Indiana University-Purdue University Fort Wayne (IPFW)
Program Write-up with Task Force Comments
CS Continuing Studies

Program Summary

Task Force: Thank you for the time spent crafting this report. It was very well written and could easily be used as a model report. Through the USAP process, we are working to create a culture of continuous improvement; setting specific and measurable goals is an important step in the process of moving IPFW toward this culture of improvement. Part of this effort is getting individuals and units at IPFW to think differently about planning and the future. The work of the Division of Continuing Studies 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)

Mission

The mission of the IPFW Division of Continuing Studies is to provide high quality lifelong learning opportunities that address regional needs by enhancing economic development and quality of life through community outreach in areas of personal enrichment, professional development, credit programs, degree completion, online learning, and entrepreneurship.

Vision

To be recognized as an integral part of the northeast Indiana regional community and as the partner of choice in delivering quality lifelong learning opportunities.

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.
Foster Student Success

Funded a research study on student retention by Dr. Michelle Drouin. Twenty-five faculty members participated in the study. DFW rates decreased slightly during the first year but improvements continue. Discussions are in place to continue and expand the study.

Moved the RN to BS, the MS in Nursing and the Information Systems degree to completely online format to meet the demands of a mobile student population.

Increased hybrid course offerings

Credit hours offered through DCS: (Official Enrollment)

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**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.

N/A

**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.

Workforce development is the focus of the non-credit department and the Small Business Development Center (SBDC).

The non-credit department offers training to area business and industry partners through courses both on campus and at the employers’ place of business. This unit also supports Burmese, Korean and Japanese Saturday School and the Community Arts Academy partnering with VPA to provide quality programming for children K-12 in the arts. Rewire is a program for active lifelong learners age 55+. This unit also supports conferences for internal and external partners including Tapestry and the Northeast Indiana Human Resources Association (NIHRA) among others.

Enrollments in these courses:
The SBDC is hosted by IPFW and funded through a partnership of the Small Business Administration, the State of Indiana, the City of Fort Wayne and other local funders. The SBDC works with potential and existing entrepreneurs to initiate, improve and expand small businesses in the area. They are evaluated on the number of counseling hours for new and long term clients, the number of business starts and “capital infusion” which is the amount of loans their clients close during the year.

SBDC Achievements

**Counseling Hours:**

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<tr>
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**Business Starts:**

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**Capital Infusion:**

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<tr>
<td>2013</td>
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**Question:**

4/28/2015 1:34:32 PM
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.

Efficiency is important to the Division of Continuing Studies as a self-funded unit. Each project budget is evaluated before implementation and departmental directors continually monitor enrollments to ensure course costs are covered. The non-credit courses have an established budget arranged for each project within the student information system. Reports are generated on each credit course that runs through DCS to establish course minimums and ties information from the payroll system and the student information system. The goal is that no DCS course will be offered at a loss.

Course offerings in the non-credit arena are established through perceived need in the area and corporate requests. All non-credit courses offer a student assessment at the end and results are evaluated by the director and sent to the instructor. Continuous course improvement is the goal.

Persistence in focus on course revenue vs. cost resulted in transferring the following out of DCS:

2013-14: $4,318,697.00
2012-13: $4,774,379.81
2011-12: $4,730,990.91

**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?

N/A

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

Special accreditations in various units require careful choice in faculty to meet specific guidelines. Since Nursing and Business both have special accreditations and we deliver significant number of credit hours through those programs it often makes finding acceptable instructors difficult and costly.
**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?

See below.

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

The US Department of Education has a piece of legislation referred to as “State Authorization” that impacts the Online Department. This legislation requires IPFW to be approved in any state we do business. Each state’s laws are different and approval must be obtained from each state. We also have no good method of telling where a student is actually taking the course. We spend a huge amount of time researching specific information as we work to gain approval in each state.

The Indiana Commission on Higher Education has indicated that online courses should cost no more than face-to-face courses. IPFW charges an additional fee for online courses which has been approved by the Purdue Board of Trustees (the official approver for the tuition rates). The new (2012) expectations have slowed our ability to take new programs online.

