Program Summary

Task Force: The goals listed were very ambitious and we felt that many of the action items could have in fact served as their own goals. The completion of even just a few of these items would be very beneficial to IPFW. Knowing that not everything can be accomplished with the time and resources available, we recommend that your unit strive to identify the high impact areas and limit efforts to just those goals/actions. Thank you for the time spent providing your vision of what Marketing Communications plans to accomplish.

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)

As a unit that supports the Vice Chancellor for Advancement’s mission to secure philanthropic support and promote IPFW's mission, Marketing Communications’ (MC) mission is to promote the university and its mission through student recruitment and retention, fundraising, and image and visibility initiatives.

Our vision is to articulate marketplace conditions and create and qualify subsequent demand (for university services) on behalf of the university and its constituents in support of the Vice Chancellor for Advancement’s vision to put meaning at the center of our community, one interaction at a time.

We value institutional tradition, pride, and advocacy, as well as departmental mission alignment, strategic planning, focus, data, standards, continuous improvement, customer service, internal and external relationship management, business operations, accountability, collaboration, innovation, and experimentation.

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.
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.
• Worked with Student Affairs (e.g., Office of Diversity and Multicultural Affairs, Student Life, IPSGA, and Academic Success) to promote student activities across campus (FY12-14)
• Developed new identity and marketing strategy for Honors Program (FY14)
• Introduced and supported roll out of Ingral/University Facebook app for matriculant conversion, incoming Freshman support, and introduction to Student Life (FY13)
• Developed new identity and promotional material for New Student Orientation (FY13-14)
• Produced Student Handbook with IPSGA and Schedule of Classes with the Registrar (FY12-14)
• Ongoing integration and promotion with Enrollment Management specifically for undergraduate and graduate student recruitment (FY12-14), including ETCS/Doermer five-year engineering/MBA program, International Education, Admissions, Graduate Studies, and Continuing Studies
• Ongoing support and promotion with International Education, including marketing collateral, vendor reviews, and Enrollment Management integration (FY12-14)
• Ongoing integration and promotion with Enrollment Management specifically for undergraduate and graduate student recruitment, including career outcomes, research, and alumni engagement (FY12-14)
• Developed new identity and marketing strategy for Career Services, which included qualitative research (i.e., focus groups) with enrolled students, alumni, and employers (FY12) – helps connect students with employers and vice versa
• Ongoing relationship with Office of Diversity and Multicultural Affairs to portray university in accurate and authentic manner through all creative outlets (e.g., photography, copy–messaging and positioning, and graphic design) (FY12-14)
• Ongoing integration and promotion with Enrollment Management specifically for undergraduate and graduate student recruitment, as well as Development, Alumni Relations, and University Relations and Communications for fundraising initiatives (FY12-14)
• Maintain 508 Accessibility standards through all digital media (i.e., ipfw.edu, downloads, email communication, etc.)
• Develop and implement the 50th Celebration strategy, communications plan, sub-brand identity, and marketing assets, including Sculpture with Purpose™ (FY12-14)
• Produced marketing support for community engagement events such as Omnibus, Featured Faculty, RiverFest, Three Rivers Festival, and Tapestry (FY12-14)
• Ongoing relationship with Athletics to develop marketing and advertising initiatives (i.e., “Feel the Rumble”) and Homecoming Committee to produce marketing material (FY12-14)
• Produced “Celebrate IPFW Blue” pride campaign and material (FY13-14)
• Redesigned ipfw.edu and lead major dotCMS upgrades with ITS (FY14)
• Maintain and uphold university’s brand licensing program (FY12-14)
• Maintain digital asset management system and photography assets and services (with over 30k images) (FY12-14)
• Maintain social media presences, standards, and strategic plan that support the university’s mission and priorities (FY12-14)

