Indiana University-Purdue University Fort Wayne (IPFW)
Program Write-up with Task Force Comments
RESP Research, Engagement, and Sponsored Programs

Program Summary

Task Force: Thank you for the time and effort you put forth in your report. The potential for positive impacts is evident; however, the report would benefit from adding more clear actions plans and baseline measurements, which would improve the likelihood of success and assessment of progress. Through the USAP process, we are working to create a culture of continuous improvement; setting specific and measurable goals is an important step in the process of moving IPFW toward this culture of improvement. Part of this effort is getting individuals and units at IPFW to think differently about planning and the future. The work of Research, Engagement, and Sponsored Programs is critical to IPFW and we greatly appreciate the time you spent on this significant endeavor. Thank you again for being part of this important initiative.

Criterion: #1: Mission - How does your unit support the mission of the university? This may include your mission and vision statements. (no more than 200 words)

Question: Mission - How does your unit support the mission of the university? This may include your mission and vision statements. (no more than 200 words)

The mission of the Office of Research, Engagement, and Sponsored Programs is to facilitate for faculty, students, and staff the procurement of external support through research grants, contacts, and technical assistance agreements; to administer internal support for research (pre-award and post-award); and to document and publicize the scholarly achievements of members of the IPFW community.

Criterion: #2: Accomplishments - Please list significant accomplishments from the last three years as they align with Plan 2020 goals

Question: I. Foster Student Success - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area I: Foster student success.

- Engage students in research projects with faculty mentors, particularly through the growth of the Student Research and Creative Endeavor Symposium
- Provide a means to connect faculty and students with potential employers and project sponsors in the private and non-profit sectors in northern Indiana through the Office of Engagement

Question: II. Creation of Knowledge - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area II: Promote the Creation, Integration, and Application of Knowledge.
Increase involvement of students in faculty research projects
Provide support for students to present their research at conferences at IPFW, nationally, and internationally

**Question:** III. Regional Hub - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area III: Serve as a Regional Intellectual, Cultural, and Economic Hub for Global Competitiveness.

- Host programs and events in partnership with key community groups, including:
  1. Congressman Stutzman Job Fair & Small Business Summit
  2. IU-Purdue-Crane Technology showcase
  3. Northeast Indiana Defense Industry Association (NIDIA) meetings
  4. Science and Society at IPFW (SASI)
  5. Student Research and Creative Endeavor Symposium
- Serve as IPFW representative at regional and statewide economic and workforce development organizations:
  1. Indiana Aerospace and Defense Council
  2. Northeast Indiana Defense Industry Association
  3. Orthoworx University-Industry Advisory Board
  4. Warsaw-Kosciusko Chamber of Commerce
  5. Fort Wayne Base Community Council
  6. EACS Economic Advisory Committee
  7. Northeast Indiana Regional Partnership Vision 2020 and Big Goal Collaborative

**Question:** IV. - Create a Stronger Univ - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area IV: Create a Stronger University through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization.

- Team participant/leader on cross-campus projects and groups, such as IU and Purdue System-Wide Lilly Grant Project Teams
- Member of IPFW, IU and Purdue Engagement Councils

**Question:** Other Accomplishments - Please list any other significant accomplishments from the last three years that do not align with Plan 2020.

N/A

**Criterion:** #3: Accreditations - Program specific accreditation and status

**Question:** Accreditations - What program-specific accreditations and status do you have, if any?

N/A
Question: Constraints/Benefits - How do these accreditations constrain or benefit the work of your unit, if applicable?

N/A

Criterion: #4: Laws and Mandates - Federal and state laws or mandates that your unit addresses

Question: Federal and State Laws - What federal and/or state laws or mandates do you address, if any?

In the development of research grant proposals, we must review for various federal laws regarding the use of humans, animals, and rDNA in the research and assure that the compliance requirements are met for these areas.

We also must be aware of allowable and unallowable expenses while creating a budget for a research grant proposal.

Question: Constraints/Benefits - How do these federal and state laws or mandates constrain or benefit the work of your unit?

No constraints; the benefit is these laws and regulations - federal and state- ensure that all research conducted on campus is legitimate and protective of our investigators and their research.

Criterion: #5: Inefficiencies - Activities that you spend resources on inefficiently or in ways that do not support the mission.

Question: Inefficient use of resources - On what activities, if any, do you spend resources (money, time, people, etc.) inefficiently or in ways that do not support the mission of your unit or the university? List as many as apply.

- Carnegie designation: Money and resources are spent updating engagement activities in the Carnegie database, but no university resources were allocated for the office to maintain Carnegie designation activities.
- Managing communication: Matching potential projects with faculty who have the correct expertise, time, and interest in the project can involve forming relationships and developing proposals that do not come to fruition. Sometimes appropriate faculty cannot be found for a client proposed project; other times faculty and students are interested and available, but the client cancels the project. Efforts of these types directly support the office mission, but can be inefficient due to the nature of the process.

