Program Summary

**Task Force:** Thank you for the time and effort you put forth in your report. Overall, the report is complex and comprehensive. As the goals propose a significant amount of change, it may be beneficial to prioritize goals and develop more clear actions plans that support university priorities. 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 Admissions 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)

As a unit that supports the Vice Chancellor for Student Affairs and Enrollment Management’s mission as well as the overall mission of the university, the mission of the Office of Undergraduate Admissions at Indiana University–Purdue University Fort Wayne (IPFW) is to both enthusiastically and ethically promote IPFW both regionally and nationally. We will work to attract students, who are prepared to succeed in higher education, motivated to become contributing members of society following graduation, and represent the diversity of the modern world. We will strive to provide high quality service and programs that will educate, recruit, admit, and enroll diverse student populations as they make choices concerning higher education. We will maintain and develop the most efficient and effective enrollment management practices as a means to deliver prompt and personal service to all students, faculty, and staff in a manner every day and all day consistent with the university's core values. We are committed to providing a customer service environment which upholds the best professional standards. Above all, we will strive to strengthen our mission based upon the goals and aspirations of the university to serve IPFW with pride and dedication.

**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.
We actively made over 500 visits to high schools in Indiana, Ohio and Michigan in addition to nearly 200 fairs to promote IPFW to prospective students.

We hosted over 1298 students on campus in the past 2 years for Don Day visits in 2012 and 2013.

Encouraged transfer applications by visiting Ivy Tech Community College campuses regularly for fairs in Elkhart, Kokomo, South Bend, Wabash, Anderson, Marion and Muncie. We also attended Transfer Fairs at various campuses in Ohio as well.

We reached out to students denied enrollment to Purdue West Lafayette with an offer to consider IPFW. In 2011 we had 54 of 85 students accept our offer of redirect admission, and 2012 we had 29 of 45 students accept our offer of redirect admission and 2013 we had 21 of 27 students accept our offer of redirect admission.

We have been proactive in encouraging the completion of fall applications by notifying high school counselors about their student’s application progress. Our counselors have been able to take list to their high school visits and send list to their guidance counselor list to encourage completion of applications.

We participated in the Indiana College Go week in September 2012 and 2013, which resulted in 1530 applications in 2012 and 1706 applications in 2013 for a total of 3236 applications during that week for both years.

**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.

- We offered 259 Distinguished Scholarship in 2012, 2013, and 253 students accepted that offer.
- We offered 255 Chancellor’s Scholarships in 2012, 2013, and 119 students accepted that offer and 158 Chancellor’s Merit scholarships offered in 2012 and 2013 with 109 students accepting that offer.
- Encouraging students to take advantage of our Honors Program upon admission by making reports available to the Honors program for promotion.
- Working with the Summit Scholarship committee, we purchase list of eligible students to promote the competition and regularly share list of Distinguished Scholars to promote the scholarship program.
- The Office of Admission participated in IPFW training offered by ITS for IPAD users and Microsoft Office.
- We participated in various professional development workshops offered by the Division of Students Affairs and Enrollment Management.
- The staff in the Office of admission participated in the Indiana Association for College Admission Counseling (IACAC) annual meeting and conference.
- Participated in annual Ellucian Live conference for the Banner SIS system.
- Staff who supports our collegiate connection program attended the National Alliance of Concurrent Enrollment Partnerships (NACEP) conference.

**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.

- As a leader in Dual credit enrollment IPFW enrolled 2113 students in spring 2012 and 2695 in spring 2013 for a total of 4808 students. We saw enrollment continue to grow during the fall with a nearly 24% increase from fall 2012 with 2650 students to 3272 students in fall 2013.
- We have continued to be creative in our endeavors with pilot programs online at Southern Wells for English W131 and Garrett High schools for Math 153.
- Maintained grant support of $40K to provide need based scholarships for dual credit students from Lincoln Financial Group.
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.