Collegiate Connection approval of dual credit teachers has become increasingly challenging due to IPFW’s requirement of a Master’s degree and IDOE’s actions that no longer incentivize educators to complete graduate programs. Many existing approved dual credit teachers are retiring, or leaving education, with remaining teachers uninterested in pursuing a Master’s.

There has been discussion of IPFW/ICHE increasing Priority Dual Credit tuition from $25 per credit hour to $50 per credit hour. Collegiate Connection competitors, Ivy Tech & Trine, charge $0 tuition and $20 per credit hour respectively. While an increase in tuition would bring in added funds per student, we could lose students due to the increase. IPFW needs to improve value added to charge additional tuition.

**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.
Three positions have been eliminated since the new Executive Director was hired. The positions are Assistant Executive Director, Director of Corporate Training and the Administrative Assistant for the Executive Director. Each director is watching to make sure resources are being managed in a frugal way.

Previously DCS operated three off-campus centers that were deemed to be a poor use of university resources. They were located at the Public Safety Academy, the Warsaw Center and in Kendallville at the Impact Institute.

**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:

   Specificity is good.

2. Comment on the goal's measures:

   Measures are good, with specific numbers provided.

   We suggest making #4 marketing materials an action plan rather than a metric.

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

   Seems achievable - especially expansion of areas already in place.

4. Comment on the goal’s relevance:

   It fits perfectly into Section III of the 2020 Plan

5. Comment on the timeline of the goal:

   realistic

   Possible opportunities for collaboration or suggestions for addressing a gap:

**Question:** Unit Goal - What is your unit goal?
Become the provider-of-choice for workforce development needs in region. (Includes cultural training - quality of life)

**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.

(All Area III - not III.F.)

III. A. Expand meaningful collaborations and research opportunities with regional, national, and global partners.

III. B. Provide access to outstanding intellectual programming.

III. C. Produce and sponsor outstanding cultural and artistic programming.

III. D. Provide non-credit enrichment experiences for the community.

III. E. Provide leadership in regional economic development.

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

High – B. D. E

Medium – A, C

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

1. Follow up on existing survey in order to develop baseline of current clients in order to build and grow new and stronger relationships with stakeholders in the region.

2. Build on success where we are the preferred provider expanding, badging, credentialing certificates and degrees.

3. To meet with business owners and potential business owners within region to provide strategic counseling to expand or start a business.

4. Develop tools and processes to support and strengthen relationships with businesses.

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?
1. Email results; call for deeper survey (response rate of 1-4%); conduct focus groups.

2. Increase enrollment by 10% where we are the preferred provider:
   a. Project management
   b. Lean manufacturing
   c. Social media
   d. Quality / APICS

3. SBDC SBA goals
   a. Business Starts 36
   b. Capital Infusion (client loans) $9,583,000.
   c. # of Long Term Clients 147
   d. Counseling Hours 2700

4. Marketing materials:
   a. Redesign website for training outreach
   b. Develop (2014) and execute a comprehensive marketing plan for TO (2020)
   c. Develop consistent standard operating procedures for customer acquisition (2015)

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

Yes, with cooperation of academic units around campus.

**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?
Overcome challenges of classroom space availability on campus.

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

Timelines past 2014 are listed in plan.

**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:
   - Very specific with action items that clearly support the goal.

2. Comment on the goal's measures:
   - Very specific measurements of goal progress

3. Comment on the unit’s ability to achieve the goal (include a consideration of the departmental profile and budget data):
   - Possible with administrative support but faculty incentives might be a sticking point especially paying them for assessment they should be doing anyway.

4. Comment on the goal's relevance:
   - Very relevant considering the online market

5. Comment on the timeline of the goal:
   - Possible opportunities for collaboration or suggestions for addressing a gap:

**CELT**

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

Develop a framework/structure for assessing student learning in online classes to improve student success

**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.
Area I.A. -

1. A.1. Improve quality and fidelity of assessment process of degree/certificate programs, General Education program, and Baccalaureate Framework with dedicated resources.

