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 Institutional Equity is critical to IPFW and we greatly appreciate the time you spent on this significant endeavor. Given the coming structural change, the unit goals identified for the next round (Fall 2015) will be foundational. 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)

We are one community of students, faculty, staff and visitors to campus. IPFW is strongly committed to providing all students and employees with fair and equal treatment in a diverse and inclusive environment free from discrimination and harassment. IPFW is an Equal Access, Equal Opportunity, Affirmative Action, federal contractor employer. The Office of Institutional Equity (OIE) ensures progress as an inclusive community that recognizes and respects the inherent worth and dignity of each individual and promotes diversity through education and responsive action.

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.
• Increase student engagement (I.B.):
  
  ◦ As Title IX office, trained on sexual assault awareness, prevention and response; collaborated with Dean of Students Office, Housing, police and faculty to retain students on campus who may have otherwise dropped out for safety concerns

  ◦ In-person training of students on sexual assault awareness, prevention and response, stalking, dating violence, bystander intervention, discrimination and harassment to promote empowerment and the fact of IPFW as a safe campus

  ◦ Launched federally mandated training on above topics, “Respect Boundaries,” to all incoming students in Fall 2014

• Increase the diversity of the IPFW community (I.D.):
  
  ◦ Prepared annual affirmative action plan with annual hiring goals using the strictest benchmark for diversity, showing progress toward goals at both three and five-year marks, including updating plan to include 2014 changes to affirmative action plan regulations

  ◦ Trained new employees on diversity and campus-wide on discrimination and harassment

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.

N/A

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.

N/A

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.

N/A

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

- Reduced the number of matters handled by OIE to its lowest level since 2010
- Began a network of other local Title IX Coordinators to share ideas
- Revamped the Staff Recruitment and Selection Manual in collaboration with Human Resources and updated the job position audit process
- Joined Purdue's "Legal Council" to permit Tier One legal work to be done on campus
- Took over responsibility as Public Information Officer for access to public records

**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?
• Title VI of the Civil Rights Act of 1964, as amended

• Title VII of the Civil Rights Act of 1964, as amended

• Equal Pay Act of 1963

• The Age Discrimination in Employment Act of 1967

• Americans with Disabilities Act of 1990, as amended

• Pregnancy Discrimination Act of 1978

• Sections 503, 504 and 508 of the Rehabilitation Act of 1973

• Immigration Reform and Control Act of 1986

• Genetic Information Nondiscrimination Act of 2008 (GINA)

• Executive Order 11246, as amended

• Title IX of the Education Amendments of 1972

• Vietnam Era Veterans' Readjustment Assistance Act of 1974, as amended

• Violence Against Women Reauthorization Act of 2013

• The Campus Sexual Violence Elimination (SaVE) Act

• Jeanne Clery Disclosure of Campus Security Policy and Campus Crime Statistics Act (Clery Act)

• Indiana Civil Rights Act of 1971

• Indiana Access to Public Records Act
**Question:** Constraints/Benefits - How do these federal and state laws or mandates constrain or benefit the work of your unit?

**Constraints:**

- Time involved in keeping up with rapidly changing landscape
- Unfunded requirements from federal government for training of OIE staff and for IPFW students, faculty and staff
- Potential for conflict between state and federal laws and between civil and criminal laws
- Sheer volume of material
- Certain time-sensitive requirements of some laws

**Benefits:**

- Good information that has forced constructive collaborations across campus
- Focused on diversity and inclusion and on campus safety

**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.

Lack of clerical or secretarial support requires the department to use higher paid staff to perform functions that could be more efficiently performed by someone at a more appropriate skill level and pay scale. Similarly, long-term projects have had to take a back seat to more time-sensitive projects.

**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/

Prior to the last fiscal year, OIE's true operating budget (exclusive of salaries and a small amount for incidental expenses), came from the Chancellor's budget; therefore, the true cost of training, etc. reflected in the FY 14-15 is a best estimate prepared by the department and its business manager. With the impending merger into Human Resources, the budget review will need to consider that OIE will become a part of that larger department.

