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 Academic Affairs is critical to IPFW and we greatly appreciate the time you spent on this significant endeavor. Thank you again for being part of this important initiative.

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

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

The Mission of the Office of Academic Affairs fully integrated into the mission of IPFW. Through process of regular review, day-to-day oversight, and fiscal management, OAA supports and sustains the comprehensive structure of the university. The Office of Academic Affairs has responsibility for the university’s baccalaureate and graduate degree programs through the organizational structure of the colleges, schools, and academic departments. Through the activities of students and faculty, OAA supports, sustains, and advances the intellectual, social, economic, and cultural programming that contributes to the growth of our students and enriches northeast Indiana.

**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.
For this all accomplishments I will focus on progress and outcomes that have occurred since February 2014.

Restructured the Associate Vice Chancellor of Institutional Research to the AVC for Institutional Effectiveness (OAA Memo 14-3)

Conducted successful search for Director of Assessment

Reconstituted the Assessment Council

Initiated participation in the NCA-HLC Assessment Academy

Established guidelines for International Programs and International Agreements (OAA Memos 14-1 & 2)

Increased staffing in the Office of Academic Internships, Co-operative Education, and Service Learning to more effectively serve students and build stronger connections with the Office of Career Services

Restructured OAA staffing to create Associate Vice Chancellor for Teaching and Learning

Restructured OAA staffing to create OAA Fellow in Academic Analytics

**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.

Conducted two rounds of faculty position request prioritization resulting in 43 authorized searches for tenure track, clinical, and continuing lecturers

Established the Director of Major Scholarships position

Supported the continued expansion of the Student Research Symposium

**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.

Continued to support and sustain a wide-range of artistic, intellectual, and cultural programs

Developed and initiated the #DonDifference campaign to highly faculty accomplishments in research, scholarship, and creative endeavor

Reallocated resources to establish new faculty lines in domains of significance to the regional economy (health care administration, medical physics, health informatics)

Conducted need and satisfaction survey for the Community Research Institute demonstrating regional economic impact of CRI

**Question:**
VCAA Vice Chancellor for Academic Affairs

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.

Allocated $2.4M of recurring faculty salary in 43 authorized full-time faculty searches

Continued to expand the quantity and quality of data available on the department profiles

Successfully completed a comprehensive budget planning process for the 14-15 FY budget

Corrected numerous long-standing discrepancies between budgeted and recurring expenses

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

Stabilized academic affairs at a moment of crisis

Lead the Dean’s through a basic SWAT analysis of IPFW’s academic program

Successfully led a transition in leadership in the Doermer School of Business

Launched national search for the College of Arts and Sciences

Initiated “Conversations on Quality” monthly discussions with faculty and staff

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

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

The Office of Academic Affairs has ultimate responsibility for all discipline based accreditation as well as foundational responsibility for continuing accreditation for the institution through the Higher Learning Commission of the North Central Association.

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

**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?
PFW, and specifically the OAA must adjust to the reality of an uncommonly activist General Assembly that has undertaken a number of legislative actions significantly impacting the academic mission including:

120 credit hour limit
Performance funding
State-wide articulation
Mandatory academic pathways
State-wide general education
Focus on 4 year graduation

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

Imposition of the legislative actions described above have both constrained and altered how IPFW's academic programs are offered. In response a new OAA Fellow position has been established to specifically address the issue of Academic Policies at the State, Indiana Commission for Higher Education, and Purdue and Indiana University system levels

**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.
If efficiency is defined to be an optimal balance between expenditures and outcomes there is really no portion of Academic Affairs that could be described as satisfactorily efficient.

At the same time, it should be recognized that learning is an inherently inefficient process. As such, the Office of Academic Affairs must temper the business case for increase efficiency with the realities of higher education. In so doing it is possible to identify some domains for investing energy and thought in order to achieve enhanced efficiencies:

- Academic Affair's role admissions to enrollment yield rate
- Fall-to-fall retention rate
- Persistence to 30 hours completed
- Persistence to 90 hours completed
- Number of students graduating
- Number of students graduating in 6 years
- Number of students graduating in 4 or less years
- Availability and accessibility of courses in the various curricula
- Faculty instructional workload
- Use of administrative and other forms of workload reassignment
- Utilization of TT/T, CL, and LTL faculty
- Summer course offerings

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

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

N/A

The VCAA spends a significant amount of time and energy reviewing and understanding department-level performance data from the departmental profiles and other data sources.

