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. Your plan shows a clear sense of your mission to help students and solid ideas for improving the success of the students who use your services; for the next USAP report, as you update us on progress toward your goals, we urge you to refine these plans to make them ever more concrete and measurable.

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 Learning Commons is unique in its cross-campus partnership between units/departments fostering and supporting students’ information literacy, technological literacy and rhetorical literacy and facilitating the learning, research and service objectives of the University.

The vision of the IPFW Learning Commons:

• The IPFW Learning Commons will be recognized as an innovative university site for student-driven learning outside the classroom. (revised by LCC October 2014)

The mission of the IPFW Learning Commons it is to:

Provide a physical place and virtual space for IPFW students, faculty and staff that inspire discovery, encourage study and research, motivate intentional learning, and support personal responsibility for academic success with skilled assistance when and where needed. (revised by LCC October 2014)

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. Foster Student Success
   1. Increase Student Engagement

   - Hosted Center for Women and Returning Adults program on Sexual Assault Awareness Program
   - Hosted TRIO Student Support Services programs on success at IPFW
   - Hosted Upward Bound Summer Bridge students
   - Hosted *Bridging Cultures: Muslim Journeys book discussion groups* to familiarize the American public with Islam and the cultural heritage of Islamic civilizations around the world
   - The LC routinely hires a diverse set of students into public service positions.

1. Develop Signature Programs

2. The Honors Program and Honors Program Center is now an active partner and collaborator with the Learning Commons. Before the new Honors Program Center was conceived, the Learning Commons hosted the office of the Executive Director for Major Scholarships and worked with the Director to include Chapman scholars programs in the Library. In 2014 the new Honors Program Center opened in the Learning Commons and the Director of the Honors Program sits on the Learning Commons Executive Council.

3. Have actively supported and developed activities and experiences that promote success in student achievement through programs with strong student learning outcomes, such as Student Research and Creative Endeavor Symposium, Chapman Scholars Program Showcase, Undergraduate History Conference, and Honors Showcase.

   - In 2011 the Learning Commons (LC) opened with library research consulting, Writing Center consulting, and IT consulting services delivered from one service desk staffed by Learning Commons student consultants.
   - Used available resources from IPSGA, Library and CASA to purchase white boards, supplies, furniture, and equipment to create a space conducive to group and individual study.
   - The Learning Commons has exceeded expectations with gate counts over 50,000 in each of the last three years.
   - The LC has hosted a variety of academic programs and meetings for students and faculty such as Chapman Scholars presentations, Undergraduate History Conference, Student Research and Creative Endeavor Symposium, IPSGA Senate meetings, Honors students presentations, Lunch with a Historian, and CASA Diversity workshops, and special events for students featuring the COAS External Distinguished Speaker.

D. Increase the diversity of the IPFW Community

**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.
LC Learning Commons

- The Learning Commons has become the go to place for student academic events such as the annual Student Research and Creative Endeavors Symposium, Annual Undergraduate History Conference, Honors Project Showcase, and Summit Scholars showcase.

- The Learning Commons now routinely hosts large groups of visiting Collegiate Connection students from North Side, Northrop, Wayne, Bellmont and other high schools where they receive information literacy instruction from librarians and writing consultations from the Writing Center.

- The Learning Commons has also become a meeting place for faculty events such as Featured Faculty Lecture Series, Summer Writing Institute, iPad Cohort meetings, CELT brown bag lunch, and SoTL meetings.

**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.

- Librarian Susan Marie Anderson wrote successful application for the Muslim Journeys grant and bookshelf collection awarded to the Library in 2013. The grant, a project of the National Endowment for the Humanities and American Library Association for the *Bridging Cultures Bookshelf: Muslim Journeys*, provided funds for a collection of books, films, and other resources chosen to familiarize the American public with Islam and the cultural heritage of Islamic civilizations around the world, and a book club, film, and discussion series. Local support for events in 2013-2014 was provided by the Helmke library and the Allen County Public Library.
- Hosted exhibits for the community including FAME, NLM, Featured Faculty speakers, and Student Research and Creative Endeavor Symposium Posters.