The Office of Admissions maintain membership on the following boards, committees, coalitions and co-sponsorship of the following programming:

- Member of DeKalb County College & Career Success Coalition
- Member of Whitley County College Success Coalition
- Member of Indiana Commission for Higher Education (ICHE) Transfer and Technology Subcommittee for the Statewide Transfer and Articulation Committee (STAC).
- Member of the Northeast Indiana College Fair planning committee
- Host the IDOE and SAT/ACT board for on-going training to High school Counselors
- Co-sponsor with the Division of Continuing Studies and Collegiate Connection program the following programs: 1) breakfast to update area high school counselor on dual credit changes at IPFW, 2) Professional Development Seminar for all dual credit faculty, and 3) host two dual credit Departmental Representative meetings per year.
- Co-sponsor the Inside Psychology program in collaboration with the psychology department, continuing studies and area high schools.
- Co-sponsor the New Tech showcase with six area new tech high schools in collaboration with Vision 2020 Northeast Indiana New Tech Schools, NISTEM, IPFW School of Arts and Science, IPFW School of Engineering, and IPFW Enrollment Management.

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

N/A

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

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

- We adhere to the accreditations of each academic programs for recruiting and admission purposes.
- We adhere to the guidelines for recruitment outlined by the Indiana Association for College Admission Counseling (IACAC) under the practices outlined by the National Association for College Admission Counseling (NACAC)

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

The office of admission works within the constraints of the Indiana Commission for Higher Education (ICHE) and the governing body of IPFW. We follow best practice for FERPA and information sharing for student information

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?

N/A

**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.

- Processing applications using the front loaded process is counterproductive, as it seems to create duplicated efforts on behalf of the admission office. We have to explore ways to process applications more efficiently.
- Unnecessary internal printing of postcards, posters and flyers that have not proven to be very effective ways to market the institution will result in significant cost savings. Some of our efforts be received better electronically and could reduce our cost on printing and postage.
- Generating communications using Banner is an extremely manual process where staff retype addresses onto many letters that require ITS to run complicated jobs in order for us to produce many communications to students
- The Request for information form online does not currently feed or upload into the system instead our team members have to retype all contact information one by one into banner in order to follow-up.
- Our entire admission process is built around paper files and pushing paper from one file cabinet to another or one file folder to another in order to get it through the enrollment process. We need to invest in a paperless process that involves imaging that will allow for team members to make decisions virtually and students to gain more real-time idea of their application status.
- We have a very complicated and time-consuming process for getting data out of Banner, which is through Cognos reporting. Additionally we have a limited number of licenses available to the office of admission so only three individuals on the entire team can create reports needed for processing, communicating and data analytics.

**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
**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:

   Generally high but we recommend separating the goal into 1) maintaining our market position, 2) expanding student recruitment territories, and 3) recruiting more academically and culturally-diverse students

2. Comment on the goal's measures:

   Creating more specific actions for separate goals (as per our previous comment) and adding baseline measurements will help define appropriate tasks. Current actions are generally clear but would benefit from adding baseline measurements and focusing on more specific actions (i.e., expansion versus maintaining our market position and recruiting a different student body).

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

   Major dependency on acquiring, implementing, and operationalizing a CRM affects the likelihood of progress and/or success

   Improving the specificity of goal(s) and actions would contribute to its success, outcomes, campus collaboration (i.e., supporting the enrollment funnel), and ongoing assessment

4. Comment on the goal’s relevance:

   High

5. Comment on the timeline of the goal:

   Timeline would be better defined with more specific goals and baseline measurements

   Dependency on selecting, implementing, and operationalizing a CRM would presumably affect the timeline

   Possible opportunities for collaboration or suggestions for addressing a gap:

   If the CRM dependency is high, then a contingency plan would help move progress towards the goal until a suitable solution is in place

   Work with campus to support the enrollment funnel, specifically when maintaining market position versus expanding geographical territories (e.g., provide different information to different groups based on supporting specific goals)

   Work with the Honors Program, Office of Diversity and Multicultural Affairs, the Office of the Dean of Students, the Center for Women and Returning Adults, Military Student Services, Collegiate Connection, and other campus units to help recruit more academically-prepared and diverse students

**Question:** Unit Goal - What is your unit goal?
Maintain the market position of IPFW within the Northeast Indiana Region while expanding outside of the 13 counties previously targeted for recruitment to attract a more academically and culturally diverse entering Freshmen class.

**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.

1. Foster Student Success
2. Promote the Creation, Integration and Application of Knowledge
3. Serve as a Regional Intellectual, Cultural, and Economic Hub for Global Competitiveness
4. 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?

