

INDIANA UNIVERSITY  
FORT WAYNE

# IU FORT WAYNE **FORWARD**

Listening, Learning and  
Launching IU Fort Wayne Forward

**Indiana University Fort Wayne** (IUFW) was established through legislative action in 2018 as the only university in Northeast Indiana with a singular mission to educate the next generation of health professionals.

Our mission is vital to the continued expansion of Fort Wayne and northeast Indiana as healthcare is the second-largest employment sector in the region.

### **Mission**

IU Fort Wayne prepares the next generation of healthcare professionals through exceptional and inclusive educational opportunities. Faculty, staff, students, and partners create a unique, innovative approach to classroom and real-world experiences, transformational research, and service to the State of Indiana and beyond.

### **Vision**

IU Fort Wayne leads in providing exemplary health professions education, research, and innovation to promote and improve the health and well-being of diverse populations in the communities we serve.



Thank you to our community partners for their participation in the IU Fort Wayne Listening Tour:





## INDIANA UNIVERSITY FORT WAYNE

### **Greetings to our Indiana University Fort Wayne Friends and Stakeholders**

What an honor to join Indiana University Fort Wayne as the inaugural Vice Chancellor and Dean on July 1, 2022! As an enthusiastic newcomer to Fort Wayne (IUFW), I have fallen in love with our city, our state, and IU Fort Wayne. Eager to learn and explore how IU Fort Wayne can make its strongest contribution, we launched *IU Fort Wayne Forward – A Listening and Learning Tour*. The wealth of information we gained was timed perfectly to inform us and to provide valuable input for the development of our *IU Fort Wayne Vision 2030 Strategic Plan*.

### **Our Present: IU Fort Wayne is valued in this region.**

Input from our *IU Fort Wayne Forward* stakeholders resoundingly affirms IU's place as a premier health professions education center and its vital contribution to the health and well-being of our region.

The focus groups on campus and in the community provided particularly important feedback. I learned how valued IU is in this city and region and how so many would like us to be more visible and have a stronger presence. I met with our community partners who provide such exceptional learning experiences for our students in all our disciplines and make a difference in our community. I heard the enthusiasm for our graduates and gained an appreciation for their capacity to make strong contributions thanks to their education at IU Fort Wayne. Many people commented about the work our faculty and staff do, not only in their roles at the university, but also as leaders of innovation and service in the community.

I especially loved the focus groups with our students, who shared great ideas and energy to make our world a better place. They are eager to learn and excited about IU Fort Wayne's growth. They would like to see more crimson and cream around campus and more space to study and learn.

This listening and learning process also revealed the richness of our collaboration with Purdue Fort Wayne. We are aligned in our passion for education, research, innovation, and service to our community. Together, we comprise a strong regional presence. Today, our collaboration is strong.

### **Our Future: IU Fort Wayne's opportunity to contribute is boundless.**

I invite you to read this report and join us as we expand our reach to meet the needs of this amazing city and region. There is vital work to be done together. We are dedicated to being a constant partner in visioning for growth, embracing our community, and educating the next generation of health professionals for our region and beyond.

A paraphrased quote from Frederick Buechner – *where the world's greatest need meets our greatest passion is where we are called to be* – speaks to our future. IU Fort Wayne's mission and vision aligns with significant needs of Northeast Indiana! We are honored and humbled to answer that call.

With appreciation and enthusiasm,

Deborah R. Garrison, PhD  
Inaugural Vice Chancellor and Dean



## A NEW VICE CHANCELLOR

From October 2022 through January 2023, IU Fort Wayne's inaugural Vice Chancellor, Dr. Deborah Garrison, Ph.D., conducted a series of community conversations called the IU Fort Wayne Forward listening tour. As a new community member and leader, her goal was to understand IU Fort Wayne's place in the community and the region as we prioritized a plan to raise the profile and advance our mission and vision.

Through this process, she held 24 in-person IU Fort Wayne Forward listening sessions and focus groups. More than 260 IU Fort Wayne constituents expressed their perceptions of IU's contributions to the

community and what should be done to strengthen the university. 152 faculty, staff, students, alumni, and community partners met face-to-face, while an additional 110 participants responded to the online IU Fort Wayne Forward survey. Participants also shared what they considered to be the top priorities for the campus' future.

This data has been reviewed with the intent to align key themes identified through this campaign alongside other key economic development efforts from partners including Greater Fort Wayne Inc.'s *Allen County Together* and Northeast Indiana Works research analysis.

