Indiana University-Purdue University Fort Wayne (IPFW)

Program Write-up with Task Force Comments

CHA Chancellor

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. Overall, the report and its goals are very impactful. Additionally, monitoring the end results (i.e., 2020 metrics) and providing regular reports to the campus will allow progress to be assessed and communicated, as well as serve as an example (for the campus to follow). This may also help gain campus support, including faculty expertise, where and when necessary. The work of the Chancellor is critical to IPFW and we greatly appreciate the time you spent on this significant endeavor. Thank you again for all of your efforts in 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 Office of the Chancellor supports the mission of the university by telling IPFW’s story, articulating the institution’s needs, and working to meet those needs through interfacing with both the IU and Purdue Boards of Trustees, legislative advocacy work, serving and connecting with community organizations and their boards of directors, and overseeing the general operation of the university at-large. The office has also been a leader and advocate for transparency of information and communication with all members of the campus community.

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.

1. Established Honors Program consistent with national standards and best practices.
2. Expanded scholarship programming for students with academic talent.

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.
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1. Supported efforts of Department of Nursing, College of Health and Human Services, and Academic Affairs unit in the creation of the Doctor of Nursing Practice, the first doctoral program to be offered at a regional campus in the state.

**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.

1. Completed PLAN 2020 (2014-2020 strategic plan) and began implementing initiatives towards meeting goals.
2. Achieved a realistic and balanced budget.
3. Established close working relationship with state legislators who serve the northeast Indiana region.
4. Served as host for and made presentations regarding the state of the campus, opportunities, and needs at several stakeholder meetings including the Purdue University Board of Trustees meeting (April 2013), Indiana University Board of Trustees (June 2013), Indiana Commission for Higher Education (June 2013), and Indiana State Budget Committee (August 2014).
5. Created the Advancement unit and set an aggressive, university-wide fundraising goal of $10 million annually by 2020.
6. Restructured senior administration/executive staff, including the addition of Chief Communications Officer and Chief of Staff positions.
7. Restructured Community Advisory Council (CAC) membership to include top CEO’s and community leaders.

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

1. Developed most aggressive legislative operating budget request in several years including data and documentation to support the request.
2. Discontinued activities (and funding of same) that did not directly support the core mission of the institution.

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

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

Not applicable. The university is accredited by the Higher Learning Commission, which the Chancellor’s Office is ultimately responsible for maintaining.

**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?

The Chancellor’s Office has ultimate responsibility for assuring that all university policies and procedures and all federal, state and local laws are adhered to and followed.

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.

None. After leading the budget reduction process, the office is constantly and consistently reviewing how department funds are spent and how they support the mission of the institution.

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/

Not applicable.

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 goals:

· High; however, action items, specifically advocacy efforts, would benefit from baseline measurements and target numbers

2. Comment on the goal’s measures:

· Monitoring the end results (i.e., 2020 metrics) is useful; however, building more metrics around implementing and completing actions (i.e., advocacy and lobbying efforts) may allow progress to be assessed with greater ease and, as a result, increase the likelihood of success

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

· We are confident the efforts are going well but, overall, believe the ability to achieve the goals are difficult to assess due to many variables

4. Comment on the goal’s relevance:

· Enclosed goals are the university’s most important and impactful initiatives

5. Comment on the timeline of the goal:

· Appropriate

Possible opportunities for collaboration or suggestions for addressing a gap:

· Provide regular progress reports to engage campus community when needed
· Collaborate with and utilize faculty expertise where and when appropriate

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

Advocate for and secure significant increase in base funding (operating budget) from state legislature.

**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

IV. Create a Stronger University Through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization

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

High

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?
Legislative advocacy/active engagement by our CAC members and other community leaders; op-ed piece submissions to media from campus and community leaders; regular meetings with key legislators; testimony at bill hearings when appropriate.

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

I.M.1; I.M.2; I.M.3; I.M.4; I.M.5

IV.M.1; IV.M.2

**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?

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

Effectiveness of messages; Ability to get legislators and ICHE commission members to understand the request and impact it would have on institution and northeast Indiana; Support of system administration for legislative agenda

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

The advocacy work has been under way for the last several months and it is possible that this goal could be met this year; if not, work will continue in the next biennium budget session which will be spring 2017.

**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 goals:
   - High; however, action items, specifically advocacy efforts, would benefit from baseline measurements and target numbers

2. Comment on the goal's measures:
   - Monitoring the end results (i.e., 2020 metrics) is useful; however, building more metrics around implementing and completing actions (i.e., advocacy and lobbying efforts) may allow progress to be assessed with greater ease and, as a result, increase the likelihood of success

3. Comment on the unit’s ability to achieve the goal (include a consideration of the departmental profile and budget data):
   - We are confident the efforts are going well but, overall, believe the ability to achieve the goals are difficult to assess due to many variables

4. Comment on the goal’s relevance:
   - Enclosed goals are the university’s most important and impactful initiatives

5. Comment on the timeline of the goal:
   - Appropriate

Possible opportunities for collaboration or suggestions for addressing a gap:

   - Provide regular progress reports to engage campus community when needed
   - Collaborate with and utilize faculty expertise where and when appropriate

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

Advocate for and secure changes in performance funding metrics which reflect demographics and patterns of student enrollment including: Overall degree completion, high impact degree completion and degree completion 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

IV. Create a Stronger University Through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization

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

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

Legislative advocacy/active engagement by our CAC members and other community leaders; op-ed piece submissions to media from campus and community leaders; regular meetings with key legislators; testimony at bill hearings when appropriate.

