Changing the world through preeminence in the definition and preparation of the 21st century technologist

College of Technology Strategic Plan

2012 - 2013

Placing Students First In All We Do!
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   Action 2b. Determine resources needed for signature engagement areas
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   Action 2d. Develop a comprehensive funded engagement marketing strategy
   Action 2e. Train Location Directors to submit proposals for external funding
   Action 2f. Create an engagement dashboard for performance measurement

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   Action 3d. Perform feasibility study of Statewide Location at Evansville
   Action 3e. Create a performance dashboard for Ivy Tech matriculation

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   Action 4c. Encourage and reward scholarship in education venues

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Action 4b. Create a list of best practices for diversity retention strategies

Action 4c. Continue the centralized diversity outreach programs

Action 4d. Continue centralized Academic Boot Camp

Action 4e. Continue centralized diversity outreach activities to K-12 schools

Action 4f. Continue centralized diversity summer recruiting camps

Action 4g. Require development of relationship with diverse high school

Action 4h. Require each department to have a mentoring program

Action 4i. Develop a college-wide student success plan across all four years

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Action 5c. Provide training opportunities on mentoring and sponsorship

Action 5d. Create a list of best practices for mentoring and sponsorship

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Action 5f. Continue to review hiring pools to verify diversity of the pool

Action 5g. Require mentoring plans and hold departments accountable for use

Action 5h. Develop customized materials for recruiting faculty and staff

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Action 6d. Create best practice list for inclusion of international student population

Action 6e. Ensure Curriculum 2014 includes diversity

Action 6f. Create/rebrand programs so more attractive to diverse students

Action 6g. Include topics of diversity and inclusion in graduate entry points

Action 6h. Develop a diversity statement to be included in all syllabi in CoT

Objective 7. Provide administrative structures to support diversity activities

Action 7a. Set aside gift funds for diversity to support summer camps

Action 7b. Engage Director of Diversity in all upper-level meetings

Action 7c. Unify CoT Diversity Committee and Coordinators into one committee

Action 7d. Establish a separate, centrally funded diversity budget

Action 7e. Establish Director of Diversity as standing chair of Diversity Committee

Appendix A – Innovation to Commercialization (L. Bentley/M. McKillip)

Performance Measures (metrics)

Objective 1. Financial Independence by 2015

Action 1a. Increase student involvement in commercialization process

Action 1b. Increase commercialized products

Action 1c. Obtain new grant funding by fall 2013

Action 1d. Raise $100K to support student involvement by June 30, 2013

Objective 2. Demonstrate Cross-University Collaboration

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Action 2b. Depict defined R&R of partnering colleges/units

Action 2c. Hold an Advisory Board (AB) meeting no later than January 2013

Action 2d. Implement a monthly innovation lecture series

Objective 3. Create an Innovation to Commercialization Curriculum

Action 3a. Work collaboratively with other University units

Action 3b. Define innovation to commercialization process by January 2013

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Introduction
The College of Technology has made great strides since its creation in 1964. From our humble beginnings we have grown to be the third largest college at Purdue with 10 locations around the State of Indiana. Much has been accomplished in the past 48 years establishing the College as a national leader in technology education. Through this growth period, the college remains committed to quality undergraduate education, while also cultivating a climate of excellent graduate education and impactful research. However, in some ways we are being constrained in our further development and full potential by our past, as well as the public and academic perception of what “technology” is or should be. Instead we need to step beyond this and re-define ourselves, which will lead us to be viewed as a valued discipline that has a positive impact on society.

As the nature of technology evolves, so too must our college if we are to continue providing timely and relevant programs that meet the needs of employers both today and tomorrow. Technology is a pervasive feature of our contemporary culture but it is more than that; it is a defining feature of the human condition.

The uniqueness of the College of Technology is not only in its subject matter but that it is at Purdue University, a research-intensive institution. In addition, the College of Technology is a large and diverse unit at Purdue University with seven departments focused on computing technology, engineering technology, industrial technology, teacher education, technology leadership, innovation, and STEM education. More than 200 faculty and 400 graduate students engage in pure applied research in technology and are active in teaching and developing innovative curricula and courses in STEM. With the resources available, the large number of faculty, staff, and students, we need to become the leaders in defining the body of knowledge for technology and find opportunities to exploit our uniqueness. *We are special because we are the leaders in the definition and preparation of technologists who have a unique role to play in business and industry.*

It is time for the College of Technology to step out of the shadows of our history and the public perceptions of “Technology” and start down the path to transform the College of Technology and what it means to be a student, alumni, faculty, and staff of our programs. It is time for the College of Technology to lead this nation in the definition and preparation of the 21st Century Technologist. This can be accomplished through a shared vision that goes well beyond our individual needs and the needs of any single department or program. The College has an opportunity to be the thought leader for the nation in preparing graduates that will become the engine of change necessary to revitalize and grow the economy of Indiana and the nation. This higher purpose and shared vision will be our focal point for everything we do and every decision we make; *the definition and preparation of the 21st Century Technologist.*

We need to move beyond the narrow definition of Technology as artifacts, systems, and processes to a much broader meaning that includes leadership, innovation, commercialization,
emerging technologies, entrepreneurship, applied and use-inspired research, industry engagement, professional training and education, sTem education, computational thinking, and system integration.