## PRIORITY WITH PURPOSE

... **IU Fort Wayne** is dedicated to integrating and applying the priorities and discussions raised through this listening tour to develop an understanding of the unique factors of Northeast Indiana and Fort Wayne, specifically, to propel IU Fort Wayne forward in an effort to fulfill our mission and vision as we educate the next generation of health professionals and advance the health and well-being of our community through education, community service, and research.



## OPPORTUNITIES AHEAD

We asked, “How can IU Fort Wayne make a stronger contribution?” and generated over 500 responses.

The largest number of comments revolved around branding and included comments such as:

*“Seeing red and white [on campus] would help build momentum and energy.”*

“Let people know IU is still in Fort Wayne and publicize the academic degrees we offer.”

### Increasing presence and visibility

Participants regularly noted a need for more visibility, increased event participation, public-facing advertisements, and IU Fort Wayne merchandise.

Following closely behind these comments were those related to student success and the student experience. Students want more say in campus governance, more IU Fort Wayne student life activities, more opportunities for professional experiences, and more space to call their own, all preferably branded with IU colors.

They suggested:

- *“Build bridges to support ...student recruitment, retention, and engagement. Work toward a healthy, happy campus.”*
- *“Emphasize that students do not miss out on campus environment, events, etc.” offered by Purdue Fort Wayne.*
- *“Host student conferences, give awards, improve speaking skills [and] resume building.”*
- *“Hold [a] connections and career fair for internships and jobs.”*

*And ultimately: “make students feel good about being here.”*

Participants also commented on continuing to grow community partnerships and

adding graduate and undergraduate programs alongside the undergraduate health professions programs we offer.

Specific examples included:

*“Grow and add programs in meaningful ways according to community needs and demographics.”*

### Expanding our reach

Enhancement of interprofessional education and increasing research opportunities, particularly for undergraduates, was recommended. Participants also suggested increasing enrollment and planning for non-traditional clinical placements. There were also calls for IU Fort Wayne to continue to strengthen our contribution to our community’s well-being and health.

### Embracing our alumni

Alumni responded to the lack of IU branding and engagement with feedback that we need to improve connections and increase visibility. The alumni population includes 33,297 IU-degree-holding graduates (1964-2018).

We agree strongly with the suggestion that we intentionally work to restore relationships with IU alumni who indicated they felt “deserted” following the IPFW realignment in 2018. These concerns, among others, are addressed in our *Vision 2030 Strategic Plan*. [ See page 11 ]



Ruby the Red Fox and alumni gather for the Three Rivers Festival parade.

## CONTRIBUTIONS BY IU TO NORTHEAST INDIANA

Of the 176 comments about IU Fort Wayne's contribution to the community, the majority were centered around the fact that IU is educating exceptional health professionals that will meet the critical workforce needs of the future.

### Contributing to the second-largest sector of employment

There is a strong understanding IU offers an affordable, local opportunity for undergraduate students to be educated in high-demand health professions including dental hygiene, technology, and assisting; health and human science; medical imaging and sonography; nursing; public health and health administration; and social work.

Northeast Indiana Works projects a 12% growth in openings in these careers over the next decade, resulting an estimated 41,286 jobs in the healthcare sectors IU Fort Wayne provides education.

IU Fort Wayne gives northeast Indiana residents (and beyond) the opportunity to

attain a highly-respected Indiana University degree on a this beautiful campus, in tandem with Purdue Fort Wayne. Benefits of studying at the 668-acre campus include:

- o small class sizes that foster dialogue and interaction,
- o personal connections with exceptional faculty and staff, and
- o outstanding real-world experiences in a supportive and growing community.

Furthermore, the IU School of Medicine in Fort Wayne offers four years of medical education, graduating medical students who are matched with residencies. More than 80 physician graduates have returned to the region to practice medicine locally since the site opened in 1981.

### Enhancing health and well-being

Participants recognized the impact of IU Fort Wayne's community engagement, which involves a variety of efforts to improve community health through the on-campus Bleeke Dental Clinic, and the off-campus Lafayette Street Family Health Clinic, as well as a variety of other volunteer opportunities and co-curricular activities.

