Program Summary

Task Force: Thank you for the time and effort you put forth in your report. Through the USAP process, we are working to create a culture of continuous improvement; setting specific and measurable goals is an important step in the process of moving IPFW toward this culture of improvement. Part of this effort is getting individuals and units at IPFW to think differently about planning and the future. The work of the Environmental Resources Center 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.

Other Comments:

Each unit that is directly responsible for student learning (whether the unit is academic or academic support) should have included at least ONE unit goal (among its other goals) that aligns with EITHER Goal I.A.1 or I.A.2. Please establish this goal for your unit and ensure it is included on next year’s report.

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 mission of the Environmental Resources Center (ERC) is “to promote the understanding and conservation of the natural resources of the region through scientific research, educational opportunities and outreach.” The vision of the ERC is that it “will be a regionally focused, environmentally focused organization with substantial research capacity, not dedicated to the acquisition of land or the management of specific parcels, and that is free of administrative “boundaries” in terms of operation. We will provide objective guidance, explore solutions, and work to bridge gaps in mission and communication. We will be well-positioned to support a formal structure which focuses on environmental issues, with an array of faculty with complementary interests and expertise in natural resources. Our activities will provide additional avenues for recognizing and celebrating the accomplishments of our faculty working on natural resource issues, as well as provide additional means for marketing those capabilities to public, private, and not-for-profit sectors. The Center will encourage opportunities for multidisciplinary collaboration, both on campus and in the community.” The ERC will foster student success, promote the creation, integration and application of knowledge, serve as a regional intellectual hub, and create a stronger university through improving the support of stakeholders of IPFW.
#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.

The Environmental Resources Center has only been active since fall 2012. Below, productivity is shown for 2013-2014 1) of a regional (Midwest) or local (NE Indiana) 2) an environmental nature and 3) connected with ERC associated faculty. Productivity is listed with IPFW student names shown in *italics*, and IPFW faculty in **bold**.

Publications Involving IPFW Students

**Peer-Reviewed Publications**


**Completed Theses**


Lectures, Conference Presentations, Seminars Involving IPFW Students

Invited


Contributed


Millspaw, N. and M. A. Jordan. 2014. Low Genetic Variability Across the Geographic Range of the Blanding’s Turtle (Emys blandingii). 17th Annual Student Research and Creative Endeavor Symposium, Indiana University-Purdue University Fort Wayne. 28 March 2014.


Woodley, C. and Bruce Kingsbury. 2014. Reducing the Impacts of Prescribed Fire on the Eastern Box Turtle (Terrapene carolina). Michigan Department of Natural Resources In-Service Training, Battle Creek, Michigan. March 22.
Presentations to Public Audiences Involving IPFW Students

Lauren Hall and Kevin McLane presented to the Oak Farm Montessori School on herpetology and conservation as part of an Earth Day celebration.

Lauren Hall presented June 12 at Breakfast on the Marsh (Little River Wetlands Project) on the topic of my talk was Copper-bellied Watersnake Life History and Past and Current Research.

Other IPFW Student Activities and Accomplishments


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.
Publications Not Involving IPFW Students (most ERC faculty publications are with student - see above)


Presentations Not Involving IPFW Students:

Invited


Contributed

Gillespie, R. B. "Long-Term Monitoring in the St. Joseph River Watershed”. Riverfest 2013, IPFW, Fort Wayne, IN.


Other Activities by ERC Personnel

Bruce Kingsbury supervised Brock Miller, a Graphic Design student, served as an art intern in the ERC.

Bruce Kingsbury made progress on implementing ArcGIS Server on campus that will ease efforts by our students and faculty to collaborate on GIS projects.

Bruce Kingsbury expanded his students and faculty herpetology group in an “Ecolunch” meeting that involved other faculty and students interested in ecology and conservation.

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.
Presentations to Public Audiences

Bruce Kingsbury participated in the Indiana Master Naturalist Programs by presenting “Reptiles and Amphibians of Indiana” again at the Gene Stratton-Porter State Park, July 17.

Bruce Kingsbury presented “Thinking Globally While Acting Locally: Things You Can Do to Live a More Sustainable Life.” Earth Care series at First Presbyterian Church, Fort Wayne, IN. April 9.


Community Consultation and Service

Gillespie, R. B. Member, Board of Directors, Tri-State Watershed Alliance, fall 2012. Founding member helping to establish the 501(c)(3) organization.

Gillespie, R. B. Member, Board of Directors, Indiana Water Monitoring Council. Member, Education and Outreach Committee.

Gillespie, R. B. Member, Executive Committee and Board of Directors, St. Joseph River Watershed Initiative. I served as a technical advisor for the water quality monitoring program and was a member of the Education and Outreach Committee.

