



**EXCELLENCE EVOLVING:**  
**PNW 2025-2030** POWER ONWARD

## **Shared Future: All Inclusive Strategy Days**

---

**Steering Committee Meeting Report**

**OCTOBER 2024**

## Table of Contents

Meeting Report .....	3
Purpose and Objectives .....	3
Welcome Activity.....	3
Opening Remarks .....	4
Agenda .....	4
Table Introductions .....	5
Understanding the Current Context .....	6
Table Discussion.....	6
What is Strategy? .....	7
Overview of the Data .....	8
Developing PNW's Values.....	8
Top Core Values .....	9
Testing Our Mission.....	10
Testing Our Vision .....	12
Mentimeter Summary: Is the Draft Vision Directionally Correct? .....	13
Shaping Our Future Together: Identifying High-Level Goals.....	14
Strategy Maps Summary.....	15
Next Steps.....	17
Closing.....	17
Evaluations .....	17
Appendix A: Core Values .....	18
Mentimeter Responses – September 24.....	18
Mentimeter Responses – September 25.....	19
Appendix B: Mission Feedback .....	20
What We Really Like About the Mission – September 24 .....	20
What We Really Like About the Mission – September 25 .....	25
What We Believe Would Strengthen the Mission (Add or Clarify) – September 24 .....	27
What We Believe Would Strengthen the Mission (Add or Clarify) – September 25 .....	33
Additional Mission Flip Chart Comments – September 24 .....	35
Additional Mission Flip Chart Comments – September 25 .....	36

Appendix C: Vision Feedback .....37

    Mentimeter Responses – September 24.....37

    Mentimeter Responses – September 25.....37

    Vision Flip Chart Comments – September 24.....37

    Vision Flip Chart Comments – September 25.....40

Appendix D: Table Strategy Maps.....41

    Table Strategy Maps – September 24 .....41

    Table Strategy Maps – September 25 .....59

Appendix E: Meeting Evaluations.....65



*September 24, 2024 // Alumni Hall and September 25, 2024 // DSAC Great Hall*

## Purpose and Objectives

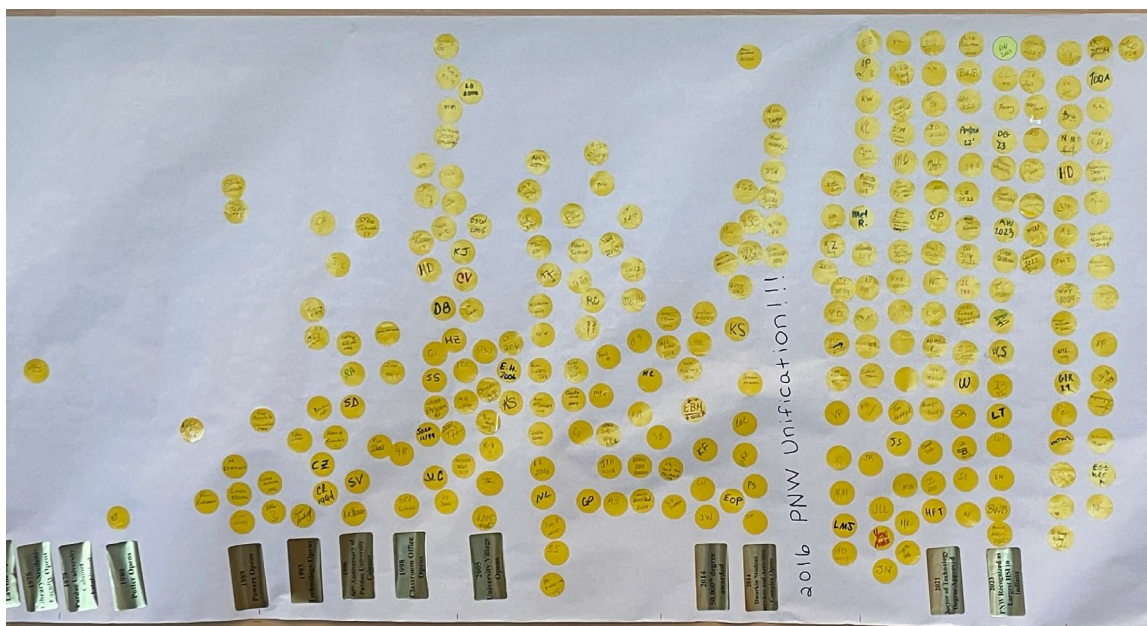
The purpose of the two all inclusive strategy day meetings was to collaboratively produce a PNW-centered high-level strategy that includes mission, vision, and values, as well as high level goals to begin exploring.

A key goal was to create a cross pollination of ideas, bringing people together from different departments and positions to share input on the university strategy while building trust and collaboration.

Following a registration table check-in, meeting participants made their way to pre-assigned tables, which included a mix of staff, faculty, leadership, students, and community members.

# Welcome Activity

Meeting participants were asked to use a round sticker to write their name or initials and place it on a butcher block paper timeline hanging on the wall to show at the time each person came to PNW (to work or to learn or both!). The timeline banner was brought from the Hammond campus to the Westville campus on the second day so that there was one cohesive picture of the two days' nearly 400 participants.







## Opening Remarks

The Strategic Planning Steering Committee Co-Chairs, Becky Stankowski and Yu Ouyang, kicked each day off with an introduction of the Steering Committee members and a brief overview of the planning process to date. They also discussed the collaborative structure of the meetings and why everyone's participation was so important throughout the day.

Chancellor Kenneth (Chris) Holford thanked the Steering Committee and explained how strategy helps us to make choices as a university and best allocate our resources. He encouraged everyone to engage with their table groups and started the day by returning to his own table to join in the work.

## Agenda

Steering Committee members Jahaira Perez and Priscilla Toney walked the group through the high-level meeting agenda below, showing how the day builds. The agenda was the same for both meeting days.

TIME	ACTIVITY
8:00 a.m.	Check in and refreshments
	Timeline Activity – Connecting Us Across PNW
	Opening remarks and setting the context for the day
	Table Introductions <ul style="list-style-type: none"> <li>Name, where you work/major, and how long you have been at PNW?</li> <li>What would you do on a perfect off day (and money is not an issue)?</li> <li>Key takeaways from the Discovery Report that we should pay attention to today as we plan?</li> </ul>
	Understanding the Current Context: <ul style="list-style-type: none"> <li>Panel of speakers representing external stakeholders, followed by Q&amp;A</li> </ul>
	<b>BREAK</b>
	What is Strategy?
	Working together to develop Purdue University Northwest's Core Values
12:10 pm	<b>LUNCH</b>
	Testing Our Mission

	Testing Our Vision
	<b>BREAK</b>
	Shaping Our Future Together – Identifying High-Level Goals
	Next Steps
<b>4:30 p.m.</b>	<b>CLOSE</b>

## Table Introductions



Participants got to know their work groups for the day by sharing their answers to the following questions with others at their table.

1. Name, where you work and how long you have been at PNW?
2. What would you do on a perfect day off (and money is not an issue)?
3. What are the key takeaways from the [Discovery Report](#) that we should pay attention to today as we plan?

Tables were also given more instruction on how to assign the roles of facilitator, recorder, and reporter for each activity during the day. After discussing the questions below, the facilitator took callouts from around the room to question 2.



## Understanding the Current Context

Next a panel of speakers each shared briefly about the Purdue University Northwest's current and potential future impact both on campus and across the region. The Chancellor opened this section, introduced the speakers, and was also available for questions during the open forum.

The panel included:

- **Matt Wells**, Chief Engagement Officer, PNW
  - *Presented on commercial and regional opportunities in NW Indiana and surrounding communities*
- **Kathy Tobin**, Professor of History, PNW
  - *Discussed the background of the region and cultural and quality of life opportunities in the area*
- **Manuel Del Real**, Executive Director of HSI Initiatives and Inclusion, Metropolitan State University of Denver
  - *Highlighted how Hispanic-Serving Institution (HSI) designation offers myriad opportunities for all students*
- **Mike Andrade**, Indiana State Representative, District 12
  - *Emphasized the role and impact of PNW on local communities from an elected official's perspective*

## Table Discussion

Once the speakers concluded, table groups were asked to discuss the following:

- What did we hear?
- After listening to our speakers what are beginning to emerge as opportunities for the future?
- What questions do we have?

The facilitator then called on tables to ask their top question to the panel during an open forum.





## What is Strategy?



Steering Committee member Omar Sahmoudi introduced the concept of strategy as a way of zeroing in on impact and allocating resources to achieve the greatest impact (another way of looking at value). He noted that it is also about being different—deliberately choosing a different set of activities (positioning) to deliver a unique mix of value. Strategy requires you to make trade-offs, and to also choose what not to do. It creates alignment among an organization's activities.

Strategy emerges from three primary sources:

- Purpose (mission)
- Vision (for the future)
- Data (external environment and internal organization)

Strategy should also:

- Be clear and accessible to everyone, otherwise it will not be executed
- Have activities that are easily observable to employees and students alike
- Be actionable at all levels of the organization
- Help provide data for organizations to determine what they will and will not do/resource

<b>Mission</b>	What we do, our purpose
<b>Core Values</b>	How we do what we do
<b>Vision</b>	The future we prefer – What we aim to become by 2030
<b>Goals</b>	How we will get there; ends and long-term focus areas
<b>Objectives</b>	Expected results of our goals; how we define success
<b>Strategic Activities</b>	Specific actions that will be taken to implement Objectives

## Overview of the Data



The Steering Committee Co-Chairs provided a summary of the internal and external data that had been collected so far in order to prepare for the two large group strategy meetings.

Becky Stankowski shared more about the focus groups and surveys that took place internally on campus over the summer as well as a summary of data and results.

Yu Ouyang discussed the results of external interviews and focus groups that took place in the community.

A complete set of data and results can be found on the Strategic Planning web site at <https://www.pnw.edu/leadership/strategic-plan/>.

## Developing PNW's Values

The first table activity was focused on helping participants identify what they believe deeply that must be kept in mind as we begin to think about strategy. Steering Committee members Sandy Steele and Yesi Avalos discussed how values guide an organization and the way people behave with each other and with others outside of the organization.

Core Values are the ethical, moral, and social basis that informs Purdue University Northwest's mission, vision, and ultimately strategy. The values of PNW should be supported by all and govern our behavior and strategic decision making.

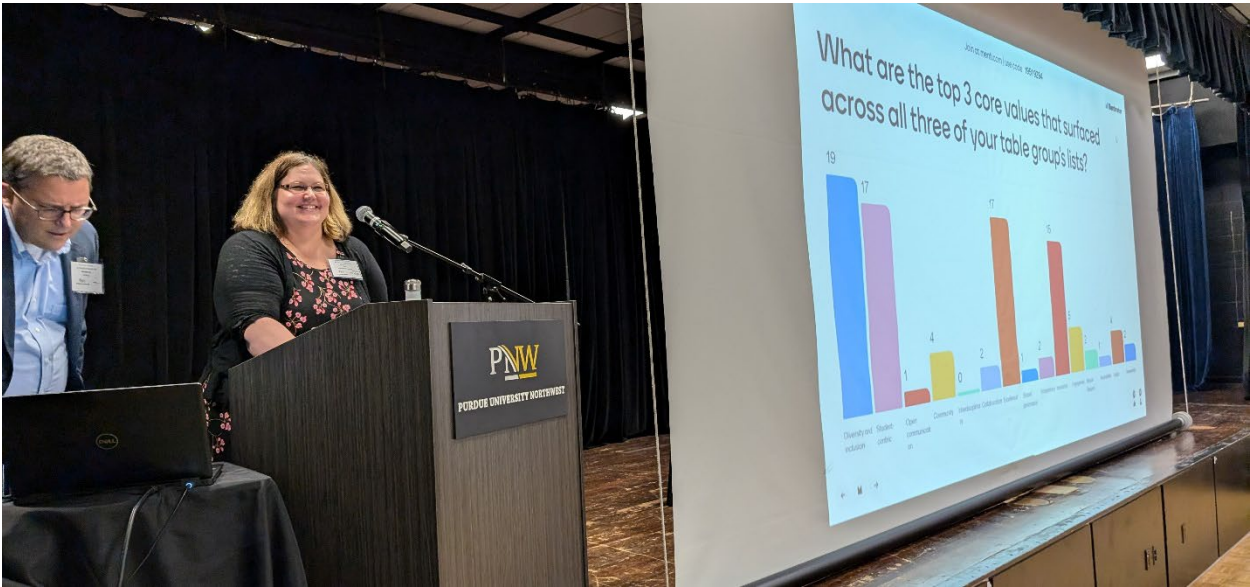


Tables were tasked with sorting a deck of cards (each labeled with one of 15 values) based on the following questions:

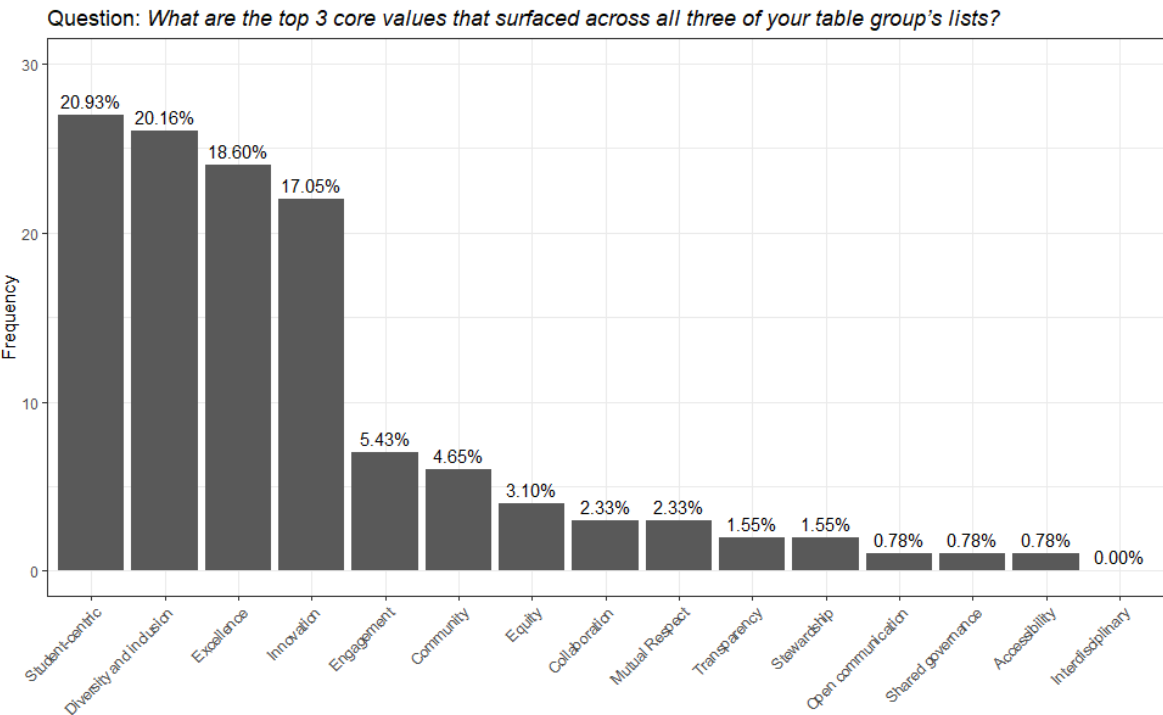
1. Which values would most support the university you want to be a part of in the future?
2. Which values are most like the student experience we want to create?
3. Which values are most like the way we want to be known across the community and in the region?

The top values across all three questions were entered into Mentimeter by table. A summary of for both days is listed on the next page and complete results are in [Appendix A: Core Values](#).

Top Core Values



Below are the responses to the question “What are the top 3 core values that surfaced across all three of your table group's lists?”



Note: The height of the bars indicates the frequency of the response by category. Percentages shown at top of the bars.



## Overall Mentimeter Results

Choices	Votes
Student-centric	27
Diversity and inclusion	26
Excellence	24
Innovation	22
Engagement	7
Community	6
Equity	4
Collaboration	3
Mutual Respect	3

Choices	Votes
Transparency	2
Stewardship	2
Open communication	1
Shared governance	1
Accessibility	1
Interdisciplinary	0

## Testing Our Mission



Liz Depew from the University Leadership Team joined Steering Committee members Dave Kozel (Tuesday) and John Durocher (Wednesday) to explain what a mission is and the process the Steering Committee used to create recommendations for the University Leadership team regarding a new mission statement.

An organization's mission statement articulates why the organization exists and the purpose it serves. It is a short, clear, and compelling statement which guides, focuses energy, and brings to life the reason for the organization's existence. The mission statement should not be confused with goals or operating strategies.

### Revised Draft Mission Statement

Purdue University Northwest is the anchor institution serving the Great Lakes region that transforms students' lives through a diverse university committed to innovative education, impactful research, and community engagement.

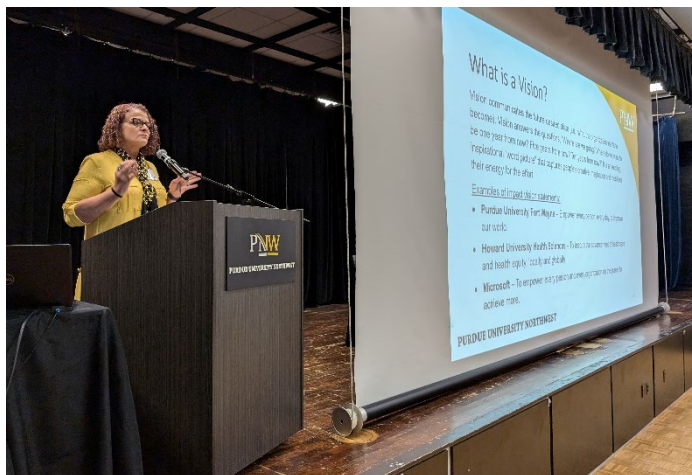


Table groups were then tasked with discussing whether the new revised draft mission statement met the criteria below, as well as what edits should be made.

1. Does the mission statement capture the reasons you believe the university exists? Is the mission statement inclusive of all functions in the university?
2. Does the mission statement convey clarity of purpose:
  - To your table? If not, what needs to be strengthened?
  - Do you think it will convey clarity of purpose to others in the university? If not, what needs to be strengthened?
  - Do you think it will convey clarity of purpose to others outside the university? If not, what needs to be strengthened?
3. Can you find yourself and the unit to which you belong in the mission statement?
4. What, if anything, needs to be amended that will strengthen the mission statement?

A full list of table responses from both days can be found in [Appendix B: Mission Feedback](#).

## Testing Our Vision



Julia Rogers from the Steering Committee first explained what a vision is and how it is different from a mission. Vision communicates the future desired state (i.e., what the organization wants to become). Vision answers the questions, "Where are we going? Where do we want to be one year from now? Five years from now? Ten years from now?" It is an exciting, inspirational "word picture" that captures people's creative imagination and mobilizes their energy for the effort.

The Steering Committee worked to develop and send the University Leadership Team recommended elements for a vision statement. Marie Mora, Provost and Vice Chancellor for Academic Affairs, presented the draft vision below for participants to consider.

### **New Proposed Vision Statement**

Harness the power of higher education to cultivate leaders,  
inspire excellence, and impact the world.

Table groups were then asked to discuss the following regarding the new proposed vision and then vote as a table whether, overall, the new statement was directionally correct.

- Does the vision articulate an aspiration, which, while not within reach today, we could strive for, and it would make things fundamentally better for our beneficiaries?
- Does the vision help us "see" how the university can be impactful both internally (all of us) and with our external community (local and globally)?
- Does the vision statement help to focus the university's collective efforts and support the mission?

