

INDIANA**TECH**



# Building a Century of Excellence

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INTRODUCING THE UNIVERSITY'S  
STRATEGIC PLAN





$$\tau_{xy} dA + \tau(dA \sin \theta) \cos \theta + \sigma_x dA \sin \theta \cos \theta$$
$$- \tau dA \cos \theta \sin \theta - \sigma_y dA \cos \theta \sin \theta$$
$$\tau_{xy} = + \dots \theta - \tau \sin^2 \theta + (\sigma_y - \sigma_x) \sin \theta \cos \theta$$
$$- \cos 2\theta$$

1930



2030



# Dear Students, Alumni, Faculty, Staff and Friends of Indiana Tech

As Indiana Tech looks toward its 100th anniversary in 2030, we are all committed to *Building a Century of Excellence*. As part of this process, Indiana Tech has engaged the entire campus community in a strategic planning process. The goal is to enhance our mission and realize our vision so that we may better serve our students, alumni, faculty, staff and community and make even greater contributions to their success.

The Strategic Plan will have two phases:

PHASE 1	PHASE 2
2018 — 2024	2024 — 2030

As we embark on Phase 1, Indiana Tech’s Board of Trustees and I are thrilled with the university community’s response—and we are especially grateful to the Strategic Plan Task Force for its efforts in developing goals and objectives aligned with our highest priorities. From the start, our leadership was committed to a process driven by the university community, and the Strategic Plan Task Force ensured that we met that standard. The plan is ambitious and reflective of our high standards for the university and our unwavering support for collaboration and teamwork.

The development of the plan is also collaborative in that it has run concurrent with other critical efforts, including New Horizons, a cross-departmental committee charged with identifying new majors that align with the mission of the university, a campus master plan and a brand study. These initiatives have informed the Indiana Tech Strategic Plan while giving it shape and depth. I thank everyone involved in these efforts.

Finally, there is one additional and significant contributor to the Indiana Tech Strategic Plan: it is you, as a member of our university community. While the creation of the written plan required significant effort, the true work begins now as we seek to implement it across all facets of our university. This document is designed to help everyone associated with Indiana Tech understand where the university is headed so that each of our three Colleges and every school, program and individual can direct their efforts toward the same goals. As we seek to organize our actions around three fundamental activities, we will ENGAGE, we will EXCEL and we will EXTEND the legacy of Indiana Tech.

Thank you for being part of the Indiana Tech community, and I look forward to working with you to put our plan into action.



Sincerely,

A handwritten signature in black ink that reads "Karl W. Einolf". The signature is fluid and cursive, with a large, stylized "E" at the end.

**Karl W. Einolf, Ph.D.**  
President, Indiana Tech

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## Our Mission

Indiana Tech provides learners a professional education; prepares them for active participation, career advancement and leadership in the global 21st century society; and motivates them toward a life of significance and worth.

## Our Vision

Indiana Tech is dedicated to preparing our students for professional and personal success in the real world. To that end, we are committed to the following:

- Striving for academic excellence and continuous improvement in all programs
- Strengthening and building upon Indiana Tech’s commitment to relationship-based education
- Attracting, developing and retaining dedicated and excellent teachers, staff and administrators who are committed to making a significant difference in the lives of our students and the community
- Integrating theory and practice through course content combined with real-world experience
- Expanding the scope of programs offered, thereby giving students more career options
- Giving each student the support and encouragement needed to stay in school to complete their education
- Emphasizing ethics and integrity in all that we do
- Fostering a life of balance among academics, social and cultural activities
- Increasing the geographic diversity of our student population
- Providing professional development and lifelong learning
- Evaluating each decision by asking, “Does It Positively Impact Students?” (DIPIS)



## Our Operational Imperatives

- Manage the university’s finances in a fiscally responsible manner
- Maintain a consistent and well-planned budget process and review
- Sustain a pleasant work environment, one that fosters challenge and productivity
- Reach our goals through team relationships across all departments
- Strive to contribute to our local communities in a positive way
- Beautify the natural aesthetics of our campuses
- Ensure a drug-free and harassment-free workplace