We will lead the nation and the world through thoughtful discourse and strategic planning. This strategic plan is our roadmap to our future and through it we will transform the College of Technology and change the world.

**Vision**

*To change the world through preeminence in the definition and preparation of the 21st century technologist.*

**Mission**

*To prepare tomorrow’s technology leaders and innovators, to bridge theory and practice, to conduct research that addresses important social challenges, and to engage with the public and private sector to fulfill the land grant and global university mission.*

*Our impact will be measured through discoveries that result in technological advances and innovation that contributes to the solution of grand challenges, learning that prepares the 21st century technologist, and engagement that will advance the economy of the state and nation.*

**Core Values**

*We foster a collegial and dynamic work environment for transformative learning, discovery, and engagement and we will be guided by values that include fairness, honesty, integrity, and encouragement. Our guiding principles include:*  

- Placing students first in all we do
- Valuing diversity and inclusivity of all forms
- Being socially conscious and responsible
- Aspiring for excellence in all we do
- Being accountable for our actions

**Big Hairy Audacious Goal (BHAG)**

*In STEM Education we will be internationally recognized for being the leading institution for Technology learning, discovery, and engagement.*

Our BHAG will be accomplished by:

- Defining Technology as a discipline.
• Defining what research means in Technology and how it can be applied to the world’s grand challenge problems.
• Creating a PhD program to support Technology as a discipline.
• Define what engagement means in Technology.
• Integrate entrepreneurship and innovation into our curriculum.
• 50% women student enrollment and 16% minority student enrollment and a total of 7000 student enrollment (70% UG 30% Grad)
• Develop, publish, and issue a ranking of technology programs across the U.S.
• Be #1 in that ranking.
Goal #1 – Double Research Expenditures over the Next Five-Years
(E. Schmidt)
Develop a strategy and plan to double research expenditures through increases in agency-based and industry-sponsored research.

Goal #1 Performance Measures (metrics)
*Increase funded research by 15% per year, doubling research funding from 2012 to 2017. Metrics are time-phased by quarter over the year of this plan.*

Objective 1. Create a research support office for the college.
- Action 1a. Develop the physical resource
- Action 1b. Offer workshops on applicable subjects
- Action 1c. Provide resources for literature reviews, graphics, etc.
- Action 1d. Identify relevant publications for each department
- Action 1e. Identify best practices for each funding agency
- Action 1f. Create standardized data management plan and facility for NSF
- Action 1g. Provide a study of funded proposals in an area to find similar attributes
- Action 1h. Develop plan to become more competitive in limited submissions

Objective 2. Develop a strategy to double research expenditures
Develop a strategy and plan to double research expenditures through increases in agency-based and industry-sponsored research.
- Action 2a. Create a strategy/plan for large NSF grants
- Action 2b. Create a collaboration plan for faculty across the university
- Action 2c. Publicize funding agency deadlines
- Action 2d. Provide grant writing and project management support for grants

Objective 3. Assist CoT research centers in financial independence
Coordinate and assist the College’s research centers and directors to become viable and financially independent from college resources.
Action 3a. Meet regularly with center directors

**Objective 4  Develop a Publication Strategy for Faculty**

Action 4a: Identify ‘tenure’ approved publications for each faculty

**Objective 5. Publicize and Promote Funded Activities**

Action 5b. Create external web presence

Action 5c. Identify and document CoT strategic areas

**Goal #2 – Transform Statewide Technology (A. Schaffer)**

Create a strategy and plan to transform the College of Technology Statewide to double enrollment, increase engagement with business and industry, and partner with Ivy Tech.

**Goal #2 Performance Measures (metrics)**

- Cumulative enrollment across all Statewide Locations from Fall 2012 to Fall 2017 will increase from 1200 to 2400.
- Fall 2013 total enrollment will be 1350 headcount students
- Cumulative funded engagement will total $5 million by July 1, 2017
- Total funded engagement proposals will be $1.5 million and actual funded activities will total $500,000 by June 30, 2013
- 68 Ivy Tech students/graduates will be enrolled in Statewide in Fall 2013 (5% of 1350)
- At least one faculty member from each Location will be scheduled to teach one course at Ivy Tech for spring or fall 2013
- At least one Ivy Tech course will be taught each semester on-site at each Purdue CoT Location by Fall 2013
- Financial aid consortium will be in place for the fall 2013 term for Ivy Tech students desiring Purdue courses
- Every Location Director and at least one faculty member per location will serve on at least one appropriate regional board (related to economic development) by Fall 2013
- Each location Director will submit a minimum of one proposal for external funding each year beginning 2013

**Objective 1. Double undergraduate enrollment over a five-year period**

Establish a framework to double undergraduate enrollment over a five-year period
Action 1a. Establish enrollment goals at each Statewide Location

Action 1b. Identify barriers to accomplishment goals by location

Action 1c. Apply resources as required to overcome barriers at each location

Action 1d. Develop a comprehensive regional awareness marketing strategy
Develop a comprehensive marketing strategy to build regional awareness to drive enrollment increases - - including Ivy Tech in objective #3.