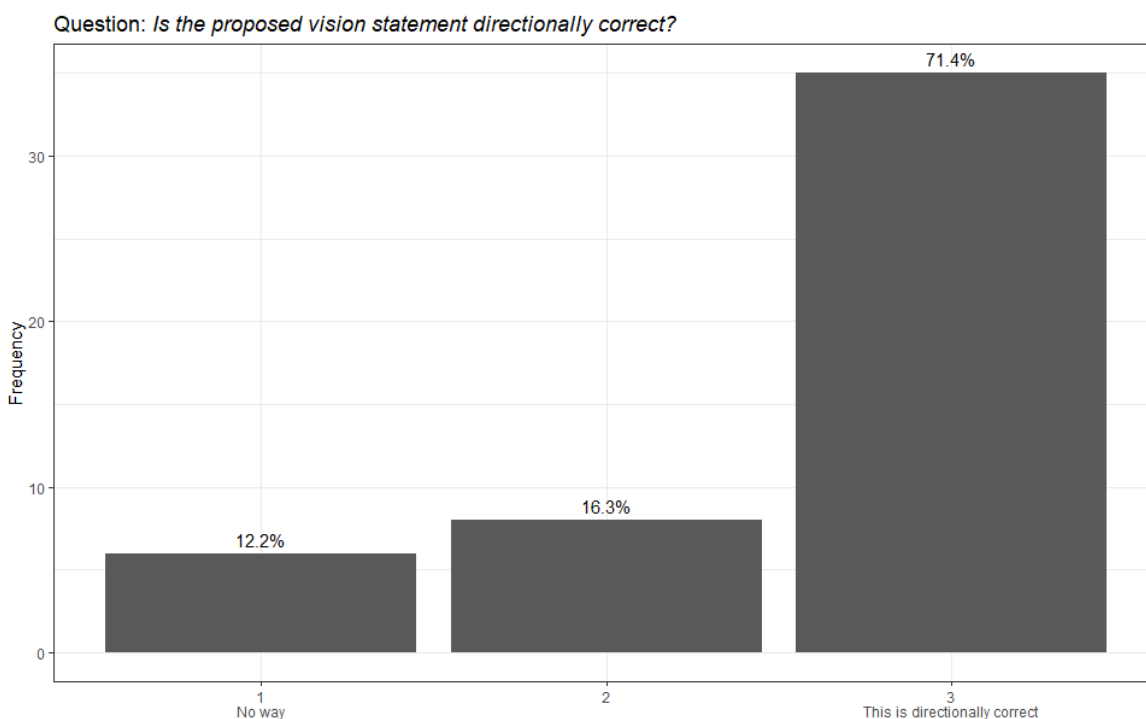


- Does the vision paint a picture of a future you want to be part of?
- Is the vision compelling and inspiring (makes you want to feel that you are a part of it)?
- Is the vision clear and easy to understand (should be able to say it in one breath)?

In addition to the summarized Mentimeter responses below, a complete breakdown of Mentimeter responses as well as flip chart comments from each table group can be found in [Appendix C: Vision Feedback](#). Additional comments were recorded after the Chancellor decided to include time for tables to provide feedback and input on the wording of the vision statement, which was not part of the original agenda. This was to further include participant voices, given the conversations being held.

### Mentimeter Summary: Is the Draft Vision Directionally Correct?

Below are the responses to the question ***“Is the proposed vision statement directionally correct?”***



Note: The height of the bars indicates the frequency of the response by category. Percentages shown at top of the bars.

Average: 2.59

## Shaping Our Future Together: Identifying High-Level Goals

The final activity focused on going from vision to identifying primary themes in support of strategy, as well as secondary themes in support of strategy. Participants were shown a commercial example using Southwest Airlines and then asked to consider what consequential goals we need to focus on at PNW to move us towards our vision.

Table groups then discussed and built simple strategy maps to determine which goals to focus on that will move us towards our vision (identifying primary and secondary activities). The facilitator then asked for tables to volunteer and share their maps and goals with the room.



## Strategy Maps Summary

The summary in the table below includes 35 strategy maps from September 24 and 12 strategy maps from September 25. Photos of each table's strategy map can be found in [Appendix C: Table Strategy Maps](#).

How Often (# of tables)	Primary Goals
41	<b>Global and Community Engagement/Partnerships and Outreach</b> <ul style="list-style-type: none"> <li>▪ HSI</li> <li>▪ Industry relationships and collaboration</li> <li>▪ Study abroad</li> <li>▪ Adapting to the needs of the Region</li> <li>▪ Impact the world</li> </ul>
32	<b>Academic (<i>Teaching and Learning</i>) Excellence (<i>World Class Quality</i>)</b> <ul style="list-style-type: none"> <li>▪ Learning through scaffolding</li> <li>▪ Faculty and Staff excellence</li> <li>▪ Flexible curriculum</li> <li>▪ Accredited programs</li> </ul>
28	<b>Quality place/Desirable workplace/Enriching Environment/Employer of Choice:</b> <ul style="list-style-type: none"> <li>▪ Faculty and Staff Development</li> <li>▪ Leadership development</li> <li>▪ Attract top talent</li> <li>▪ Cultivate a sense of belonging and well-being</li> </ul>
27	<b>Student Success/Students First (<i>Student Centered or Centric</i>)</b> <ul style="list-style-type: none"> <li>▪ Focus education on the whole person</li> <li>▪ Career placement</li> <li>▪ Mental and physical well-being</li> <li>▪ Personalized advising</li> <li>▪ Increase social mobility</li> <li>▪ Retention</li> </ul>



27	<b>Innovation and Transformative Research</b> <ul style="list-style-type: none"> <li>▪ External partnerships</li> <li>▪ Innovative teaching/curricular</li> <li>▪ Innovative and impactful research</li> </ul>
20	<b>Affordable and Accessible Education</b>
13	<b>Quality/Impactful Student Experience</b> <ul style="list-style-type: none"> <li>▪ Clubs</li> <li>▪ Housing</li> <li>▪ Athletics</li> <li>▪ Leadership development</li> </ul>
7	<b>Diverse Population of Students, Faculty, and Staff</b>
7	<b>State of the Art Facilities</b> <ul style="list-style-type: none"> <li>▪ Athletics</li> <li>▪ Housing</li> <li>▪ Labs</li> </ul>
6	<b>Stewardship/Financial Stability</b> <ul style="list-style-type: none"> <li>▪ Enrollment stability</li> </ul>
4	<b>Branding</b> <ul style="list-style-type: none"> <li>▪ Connect to Chicagoland</li> <li>▪ Strengthen connection to Purdue</li> </ul>
3	<b>Recruit and Support Underrepresented Population</b> <ul style="list-style-type: none"> <li>▪ First Generation Population</li> </ul>
2	<b>Lifelong Relationships with PNW</b>
2	<b>Expanding Our Reach</b> <ul style="list-style-type: none"> <li>▪ Global Engagement</li> <li>▪ Global impact</li> </ul>
2	<b>Alumni Collaboration/Partnership</b>

## Next Steps

Steering Committee Co-Chairs Becky Stankowski and Yu Ouyang returned to discuss how others can be involved and asked participants to volunteer to work with the Steering Committee on the next level of strategy. The Steering Committee and the University Leadership Team will review the meeting output in this report and propose a vision, mission, set of core values, and high-level goals (primary activities) that reflects the collective vision of the university community. Draft high-level strategy will then be circulated to all students, staff, and faculty for feedback.

Upcoming dates to note in the process are:

- **October 21, 2024**
  - Working groups will be formed and “charged” to further iterate the strategy into objectives and initiatives
- **October 2024 – February 2025**
  - Teams will work (from a common “workbook” with milestones). All teams will meet periodically to check-in.
- **Spring 2025**
  - The draft strategy will be socialized with the whole university
- **End of May 2025**
  - Strategy is finalized

## Closing

Chancellor Holford thanked everyone for coming, and reiterated commitment from the University Leadership Team to listen and implement on what we observed and heard, adjusting over time, and committing to follow through.

Provost Mora then spoke about developing metrics and how she will be working with colleges and other units to develop their own strategic plans aligned with the university plan.

Everyone is encouraged to check the strategic planning web page for ongoing updates at <https://www.pnw.edu/leadership/strategic-plan/>.

## Evaluations

At the end of each meeting day participants were asked to complete a short online evaluation and provide feedback on the strategy meeting. A summary of the responses is listed below, and a complete set of evaluation data can be found in [Appendix D: Meeting Evaluations](#).

## Appendix A: Core Values

### Mentimeter Responses – September 24

Below are the responses to the question *“What are the top 3 core values that surfaced across all three of your table group’s lists?”*

Choices	Votes
Diversity and inclusion	19
Student-centric	17
Excellence	17
Innovation	15
Engagement	5
Community	4
Equity	4
Transparency	2
Collaboration	2
Stewardship	2
Mutual Respect	2
Shared governance	1
Open communication	1
Accessibility	1
Interdisciplinary	0



## Mentimeter Responses – September 25

Below are the responses to the question *“What are the top 3 core values that surfaced across all three of your table group’s lists?”*

Choices	Votes
Student-centric	10
Diversity and inclusion	7
Excellence	7
Innovation	7
Community	2
Engagement	2
Collaboration	1
Mutual Respect	1
Interdisciplinary	0
Open communication	0
Shared governance	0
Transparency	0
Accessibility	0
Equity	0
Stewardship	0

## Appendix B: Mission Feedback

### What We Really Like About the Mission – September 24

#### Frequency Table with Duplicates Removed

Date	Freq.	
9/24/24	19	like transforms students' lives
	18	like anchor institution
	17	like Diverse University
	11	like innovative education
	10	like community engagement
	10	like Great Lakes Region
	10	like impactful research
	7	like three commitments to students: innovative education, impactful research, & community engagement
	2	like commitment to diversity, innovation, & community engagement
	2	like committed
	1	like "student centric" mission statement
	1	like "University" vs. campus - much more meaningful.
	1	like [that it's] short & to the point
	1	like Big 3 Impacts: Education, Engagement, & Diversity
	1	like Improvement over current! Especially like the student transformation piece.
	1	like innovative education... community engagement
	1	like innovative... impactful... community...
	1	like it stated that we are diversity university
	1	like mentions the <u>primary</u> reason we exist.
	1	like overall direction
	1	like removed metropolitan
	1	like the spirit of it

#### Raw Data

- Keep Great Lakes and student diversity
- Keep PNW's three commitments
- Keep anchor

- [keep] diversity institution / university
- [keep] transforming student lives
- [keep] community engagement
- [like] Transforms students' lives
- [like] Diverse University
- [like] innovative... impactful... community...
- We like "Anchor Institution"
- We like "Impactful" for research - feels like excellence is implied.
- We like "Great Lakes region" better than Chicago & NWI - more inclusive of Westville & communities in the region - less limiting.
- like "University" vs. campus - much more meaningful.
- keep transform"ing" students' lives
- keep innovative education
- keep impactful research
- keep "that transforms students' lives' through the end of the statement
- keep "student centric" mission statement
- keep anchor institution - established
- keep three commitments to students: innovative education, impactful research, & community engagement
- keep transform student lives
- keep diverse university
- keep community engagement
- keep Great Lakes Region
- keep Anchor institution
- keep Diversity
- we like diverse university
- we like innovative education... community engagement
- we like anchor institution
- [we like] transforming students' lives
- [we like that it] includes Great Lakes region
- [we like] commitment to diversity, innovation, & community engagement



- keep transform student lives
- keep innovative education
- keep community engagement
- [we like] innovative education
- [we like] impactful research
- [we like] community engagement
- [keep] anchor institution
- [keep] innovative education
- [keep] impactful research
- We like identifying with the Great Lakes region.
- The tangibles or deliverables at the end are agreeable.
- [we like that we] removed metropolitan
- keep anchor
- [we like that] it stated that we are diversity university
- [keep] Diverse
- [keep] Anchor
- [keep] transforms
- [We like that it] mentions the primary reason we exist.
- [We like] transforming students' lives & mentions how [through] education, research, [&] engagement
- [Like:] Improvement over current! Especially like the student transformation piece.
- Appreciate the use of 'anchor' to establish and identify [the] role of PNW in all the communities we serve.
- [Like]... that is expands our area of impact beyond NWI
- [keep] innovative education
- [keep] impactful research
- [keep] transforms student lives
- [keep] anchor institution
- [keep] impactful research
- [keep] innovative education
- Like Anchor Institution

- Like Big 3 Impacts: Education, Engagement, & Discovery
- Like Diversity is called out as part of our identity
- [like] transforms students' lives
- [like] community engagement
- [like] serving the Great Lakes region
- [keep] Great Lakes Region
- [keep] innovative education
- [keep] anchor institution
- like anchor institution
- like Transforms students' lives
- like innovative education
- like Transforms students' lives
- like education, research, & engagement part
- keep overall direction
- keep the spirit of it
- keep diverse university
- keep Anchor institution
- keep transforms
- keep diverse - staff & faculty
- like Transforms students' lives
- like innovative education, impactful research, community engagement
- like anchor
- keep Great Lakes
- keep Anchor institution
- keep transforms students
- keep innovative education
- keep impactful research
- keep community engagement
- like anchor
- like Great Lakes

- Like Diverse Education
- like innovative education
- like community engagement
- like diverse, commitment
- keep community engagement
- keep transformation of student lives
- keep impactful research
- like transforms
- like impactful research
- like community engagement
- like diverse
- like committed
- like diverse university
- like Transforms students' lives
- like community engagement
- like "diverse university"
- like innovative education, impactful research, community engagement
- like [that it's] short & to the point
- Like Anchor Institution
- like innovative education
- like last 3 areas



## What We Really Like About the Mission – September 25

### Frequency Table with Duplicates Removed

Date	Frequency	
9/25/24	8	like transforms students' lives
	7	like Diverse
	6	like innovative education
	5	like impactful research
	4	like Anchor
	3	like community engagement
	1	like "impactful", "innovation", and "diverse"
	1	like committed
	1	like Great Lakes
	1	like innovative education, impactful research, community engagement
	1	like land grand concepts
	1	like Purdue
	1	like serving

### Raw Data

- like "impactful", "innovation", and "diverse"
- keep Anchor
- keep transforms students
- keep innovative education
- keep impactful research
- keep community engagement
- keep transforms student
- keep diverse university
- keep innovative education, impactful research, community engagement
- Like land grand concepts
- Like anchor
- Like Great Lakes
- Like Diversity
- keep transform

- keep diverse
- keep community engagement
- keep "innovative education... community engagement"
- keep diverse university
- keep transforms student lives
- keep innovative education
- keep impactful research
- keep serving
- keep diverse
- keep transforms students' lives
- like anchor institution
- like committed
- keep Anchor
- keep student
- keep innovative education
- keep impact
- keep transforms
- keep Diverse
- keep Purdue
- keep Research
- keep innovative education
- keep Transforms (students & community)
- keep Diverse
- keep innovative education, impactful research

## What We Believe Would Strengthen the Mission (Add or Clarify) – September 24

### Frequency Table with Duplicates Removed

Date	Freq	
9/24/24	23	clarify the region PNW serves (is it the Great Lakes Region?)
	10	Remove anchor
	10	clarify/ expand on diversity (affirming, inclusive)
	8	Remove "Great Lakes"
	8	clarify who we serve (students, faculty, staff, outside stakeholders)
	7	Clarify anchor institution
	7	expand on the transformations that students experience
	6	clarify / expand on community engagement. Who is the community?
	6	clarify / expand on impactful research
	5	PNW's region is bigger than the Great Lakes
	5	Add something to show excellence
	4	clarify / expand on innovative education
	4	Improve the strength of the mission's wording & conciseness
	3	add economic development & career readiness
	2	add belonging / community
	1	diverse <del>university</del> [remove the word "University"]
	1	Replace "campus" with "university
	1	[clarify] using both institution & university
	1	change "committed" to "a commitment to"
	1	[add] "committed to student centered innovative education"
	1	[Rephrase to:] As the anchor institution serving the Great Lakes region, Perdue University Northwest transforming student...
	1	Add <u>critical thinking</u> before innovative
	1	Appears to be missing the student services aspect of our role
	1	[clarify] dynamic vs. anchor
	1	Change "The Anchor" to "An Anchor"
	1	[add] sustainable
	1	Change "serving" to "within" Great Lakes Region
	1	Use active voice i.e. "transforms" to "transforming"
	1	Where is EMSA in the draft mission?
	1	Add "accessibility". Not just physical but economic (financial barriers)



	1	[add] empowering students through...
	1	more chess and other activities representation
	1	add first generation
	1	tie in to the Purdue System?

### Raw Data

- diverse university [remove the word "University"]
- [we need a] better definition of the region / "diverse Great Lake Region"
- change "committed" to "a commitment to"
- clarify in mission statement 'anchor institution' - choose different word than "anchor" (i.e. "pillar institution")
- clarify "Great Lakes Region" - are we trying to expand our scope/reach vs. impacting the region we serve?
- [add] "committed to student centered innovative education"
- What would strengthen... Anchor institution
- What would strengthen... Limited to Great Lakes region
- No real adds needed
- [Remove] anchor = static, dragging down. Replace w/ pillar
- [add] the Great Lakes region and beyond
- [add] through a diverse culture"
- [add] '...and valuable community engagement'
- Remove "Anchor" and "Great Lakes"
- Replace "campus" with "university"
- Replace "applied" with "impactful"
- clarify anchor???
- clarify Great Lakes limits
- clarify student experience
- Add "career readiness" to list of commitments
- Add terminology to indicate excellence
- clarify "diverse university"
- clarify or add "affirming" instead of or with diverse

- remove "Great Lakes" from "the Region"
- clarify who we serve in [this] "Diverse University"
- [add] equitable & innovative education
- Anchor shouldn't be used. No room for growth - being stuck
- Clarify impactful research for whom?
- [add] students' belonging / experience (memories)
- [clarify] anchor institution
- [clarify] great lakes region
- [choose an alternative for] Anchor = Nexus, core, mainstay, or pillar
- better describe our sphere of influence
- [clarify] global impact / globalization
- [clarify] "Great Lakes region, transforming students'..."
- Belonging - add into statement
- [Rephrase to:] As the anchor institution serving the Great Lakes region, Perdue University Northwest transforming student...
- We struggle with defining whom we overall serve
- Can we qualify our impact of influence? How do we connect this to a global scope or scale?
- Emphasize we are a world class institution. We transform students who then also transform the world.
- Add critical thinking before innovative
- [we need] more clarification on community engagement
- [clarify] Great Lakes?
- Make [the] ending more concise. "Committed to innovation, education, research, and community engagement."
- [clarify] fails to include/ represent staff & outside stakeholders
- [clarify] Great Lake region?
- [clarify] "the anchor"- what does that mean?
- "Innovative education" - what do we mean by this?
- Reads more like a vision... or manifestation of PNW's future.
- Appears to be missing the student services aspect of our role

- [clarify] dynamic vs. anchor
- [clarify] Great Lakes/ serving vs. the anchor
- [clarify] using both institution & university
- [add] sustainable
- Change "Great Lakes"
- Change "The Anchor" to "An Anchor"
- Change "serving" to "within" Great Lakes Region
- Use active voice i.e. "transforms" to "transforming"
- Where is EMSA in the draft mission?
- [add] excellence in education
- [add] innovative research
- NOT anchor institution
- clarify "community engagement". Does it include staff/ faculty? Is it inclusive of the outside citizens of NWI?
- Add "accessibility". Not just physical but economic (financial barriers)
- [clarify] community engagement- community engagement to compliment wording of anchor institution
- clarify research
- adding in more about transformation of student lives: social capital, experiential learning, high impact practices, & contributing back into workplace/ community
- clarify Great Lakes Region - not limit ourself
- add "excellence"
- incorporate/ include all populations not just students
- change/ clarify Anchor
- change/ clarify Great Lakes Region
- change/ clarify transform
- [add] empowering students through...
- clarify GLR - Midwest
- [clarify] meaningful community engagement
- [clarify] inclusive diverse
- remove students' - not just students

- [clarify] impactful applied research
- [add] economic development
- [add] community stewardship - give back
- [add] diverse community (like Westville)
- [add] diverse and inclusive university
- clarify GL region. What is it? Is it needed?
- How does it serve online & international students?
- swap impactful & innovative
- committed to excellence added
- [add] ...region & multiple communities
- "Great Lakes Region"- remove (limiting as we grow/ expand) (we serve more than just the region- look at growing number of international students)
- "Anchor Institution"- Remove (not clear/ not needed) (Is this a goal instead of mission?)
- Add inclusive after diverse
- Expand on innovative education by including outside classroom experience
- Expand on transform student lives
- [clarify] anchor institution => anchor institution of higher learning
- clearly define the geographical region we are serving
- include a statement that welcomes international students
- What does it mean to be committed to innovative education? (explain)
- What can we add to strengthen the mission in detail?
- more chess and other activities representation
- key words more solid and clear
- economic development
- (Great Lakes Region?) Exclusive
- (Anchor) Exclusive and not true
- "a diverse institution"
- other students welcome
- add first generation
- cut "anchor"



- remove "Great Lakes Region"
- remove "the Anchor"
- remove "serving the Great Lakes region"
- add: invested in transforming students' lives
- tie in to the Purdue System?