## Our Values

### Respect

Treating all stakeholders fairly and equitably

### Passion

Possessing a burning desire to fulfill our purpose, mission and vision

### Commitment

Affirming an unceasing dedication to educating the whole learner

### Integrity

Behaving consistently with our mission and values

### Honesty

Demonstrating truthful behavior in an open environment

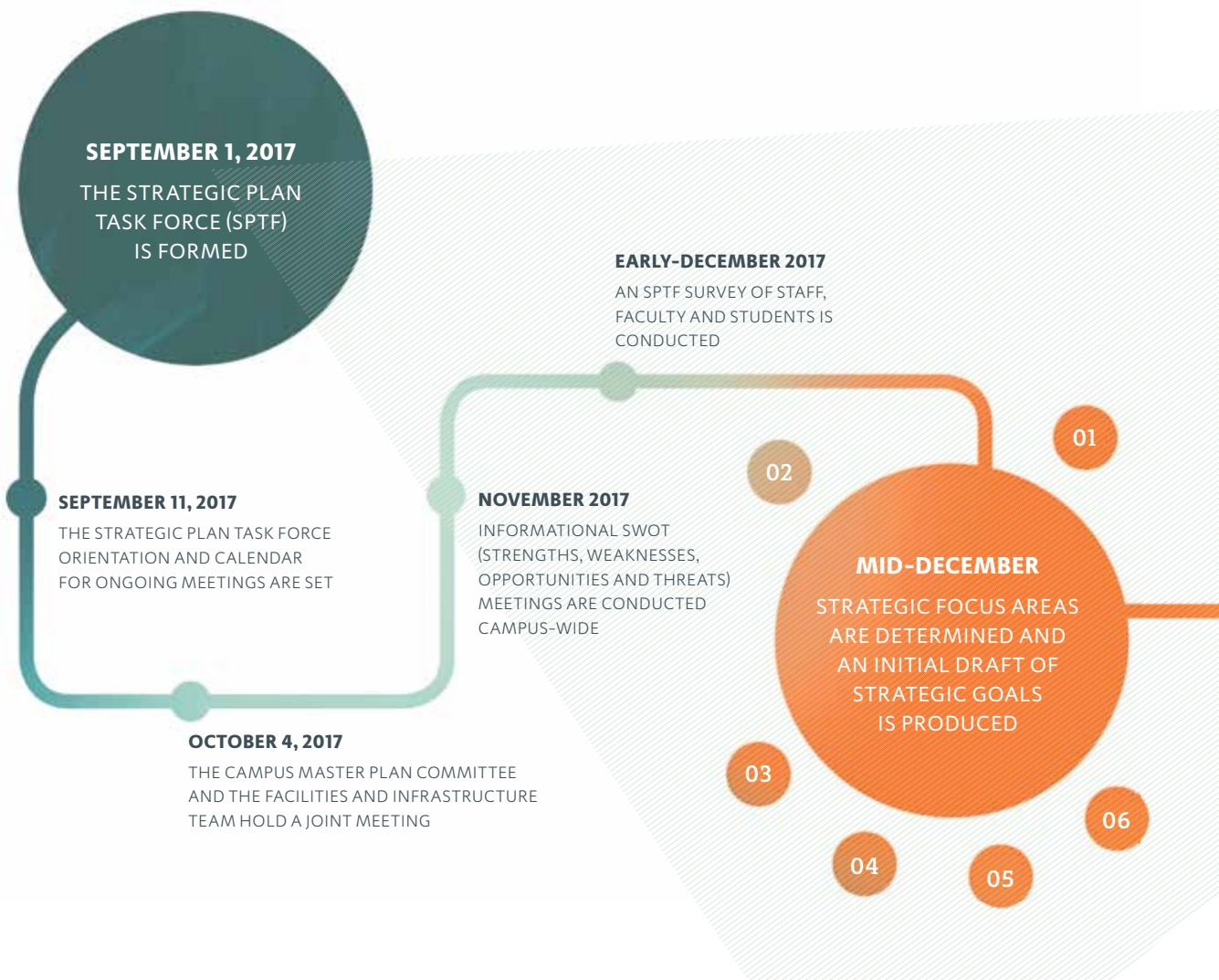
# Indiana Tech's Strategic Planning Process: Collaborative from the Start

From the start, Indiana Tech was committed to ensuring that its strategic planning process was a true team effort.

