

**Purdue School of Engineering and Technology
Indiana University--Purdue University Indianapolis (IUPUI)**

Strategic Plan
November 29, 2011

A. Vision, Mission, and Values

Vision

The Purdue School of Engineering and Technology, IUPUI will be regarded as one of America's outstanding urban schools of engineering and technology, recognized regionally, nationally, and internationally for its excellence in teaching, research, creative activities, and civic engagement.

Mission

The Purdue School of Engineering and Technology, IUPUI serves the greater Indianapolis metropolitan area, the State of Indiana, and the nation by providing a high-quality learning environment informed through the discovery and dissemination of knowledge via the scholarship of teaching and learning, research, creative activities, and civic engagement.

Values

The core values that define, inform, and guide the decisions within our School are as follows:

- *Excellence:* Academic excellence is our top priority. We pursue excellence in learning, teaching, research, and civic engagement as the highest indicators of successful achievement.
- *Competition:* Competition enhances innovation. We strive to compete at the highest levels in the pursuit of extramural support for our students, as well as for our research and creative activities.
- *Collaboration:* We promote teamwork and partnerships for solving problems and disseminating and transferring knowledge, thus multiplying our accomplishments.
- *Diversity:* We encourage intergenerational, multi-ethnic, and international diversity of our research, curricula, and pedagogy and of our faculty, staff, and student composition.
- *Leadership:* We encourage and reward effective leadership at every level in the School.
- *Location:* We are fortunate to be located in the vibrant city of Indianapolis and we strive to capitalize on the urban setting to address the challenges of a global society.
- *Professionalism:* We foster and reward high standards of collegiality and integrity.
- *Responsiveness:* We are committed to community and professional service to meet the needs of our stakeholders.
- *Improvement:* We strive to continuously improve the implementation of our mission through efficient assessment and evaluation processes.
- *Identity:* We take pride in the Purdue University and Indiana University affiliations, while striving to advance the IUPUI campus identity, image, and reputation.

B. Process

The process to revise the strategic plan for the Purdue School of Engineering and Technology, IUPUI started in the spring of 2011. The dean of the School initiated the process by challenging each department and support area, led by department chairs and directors, respectively, to engage their faculty and staff to consider what it means in their areas of responsibility to: i) compete at the highest levels; ii) strive for excellence; and iii) enhance image and reputation.

Given this charge, along with the background context provided by the following documents: i) Indiana University President's *Priorities*; ii) IUPUI Chancellor's *Guideposts*; iii) priorities of the IMPACT IUPUI Campaign; and iv) the School's strategic plan from 2006, each department and support area shared strategic goals with the chairs, deans, and directors (CDD) administrative committee for feedback. In parallel, the dean hosted a series of lunch-and-learn sessions with faculty and staff from the various programs and support areas of the School to acquire additional information about points of pride, areas of distinction, challenges, and opportunities for strategic advancement. From these discussions, a collection of cross-cutting themes emerged and were summarized and provided as input to the Dean's Industrial Advisory Council (DIAC). Based on the additional feedback provided by the DIAC, a draft strategic plan emerged for stakeholder review. Figure 1 illustrates the overall process.