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

I.M.1; I.M.2; I.M.3; I.M.4; I.M.5

IV.M.1; IV.M.2

**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?

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

Effectiveness of messages; Ability to get legislators and ICHE commission members to understand the request and impact it would have on institution and northeast Indiana; Support of system administration for legislative agenda

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

The advocacy work has been under way for the last several months and it is possible that this goal could be met this year; if not, work will continue in the next biennium budget session which will be spring 2017.

**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:
   · Monitoring the end results (i.e., 2020 metrics) is useful; however, building more metrics around implementing and completing actions (i.e., advocacy and lobbying efforts) may allow progress to be assessed with greater ease and, as a result, increase the likelihood of success.

3. Comment on the unit’s ability to achieve the goal (include a consideration of the departmental profile and budget data):
   · We are confident the efforts are going well but, overall, believe the ability to achieve the goals are difficult to assess due to many variables.

4. Comment on the goal’s relevance:
   · Enclosed goals are the university’s most important and impactful initiatives.

5. Comment on the timeline of the goal:
   · Appropriate

Possible opportunities for collaboration or suggestions for addressing a gap:
   · Provide regular progress reports to engage campus community when needed.
   · Collaborate with and utilize faculty expertise where and when appropriate.

**Question:** Unit Goal - What is your unit goal?
Advocate for and secure change in classification from regional campus to more appropriate designation.

**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

III. Serve as a Regional Intellectual, Cultural, and Economic Hub for Global Competitiveness

IV. Create a Stronger University Through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization

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

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?
Legislative advocacy/active engagement by our CAC members and other community leaders; op-ed piece submissions to media from campus and community leaders; regular meetings with key legislators; testimony at bill hearings when appropriate.

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

I.M.1; I.M.2; I.M.3; I.M.4; I.M.5

III.M.2

IV.M.1; IV.M.2

**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?

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

Effectiveness of messages; Ability to get legislators and ICHE commission members to understand the request and impact it would have on institution and northeast Indiana; Working with IU and Purdue to understand how a classification change would improve IPFW and our parent universities; Lack of system administration and ICHE support

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

The advocacy work has been under way for over a year and it is possible that this goal could be met this year; if not, work will continue in the next legislative session, which will be spring 2016.

**Criterion:** #10: Goal Four - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:**
1. Comment on the specificity of the goal:
   • Actions are specific stated to meet the broader goal

2. Comment on the goal's measures:
   • Monitoring the end results (i.e. 2020 metrics) is useful; however, building more metrics around implementing and completing actions (i.e. number of faculty/staff/admin serving in the community) may allow progress to be assessed with greater ease and, as a result, increase the likelihood of success

3. Comment on the unit's ability to achieve the goal (include a consideration of the departmental profile and budget data):
   • High, although we recognize the ability to achieve the goals are difficult due to many variables

4. Comment on the goal's relevance:
   • Critical for community relations support

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?

More integration between university and community at-large

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

IV. Create a Stronger University Through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization

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

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

Continued recruitment of diverse community leaders to university CAC; more placement of university faculty/staff/administrators serving as volunteers, consultants, board members, etc.; better communication of college/school advisory boards’ progress and university/community collaborations through media coverage (print, television, social)

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

IV.M.2

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?

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

Availability of key community leaders may prevent them from participating on CAC; faculty and staff time constraints; Media coverage is dependent upon media's willingness to cover IPFW issues and events

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

Already underway and placement will be ongoing, continuous process.

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

2. Comment on the goal's measures:
   • Monitoring the end results (i.e. 2020 metrics) is useful; however, building more metrics around implementing and completing actions (i.e. number of faculty/staff/admin serving in the community) may allow progress to be assessed with greater ease and, as a result, increase the likelihood of success

3. Comment on the unit's ability to achieve the goal (include a consideration of the departmental profile and budget data):
   • High, although we recognize the ability to achieve the goals are difficult due to many variables

4. Comment on the goal's relevance:
   • High

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?

Build model of board engagement for advisory boards across the university

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

II. Promote the Creation, Integration, and Application of Knowledge

IV. Create a Stronger University Through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization

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

Medium

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?
Plan annual all advisory boards retreat where members of all come together and share college/unit specific and university-wide initiatives; ensure advisory boards and their members are offering scholarly research opportunities for students and faculty; regular communication at campus level to share progress/initiatives of all advisory boards.

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

II.M.2; II.M.3

IV.M.2

**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?

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

Requires collaboration amongst all schools/colleges that have advisory boards; would need buy in from AOC and advisory board members

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

Goal is to host first retreat before start of 2015-16 academic year and then host semi-annually.

**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?
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?
CHA Chancellor

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