**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.

- Developed a unique governance structure that unites services and programs from the three main branches of IPFW: academic affairs, student affairs, and financial affairs. The Learning Commons Council made up of representatives from partner organizations has established a MOU (Memorandum of Understanding) for Learning Commons operations and meets regularly to make decisions about the use of and services provided to the users of the LC.
- Have obtained recurring funding for Learning Commons student consultant wages.
- Worked with the Learning Commons council, Student Government, Library staff, and faculty to design a renovated Library building that includes a LC for the 21st Century.
- Developed partnerships with the Office of Research, Engagement, and Sponsored Programs; Honors; and Major Scholarships.

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

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.

With no recurring budget to draw from, the Learning Commons must rely on finding money from its partner organizations or other entities such as IPSGA.

**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/
Establishing a separate budget for the Learning Commons is one of our primary goals. We have recurring funds to hire Learning Commons Consultants, but this budget line resides within the library budget. Student Affairs, CASA, and the Library have designated funds for use by the LC, but the university has not provided a recurring S & E budget for the Learning Commons.

**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:

   Clear plan and action steps

2. Comment on the goal's measures:

   SUGGESTION: The goal as written and the action steps both focus on creating a plan, not implementing the plan, but the metrics address the assessment of the effectiveness of the plan after its implementation. Your comment under “Resources” suggests that you may not have the resources fully to implement the plan, and later, the timeline focuses again on creating the plan. Thus, it seems clear that the metrics are the outliers here, so revising the metrics to address completion of the stated goal and action steps (related to creating but not implementing the plan) will make the parts of this goal fit together more consistently.

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

   Goal of creating the plan can be achieved. Implementation of the plan may need further resources.

4. Comment on the goal’s relevance:

   This focus on developing the Learning Commons’ ability to teach core competencies of three types of literacy that contribute to student success is especially relevant to IPFW’s Plan 2020 goal “I.B.5. Transform the concept of the college classroom and the delivery of education.”

5. Comment on the timeline of the goal:

   As noted above, creation of the plan is expected to be achievable within one year, but implementation is less certain; if implemented, plan will take more than one year.

   Possible opportunities for collaboration or suggestions for addressing a gap:

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

Develop a Learning Commons Service Plan that integrates information literacy, rhetorical literacy and information technology literacy instruction.

**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.

I.E.2 Develop activities and experiences that promote success in student achievement through programs with strong student learning outcomes, high graduation rates, and strong job placement prospects.

II.A. Project future regional, national, and international demand for research and collaboration.

II.B. Promote mentoring relationships between faculty and students engaged in creation, integration, and application of knowledge.

**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 core competencies of information literacy, rhetorical literacy and information technology literacy that will be addressed by LC services
2. Identify services and programs that support and promote core competencies
3. Develop an assessment plan that measures the effectiveness of the LC service plan.

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

Impact will be measured using metrics and assessment methods identified in the assessment plan to be developed in conjunction with the service plan

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

We have resources to develop the service plan, but may not have the resources available to implement the services identified as critical to addressing the core competencies in information literacy, rhetorical literacy and information technology literacy.

**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?

Challenge and opportunity is to unify three different service cultures into one unified service plan.
Question: Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

Plan should be complete in one year. Implementation will be a long-term goal.

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:

   Clear plan and action steps

2. Comment on the goal's measures:

   SUGGESTION: As with Goal 1, the goal as written and the action steps both focus on creating a plan, not implementing the plan, but the metrics address the assessment of the effectiveness of the plan after its implementation. The goal of creating the plan will have been achieved by the time of the next USAP report and the metric related to assessing the success of the plan will be your next step, so this is more of a reminder to tie metrics to the actual stated action steps.

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

   Resources for this goal will come from the renovation budget.

4. Comment on the goal's relevance:

   Keeping the Learning Commons going during the library renovation is necessary to keep the unit focused on its contributions to the overall IPFW Plan 2020 goals. This is clearly a necessary goal.

5. Comment on the timeline of the goal:

   Development of plan achievable within one year

   Possible opportunities for collaboration or suggestions for addressing a gap:

   Unit has already identified primary collaboration partners for this project.