Action 1e. Create a student success plan as proposed by Dean Horne

Action 1f. Create an enrollment performance dashboard by site
Incrementally assess and report on enrollment at each Statewide Location.

**Objective 2. $5M in Funded Engagement**

Action 2a. Identify signature engagement areas for each Statewide Location
Identify at least one signature engagement area for each Statewide Location; ideally, one signature area per department at each location.

Action 2b. Determine resources needed for signature engagement areas
Determine resources needed to deliver Purdue-quality service in those signature engagement areas, including cross-campus collaboration.

Action 2c. Identify barriers to meeting engagement goals
Identify possible barriers to meeting engagement goals and apply resources to overcome those barriers.

Action 2d. Develop a comprehensive funded engagement marketing strategy
Develop a comprehensive marketing strategy to build regional awareness to drive funded engagement activities.

Action 2e. Train Location Directors to submit proposals for external funding
Assess and train Location Directors to submit proposals for external funding.

Action 2f. Create an engagement dashboard for performance measurement
Incrementally assess and report on engagement at each Statewide Location.
**Objective 3. Partnership with Ivy Tech**

- **Action 3a. Implement facility sharing arrangement with Ivy Tech**
  Implement a teacher and facility sharing arrangement where select Purdue faculty will teach select Ivy Tech courses for recruiting purposes, with some appropriate Ivy Tech courses taught in Purdue facilities.

- **Action 3b. Create an MOU with Ivy Tech**
  Create an MOU with Ivy Tech, similar to the MOU with IU, which includes a financial aid consortium agreement.

- **Action 3c. Implement a student pilot transition program with Ivy Tech**
  Implement a pilot bridge/transition program in at least one Location to help Ivy Tech graduates by successful in Purdue programs.

- **Action 3d. Perform feasibility study of Statewide Location at Evansville**
  Determine the feasibility of a new Statewide Location at the Ivy Tech Campus in Evansville.

- **Action 3e. Create a performance dashboard for Ivy Tech matriculation**
  Incrementally review, assess, and report on Ivy Tech graduate matriculation at each Statewide Location.

**Objective 4. Contribute to Indiana’s Economic Engine**

- **Action 4a. Place personnel on regional boards**
  Place key personnel from each location on appropriate regional boards such as chambers of commerce, economic development boards, small business development centers, etc.

- **Action 4b. Reassess/revitalize the advisory boards at each Statewide Location**

- **Action 4c. Encourage and reward scholarship in education venues**
  Encourage and reward appropriate participation in CIEC and other appropriate education/industry venues.
Goal #3 – Curriculum Transformation (J. Mohler/M. Dark)
The charge for the task force is to study and make recommendations on opportunities for transforming our undergraduate curriculum in West Lafayette. The task force will produce a report by the end of the 2012-2013 academic year. The final report should:

- Describe characteristics that we want to see for Purdue CoT graduates.
- Summarize how the proposed changes would raise the profile of the college as a leader in technology.
- Include actionable recommendations for 1) new cross-departmental and interdisciplinary options and programs, and 2) changes to the existing curriculum. For each actionable recommendation, the final report should also include a) arguments/justifications for the recommendation and supporting literature and data, and b) an impact statement.
- Offer suggestions for next steps.

Goal #3 Performance Measures (metrics)

Objective 1. Recommend Cross-Departmental/Interdisciplinary Programs
Recommend New Cross-Departmental and Interdisciplinary Options and Programs

Objective 2. Recommend Changes to Existing Curriculum
Goal #4 – Implement a Plan for Required Space (J. Mohler/M. Springer)
Provide adequate and appropriate space to support the doubling of research, program expansion and student needs.

Goal #4 Performance Measures (metrics)
*Working with the CoE IN-Mac planning team, provide input from the Dean, Department Heads and stakeholders on needs, space requirements and uses for helping CoT meet the needs of the CoT grow. Work with the CoE IN-Mac planning team, provide CoT input to CPC planning documents, and funding strategies.*

Objective 1. Coordinate CoT Innovation Design Center activities (D. Dunlap)
Coordinate with the College of Engineering on the Innovation Design Center building plans, fundraising, and construction.

  Action 1a. Provide CoT input on CPC utilization and operation
  Work with the CoE Dean’s office in providing input on the needed CPC documentation and utilization of space use and operation

  Action 1b. Develop strategy to raise needed resources to fund expansion
  Work with CoE, Provost, President’s office, and Development on developing strategy to identify and raise needed resources to fund expansion

  Action 1c. Provide input on selection of architect and needs of CoT expansion

Objective 2. Coordinate CoT IN-MaC building expansion (D. Dunlap)
Coordinate with the College of Engineering on the IN-MaC building expansion of Knoy Hall.

  Action 2a. Participate in IN-MaC planning meetings
  Participate in IN-MaC planning meetings working closely with the CoE Associate Dean for Planning and Resources

  Action 2b. Development State funding CoT strategy for building initiative
  Development strategy in working with Indiana State legislature in gaining support for the proposed building initiative

  Action 2c. Coordinate joint forums to seek external stakeholder input
  Help coordinate joint forums to seek external stakeholder input on building expansion

Objective 3. Create a vacated space plan
Create a plan for the use of space vacated in Knoy Hall as a result of TLI faculty moving to Young Hall.
Objective 4. Develop a CoT space needs analysis
Working with Department Heads, develop a space needs analysis that aligns with their enrollment, curriculum, and research plans.