Gillespie, R. B. Appointment to CFW Utilities Sub-Committee for Riverfront Development Project of the City of Fort Wayne

Gillespie, R. B. Chair, Board of Directors, St. Joseph River Watershed Initiative, 2014

Bruce Kingsbury continued as a member of the Midwest PARC (Partners in Amphibian and Reptile Conservation) Advisory Board as outgoing Co-Chair. He helped organize the annual meeting, held outside Milwaukee, Wisconsin, and a symposium at the Midwest Fish and Wildlife Conference, January 28, in Kansas City, Missouri.

Bruce Kingsbury continued with the Copperbelly Water Snake Recovery Team, working with state and federal agencies and NGOs on copperbelly recovery planning and efforts in general via email, conference call, and meetings in Michigan and Ohio.

Bruce Kingsbury continues to be a member of the Technical Advisory Committee for the Indiana Department of Natural Resources.

Bruce Kingsbury continues as a member of the Science Advisory Board of the Little River Wetlands Project.

Bruce Kingsbury advised staff at Little River Wetlands Project regarding the watershed separation berm at the Eagle Marsh property.

Bruce Kingsbury became a member of the Parks Subcommittee in the Riverfront Development Study being conducted by the City of Fort Wayne.

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.
Gillespie, R. B. Effects of nutrient-pesticide mixtures on biota in agricultural headwater streams in the
Midwestern United States. $37,584. National Soil Erosion Research Laboratory, Agricultural Research
Service, USDA, 2013

2014, $49,500.

Gillespie, R. B. 2014. Agricultural Research Service, National Soil Erosion Research Laboratory, West
Lafayette, IN. “Effects of nutrient-pesticide mixtures on biota in agricultural headwater streams in the
Midwestern U.S.”, 2013-2014, $37,000.

Gillespie, R. B. 2014. St. joseph River Watershed Initiative, Allen County Soil and Water Conservation
District, Tri-State Watershed Alliance. “Sampling and Analyses: Tributaries of the St. Joseph River, St.
Mary’s River and Upper Maumee River”, 2014, $4,000.

Kingsbury, Bruce and Robert Sedlmeyer. “Online Water Quality Database.” Technical Assistance
Agreement with St. Joseph River Watershed Initiative. $10,000.

Kingsbury, Bruce. “Response of Eastern Massasauga to Habitat Alterations by Fire and Forest
Management at Camp Grayling.” Expansion in funding and project goals. Michigan Department of
Military and Environmental Affairs. Increased funding: $39,600.

Snapping Turtle in Fort Wayne, Indiana.” Fort Wayne Children’s Zoo. $1,700.

Borer Feeding Behavior”, Indiana Academy of Science. $1018

Wayne Children’s Zoo. $1,700.

Alterations by Fire and Forest Management at Camp Grayling, Michigan.” Fort Wayne Children’s Zoo.
$1,700.

blandingii, Using Whole Genome Analyses”, Fort Wayne Children’s Zoo. $1700.

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

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

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

NA

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

NA

**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?

NA

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

NA

**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.

We do not expend resources in a manner that is not consistent with IPFW strategic planning.

**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/

NA

**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:

Specific and clear but why is it a medium goal?

2. Comment on the goal's measures:

Comparison data is needed for metric. Please clarify and use measurable metrics.

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

It is mentioned that unit will have difficulty in accomplishing it beyond 2014-2015 due the release time issue of director.

QUESTION: Aren't there any other faculties, staff or students involved with it?

4. Comment on the goal's relevance:

It is relevant student engagement of IPFW goal.

5. Comment on the timeline of the goal:

Annual.

Possible opportunities for collaboration or suggestions for addressing a gap:

Please consider other disciplines such as biology, chemistry, civil engineering, etc.

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

Increase student engagement with IPFW faculty and community partners.

**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.
Increase:

I.B.1 Opportunities for student engagement
II.M.1 Peer-reviewed scholarly products
II.M.2 Student participation in research and scholarly activity
II.M.3. Internal and external collaborations
III.A. Meaningful partnerships
III.D. Non-credit experiences
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.

Medium

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

ERC personnel will strive to identify and engage in opportunities for students and faculty mentors to engage in research and outreach relating to local and regional issues.

ERC personnel will strive to identify and engage appropriate students and faculty mentors to supervise them on environmentally-related issues.

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

Annual number of students involved in ERC-related research and outreach projects.

Annual number presentations and publications by student involved in ERC-related research and outreach projects.

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

Presently, however, director release and student support will be lost in FY 2015-16. Beyond FY 2014-15, level of success will be contingent upon the time available to the director and other personnel for outreach and service, and so is expected to decline.
**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?

Success at community engagement will be contingent in part upon the time available to the director and other personnel for outreach and service.

Internal funds are useful as match to pursue external funding opportunities and as cost share for programs such as work study.

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

Besides time, which ultimately is financially linked, to pursue opportunities, another challenge is convincing faculty that time spent on community engagement is valued by the university.