### Fostering rich partnerships

IU Fort Wayne faculty supplement classroom learning with real-world experiences including field placements, clinicals, and internships in hundreds of organizations in the region. These community partnerships often lead to valuable support and resources for our academic programs, including scholarships to assist many first-generation, culturally diverse, and academically successful students. We also recognize there is an opportunity to foster even greater collaboration with Purdue Fort Wayne, in our post-realignment affiliation.



The 60-year-old+ dental hygiene program, and related dentistry majors, educate students while serving the community through affordable oral healthcare in the on-campus **David A Bleeke Dental Hygiene Clinic**. These programs are one example of how IU Fort Wayne provides a skilled workforce to medical offices statewide.

# PROPOSED STRATEGIC PRIORITIES



Initial review of all responses indicated Branding, Funding Scholarships, and Adding Graduate programs were most important.



## Top priority by audience

Participants were asked on which priorities should IU Fort Wayne focus. Overall results appear in the table above. In reviewing the results, a focus was placed on how internal audiences (students, faculty and staff) responded and how their insights might have a different perspective than external audiences. External participants included the three major health systems, regional business owners, economic development partners including Greater Fort Wayne, Inc. members and staff, as well as campus alumni.

Our campus partner, Purdue Fort Wayne's leadership team, also opted to participate; their comments were included as external. Community members were included in the external sector.

<b>Students</b>	Branding
	Funding Scholarships
	Adding Grad Programs
<b>IUFW Faculty and Staff</b>	Branding
	Expanding Learning Spaces
	More Clinical Placements
<b>External Audiences</b>	Branding
	Funding Scholarships
	Adding Undergrad Programs

## Next steps to sustaining growth

In addition to informing IU Fort Wayne's future priorities and strategic planning, the data gathered through *IU Fort Wayne Forward* was reviewed with the intent to align key themes alongside other key economic development efforts from partners including Greater Fort Wayne Inc.'s *Allen County Together* and Northeast Indiana Works research analysis.

With *IU Fort Wayne Forward – A Listening and Learning Tour* complete, Garrison and the IU Fort Wayne leadership are developing the next steps for moving forward with key priorities and identifying the pillars that its 2030 strategic plan will be built upon.

View the *IU Fort Wayne 2030 Strategic Plan*: [www.iufw.edu/strategic-plan/](http://www.iufw.edu/strategic-plan/)

# BUILDING A SHARED VISION – THE PATH FORWARD

Across the 24 in-person focus groups, a central idea emerged: IU Fort Wayne engages the community through health-focused events and activities that provide opportunities for students to learn, connect with, and serve the community.

One participant shared: “Healthcare is crucial to any thriving community, and growing that workforce is a direct contribution to the quality of life.” Therefore, IU Fort Wayne believes such a focus is a win-win for our region.

### Fostering student success

Participants recognized that IU Fort Wayne provides top-tier, local education to prepare the next generation of healthcare and social service professionals and administrators who will provide much-needed care in northeast Indiana. Students shared that our faculty make them feel cared for, emphasize inclusion, and are committed to helping students.

*“We have a great campus with IU here. Local high school grads need to... recognize what’s in their own backyard.”*

A key theme emerged, noting the benefits of a regionally located campus setting, and the value of an IU degree, community members commented, “[IUFW] gives students the opportunity to get an affordable, quality public education with small class sizes.”

Students voiced appreciation for “small classes and professors who know us by name – making us feel cared for.”

Student and faculty participation garnered further supportive

comments: “We are building a positive climate... We’re working together and helping each other out.”

In the fall of 2022, IU Fort Wayne enrolled 913 undergraduate and 123 graduate and professional students.

IU’s commitment to delivering high-quality, essential health career education continues to be top-of-mind. Participants recognized the community’s desire to build K-12 pathways to health careers, and IU Fort Wayne offers integral contributions toward this goal. And, it is a component of *IU Fort Wayne 2030 Strategic Plan*.