## What We Believe Would Strengthen the Mission (Add or Clarify) – September 25

### Frequency Table with Duplicates Removed

Date	Freq	
9/25/24	6	clarify the region PNW serves (is it the Great Lakes Region?)
	5	PNW's region is bigger than the Great Lakes
	4	Clarify anchor institution
	2	Remove anchor
	1	clarify who we serve (students, faculty, staff, outside stakeholders)
	1	shorten for clarity
	1	add/ clarify diverse student lives
	1	Or change "the" anchor to "an" anchor?
	1	Add: Student Empowerment. Focus intentionally. Setting students for success.
	1	Leave out the word "Students"
	1	Clarify impact
	1	[clarify] community engagement
	1	[add] life-long learners
	1	2nd word university to culture
	1	change "the" to "an" anchor institution
	1	change "Students' lives" to "student centric"
	1	Edit Transforming

### Raw Data

- add/ clarify global reach
- shorten for clarity
- add/ clarify diverse student lives
- improve anchor
- improve Great Lakes Region
- Serving the Great Lakes region? Local limiting?
- Or change "the" anchor to "an" anchor?
- What defines Anchor? Claim it & work it?
- Add: Student Empowerment. Focus intentionally. Setting students for success.

- Add/ Clarify International Concepts
- Leave out the word "Students"
- clarify anchor
- clarify Great Lakes Region
- Clarify impact
- connect to land grant
- "Anchor institution" is limiting
- remove "Great Lakes" to be more global
- Great Lakes Region?
- [clarify] community engagement
- [add] life-long learners
- Anchor? (foundational, bedrock)
- Eliminate "serving the Great Lakes Region"
- Take out students' as the impact is larger
- toss anchor
- toss Great Lakes
- 2nd word university to culture
- edit Great Lakes Region
- change "the" to "an" anchor institution
- change "Students' lives" to "student centric"
- Edit Transforming
- Better define community engagement
- add heart of the Great Lakes region

## Additional Mission Flip Chart Comments – September 24

### Raw Data

- [Suggested mission:] Purdue University Northwest is the anchor institution serving the diverse Great Lake region that transforms students' lives through a commitment to innovative education, impactful research, and community engagement.
- Needs amended: No specific region
- Remove/edit from "is the anchor institution..... Region."
- We like it because [we] value the size we are - student centered - (more of a strategy)
- We like it because basically - the new mission statement says who we are.
- We like it because [it's] easy to memorize - it is already to memorize.
- We like it because research is good - we are known for research.
- Purdue University Northwest is a diverse university serving the Great Lakes Region that transforms student lives through innovative education, impactful research, and sustainable engagement.
- Does "serving Great Lakes region" sound too limiting to potential students outside that region?
- Does PNW transform more than just "students' lives"?
- Purdue University Northwest transforms lives through a diverse, student-centric approach focused on excellence, innovation, research, and community engagement. Chat GPT generated.
- PNW is the bedrock institution serving the Great Lakes region that enriches student live through a diverse university committed to dynamic learning, impactful research, and community engagement.
- "We empower students to grow, succeed, and drive positive change in our region and beyond."
- What needs to be amended that will strengthen the missions statement? Transform =>
- Our Mission Statement: "Purdue University Northwest is a diverse institution that transforms students' lives through innovative education, impactful research, and community engagement."
- Strengthen first generation focus



## **Additional Mission Flip Chart Comments – September 25**

### **Raw Data**

- Suggestion: PNW is a diverse land grant university committed to innovative education, impactful research, and community engagement, transforming students' lives preparing them to make an impact in our community, the region, and the world.
- like committed - because we are putting resources to these endeavors: innovative education, impactful research, & community engagement
- PNW is the anchor institution rooted in the Great Lakes region that serves students' lives through a diverse & welcoming university committed to innovative education, transformative research, and meaningful community engagement.
- Purdue University Northwest is an anchor institution serving people both local and abroad through a university committed to diversity, innovative education, & impactful research.
- Purdue University Northwest, in the heart of the Great Lakes Region, is the anchor institution that transforms students' lives and the community...

## Appendix C: Vision Feedback

### Mentimeter Responses – September 24

Below are the responses to the question *“Is the proposed vision statement directionally correct?”*

1	2	3
4	6	28

Average: 2.63

### Mentimeter Responses – September 25

Below are the responses to the question *“Is the proposed vision statement directionally correct?”*

1	2	3
2	2	7

Average: 2.45

### Vision Flip Chart Comments – September 24

#### Raw Data

- Unlock the power of higher education to cultivate leaders, inspire excellence, and contribute to building the tomorrow we dream about.
- Unlock the power of higher education...
- Champion first generation diversity and excellence in education.
- Leverage knowledge to cultivate change through empowering future leaders
- Harness the potential of quality education
- ...positively impact society
- Harness the power of higher education to cultivate leaders, inspire excellence, and positively impact the world.
  - May use "Focus" or "Center" rather than "Harness"
- Doesn't provide direction (Where are we headed? 5 years? 10 years? More specific)

- Reword or remove "Harness the power of higher education"
- "positive" impact
- To cultivate leaders, inspire excellence, and positively impact the world.
- Harness the transformative power of higher education to cultivate ethical leaders, create opportunities, inspire excellence & innovation, & produce a positive, lasting impact on our world.
- Lifelong learning, leadership, and engagement.
- Unlock potential, challenge convention, and find your road.
- Inspire learning, encourage excellence, and encounter the world
- Harness the power of higher education to cultivate leaders, inspire excellence, and benefit the community and the world.
- Perdue University Northwest transforms lives through a diverse, student-centric approach focused on excellence, innovation, research, and community engagement. (ChatGPT Generated)
- Leverage the power of higher education to cultivate the next generation of visionaries, inspire excellence, and impact our region and the world.
- Leverage the power of higher education to inspire leaders, drive excellence, and shape the world.
- Where the power of higher education inspires leaders to think big and be bolder.
- Keep as is mostly; add "positively" to impact the world.
- We cultivate diversified leaders that inspire and impact the world!!
- Empowering technical expertise and leadership to drive innovation and excellence in industry and beyond. (ChatGPT generated)
- PNW challenges conventions, forges solutions, and unlocks the potential of every student. (ChatGPT supported)
- PNW redefines success, forges visionary minds, and powers transformative impact across communities. (ChatGPT supported)
- Cultivate leaders, inspire excellence, and impact the world by harnessing the power of higher education.
- Update the word harness to "maximize" or "leverage"
- Engage in higher education or take out 1st sentence & keep: "Cultivate leaders, inspire excellence, and impact the world"
- Inspire to aspire to excellence
- Change "higher" to "quality"

- Attach "positively" before "impact the world"
- Harness the power of attainable quality higher education to cultivate leaders, inspire excellence, and positively impact the world
- Cultivating leaders, inspiring excellence, and impacting the world through the power of higher education.
- With the Power of integrity, you can make a difference!
- Powering Higher education to cultivate leaders, inspire excellence, and impact the world.
- Challenge and empower our students to be better and go farther than they imagined.
- Utilize the power of higher education to elevate leadership, inspire creativity, and positively impact the world.
- To deliver excellence in evolving higher education to cultivate leaders and positively impact the world.
- Improving lives one student at a time.
- Cultivate leaders, inspire excellence, and improve our world one student at a time.
- Utilize the power of higher education to cultivate leaders, inspire excellence, and positively impact the world.
- Cultivate leaders, inspire excellence, and impact the world through higher education.
- Harness the power of knowledge to cultivate leaders, inspire excellence, and positively impact the world.
- Lacks specifics, not impactful, need to define our identity



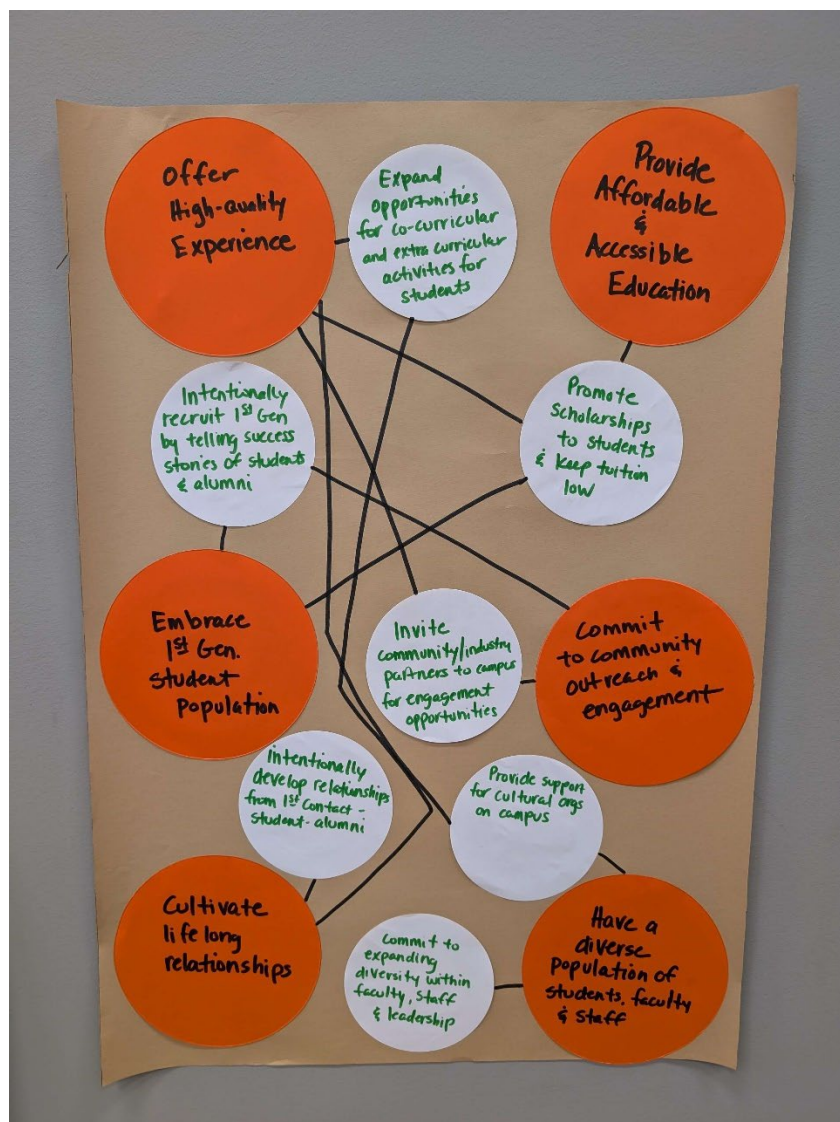
## Vision Flip Chart Comments – September 25

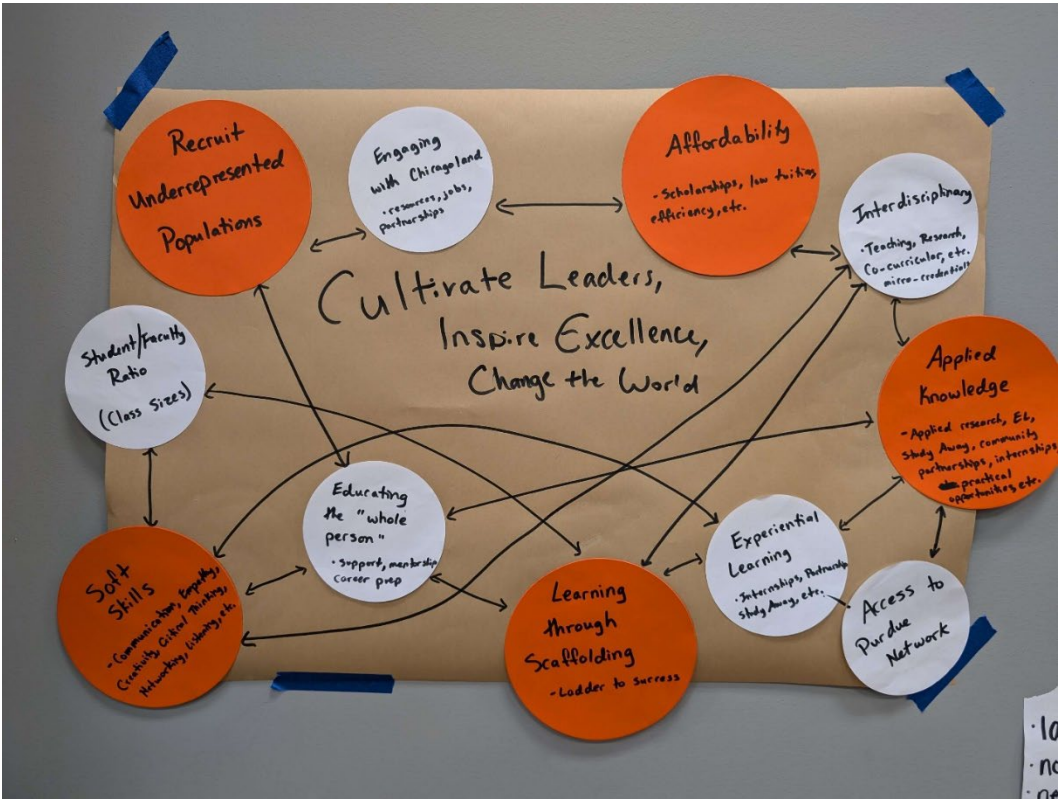
### Raw Data

- Increase our quality degree options to provide, elite, accessible education to students of all backgrounds.
- Cultivating the next generation through the power of education to transform lives and community.
- Change the world through the powers of higher education.
- Lead the ecosystem that inspires excellence through thought leadership that positively impacts the world!!
- Leverage the power of "higher education" to cultivate professionals, inspire excellence, and impact the world.
- To cultivate leaders, inspire excellence, & impact the world, PNW harnesses the power of higher education.
- Engaging, inspiring, and serving to transform the world!
- Leverage the power of innovative education to cultivate leaders, inspire (sic) excellence to positively impact the world.
- Keep power & inspire excellence. Clarify harness & impact the world
- Cultivate leaders, inspire excellence, and transform the world through higher education.
- Driving discovery and innovation. Inspiring collective evolution, creating lasting positive impact for a more inclusive and equitable future.
- Should be more ambitious.
- Inspire excellence one dream at a time.
- Leverage the experience of higher education to develop leaders, inspire excellence, and positively impact the world.
- Embrace the power of higher education, cultivate leaders, inspire excellence, spark innovation, and impact the world.
- To be a guiding light of knowledge and innovation, charting a course for diverse learners to navigate their futures, with confidence and purpose.

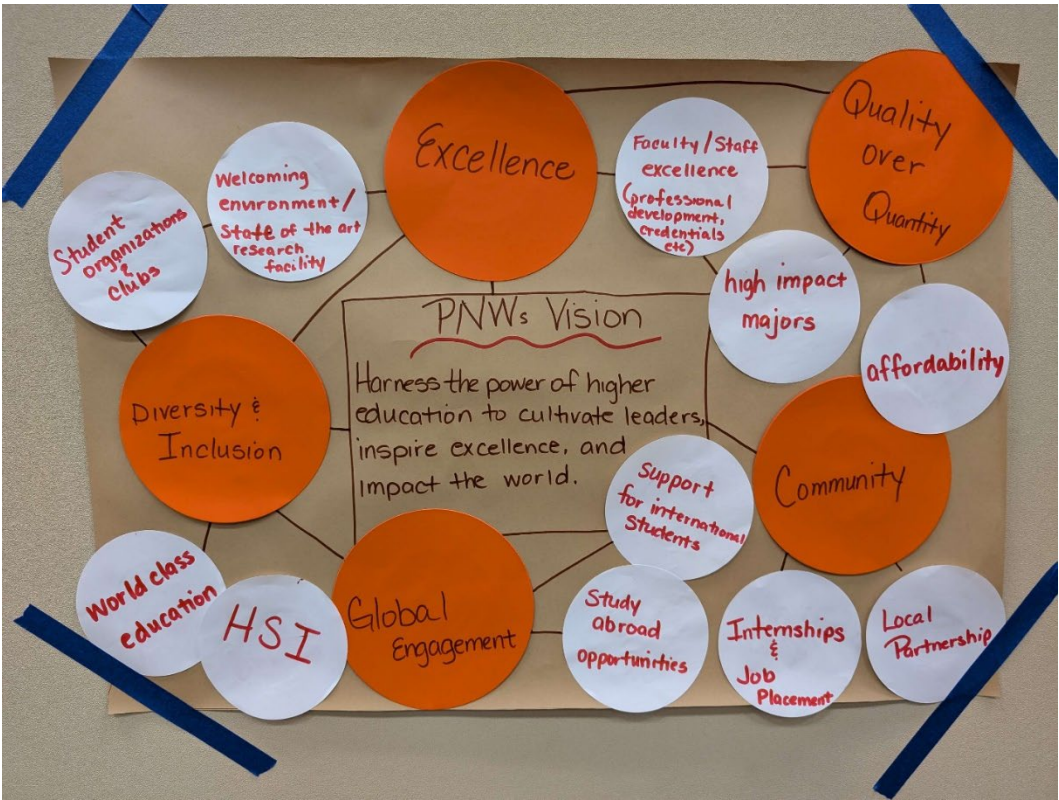
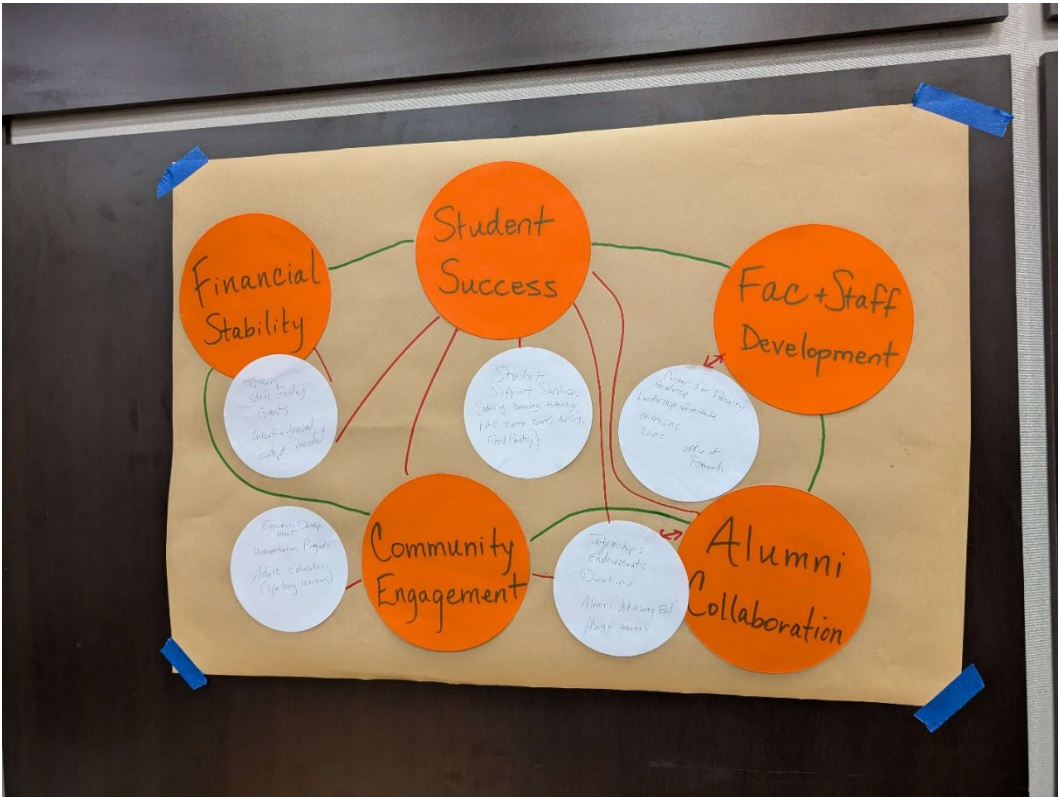
## Appendix D: Table Strategy Maps