Criterion: #6: IR and Budget Review - Review of your department profile and budget

Question:
Contextualize IR data - Upon review of your IR Department Profile (for academic units) and FY 14-15 Budget information, are there any data you want to correct or contextualize? To view your profile or budget visit the Office of Institutional Effectiveness website: http://www.ipfw.edu/offices/ir/profiles/

N/A

**Criterion:** #7: Goal One - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:** 1. Comment on the specificity of the goal:

   * High but would benefit from baseline measurements and target numbers

2. Comment on the goal’s measures:

   * Measure of the goal is clear but could benefit from adding a baseline measure and target numbers

   * Adding metrics for each action item may allow progress to be assessed with greater ease and ultimately lead to greater success

3. Comment on the unit’s ability to achieve the goal (include a consideration of the departmental profile and budget data):

   * Capacity to achieve the goal seems high, however, the dependency on faculty interest / incentive is recognized

4. Comment on the goal’s relevance:

   * High

5. Comment on the timeline of the goal:

   * Unclear – the addition of metrics for each action item, baseline measures and target numbers could help to establish a more specific timeline

Possible opportunities for collaboration or suggestions for addressing a gap:

* Work with Deans, Chairs and Directors from each academic unit to plan and organize information sessions and workshops.

* Investigate means of incentive for faculty

**Question:** Unit Goal - What is your unit goal?

Increase the number of external grant proposals submitted by faculty.

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.
II. Promote the Creation, Integration, and Application of Knowledge

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

High

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

Continued outreach to faculty interested in/capable of engaging in the activity of developing and submitting research grant proposals. Present more workshops/information sessions to faculty regarding resources available on campus to help secure funding. Present/sponsor programs/workshops specifically designed to assist faculty in preparing grant proposals that deal with specific “in-demand” sponsors (National Science Foundation).

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Comparing numbers of submitted external proposals from year to year.

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

Yes

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Our greatest challenge is two-fold: one, there is limited capacity for conducting major research on this campus, both in terms of facilities/equipment and qualified faculty. Two, incentives for faculty to secure research funding are non-existent and said activity has no bearing on Promotion and Tenure, hence the disinterest by many.

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

This is an ongoing process.

**Criterion:** #8: Goal Two - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.
1. Comment on the specificity of the goal:

* Moderate – perhaps the goal could be separated into three separate goals & could benefit from specific baseline measures and target numbers, for example:

  o Increase the number of relationships from ## to ## or by ##% (this objective also appears to be tied to goal #3)

  o Create ## new mutually beneficial /meaningful engagements (This objective appears to be tied to goal #3)

  o Promote programs and events (Develop a new marketing plan or increase number of promotions from ## to ##)

2. Comment on the goal's measures:

* Creating a more specific action plan for each element of the goal(s) and adding baseline and target metrics will help define appropriate tasks and allow assessment of progress

3. Comment on the unit's ability to achieve the goal (include a consideration of the departmental profile and budget data):

* Specificity of actions could contribute to the goals success, outcomes, and ongoing assessment

* Success is dependent on engagement of faculty

4. Comment on the goal's relevance:

* High

5. Comment on the timeline of the goal:

* A more concrete action plan may help to establish a more specific timeline and could contribute to assessment of progress

Possible opportunities for collaboration or suggestions for addressing a gap:

* Community Research Institute

* Work with Deans, Chairs, Directors and faculty from each academic unit to identify appropriate faculty (consider creating separate workshops / information sessions related to this goal as for goal #1)

**Question:** Unit Goal - What is your unit goal?

Develop an increasing number of relationships between the university partners and industrial or non-profit clients in northeast Indiana. These relationships are designed to support economic, workforce and community development activities. Create meaningful engagements that are mutually beneficial to the client, university and community. Promote university programs and events to community partners.

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.
I.B.1. Increase opportunities for engaged and experiential learning including service learning and internship programs.

II.C. Promote the development of opportunities for faculty and student engagement with the community for application and integration of knowledge.

III.A. Expand meaningful collaboration and research opportunities with regional, national and global partners

III.D. Provide non-credit enrichment experiences for the community.

III.E. Provide leadership in regional economic development.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

High

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

The IPFW Office of Engagement serves as the main contact for many local and regional organizations involved in economic, workforce and community development initiatives. Through these contacts, referrals for university collaborations are generated, with appropriate follow-up actions taken. Ultimately, the goal of these partnerships is to create opportunities for faculty, staff and students to engage with the community through research, technical assistance, corporate training, academic projects, student hiring and programming.

Provide a point of contact for initial interface with companies, identify faculty, develop project proposals and contracts and manage interface with contracting offices where necessary.

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

- Measurements in the number of:
  - Contacts (referrals to the office of Engagement through various channels)
  - Interactions (meetings between interested external clients and Office of Engagement director or staff as a result of the referral)
  - Follow-ups (meetings between faculty or university offices with the client to discuss specific projects or services)
  - Engagements (completed relationships)
- Proportion of number of contacts that develops into completed engagements (including those with partner offices such as: Continuing Studies, OACS, Career Services, and other Purdue and IU campuses)
- Events promoted and marketed to Office of Engagement partners

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

Yes, with more resources yielding more contact developments; however, the limiting factor in our ability to accept and execute engagements is ultimately based upon the availability and interest of faculty, staff and students with the correct expertise and resources to engage with these organizations.
**Question:** Needed Resources - If you don't have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Availability of faculty members who have both an interest in involvement in industrial projects and the research interests and backgrounds that are most in demand has always been a limiting factor in these types of efforts.

