

AUGUST 2009

NEW SYNERGIES:
PEOPLE, PARTNERSHIPS, POSSIBILITIES

**COLLEGE OF CONSUMER AND FAMILY SCIENCES
2008–2014 STRATEGIC PLAN**

PURDUE
UNIVERSITY

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Mission

The mission of the College of Consumer and Family Sciences is to serve and support the citizens of Indiana, the United States, and the world through the following:

1. **Conducting internationally recognized research** that improves the quality of lives of families and consumers and increases the productivity and efficiencies of the industries we serve.
2. **Providing rigorous and relevant undergraduate and graduate education** that develops the knowledge and skills of the next generation of leaders in consumer and family sciences.
3. **Engaging those outside the University** — families, consumers, policymakers, business/industry, community organizations, educators, and service providers — with knowledge and information to improve the quality of life within the home, at work, and in our communities.

Characteristics

- Research, scholarship, and creative endeavor — grounded in the most advanced methods that expand the frontiers of knowledge, enhance learning, and address societal challenges.
- Application of knowledge that responds to society's grand challenges and creates new opportunities that advance individuals and families.
- Learner-centered, inspiring, and nurturing educational communities marked by human and intellectual diversity, and the promotion of a dynamic culture of equity and inclusion for all people, in a pervasively supportive climate that fosters excellence of students, faculty, and staff.
- Partnership in Indiana's economic, social, and cultural development efforts, and in improving quality of life for individuals and families.
- Contributions to the public good that advance the State of Indiana, the nation, and the global community.
- The highest standards of ethics and integrity, and responsible stewardship of human, physical, financial, and environmental resources.

Vision

The College of Consumer and Family Sciences will be the international leader in the study of children and families, consumer behavior and the service economy, diet and health, and hospitality/tourism. The college will be an impetus for change, improving the quality of life in Indiana, the nation, and the world by promoting breakthrough discoveries, rigorous educational programs, and innovative engagement opportunities.

Characteristics

- Outstanding success developing global citizens and leaders, stimulated by synergistic programs of learning, discovery, and engagement that draw worldwide attention for their quality, relevance, depth, and scope.
- Field-defining research that addresses the grand challenges of the society, reflecting social awareness and cultural competence, involving multiple disciplines and large-scale partnerships with public and private enterprises on a national and global scale.
- Critical partnerships in social and economic development that advance the prosperity of Indiana, the nation, and the world; and serve as a model for 21st century engagement in improving quality of life in a diverse society.
- Recognized global presence through leadership and impact that positions the college as a leader for contributions in education and practical applications in addressing global needs.
- Superior quality of life in the workplace for all faculty, staff, and students to excel in their pursuits.
- Commitment to environmental consciousness and sustainability; aesthetics, functionality, and safety; and responsible stewardship with demonstrable best practices.

Purdue University Statement of Integrity

At Purdue, integrity is indispensable to our mission. We act with honesty and adhere to the highest standards of moral and ethical values and principles through our personal and professional behavior, in every action and decision. Trust and trustworthiness go hand in hand with how we conduct ourselves, as we sustain a culture that is based upon ethical conduct. We expect our actions to be consistent with our words, and our words to be consistent with our intentions. We accept our responsibilities, share leadership in a democratic spirit, and subject ourselves to the highest standards of public trust. We hold ourselves accountable for our words and our actions.

To ensure our integrity, we safeguard academic freedom, open inquiry, and debate in the best interests of education, enrichment, and our personal and professional development. We embrace human and intellectual diversity and inclusiveness. We uphold the highest standards of fairness, act as responsible citizens, respect equality and the rights of others, and treat all individuals with dignity.

To fulfill our goals as a learning community, we insist that the objectives of student learning are not compromised. We treat all students equitably, and our evaluations of learning achievements are impartial based on demonstrated academic performance. As students, we understand that learning is the most important goal and we embrace ethical values and principles, and reject academic dishonesty in all our learning endeavors. In the realm of new discoveries, we place the highest value upon truth and accuracy. We acknowledge the contributions of others. We place a higher value on expanding and sharing knowledge than on recognition or ownership.