Objective 5. Create a Friendly and Collaborative Environment
Create a plan for lobby of Knoy Hall to make it a more friendly and collaborative environment.

Objective 6. Coordinate a Funded Green Roof Project

Goal #5 – Create a Coordinated Engagement Strategy (D. Dunlap)
To create a coordinated effort that provides business and industry, especially in the State of Indiana, with the workforce and applied research support necessary to be competitive and grow in a global economy.

Goal #5 Performance Measures (metrics)
*Engagement means to match the college’s expertise and resources of innovative people and capable laboratories to the needs of Indiana by forming effective partnerships to grow the region’s economy, by assisting in generating value creating jobs and improving the quality of life for its people.*

Objective 1. Create an Ivy Tech seamless articulation
Partner with Ivy Tech to allow a seamless articulation of technical degree programs

Action 1a. Update Ivy Tech articulation agreements
Work with Ivy Tech to update articulation agreements to reflect their mandated core curriculum requirement

Action 1b. Articulate CoT degree programs within Ivy Tech Programs
Articulate our existing CoT degree programs including Engineering Technology concentrations within Ivy Tech Programs

Action 1c. Joint market and collaboration of existing and future programs
Work with Ivy Tech Leadership in joint marketing and collaboration of existing and future programs

Objective 2. Engage with business and industry in applied research
Work with business and industry to engage in applied research projects and professional education programs
Action 2a. Identify obstacles in getting assistance from Purdue
Interview existing regional companies/leadership to identify obstacles in getting assistance from Purdue

Action 2b. Create CoT Engagement Council
Create CoT Engagement Council to develop a strategy to address active faculty and student participation in meeting the needs of business and professional education programs

Action 2c. Create charge back account for engagement projects
Create charge back account for engagement projects and faculty revenue sharing formula and meaningful incentives for involvement.

Objective 3. Coordinate K-12 in the Indiana Polytechnic Institute initiative
Work with local K-12 school districts to increase the interest and preparation of students who will pursue STEM disciplines in college through the Indiana Polytechnic Institute initiative.

Action 3a. Work with SWT Associate Dean to determine strategy

Action 3b. Create funding launch pad for Indiana Polytechnic Institute initiative
Explore and identify with the SWT Associate Dean funding opportunities to create a launch pad for the Indiana Polytechnic Institute initiative

Action 3c. Identify a lead faculty member to champion initiative
Working with the Dean and Department Heads, identify a lead faculty member to champion this initiative

Objective 4. Develop a plan for CTA&I
Develop a strategy and plan for the Center for Technology Acceleration & Innovation.

Action 4a. Define mission, vision, goals for center with CoT Engagement Council

Action 4b. Identify faculty and existing physical resources
Identify faculty and existing physical resources to determine core competencies that can articulate to business industry

Action 4c. Develop a harvesting strategy for student involvement
Working with Dr. Sanger, develop a harvesting strategy to build a portfolio of business and industry projects faculty and students could get involved

Objective 5. Create CoT curriculum with real-world experiences
Create a CoT educational curriculum with real-world, problem solving experiences.
Action 5a. Create CoT senior capstone experience
Create the opportunity for all students in the College of Technology to have a challenging senior capstone experience with a level of uniformity across all departments while allowing for discipline specific uniqueness

Action 5b. Create a CoT internship program
Create the opportunity for all students in the College of Technology to have a challenging internship program experience with a level of uniformity across all departments while allowing for discipline specific uniqueness

Action 5c. Create a sustainable industrial sponsored projects program
Create a sustainable revenue generating structure by which companies and organizations can sponsor projects to enhance CoT curricula including senior capstone, class projects and graduate programs

Objective 6. Establish faculty ownership of engagement project outcomes

Action 6a. Create a charge back account for engagement projects
Create a charge back account for engagement projects with sufficient flexibility to satisfy the widely diverse incentivizing needs for faculty

Action 6b. Create a faculty revenue sharing formula
Create a faculty revenue sharing formula and meaningful incentives for involvement in externally sponsored projects

Action 6c. Create credit hour structure to allocate teaching credit for project mentorship

Action 6d. Create U.S. respected scholarship of engagement programs
Create concrete & visible pathways for the scholarship of engagement that are highly regarded in which engagement activities can be peer reviewed and published

Objective 7. Be recognized for IP expertise
Be recognized by the Indiana economic growth community as the place to get assistance and support and be known as a portal to engagement for applying expertise to accelerate external generated IP

Action 7a. Create a process for recognition and tracking of economic impact
Create a process, in collaboration with TAP/MEP, for recognition and tracking of economic impact

Action 7b. Create program/blueprint for apportionment and sharing of financial records
Goal #6 – Development – Grow Philanthropic Gifts (S. Schrader)

Goal #6 Performance Measures (metrics)
Continue to inspire gifts from foundations and corporations, while significantly growing philanthropic gifts and expanding engagement and participation from alumni over the next five years. The College of Technology will grow philanthropic cash gifts at 7.7% CAGR (compound annual growth rate) over five years from a $2.744213 base to $3,998,330 in cash gifts by 2016.