That commitment began in August 2017, when Indiana Tech President Karl Einolf, Ph.D., asked Jeri Burkhart, senior enrollment manager, and Dr. Steve Dusseau, professor of industrial and manufacturing engineering, to serve as co-chairs of the strategic planning initiative. Upon their acceptance, Jeri and Steve worked with Matt Thibeau of MJT Consulting to develop a survey and distribute it to all Indiana Tech employees, students and alumni asking for committee member applications and nominations. To ensure that the process be driven by the university community itself, Cabinet members and President Einolf were not eligible for nomination. Ultimately, 65 names were submitted for consideration.

In the fall of 2017, Jeri and Steve asked Dr. Susan McGrade, president of the faculty senate, and Tim Allwein, special assistant to the president for quality and university accreditation, to join them to develop the Strategic Plan Leadership, Communication, Facilities and Infrastructure, Research and Data Gathering teams. A student representative, Cameron Owens, was added to complete the seven-person Strategic Plan Leadership Team and six members were chosen for each of three other teams. Now, with the 25-member Strategic Plan Task Force (SPTF) in place, an orientation meeting was conducted to help everyone understand their role. Shortly thereafter, the Facilities and Infrastructure Team met with the Campus Master Plan Committee to ensure these two important efforts would run in parallel.

Later that fall, a work-in-progress list of peer and aspirant schools was developed so Indiana Tech could set benchmarks and identify its comparative strengths and weaknesses.