### Table Strategy Maps – September 24



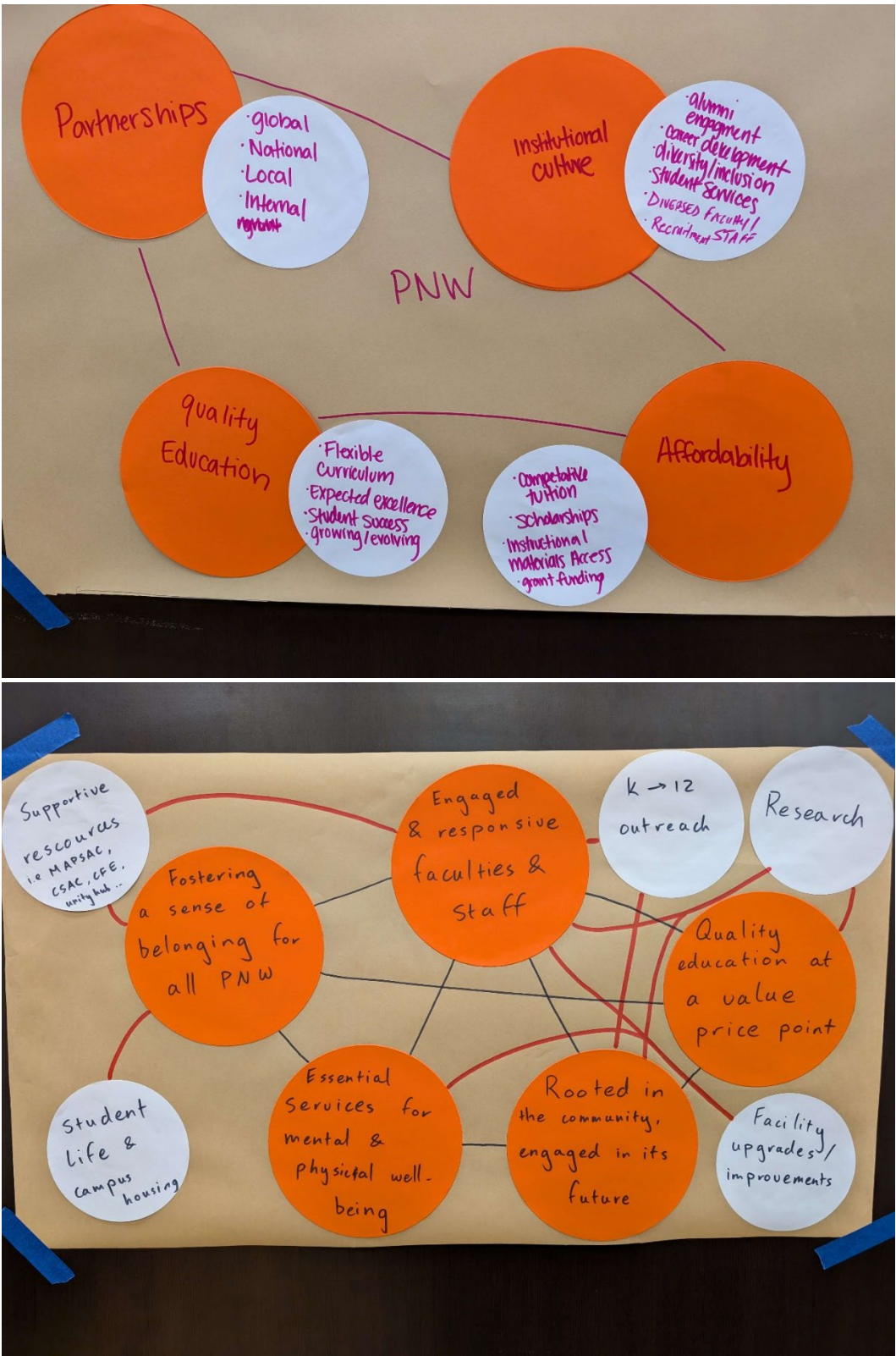




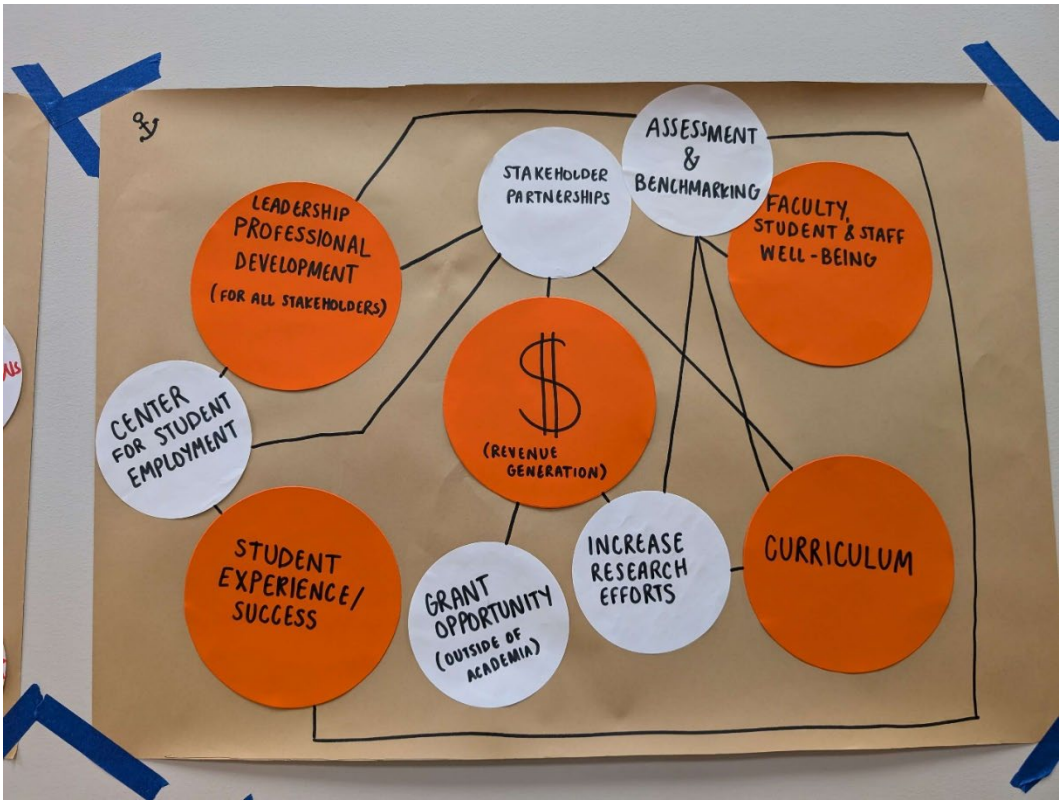
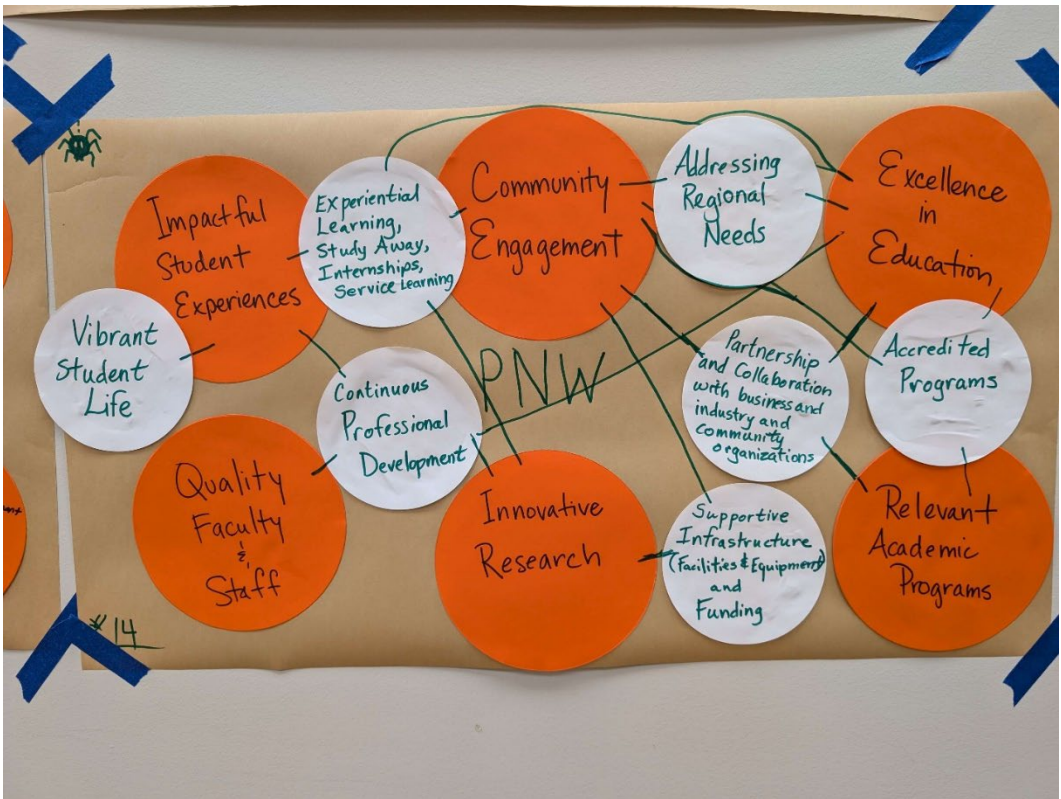


