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. A clear plan with baseline measurements would help develop, implement, assess, and refine ongoing progress. In turn, this would help to create a more informed continuous improvement cycle, especially if goals are not met. The work of Doermer School of Business is critical to IPFW and we greatly appreciate the time you spent on this significant endeavor. Thank you again for being part of this important initiative.

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

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

 The Doermer School of Business is meeting the needs of Northeast Indiana students, business and the residents through its globally recognized programs. This includes research for and partnerships with the business community. As the only accredited Business School in Northeast Indiana we delivery both undergraduate and graduate degrees from Indiana University. The DSB faculty is highly qualified and comprises the Doermer Difference. I’m incorporating each of the sub units in the college as part of its plan.

 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.

 Providing a clear path to learning and graduation through the advising efforts to assist each student in understanding their choices and being exposed to opportunities that will direct their future.

 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.

 The Doermer School of Business is active in research and is academically qualified per AACSB accreditation standards. The college values research and encourages the faculty to publish. This emphasis allows the classroom experience to be leading edge.
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.

DSB has been promoting our partnerships with business to encourage even more partnerships to be established. We are exploring a Center of Excellence concept to assist the region in business analytics. Our efforts going forward will be to be viewed as an important intellectual partner with the business community.

**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.

As our program develops momentum we will continue to develop more broad based support and more significant support from our strongest partners. Better financial information sharing from administration will give the DSB the ability to be more efficient thus making IPFW more efficient. We should run a Business School as a business.

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

- DSB is a diverse workplace
- Selecting a Dean from the business world

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

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

AACSB International accreditation

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

They benefit the DSB by setting us apart as the only accredited school of business in Northeast Indiana. It assures students that the Faculty is well qualified and has met the rigorous standards required by the accreditation. (This has not been marketed near to the extent it needs to be). The constraining influence is the other side of the coin. Qualified faculty can be more costly and harder to hire.

**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?
None

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

N/A

**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.

In a nutshell I want to know my top line, my expenses (Direct and indirect) then I can manage to the bottom line in the most efficient manor possible. We do to many things because we always have without evaluating the return, I would like to know if I cut in one area will I be able to invest that savings in another (I want to run the DSB as a business).

**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/

I would really like to meet with David Wesse to gain a better understand of the role of the Doermer School of Business in the overall financial management of IPFW. Looking at our present picture the budget is made up of many parts some of which are accessible others very restricted. I want to hold faculty and staff accountable for money we spend, being sure we receive value for what we spend.

**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:

Vague—would benefit from more clear and concrete action plans

2. Comment on the goal's measures:

Appropriate but would benefit from baseline measurements that support the action plan(s)

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

A clear plan with baseline measurements would help develop, implement, assess, and refine ongoing progress. In turn, this helps to create a more informed continuous improvement cycle, especially if goals are not met.

4. Comment on the goal’s relevance:

High but seems tactically focused and a central tenant of day-to-day operations

5. Comment on the timeline of the goal:

Unclear and would benefit from a more clear action plan with measurable outcomes

Possible opportunities for collaboration or suggestions for addressing a gap:

* Work with faculty and Financial and Administrative Affairs to address operating budget concerns
* Work with faculty to develop a clear and measurable action plan to accomplish the goal if it doesn’t already exist

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

Coordination of each unit that is directly responsible for student learning to achieve its individual goals and the overall DSB goal of meeting the needs of Northeast Indiana students, business and the residents through its globally recognized programs.

**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 (5)

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

This will be driven through the faculty, chairs and Dean in a coordinated effort. This is an ongoing process which occurs daily on an informal basis and formally through our every other week meetings with the Chairs, Director of the MBA, Advising, the Business Manager and the Dean

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

Student enrollment and total credit hours
Number of graduates
Number of students lost
% of students hired in meaningful positions
Number of partnerships developed with the Business Community
Research that is beneficial for business worldwide and locally
Viewed by Business and the Community as a first resource
Demonstrating leadership for other institutions of higher learning

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?

DBS is currently out of space. I have contacted Jay Harris to assist in improving our present situation. If we are able to accomplish the growth in students that is expected we will need to expand faculty and staff. That could not occur without additional space. We either need to take an interim step of adding to our space on the 3rd floor of Neff or start the building process in the next six months for the long awaited new building.

IPFW unified marketing plan that DSB could participate in.

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

Attracting new students to meet the needs for growth of the Doermer School Business. Attracting and hiring the faculty that meets the accreditation standards. Developing a top MBA program. Continuing to make our curriculum cutting edge.

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

Like most strategic plans some portions of the plan can be put in effect immediately while other pieces will not take place until future years. For example we need to make some modifications to our present space on the 3rd floor of Neff now but a new building will be more than one year out. We need to start our plan to develop more undergraduate and graduate students now but the success of that effort will manifest itself over the next few year and will drive additional change. The DSB will always be an evolving entity that will in itself drive change.

**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.

**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: #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.

**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: #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?
#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?

#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.
**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?