- CoT ADV team manage 300 prospects
- Complete 50 discovery visits
- Complete 155 solicitations
- Complete 710 substantive contacts
- Book 80 gifts
- Meet fundraising goal of $13,900,000 for fiscal year 2012-13

Objective 1. Grow smaller gifts through increased alumni participation
Grow smaller gifts through increased alumni awareness and participation.

Action 1a. Execute stewardship plan for first time gifts.

Action 1b. Promote PAA membership at all events.

Action 1c. Host receptions with alumni of high affinity and capacity
Strategically host alumni receptions in locations where alumni are identified with high affinity and capacity.

Action 1d. Complete discovery visits.

Action 1e. Ensure the Purdue Tele-fund has accurate department information

Action 1f. Increase communication of college /department needs
Increase communication regarding college and department level needs and funding opportunities.

Action 1g. Revise and print Our Products brochure

Action 1h. Create alumni e-newsletters for each department
Collaborate with the Communications Department to create alumni e-newsletters for each department that clearly defines our mission and provides consistent messaging on our objectives on educating the 21st century technologist and moving our college forward.
Action 1i. Communicate alumni giving/student impact stories
Provide alumni giving/student impact stories to CoT Communications Department on a regular basis (monthly minimum) to be shared.

Action 1j. Meet quarterly with department heads
Advancement staff will meet quarterly with department heads to better understand funding needs and set strategies.

Objective 2. Grow larger gifts, especially gifts $100,000 and greater.

Action 2a. Align gift officers to top prospects
Action 2b. Prepare funding proposals/white papers for strategic priorities
Action 2c. Complete discovery visits with top prospects

Objective 3. Create an engagement plan to increase opportunities
Create a plan to include increased opportunities for department heads, faculty, and students to engage with alumni, friends and corporate partners.

Action 3a. Schedule dates for department head travel
Action 3b. Organize three regional alumni events
Organize three regional alumni events in cities where major conferences are held and CoT faculty/administration and prospective students can attend.

Action 3c. Assist Undergraduate Office with Student Ambassador Program
Assist the Undergraduate Office with formalizing the CoT Student Ambassador Program.

Action 3d. Execute a formalized scholarship donor stewardship plan
Execute a formalized scholarship donor stewardship (thank you) plan.

Action 3e. Lead CoT “Thanks for Giving” campaign
Continue to participate in University Development Office “Thanks for Giving” campaign.

Action 3f. Distribute department event notices
Receive dates/notices of department events where all can plan to participate in appropriate cultivation and stewardship activities.

Action 3g. Formalize program to engage on campus
Formalize program to engage alumni, friends and corporate partners on campus (guest speaking, mentors, career fairs, innovation and commercialization).
Objective 4. Build understanding and cultivate culture of philanthropy
Build an ongoing understanding of the need for and work of Advancement, and cultivate a strong culture of philanthropy.

Action 4a. Make Advancement and alumni materials accessible on SharePoint site

Action 4b. Plan internal college-wide gift announcements – celebrate success

Action 4c. Distribute gift reports
Prepare and share easily understood gift reports for faculty meetings and industrial advisory council meetings.

Action 4d. Partner to allow students more involvement in college-wide activities
Partner with Technology Alumni Board, Student Ambassador Program, and Dean’s Student Advisory Council to provide opportunities and resources for students to become more involved in college-wide activities (student organization fair, Senior Picnic, Senior Sendoff, job board) so they stay connected when they leave.
Goal #7 – Improve Diversity/Inclusivity Climate (J. Mohler/T. Munguia)
To increase understanding of diversity and inclusivity, make it a core value, improve the climate in the college, and diversify our student body, faculty and staff.

Goal #7 Performance Measures (metrics)

Objective 1. Communicate understanding, value and purpose for diversity

Action 1a. Align CoT brand and communications to CoT diversity
Action 1b. Create a diversity dashboard
Action 1c. Create prominent diversity page on CoT website
Action 1d. Include diversity events within college’s master calendar of events
Action 1e. Promote diversity in forums, meetings and retreats
Action 1f. Develop a quarterly diversity publication
Action 1g. Create a symbol or logo to be used by diversity champions
Objective 2. Create education on diversity, equity, inclusion and advocacy
   Action 2a. Conduct annual diversity workshop for faculty and staff
   Action 2b. Conduct annual diversity workshop for deans and department heads
   Action 2c. Conduct quarterly diversity brownbag sessions

Objective 3. Engage faculty, staff and students in climate change efforts
   Action 3a. Engage student organizations in climate change
   Action 3b. Include a session on diversity in the CoT New Faculty Orientation
   Action 3c. Create annual student award for diversity endeavor or impact
   Action 3d. Create annual staff award for diversity endeavor or impact
   Action 3e. Create annual faculty award for diversity endeavor or impact
   Action 3f. Appoint an official diversity ombudsmen
   Action 3g. Examine the physical structure of CoT for attractiveness to diversity
   Action 3h. Place emphasis on diversity within the merit evaluation process
   Action 3i. Provide one-quarter release time for a faculty diversity champions
   Action 3j. Create educational videos addressing microinequity/microinequality