1. The Office of Admission will continue to develop and maintain a recruitment plan that assigns counselors to defined territories to manage within NEI and specific territories within the various counties in Ohio and Michigan.
2. The Office of Admission will launch an aggressive marketing and recruitment plan in specific Ohio counties to promote the “Good Neighbor” scholarship in order to increase the number of students who attend IPFW.
3. Continue to promote IPFW by recruiting in reciprocity counties in Ohio.
4. Focus direct efforts on file completion for students who apply during GO week and who do not proceed through the process.
5. Increase yield of for students admitted to IPFW by creating a better admission experience with an intention to enroll, yield related events including an admitted student reception
6. The Office of Admission will continue to expand our list purchases to SAT and ACT for target populations as a way to increase awareness of our academic programs opportunities and enrollment.

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

Assessment for this goal is based on enrollment data reports that will highlight the demographics of inquiries, applications, admits and those who matriculate year over year. We will track the source of inquiries, and the rate of application and overall yield.

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

We can maintain our existing flat enrollment within 3% up or down but will be allocating 25K to market the Ohio initiative plus a full recruitment position to this effort to build market awareness for territory development.
Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

A CRM to assist with getting inquiries in the system for effective communication. We have a delay based on the number of request for information cards and inquiries on line that require manual data entry. This delay impacts our ability to follow-up timely and effectively with personalized and targeted messaging to students and to cultivate relationships throughout the enrollment process.

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

The challenges that we encounter include: 1) building a presence in the Ohio territory where we currently do not have strong brand positioning, 2) Efficiently managing inquiries received by getting them entered in the system in a timely manner with a streamlined communication strategy. 3) Effective follow-up is critical for our recruitment efforts.

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

18 months

**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:

   High but would benefit from baseline measurements

   2. Comment on the goal's measures:

   Clear but would benefit from baseline measurements

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

   Adding baseline measurements would make ongoing assessment more clear and actionable

   4. Comment on the goal’s relevance:

   High

   5. Comment on the timeline of the goal:

   Seems reasonable; however, we recognize dependencies on the analytics, communications plan, and CRM system could affect the timeline and subsequent outcomes

   Possible opportunities for collaboration or suggestions for addressing a gap:

   Work with Marketing Communications to distribute key messages to the campus and those who support the enrollment funnel
**Question:** Unit Goal - What is your unit goal?

Strategically align our Marketing and Recruitment Efforts with the Enrollment Funnel to enhance our key marketing messages across all stages of the admission process.

**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.

1. Foster Student Success
2. Promote the Creation, Integration and Application of Knowledge
3. Serve as a Regional Intellectual, Cultural, and Economic Hub for Global Competitiveness
4. 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?

- Review all communications for each stage of the enrollment funnel to assess the overall effectiveness, accuracy of content and appropriateness to target audiences.
- This includes reviewing and revising all letters, postcards, posters, emails and brochures in production for consistent messaging.
- Work collaboratively with Marketing Communications to outline a new view book, road piece and request for information card etc.
- Work with Marketing Communications to create a decision notification packet for admitted students.
- Develop a communication plan to support prospecting strategies, applicant communication flow through admission and enrollment.
- Effective selection of a CRM system.

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

Metrics for this goal include:

- Utilizing analytics to see the results of various call to action to apply, visit and enroll as well as enrollment data.
- Actual communication plan in place for each stage of the enrollment funnel.

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

No. This requires reallocation of existing strategies and resources in order to accomplish a unified message. This has already begun and has resulted in dramatic savings on print materials.
**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

Assessment and reallocation of existing resources and strategies to accomplish this goal.

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

- The biggest challenge in accomplishing this goal includes prioritizing the re-drafting of communications for each stage of the enrollment funnel.
- Tons of letters that need to be reviewed that are in production have not been edited in more than 10 years.
- Furthermore identifying our existing system limitations in Banner are critical to accomplishing this goal. There are operation jobs that have to run for the Office of Admission to send out basic letters daily and we have to gain a better understanding of what is possible in the system to assist us in achieving this goal for a strategic communication plan while we pursue a CRM.
- Editing existing letter content has proven very complicated and time consuming.

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

18 Months

**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:

High

2. Comment on the goal's measures:

Clear

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

Need funding or assistance prioritizing resources

4. Comment on the goal's relevance:

High

5. Comment on the timeline of the goal:

Reasonable, especially given the significant cultural change this would introduce

Possible opportunities for collaboration or suggestions for addressing a gap:

Office of Graduate Studies to explore whether a single application is appropriate and/or feasible
**Question:** Unit Goal - What is your unit goal?

Streamline our admission processes to become more efficient and effective in order to build long-term sustainable practices for the Office of Admission at 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.

