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 Student Information Support Systems is critical to IPFW and we greatly appreciate the time you spent on this significant endeavor. We believe you need to make a stronger case for impact/relevance of the department and its goals and purpose. It seems that leadership/administration and other departments are dependent upon (IT, Registrar, Admissions, Financial Aid, etc.) do not understand the resources they need to provide to this department in order for the university to succeed.

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)

Criterion: #2: Accomplishments - Please list significant accomplishments from the last three years as they align with Plan 2020 goals

Question: I. Foster Student Success - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area I: Foster student success.

Question: II. Creation of Knowledge - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area II: Promote the Creation, Integration, and Application of Knowledge.

Question: III. Regional Hub - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area III: Serve as a Regional Intellectual, Cultural, and Economic Hub for Global Competitiveness.

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

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

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

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?

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

Criterion: #5: Inefficiencies - Activities that you spend resources on inefficiently or in ways that do not support the mission.

Question: Inefficient use of resources - On what activities, if any, do you spend resources (money, time, people, etc.) inefficiently or in ways that do not support the mission of your unit or the university? List as many as apply.

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

Question: Contextualize IR data - Upon review of your IR Department Profile (for academic units) and FY 14-15 Budget information, are there any data you want to correct or contextualize? To view your profile or budget visit the Office of Institutional Effectiveness website: http://www.ipfw.edu/offices/ir/profiles/
#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 project proposed is too broad/general. The focus needs to be narrowed. This goal does not truly align with the 1.A or 1.A.2 goals you have listed, but does seem to align greatly with the Efficiency section of the Strategic Plan.

2. **Comment on the goal's measures:**
   
   You say these are not yet definable, by breaking this broad goal into more manageable smaller goals you will be able to set a clear measure. Suggestion: By beginning with your action steps and turning those into smaller, more defined goals and creating actions steps to achieve each of those it will become more manageable.

3. **Comment on the unit's ability to achieve the goal (include a consideration of the departmental profile and budget data):**
   
   Without clearly defined goals in supporting departments’ positions and the replacement of the personnel and institutional knowledge lost in the SISS department, it appears very unlikely you will be able to achieve this goal.

4. **Comment on the goal’s relevance:**
   
   Relevant as departments and administration are constantly asking for this data and if it were housed in one area electronically it could solve an inefficiency we see across campus.

5. **Comment on the timeline of the goal:**
   
   Satisfactory to have a goal of 3-5 years, however without a clearly articulated goal and defined, measurable action steps it seems ambitious.

**Possible opportunities for collaboration or suggestions for addressing a gap:**

ITS, admissions, financial aid, registrar—all of these share/rotate responsibilities

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

Bring together data changes in student information data sources (like Banner, Degree Works, Tutor Trac, Advisor Trac/Sage, MAP-Works, etc.) to determine at risk students.

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

I. Foster Student Success.


I.A.2 Use assessment data to improve student learning
**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

Medium. Currently, we collect data in each of the above listed sources individually. We need to bring the data together in a data warehouse, so we can report and assess data electronically for prompt resolution.

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

Work with experts in advising and academic areas to determine what data would be needed for this type of assessment. Find out what data is missing from our current software.

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

Not yet definable.

**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?

Create a committee to explore what additional resources are needed to do this type of assessment. Look at other institutions that are similar to IPFW and accomplishing this. Start simple and grow.

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

Loss of business knowledge with the loss of subject matter experts in the following departments: Student Information Support Services, IT Services, Admissions, Financial Aid, and Registrar Offices, which causes a shifting of responsibilities to just keep Student Information Systems running.

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

Implementation in 3 to 5 years unless we can provide additional resources to do this.

**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:

We understand SISS supports all of campus...anywhere there is student data in Banner or opportunity for Student Data in Banner this department is involved. All reports containing student data are created from this system...reports are used to drive processes and to obtain info for other reports to outside entities. This goal is speaking to all the requests for updates, changes, new info that come in and how to prioritize them. There is never enough time, talent or money to do them all so it is constantly a dance to decide what to work on and what to leave sit.

Your department being able to prioritize is very important especially since much of your timelines are longterm. Suggestion: Create and breakdown a strategic goal aimed at ensuring administration understands how your department fits into the achievement of each university goal and especially supports Goal Area IV: Create a Stronger University through improving the support of stakeholders and the quality and efficiency of the organization.

2. Comment on the goal's measures:

It is fine that your measures are qualitative, but qualitative measures require extra specificity: how will you demonstrate that you have achieved your goal?

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

Needs business analysts and other support.

4. Comment on the goal's relevance:

Extremely relevant to the daily operations of the university and federal and state reporting

5. Comment on the timeline of the goal: Satisfactory

Possible opportunities for collaboration or suggestions for addressing a gap:

Same as goal 1

Question: Unit Goal - What is your unit goal?

Prioritize Projects for the university at a High Management Level Quarterly (Annually, and 3 to 5 years in the future, too). This helps this unit to plan.

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.

IV.B. Process Goals: Efficiency

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?

On a quarterly basis my unit would provide a list of user requested projects with the following information: required by an external or internal source, by whom it is required and the benefits of the project. We would also provide a list of completed and in progress projects from the last prioritization process.

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

Project plans will be established for large and medium size projects. Report to the Banner Steering Committee project progress on a monthly basis and to my direct report on a bi-weekly basis. Need buy-in from IPFW Management.

**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?

Need additional SIS Business Analysts and support from other units, so we can make this a priority.

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

Loss of business knowledge with the loss subject matter experts in the following departments: Student Information System Support, IT Services, Admissions, Financial Aid, and Registrar Offices, which causes a shifting of responsibilities to keep Student Information Systems running and maintained.