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

Annual assessment of metric trends.

**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 but generic goal. Please be more specific.

QUESTION: What kinds of regional environmental issues?

2. Comment on the goal’s measures:

Same problem with metric. Please use measurable metrics.

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

The release time issue by director is brought up again.

4. Comment on the goal’s relevance:

It aligns with IPFW Goals.

5. Comment on the timeline of the goal:

Annual

Possible opportunities for collaboration or suggestions for addressing a gap:

Seek other colleges and departments for collaboration.

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

Increase research activity on regional environmental issues by IPFW 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.
Increase:

I.B.1 Opportunities for student engagement
II.M.1 Peer-reviewed scholarly products
II.M.2 Student participation in research and scholarly activity
II.M.3. Internal and external collaborations
III.A. Meaningful partnerships
III.D. Non-credit experiences
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

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

ERC personnel will strive to identify and engage in opportunities for faculty to engage in research relating to local and regional issues.

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

a) Number of research projects engaged in relating to local and regional issues.

b) Number of internal and external academic collaborations involving ERC associates relating to local and regional issues.

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

Presently, however, director release and student support will be lost in FY 2015-16. Beyond FY 2014-15, level of success will be contingent upon the time available to the director and other personnel for outreach and service, and so is expected to decline.

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?
Success at community engagement will be contingent in part upon the time available to the director and other personnel for outreach and service.

Internal funds are useful as match to pursue external funding opportunities and as cost share for programs such as work study.

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

Loss of release time for director will reduce capacity to pursue leads.

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

Annual assessment of metric trends.

**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:

Very general statement. Should this be in the mission statement.

2. Comment on the goal’s measures:

Metric proposed is not a metric. Please use measurable metrics.

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

The only issue seems to be the release time.

4. Comment on the goal’s relevance:

Some of the listed IPFW goals are irrelevant. Please revise.

5. Comment on the timeline of the goal:

Specific time line is given.

Possible opportunities for collaboration or suggestions for addressing a gap:

Explore option of collaborating with other departments.

**Question:** Unit Goal - What is your unit goal?
The ERC will serve as an objective, science-based, regional resource with respect to ecological and environmental issues.

**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.

**Increase:**

I.B.1 Opportunities for student engagement  
II.M.1 Peer-reviewed scholarly products  
II.M.2 Student participation in research and scholarly activity  
II.M.3. Internal and external collaborations  
III.A. Meaningful partnerships  
III.D. Non-credit experiences  
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

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

a) ERC associates will serve community boards and committees  
b) ERC associates will to present to the community on environmental issues.  
c) Redesign and active maintenance of web site.  
d) Establish e-newsletter.  
e) Establish an environmental series in the community.

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?
a) Frequency that ERC associates serve community boards and committees
b) Frequency that ERC associates present to the community on environmental issues.
c) Completion of redesign of web site.
d) Delivery of first Establish e-newsletter.
e) Delivery of first of environmental series in the community.

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

Presently, however, director release and student support will be lost in FY 2015-16. Beyond FY 2014-15, level of success will be contingent upon the time available to the director and other personnel for outreach and service, and so is expected to decline.

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

Success at community engagement will be contingent in part upon the time available to the director and other personnel for outreach and service.

Internal funds are useful as match to pursue external funding opportunities and as cost share for programs such as work study.

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

Besides time, which ultimately is financially linked, another challenge is convincing faculty that time spent on community engagement is valued by the university.

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

a) Annual review of number of memberships on community boards and committees.
b) Annual review of number of ERC associate presentations to the community on environmental issues.
c) Redesign of ERC web site by May 2015.
d) Delivery of first e-newsletter by May 2015.
e) Delivery of first of environmental series in the community by October 2105.

**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:
   
   Clear.

2. Comment on the goal's measures:
   
   Metrics proposed are not metric, they are actions.

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

4. Comment on the goal’s relevance:
   
   It aligns with IPFW goal.

5. Comment on the timeline of the goal:
   
   Specific timeline is defined.

**Possible opportunities for collaboration or suggestions for addressing a gap:**

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

Develop internal and external advisory groups for the ERC.

**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.C. Philanthropic Support

**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?

   a) Formalize Faculty Council.

   b) Formalize Community Advisory Board.

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?
a) Establish Faculty Council.

b) Establish Community Advisory Board.

c) Acquisition of external funds to support ERC assistant.

**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?

NA

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

It has been difficult to articulate board expectations when the status of the ERC is unclear.

It is challenging to obtain discretionary support for ERC staffing not tied to specific projects, which subsequently need staff time to conduct.

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

a) Establish Faculty Council by April 2015.

b) Establish Community Advisory Board by April 2015.

c) Acquire external funds to support part-time ERC assistant by January 2016.

**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?

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

ERC Environmental Resources Center

**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?