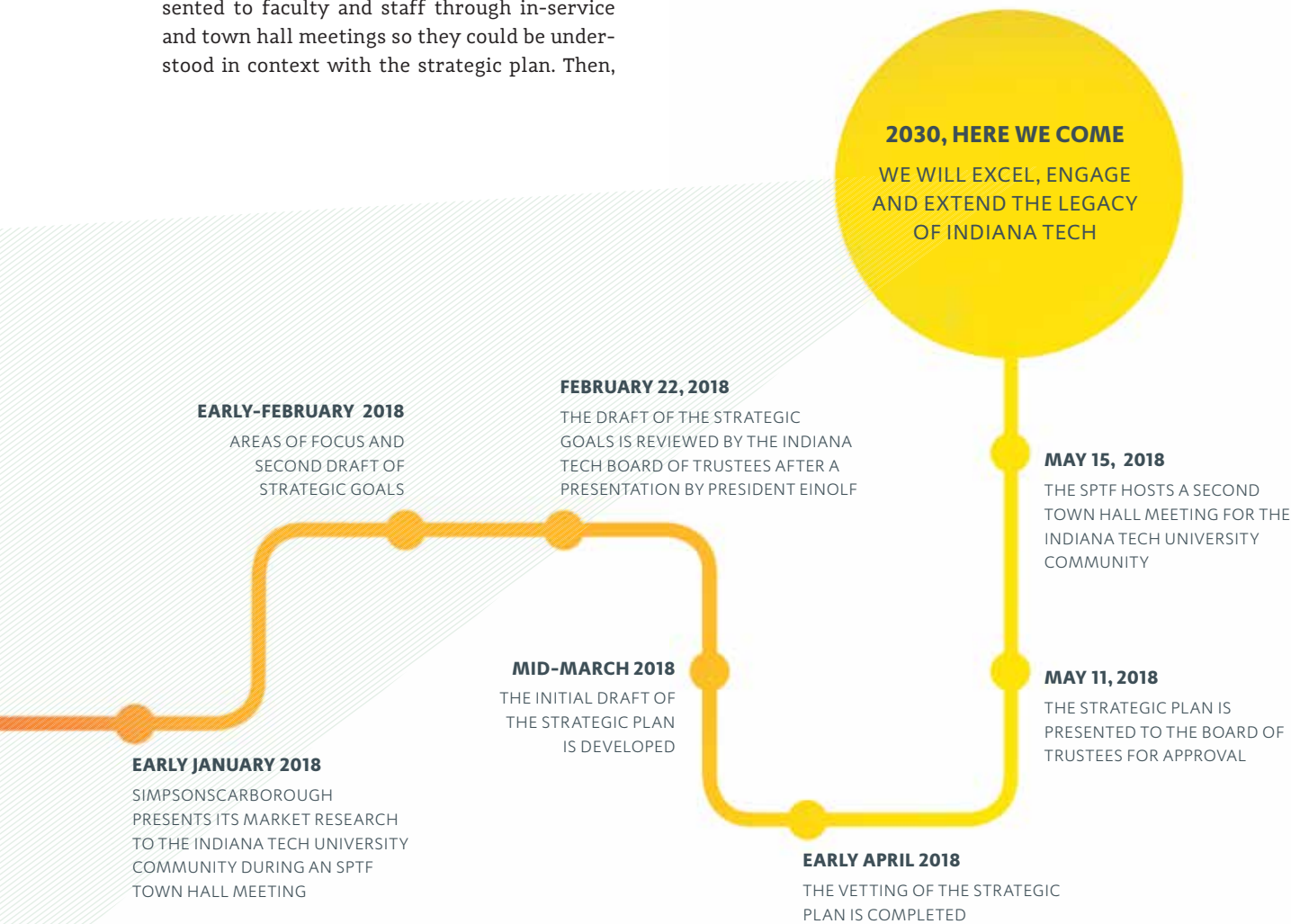


The Campus Master Plan Committee and the SPTF also engaged in the first of two meetings to understand the possibilities for the future of Indiana Tech’s facilities. Also, several informational meetings were conducted with stakeholders in Fort Wayne and some CPS locations to gather ideas from the campus community about the university’s strengths, weaknesses, opportunities and threats (SWOT).

Late in 2017, students, faculty and staff were surveyed to inform the SPTF’s initial strategic focus areas. The SPTF and Cabinet reviewed all SWOT and survey data to develop strategic focus areas for the plan, which evolved into an initial draft of strategic goals and objectives. In addition, the results of the university brand study, which was conducted by Washington, D.C.-based marketing research, brand strategy and creative services firm SimpsonScarborough, were presented to faculty and staff through in-service and town hall meetings so they could be understood in context with the strategic plan. Then,

on Feb. 22, Dr. Einolf presented draft strategic goals to the Indiana Tech Board of Trustees for discussion and review.