1. 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.

High

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

1. Further the work of Dr. Michelle Drouin by developing a plan to operationalize instructor and teaching assistant interventions.

2. Develop an incentive program for faculty to conduct pre and post assessment in their online courses. Give data to the instructor to demonstrate the effectiveness of their instruction. Instructors can adjust course to better ensure learning outcome for student success. Work with the Director of Assessment to establish measurement tool. Pilot this with 12 courses with high DWF rate in 2015. Define incentive for instructors

3. Evaluate 3rd party provider and look to become a provider i.e. Gatlin.

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

1. Increase student success by 10% annually until 50% increase is achieved by 2020. Pilot top 10 courses/instructors with the highest DWF rate.

2. Analyze pre/post exams and distribute incentive for faculty with improved student success.


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

No.
**Needed Resources** - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

1. We feel we need support of the VCAA and Deans to encourage actions 1 & 2.

2. Funding to provide incentives for faculty.

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

Faculty resistance to change/increased workload.

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

We will begin in 2015 but will continue into the future if outcomes improve.

**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:

   Goal is very broad. Many of the action items could be goals on their own.

2. Comment on the goal's measures:

   Measures seem adequate.

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

   There are many challenges to overcome. For example, #3 Technology and instructor training… not just that but instructor willingness to participate in training. The resistance to change can be great.

4. Comment on the goal's relevance:

   Very relevant.

5. Comment on the timeline of the goal:

   Possible opportunities for collaboration or suggestions for addressing a gap:

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

   Align classroom delivery with programmatic and student needs.

   **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.B.1. Increase opportunities for engaged and experiential learning including service learning and internship programs.

   I.B.5. Transform the concept of the college classroom and the delivery of education.

   **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. Determine programmatic and student needs, gaps of current offerings and certificate programs-needs vs. wants. Once programs are developed, marketing can help promote awareness, inquiry and enrollment to these programs.

   • Evaluate survey (2015) define priority, define sub survey, propose programs based on results, develop (2020).

2. Partner with campus departments to deliver high quality programming in ways to meet a higher volume of customers. Continue to seek opportunities to deliver programs during non-traditional scheduling patterns & at schools and companies around the region.

3. Work with chairs and faculty to offer 2 additional graduate and 3 undergraduate programs online or hybrid. Work with chairs and faculty to develop 2 new online degree completion programs. (2020)

4. Offer course curriculum/materials in electronic format such as Blackboard Open Campus or instructor link of course materials and professional association certifications.

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

1. Complete survey and analyze.

2. Increase in number of offerings/enrollment by 10%:

   2014-2015

   Credit:
   
   AMBA
   
   Ed Leadership
   
   IUSB Consortium

   Non-Credit:
   
   Corporate training
   
   Teacher in-services
   
   Events

3. Prepare one new graduate certificate program for 201610.

4. Decrease number of courses requiring printed course materials by 50%.

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

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

N/A

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

1. Faculty resistance.

2. Marketing can drive inquiries, but enrollment management drives matriculation.

3. Technology and instructor training for using technology for Education.

4. Faculty availability, interest and access to opportunity to teach courses for educators.

5. Alternative credentialing models for Collegiate Connection teachers

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

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

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

Promote majors and programs with strong job placement opportunities 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.

I.E.4. Promote majors and programs with strong job placement opportunities in the region and beyond.