We work diligently drawing from the strong work ethic of our State of Indiana and are committed to always acting in the best interests of the University. We pledge to make wise use of our resources and to be responsible stewards of financial, capital, and human resources. We operate within the letter and spirit of the law and prescribed policies, and strive to avoid impropriety, conflict of interest, and conflict of commitment.

As members of the Purdue community, we demonstrate unyielding and uncompromised integrity in support of the highest standards of excellence for the University. As individuals, we all contribute to this Purdue standard of integrity as an exemplary model for all universities.

Overview of Strategic Plan Goals

The goals of the College of Consumer and Family Sciences are aligned with Purdue University's *New Synergies* strategic plan. The college will organize and implement its strategic plan around these three goals:

1. Launching Tomorrow's Leaders in Consumer and Family Sciences
2. Discovery with Delivery to Improve Quality of Life
3. Meeting Global Challenges for Consumer and Families

These goals and the strategies that support them are designed to ensure the college's success in fulfilling higher education's traditional roles of learning, discovery, and engagement. While the three goals are distinct, they are also highly interdependent. Each informs and supports the work of the others. Many of the progress measures will apply to multiple goals. In many respects, the college's overall success in achieving these goals is built upon the overlapping synergies among them.

To realize the college's vision and achieve our three strategic goals, we are committed to developing:

People

The college cannot fulfill its mission without people — the students, faculty, and staff who make up the college as well as those within the University community and beyond with whom we partner to achieve our mission.

Partnerships

By working with others who share similar goals and whose expertise is complementary to ours, we can more effectively achieve our goals in learning, discovery, and engagement.

Possibilities

We recognize that addressing some of the greatest societal challenges — diet and health, financial security, children's success in school, parenting, aging, and living and working in a diverse, global economy — will require a deep commitment to developing the requisite human and financial resources.

Goal #1

Launching Tomorrow's Leaders in Consumer and Family Sciences

Promote excellence in learning experiences and outcomes, fostering intellectual, professional, and personal development to produce leaders in consumer and family sciences who are prepared to address tomorrow's global challenges.

Characteristics

- A superior student body prepared and motivated to undertake educational challenges, along with accomplished faculty and staff with global perspectives who are dedicated to excellence in student learning and success.
- Programs of superior quality, relevance, and value strengthened by multidisciplinary synergies that prepare learners to be innovative, successful, and leaders in a diverse global society.
- Assertion of core competencies in all academic programs and leadership development through learning experiences to prepare graduates for a dynamic workplace.
- Excellence in teaching and support services with innovative pedagogies and curricular synergies for improved learning and student success.
- Transformational learning opportunities that actively engage students to discover, expand, and apply knowledge within CFS, across disciplines, and with respect to global issues.
- Rewarding learning experiences and support structures for graduate and professional students that motivate and challenge them for intellectual growth and for creating new knowledge for global impact.
- Effective programs that expand the pathways to global education and instill the awareness, necessity, and value of global citizenship widely among all learners.
- A learning environment immersed in a rich and dynamic culture of diversity, equality and inclusion for all people, with widespread support and a diverse educational climate for an evolving global society.

Goal #2

Discovery with Delivery to Improve Quality of Life

Advance the frontiers of knowledge, and innovate technologies that address the grand challenges of society to serve humanity and improve the quality of life around the world.

Characteristics:

- Discipline-based research, scholarship, and creative activity of the highest excellence and significance in advancing knowledge and innovations.
- Multidisciplinary partnerships among researchers for breakthrough advancements in research programs and outcomes of profound impact.
- National and international reputation for a culture of excellence, leadership, and impact of research, along with national and global recognition of faculty, staff, and students for their accomplishments.
- Successful discovery-to-delivery as a driver of quality of life in Indiana, the nation, and worldwide.
- Aggressive growth in sponsored funding for research programs that provides superior support to research and increases competitiveness.
- A superior research infrastructure as a model for effectiveness, efficiency, responsiveness, and agility in a dynamic faculty-driven research environment that interacts with national and global partners.
- World class “best-of-the-best” research faculty, students, and staff with commitment, dedication, and leadership to grow and sustain a globally outstanding research enterprise.
- Growth of human and intellectual diversity in the research enterprise with diverse and global perspectives, catalyzing increased breadth and depth of research opportunities for faculty, students, and staff.
- Demonstration of the highest standards of ethics and integrity in research, and in the management of the research enterprise.