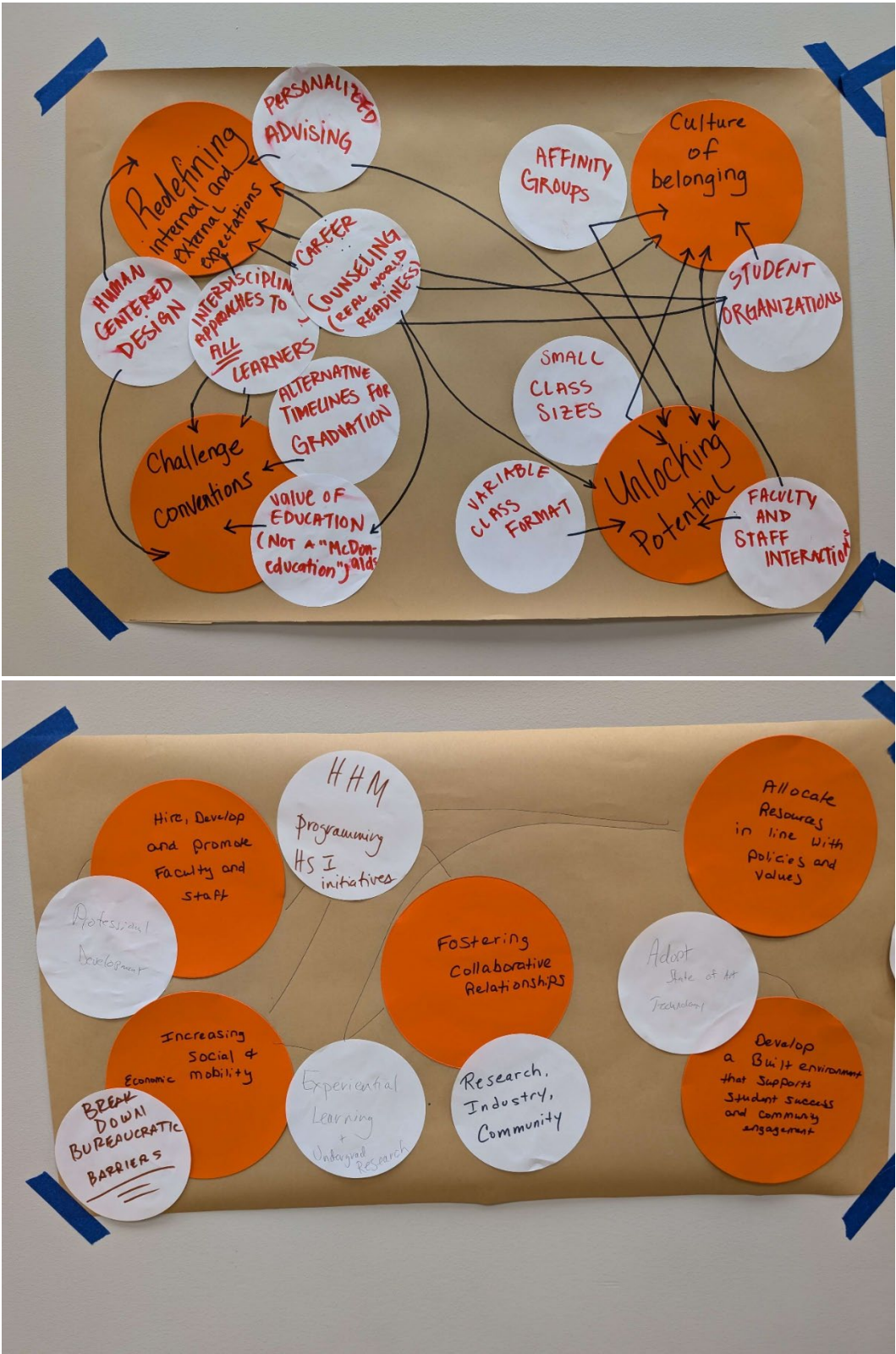




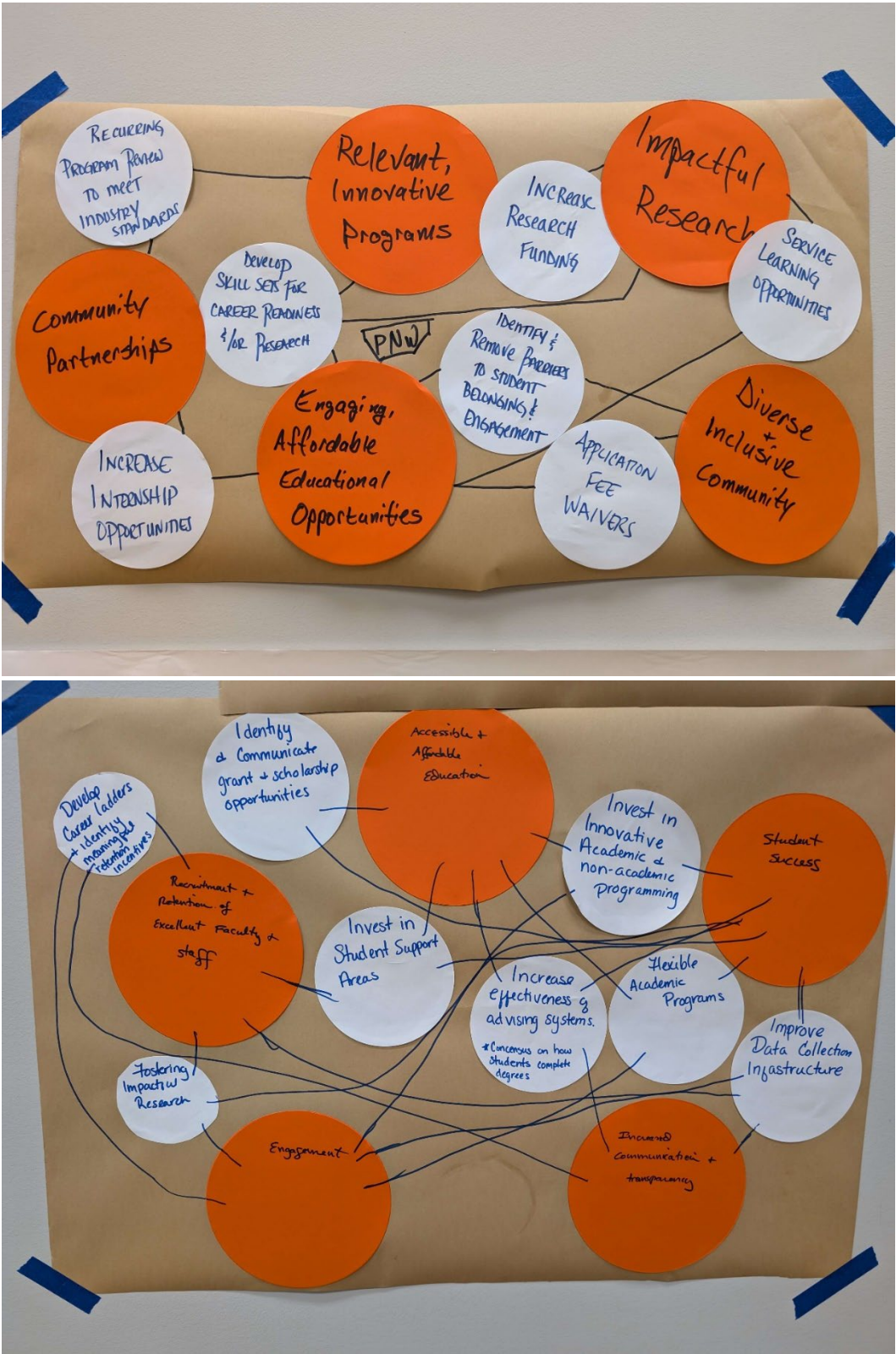




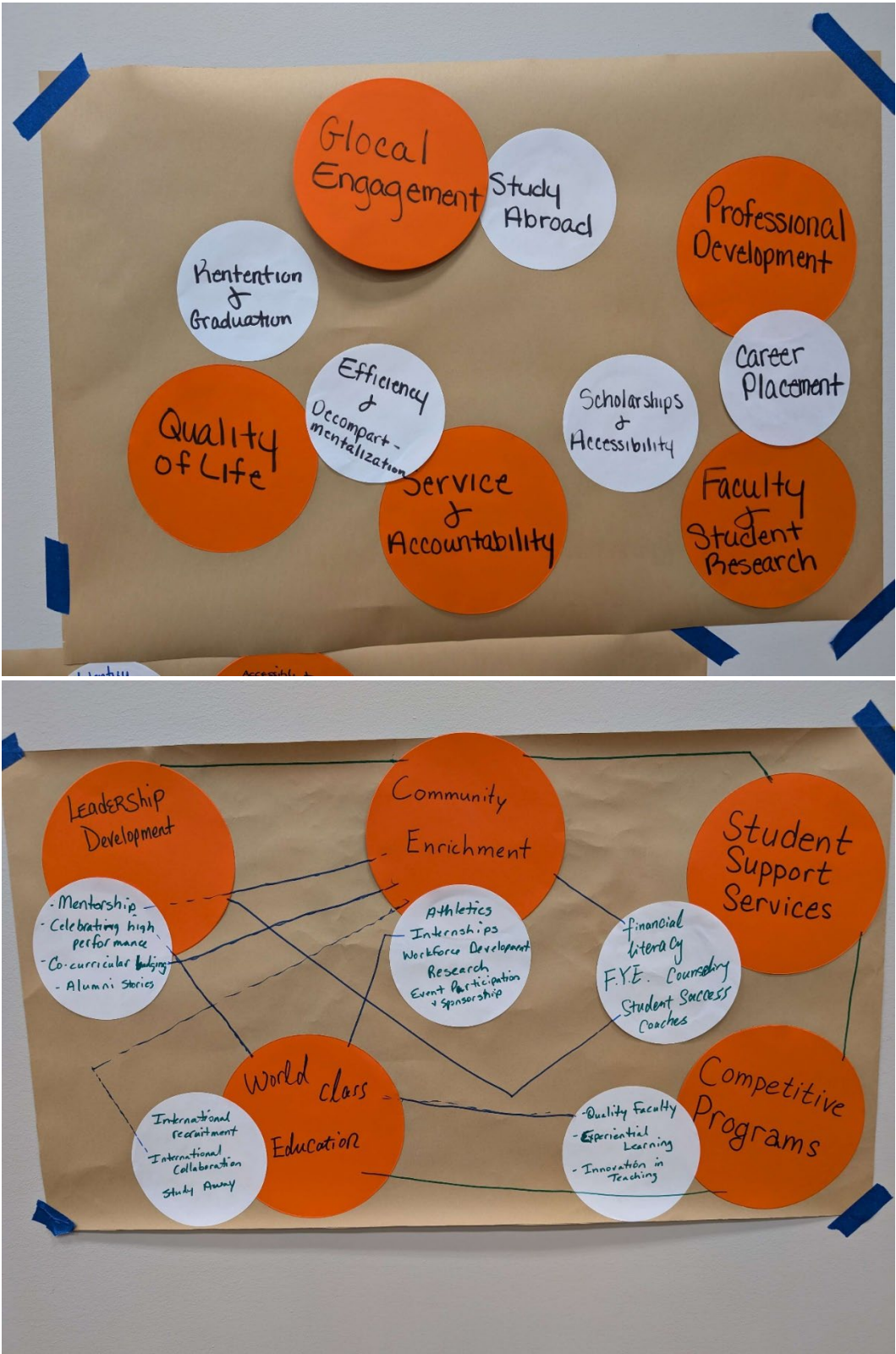


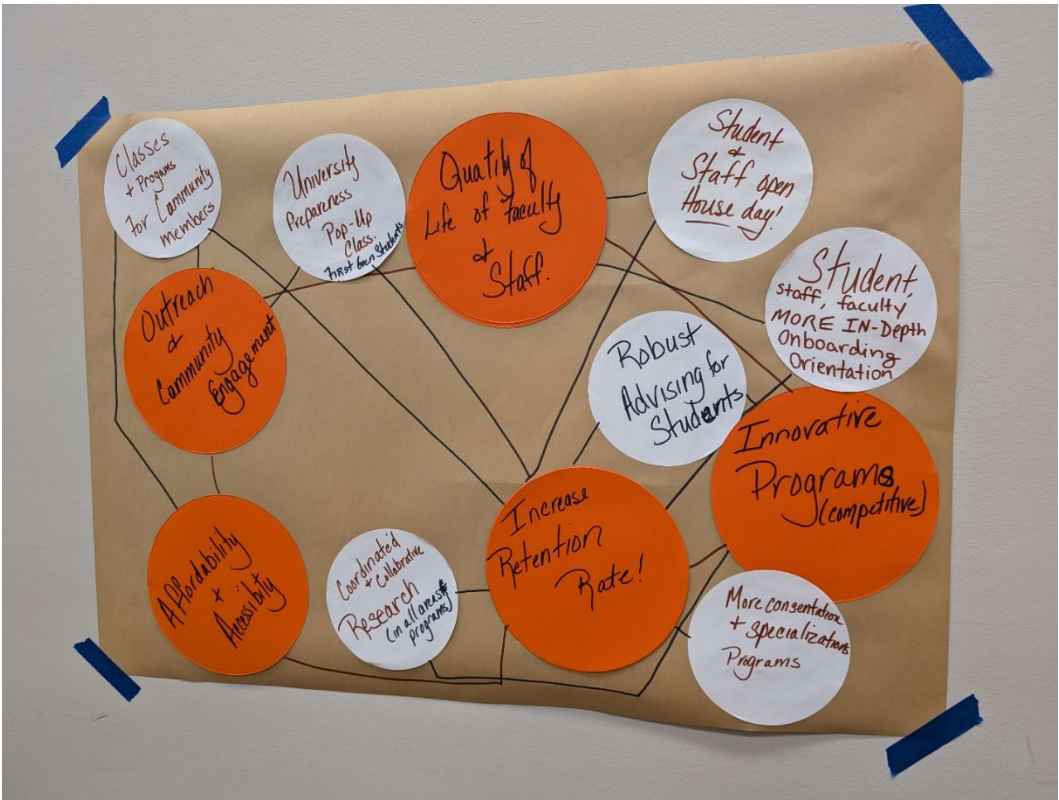
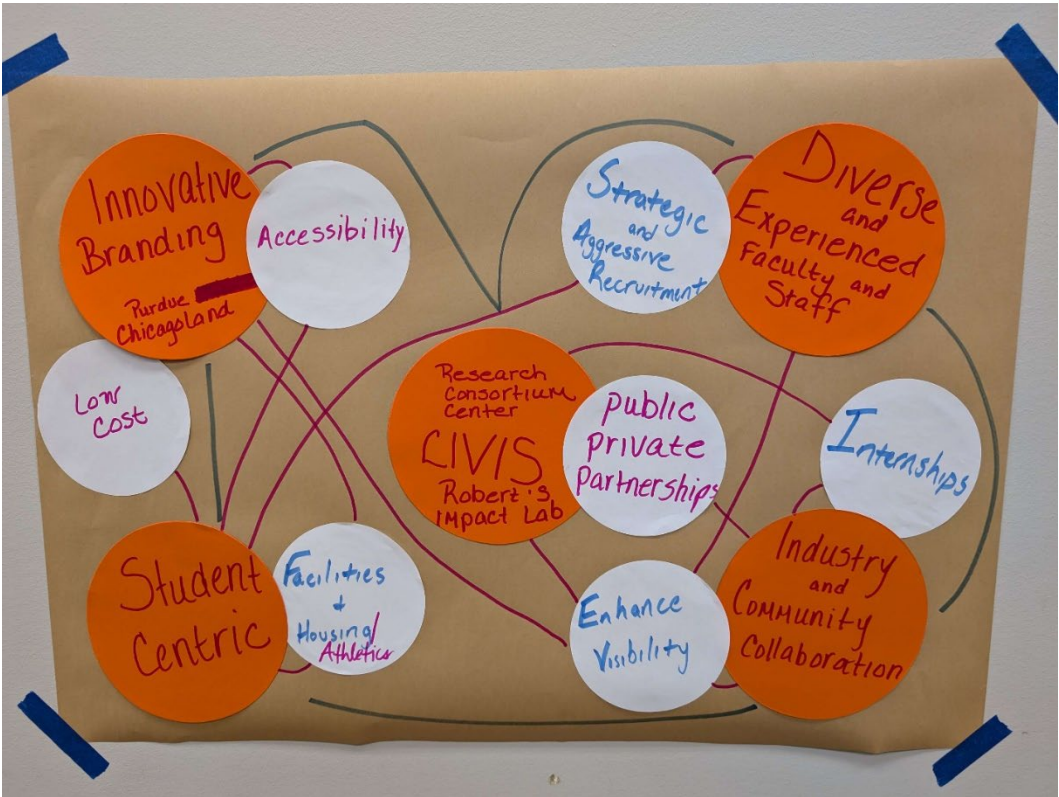




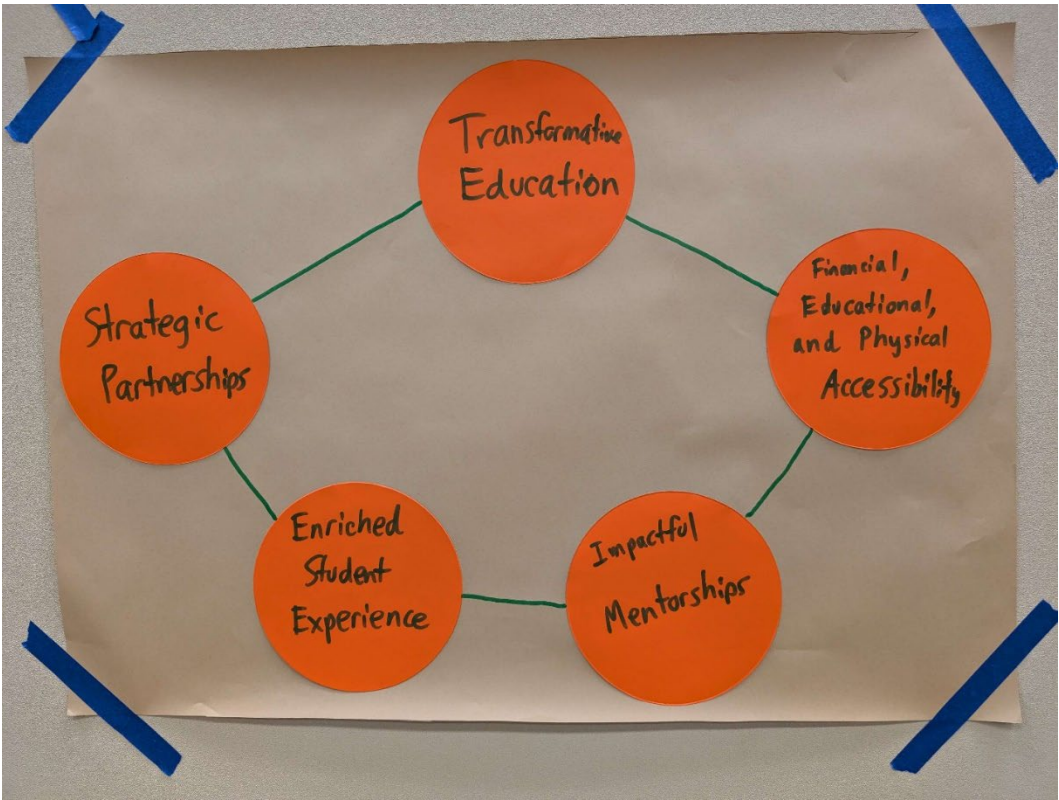
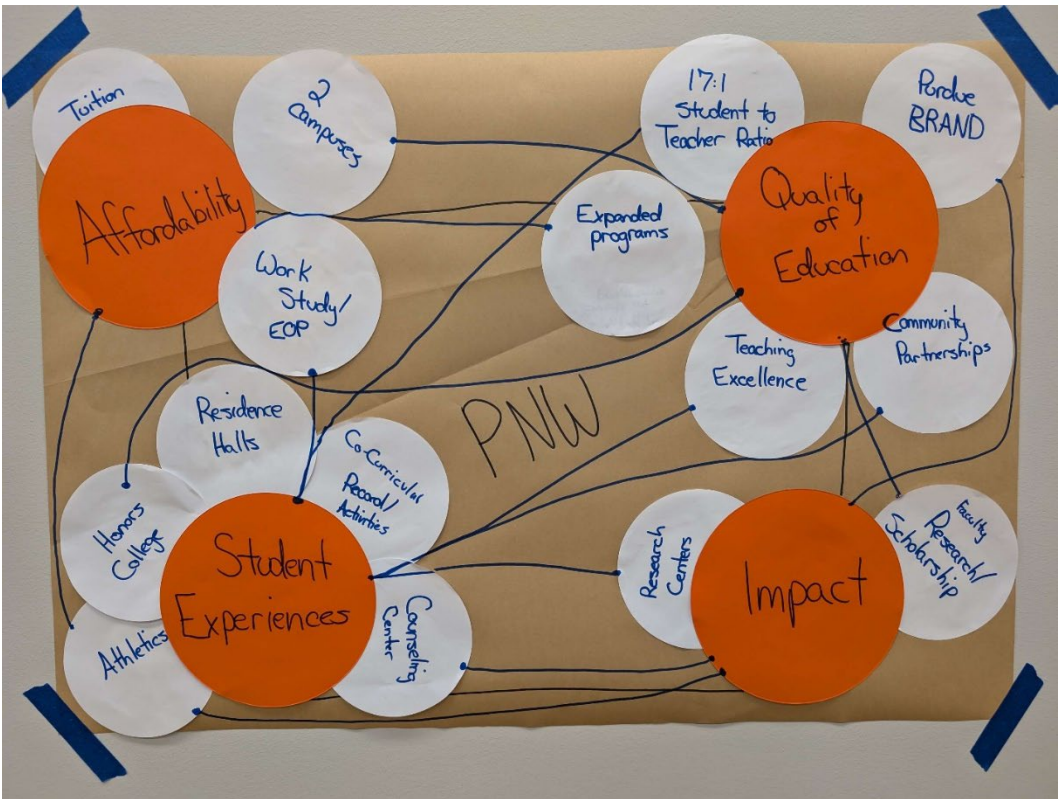




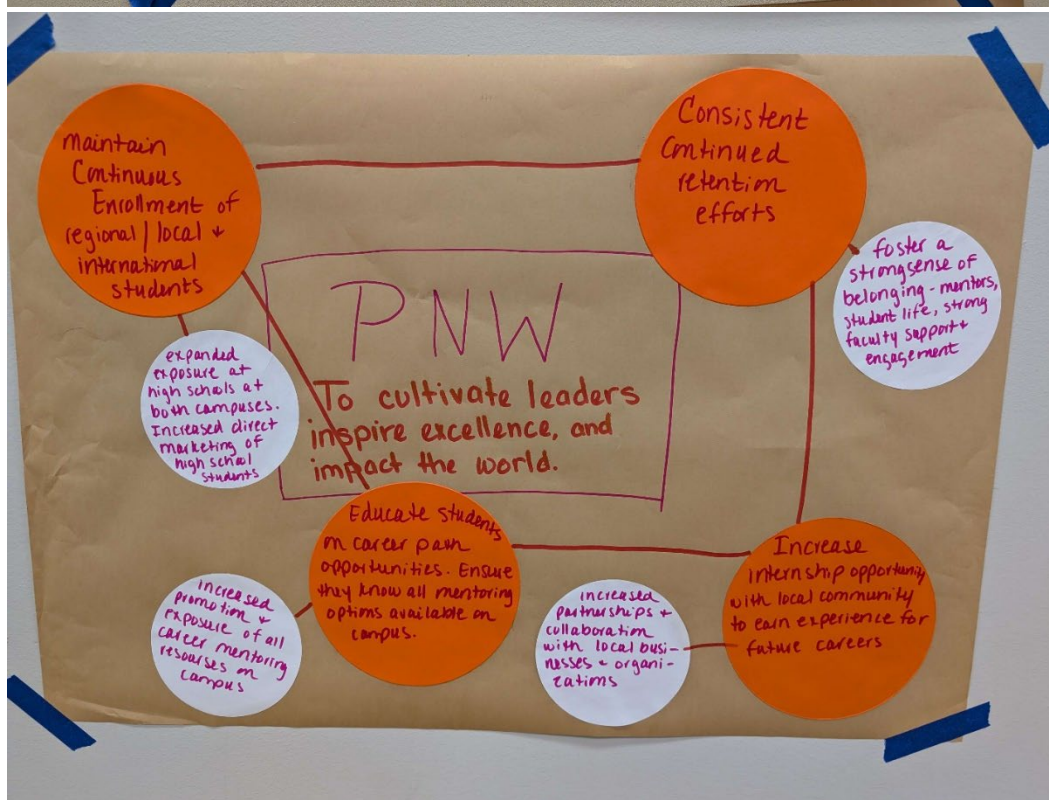
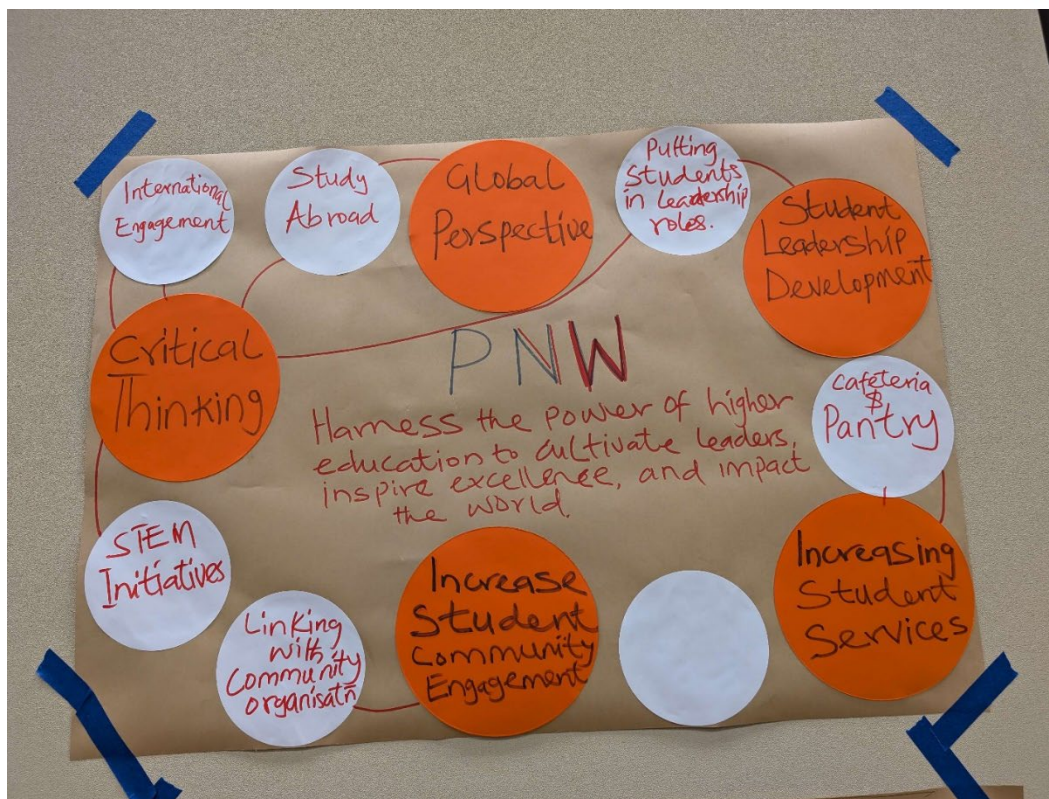