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. Develop and promote the Project Management Undergraduate Certificate.
   a. Obtain department buy in for PM Certificate
   b. ICHE/AOC/Faculty senate approval?
   c. Place courses online
   d. Create new marketing plan for each program
   e. Develop specific activities for promotion
   f. Disseminate based on target audience
   g. Measure inquiries, applicants and enrollment
   h. Determine metrics of students enrolled

2. Focus marketing activities on promotion of the Accelerated MBA, RN to BSN and MS in Nursing.
   a. Create new marketing plan for each program
   b. Develop specific activities for promotion
   c. Disseminate based on target audience
   d. Measure inquiries, applicants and enrollment
   e. Determine metrics of students enrolled

3. Maintain and/or build stronger partnerships/relationships with WorkOne, NIHRA, Great Fort Wayne, NE Indiana Partnership and local and regional Economic Development organizations.
   a. Determine baseline for current relationship
   b. Develop formal approach to relationship building dependent on organization

4. Work with area businesses and economic development resources to determine regional needs. Draw on regional studies (i.e. Indianaskills.com) to help identify job opportunities.
   a. Conduct market analysis of best class universities for non-credit offerings and trends in the industry.
   b. Conduct primary research with businesses in northeast Indiana to determine needs.
   c. Prioritize needs based on local job market current and forecasted needs.
**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

1. Inquiries, Applications, Enrollments

   a) **Accelerated MBA:**
      - Class of 2015 (Actual)  |  Class of 2016 (Goal)
      - Inquiries: 119         |  145
      - Completed Applicants: 43 |  52
      - Offer Extended: 38     |  45
      - Offer Accepted: 34     |  40
      - Graduate Class: 26     |  30

   b) **RN to BS:**
      - 2014 (Actual)  |  Class of 2015 (Goal)
      - Contacts: 36   |  63
      - Inquiries: 38  |  67
      - Active: 61     |  107

   c) **MS in Nursing**
      - 2014 (Actual)  |  Class of 2015 (Goal)
      - Contacts: 11   |  30
      - Inquiries: 1   |  30
      - Active: 82     |  99

2. Measure number of programs developed with partnerships and measure enrollments in to the program.

3. Determine needs via research and analysis and develop courses based on known needs.

**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?

1. Creative talent
2. Research partner

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

1. Student and business needs and IPFW offerings are not the same.
2. DCS Marketing can drive inquiries, but enrollment management drive matriculation, we have no control over follow-up in other offices.

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

**Criterion:** #11: Goal Five - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

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

Goal is specific

2. Comment on the goal's measures:

Specific measures

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

There are a lot of action items. They state they cannot do it with current resources, but we are not 100% clear on what resources they are lacking. Is it just the marketing assistance and how does that fit this goal?

4. Comment on the goal's relevance:

Seems extremely relevant to base decision making on qualitative/quantitative measures - all part of the 2020 Plan

5. Comment on the timeline of the goal:

Possible opportunities for collaboration or suggestions for addressing a gap:

Marketing and Communications

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

Establishing a set of qualitative and quantitative measurements for future decision making.

**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.A.1. Rationalize, prioritize, and establish a set of appropriate performance metrics for all academic and non-academic units.

IV.B.4. Identify gaps in academic and program offerings and prioritize programs for creation, expansion, merging, or cessation.

**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?

1. Comprehensive online evaluations (qualitative and quantitative). Look at enrollment numbers for course management. Develop formal course level strategic planning by utilizing enrollment trends, minimum enrollment numbers, student and major data.

2. Implement new survey software for NACEP. Verify continued alignment with NACEP standards.

3. Goal to meet metric measurement in place by state of Indiana Office of Small Business and Entrepreneurship.

4. Review current programmatic offerings to determine how close we are to offering full majors online.

5. Benchmark peer and universities for course offerings, offsite locations and methodology.

6. Create centralized source for DRs (Department Representative) to attain documents.

7. Completion of a formal departmental training session on standard Project Management practices to uniformly enhance team efforts to successfully achieve USAP goals within the determined timelines.

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

1. Reduce amount of canceled courses by 5%.


3. The metrics are in place for SBDC by the SBA and the state:
   
   Business starts: 36
   
   Capital Infusion: $9,583,000.00
   
   Long Term Clients: 147
   
   Counseling Hours 2,700

4. Bring one program online by Fall 2015, two additional programs by Fall 2016.


7. Completed/not completed 2014
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?

It is possible we will need to hire additional marketing help if we continue to add programs.

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

Identification of community advisory board.

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

Goals taking longer than one year are identified above.

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: 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?

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