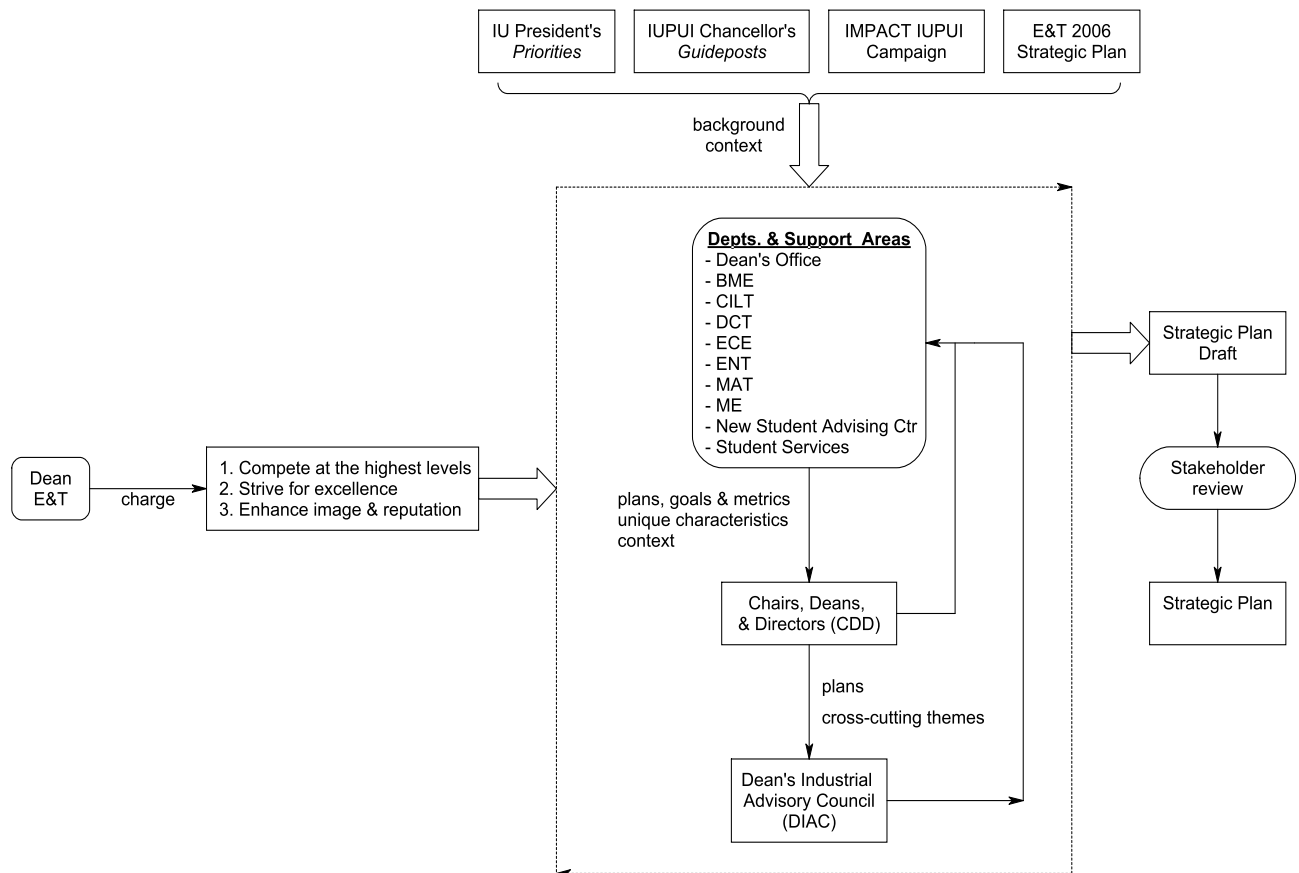


Figure 1. School of Engineering and Technology Strategic Planning Process

C. Strategic Initiatives

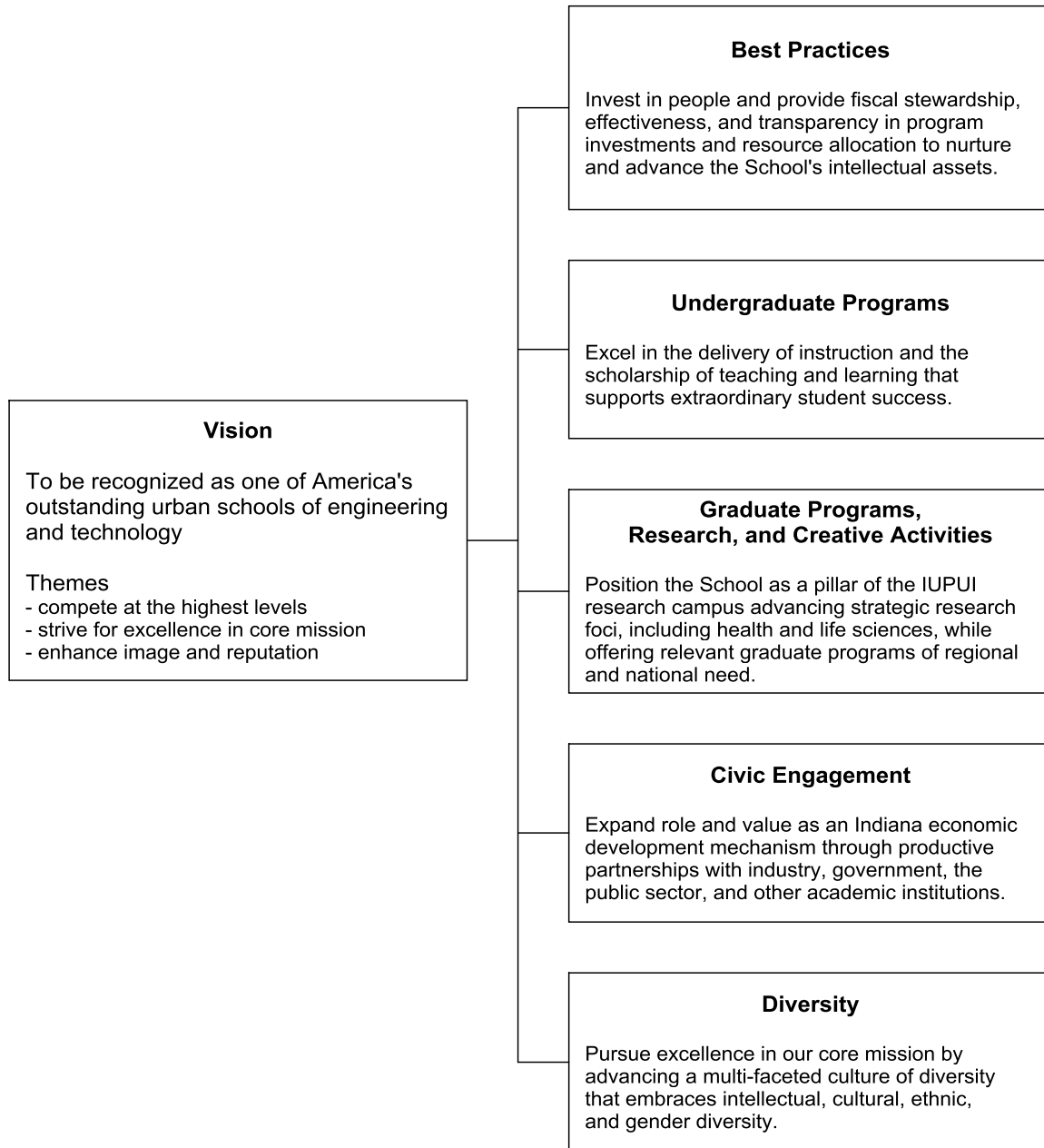
The Purdue School of Engineering and Technology, IUPUI has an outstanding tradition of serving the workforce and technological needs of the Indianapolis metropolitan area and Central Indiana. The School has made great strides over the last several years to broaden the impact of its core mission in teaching, research, and civic engagement throughout Indiana and beyond. The School is well positioned to assertively move forward to achieve higher levels of excellence and impact in key focus areas, with the goal of being regarded as one of the premier urban engineering and technology schools in the nation.

This plan includes a set of initiatives to help focus attention and resources to create a sense of strategic direction for the School. The plan is not intended to cover all of the operational activities of the School or to diminish goals, accomplishments, or other initiatives that may not be explicitly cited. The fundamental purpose of our strategic plan is to accelerate progress toward achieving distinction and differentiation in areas of specific strength or potential, while capitalizing on our tradition, prior investments, and location.