Question: Unit Goal - What is your unit goal?

   Develop plan to provide LC services, resources and programs during major library renovation scheduled for August 2015- summer 2016

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.
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I.E. Process Goal: Develop signature programs

II.B. Promote mentoring relationships between faculty and students engaged in creation, integration, and application of knowledge.

**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. Work with Library and other Learning Commons partners, faculty and students to design a facility equipped for 21st century teaching and learning with the funds available
2. Develop plans for providing optimum services, sources, and programs during the 8 to 9 month construction period

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

1. Feedback from users concerning services provided during construction

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

Resources to maintain services should be part of the renovation budget

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

Physical plant assistance in temporarily relocating LC services outside the core of the building during construction.

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

Lack of control over the construction phase

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

Jan.-July 2015: Plan of services during construction phase
August-summer 2016: construction
#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:

Specific plan for the goal, and the action steps focus on the actions that can be taken from within the unit.

2. Comment on the goal’s measures:

Action steps focus on actions that the unit can undertake; metrics focus on actions that must be taken by those outside the unit. Metrics should measure the completion/success of the action steps to be performed by the unit.

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

This goal requires significant support from outside the unit: (1) financial resources for a coordinator and a student employee; (2) designation by the upper administration as a signature program; (3) revision to the organizational chart to reflect new independence of the unit. Given the lack of control that the unit has over this goal, it might be advisable to see this as a longer-term goal, because completing Goal 1, the creation of a Learning Commons Service Plan, will put this unit in a stronger position to make the argument for revising the governance structure to achieve the desired autonomy.

4. Comment on the goal’s relevance:

As mentioned above, completion of the Learning Commons Service Plan will strengthen the unit’s case for being designated as a signature program.

5. Comment on the timeline of the goal:

Clear sense of when these actions could be complete, but they depend on action outside the unit, so it is not clear if they will take place.

Possible opportunities for collaboration or suggestions for addressing a gap:

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

Establish the Learning Commons as a signature program at IPFW with a clear organizational location, and administrative and managerial autonomy. The Learning Commons would have a Coordinator who supervises the service priorities and operations in the Learning Commons, participates in the Learning Commons Council(s), and coordinates with all Learning Commons stakeholders to maximize academic vitality of the Learning Commons as a physical and virtual space for students, staff, and faculty.

**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.1. Identify and develop signature programs that respond to regional needs, build on faculty expertise, and uniquely distinguish IPFW from other institutions.

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

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

**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?

- Propose to the university's executive administration an organizational structure that reflects the collaborative nature of the Learning Commons governance and defines a reporting process that reflects the layers of governance from various stakeholders and recognizes the need for an operational Coordinator.
- Rewrite the foundational documents of the Learning Commons to reflect updated governance.

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

- The creation of new or revision of existing governance documents that have the approval from the vice chancellors.
- The creation of a Coordinator position.

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

At present, we are not capable of accomplishing this unit goal without the university's executive administration making a decision to restructure the Learning Commons.

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

- A new governance document that recognizes the Learning Commons as a unique entity that should be an independent administrative unit.

- Appropriate staffing (full-time, graduate assistant, student) and appropriate work space for additional staff. The staffing is needed to manage the services and operations of the Learning Commons and to coordinate the collaborative efforts of the major constituents.
**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

The Learning Commons uses staff from the Library, CASA, and ITS for Learning Commons activities that is not part of their job description and drains time and energy away from their primary job duties.

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

- The revision of governance documents could be complete by the end of the academic year.
- The creation and filling of a Coordinator position could be complete 2016 when renovation is complete.

**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:

   Goals 3 and 4 are in some sense companion pieces, in that both relate to the overarching goal of creating a more independent and stable unit. Whereas Goal 3 focused on the structure, organization, and staffing of the unit, this goal focuses on finances.

2. Comment on the goal's measures:

   Action steps focus on actions that the unit can undertake; metrics focus on actions that must be taken by those outside the unit. Metrics should measure the completion/success of the action steps to be performed by the unit.

