report benchmarking salary information for all A/P and C/S staff in each division. Data included CUPA Administrative and Mid-level salary surveys and Bureau of Labor Statistics data for the Northwest Indiana nonmetropolitan area. The information is currently being used to assist in determining internal equity and external comparability in the regional and local labor markets.
- The office of the Vice Chancellor for Academic Affairs utilizes average faculty salaries from selected peer institutions and AAUP salary data to determine initial salaries sufficient to attract highly qualified faculty.
- The Office of the Vice Chancellor for Academic Affairs conducted a study of faculty retention and searches. Faculty turnover is low. Two employment offers were rejected out of 35 searches. One was rejected due to salary and one due to the spouse accepting an offer at another university.
- Other recent activities to support faculty include:
 - Recommendations of the Promotion and Tenure Task Force. The Vice Chancellor for Academic Affairs served on this and co-chaired the subcommittee on teaching and learning.
 - The development and distribution of a document entitled *Review Procedure for Promotion from Associate to Full Professor Rank*. This was written by the Area Committee of full professors to provide better guidance on promotion from associate to full professor.
 - Increased support for professional development:
 - Learning and Technology training and workshops.

- Developing an Online Course grants.
- Service learning support.
- Initiation of year-long sabbaticals.

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.

- The volume of solid waste stream was reduced by expanding recycling efforts and providing additional recycling containers in classrooms and offices.

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.).

- Supported by our system-wide wellness fund, an employee clinic has opened on the West Lafayette campus. A consultant will be engaged to conduct a feasibility study during the summer of 2013 to determine how such services will be provided to employees at the regional campuses.
- New voluntary benefits have been offered including universal life, group critical illness insurance, additional accident insurance, and extended care insurance.
- Several new wellness and health maintenance initiatives have been initiated throughout the system such as smoking cessation, health coaching, and lifestyle coaching.

Provide facilities in Porter County to support the recruitment and retention of students.

- The Vice Chancellor for Enrollment Management and Associate Vice Chancellor for Academic Affairs worked with faculty and academic administrators to identify program offerings specific to this location. It is anticipated that our future Accelerated BSN program will be housed entirely at the Valparaiso site.
- Purdue North Central recently leased two classrooms in a new educational facility financed and constructed by the City of Portage. The new Portage Learning Center is a community resource where city residents may choose among classes offered by Purdue University North Central, IUN, Ivy Tech and Calumet College.

Increase and maximize fund raising efforts to support facilities, scholarships and other initiatives.

- The Development Office has been restructured and is now fully staffed. Additional expertise was gained in the areas of grant writing, alumni relations, athletic fundraising, corporate relations and internal giving.
- Director of Development partnered with PNC deans to draft an annual development plan specific to each college's needs.
- The Development Office secured a \$25,000 athletic sponsorship, the largest single gift to PNC athletics in the history of the campus.
- In collaboration with the Dean of Engineering, Corporate Relations worked with United States Steel who agreed to provide \$19,000 in new scholarships for engineering majors.

Increase faculty and undergraduate student research/learning opportunities.

- The Social Sciences Department published the first issue of the *Journal of Undergraduate Social Sciences Research*. The *Journal of Undergraduate Social Science Research* is a scholarly, faculty reviewed online journal of student research published annually by the Department of Social Sciences at Purdue University North Central. It is available at <http://www.pnc.edu/ss/journal/publications.html>.
- Chris Holford, chair of Biology and Chemistry, is on the Advisory Board and the Editorial Board of the *Purdue Journal of Undergraduate Research*.
- Historically considered extensively a teaching campus, the '08 strategic plan challenged PNC to increase the commitment to research endeavors. This was reflected in a change in the mission statement. Towards this end, the University continues to support sabbatical and quarter-time release programs. As time is a valuable resource for developing research programs, releases represent a significant commitment by PNC to support research on the campus.

Assess feasibility of on-site health care facility and on-site daycare/after school care facility.

- Meetings and discussions were held with a local hospital regarding the feasibility of a health care facility on or near campus. Faculty, A/P and C/S employee surveys were also conducted to determine employee interest.

Construct science-laboratory building.

- The new science building was included in Purdue University's Capital Request during the current biennial cycle and was submitted to the Commission of Higher Education for consideration.