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

This goal has existed within the metrics since the inception of the office, namely to increase the number of referrals to the office, the number of successful engagements (through this office or others) and the number of programs promoted to regional partners.

**Criterion:** #9: Goal Three - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:**
1. Comment on the specificity of the goal:

* High but could benefit from baseline measurements and target numbers

* The initiation of engagements seems tied to goal #2. The management of the projects appears to be the focus of this goal

2. Comment on the goal’s measures:

* Could benefit from baseline measurements and target numbers

3. Comment on the unit’s ability to achieve the goal (include a consideration of the departmental profile and budget data):

* Seems likely, however, success is dependent on identification of appropriate faculty and faculty incentive

4. Comment on the goal’s relevance:

* High

5. Comment on the timeline of the goal:

* None stated

Possible opportunities for collaboration or suggestions for addressing a gap:

* Community Research Institute

* Work with Deans, Chairs, Directors and faculty from each academic unit to identify appropriate faculty (consider creating separate workshops / information sessions related to this goal as for goal #1)

**Question:** Unit Goal - What is your unit goal?

Initiate and facilitate engagements between university faculty, staff and students with external partners in the region, and across Purdue and IU campuses.

Ensure administrative requirements are met in a timely manner to generate funding into the universities by providing services of value through TAP, TAA’s, student projects, research agreements, training contracts, etc. These relationships are meant to add value to the partner organizations, promoting a healthy economy, skilled workforce and superior quality of life to the region.

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.
II.C. Promote the development of opportunities for faculty and student engagement with the community for application and integration of knowledge.

III.A. Expand meaningful collaboration and research opportunities with regional, national and global partners.

III.D. Provide non-credit enrichment experiences for the community.

III.E. Provide leadership in regional economic development.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

High

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

Initiation of relationships between IPFW, Purdue and IU faculty, staff and student with external clients. Through networking opportunities within the community and across the Purdue and IU campuses, generate engagements that provide value to both the client and university through identification of appropriate projects and engagement of faculty. Manage projects through the contracting phase and conduct follow-up assessments with clients, faculty and students at the conclusion of the project.

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

- **TAP:**
  - Number of TAP projects with regional industry partners
  - Number of TAP projects using IPFW faculty
  - TAP contract value
  - Project impacts and satisfaction measured through assessment instrument
- **Industry Research & TAA’s:**
  - Number of projects with regional industry partners
  - Number of projects using IPFW faculty
  - Industry contract value
  - Project impacts and satisfaction measured through assessment instrument
- **Student projects**
  - Number of projects
  - Number of clients
  - Project impacts and satisfaction measured through assessment instrument

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

The resources of RESP and Engagement are not anticipated to be limiting factors toward achieving this goal. Rather delivery of services, which relies on faculty availability and interest, or student enrollment in key academic programs, will be more important.
Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

The 2020 Outcomes goal of “Triple the number and increased value of technical assistance-like contracts and consultations with regional business and industry to $1 million annually” will be limited by the availability and interest of faculty with skill sets applicable to the needs of the local industry. Currently, we are operating at a level below the target. There often exists a mismatch between industry needs and available/interested faculty. For some faculty, I have more work than can be done within their overload limits and time constraints, while others have research agendas that don’t map easily to industry needs. We don’t turn these clients away, but instead they are referred to Purdue or IU to continue the engagement.

Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Further engagement of faculty members with the community to supplement the work of the Office of Engagement and other outward-facing organizations within IPFW is very helpful. The ability of faculty to generate contacts within their field of expertise can generate research opportunities that may not be visible through the existing engagement channels.

Second, ensuring that there are appropriate mechanisms that can be employed to provide incentive for faculty to become engaged with the community, possibly monetary rewards, course buy-outs or credit toward promotion and tenure.

Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

Criterion: #10: Goal Four - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

Unit Goal - What is your unit goal?

IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

Actions - What action(s) does your unit plan to take to support this unit goal?
**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don't have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #11: Goal Five - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?
**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #12: Goal Six - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?
Question: Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Question: Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

Criterion: #13: Goal Seven - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

Question: Unit Goal - What is your unit goal?

Question: IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

Question: Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

Question: Actions - What action(s) does your unit plan to take to support this unit goal?

Question: Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Question: Resources - Are you able to accomplish this unit goal with your current resources?

Question: Needed Resources - If you don't have enough resources, what additional resources do you need to accomplish this unit goal?

Question: Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?
**Program Write-up with Task Force Comments**

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**Timeline -** If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

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**Criterion:** #14: Goal Eight - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?
#15: Goal Nine - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write "NA" or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

**Criterion:** #16: Goal Ten - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.
**Question:** Unit Goal - What is your unit goal?

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

**Question:** Resources - Are you able to accomplish this unit goal with your current resources?

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?