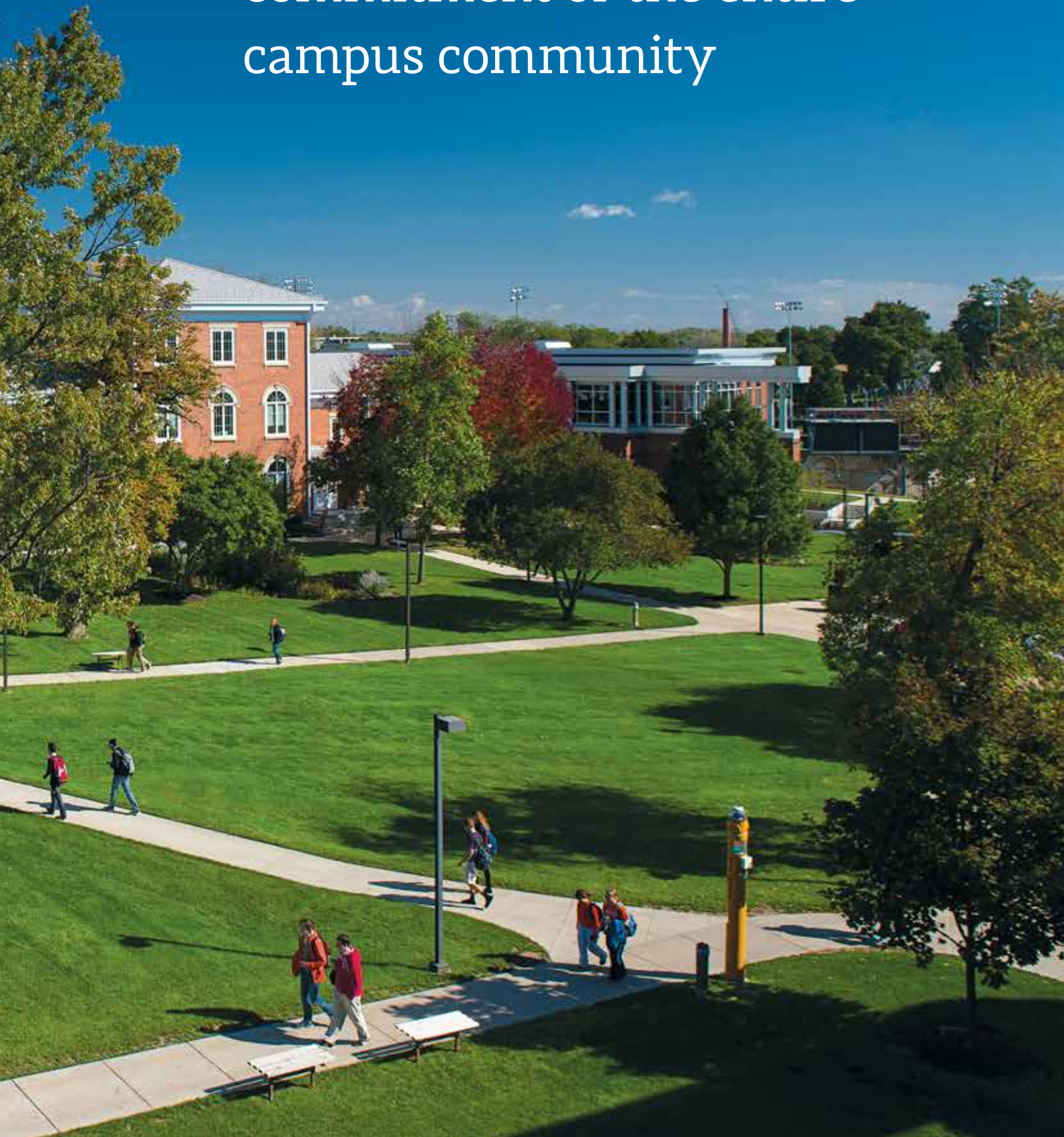
The success of the plan, from concept to reality, is a reflection of the commitment of the entire campus community. The goal in making the process collaborative was to access the very best ideas of Indiana Tech’s stakeholders, regardless of their position, association with the university or location. In achieving that goal, Indiana Tech not only made the process effective but, more importantly, it positioned itself well toward *Building a Century of Excellence*.







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# Our Six Strategic Goals & Objectives

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In crafting the Indiana Tech Strategic Plan with all university stakeholders in mind, the SPTF has built these goals and objectives on the foundational precepts emphasized in our current Mission, Vision and Values statements.

**For the strategic plan to succeed, it is imperative that in each of these goals and objectives we maintain our strong financial and operational processes in a culture of integrity, respect and responsible ethical conduct.**



# 01

## We will enhance our academic quality and reputation

- A** The university will create and implement a plan for new academic offerings.
- B** The university will increase student retention, persistence and completion across all academic programs, modalities and co-curricular experiences.
- C** The university will improve academic quality and rigor.
- D** The university will focus on enhancing its academic reputation with consistent attention to accreditation.
- E** The university will increase its standards for admissions across all programs and modalities.
- F** The university will raise full-time faculty engagement and expectations.

A student tackles an assignment in solitude within one of the Snyder Academic Center's study pods.



# 02

## We will deliver a world-class student experience

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- A** The university will facilitate student engagement in academic co-curricular learning and community-building.
- B** The university will provide students with comprehensive career and professional development services.
- C** The university will be considered a leader among peer schools in student services.
- D** The university will create a culture of service learning.
- E** The university will cultivate relevant study-abroad opportunities.
- F** The university will offer diverse campus life programs.
- G** The university will continue cultivating a diverse student body that celebrates all races, cultures and ethnicities.

Indiana Tech students and staff celebrate the Hindu spring festival of Holi, also known as the festival of colors, on the Snyder Academic Center lawn in March.





