

AQIP Category 9: Building Collaborative Relationships

9C1, 9C2 University's Key Collaborative Relationships and Their Support for Institutional Mission

Purdue University Calumet's strategic position in northwest Indiana is built on three foundations: student success, academic program quality, and engagement in regional economic development. The central focus on regional economic development has been to build strong community support for the university.

The university plans to become a bridge that connects various entities of northwest Indiana's Calumet region. The university has identified key strategies built on creating the Purdue Technology Center of Northwest Indiana and an Academic Learning Center in Merrillville, Indiana, nearly twenty miles southeast of campus in a part of the region that is growing in population. To accomplish this strategic goal, the university has engaged in a number of coordinated activities that support regional economic development, including the Entrepreneurship Center, the Hammond Business Incubator, and the Purdue Technology Center of Northwest Indiana.

Purdue University Calumet seeks to create careers in northwest Indiana that are worthy of its graduates. Consequently, the university develops key relationships with potential employers including local governing bodies, businesses, schools, and hospitals. Opportunities for Indiana, funded by Lilly Endowment Inc., is a systematic

effort to increase the number of internships and experiential learning opportunities with area organizations, such as United Parcel Service.

Partnerships with the federal and state government and with Indiana-based foundations help strengthen the preparation of entering students. TRIO programs, Louis Stokes Alliance for Minority Participation, 21st Century Scholars, the Lumina Foundation, and the Runnin' Rebels program for high school students are some of the key collaborations that prepare students for the university experience.

Local chambers of commerce, regional planning commissions, professional organizations, and research relationships with other universities provide access to talent and resources that supplement faculty expertise. Advisory councils bring the interests, skills, and resources of community leaders to support university programs. Hospital clinical sites, P-12 practicum sites, and regional businesses provide experiential learning opportunities for Purdue University Calumet students. Academic libraries form consortia, such as Academic Libraries of Indiana, to share resources.

Articulation agreements have been developed with six community colleges in Illinois and one in Indiana, as well as with Highland, Munster, and Lake Central high schools, three large feeder schools to Purdue University Calumet. These relationships are being nurtured and enhanced through outreach and programming efforts to key schools.

Purdue University Calumet's key organizational relationship is with the Purdue University system. Purdue University provides common administrative systems in human resources and business management, shared architectural and construction services, student records, graduate level student enrollment, course management systems, library systems, grants and contracts, services for international students, teaching evaluations, and purchase of products.

9P1, 9P2 Creating, Prioritizing, and Building Relationships and Ensuring that Partners' Needs are Met

Through its collaborative policies and practices, Purdue University Calumet develops and sustains a pipeline that extends from P-12 and community colleges through Purdue University Calumet to graduate and professional schools as well as to potential regional employers. Although not a seamless conduit, this pipeline provides students with the skills and momentum they need to succeed.

The administrative leaders at the university, as well as many faculty and staff, serve as models for engagement in the business, social, educational, cultural, and recreational initiatives and programs offered by area groups and organizations. In particular, the chancellor and the executive assistant to the chancellor for community engagement are deeply engaged in the community. The vice chancellor for Academic Affairs is actively engaged in regional economic development in partnership with local and regional education and business

communities. The leadership's commitment to northwest Indiana is both the source and the outcome of the university's evolution from a remote site of Purdue University to a distinctive university in its own right.