1. Foster Student Success
2. Promote the Creation, Integration and Application of Knowledge
3. 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?

- Review the organizational structure and workflow in the Office of Admission to outline and analyze recruitment and enrollment practices.
- Complete a business process review of the current workflow from recruitment to enrollment to improve service to students.
- Cross-train, all admission staff in all admission matters as there are currently too many silos that stop workflow when a team member is out on sick leave, retires or we need additional help.
- Create a training manual for documenting basic workflow across the enrollment funnel to improve overall service to students.
- Complete a Banner System Check to help evaluate current system practices.
- Subscribe to the Ellucian Training library for ways to increase our system knowledge on the admissions module in Banner.

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

- Develop reporting that will consistently track prospects, application processing and decisions to monitor improved outcomes.
- Established training for all team-members for a cross-functional team environment.

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

No. some reallocation of resources will be needed to accomplish training whether from Ellucian or other areas for webinars or workshops.

**Question:** Needed Resources - If you don't have enough resources, what additional resources do you need to accomplish this unit goal?
Need to evaluate the cost of Banner Ellucian training for admission team-members.
• I would like to reallocate resources we have spent annually to send one admission team member to the conference to have an Ellucian trainer to come to campus to assist our operations to become more efficient.
• Additionally, we will need to spend some time in West Lafayette evaluating the operations of our colleagues to learn how they are effectively using Banner as our use of the system has not allowed my team to take full advantage of the functionality that may exists.

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

• Establishing the best time to shadow our peers in West Lafayette.
• Outlining areas where silos exist to implement training while still maintaining our existing practices and make changes along the way.
• Our operations are ongoing so strategically identifying the best time to shifting practices is critical.
• We have practices that have been in place since the original roll out of Banner and some individuals at IPFW have been here since those workflows were established and are physical barriers to progress because of their inability to change their way of thinking.
• We do not have a dedicated systems person assigned to the Office of Admission who provide our operation with system support instead process improvements have been neglected and ignored and only necessary upgrades have been made to increase efficiency at the front end of the enrollment process.

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

18 months

**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:**
ADD Admissions

1. Comment on the specificity of the goal:
   High

2. Comment on the goal's measures:
   High

3. Comment on the unit's ability to achieve the goal (include a consideration of the departmental profile and budget data):
   Seems likely but we recognize significant funding, technology integration and support, and training dependencies exist

4. Comment on the goal's relevance:
   Critical

5. Comment on the timeline of the goal:
   Reasonable; however, we recognize the funding, technology integration and support, and training dependencies may affect its outcome(s)

Possible opportunities for collaboration or suggestions for addressing a gap:

Add Marketing Communications to the task force

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

Select, Implement and integrate a fully functional CRM tool into the basic workflow and communication plan for the Office of Undergraduate Admission that can possibly impact strategy from Enrollment to Endowment.

**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.

1. Foster Student Success
2. Promote the Creation, Integration and Application of Knowledge
3. Serve as a Regional Intellectual, Cultural, and Economic Hub for Global Competitiveness
4. 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?
Indiana University-Purdue University Fort Wayne (IPFW)
Program Write-up with Task Force Comments

ADD Admissions

- Draft a Request for Proposal by the end of Fall 2014
- Review RFP and have the top three vendors for demonstration on campus by early spring 2015
- Select best vendor for IPFW with an implementation plan in place for full roll out by fall 2015.

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

- Assemble a CRM Strategy Group (Established to include key campus stake holders from enrollment, registrars, financial aid, ITS, SIS, and Purchasing)
- Select three vendors for demonstration to inform best parameters for RFP (completed)
- Develop Parameters for RFP
- Adhere to the parameters outlined in RFP
- Review Vendors that best suits parameters and select top 3 Vendors
- Have Final Campus Demonstration to Key Stake Holders and make final selection
- Establish an implementation plan and timeline

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

No. We will need new resources allocated in order to accomplish this goal based on selection of a vendor within parameters of the RFP.

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

Resources needed will be dictated by the parameters of the RFP and selected vendor.

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

- ITS and SIS support for implementation with campus wide competing demands.
- Many people who have been extremely committed to the existing Banner SIS system do not fully understand the purpose of a CRM.
- Some campus partners are trapped by the notion of our existing data challenges instead of the possibilities for managing workflows for the future.
- Additionally a CRM does not replace the ERP tool but instead allows us to better communicate and build relationships with students. People need to understand that Banner is our system of record keeping and a CRM will be our system of engagement.