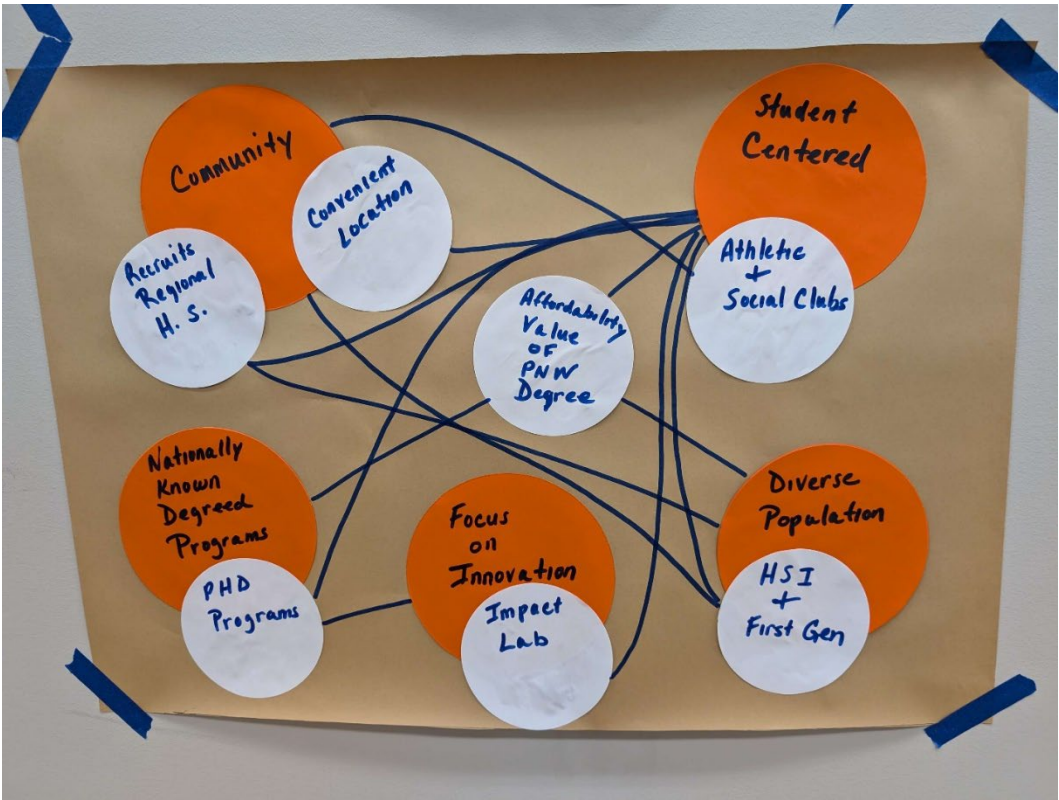
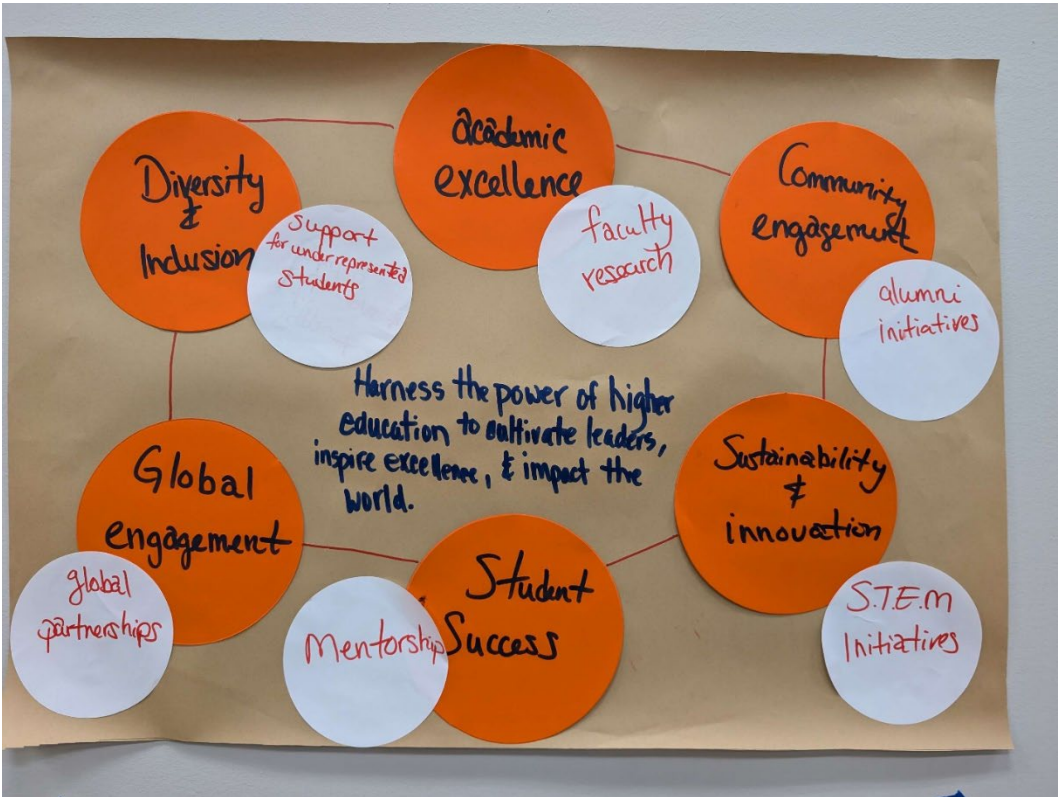




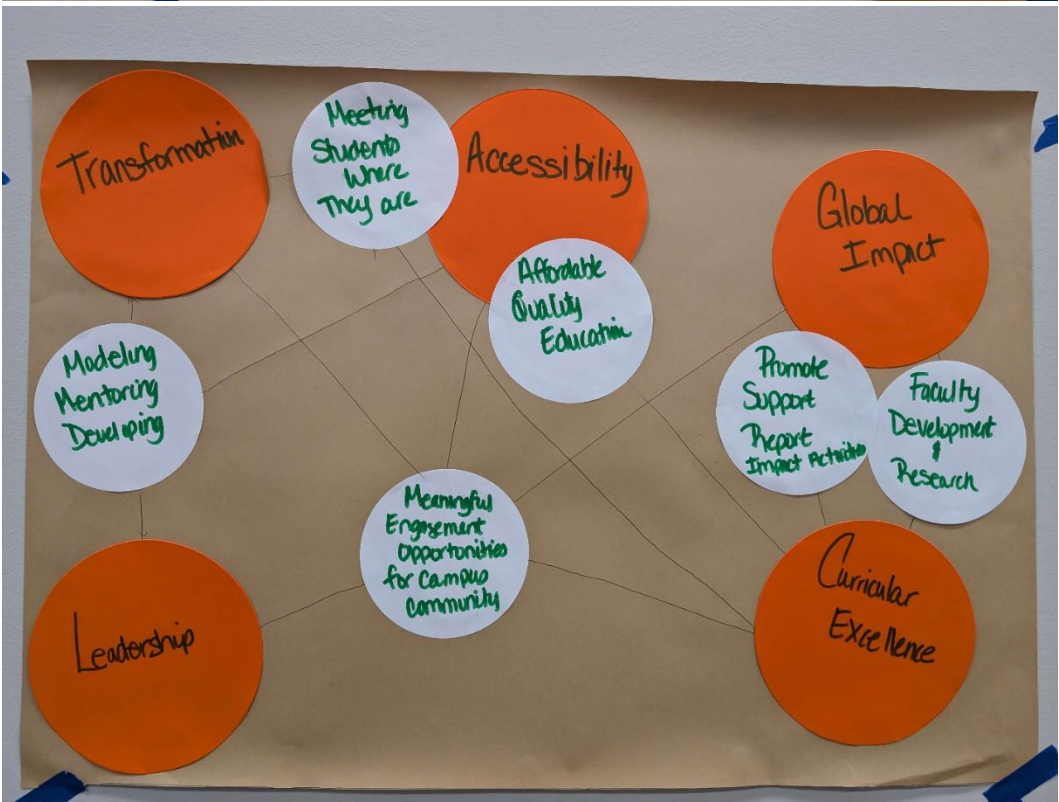
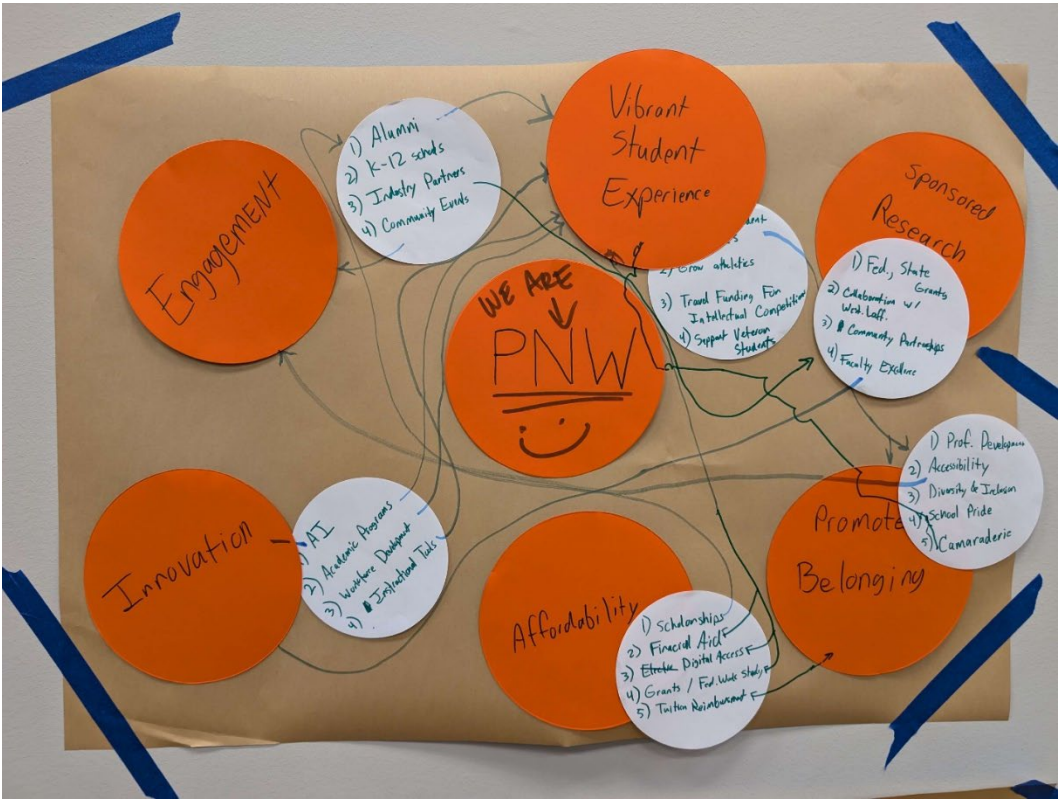


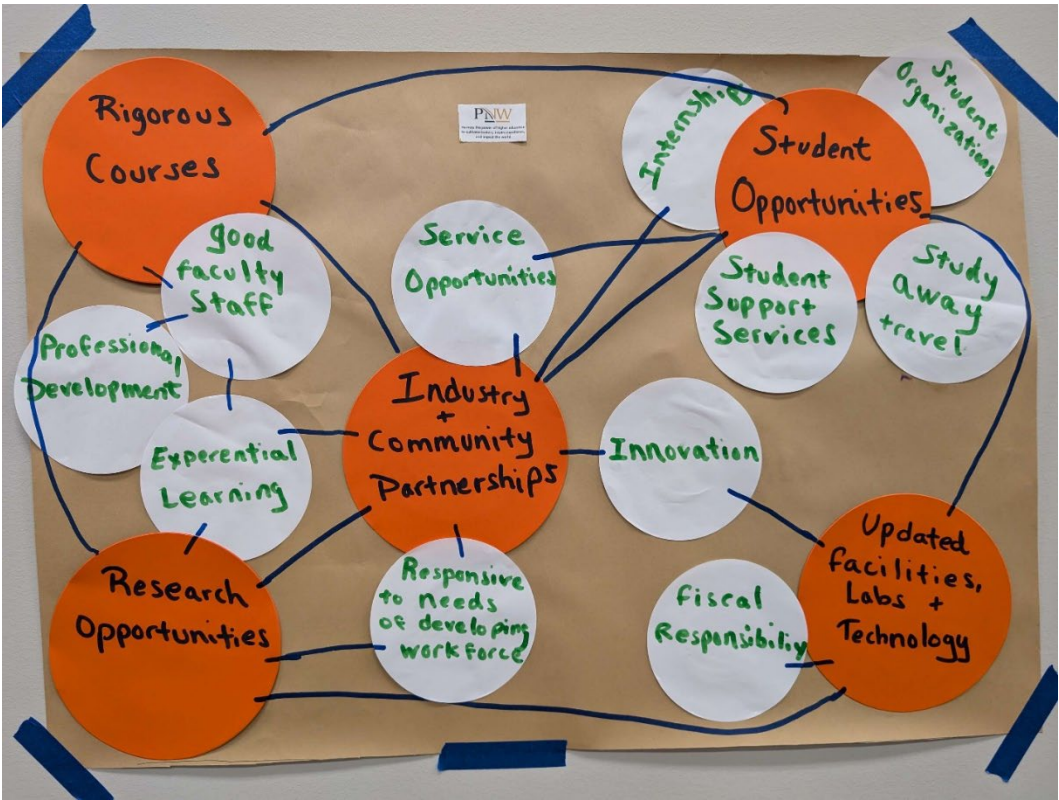
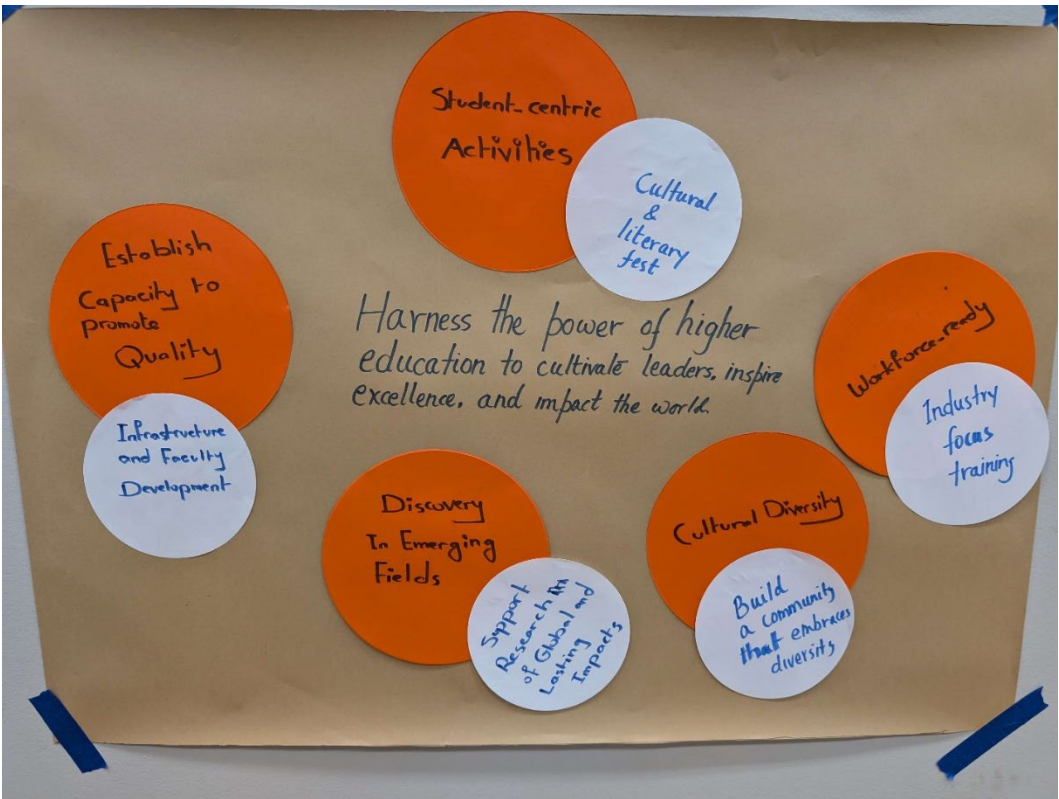




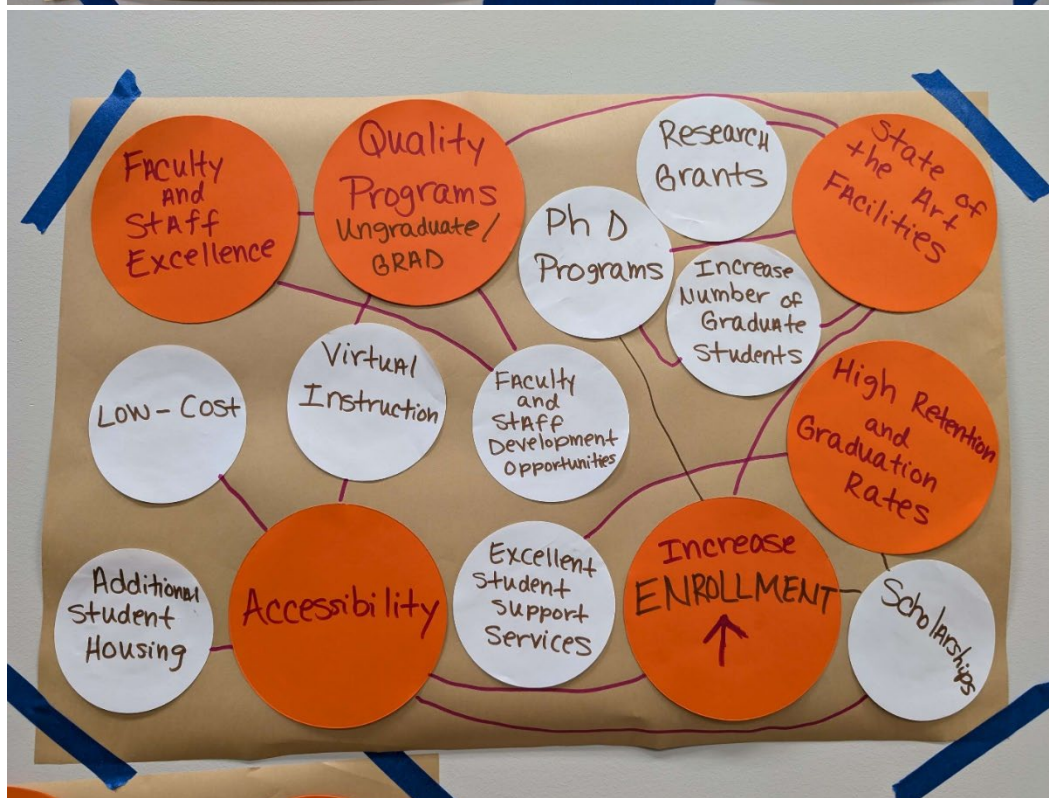
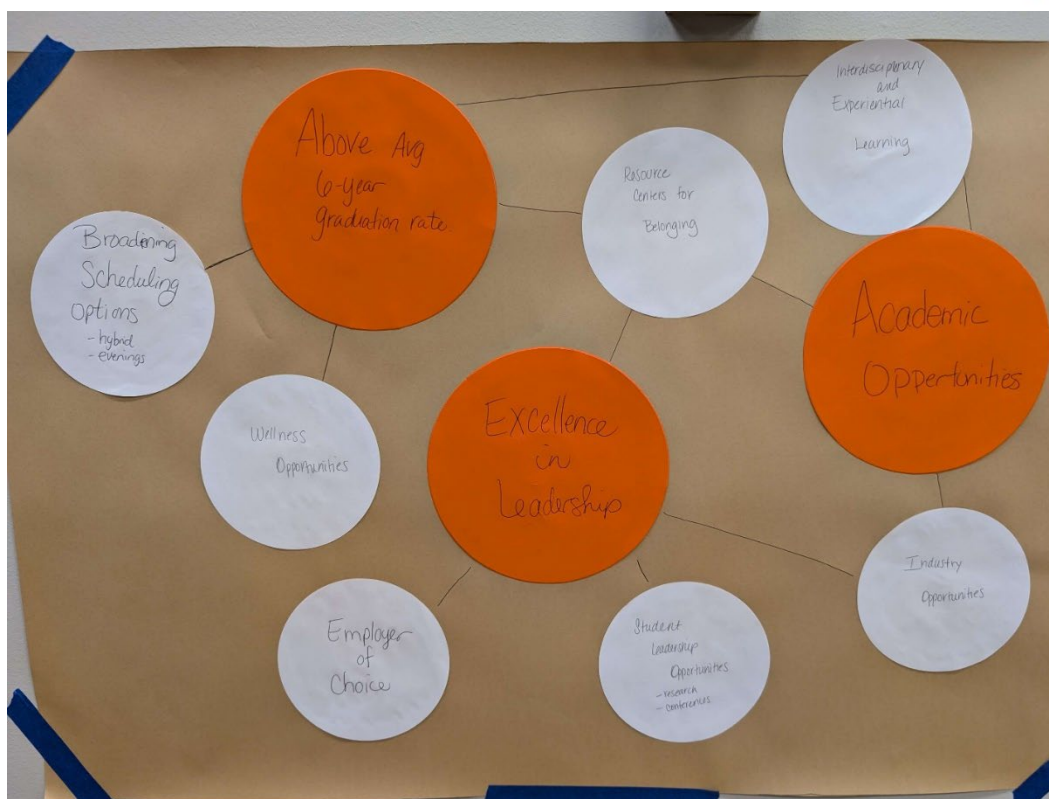