**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.
• Worked with Student Affairs (e.g., Office of Diversity and Multicultural Affairs, Student Life, IPSGA, and Academic Success) to promote student activities across campus (FY12-14)
• Developed new identity and marketing strategy for Honors Program (FY14)
• Introduced and supported roll out of Ingral/University Facebook app for matriculant conversion, incoming Freshman support, and introduction to Student Life (FY13)
• Developed new identity and promotional material for New Student Orientation (FY13-14)
• Produced Student Handbook with IPSGA and Schedule of Classes with the Registrar (FY12-14)
• Ongoing integration and promotion with Enrollment Management specifically for undergraduate and graduate student recruitment (FY12-14), including ETCS/Doermer five-year engineering/MBA program, International Education, Admissions, Graduate Studies, and Continuing Studies
• Ongoing support and promotion with International Education, including marketing collateral, vendor reviews, and Enrollment Management integration (FY12-14)
• Ongoing integration and promotion with Enrollment Management specifically for undergraduate and graduate student recruitment, including career outcomes, research, and alumni engagement (FY12-14)
• Developed new identity and marketing strategy for Career Services, which included qualitative research (i.e., focus groups) with enrolled students, alumni, and employers (FY12) – helps connect students with employers and vice versa
• Ongoing relationship with Office of Diversity and Multicultural Affairs to portray university in accurate and authentic manner through all creative outlets (e.g., photography, copy–messaging and positioning, and graphic design) (FY12-14)
• Ongoing integration and promotion with Enrollment Management specifically for undergraduate and graduate student recruitment, as well as Development, Alumni Relations, and University Relations and Communications for fundraising initiatives (FY12-14)
• Maintain 508 Accessibility standards through all digital media (i.e., ipfw.edu, downloads, email communication, etc.)
• Develop and implement the 50th Celebration strategy, communications plan, sub-brand identity, and marketing assets, including Sculpture with Purpose™ (FY12-14)
• Produced marketing support for community engagement events such as Omnibus, Featured Faculty, RiverFest, Three Rivers Festival, and Tapestry (FY12-14)
• Ongoing relationship with Athletics to develop marketing and advertising initiatives (i.e., “Feel the Rumble”) and Homecoming Committee to produce marketing material (FY12-14)
• Produced “Celebrate IPFW Blue” pride campaign and material (FY13-14)
• Redesigned ipfw.edu and lead major dotCMS upgrades with ITS (FY14)
• Maintain and uphold university’s brand licensing program (FY12-14)
• Maintain digital asset management system and photography assets and services (with over 30k images) (FY12-14)
• Maintain social media presences, standards, and strategic plan that support the university’s mission and priorities (FY12-14)

**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.
Compare university revenue streams against department’s investment of project time to show strategic plan and mission misalignment; bring corrective actions to focus department’s support across campus, and maintain metrics for investments in student recruitment and retention (50%), fundraising (25%), and image/visibility (25%); and create brand-appropriate resources for the campus to use self-service offerings, such as templates, and other service providers, such as Printing Services, ITS, and vendors (FY12-14).

Develop, implement, assess, and refine internal processes, best practices, project management methodologies and tools, capacity utilization dashboard, expense review, approval, and forecasting process, and budget dashboard (FY12-14).

Measure and assess capacity utilization daily (FY12-14).

Monitor error rate and establish benchmark (1%) (FY13-14).

Update and monitor workflow, standards, and project management methodologies (FY12-14) document for internal and external purposes (FY12-14).

Launch and maintain knowledge base and standards for internal and external consumption (FY13-14).

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

Delivered over 4,041 projects as a free service to the campus-at-large (FY12-14)

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

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

None

**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?

- Maintain, monitor, and apply Web accessibility standards across all Web content
- Apply Equal Opportunity/Equal Access standards

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

Creates additional constraints, workload, and need for specific knowledge and training
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.

- All department services are free, which creates competing demands across the university; however, we estimate and charge for direct expenses above and beyond indirect (i.e., labor) expenses
- We must manage expectations and competing demands to keep up with incoming requests or find or create self-service opportunities for the campus
- Relationship management across the campus is a focus, which is seen through our client-service model as an industry best practice, since we strive to find solutions for every incoming request, despite being unable to accept all project requests
- As a result of offering a free service to the campus:
  - 80% of the projects we produce are reactive, tactical efforts that cannot be measured. Instead, we have tremendous opportunities to invest our resources in strategic initiatives that produce tangible results, such as understanding and communicating marketplace conditions, developing and implementing a university-wide strategic marketing plan, developing and maintaining consumer profiles (i.e., buyer personas), brand positioning, and marketing campaigns with measurable outcomes. In turn, these efforts can offer higher quality self-service options to the university.
  - Our capacity utilization level (i.e., demand over supply) averages 235% per month, which is 2.35 larger than the size of our staff and affects our ability to produce projects. Our lead times, quality of work, and error rate would significantly improve if this level were much closer to our staffing levels or staff were added to keep up with demand. To this end, additional information is available upon request.
  - Competing demands require us to coordinate and negotiate with campus clients who request services or projects that we are unable to support or deliver within their requested timeframe.

