Program Summary

Task Force: Thank you for the work that went into this report. Through the USAP process, we are working to create at IPFW a culture of continuous improvement, and we think that setting specific and measurable goals is an important part of getting individuals and units at IPFW to think differently about planning and the future.

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)

USAP exists in order to produce recommendations on how to better align university resources based on data and strategic level planning. Aligning our resources this way and ensuring they are directed towards institutional priorities and goals will help IPFW fulfill its mission.

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.

N/A

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.

N/A

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. Created and delivered 40 hours of training and development to 24 task force members
2. Developed and implemented first-ever strategic alignment process
3. Held institution wide unit meetings to roll-out new process (64 meetings with 623 faculty and staff)
4. Facilitated three town hall meetings to create forum for discussion of topics of interest to campus community
5. Created USAP website to provide information and updates to campus on the process

**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

**Task Force:** N/A

**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?

N/A

**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.
**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/

The USAP budget was established to support the start-up of the strategic alignment process including salaries for designated staff, software, supplies, copying, and professional development costs. The budget will need to be reviewed as USAP becomes part of normal operations.

**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:

   Good. The fifth action step listed for this goal (“Develop transition plan to institutionalize the process”) more properly belongs to Goal 2.

2. Comment on the goal’s measures:

   Good – perhaps include anticipated due date for providing feedback to the units

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

   Unit has sufficient resources to accomplish this goal.

4. Comment on the goal’s relevance:

   Good fit with the IPFW Plan 2020 goals identified.

5. Comment on the timeline of the goal:

   Goal to be achieved within one year

   Possible opportunities for collaboration or suggestions for addressing a gap:

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

   Finalize the first cycle of the university strategic alignment process and provide recommendations to the Chancellor by May 1, 2015

**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.A.2. Establish an integrated system of program reporting, review, assessment and accreditation that is aligned to performance metrics.


IV.B.2. Decentralize resource distribution and control to lowest level, mission focused administrative units.

**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. Task force will review and analyze all unit reports
2. Provide feedback to units
3. Conduct university-wide analysis and provide recommendations
4. Prepare final report
5. Develop transition plan to institutionalize the process

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

- Final report submitted to Chancellor by May 1, 2015
- Each unit receives feedback from task force along with confirming how they align with Plan 2020

**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?

The biggest challenge to completing this goal and USAP in general is maintaining strong leadership support and avoiding potential distractions from others by questioning our work before the goal is completed.

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

This goal will be completed by May 1, 2015 but development and enhancement of the alignment process will be ongoing.

**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:

Good – clear action steps

SUGGESTION: Consult the USAP task force for input on strategic replacements for task force members in Year 2, with a focus on filling in perceived gaps in expertise and area coverage.

2. Comment on the goal’s measures:

Good

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

Unit has sufficient resources to accomplish this goal.

4. Comment on the goal’s relevance:

Good

5. Comment on the timeline of the goal:

Goal to be achieved within one year

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

Develop an action plan for USAP to become part of IPFW’s normal and annual operations. The action plan will address USAP authority and functional areas (i.e., project team, task force)

**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?**

1. Identify stakeholders and organizational needs of USAP
2. Identify potential offices from which USAP could be managed
3. Analyze strengths and weaknesses of each scenario
4. Present options to Steering Committee
5. Develop the action plan including timeline and communication strategy
6. Collaborate with Steering Committee, Facilitation Team and Task Force to transition USAP

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

- Approved transition plan by May 1, 2015
- Communication to campus community by May 15, 2015

**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?**

None
Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

N/A

**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:

   Good

2. Comment on the goal's measures:

   Good

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

   Unit has sufficient resources to accomplish this goal.

4. Comment on the goal’s relevance:

   Good—highly aligned to the identified IPFW Plan 2020 goal

5. Comment on the timeline of the goal:

   Goal to be achieved within one year

   Possible opportunities for collaboration or suggestions for addressing a gap:

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

Make recommendations on institutional alignment of all required reporting, both internal and external such as federal and state reporting, accreditation reporting, annual report, annual assessment, USAP report

**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.2.Establish an integrated system of program reporting, review, assessment and accreditation that is aligned to performance metrics.

**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. Collect inventory of all reports currently being produced
2. Identify report requirements
3. Document reporting requirements
4. Validate requirements
5. Conduct gap and overlap analysis – requirements vs. current reporting
6. Prepare recommendation

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

Reporting recommendations delivered to Chancellor and Vice Chancellors by October 2015

**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?

None

**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:** #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:

   Good – clear action steps. SUGGESTION: Involve the Task Force in this process, and also consider revisiting the suggestions made in the July-August training to inform these recommendations.

2. Comment on the goal’s measures:

   Good

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

   Unit has sufficient resources to accomplish this goal.

4. Comment on the goal’s relevance:

   Good

5. Comment on the timeline of the goal:

   Goal to be achieved within one year

Possible opportunities for collaboration or suggestions for addressing a gap:

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

Recommend a comprehensive plan to address IPFW's current organizational culture in order to create a healthier, more adaptive and reflective organization

**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?

1. Identify current culture issues to address
2. Identify best practices for increasing organizational adaptability, employee trust, motivation and commitment
3. Determine opportunities that would have the most immediate impact
4. Develop a plan that would address most urgent issues
5. Present plan to Chancellor and Vice Chancellors
6. Collaborate with appropriate stakeholders to implement plan
Indiana University-Purdue University Fort Wayne (IPFW)
Program Write-up with Task Force Comments
USAP University Strategic Alignment Process

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

Comprehensive plan delivered to Chancellor by May 31, 2015

**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?

N/A

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

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

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

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

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?
Indiana University-Purdue University Fort Wayne (IPFW)
Program Write-up with Task Force Comments

USAP University Strategic Alignment Process

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:** #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?
Questions:

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

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

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

**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.

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

**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.

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

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

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

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

**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?
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?
#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?