Indiana University-Purdue University Fort Wayne (IPFW)
Program Write-up with Task Force Comments
COMP Compliance

Program Summary
The Director of Athletic Compliance reports directly to the Chancellor, ensuring compliance with NCAA Constitution, Article 2 and NCAA Bylaw 6.1 regarding the principle of institutional control and responsibility for its athletics programs. The unit consists of two people (Director and Assistant Director) and works with the following constituencies throughout campus and the community:

- Chancellor
- Faculty Athletic Representative
- Athletic Director and entire athletics staff including administration, coaches, and support staff
- Mastodon Academic Performance (M.A.P.) Center
- Student-Athletes
- Prospective Student-Athletes
- Office of Admissions
- International Student Services
- Office of the Registrar
- Office of Financial Aid
- Office of the Dean of Students
- Office of Institutional Research and Analysis
- Title IX Coordinator
- Summit League office
- NCAA staff
- Representatives of Athletic Interests (Boosters, Alumni, etc.)

Task Force:

Very well written report. We appreciated the justification given on most goals that helped explain why the goal was important. Because we must maintain compliance, completing tasks that are recommended or required are very important for the university. 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. Thank you again for being part of this important initiative.

Criterion: #1: Mission - How does your unit support the mission of the university? This may include your mission and vision statements. (no more than 200 words)

Question: Mission - How does your unit support the mission of the university? This may include your mission and vision statements. (no more than 200 words)
This unit is integral to the operation of NCAA Division I athletics as sponsored by the university. In support of IPFW responsibilities in athletics, this unit contributes to the mission of the university by monitoring the framework in which our student-athletes grow from the recruit stage to achieving baccalaureate and graduate degrees to becoming productive alumni within our region and beyond.

Mission statement (created October 2014): Through the education and engagement of our stakeholders, Indiana University-Purdue University Fort Wayne strives to achieve compliance with NCAA, Summit League, Midwest Intercollegiate Volleyball Association, and institutional regulations. IPFW is committed to the principles of shared governance and institutional control; the compliance office works for integration with campus and community constituencies to maintain proper oversight of IPFW Athletics.

**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. The Office of NCAA Compliance successfully spearheaded the data research, writing and monitoring of the Baseball Academic Progress Rate (APR) Improvement Plan, which was written in 2012 and produced success in 2012-13 and 2013-14 such that the sport of baseball is no longer subject to the requirements of the plan as of the fall 2014 reporting cycle, but still adheres to elements of the plan to maintain monitoring of their student-athlete academic outcomes. For the 2012 reporting cycle baseball had a single year APR of 864, in 2013 baseball had a single year APR of 990. (The APR assesses retention and academic eligibility, a component of which is progress-toward-degree.)

The plan included analysis of multiple data points including but not limited to, status as a first generation student, academic readiness in the recruit stage (test scores, transcripts, Eligibility Center outcomes), retention, financial aid, and missed class time.

In the analysis of multiple data points Compliance was able to: identify at-risk students to provide early intrusive advising; ensure scholarships were allocated in ways to enhance academic success; and allow for a greater understanding of the multiple factors that affect student success. This type of analysis is in direct support of the goal to improve measurement of student learning.

While the Compliance office does not complete such improvement plans formally for all sports, data is continually assessed in all sports to avoid mandatory imposition of such plans and possible penalties assessed by the NCAA.

2. Additionally, Men’s Basketball came off a similar APR improvement plan in fall of 2013. The focus of that plan the intentional recruitment of high academic students. The plan itself was put in place in 2011.

3. Since June 2011, Compliance has processed 38 waivers, violations, and athlete reinstatements of eligibility that have a direct effect on IPFW student-athletes and their ability to succeed.
Question: II. Creation of Knowledge - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area II: Promote the Creation, Integration, and Application of Knowledge.

Question: III. Regional Hub - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area III: Serve as a Regional Intellectual, Cultural, and Economic Hub for Global Competitiveness.

1. The Compliance office has fulfilled the requests of multiple regional high school and college students to job shadow in a Division I compliance office. As the only Division I in Northeast Indiana (and northwest Ohio) the Compliance office offers a unique opportunity to experience a growing field related to college athletics and higher education.