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

18 Months

**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:

High but would benefit from baseline measurements

2. Comment on the goal's measures:

As a way to help measure progress, we recommend separating metrics into short- and long-term

Short-term goals could include whether tasks were completed (e.g., establish and distribute new talking points and PowerPoint presentations to the campus, revamp on-campus events to include prospective students, meet with academic and support offices to review event programming, etc.)

Long-term goals could include more outcome reporting (e.g., on-campus programming outcomes, responses to calls-to-action, source code tracking throughout enrollment funnel, etc.)

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

Timeline seems aggressive given the other high priority goals, although assigning one team member to lead the project may make completion more attainable within the twelve-month period

4. Comment on the goal's relevance:

High

5. Comment on the timeline of the goal:

Timeline seems aggressive given the other high priorities goals, although assigning one team member to lead the project may make completion more attainable within the twelve-month period

Possible opportunities for collaboration or suggestions for addressing a gap:

Assigning one team member to lead the project may increase the likelihood of success

Work with campus to better plan and coordinate event programming and activities

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

*Increase our partnerships across campus utilizing faculty, staff, current students, alumni and community organizations in our on campus programming and overall visit experience to maximize our resources and efforts.*

**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.

1. Foster Student Success
2. Promote the Creation, Integration and Application of Knowledge
3. Create a Stronger University through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization

**Question:**
Indiana University-Purdue University Fort Wayne (IPFW)
Program Write-up with Task Force Comments

ADD Admissions

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?

- Continue to enhance the quality and impact of the campus visit experience by establishing improved talking points and PowerPoint presentation.
- Revamp the on-campus events that include programming specifically geared toward prospective students, applicants and admitted students while engaging our partners in academic areas and support offices.
- Work with Alumni Office to increase alumni involvement in partnerships with the Office of Admission to provide prospective students and their families with first hand answers to questions about IPFW.
- Enhance community engagement through our group visit options on campus as well as maintain our two campus visit days and annual college fair on campus in the spring.
- Maintain our Accelerated admission Events that allow students to visit campus and receive “on the spot” admissions as a way to accelerate the enrollment process.

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

- We will evaluate our outcomes based on participation in on-campus programming and the direct call to action to apply, or enroll etc.
- Create source codes for each on-campus event that allow us to track the overall impact on enrollment.

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

Yes, this will require a reallocation of existing resources in ways that are more effective.

**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?

- Support from campus partners to assist and participate in updated programming.
- Lack of event management tool to track RSVPs attendees and no shows that a CRM tool can assist us with down the road.

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?
Indiana University-Purdue University Fort Wayne (IPFW)
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ADD Admissions

12 months

**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.

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

   High but seems less relevant since it is already in process and relies heavily on Marketing Communications

2. Comment on the goal's measures:

   Could be strengthened and more specific by working with Marketing Communications to identify and assess key performance indicators

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

   High; however, we recognize the dependency on Marketing Communications to support from planning through implementation

4. Comment on the goal’s relevance:

   High; however, the domain knowledge and expertise to determine an appropriate media mix remains with Marketing Communications and, therefore, relies heavily on the unit as previously noted

5. Comment on the timeline of the goal:

   N/A

Possible opportunities for collaboration or suggestions for addressing a gap:

Consider moving advertising budget to Marketing Communications to create more focus and cater to strengths amongst both teams (i.e., we view this as an operational inefficiency)

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

Diversify our Advertising and Digital Marketing by decreasing our broadcast spend, maintaining our digital spend, adding inbound marketing and re-scoping our web presence overall for the Office of Admissions.

**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.

1. Foster Student Success
2. Promote the Creation, Integration and Application of Knowledge
3. Serve as a Regional Intellectual, Cultural, and Economic Hub for Global Competitiveness
4. 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?

- We already in collaboration with Marketing Communications have selected a new advertising/media buy firm for the FY14-15 (Completed)
- We already deployed resources for inbound marketing including building blogs that can draw organic traffic to our website.
- We already re-launched the Admissions website with new content, layout and structure that is easier to navigate.

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

- Use Google Analytics to track the effectiveness of advertising campaigns
- Use Google Analytics to measure traffic to our website to continue to improve search engine optimization.
- Use lead generation source to evaluate the effectiveness of the Inbound marketing strategy.

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

Yes, it just required us to reallocate the resources already distributed.

