Program Write-up with Task Force Comments

VCFAA Vice Chancellor for Financial and Administrative Affairs

Program Summary

Task Force: Thank you for the time and effort you put forth in your report. 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 the Vice Chancellor for Financial and Administrative Affairs Office 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)

• Partners with the IPFW community to support learning and engagement by delivering quality financial and procedural information and services needed to best fulfill their specific missions while balancing risk and opportunity
• Provides stewardship of the University’s fiscal resources within the framework of federal, state and university policies
• Encourages innovation and promotes efficiency and effectiveness of operations
• Acknowledging excellence, fostering personal growth and appreciating individual potential and effort
• Treating everyone with fairness, equity and courtesy, regardless of individual difference

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.

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.

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.
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.

A series of organizational adjustments were evaluated in order to provide efficiencies, improved effectiveness and cost savings. These adjustments reflect changes in line of reporting and re-alignment of position responsibilities.

As of July 1, 2014, to flatten the IPFW administrative organization, eliminate an administrative reporting level, streamline processes and allow for greater engagement, cost savings and efficiencies. The IPFW Comptroller area was restructured, with the Comptroller position being eliminated. The incumbent in this position was reassigned to a Business Manager position.

As IPFW grapples with diminished budgets it was determined that the organic growth of the IPFW Comptroller operations over time has led to some redundancies and complexities which were unwound. Although well-intentioned and efficient on an individual basis, the IPFW Comptroller organization, over time, had evolved in a way that is less than effective.

In conjunction with the above, and to better reflect the importance of an enhanced budget process to address the significant budgetary challenges facing IPFW, the existing Associate Comptroller position was converted to a Director of Budget and Planning position. This position reports directly to the Vice Chancellor for Financial and Administrative Affairs. Doing this better reflects the importance of budget planning within the IPFW organizational structure.

The IPFW Bursar, Senior Business Manager and Accounting and Foundation Manager now report directly to the Vice Chancellor for Financial and Administrative Affairs. Doing this simplified the organizational structure by eliminating a layer of management and increasing the number of direct reports. This change was combined with eliminating redundancies in information technology, human resources, and finance.

IPFW Comptroller involvement with sponsored programs was turned, in part, over to the Office of Research and External Support. The Director of ORES wrote a job description for an existing position that reports directly to that Office of Research and External Support Director. An account clerk will also be transferred to ORES as part of this change.

The reorganization of the Comptroller area will also provide, using existing positions, for enhanced support for Advancement and for university contracting. Day-to-day Business Manager support for the various OAA satellite units (International Education, OACS, CELT, etc.), from an existing position, will also be addressed as part of this restructuring.

Apart from the above changes, a consolidation plan has been approved between the IPFW Office of Institutional Equity and Human Resources. Areas of overlap were identified as areas to increase efficiencies between these two areas – which will now be consolidated. The consolidation will allow HR to focus on its strengths of talent acquisition and employee relations; OIE, under HR, to focus on its strengths on compliance, Title IX and litigation management. The consolidated OIE and HRM will report to the Vice Chancellor for Financial and Administrative Affairs.

It has also been determined that Information Technology Services will report to the Vice Chancellor for Financial and Administrative Affairs. The role of the CIO should be to support the strategic positioning of the university. The key to the success of this area is to focus on collaboration as IPFW balances the demands of technology for academic and administrative purposes. It is felt that this reporting relationship best helps address this need.
In response to changing enrollment patterns and educational market needs, IPFW offered a retirement incentive plan for tenured faculty. The offer was available until December 14, 2014. The plan included a one-time payout in the amount equal to a faculty member’s current academic year base salary for spring 2015 and for the 2015-2016 academic year, in lieu of continued employment. The buyout was effective on January 1, 2015. It also included $5,000 a year for three years to offset retirement costs and an opportunity to teach one class per semester for the fall and spring semesters, at the adjunct rate, based on need.