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

Should be able to accomplish this in one year with Management buy-in. I have been given another full-time SIS Business Analyst Position.

**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:

SISS supports every unit that utilizes or creates student data. Seems reasonable to reorganize the unit, but isn’t that an action step? The goal of the reorganization is left vague. Yes, it wants to support IPFW, but which of IPFW’s goals?

2. Comment on the goal’s measures:

Unclear, because goal is not clear. How will the unit measure that it has improved its ability to support the goals of IPFW?

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

No resources needed.

4. Comment on the goal’s relevance:

Unclear as written.

5. Comment on the timeline of the goal:

N/A

Possible opportunities for collaboration or suggestions for addressing a gap:

Same as other goals.

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

Reorganize unit to more effectively support the goals of IPFW.

**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.

IV.B. Process Goals: Efficiency

**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?
SIS Business Analyst – Manager and SIS Business Analysts would report to IT Services CIO or to the same person the Enrollment Management Directors report to. The subject matter experts in the enrollment offices (indirect reports) must provide a weekly status report to SIS Business Analyst – Manager on SIS projects like the SIS Business Analysts. Time commitment of at least 10 hours per week would be spent on Student Information Projects. Another option would be to replace enrollment office subject matter experts with full time SIS Business Analysts.

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

Rewrite job descriptions for both SIS Business Analysts and Subject Matter Experts residing in Enrollment Offices. Define job responsibilities and time commitment of subject matter experts in writing.

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

Yes, if Enrollment Management Directors are willing to rewrite job descriptions with a provision of time commitment on SIS projects.

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

NA

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

Loss of business knowledge with the loss of subject matter experts in the following departments: Student Information Support Services, IT Services, Admissions, Financial Aid, and Registrar Offices, which causes a shifting of responsibilities to just keep Student Information Systems running.

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

NA

**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:

The project proposed is too broad/general. The focus needs to be narrowed. This may be symptomatic of the issue with direction we suggested you focus a goal on in Goal # 2. If you had a more focused direction the result would be your ability to prioritize and set more definitive project goals.

2. Comment on the goal's measures:

Not quantifiable.

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

Needs more resources to address problems with Banner. This was expressed in several other goals.

4. Comment on the goal’s relevance:

Seems an odd goal given the difficulties with resources.

5. Comment on the timeline of the goal:

Depends on resources

Possible opportunities for collaboration or suggestions for addressing a gap:

Same as other goals….IT and various operational areas across campus.

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

Business Process Improvements across IPFW (like implementing document imaging).

**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.

IV.B. Process Goals: Efficiency

IV.B.3. Eliminate process barriers in enrollment management that impact student achievement.

**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?
SIS Business Analysts would work with Subject Matter Experts and others to diagram existing business processes. They would then diagram and document new and improved processes (like document imaging). SIS Business Analysts would also research how the process might work in existing purchased systems by identifying new functionality.

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

Diagram and Document existing business processes. If resources are not provided to implement document imaging, business process improvement changes would be recommended and implemented without the imaging piece.

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

We can accomplish the documentation of the business process improvements, but we will not be able to implement Banner Document Imaging without additional resources.

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

Although we have purchased the Banner Document Imaging product, we would need consulting for implementation, required hardware, and an administrator.

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

Loss of business knowledge with the loss of subject matter experts in the following departments: Student Information System Support, IT Services, Admissions, Financial Aid, and Registrar Offices, which causes a shifting of responsibilities to keep Student Information Systems running and maintained.

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

We should be able to make business process improvements. The implementation of document imaging will depend on the additional resources needed.

**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:

Seems reasonable.

2. Comment on the goal's measures:

Needs to include how well individuals do in the training (quantifiable measures) and how this impacts their work (quantifiable measures)

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

Needs support for them to travel for prof development and to purchase efficient trainings

4. Comment on the goal's relevance:

Somewhat relevant

5. Comment on the timeline of the goal: 2 years

Possible opportunities for collaboration or suggestions for addressing a gap:

Question: Unit Goal - What is your unit goal?

Creating a training plan for SIS Business Analysts and Subject Matter Experts in Enrollment Management.

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.

IV.B. Process Goals: Efficiency

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?

Create a training plan based on required upgrades, goals, university priorities and new functionality in purchased systems. Each SIS Business Analyst should have a minimum of 40 hours of training per year.

Question: Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?
SIS Business Analysts and Subject Matter Experts in Enrollment Management will track training and number of hours spent.

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

No, not right now. The users’ required needs are keeping SIS Business Analysis from training themselves or others. IPFW is unable financially to purchase training or send SIS Business Analysts to conferences to learn from other experts, which would speed up the learning process.

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

Training needs to be purchased to speed up the process of learning quickly. The unit currently does not have time to train themselves because of user required needs.

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

I would like to send SIS Business Analysts and Subject Matter Experts in Enrollment Management to one off campus or internet training per year. My current budget and others’ budgets do not allow us to do this. University demands are greater than the number of SIS Business Analyst and Subject Matter Experts in Enrollment Management we have allocated. Loss of business knowledge with the loss of subject matter experts in the following departments: Student Information Support Services, IT Services, Admissions, Financial Aid, and Registrar Offices, which causes a shifting of responsibilities to just keep Student Information Systems running.

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

I will find a way to train the SIS Business Analysts and the Subject Matter Experts in Enrollment Management. It might not be 40 hours per year. May take 2 years to achieve this 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?

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

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

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

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

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

**Criterion:** #14: Goal Eight - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

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

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

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

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

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

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

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

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

**Criterion:** #15: Goal Nine - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

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

**Question:** IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

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

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

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

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

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?
Question: Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

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

Criterion: #16: Goal Ten - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

Question: Unit Goal - What is your unit goal?

Question: IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.

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

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

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

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

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

Question: Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?
Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?