**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:**
Program Write-up with Task Force Comments

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1. Comment on the specificity of the goal:

Goal appears to be missing

2. Comment on the goal's measures:

Short term metrics are discussed. Adding long term success measures would strengthen the report.

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

Achievable

4. Comment on the goal's relevance:

Goal missing.

5. Comment on the timeline of the goal:

Appropriate for the short term.

Possible opportunities for collaboration or suggestions for addressing a gap:

n/a

**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.

I. Foster Student Success

**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) Establish and fill the position of Associate/Assistant Vice Chancellor for Teaching and Learning

2) Establish and fill the position of OAA Fellow for Academic Analytics

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

Positions established and filled, work begun
**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?

Identifying candidates for these positions that have the necessary skills and passion

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

This goal will be completed prior to the next USAP reporting cycle

**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:

   Would be stronger by adding by what amount retention, persistence and graduate rates will be improved.

2. Comment on the goal's measures:

   Missing

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

   With recent movement of Enrollment Management to Academic Affairs, it appears there is already progress towards the goal.

4. Comment on the goal’s relevance:

   The goal is relevant.

5. Comment on the timeline of the goal:

   Appropriate.

   Possible opportunities for collaboration or suggestions for addressing a gap: n/a
**Question:** Unit Goal - What is your unit goal?

Improve Retention, Persistence, and Graduation Rate

**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

**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) Establish and fill the position of OAA Fellow for Academic Analytics
2) Build meaningful linkages between Enrollment Management of Academic Affairs
3) Develop implement a coordinated plan for student success

**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, although full implementation of plan recommendations may require reallocation of resources

**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?
VCAA Vice Chancellor for Academic Affairs

1) Identifying candidate for this position that has the necessary skills and passion
2) Overcoming cultural and operational differences between EM and Academic Affairs
3) Establishing a more complete understanding of quantitative and qualitative factors impacting student success
4) Identifying and coordinating the most critical contributors to a plan for student success
5) Moving from planning to implementation

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

It will be possible to achieve the specified actions prior to the next USAP cycle, achieving the overall goal is temporally unbounded

**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:

Would be stronger by adding specifics (i.e., by what amount improve measure of student learning).

2. Comment on the goal's measures:

Action steps and metrics are conflated.

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

Achievable dependent upon entire university participation.

4. Comment on the goal’s relevance:

The goal is relevant.

5. Comment on the timeline of the goal:

Ongoing

Possible opportunities for collaboration or suggestions for addressing a gap:

n/a

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

Improve Measurement of Student Learning
Indiana University-Purdue University Fort Wayne (IPFW)
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**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

**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) Build a culture of assessment through coordinated efforts of the Director of Assessment, Assessment Council, and General Education Subcommittee

2) Undertake the rewriting of SD 98-22 “The Plan for the Assessment of Student Academic Achievement”

3) Fully participate in the Higher Learning Commission Assessment Academy process

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

1) Coordination achieves a shared understanding and sense of purpose for assessment at IPFW

2) Appendices of SD 98-22 revised and ready for Senate approval

3) Academy team assembled, participation in summer workshop, launch of long-term academy projects

**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?
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1) Overcome differences in mission and vision of Assessment Council and General Education Subcommittee

2) Document revision by committee always presents a wide range of interpersonal and intellectual challenges

3) Transitioning from workshop attendance to implementation of the assessment academy approach with full fidelity

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

- It will be possible to achieve the specified actions prior to the next USAP cycle, achieving the overall goal is temporally unbounded.

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

**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?

**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.
**Indiana University-Purdue University Fort Wayne (IPFW)**

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**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?