# 03

## We will create a clear, consistent and recognizable brand

- A** The university will implement a comprehensive brand strategy.
- B** Staff, faculty, students and alumni will actively embrace their role as brand ambassadors.
- C** The university's brand will be recognized as a leader in higher education.

Indiana Tech has been a fixture in downtown Fort Wayne since its founding in 1930.



# 04

## We will grow the human resources, facilities and technological infrastructure

- A** The university will execute a long-range plan for technology infrastructure for operating a state-of-the-art university.
- B** The university will create a human resource development plan to enhance the skills and abilities of each employee.
- C** The university will adopt a plan for appropriate staffing levels to achieve the goals of the strategic plan.
- D** The university will implement the recommendations of the Campus Master Planning Committee to ensure best-of-class facilities and infrastructure.
- E** The university will increase its e-learning capacity and competency to become a leading-edge online educational provider.

Accounting students learn within the STAR Bank Enterprise Center, a robust learning environment that was created during the 2015 Cunningham Business Center renovation. Cunningham was rededicated in January 2016.



# 05

## We will grow friend and fundraising competency into an institutional strength

- A** The university will implement a state-of-the-art advancement infrastructure for long-term success.
- B** The university will continue to develop additional close partnerships with employers.
- C** The university will be known as a collaborative and community-minded citizen.
- D** Faculty and staff will embrace their role in transforming students into committed alumni.
- E** The university will develop a comprehensive fundraising campaign to support the goals and objectives of the strategic plan.

Indiana Tech President Karl W. Einolf presents a medal during the Homecoming 2017 Alumni Reunion and Awards Ceremony, his first homecoming experience at the university.





# 06

## We will develop a vibrant, inclusive and diverse culture connecting all campuses and locations

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- A** The university will cultivate a culture where all feel responsible for the success of the strategic plan.
- B** The university will develop an intentional identity focus in which it is “one campus with multiple locations.”
- C** The university will create an environment where there is an understanding of the value of all peoples and cultures.
- D** The university will seek a diverse faculty and staff.
- E** The university will be a destination employer where all individuals are valued.

Indiana Tech’s campuses can be found throughout the state, as well as in Illinois, Kentucky and Michigan (see illustration to the right). Its Lafayette, Indiana, location opened in 2018.





# The Strategic Plan Task Force

The Strategic Plan Task Force was developed with a primary goal of representing the diversity of the university community. Each of the faculty, staff, alumni and student member brings unique perspectives, talent, knowledge and skill to the Task Force, but what unites them is a passion for Indiana Tech.

The following membership assumptions inform the Task Force members' work:

- Members believe we all share responsibilities and accountabilities for Indiana Tech's current operations and future growth
- Members are selected because of their individual skills, abilities and passion for Indiana Tech, not necessarily to represent a specific constituency
- Members will be personally accountable and share a collegial responsibility to one another for the work of the SPTF
- With effective strategic planning we will know where we're going and how we will get there. The plan is our plan
- We are committed to breaking down silos through collaboration and building toward a greater sense of ownership of our shared priorities

## CO-CHAIRS

- Jeri Burkhart 1**  
Staff, College of Professional Studies Admissions
- Dr. Steve Dusseau 2**  
Faculty, College of Engineering

## LEADERSHIP TEAM

- Tim Allwein 3**  
Special Assistant to the President; Faculty, College of Business
- Jeri Burkhart 1**  
Staff, College of Professional Studies Admissions
- Dr. Steve Dusseau 2**  
Faculty, College of Engineering
- Dr. Karl Einolf (ex officio) 4**  
President
- Dr. Susan McGrade 5**  
Faculty, College of Arts and Sciences
- Cameron Owens 6**  
Student
- Matt Thibeau 7**  
Strategic Planning Consultant





COMMUNICATION TEAM

- Dr. Justin Boyce 8**  
Faculty, College of Arts and Sciences; Co-Chair
- Dr. Staci Lugar Brettin 9**  
Faculty, College of Business; Co-Chair
- Anthony Juliano 10**  
Alumnus
- Carol Platt 11**  
Staff, College of Professional Studies Admissions
- Chozie Thorp 12**  
Staff, Student Financial Services