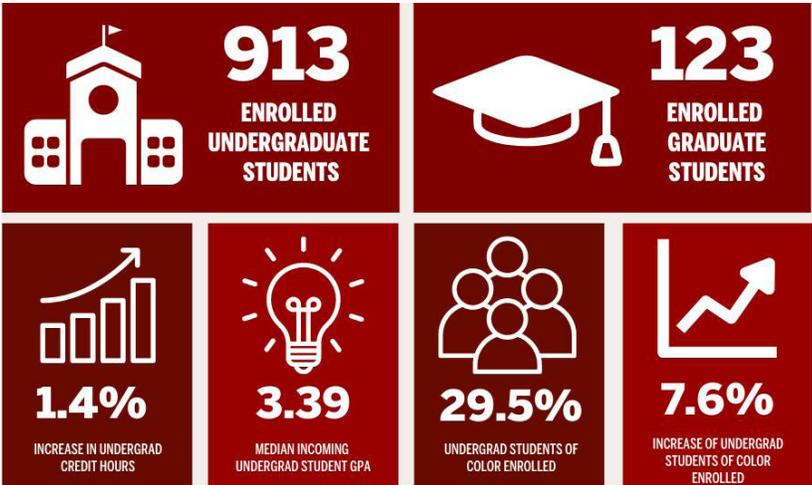
Across the IU Fort Wayne footprint, 100s of well-prepared graduates go into a broad range of positions in the local area every year, filling the critical and growing need for healthcare workers.

Healthcare leaders noted the exemplary preparation of our graduates for entry into practice.

### Diversity, Equity and Inclusion (DEI)

We are working to encourage diversity and equity by providing an open and accepting community and providing health services to

## FALL 2022-2023 ENROLLMENT



minimize health disparities in underserved communities.

*“Ensure [an IU] education is more accessible and inclusive of students reflecting disadvantaged backgrounds.”*

IU Fort Wayne recognizes the multiple benefits of cultural diversity including helping students to challenge stereotypes, encourage critical thought, and expanding their world view.

The student population at IU Fort Wayne aligns closely with the cultural diversity represented in the Fort Wayne area. However, the faculty and staff do not reflect a similar level of diversity, something participants recognized as an important goal for the campus. While recruitment of faculty is challenging due to the shortage of practitioners in our fields of study and the compensation offered in the practice arena, IU Fort Wayne is determined to be strategic and intentional about recruiting and retaining faculty with diverse backgrounds.

### **Research and innovation**

Health systems and their leaders look to us to bring new technology and knowledge through research that benefits the region and the nation. There is a call to “partner to create innovative approaches to clinical education.” Likewise, we have an opportunity to more strongly “engage with the community through student and faculty service and research.”

Collaboration and partnerships were discussed and many ideas about what these options might look like were suggested, such as “engage with Fort Wayne Research Consortium to join students with research, and by presenting research.”

Awareness of our campus impact, future growth, and research potential are



**Fall 2022** enrollment at IUFW  
= **29.5%** students of color

### **RECRUITING FROM CULTURALLY DIVERSE BACKGROUNDS**

Students thrive when they are in a community of diverse faculty and staff. The *2004 Sullivan Report on Missing Minorities in Healthcare* emphasizes the need to recruit and retain diverse populations so healthcare professionals can reflect the demographics of the area where they serve. This need remains today.

illustrated through such projects as Greater Fort Wayne Inc.'s inclusion of the Indiana University School of Medicine location in Fort Wayne's need for more exposure as shared in *Allen County Together* strategy:



A need has been identified to “support Indiana University Fort Wayne’s future growth and expansion by encouraging enrollment growth, driving development of new facilities and assisting with marketing and promotion efforts to increase the institution’s internal and external visibility.

(Published November 2021)

## Serving the state and beyond

The academic programs offered by IU Fort Wayne attract, cultivate, and retain talent in northeast Indiana in recognition of the region's drive to one million residents by 2030.

*"[You're] bringing residents to the community, and they tend to stay here once they get here. People who attain a college degree tend to earn more, pushing our average wage higher."*

Northeast Indiana Works shared the average wage for healthcare practitioners and healthcare support occupations are higher than all other occupational clusters at \$96,354 annually, versus \$52,682 in other clusters. (April 2023).

A rich array of experiential learning opportunities in the work setting and community are a key element for those who pursue a degree in clinical and healthcare professions. Clinical partnerships, internships, and field placements are instrumental in preparing students to meet the needs of our region. Such real-life experiences give students a direct connection with the community they will serve.

**87% of students educated at IU Fort Wayne remain in northeast Indiana after graduation**, becoming the next generation of healthcare workers contributing to our community.

We have established a positive reputation in the community. One participant shared

*"IU has a high caliber of education and a positive reputation in the community."*

A health professions leader commented, "Grads come in ready to hit the ground

**“ People in the community are committed to [this] local campus and its success. [We] value IU Fort Wayne and what it contributes to our community. ”**

running and understand quality patient outcomes.”