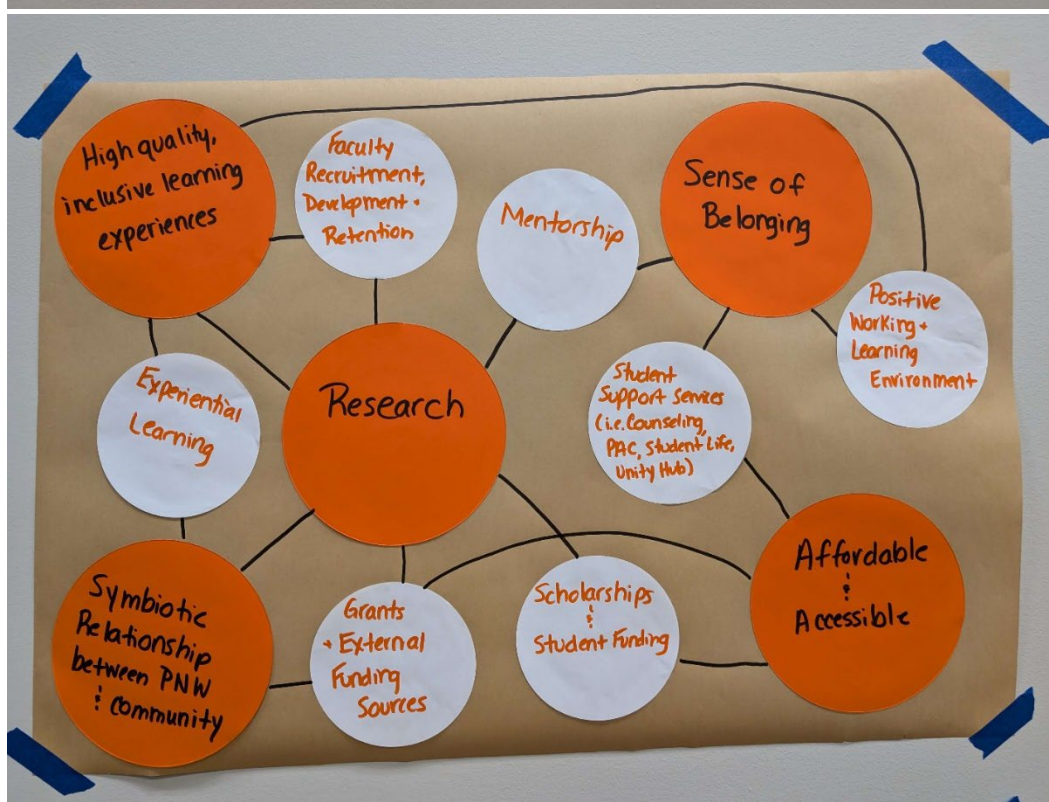
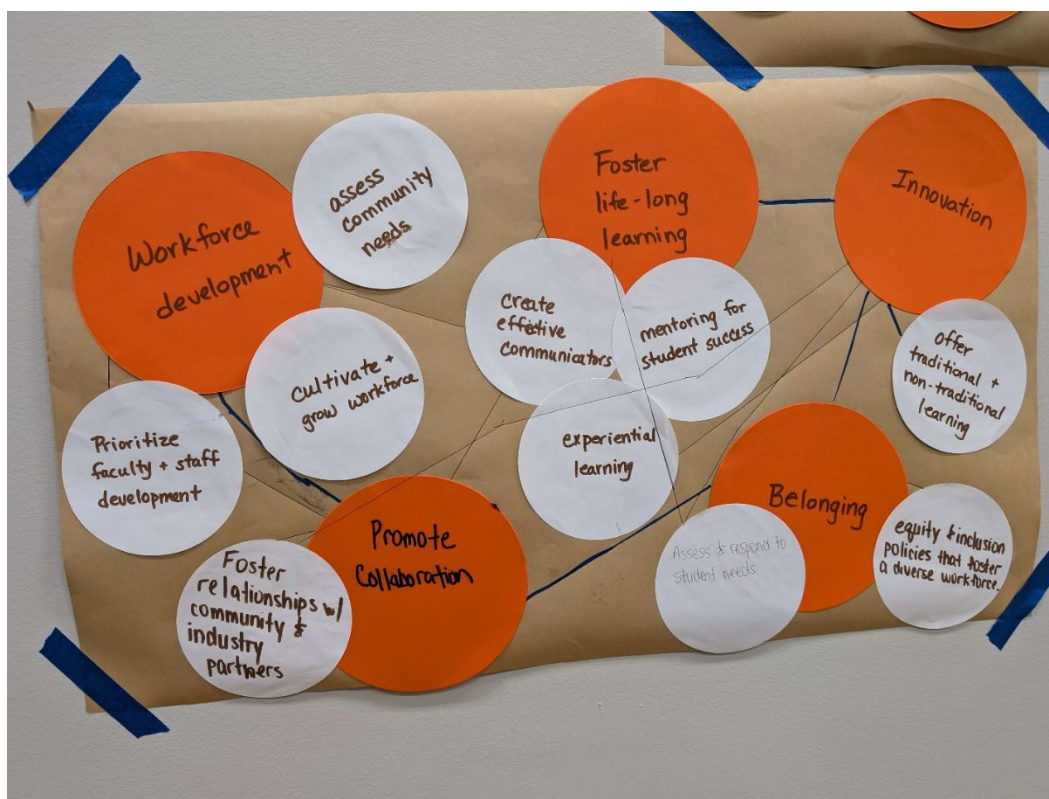














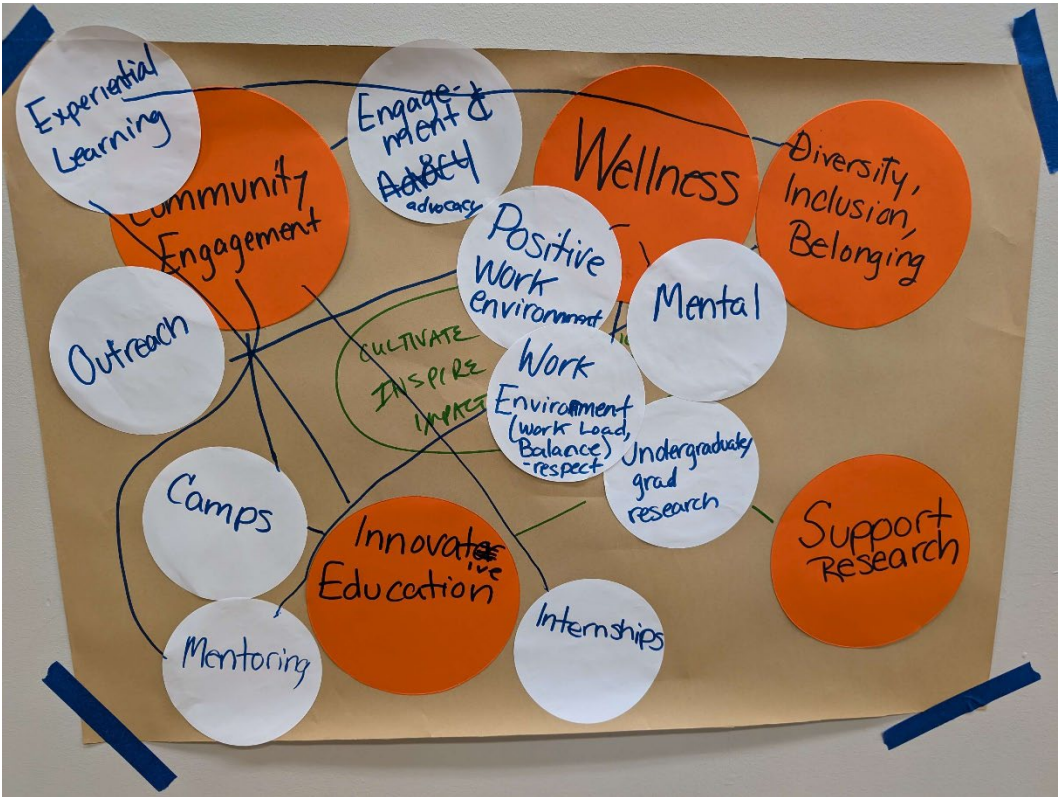
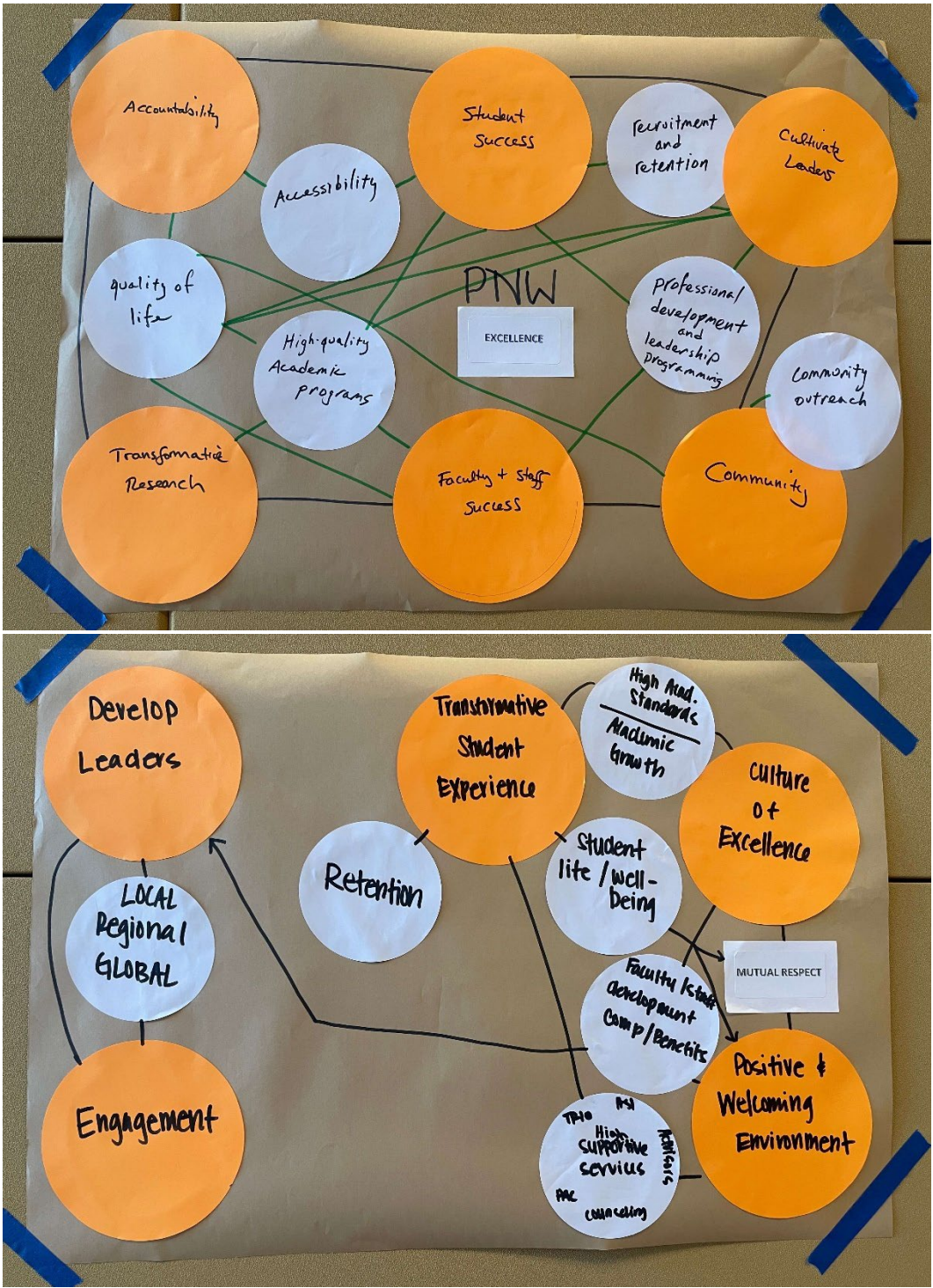
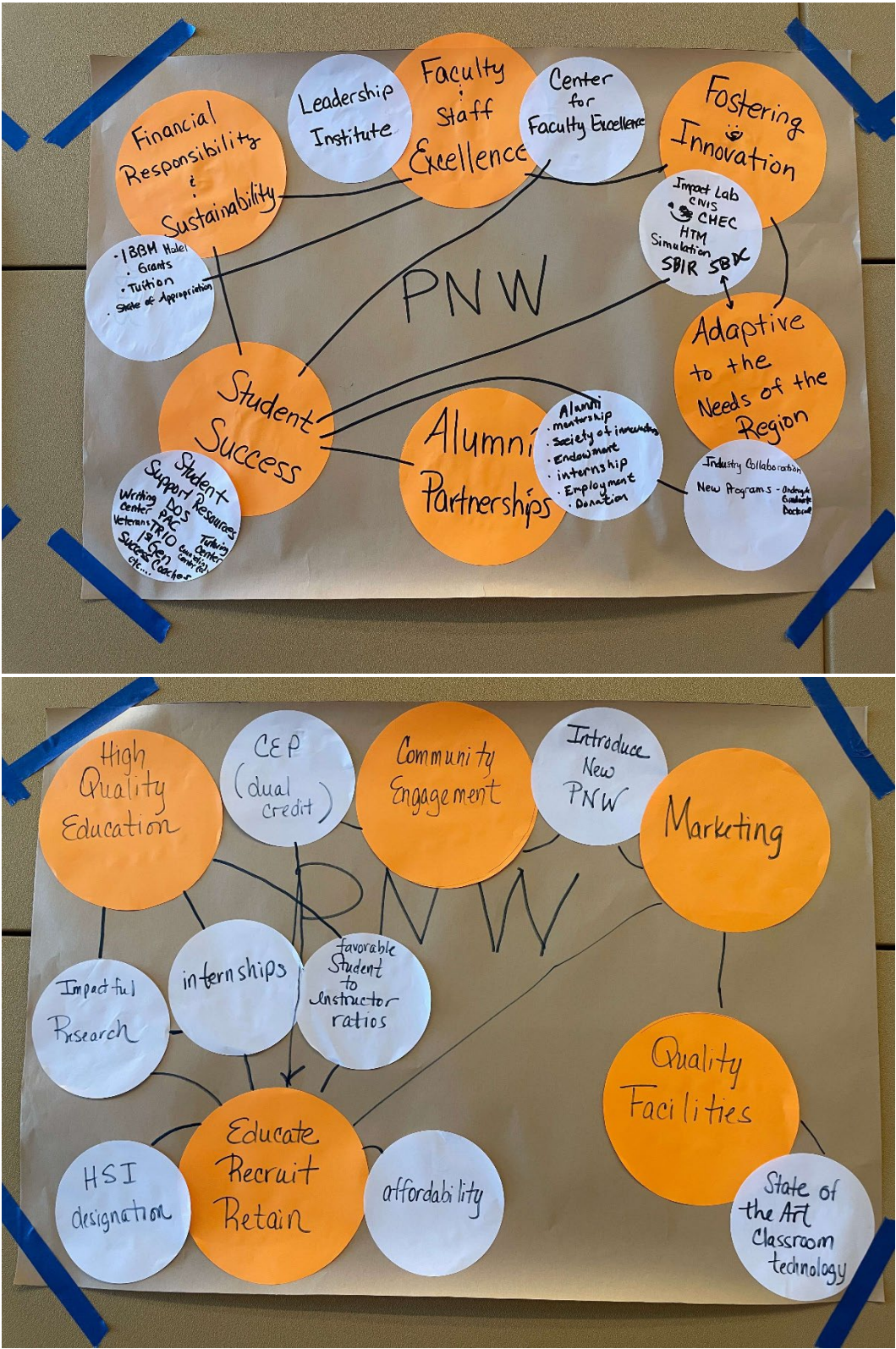