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. The compliance office has established relationships across campus to continue addressing the need for an integrated system of program reporting, review and assessment. This goal is in direct support of the NCAA requirement of institutional control. In doing so the Director of Compliance has served on the search committees for multiple key positions, ensuring the values of institutional control are sustained. In addition, through continual assessments of data and procedures, the compliance office has helped to identify key areas for improvement in areas such as financial aid, that impact all students at IPFW.

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?

1. NCAA Division I

2. Designated by NCAA as Division I Limited Resource Institution

Question: Constraints/Benefits - How do these accreditations constrain or benefit the work of your unit, if applicable?
1. NCAA bylaws provide the framework by which the institution can serve the student-athlete population in achieving their goals, as well as allows the institution to further brand themselves to the greater Fort Wayne community and beyond.

2. NCAA reporting requirements allow IPFW to measure itself against like-institutions and against institutions IPFW aspires to be like, using metrics that are the same across the nation. Initial-eligibility requirements also assist the institution in predicting academic success.

3. NCAA Division I membership offers access to national programming, funding, and other resources. Designation as a Limited Resource Institution also offers access to: different filters for APR, funding specific to institutions like IPFW, and support programming to assist in the academic success of students.

4. While there are times that NCAA regulations appear burdensome, in truth they provide an excellent source of best practices that aid in student achievement. This is evidenced in student-athletes continued higher rate of retention and graduation at IPFW. NCAA membership provides a system of best practices, from which the entire university can benefit in terms of tracking progress-towards-degree and retention.

5. The NCAA reporting requirement due dates are often timed such that for a small staff, it requires long hours and extensive time pulling accurate data to report.

6. Certification of eligibility is required prior to each semester of the academic year.

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?

1. Federal and State financial aid guidelines
2. Federal Title IX regulations
3. Federal reporting requirements

In addition, we are required to verify student-athletes meet the applicable secondary school graduation requirements of their respective state or country.

The primary mandates that are addressed are the NCAA bylaws which govern:
- NCAA membership requirements
- Initial academic eligibility and continuing student progress-toward-degree
- Financial aid team and individual limits
- Recruiting
- Amateurism
- Conduct of Athletics Personnel
- Benefits and Expenses
- Playing and Practice Seasons

Question: Constraints/Benefits - How do these federal and state laws or mandates constrain or benefit the work of your unit?
Benefits:
- Provides a solid framework by which student-athletes can be guided to successful outcomes.
- Provides a system of reporting by which measurable outcomes can be assessed with nation-wide comparisons.

Constraints:
- As a Limited Resource Institution, it is sometimes difficult to find the funding to achieve the levels of excellence expected by league and national bodies.
- As a Limited Resource institution, it is sometimes difficult to gain the support for shared responsibility for NCAA compliance and monitoring. Though this is part of Plan 2020.

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.

1. Admissions including transfer credit reviews and the process of international admissions due to the current lack of consistent application of written policies. The inefficiencies compliance runs into with international admissions, is that there is a gap in the connection between the international office and general admissions, particularly for international students who are domestic transfer students.
2. Financial aid – since IPFW charges by the credit hour and in the last three years there has been an increase in the type and amount of fees, this requires daily monitoring by the FAO and bi-weekly monitoring by the Compliance Office.
3. Registrar – Lack of clearly defined certification protocol to include role of registrar and department advisors. Currently, we are not inline with best practices for certification because IPFW has a decentralized system for tracking progress toward degree for the general student body, making certification of eligibility inefficient, time-consuming and a paper-heavy process for all units involved. Director of Compliance and Registrar have discussed and are attempting to identify solutions.
4. Overall lack of common policies and procedures creates issues for compliance monitoring and communication between departments, this means that the Compliance office is then put in the position of being the primary communicator of policies and procedures for the general student-body and tracking documentation for outcomes. One solution would be a document-imaging system by which all units are working from the same information as it pertains to students, curriculum changes, exceptions, policy changes, etc.

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/
**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:
   
   Excellent. Very well written goal, metrics, etc.
   
   2. Comment on the goal's measures:
   
   Very good.
   
   3. Comment on the unit’s ability to achieve the goal (include a consideration of the departmental profile and budget data):
   
   Above average - we hope that moving compliance assistant director to exempt status is more than just getting around paying overtime - the way the need for resources was written did not make that clear why that was needed for the goal.
   
   4. Comment on the goal's relevance:
   
   Very relevant
   
   5. Comment on the timeline of the goal:
   
   Seems reasonable
   
   Possible opportunities for collaboration or suggestions for addressing a gap:

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

1. Complete the comprehensive update to IPFW Compliance Policies and Procedures Manual (last comprehensive update appears to be in 2004).