While our budget constraints continue, our staff also remain a top priority. As such a 2% pay increase was implemented for employees hired before September 1, 2013, within the Clerical, Service and Operations Technical employee groups. In addition, all other benefitted employees earning less than $40,000 per year were given a 2% salary increase effective January 1, 2015.

A long-term and emerging practice among public universities is to charge differential tuition rates for students pursuing courses in different majors. To this end universities are increasingly seeking to refine their pricing of undergraduate programs as a means of covering courses with higher costs. As such, after review by the IPFW chancellor, vice-chancellors, deans and department heads, an IPFW proposal recommending charging Indiana University Purdue University (IPFW) undergraduate students a premium differential tuition for engineering, technology, nursing and business classes was approved.

Implementation of this differential tuition will benefit the IPFW university budget and lessen curtailment of campus services. It will also ensure that the quality of IPFW programs and IPFW’s ability to provide basic services will not decline. Accreditation needs will be addressed and funding will be available to IPFW areas which have regional economic significance.

A review of the IPFW intercollegiate athletics program has been undertaken. Included in this review are requests to develop strategies related to cost cutting solutions for the program and to assist with information related to a possible transition of the University from NCAA Division I to NCAA Division II. The goal is to assist the University with developing the most advantageous and successful plan for the University’s intercollegiate athletics program.

Budget adjustments were undertaken to address IPFW’s fall 2014 enrollment shortfall.

Many Information Technology Services enhancements were implemented.

**Question:** Other Accomplishments - Please list any other significant accomplishments from the last three years that do not align with Plan 2020.
Criterion: #3: Accreditations - Program specific accreditation and status

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

Accreditations. While there are no accreditations for our unit, the following certification do apply:

Selected staff must maintain the following certifications:

Enterprise Certifications
- FERPA - Family Educational Rights and Privacy Act
- GLBA - Gramm-Leach-Bliley Act
- Protecting SSNs
- Data Handling

The Office of Treasury Operations
- PCI DSS - Payment Card Industry Data Security Standards
- Public Records
- HIPAA Compliance - Health Insurance Portability and Accountability Act
- HIPAA - Health Insurance Portability and Accountability Act
- Identity Theft Red Flags
- Red Flags

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

Constraint - Because many of the certifications need to be renewed each year, they do require time away from other duties

Benefit - They do ensure that all staff are up-to-date on essential information

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?
All federal and state laws and regulations associated with accounting, auditing, budgeting best practices, including IRS regulations/guidelines, and all related human resources related laws and regulations.

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

Benefits: Help create guidelines/policies/processes to ensure proper handling/stewardship of the University's resources.

Constraints: Requires initial and ongoing training in addition to the implementation of changes associated with new/updated federal and/or state regulations.

**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.

**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/

**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:

   Goals as listed are broad; it would serve better to break them down into individual goals with specific action steps rather than listing the same bulleted list for each goal.

2. Comment on the goal’s measures:

   None listed.

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

   The report states that the goals are achievable with current resources.

4. Comment on the goal’s relevance:

   Some of the goals are all relevant to institutional success.

5. Comment on the timeline of the goal:

   None listed.

Possible opportunities for collaboration or suggestions for addressing a gap:

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

- Enhanced IPFW Budgeting Process
- Enhanced Information Technology Services
- Cost reduction through efficiencies
- Mobile App implementation
- New Dining Services operation
- Rationalize handling of cash reserves
- Finalize action related to IPFW Athletics

**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 - Foster Student Success

IV - Create a Stronger University through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization

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

High Priority – see above

**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?

These goals can be accomplished with current resources (along with coordination of other IPFW units and WL units).

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

No further resources are needed at this time.

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

- Time
- Continuing changes in software, processes, policies and personnel

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

**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.

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

Goals as listed are broad; it would serve better to break them down into individual goals with specific action steps rather than listing the same bulleted list for each goal.

2. Comment on the goal’s measures:

They are statements of completion, but not measures.

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

They are able to achieve without additional resources.

4. Comment on the goal’s relevance:

Some items are relevant.

5. Comment on the timeline of the goal:

None given.