Table 9-1 Working with Institutional Partners

Creating relationships with...	Who does this and how	Assessing how needs being met
Educational institutions and other organizations from which Purdue University Calumet receives its students	<p>High Schools: Admissions Office in long-standing relationship with area high schools</p> <p>School of Education addresses teacher education and other issues affecting schools</p> <p>Educational Opportunity Programs Office works closely with area K-12 schools</p> <p>Center for Student Achievement mission of outreach to area high schools and community colleges</p> <p>High school students: Outreach by academic departments and schools</p> <p>Students learn pre-engineering skills in university laboratory in Project Lead the Way (Gavit High School)</p> <p>High school superintendents: School of Education leadership in area P-16 consortium</p> <p>Teachers: School of Education Center for Leadership Development</p> <p>School of Education teacher-in-residence program</p>	<p>Survey of high school counselors in 2003</p> <p>Annual high school counselor seminar to discuss mutual needs</p> <p>Regular conferences with area superintendents</p> <p>To be determined</p> <p>To be determined</p> <p>Advertising engineering seminars to area schools</p> <p>Hosting engineering and science competitions open to area students</p> <p>To be determined</p> <p>To be determined</p> <p>To be determined</p> <p>To be determined</p>
Educational institutions and employers that depend on the supply of Purdue University Calumet students and graduates that meet these organization's requirements	<p>Employers: Office of Career and Leadership Development sponsors annual job fair</p> <p>Office of Career and Leadership Development conducts structured employer outreach program via staff assignment, employer involvement with student and professional societies (IEEE, SWE, NSBE, SHPE, etc.)</p> <p>Employers: Outreach by academic departments to aid graduate employment</p> <p>Other organizations: Gear Up (middle school students)</p> <p>Volunteer fairs for students (social service agencies)</p> <p>UPS partnership</p> <p>Increasing collaboration with the National Science Foundation</p> <p>Start-up companies: Purdue Technology Center of Northwest Indiana offers training, undergraduate research opportunities, and support for start-up companies</p> <p>Advisory boards: Advisory board expansion is a systematic approach to collaborative relationships between academic departments and their alumni, employer base, and donors</p>	<p>Employers attending the job fair complete a survey.</p> <p>Frequent meetings with Office of Career and Leadership Development and potential employers of interns</p> <p>Department of Biological Sciences outreach to labs and hospitals</p> <p>To be determined</p> <p>To be determined</p> <p>To be determined</p> <p>To be determined</p> <p>To be determined</p> <p>To be determined</p>
Organizations that provide services to Purdue University Calumet students	<p>External organizations: Follett's Campus Shop collaborates with faculty and students via standing committee of University Senate</p> <p>Chartwell's food service works collaboratively with Administrative Services and university community</p>	<p>To be determined</p> <p>To be determined</p>
Education associations, external agencies, consortia partners, and the general community with whom Purdue University Calumet interacts	<p>Area community colleges: Articulation agreements for associate and baccalaureate degree programs with community college associate degree programs</p> <p>Accrediting bodies: Institutional and specialized accreditations</p> <p>Consortia: Indiana Campus Compact for distance learning</p> <p>Library consortia provides access to information available elsewhere</p> <p>Other institutions of higher learning: Undergraduate research projects presented at conferences in Indiana and beyond enhance standing with institutions at which Purdue University Calumet students enroll in graduate and professional programs</p>	<p>Annual policy and planning meeting of community college with key university faculty and staff</p> <p>Reaccreditation in all disciplines Faculty and staff credentialed as external reviewers</p> <p>Respect for shared rules assures ongoing access</p> <p>Participation on governing boards</p> <p>To be determined</p>

9P3 Creating and Building Relationships within the Institution

Members new to the university community learn about the organization through orientation programs, and for clerical and service staff, follow up mentoring through the Buddy program. Annually, there are several convocations that provide state-of-the-institution presentations and opportunities for discussion, one for all staff, and individual programs for faculty, administrative, and clerical/service staff. Recognition of service awards and ceremonies, bonus and merit pay programs, social events, discount programs, and informal opportunities for peer-to-peer learning bring colleagues together in a variety of settings. The university has begun to develop a Center for Professional and Staff Development in order to provide responsive, comprehensive support for staff across all functional areas and in all types of positions.

Purdue University Calumet offers members of the campus community many opportunities to participate in shared governance and formulation of policies and procedures. (See Table 9-2).