**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.

IVB – per Summit League review of Compliance this needs to be completed

This unit goal is in support of the IPFW identified value of "the highest ethical standards of equity, fairness, transparency, and academic integrity." The hope is that with an updated and overhauled manual, the compliance office can increase the efficiency of monitoring NCAA and institutional rules.

**IV.B.** Process Goals: Efficiency

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.
High Priority. This goal is also a recommendation from the the Summit League review of IPFW in spring 2013. (Compliance reviews by an external party occur at least once every four years.)

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

1. Gather information from other institutions for comparison.
2. Review current policies with necessary institutional constituencies to make adjustments needed.
3. Write draft.
4. Send out for review by appropriate units with compliance duties.
5. Submit for Chancellor approval.
6. Publish, make available on website and review in staff meetings and team rules education meetings.

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

Timelines for completion and assessment – end of January, review of other institutional materials, end of March send out for review by other units as appropriate, end of June receive Chancellor approval, publish with applicability date of August 1, 2015; review and update annually by August 1.

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

Provided time allows and pending approval of moving compliance assistant director to exempt status.

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

Daily compliance monitoring requires time, projects such as this, while of high priority are sometimes less immediate. It becomes a matter of time and staff.

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

The challenges to completing a comprehensive overhaul to the manual are:

1. Difficult to stop and review processes while still completing the day-to-day tasks.
2. Compliance touches so many aspects it takes time to get everyone necessary to review if policies and procedures are effective and what can be done to improve.
3. Along with that, since compliance touches so many other policies and procedures the communication between different offices needs to be high to ensure we are not enacting a policy that would contradict other IPFW policies (ie Admissions, Registrar, Financial Aid).
Question: Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?

If the goal is not completed by fall 2015, the secondary goal would be January 1, 2016.

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

2. Comment on the goal's measures:

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

Requires significant buy-in from other units. If the recommendation from the 2013 Compliance Review is not required, it will be difficult to get participation. HR could be a bottleneck too in getting job descriptions rewritten.

4. Comment on the goal’s relevance:

Relevant to meeting compliance requirements

5. Comment on the timeline of the goal:

Possible opportunities for collaboration or suggestions for addressing a gap:

Give Compliance Direct the authority to re-establishment of Compliance Committee for communication purposes.

Question: Unit Goal - What is your unit goal?

Establish consistent lines of communication across units to ensure institutional control and cooperation.

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, B, 3,4,5

IV - Create a Stronger University through Improving the Support of Stakeholders and the Quality and Efficiency of the Organization

IV.B. Process Goals: Efficiency

IV.B.3. Eliminate process barriers in enrollment management that impact student achievement.

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

IV.B.5. Continue increasing transparency in resource allocation budget formation and administration, and personnel decisions.

**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. Per recommendation in spring 2013 Compliance Review, update job descriptions for those positions in units other than athletics that have NCAA compliance duties, to incorporate a reference to these responsibilities to ensure broad participation across campus. By incorporating into the job description, it will help to ensure continuity, regardless of individual turnover.

2. Re-engage university Compliance Committee as a standing committee that includes director-level participation;

3. Establish consistent procedures for Eligibility Certification with admissions, financial aid, registrar, etc.

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

This goal was identified in the two most recent compliance reviews (SP 2013, and SP 2009). One metric would be to have this issue resolved ahead of the 2017 required review.

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

Director of Compliance lacks authority to change job descriptions in other units, and to establish a committee.

**Question:** Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?
Other unit support of principles of institutional control.

Specifically: identified personnel in each unit with compliance-related responsibilities, which requires funding and personnel within those units.

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

Establishing institutional control per NCAA rules needs to be perceived as a priority, and sometimes the perception of the burden is difficult to overcome. Buy-in from other campus units is not within the control of Athletic Compliance, per se, but part of the responsibility of Athletic Compliance is to educate on the responsibilities, so another challenge is finding the time and opportunity to provide that education.

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


Establish committee, or at least establish regular meetings with administration during SP 2015.

**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:

   Some were given in the timeline.

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

   Staffing will be an issue - again the mention of staff being non-exempt staff as a problem.