Objective 4. Increase recruitment and retention of a diverse student body
   Action 4a. Increase scholarships dedicated to recruiting diverse students
   Action 4b. Create a list of best practices for diversity retention strategies
   Action 4c. Continue the centralized diversity outreach programs
   Action 4d. Continue centralized Academic Boot Camp
   Action 4e. Continue centralized diversity outreach activities to K-12 schools
   Action 4f. Continue centralized diversity summer recruiting camps
   Action 4g. Require development of relationship with diverse high school
   Action 4h. Require each department to have a mentoring program
   Action 4i. Develop a college-wide student success plan across all four years
Objective 5. **Focus on recruiting and retaining a diverse workforce**

- **Action 5a.** Develop an exit survey for employees that decide to leave the college
- **Action 5b.** Target diversity publications and organizations for job postings
- **Action 5c.** Provide training opportunities on mentoring and sponsorship
- **Action 5d.** Create a list of best practices for mentoring and sponsorship
- **Action 5e.** Continue to pursue opportunity hires focused on diverse candidates
- **Action 5f.** Continue to review hiring pools to verify diversity of the pool
- **Action 5g.** Require mentoring plans and hold departments accountable for use
- **Action 5h.** Develop customized materials for recruiting faculty and staff

Objective 6. **Integrate diversity/inclusion within curricula**

- **Action 6a.** Create a list of best practices for diversity in the classroom
- **Action 6b.** Strategically diversify faculty in first and second year courses
- **Action 6c.** Ensure college core/departmental gateway course addresses diversity
- **Action 6d.** Create best practice list for inclusion of international student population
- **Action 6e.** Ensure Curriculum 2014 includes diversity
- **Action 6f.** Create/rebrand programs so more attractive to diverse students
- **Action 6g.** Include topics of diversity and inclusion in graduate entry points
- **Action 6h.** Develop a diversity statement to be included in all syllabi in CoT

Objective 7. **Provide administrative structures to support diversity activities**
Action 7a. Set aside gift funds for diversity to support summer camps

Action 7b. Engage Director of Diversity in all upper-level meetings

Action 7c. Unify CoT Diversity Committee and Coordinators into one committee

Action 7d. Establish a separate, centrally funded diversity budget

Action 7e. Establish Director of Diversity as standing chair of Diversity Committee
Appendix A – Innovation to Commercialization (L. Bentley/M. McKillip)

Bring National Recognition to Purdue University, College of Technology, in Innovation to Commercialization (L. Bentley/M. McKillip)

The purpose of this goal is to create a 5-year plan, with annual instantiations and demonstrated progress toward, a nationally recognized defined, developed and implemented innovation to commercialization organizational entity. This entity should resemble in respectability those comparable programs at other nationally recognized universities such as the University of California at San Diego, California Institute of Technology and Stanford to name a few.

Performance Measures (metrics)

Metrics for measuring the advancement of CoT innovation to commercialization are depicted below:

- Quarterly increase in the number of individuals with ideas participating in the innovation to commercialization defined process
- Quarterly increase in the number of products/services commercialized
- Quarterly increase in dollar value of commercialized products/services
- Yearly increase in gross revenue from commercialized products/services

Objective 1. Financial Independence by 2015

Achieve Financial Independence through generated funding sources outside of the College of Technology by 2015

Action 1a. Increase student involvement in commercialization process
Increase student (with ideas) involvement in the commercialization process

Action 1b. Increase commercialized products
Increase number of commercialized products as an outcome of assisting faculty and students

Action 1c. Obtain new grant funding by fall 2013
Obtain new grant funding (2) by fall 2013 to assist commercialization efforts

Action 1d. Raise $100K to support student involvement by June 30, 2013
Working with the CoT development office, raise $100K to support student involvement by June 30, 2013
Objective 2. Demonstrate Cross-University Collaboration

Action 2a. Form cross-university collaborations

Action 2b. Depict defined R&R of partnering colleges/units
Depict clearly defined roles and responsibilities of partnering colleges/units

Action 2c. Hold an Advisory Board (AB) meeting no later than January 2013
Define, appoint and hold an Advisory Board (AB) meeting no later than January 2013

Action 2d. Implement a monthly innovation lecture series
Implement a monthly innovation lecture series open to all on campus; video each session and put on the web as a resource.