- Clients approve all projects we produce and determine when they are released; however, as a result of being a free service, clients provide project support at their convenience despite approving a mutually beneficial production schedule. In turn, this creates a strain on resources as clients often seek revisions in amounts of time that typically compromise existing production schedules. As a result, this increases our lead times, lowers our quality of work, and increases the likelihood of error.

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/
• As previously mentioned, our capacity utilization level is 2.35 times larger than what we are staffed to provide. As a result, our lead times increase, quality of work lowers, and propensity to make errors grows, and we are unable to invest in strategic initiatives (e.g., marketplace conditions, consumer profiles, university-wide marketing plan, etc.). We either need to add staff or reduce the amount of work that's asked of us. What's more, to properly support the university's mission and strategic plan we should invest our resources in higher-level, integrated, and more strategic projects (as mentioned above) instead of one-off efforts.

• We support the campus-at-large as a free service, which creates many competing demands that require ongoing attention and management.

• Marketing Communications does not have a media production (i.e., advertising) or media placement budget dedicated to building and sustaining brand awareness. What's more, no one on campus has a recurring media production budget that allows the university to regularly produce new broadcast media (i.e., TV or video) advertisements. Such projects are requested on an as-need basis. An annually recurring amount of $150k or more would allow the university's brand to be cultivated and sustained in ways that directly support the mission and strategic plan, specifically student recruitment and retention, fundraising, image, and visibility.

• We are asked to do significantly more than our staff is able to produce, which takes our focus away from strategic, integrated, and value-added initiatives (i.e., understanding and communicating marketplace conditions, consumer profiles, brand positioning, and developing, implementing, measuring, and refining a strategic marketing plan for the university). This affects our ability to support the university (where no one else can), produce quality projects in a timely manner, and/or mitigate errors. We optimize resource allocation (as best we can) and invest in relationship management. But, most of our work is reactive and tactical. We have a tremendous opportunity and desire to help provide project support to and information for the university through strategic initiatives (e.g., understanding marketplace conditions, creating consumer profiles, positioning the university’s brand, and implementing a university-wide marketing plan, etc.).

• We have two full-time team members that manage the front-end of 120k+ pieces of content hosted on ipfw.edu and one social media manager; however, we need additional staff (i.e., two front-end developers, two Web editors, and at least two social media team members) to keep up with demand, as well as budget ($150k+) for vendor support to make ipfw.edu Web content meet our customers' needs.

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:

The goal is very, very broad and nonspecific. For example, one team member thought “accessible" meant ADA/508 compliant. The actions could be grouped and be made into goals themselves – for example everything having to do with branding is a goal and supporting ipfw.edu is a goal.

2. Comment on the goal's measures:

Some metrics seem more like action plans than actual measurements of goal’s progress.

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

Competing demands were mentioned many times as well as tight staffing resources.

4. Comment on the goal’s relevance:

The goal is very, very relevant. The maintenance of the IPFW brand and the web presence seems vital to supporting the campus and elements of the 2020 plan.

5. Comment on the timeline of the goal:

We would have liked to see more dates associated with individual action items. Make standards available by a certain date or publish top 10% of most needed standards by a specific date, etc.

Possible opportunities for collaboration or suggestions for addressing a gap:

General Comment: Providing info to the campus community for self-service can be good, but we are not sure everyone understands how to use it properly. We run the risk of having too many cooks in the kitchen. It's hard to maintain consistency and oversight this way.

