

June 22, 2015

Dear Unit Leads,

As we begin the second year of USAP we want to provide an update on our progress and direction for moving forward and also share a timeline for the next reporting cycle. The USAP team is working closely with the Chancellor and Vice Chancellors to address recommendations from our final report and move them towards implementation. We will provide regular progress reports to the campus community on actions associated with this work via our website and through Inside IPFW.

Meeting at the beginning of summer, the task force began work on next year's reporting model which will be shared soon. Mandi Witkovsky and Rachel Hile were re-elected as Co-Chairs and will serve a second year leading the group. Just as Year 1 focused on assessment, the theme for Year 2 is the institutional priority of recruitment and retention. We request that all units create at least one goal associated with this year's focus while we also continue the strong emphasis on assessment and following through on the work that has begun for that.

For last year's report we asked academic units to review their IR Department Profiles and comment or provide context on the data. Department Profiles were not available for units outside of Academic Affairs for last year's review, but this year they will be available. In Year 2, we have been asked to consider these data as part of our review which would allow us to incorporate quantitative and qualitative information into our data-informed process. To identify these performance measures, subcommittees made up of USAP task force members and other faculty and staff are forming within each division and will begin the process of deciding which metrics we should focus on. Understanding there are a wide variety of measures that could be used, the focus is on those that align with our institutional mission, vision and strategic goals, knowing that the most useful metrics will vary by division and department. Beginning Fall 2015 we will begin an open dialogue, requesting campus input into the metrics and how they will be used. In Spring 2016 we will share each unit's data with the expectation of then incorporating the measures into the Year 3 analysis and evaluation process.

As we align and streamline the USAP reporting cycle with other critical functions such as the budgetary cycle, this year's USAP reports should be completed and submitted by October 31, 2015. The report will include a progress report on last year's goals plus any new goals you have, ideally including a new goal or a revision of an existing goal that connects to this year's priority of recruitment and/or retention. The report itself will be submitted using a Microsoft Word form, significantly simplifying the process from last year.

To prepare for Year 2, training on goal and metric development will be available beginning in August. This completely voluntary training opportunity is available for anyone across campus who is interested and we encourage staff and faculty at all levels to attend. Details will be available in early August.

Year 1 focused almost entirely on qualitative data about units (unit narratives and goals); we know that the addition of quantitative data in Year 2 (performance measures) to inform decision-making in Year 3 will create anxiety. The Office of Academic Affairs began more formally using quantitative performance measures in 2014 to inform hiring decisions, and this caused some concerns at the time. Taking for granted that the use of quantitative data to inform decision making is inevitable, USAP offers the

following benefits to the process: (1) USAP, made up of employees in diverse roles and units at IPFW, can provide a more varied perspective on quantitative measures than if the decisions regarding what metrics to use were left solely in the hands of upper administrators. (2) Campus input will be collected and subcommittees for each division will work to recommend a set of metrics to examine for various types of units. In the fall semester, there will be multiple opportunities to provide input and voice concerns. Of course you may always contact members of the task force or facilitation team to discuss them at any time.

On using quantitative data alongside qualitative data to inform decision making: (1) We understand that multiple performance measures are required in order to get an accurate picture of the strengths and weaknesses of any one unit, so we are looking not for one magic number but a set of up to a dozen measures to provide a balanced view. (2) IPFW is facing a lot of challenges related to enrollment numbers and our financial situation. Thinking quantitatively can help with setting and achieving goals at all levels. We need to make some changes at IPFW, and making these changes will help ourselves and our students.

We look forward to sharing specific details with you later in the summer but you may contact the Chairs or Facilitation Team with any immediate questions or concerns.

Thank you,

USAP Leadership Team