RESEARCH & DATA GATHERING TEAM

- Darius Darling 13**  
Staff, Student Affairs; Chair
- Sharmila Chowdhury 14**  
Staff, International Admissions
- Sharon Lokuta 15**  
Staff, College of Professional Studies Operations
- Chris Nelson 16**  
Faculty, College of Business
- Jessica Pena 17**  
Staff, Finance & Accounting
- Donald Stafford 18**  
Faculty, College of Engineering

FACILITIES & INFRASTRUCTURE TEAM

- Andrea Check 19**  
Staff, Student Affairs; Chair
- Richard Burns 20**  
Staff, Buildings & Grounds
- Jerome Heaven 21**  
Faculty, College of Engineering
- Greg Lynch 22**  
Alumnus
- Jason Mutzfeld 23**  
Staff, Information Technology
- Debbie Warren 24**  
Staff, Athletics

# Glossary: Definitions in Strategic Planning

**Brand**

A brand is an organization’s promise to, and reputation among, its customers. It defines what they can expect from the institution, and differentiates it from competitors. It is derived from who we are, who Indiana Tech wants to be and who people perceive us to be.

**Brand Ambassador**

An individual who advocates or promotes an organization’s brand.

**Brand Strategy**

The long-term plan through which an organization defines its brand.

**Brand Study**

Conducted by SimpsonScarborough, the Indiana Tech brand study surveyed current students, prospective students, alumni, faculty and staff to assess current perceptions of Indiana Tech, and to identify areas of opportunity for the creation of a compelling, cohesive brand in the higher education marketplace.

**Campus Master Plan**

A long-range plan for the university’s facilities and infrastructure.

**Co-Curricular Learning**

Experiences designed in collaboration with the degree curriculum to enhance career-focused learning. This may include service learning.

**College of Professional Studies (CPS)**

Indiana Tech’s name for a non-traditional education program which was designed for adult learners. CPS courses are offered in face-to-face, online and hybrid formats.

**Goal**

A broad primary outcome that an individual or group strives to achieve. A strategy is the approach one takes to achieve a goal.

**Mission**

A statement that identifies why the organization exists and defines its purpose in the marketplace.

**Modalities**

Different methods by which an educational experience is delivered. For Indiana Tech, these methods include traditional Day School and College of Professional Studies (CPS) evening, weekend and online delivery formats.

**New Horizons**

Is an Indiana Tech committee comprised of representatives from academics, enrollment, marketing and financial aid. The committee is charged with identifying new majors that align with the mission of the institution.

**Objective**

An objective is a measurable step one takes to achieve a strategy.

**Operational Imperatives**

Essential tasks that an organization identifies as necessary to ensure its success.

**Philosophy**

A set of guiding principles that describe an organization’s intentions.

**Relationship-Based Education**

An educational philosophy that defines the relationships between students, faculty and staff as essential to the student experience.

**Service Learning**

Experiences designed to enhance education while contributing to the university or to the community at large.

**Strategic Plan**

An organization’s process of identifying and achieving future success through resource allocation and decision making.

**Tactic**

A tool one uses to pursue an objective that is associated with a strategy.

**University Community**

The Indiana Tech community, which is comprised of alumni, faculty, staff and students.

**Vision**

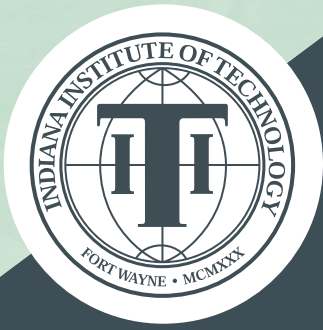
A statement or series of statements that identify the future plans for the organization’s growth.



Together we  
will **Engage,**  
**Excel** and **Extend**  
the legacy of  
Indiana Tech







## INDIANA**TECH**

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To stay up-to-date with the university's  
strategic plan, please visit

**[IndianaTech.edu/StrategicPlan](https://indianatech.edu/StrategicPlan)**

ENGAGE  
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