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

Make information accessible

**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

II. Promote the creation, integration, and application of knowledge

III. Serve as a regional intellectual, cultural, and economic hub for global competitiveness

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

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

- Consistently maintain, modify, apply, and uphold the university’s brand, coinciding standards (i.e., identity system, etc.), and marketing resources
- Promote clarity and consistency across the university’s brand
- Support ipfw.edu and its hosted content
- Make brand-appropriate marketing templates available to the campus

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

- Follow brand standards with all projects created in the department
- Publish standards internally (i.e., online, on job jackets, in knowledge base, etc.)
- Make standards available to campus
- Meet with ITS constituents at least twice per month to discuss ipfw.edu support
- Produce two template designs per month for fliers, brochures, programs, presentations, invitations, posters, newsletters, and postcards

**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?

N/a

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

- Competing demands and project lead times
- Access to facilities, equipment, and/or staff

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

N/a

**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:

Very specific. The actions under this goal are particularly important especially the university-wide strategic marketing plan.

2. Comment on the goal's measures:

The measures for this goal are very specific.

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

Again we comment on the challenge of competing demands and the setting of prioritizations for department actions.

4. Comment on the goal’s relevance:

Absolutely imperative to supporting the 2020 plan.

5. Comment on the timeline of the goal:

We wondered is the 6 months is mentioned as the timeline for "year 1" activities?

Possible opportunities for collaboration or suggestions for addressing a gap:

Question: Unit Goal - What is your unit goal?

Better understand, communicate, and respond to marketplace conditions and university needs

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

II. Promote the creation, integration, and application of knowledge

III. Serve as a regional intellectual, cultural, and economic hub for global competitiveness

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

Question: Actions - What action(s) does your unit plan to take to support this unit goal?
• Develop and maintain consumer profiles (i.e., buyer personas) to improve the quality of enrollment management lead generation, brand positioning and messaging, and work with a more informed understanding of our consumer(s)
• Develop, distribute, and operationalize a university-wide strategic marketing plan

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

- Year 1 (FY15)–publish version 1 of consumer profiles and strategic marketing plan
- Year 2 (FY16)–assess the profiles and plan and publish version 2; link and synchronize IPFW’s Plan 2020 (strategic plan), marketing plan, and brand positioning

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

No

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

More staff/fewer projects or additional budgets (i.e., $75-100k) for vendor support

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

- Project and/or competing demands from campus (i.e., more demand than supply), which creates inadequate time to complete goal
- Access to facilities, equipment, and/or staff

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

This goal should take no longer than six months to complete if given adequate focus and/or (vendor) budget

**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:
   Not clear on what they are trying to accomplish. Is the calendar strictly for MCS’s benefit?

2. Comment on the goal's measures:
   Not clear on the metrics – they seem more like action steps than measures on progress.

3. Comment on the unit’s ability to achieve the goal (include a consideration of the departmental profile and budget data):
   Again we comment on the challenge of competing demands and the setting of prioritizations for department actions.

4. Comment on the goal’s relevance:
   Not sure of goal’s relevance and exactly how the accomplishments of this goal will support the campus or department.

5. Comment on the timeline of the goal:
   No timeline given

Possible opportunities for collaboration or suggestions for addressing a gap:

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

Proactively coordinate and manage university marketing communications platforms

**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

II. Promote the creation, integration, and application of knowledge

III. Serve as a regional intellectual, cultural, and economic hub for global competitiveness

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

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

- Develop an editorial calendar w/ key campus events (e.g., student recruitment, student life, athletics, fundraising, community, etc.)
- Identify communication platforms across campus
**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

- Publish and maintain editorial calendar internally and with key campus constituents
- Review editorial calendar and identify ways in which select initiatives can be distributed across communication platforms on a weekly basis

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

Yes, although competing demands could prohibit progress

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

Staff and/or time

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

- Competing demands from campus clients
- Access to facilities, equipment, and/or staff

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

N/a

**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:

Actions seem to be the goal and the metrics are the actions.

2. Comment on the goal's measures:

The metrics seem more like action items.

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

There do not seem to be enough resources to accomplish these actions. What priority should these actions have and it seems like other items will have to be given up to accomplish this. Again the competing demands need prioritization and the department needs the authority to be able to set these.

4. Comment on the goal’s relevance:

Effective management is always relevant.

5. Comment on the timeline of the goal:

No timeline is given. The actions might have benefited from being broken into phases to be accomplished over time.