Objective 3. Create an Innovation to Commercialization Curriculum
Create an Innovation to Commercialization Curriculum at the Undergraduate/Graduate Level

Action 3a. Work collaboratively with other University units
Work collaboratively with TLI, Discovery Park and other University units

Action 3b. Define innovation to commercialization process by January 2013
Define a complete innovation to commercialization process to be used as the premise for new undergrad/grad curriculums by January 2013

Action 3c. Seek ICHE approval for undergraduate curriculum by fall 2013
Define and seek ICHE approval for an undergraduate curriculum by fall 2013

Action 3d. Define and seek ICHE approval for a graduate curriculum by fall 2013
Appendix B – Globalization (R. Cox)

The purpose of Globalization is to:

- Develop a more globally conscious and more globally recognized college
- Prioritize Our Collective Efforts
- Identify Comprehensive Collaborative Partners to Gain Global Strategic Locations
- Become the Purdue Model for Globalization

Performance Measures (metrics)

Objective 1. Encourage interdisciplinary offerings to strategic partners
Revise study abroad program funding support via Office of Globalization to encourage interdisciplinary offerings to strategic partner locations

Action 1a. Establish basic level Funding
Basic level Funding: $1,000 (must include academic activities at an institution) with a maximum of $3,000, with a minimum of $1500 cost share from the department

Action 1b. Implement additional funding opportunities
Implement additional funding opportunities as follows:

- Strategic Partner Institutions involved: + $1,000
- Interdisciplinary Programs: + $500
- Proof of Industry Engagement / Technology Applications: + $500
- Scholarly Outcomes for faculty Leaders: +$500 for refereed publication as a result of the study abroad (awarded in the subsequent year)

Objective 2. Develop CoT activity description matrix
College-wide Globalization Instrument: Develop an activity description matrix broken down by department with each faculty member, the activities undertaken, at each global location

Objective 3. Create full semester abroad opportunities for COT students
Create full semester abroad opportunities for ALL COT students through our strategic partner locations targeting the spring semester of their junior year (DIT, Tsinghua, Darmstadt, UTEC, BS Abdur Rahman)

Objective 4. Create pre-freshman study broad program
Create pre-freshman study broad program for COT incoming freshman targeting UTEC and Darmstadt.

Objective 5. Create model involving academic advisors on study abroad
Create a campus model for involving academic advisors on study abroad
Objective 6. Capitalize on COT Diplomats

Objective 7. Increase activity with industrial partners in all global regions

Objective 8. Further develop strategic partner relationships

Objective 9. Solidify a strategic partner locations
Solidify a strategic partner locations in: Korea, Costa Rica, Brazil – UNESP, Sao Paulo, India – BS Abdur Rahman, United Kingdom - Warwick

Objective 10. Capitalize on global recruitment effort opportunities

Objective 11. Continue to be a benchmark for Purdue University

Action 11a. Continue acquiring funding support from Purdue IP offices
Provide successes to continue acquiring funding support from Purdue IP offices

Action 11b. Seek sustainable funding for new and existing activities
Appendix C – Product Life-Cycle Management (N. Hartman)

Performance Measures (metrics)

Objective 1. Recruit and Sign 2-3 New Members For PLM Center

Objective 2. Grow the PLM Certificate Program to Two New Companies

Objective 3. Secure Agreement on the PTC Training Center

Objective 4. Lead Infrastructure Development on IN-MaC Proposal

Objective 5. Play Active Role in Development of Indiana Polytechnic Institute

Objective 6. Create New Manufacturing Oriented Curriculum
Appendix D – RICE (E. Matson)

Performance Measures (metrics)

Objective 1. Secure new lab and workshop space

Objective 2. Achieve Purdue-Level Center Status By End Of First Year

Objective 3. Complete Roster of Faculty both Domestic and International

Objective 4. Obtain Funded Research Equivalent To COT Investment

Objective 5. Form Steering Committee

Objective 6. Create/Maintain 3 Active Funded Research Projects

Objective 7. Create/Maintain 2 Active Engagement Projects
Appendix E – AirTIES (D. Stanley)

Performance Measures (metrics)

Objective 1. Receive Minimum of $5M from Funded Research 2012 - 2013

Objective 2. Secure 4 - 6 Partners Each with $25K in Unrestricted Gifts

Objective 3. Publish Minimum of Four Papers on Bio-Fuels and Sustainability

Objective 4. Collaboratively Develop Curriculum in AirTIES

Objective 5. Develop Engagement Opportunities with Partner Companies
Appendix F – Center for Technology Development (V. Motevalli)

Performance Measures (metrics)

Objective 1.

 Action 1a.
Appendix G – ProSTAR (M. Springer)

The mission of ProSTAR in fulfilling the College of Technology’s role as a statewide institution and entity of a land grant university is to provide training, education and engage in applied research for business and industry. ProSTAR will provide fee-based degrees (graduate and undergraduate), certificates, courses, and workshops to professionals at the local, state, regional, national and international levels and coordinate industry-based applied research in the College of Technology. Courses will be delivered on campus, by distance, on site, or a combination. ProSTAR, as an administrative structure is charged with managing all fee-based education and facilitate applied research efforts in the College.

The intent of this plan is to provide bounded direction through objectives and actions for the purpose of recruiting professionals to participate in ProSTAR administered academic programs, once the decision has been made to offer a specific degree or specialization. To continually improve and refine the recruiting process, measures of success are established in the plan and an annual review of the outcome of the efforts is critically analyzed and objectively used to increase out-year recruiting success.

Performance Measures (metrics)
- $5M in gross revenue by 2017
- Create of a rolling-wave pro forma
- Create of an organizational infrastructure aligned to PU and the CoT
- Create a metric driven dashboard to measure performance
- Create cross-college collaborations
- Create a strategic marketing plan
- Create a plan for international pursuits

Objective 1. Increase Gross Revenue to $5M by 2017

Action 1a. Create a Pro-Forma Projection Based on Programs and Enrollments
ProSTAR is entirely supported by soft funds, making it a priority to maintain a positive cost structure. This in turn influences ProSTAR’s objectives for the number of programs, delivery methods, students in each program and total students.