The plan supports the following overarching strategic themes:

- Compete at the highest levels
- Strove for excellence in core mission
- Enhance image and reputation

Purdue School of Engineering and Technology, IUPUI Strategic Areas



1. Best Practices

Initiative	Action
1.1. Recruit, retain, and reward excellent <i>faculty and staff</i>	1. Offer salaries and start-up packages that are <i>competitive</i> with aspirational <i>peers</i>
	2. Create incentives and rewards to encourage <i>sustained contributions, leadership, and teamwork</i>
	3. Establish <i>professorships</i> and increase the number of <i>endowed chairs</i> of excellence
	4. Enhance opportunities for <i>professional development</i> , including mid-career faculty
	5. Improve <i>mentoring</i> of tenure-track and clinical faculty
	6. Promote a <i>welcoming and nurturing</i> climate that enhances the work experience for all faculty and staff of the School and <i>celebrate</i> their accomplishments

Initiative	Action
1.2. Recruit, retain, and graduate better prepared <i>students</i>	1. Increase the percentage of E&T students who are members of the IUPUI Honors College
	2. Develop degree-specific honors programs that include an <i>entrepreneurial experience</i> and culminate in an undergraduate thesis
	3. Increase the number of undergraduate E&T students that participate in research, internship, service learning, and experiential learning (<i>RISE</i>) <i>experiences</i> , that is, increase the percentage of E&T students that RISE to the IUPUI challenge
	4. Increase undergraduate <i>scholarships</i> and graduate <i>fellowships</i> through endowed <i>gifts</i> that make a <i>systemic impact</i> in perpetuity
	5. Increase capacity for <i>graduate programs</i> , while reducing impediments to the Ph.D.
	6. Provide <i>graduate assistantship offers</i> to highly qualified graduate students <i>earlier on</i> in the recruitment year
	7. Promote <i>articulation agreements</i> with Ivy Tech, <i>engineering dual degree programs</i> with Butler, Marian, and others, and ‘3+2’ programs
	8. Secure an increased percentage of IUPUI and IU <i>internal support</i> for graduate students, including teaching assistantships, fellowships, block grants, internal research awards, etc.

Initiative	Action
1.3 Enhance <i>fiscal stewardship, effectiveness, and transparency</i> in program investments and resource allocation	1. Revise the School’s base budget on a more frequent basis to better reflect revenue streams and reoccurring obligations funded via cash
	2. Strive to increase departmental base budgets thereby decreasing unbudgeted expenditures at the School level and ad hoc requests from departments and/or programs

Initiative	Action
1.4. Leverage the strengths of <i>shared governance</i> including ownership and responsibility for goals, initiatives, and actions among the faculty and staff	1. Involve faculty and staff participation in planning and implementation of School goals through the <i>E&T Faculty Senate</i> and the <i>E&T Staff Council</i> , respectively

Initiative	Action
1.5 <i>Increase</i> regional, national, and international <i>visibility</i>	1. Leverage the Purdue University and Indiana University affiliation, while <i>advancing the IUPUI identity</i>
	2. Promote programs that provide a basis for national <i>distinction and differentiation</i> : for example, motorsports engineering, energy engineering, technical communication, engineering technology, music and arts technology
	3. Increase <i>faculty fellows</i> , senior members of professional societies, and faculty serving as editors of journals and books
	4. Increase the number of <i>faculty</i> serving as <i>leaders</i> of professional organizations

2. Undergraduate Programs

3. Graduate Programs, Research, and Creative Activities

4. Civic Engagement

5. Diversity

D. Strategic Plan Metrics

Initiative/Action	Metric	10-11 (Baseline)	15-16 (Goal)
1.1.1.	Average Startup Package BME CILT ECE ENT DCT ME MAT Peer Ranking of Salary BME CILT ECE ENT DCT ME MAT	12/12, 11/12, 6/12	6/12, 6/12, 4/12
1.1.2.			
1.1.3.	Professorships/Endowed Chairs BME CILT ECE ENT DCT ME MAT	0/1 0/0 0/0 0/0 0/0 0/0 0/0	3/3 2/0 3/1 2/1 2/0 3/1 2/1
1.1.4.			
1.1.5.			
1.1.6.	Faculty/Staff Avg. 5-yr Retention BME CILT ECE ENT DCT ME MAT		

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