Goal #3

Meeting Global Challenges for Consumers and Families

Address the critical needs of individuals and families and support Purdue's efforts to catalyze economic development and entrepreneurship consistent with a public research university of the 21st century with global impact.

Characteristics:

- Enhanced global dimensions of the engagement portfolio with a major role in developing and attracting global talent and partnerships that promote Indiana's quality of life in the global context.
- Increased impact of the college's intellectual portfolio driven by research, inventions, and innovations that spur economic and social development with a global outlook and global participation.
- Scholarly engagement that enhances public knowledge and understanding of global issues for informed actions affecting current and prospective public interests focused on individuals and families.
- Leadership in service and workforce development with sophisticated professional assistance, value-added lifelong learning, and special attention to advancing a diverse workforce talent pool.
- Leadership in Pre K and family and consumer sciences educational partnerships in promoting, facilitating, and expanding opportunities for student preparation for higher education and career.
- Recognition as a leader in meeting global challenges and contributing to the common good for individuals and families.

Strategies: Common to All Goals

- A. Enhance the quality of the faculty and staff through aggressive recruitment of talented leaders in their fields, with keen attention to increasing diversity.
- B. Nurture the retention of faculty and staff through professional development and support, supervisory training for leadership positions, and career advancement opportunities.
- C. Foster a diverse and inclusive environment within the college by promoting cultural awareness, collegiality, and by cultivating respect for diverse people and cultures.
- D. Foster collaborations among disciplines across the university to cultivate new synergies in educational and research endeavors.
- E. Encourage a global mindset that values diverse perspectives and supports international collaborations and partnerships.
- F. Promote a culture of assessment that expects rigorous internal and external review of programs and services for continuous improvement.
- G. Continue to build relationships with constituents toward successful private giving for targeted initiatives that enhance the college's competitiveness.
- H. Engage the college's alumni and retirees by involving them in activities that would benefit from their experience such as recruitment and mentoring of students, job shadowing, and serving in an advisory capacity.
- I. Support Purdue's effort to promote health and well-being of students, faculty, staff, and retirees by encouraging greater attention to life building skills and personal responsibility with respect to good health practices.
- J. Continue to grow and support a world-class, 21st century infrastructure of facilities to promote learning, discovery, and engagement in CFS.

Strategies for Goal #1

Launching Tomorrow's Leaders in Consumer and Family Sciences

- A. Reinvigorate the recruitment and retention of a diverse pool of students with enhanced academic preparation, and attend to their achieving success through effective pedagogy, incentives and support, and outstanding opportunities for career development.
- B. Substantially increase student financial aid in order to provide need-based and merit-based scholarships to increase competitiveness in student recruitment and retention, and to reduce student debt upon graduation.
- C. Enhance competitiveness in graduate student recruitment and graduate student support with stipends, fellowships, and benefits to recruit and retain the very best graduate students, so as to enhance and sustain the quality of academic and research program support.
- D. Instill in students a passion for academic success as well as life-long learning through currency in knowledge, pedagogical variety including distance learning programs/options, and conduct learning outcomes assessment for continuous improvement.
- E. Engage all undergraduate students in experiential learning, early in their careers at Purdue, through involvement in research, service engagement, study abroad, and other hands-on experiences appropriate to their curricula.
- F. Proactively attend to student success through early monitoring and positive intervention for students with declining academic success.
- G. Prepare students for successful citizenship by promoting civic engagement through expanded service-learning opportunities in the community.
- H. Promote respect and value in an inclusive community exemplifying diversity in all aspects of a productive, proactive, and nurturing learning environment.
- I. Provide Indiana's pre-K and family and consumer sciences (FCS) educational communities with leadership in helping to prepare young children for success in school and FCS students to become leaders in their communities.
- J. Develop personalized academic connections with prospective students before, during, and after their enrollment to keep them engaged in their academic pursuits with encouragement, motivation, and support.