Agencies offer internships to our students because they are exceptionally prepared. Multiple participants' comments confirmed relationships with health systems and community organizations are essential to students' success, and the region's sustainability and growth. Sustaining these partnerships is an essential element of our growth through 2030.

Aligning our students to serve in a variety of settings is critical and better prepares future health professionals for the multi-faceted and cultural development needed to be successful. Many graduates of these programs serve outside of the traditional hospital-based environment including nonprofits and community-based health organizations.

Unifying health professions programs under one public university, IU Fort Wayne, has brought a globally recognized brand name to the area, giving many alumni and business leaders new energy and momentum.

*"Having a Big 10-named university in Fort Wayne showcases the opportunity students have to earn a highly sought-after degree."*



## IUFW VISION 2030, CHARTING OUR FUTURE

IU Fort Wayne's focus on health professions education is important to the greater Fort Wayne community and northeast Indiana. We are committed to building upon the existing strong collaborations with local educational and clinical partners to advance meaningful learning opportunities for our students. We continue to partner with Purdue Fort Wayne to ensure optimal student recruitment, retention, graduation, and successful post-graduate outcomes.

IU Fort Wayne is dedicated to creating a culture that welcomes everyone. Embedded in the IU Fort Wayne strategic plan is an emphasis on diversity, equity, and inclusion. As we foster cultural humility, our goal is to create a place where faculty, students, staff, and stakeholders can interact from an authentic perspective and where we seek first to understand.

### Leadership at IU Fort Wayne

IU Fort Wayne leaders are committed to being forward-looking to advance through research, innovation, and evidence-based practices. Leadership competencies are fostered. Together we will establish a legacy for IU Fort Wayne that is responsive to its community and fosters health and well-being for all.

### Pillar 1: Student Success

The success of our students is immensely important to IU Fort Wayne. Student success dictates how we structure our programs, design our curricula, and position ourselves to respond to the evolving demands of the workforce.

Metrics to assess progress toward our goals will be benchmarked against our peer institutions wherever possible and will include

- o enrollments,
- o retention rates,
- o graduation rates,
- o career outcomes, and
- o other related measures of success.

### Pillar 2: Transformative Research

Undergraduate and graduate research, discovery, and creative activity are critical to the vitality and national reputation of academic degree programs. The translation of research into application and practice benefits our state through innovative solutions to pressing problems and helps drive economic development.

Successes in this area will be measured through:

- o increased support for faculty research,
- o increased projects and collaborations that address community public health issues,
- o increased number of pedagogical research initiatives,
- o increased use of technology and space for research,
- o increased DEI research, and
- o increased innovative and entrepreneurial partnerships.

### Pillar 3: Service to the State of Indiana

As a public higher education institution, our activities in teaching, scholarship, and service must remain focused on supporting our state and particularly the northeast Indiana region which we primarily serve.

IU Fort Wayne must be a leader in helping to address some of our state's greatest challenges, particularly issues related to the education of health professionals and creation of pathways from K-12 to higher education, as well as the enhancement of the health and well-being of citizens.

Success in this area will be measured through:

- o metrics specific to the areas of K-12 education,
- o service to our community, and
- o economic development.

[Abbreviated for space.]



# GUIDANCE FOR THE FUTURE

## Preparing to grow

Internal and external constituents recognize the importance of planned growth, inclusive of facilities, faculty, and staff. Concerns about facilities and current staffing levels were sprinkled throughout conversations.

**IU Fort Wayne's enrollment has doubled since 2018** and, with the goal of doubling enrollment by 2030, we will need to add infrastructure commensurate with growth. Faculty and staff recognize the constraints on growth and are eager for space that expands flexible instructional space, offers cutting-edge simulation facilities, dedicated student study areas, and faculty and staff offices and meeting spaces.

## Serving Northeast Indiana

Our *IU Fort Wayne Vision 2030 Strategic Plan* responds to this feedback from our constituents. We are passionate about meeting the growth and needs of Fort Wayne, the second-largest city in Indiana.

Our plans align with the momentum that propels our region to meet the goal



of reaching a population of one million residents. Our partnerships with healthcare organizations, non-profit agencies, and alumni support our capacity to address the health and well-being of a diverse and thriving community.

While established in 2018, IU Fort Wayne is built on the IU tradition of excellence that spans more than two centuries.

*... We are moving FORWARD!*



**INDIANA UNIVERSITY**  
FORT WAYNE