Table Strategy Maps – September 25



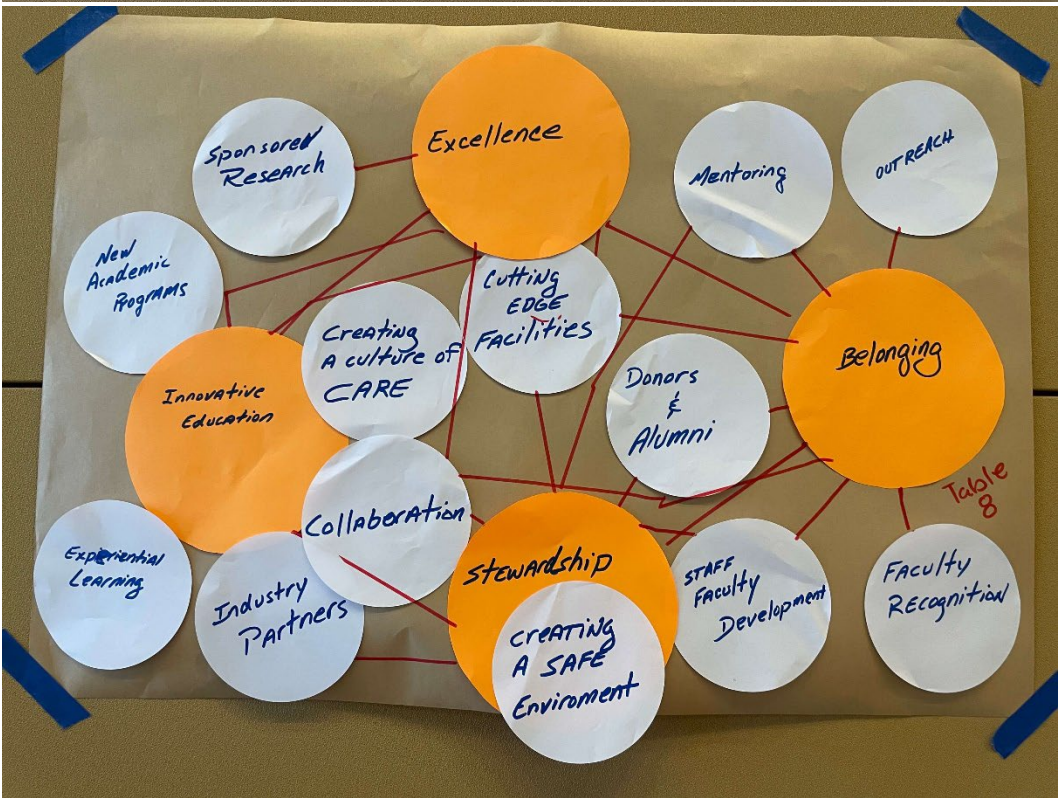
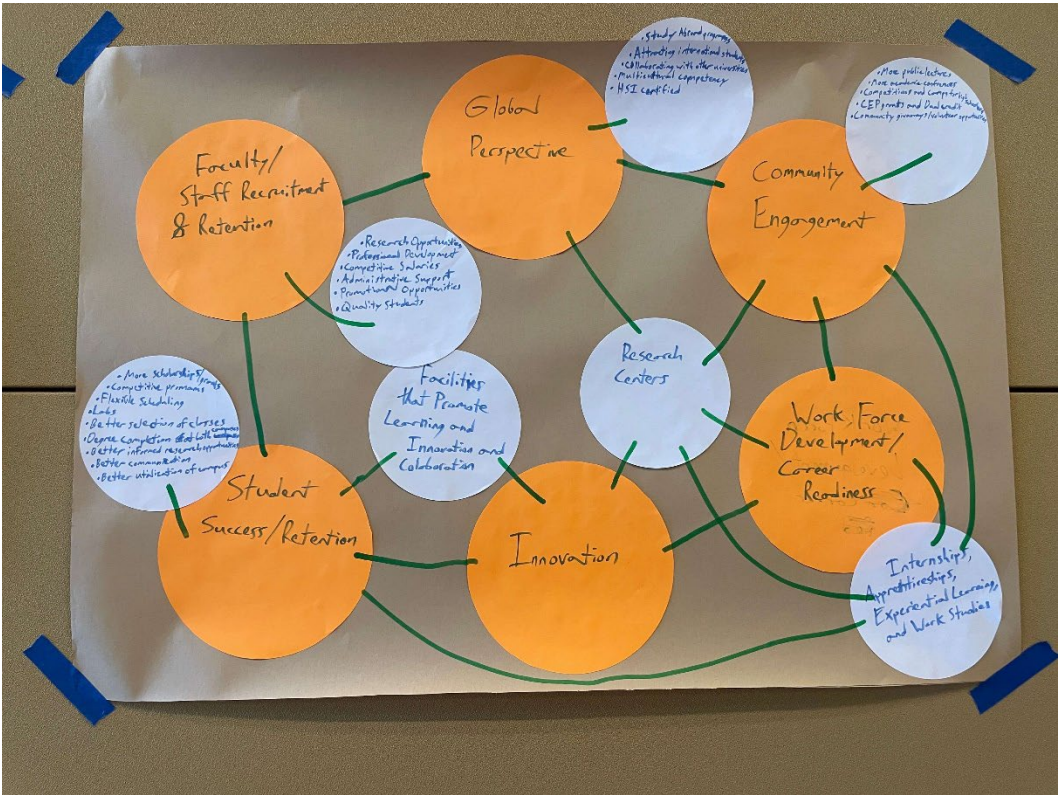




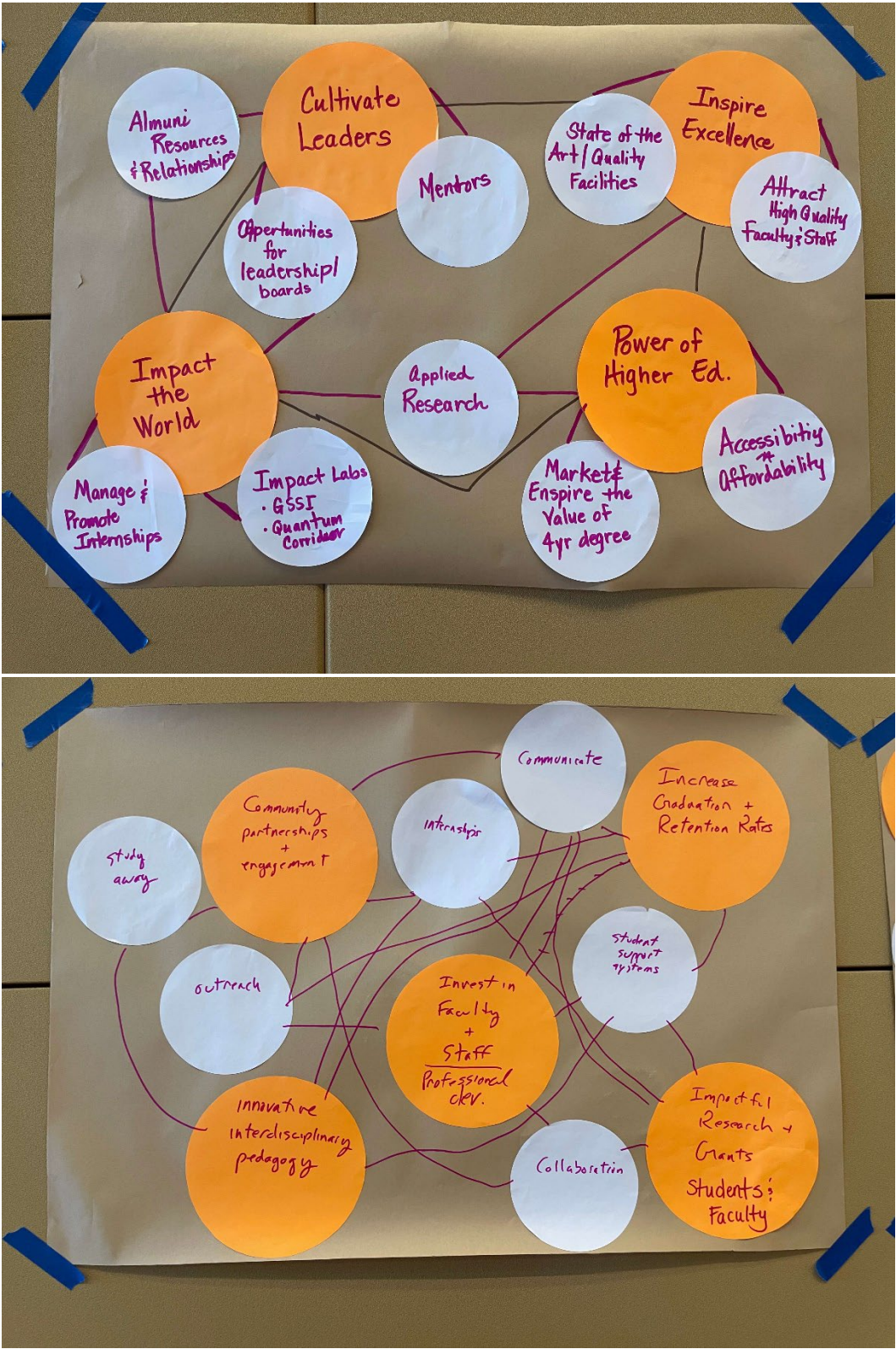




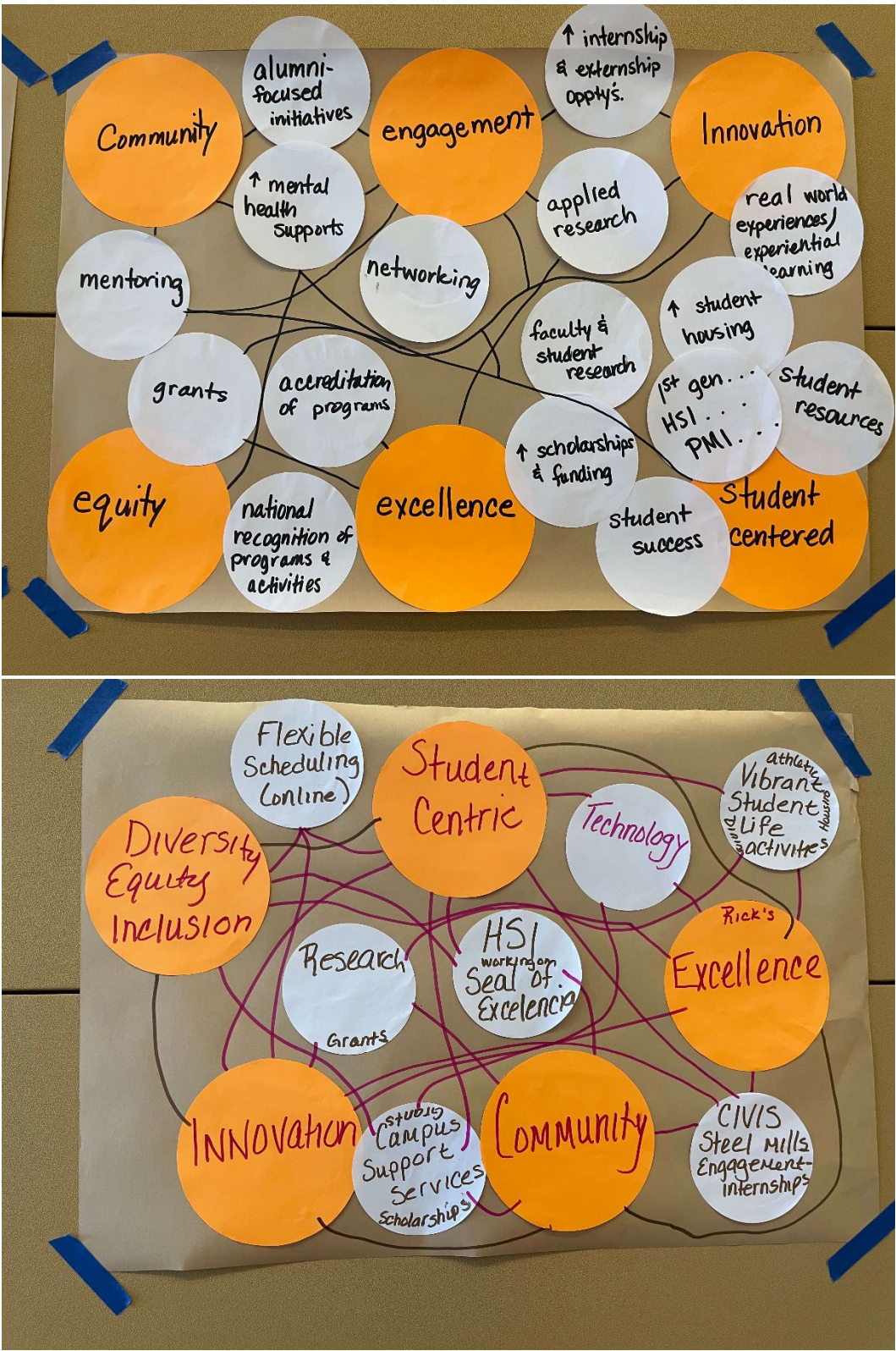












## Appendix E: Meeting Evaluations

*Combined responses for September 24 and 25*

### Evaluation Part 1: Most Significant Outcome

**Below are comments submitted to the question “*What was the most significant outcome of this meeting for you?*”**

- Drilling down the proposed vision statement.
- How most of us shared the same ideas.
- Get to know many new people on my table
- Gaining a student perspective by having a student as part of our brainstorming group. The consultants were very efficient.
- Being able to provide ideas and input
- The opportunity to provide input regarding the strategic plan was the most significant outcome.
- Collaborating with colleagues on shaping PNW's future direction
- Giving input on mission, goals and values for PNW
- A genuine sense of involvement in the strategic planning process
- Giving input
- Seeing different visions and opinions
- Broad participation and engagement; high energy
- Hearing where we stand and what others think about our future.
- Learning all the different views others have. Feeling that our input is valued.
- Seeing the strategy maps with applications for moving forward
- The findings behind the activities
- Strategic goals.
- The opportunity to offer feedback for the next strategic plan.
- Collaboration
- Engaging with colleagues I've never met
- Strategic goals.
- Learning that not everyone thinks we should promote being an HSI

- Teamwork
- The commitment we all have to make this the best place for higher learning for our students
- Seeing how much we all have in common. 2. Faculty and staff willingness to participate in setting future of our institution.
- Learning more about what is important to my colleagues at the university concerning student success.
- Meeting new people and working together on a common goal. It feels really good to have a voice!
- Recognizing all the work required. That it's okay to disagree.
- It was great to see so many stakeholders come together and brainstorm PNW's potential for the future.
- Meeting new employees, together and setting goals.
- I learned a lot of initiatives that are taking place across campus.
- Career Placement/Readiness and curriculum matching workforce needs is a common theme and hope there is support/an action plan for this.
- The identification of values that are important to PNW, students, community.
- Learning that they really want input from us the employees. And we are on the same page with keeping our students needs and wants in the forefront.
- Definitely, a productive day with all of PNW coming together for a common goal. It was exciting for us to put on our thinking caps for the future strategic plan.
- Get to know many new people on my table
- Gaining a student perspective by having a student as part of our brainstorming group. The consultants were very efficient.
- Being able to provide ideas and input
- The opportunity to provide input regarding the strategic plan was the most significant outcome.
- Collaborating with colleagues on shaping PNW's future direction
- Giving input on mission, goals and values for PNW
- A genuine sense of involvement in the strategic planning process
- Giving input
- Seeing different visions and opinions
- Broad participation and engagement; high energy



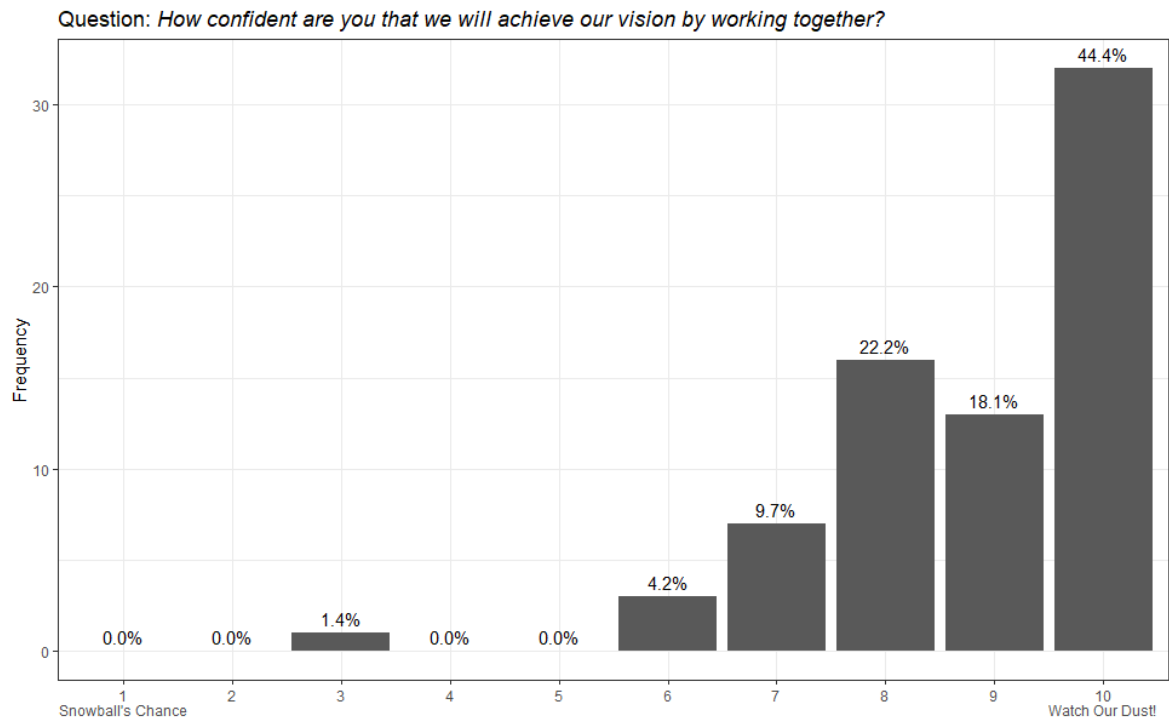
- Hearing where we stand and what others think about our future.
- Learning all the different views others have. Feeling that our input is valued.
- Seeing the strategy maps with applications for moving forward
- The findings behind the activities
- Strategic goals.
- The opportunity to offer feedback for the next strategic plan.
- Collaboration
- Engaging with colleagues I've never met
- Strategic goals.
- Learning that not everyone thinks we should promote being an HSI
- Teamwork
- The commitment we all have to make this the best place for higher learning for our students
- Seeing how much we all have in common. 2. Faculty and staff willingness to participate in setting future of our institution.
- Learning more about what is important to my colleagues at the university concerning student success.
- Meeting new people and working together on a common goal. It feels really good to have a voice!
- Recognizing all the work required. That it's okay to disagree.
- It was great to see so many stakeholders come together and brainstorm PNW's potential for the future.
- Meeting new employees, together and setting goals.
- I learned a lot of initiatives that are taking place across campus.
- Career Placement/Readiness and curriculum matching workforce needs is a common theme and hope there is support/an action plan for this.
- The identification of values that are important to PNW, students, community.
- Learning that they really want input from us the employees. And we are on the same page with keeping our students needs and wants in the forefront.
- Definitely, a productive day with all of PNW coming together for a common goal. It was exciting for us to put on our thinking caps for the future strategic plan.
- Hope

- I was provided with detailed information about the direction university is going with strategic plan
- Feeling like what I said mattered
- Thankful for the collaboration and having a voice
- Discussing the mission statement and better understanding key takeaways of the discovery report
- Clarifying our vision for PNW and what we value.
- Working collaboratively with colleagues to discuss, re-organize and re-imagine the vision, mission and goals of the university
- Knowing everyone's view and opinion on the mission and vision of the university.
- I definitely think we achieved great success in developing ideas that were more aligned with the future of the university
- Working in groups step by step was great. My table (and summaries from other tables) was inspirational to me and I hope our input becomes a valued part of our new strategic plan.
- A reconsideration of the vision statement and a focus on the relationships between strategies and goals
- I learned more about where the university is planning on going and what I can contribute
- The group was on the same page with the mission and goals and I am excited and hopeful that we will see great results from this meeting.
- Seeing everyone collaborate and view different perspectives that you may not have thought of.
- Being able to re-imagine and articulate the goals
- The diversity of perspectives, collaboration to developing a mission and vision for the future
- Collaborating with people that care about PNW
- Collaboration with a variety of coworkers and to hear many different ideas and opinions
- Meeting and working with faculty, staff and students outside of my office
- The ability to be a voice to help improve PNW
- Working collaboratively to re-structure the university mission and goals
- Having my voice heard
- Networking
- Listening to other members

- Having my voice heard
- Positive vibes; engaged participants
- Just being included in the process.
- Building community
- That we will have a plan that includes our inoit
- Narrowing down and getting buy-in for a shared vision. Understanding how we arrive at the mission and vision is important.
- Meaningful conversations with people from across the university gave a broader perspective of understanding.
- Collaboration, new voices, improved morale.
- The fantastic input and engagement from the participants
- The excitement to help formulate a bew strategic plan
- Unifying the faculty, staff, and students in the process of designing the new missions statement and values
- Unifying the collectives to brain storm, and own the new mission
- A concise mission, vision and goals with collaborative efforts across the university
- The most significant outcome from this meeting is that I feel familiar with potential drafts of PNW's 2025-2030 mission, vision, and values.



Evaluation Part 2: Confidence in Achieving Vision



Overall Average: 8.82 (out of 10)