4. Comment on the goal’s relevance:

   Aligns with 2020 Plan - explanation of importance from the unit -

   By reaching out to the community early on in recruitment stage, we can provide early eligibility assessments, which in turn promotes the importance of college-readiness for high school student, and

   as a regional institution anything we can do to enhance the quality of incoming student will result in retention and graduation rate increases – regardless of whether the student becomes a student-athlete

   at IPFW

5. Comment on the timeline of the goal:

   Good - very specific

   Possible opportunities for collaboration or suggestions for addressing a gap:

   Possibly give your annual education meeting as a short presentation in University Council, since that reaches a large and diverse group of people?

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

   Increase NCAA rules education of stakeholders.

**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.
By reaching out to the community early on in recruitment stage, we can provide early eligibility assessments, which in turn promotes the importance of college-readiness for high school student, and as a regional institution anything we can do to enhance the quality of incoming student will result in retention and graduation rate increases – regardless of whether the student becomes a student-athlete at IPFW.

I.D.3. Build and strengthen relationships, proactive programs and services designed to encourage enrollment of students from historically under-represented groups.

IV.B.3. Eliminate process barriers in enrollment management that impact student achievement.

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

Medium – we hope to place a higher priority on this type of outreach in the future.

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

1. Specific focus will be on initial eligibility education to greater Fort Wayne schools. Contact high school principals and athletic directors in greater Fort Wayne, develop a brief 15 minute presentation and materials for a question and answer session.

2. Update Compliance website for easier use

3. Establish social media presence for compliance

4. Reestablish monthly newsletter posted to website

5. Increase booster education through both standard and creative ways.

6. Establish annual rules education meeting with other campus units (Financial Aid, Admissions, Registrar).

**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?

Maybe

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

The biggest issue is time and staff. Any amount of time spent out at high schools, means that time is not spent in serving our current student-athletes and staff, which is often overwhelming. With just 2 people in the office and one non-exempt, it becomes a challenge.
**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

Time and staff.

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

1. Complete website update at same time as Compliance manual in goal 1. Appx. June 2015, continue monthly newsletter from that point.

2. Establish social media presence by May, 2015.


The hope would be to increase the number of schools visited in each year over the next three years.

**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:

Specific goal

2. Comment on the goal's measures:

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

Unlikely as this was rated as a low priority - since staffing is an issue this would seem to be a partial solution especially since it was indicated that partial outside funding is available.

4. Comment on the goal’s relevance:

We think this should be given a higher importance since it would benefit the unit and the student.

5. Comment on the timeline of the goal:

Possible opportunities for collaboration or suggestions for addressing a gap:

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

Identify funding for, and establish, a Compliance grad assistantship

**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.
In the almost 3 years that the current compliance staff has been employed, the compliance office has taken over duties that previously had been the responsibility of another department. That change has meant increased man-hours by the 2-person staff, to the point of capacity, such that daily compliance monitoring requirements are sometimes placed on a lower priority (such as monitoring recruiting calls, or confirming ticket pass lists). In addition, in each of those three years the compliance office has received many requests about the possibility of a graduate assistantship from Fort Wayne area graduate students. A graduate student would allow the university to provide an educational opportunity at the graduate level, while also fulfilling a need in the Compliance office to increase daily monitoring per NCAA best practices.

Also, several opportunities exist to obtain funding from outside the university to off-set the cost of the program.

II - Promote the Creation, Integration and Application of Knowledge

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

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

Low

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

Contact graduate degree programs on-campus to identify opportunities to partner; research funding opportunities (NCAA grants, etc.) that best match the with IPFW for an opportunity to offset funding

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

Long term

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

No

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

Funding, research time, time identifying and selecting qualified applicants

**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?

The hope would be that as other, higher priority goals, such as completing the Compliance manual, are met, that this goal could be met within two years for a graduate student to being by fall of 2017. The trick will be if a funding opportunity becomes available before that time. NCAA grants are constantly being updated.

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

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

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

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

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

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

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

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

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

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

**Criterion:** #14: Goal Eight - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.
Question: Unit Goal - What is your unit goal?

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

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

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

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

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

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

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

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

Criterion: #15: Goal Nine - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

Question: Unit Goal - What is your unit goal?

Question: IPFW Goal - What 2020 goal(s) does this unit goal align with? List as many as apply. If it does not align, you may write “NA” or clarify.
**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

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

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

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

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

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

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

**Criterion:** #16: Goal Ten - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

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

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

**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.
Question: Actions - What action(s) does your unit plan to take to support this unit goal?

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

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

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

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

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