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

   As with Goal 3, goal requires significant support/activity/cooperation from outside the unit. This will affect the ability of this unit to accomplish the goal, as they acknowledge.

4. Comment on the goal’s relevance:

   Providing a budget for this unit would fit well with the university’s Plan 2020 goal IV.B.2, “Decentralize resource distribution and control to lowest level, mission focused administrative units.”

5. Comment on the timeline of the goal:

   Clear sense of when these actions could be complete, but they depend on action outside the unit, so it is not clear if they will take place.

   Possible opportunities for collaboration or suggestions for addressing a gap:

**Question:** Unit Goal - What is your unit goal?
Establish the Learning Commons as a signature program at IPFW with an independent budgetary appropriation that

Informed by performance metrics established for LC services and programs.

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.1. Identify and develop signature programs that respond to regional needs, build on faculty expertise, and uniquely distinguish IPFW from other institutions.

IV.B.2. Decentralize resource distribution and control to the 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?

- Propose to the university's executive administration to create a distinct budget fund and cost center(s) for the Learning Commons that receives recurring university resources based on identified LC services and programs. This budget is necessary to finance the services, supplies, and equipment for the Learning Commons and keep to the Memorandum of Understanding with the highest fidelity.
- Rewriting the foundational documents of the Learning Commons in order to confirm university funding.

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

The creation of a separate budget fund and cost center(s) for the Learning Commons.

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

At current, we are not capable of accomplishing this unit goal without the university's executive administration making a decision on the budgetary status of the Learning Commons.

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

This goal requires decisions and actions by the vice chancellors.

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

We will need to identify which partner(s) is the budgetary manager, or managers.
**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

This change would take until the start of the fiscal year, when the new university budget could reflect the creation of an LC budget fund and cost center.

**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:

Specific goal and action steps. We commend you for the decision to develop an assessment plan. Developing and implementing a program of assessment, along with the service plan, will be very helpful in creating a strong, data-informed argument to help to gain support for Goals 3 and 4 to become a more autonomous and stable unit.

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):

It appears that completion of Goal 1 is necessary before you can complete this goal. Also, you need information from the Office of Assessment before you will be able to complete this goal.

4. Comment on the goal's relevance:

Good

5. Comment on the timeline of the goal:

Clear sense of when these actions could be complete; some depend on action outside the unit, so it is not clear if they will take place.

   Possible opportunities for collaboration or suggestions for addressing a gap:

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

Develop an assessment plan that measures the effectiveness of the LC service plan.

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

Indiana University-Purdue University Fort Wayne (IPFW)

LC Learning Commons

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

I.A.2. Use assessment data to improve student learning.

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.

**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?

- Develop LC service plan and identify programs to assess, metrics to use, and constituents who report data.
- Design and execute data collection and collaborate with partners in academic and student affairs units to promote data collection processes.
- Analyze data using sophisticated statistical methods to make decisions about program successes and changes needed.

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

- Have a service plan in existence.
- Have an assessment plan document in existence that draws on theories and best practices of assessment in student learning and student affairs.
- Begin collecting data according to the assessment plan.

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

- Not at this time. Each constituent unit collects data. We can compile those data to have a picture of how our services are integrated.

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

- We are currently awaiting new assessment guidelines from the Office of Assessment.
- We need to establish a service plan that identifies measurable outcomes.

**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?

- We could achieve this goal by the end of this academic year. Specifically, we could establish our service plan, identify our outcomes, identify what data to collect, and begin data collection.
- We should be able to produce an assessment document once the Office of Assessment has outlined what those documents are to look like.

**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?

N/A

**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.

N/A

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

N/A

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

N/A

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

N/A

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

N/A

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

N/A
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**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:** #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?

N/A

**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.

N/A

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

N/A

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

N/A

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

N/A

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

N/A

**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?

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: #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?

N/A

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.

N/A

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

N/A

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

N/A

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

N/A

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

N/A
### 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: #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?

N/A

**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.

N/A

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

N/A

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

N/A

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

N/A

**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?

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: #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?

N/A

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.

N/A

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

N/A

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

N/A

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

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

N/A

**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