**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:
   Specific

2. Comment on the goal's measures:
   Straightforward

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

4. Comment on the goal's relevance:
   Necessary

5. Comment on the timeline of the goal:
   Possible opportunities for collaboration or suggestions for addressing a gap:
   It is surprising that this goal is absent from unit goals of Human Resources

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

Goal One:

Integrate OIE into Human Resources and reorganize the units as a whole for maximum efficiency of people, resources and functions.

**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.D.1, 2, 4

I.D.1. Develop activities and experiences that promote multiculturalism as a value.

I.D.2. Embrace a definition of diversity which includes a broader array of human differences.

I.D.4. Recruit and retain a diverse faculty and staff at all institutional levels.

**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?
Program Write-up with Task Force Comments

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1. Assess current functions of all staff in each unit for work load and overlap in duties
2. Assess appropriateness of job descriptions
3. Assess job satisfaction and leadership satisfaction of each staff member within each department
4. Research models of HR/OIE organization for institutions our size
5. Assess customer service satisfaction / suggestions for each department
6. Create organizational structure for the new department with the information gathered

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

Because of the nearly unique nature of this goal, there will not be an annual metric. This goal will need monthly metrics - actions 1, 3, and 5 will need to be done in the first 3 months after the merger. Actions 2 and 4 can be done simultaneously or in month 4 as time allows. Action 6 should be done immediately upon completion of 1-5. Goal One must be complete before moving on to Goal Two.

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

Yes; however, secretarial help would make the process more efficient.

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

N/A

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

Possible challenges may be resistance to change, and the identification of gaps in services to the IPFW community with the merger. However, major challenges are not anticipated.

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

Goal One should be completed no later than June 30, 2015.

**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:

The goal listed is overly broad. Instead, it appears that the actions steps would make for a series of more specific goals.

2. Comment on the goal's measures:

Would be improved through alignment with action steps and identified quantitative objectives.

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

4. Comment on the goal's relevance:

Necessary

5. Comment on the timeline of the goal:

Necessary

Possible opportunities for collaboration or suggestions for addressing a gap:

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

Goal Two:

Upon the completion of the integration of the HR/OIE merger, the new department will draft integrated goals using the 2014 HR USAP goals and will also include the OIE focus of compliance.

**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.D.1, 2, 4

I.D.1. Develop activities and experiences that promote multiculturalism as a value.

I.D.2. Embrace a definition of diversity which includes a broader array of human differences.

I.D.4. Recruit and retain a diverse faculty and staff at all institutional levels.

**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?
1. Using the information gathered in the assessments performed under goal one, restructure the employee relations team with the discrimination / harassment complaint process, and train the member(s) of that team appropriately.
2. Develop a comprehensive employee onboarding program.
3. Streamline the talent acquisition and retention process for faculty and staff.
4. Coordinate training campus-wide regarding topics, timing, and management of records.
5. Identify and address gaps in onboarding of certain employee types, e.g. LTLs, student workers, volunteers.
6. Develop a segregated compliance and audit system.
7. Develop a plan for how to handle Title IX functions within the new department.
8. Identify and address gaps in areas of service in the merged department, so as not to lose important functions on the Fort Wayne campus, e.g. tier one legal services, litigation management, federal agency response, policy review and advice, Clery compliance, etc.

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

Integrated goals will be drafted by October 31, 2015, with more specific annual goals set forth therein, based on the assessments and the HR unit goals.

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

The combined resources of the departments should be sufficient.

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

N/A

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

OIE has become a liaison to many units, and the challenge to the goal of integration will be not to lose important functions and to identify which functions can be better served by West Lafayette, other units or outside vendors. There is also a risk of perceived lower confidentiality of issues with a combined department. As with many other units that are doing more with less, there is the challenge of possible burnout of staff and resistance to change. None of these challenges are insurmountable.

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

Integrated goals will be drafted by October 31, 2015, with more specific annual timeframes set forth therein, based on the assessments and the HR unit goals.

**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.
**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:** #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.

**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:** #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.
Indiana University-Purdue University Fort Wayne (IPFW)
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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?
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**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?
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?
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?