Possible opportunities for collaboration or suggestions for addressing a gap:

For budget planning and forecasting, work with budget and planning

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

Be good stewards of university resources

**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.

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

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

- Effectively manage staff, finances, equipment, systems, supplies, and investments of time
- Maintain mission alignment between the department and university (and its strategic plan)
Question: Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

- Implement and maintain department-wide (staff) capacity baseline and dashboard with forecasting capabilities
- Implement and maintain capacity utilization metrics across the department and its workgroups, including implied utilization levels and investments of time (50% on student recruitment and retention, 25% on fundraising, and 25% on image and visibility)
- Review (staff) capacity utilization levels at least once per week
- Implement and maintain an internal process for project management
- Review current project production schedule with the entire department at least once per week
- Implement and maintain departmental knowledge base, standards and best practices, and client training (i.e., *How to Work with Marketing Communications*); communicate updates
- Implement and maintain an internal process for expense requests
- Review expense requests at least once week
- Implement and maintain a budget dashboard with forecasting capabilities
- Do not run a budget deficit without necessary and appropriate approval
- Review, update, and save appropriate inventory lists (e.g., computers, photography, etc.) once per year
- Analyze and compare department's investments of time to university revenue at least once per 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?

N/a

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

- Competing demands and staff skill-sets, specifically with data analysis and dashboard construction
- Access to facilities, equipment, staff, and/or university revenue data

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

N/a

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.

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

It's a clear goal, but this could potentially cover many things. We expected to see more mention of training, mentoring, certifications, etc.

2. Comment on the goal’s measures:

The metrics seem more like action steps rather than measures.

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

Professional development is always the first thing to be cut and with all the other competing demands, it does not seem likely that this goal could be accomplished.

4. Comment on the goal’s relevance:

Goal is relevant and laudable.

5. Comment on the timeline of the goal:

No timeline was provided.

Possible opportunities for collaboration or suggestions for addressing a gap:

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

Enhance the knowledge and skill level of department staff

**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

II. Promote the creation, integration, and application of knowledge

III. Serve as a regional intellectual, cultural, and economic hub for global competitiveness

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.

Medium

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

- Maintain best practices in industry standards
- Regularly seek out and share new information and ideas across the department
**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

- Maintain an internal knowledge base
- Attend at least one industry conference per year
- Maintain membership in at least one professional organization per year (e.g., CASE, AMA, etc.)
- Seek out and/or create opportunities to apply new information and ideas
- Publish and make best practices and processes available to the campus (e.g., online, print, etc.)

**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?

N/a

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

- Competing demands
- Access to facilities, equipment, and/or staff

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

N/a

**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.
Program Write-up with Task Force Comments

1. Comment on the specificity of the goal:

Goal is specific but some actions seem a little vague and broad. The need to be developed into more specific steps. For example, “meet with the campus community” seems vague are there specific campus community constituents that will be targeted or do they still need to be identified?

2. Comment on the goal’s measures:

Metrics are measurable but not sure they measure the progress of the goal.

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

Again, we comment on the prioritization of accomplishing this with “competing demands.”

4. Comment on the goal’s relevance:

Very relevant to get the university’s accomplishments out to the campus and beyond.

5. Comment on the timeline of the goal:

No timeline given.

Possible opportunities for collaboration or suggestions for addressing a gap:

RESP, OPUS

This goal heavily ties into goal 2.

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

Seek out and promote scholarly endeavors across university

**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

II. Promote the creation, integration, and application of knowledge

III. Serve as a regional intellectual, cultural, and economic hub for global competitiveness

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

- Meet with the campus community to identify opportunities
- Review internal publications for news and information
- Collaborate with the Chief Communications Officer
- Share pertinent information throughout the department
- Distribute relevant story (or stories) through one or more marketing communications channels

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

- Meet with campus clients at least once per month to look for appropriate material
- Incorporate pertinent material into marketing projects within three months
- Meet with Chief Communications Officer once per semester to discuss and coordinate material

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?

N/a

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

- Competing demands
- Project alignment (i.e., we need to combine relevant topics with pertinent projects in a timely manner)
- Receiving timely and accurate information
- Access to facilities, equipment, and/or staff

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

N/a

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:**
MKTG Marketing Communications

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?