**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?

- Some of the challenges that we have encountered include establishing a unified message for IPFW that is consistent across all marketing mediums.
- Aligning advertising messages across specific target audiences within the enrollment funnel that have clear call to actions that are measurable and integrated with our recruitment efforts.

**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.

**Task Force:**

1. Comment on the specificity of the goal:

   High but would benefit from a baseline measurement

2. Comment on the goal's measures:

   Monitoring the end results (i.e., applications and admissions) is useful; however, building more metrics around implementing and completing actions (i.e., communications plan, high school visits, and recruitment activities) may allow progress to be assessed with greater ease and, as a result, increase the likelihood of success

   Adding a conversion measure throughout the enrollment funnel, specifically applications and admissions, may help drive outcomes related to the goal

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

   Goal seems achievable but would benefit from a more concrete action plan, including a task-level timeline, and additional metrics described above

4. Comment on the goal's relevance:

   High

5. Comment on the timeline of the goal:

   Seems reasonable but would benefit from a more concrete action plan, including a task-level timeline, and additional metrics described above

   Possible opportunities for collaboration or suggestions for addressing a gap:

   Work with campus to support the enrollment funnel and to better plan and coordinate event programming and activities

   Distribute key metrics and conversion reporting in a timely manner to those who support activities

   Develop advocacy program for faculty and departments to help recruit dual enrollment students

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

*Increase conversion by 30% of dual enrollment students to degree seeking student status at IPFW upon their graduation from high school by Fall 2018.*

**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.

1. Foster Student Success
2. Serve as a Regional Intellectual, Cultural, and Economic Hub for Global Competitiveness
**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 communication plan with welcome message to students with a recruitment message.
- Visit high schools that have a higher percentage of Dual Enrollment students.
- Establish recruitment specific activities and on-campus programming for students enrolled in dual enrollment programming.

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

- Monitor applications and admissions and determine the effectiveness of programming on a routine basis.

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

Resources were allocated for this recruitment position based on the projected increase in enrollment.

**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?

This was slightly delayed due to timing in recruiting and training replacement personnel for staff hired to be responsible for dual credit conversion programming.

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

This is ongoing and not expected to be completed until 2018.

**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.

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

Somewhat high

2. Comment on the goal's measures:

Monitoring the end results (i.e., applications and admissions) is useful; however, building more metrics around implementing and completing actions (i.e., foster relationships, orientation sessions, and faculty relationships) may allow progress to be assessed with greater ease and, as a result, increase the likelihood of success.

Adding a conversion measure throughout the enrollment funnel, specifically applications and admissions, may help drive outcomes related to the goal.

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

Goal seems achievable but would benefit from a more concrete action plan, including a task-level timeline, and additional metrics described above.

4. Comment on the goal’s relevance:

We recommend conducting a dual enrollment cost analysis to determine the goal’s relevance.

5. Comment on the timeline of the goal:

N/A

Possible opportunities for collaboration or suggestions for addressing a gap:

Conduct dual enrollment cost analysis.

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

*Revitalize outreach efforts to maintain and sustain dual credit enrollment partnerships with high schools in the region.*

**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.

1. Foster Student Success
2. Serve as a Regional Intellectual, Cultural, and Economic Hub for Global Competitiveness

**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?
• Continue to foster relationships with high school guidance counselors and dual credit educators.
• Maintain presentations to parents and students about IPFW's dual credit opportunity highlighting quality and value.
• Continue to host orientation sessions for Dual Credit students to understand the resources available to them at IPFW.
• Maintain relationships with Dual credit faculty through professional development workshops on campus.
• Include our Assistant Director charged with increasing Dual Credit students enrolling at IPFW in these recruitment activities to build relationships with students as early as possible.

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

- Monitor applications and admissions and determine the effectiveness of recruitment process.

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

This program benefits from grant funding to offset cost for many students and will need to continue to define grant dollars or scholarship funding for these endeavors.

**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?

- The biggest challenge deals with the shift in credentials of dual credit faculty at many institutions where a master's degree is not required.
- With this shift, many high schools have selected other providers because it is less work for their educators to teach.
- These external factors are out of our control and we have to continue to highlight the quality of our program.

**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:** #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?
Indiana University-Purdue University Fort Wayne (IPFW)
Program Write-up with Task Force Comments

ADD Admissions

**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.
Indiana University-Purdue University Fort Wayne (IPFW)
Program Write-up with Task Force Comments

ADD Admissions

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?