Action 1b. Create an Organizational Infrastructure Aligned to Future Success
ProSTAR is administratively structured to develop, market and facilitate programs for adult learners. Relative to marketing responsibilities, there are three basic areas of control. The Executive Director of ProSTAR is responsible for the management of professional programs aligned to university, CoT, academic department and ProSTAR strategic objectives. In marketing, this would include determination of the feasibility of programs through market analysis, delegating the development of a marketing plan, approval of new marketing tools, and allocation of marketing resources to individual programs.
Each program would be assigned to a Program Manager responsible for developing a marketing plan (including process steps and tools) specific to that program, carrying out that plan within the prescribed budget, effective utilization of CoT marketing resources and ProSTAR communication resources, communication to prospects, applicant screening and admission, and student survey to evaluate marketing effectiveness.

The ProSTAR Office Manager and staff will carry out various clerical, communications, and student assistance processes with prospects/applicants as assigned to enhance the basic marketing process.

Action 1c. Create a Metric-Driven Dashboard to Monitor Baseline Thresholds
ProSTAR has created a metric-driven view of baseline forecasts, actual performance against baseline forecast and variances from original baseline data. Metric data is reviewed weekly in a rolling-wave fall-spring academic month window. If variances are detected from pre-established thresholds, corrective actions are planned and executed by the ProSTAR senior leadership team.

Objective 2 Align ProSTAR Processes, Procedures and Practices
Align ProSTAR Academic Program Processes, Procedures and Practices (P³s) to those of the CoT and PU.

Action 2a. Identify College of Technology and Graduate School Applicable P³s
Action 2b. Perform Gap Analysis between Current and Future P³s
Action 2c. Reconcile Current to Desired P³ End State

Objective 3. Utilize Cross-College Collaborations
Action 3a. Identify Cross-College Opportunities for Collaboration
Action 3b. Determine Type of Collaborations; Facilities, Resources, Programs
Action 3c. Create a Plan for Cross-College Collaboration in Target Areas

Objective 4. Create a Female/URM Recruitment Plan
Create a Recruitment Plan with Consideration for Increasing Female and Underrepresented Minority Enrollments

Action 4a. Identify Target Audience
As the recruitment process is developed it is instrumental to identify, understand and develop appropriate methodologies to target the intended audience. In professional education there are two target audiences; the prospective students for the various programs and the companies who often fund the student’s education or may be willing to underwrite an entire company specific master’s program for their employees.
The Program Manager working with the academic department, historical data, and research will develop a demographical description of the typical prospects for a given program and will develop a marketing plan for the program with support from University and CoT Marketing. ProSTAR senior leadership will develop industry contacts and interface with the targeted audience for prospective students and will setup new programs and contracts tailored to meet a specific company’s needs.

In each of the program marketing plans an emphasis will be made to specifically address underrepresented female and minority groups. Examples of some of these actions are utilization of program endorsements from alumni members of underrepresented groups in marketing literature, information sessions with campus organizations, advertisement in national magazines targeting underrepresented groups, and communications to Historically Black Colleges and Universities (HBCU).

**Action 4b. Create a Recruitment Process**

In the recruiting process of students, individual contact will be instrumental in supporting the student application to a given program. To get to the individual contact stage of the process, prospects must be identified and contact information must be obtained. The process will consist of developing marketing materials to reach the targeted audience, using those to create prospect inquiries, then once contacts have been established, to use personal recruiting tools to gain program applicants.

This process and the current tools will be developed and tested in the start of new programs over a two year period. The basic process, enhanced through critical reflection, will be used for all future programs. Marketing tools will be used based on the type of program, past success, cost effectiveness and the targeted audience. To refine and improve the process, new students will be surveyed to understand what marketing tools were effective in providing initial information and creating interest in the program. The CoT Marketing and Communications Office will be used to help develop materials and make contacts.

**Action 4c. Identify Key Recruiting Colleges and Universities**

ProSTAR administered programs are not, at this time, intended to be marketed to students in colleges and universities. They are intended to be marketed to adult learners or professionals. This change in target audience impacts the marketing approach and venues.

ProSTAR encourages program participation through communications with alumni members of underrepresented groups, marketing literature, information sessions with campus organizations, advertisement in national magazines targeting underrepresented groups, and communications to Historically Black Colleges and Universities (HBCU).
Action 4d. Identify Peer International Universities
ProSTAR is actively engaged in forming collaborative relationships with international universities.

Action 4e. Create a Specific Time-Phased Marketing Plan
ProSTAR will generate a rolling-window planned 12-month marketing approach for fall start programs.

Although there are many activities (pro forma budgets, working with departments on new programs, etc) ProSTAR engages in, and many processes ProSTAR has established and follows, ProSTAR marketing efforts are most critical to the long-term viability of the soft funded administrative organization. ProSTAR is very much metric and data driven. Nothing is done without thought and insight from previous year activities, and, well thought through pro forma forecasts for budgets and enrollments.