Possible opportunities for collaboration or suggestions for addressing a gap:

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

- Enhanced IPFW Budgeting Process
- Enhanced Information Technology Services
- Cost reduction through efficiencies
- Mobile App implementation
- New Dining Services operation
- Rationalize handling of cash reserves
- Finalize action related to IPFW Athletics

**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 - Foster Student Success

IV - Create a Stronger University through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization

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

High Priority

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?
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• Establish guidelines for documenting critical; routine; or periodic tasks/procedures
• Identify current tasks needed to document
• Have each area create a timeline of critical tasks by month using template
• Create a method to identify and document resolution of Ad hoc issues
• Create a central location (Vibe space) for documentation
• Create a schedule for periodic review and maintenance

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

• All areas will have timeline established and documented
• Documentation guidelines have been created
• Tasks/procedures for documentation have been decided
• Ad hoc issue resolution has been documented

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

Yes, this goal can be accomplished with current resources.

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

No further resources are needed at this time.

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

• Time
• Differences in methods to accomplish same tasks
• Working through inconsistent interpretation of policies/procedures

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

**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:

   Goals as listed are broad; it would serve better to break them down into individual goals with specific action steps rather than listing the same bulleted list for each goal.

2. Comment on the goal’s measures:

   None listed.

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

   They are able to achieve without additional resources.

4. Comment on the goal’s relevance:

   Some items are relevant.

5. Comment on the timeline of the goal:

   None listed

   Possible opportunities for collaboration or suggestions for addressing a gap:

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

- Enhanced IPFW Budgeting Process
- Enhanced Information Technology Serves
- Cost reduction through efficiencies
- Mobile App implementation
- New Dining Services operation
- Rationalize handling of cash reserves
- Finalize action related to IPFW Athletics

**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.
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I - Foster Student Success

IV - Create a Stronger University through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization

IV.A. Process Goals: Measurement and metrics

IV.A.1. Prioritize and establish a set of appropriate performance metrics for all academic and non-academic units

IV.A.2. Establish an integrated system of program reporting, review, assessment, and accreditation that is aligned to performance metrics

IV.B. Process Goal: Efficiency

IV.B.5. Continue increasing transparency in resource allocation budget formation, administration, and personnel decisions

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

High Priority

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

- Implement Committee to review quarterly and follow up on any issues identified
- Create a plan on best practice to continue to meet expectations

**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?

Yes this goal can be accomplished with current resources.

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

No further resources are needed at this time.

**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: #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.

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

Goals as listed are broad; it would serve better to break them down into individual goals with specific action steps rather than listing the same bulleted list for each goal.

2. Comment on the goal's measures:

None provided.

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

They are able to achieve without additional resources.

4. Comment on the goal’s relevance:

Some items are relevant.

5. Comment on the timeline of the goal:

None provided.

Possible opportunities for collaboration or suggestions for addressing a gap:

Question: Unit Goal - What is your unit goal?

- Enhanced IPFW Budgeting Process
- Enhanced Information Technology Serves
- Cost reduction through efficiencies
- Mobile App implementation
- New Dining Services operation
- Rationalize handling of cash reserves
- Finalize action related to IPFW Athletics

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 - Foster Student Success

I. B. Increase student engagement

I.B.1. Increase opportunities for engaged and experiential learning including service learning and internship programs

? I.B.5. Transform the concept of the college classroom and the delivery of education

II - Promote the Creation, Integration, and Application of Knowledge

II.B. Promote mentoring relationships between faculty and students engaged in 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 Priority

**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?

Yes this goal can be accomplished with current resources and the collaboration of other units.

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

No further resources are needed at this time.

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

• Time

• Identifying all necessary collaborations

**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?

- Enhanced IPFW Budgeting Process
- Enhanced Information Technology Serves
- Cost reduction through efficiencies
- Mobile App implementation
- New Dining Services operation
- Rationalize handling of cash reserves
- Finalize action related to IPFW Athletics

**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?

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

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?

**Criterion:** #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?