Strategies for Goal #2

Discovery with Delivery to Improve Quality of Life

- A. Nurture disciplined-based research, scholarship, and creative endeavor of the highest quality as the primary strengths that undergird the development of successful multidisciplinary initiatives.
- B. Initiate mutually beneficial partnerships with research funding agencies including federal and state agencies, industries and corporations, and private foundations.
- C. Enhance research and scientific leadership by:
 - promoting faculty memberships in national academies, faculty representations on national boards, and rotational positions in national agencies;
 - increasing the research involvement of faculty, supported by postdoctoral fellows, professional staff, and graduate students; and
 - implementing mentorship programs for young and mid-career researchers.
- D. Focus on breakthrough multidisciplinary research with signature approaches for addressing societal grand challenges involving the college's core strengths in social sciences, life sciences, and consumer sciences. Among the key areas of societal grand challenges are: health promotion, consumer awareness, and individual and family development.
- E. Increase the number of endowed professorships to lead multidisciplinary research, support high profile faculty teams in important emerging research areas, and increase graduate student fellowships to provide assistance to such research initiatives.
- F. More efficiently utilize Purdue Extension for discovery to delivery, sharing Purdue's knowledge to effectively serve the people of Indiana.

Strategies for Goal #3

Meeting Global Challenges for Consumers and Families

- A. Support Purdue's research-based economic development agenda, focusing on areas with the greatest impact to Indiana, the nation, and the world, with particular attention to human development, family success, health promotion, the service economy, and tourism development.
- B. Link research initiatives to market needs and trends through global partnerships with business and industry in support of the model for discovery-to-delivery.
- C. Support Purdue's efforts to establish a global presence in research and education through well-coordinated initiatives involving multiple academic disciplines, for global regions of strategic importance and partnerships.
- D. Inform public policy and provide leadership to policy discussions related to health, families, tourism, and consumer issues by way of Purdue's public policy institute.
- E. Establish partnerships with public and private organizations, foundations, and other universities to conceive, support, and execute research that meets society's grand challenges and adds value to quality of life at the state, national, and global levels.

Benchmarks to Support the Strategic Plan

A. Increase the quality of entering students

1. Increase entering freshman SAT scores from 1074 to at least 1150.
2. Increase diversity of the student body to at least match State of Indiana norms.
3. Grow the holistic evaluation of applicants.
4. Develop Hospitality Bound program to promote interest in hospitality and tourism management among students in urban public schools.

B. Improve retention and graduation rates through reinvigoration of curricula.

1. Increase the six-year graduation rate from 64 percent to 70 percent.
2. Increase first-year retention rate from 84 percent to 90 percent.
3. Stabilize undergraduate enrollment at 1,800 students.
4. Grow the doctoral programs in CFS to 175 students while maintaining master's programs at 50 students.
5. Evaluate the development of new professional master's programs.
6. Build capstone and critical learning experiences for undergrads that allow for small classroom learning opportunities.
7. Reduce average class size in upper division courses from 55 to 45 students by adding capstone courses.
8. Double study abroad participation to 300 students per year.
9. Double honors graduates to 28 per year.
10. Double service engagement activities.
11. Build scholarship support for middle income, exceptional students who don't qualify for financial aid.
12. Double undergraduate scholarship support from \$250,000 per year to \$500,000 per year.
13. Foster connections with graduate student alumni and emeritus faculty to develop support of graduate education.
14. Make curricular revisions that support CODO and core basic curricula in health and human sciences.
15. Integrate service engagement, global experiences, and undergraduate research into the curriculum as requirements.

C. Increase the number and quality of the faculty.

1. Hire outstanding and experienced faculty who can promote key research and education initiatives.
2. Increase the number of faculty to 80 FTE to improve the faculty-to-student ratio and reduce class size.
3. Double the number of named and distinguished professors from four to eight.

D. Remodel Stone, Fowler, and Matthews halls to meet the needs of departments located in the building as new space in Hanley and Marriott halls is opened.

E. Sustain a vibrant and entrepreneurial environment.

1. Build partnerships across campus to co-develop facilities for health and human sciences.
2. Create an early child care classroom in Miller Child Learning Center to support the learning objectives of STEM and special needs.
3. Increase grant awards/expenditures and graduate student involvement for initiatives promoting consumers and technology.
4. Sustain \$25 million per year in sponsored program awards and expenditures.
5. Sustain \$10 million per year in gift income.