Table 9-2 Governance Groups and Administrative Teams

Organizational Group	Charge
University Forum	Integrate SLT and governance groups
University Senate	Faculty governance and curriculum development
APSAC	Administrative professional governance
CCSAC	Clerical and service governance
Senior Leadership Team	Strategic and administrative planning
Deans, Directors, and Department Heads	Administrative planning, policy and operations
Council of Deans	Academic strategic planning, policy and operations
Council of Department Heads	Academic policy and operations
Academic Computing Council	Academic IT planning, policy and operations
Academic Facilities Planning Committee	Academic facilities policy and planning
Administrative IT Committee	Administrative IT planning, policy and operations

9P4 Collecting and Analyzing Measures of Building Collaborative Relationships

A variety of measures are collected that document the quantity and quality of the university's collaborative relationships. These measures include:

- University advisory board memberships
- Participation of Purdue University Calumet faculty and staff on outside advisory boards, community boards, and boards of directors
- Number of students enrolling from feeder high schools and community colleges
- National Survey of Student Engagement

- Number and type of articulation agreements with community colleges
- Report to Indiana Commission on Higher Education on meeting the new performance indicators in working with high schools and community colleges
- Satisfactory completion of accreditation requirements and program reviews
- Results of surveys from Purdue University Calumet employers and alumni

9R1 Results in Building Key Relationships

Level of involvement by high schools and community colleges is increasing. The “Best and Brightest” scholarship was initiated in 2004, based on referrals by guidance counselors. Within one academic year, over 130 high-performing students received scholarships, referred by their high school or community college counselors.

Table 9-3
Number of Courses that transfer from Ivy Tech and Vincennes to Purdue University Calumet

FY 2004: IVY TECH

Number of courses	Difference	Percent Change
1103	195	21Percent (195 /908- - FY 2003)

FY 2004 VINCENNES UNIVERSITY

Number of courses	Difference	Percent Change
753	67	21Percent (67/686—FY 2003)

9R2 Comparisons to Other Higher Education Institutions and Organizations outside Education

Purdue University Calumet has identified benchmark universities and is in the process of developing methodologies for making these comparisons.

9I1 Improvement of Current Process and Systems for Collaboration

The university’s commitment to collaboration has strengthened its position in the external communities of northwest Indiana; it also presents some challenges for the campus. The university’s commitment has created the expectation that Purdue University Calumet will always provide faculty expertise to those groups who request it. University faculty and staff must be generous with their time; however, the university must share the responsibility, broadening the base of faculty and staff who are involved in community efforts. This requires broadening the basis of evaluation and recognition. Finally, Purdue University Calumet must be alert to the changing value of various partnerships. New

opportunities should not be ignored, and partnerships that outlive their usefulness should be dissolved.

Purdue University Calumet's internal partnerships with the Purdue University system are complex and evolving, and in some instances, they are challenging. The university benefits from cost savings in shared licenses and joint purchases; in contrast, there are ongoing costs for administrative processes centralized in West Lafayette. Centralized processes, with their numerous steps, require more time for staff to complete. Geographically separate campuses on different academic calendars pose a particular administrative challenge in Indiana with its varied time zones. Not all courses articulate across campuses. There is also a challenge in branding the university in a way that is both grounded in the Purdue name and reputation while also presenting the distinctive benefits of the Calumet campus.

Under the leadership of the vice chancellor for Academic Affairs, the university has fostered relationships and evaluated processes in partnership with regional high schools and community colleges. This process review was accomplished through systematically planning meetings with key influencers in the high schools and community colleges.

9I2 Setting Targets for Improvement

Setting appropriate targets for collaborative relationships requires the university to gather data that informs where and with whom to collaborate. Information that enables the university to assess how well collaborative partnerships are proceeding is also necessary.

The criteria for evaluation in the annual review of performance, along with the tenure and promotion reviews, needs to be revised to give more weight to strategic plan goals.



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