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. We recognize the potential impact of your unit and goals and believe the university can and should better utilize and integrate Community Research Institute services into its operations, including strategic planning and enrollment management. The work of Community Research Institute is critical to IPFW and we greatly appreciate the time you spent on this significant endeavor. Thank you again for being part of this important initiative.

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

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

The mission of the Community Research Institute (CRI) is to support the vitality of northeast Indiana by providing objective technical assistance to public, private, and not-for-profit organizations on matters of economic development strategy, local public policy, urban planning, public finance, and economic and demographic analysis. The Institute carries out its mission through engaging in paid Technical Assistance Agreements, working with the media, and participation in critical community development activities as an IPFW representative. The Institute is located in downtown Fort Wayne and is housed with a group of regional economic and workforce development organizations with which CRI frequently collaborates.

Examples of our recent work include:

- Assessing the 10-county northeast Indiana economy, recommending high-value subsectors for focused economic development efforts, and determining alignment with existing university programming (Northeast Indiana Regional Partnership)
- Facilitation support in the development of Fort Wayne-Allen County’s economic development strategy (Greater Fort Wayne Inc.)
- Analyzing regional occupational projections for program alignment and marketing efforts (College of Education and Public Policy)
- Market data assessment to assist a large Indiana employer with expansion opportunities (confidentiality clause withholds employer name)

CRI provides critical services which promote informed advancement of our region. This is a core tenet of IPFW’s stated mission.

**Criterion:** #2: Accomplishments - Please list significant accomplishments from the last three years as they align with Plan 2020 goals
Question: I. Foster Student Success - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area I: Foster student success.

• I.B.1 Increase opportunities for engaged and experiential learning including service learning and internship programs. Alongside the Northeast Indiana Regional Partnership, CRI is currently co-facilitating activities of the regional College to Career Action Team (CoCAT), which is supported by the Lilly Endowment. CoCAT has a dual charge. (1) Identify regional higher educational needs driven by the market and identify gaps and redundancies which affect talent supply. (2) Increase experiential learning activities and establish a regionally coordinated approach to tracking academic internship/co-op/clinical engagements. As part of this second charge, CRI interviewed internship coordinators at all of northeast Indiana’s colleges and universities. One conclusion gleaned from this work is that IPFW's approach to internships is comparatively decentralized. At the end of this academic year CoCAT members will submit all tracked engagements to the Northeast Indiana Regional Partnership. The Partnership and CRI (as a CoCAT facilitator) will assess this data to determine experiential learning activities across the region and which industry sectors/majors/etc. are well represented or under represented. This will help CoCAT member universities (including IPFW) make strategic decisions about opportunities for community outreach for internships.

• I.B.3. Expand use of high-impact instructional and advising interventions. The Director teaches one class in Public Policy each semester. The Director served as a guest speaker for Dr. Jun Ma's 490 special studies lecturing on economic development research; for Dr. Max Yen’s seminar for visiting Taiwanese students on building vibrant cities; for Deb Barrick’s lunch and learn for Lilly Grant Co-Op students on the northeast Indiana economy; and for Ashley Calderon’s Academic Success professional development series on regional demand for occupations and the implications for academic advising.

• I.E.1 Identify and develop signature programs that respond to regional needs, build on faculty expertise, and uniquely distinguish IPFW from other institutions. In addition to TAA project applications, CRI has used its paid access to the EMSI (Economic Modeling Systems International) database to connect IPFW professors and administrators with occupational demand and economic growth data needed to understand more systematically define regional needs. EMSI provides county-level data related to wage, workforce, industry, occupational, and degree attainment trends for 2001 – 2024. It also allows CRI to perform certain economic impact analyses and supply chain mapping. In the last year, CRI fulfilled requests from the Chancellor's office; the College of Education and Public Policy; the College of Engineering, Technology, and Computer Science; the Office of Advancement; and the Doermer School of Business as well as the Academic Success professional development series.

• I.C.8 Respond to regional demand with appropriate post-baccalaureate credentials. By and large, CRI’s quantitative analysis complements qualitative input from regional employers. Understanding these needs is an effort coordinated by the Northeast Indiana Regional Partnership and Northeast Indiana Works (among others). CRI is IPFW’s key linkage to such efforts.

Question: II. Creation of Knowledge - Please list significant accomplishments from the last three years as they align with Plan 2020 goal area II: Promote the Creation, Integration, and Application of Knowledge.

N/A

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

- **III.D Provide non-credit enrichment experiences for the community:** The Director makes presentations at the request of various community groups with the purpose of educating citizens on the dynamics of our regional economy. This work is typically supported by our TAAs, but this is not always the case. In the last year, presentations have been made to the following groups with attendance ranging from 10-430 participants:
  - CEO Groups for Greater Fort Wayne Inc.
  - Northeast Indiana Regional Partnership: State of the Region
  - Young Leaders of Northeast Indiana: My City Summit (held at IPFW)
  - Kiwanas Club
  - Northeast Group Realty
  - IU Regional Economic Forecast Panel
  - Indiana Construction Association
  - Building Contractors Association of Northeast Indiana
  - Quarterly economic updates to the Allen County Board of Commissioners

- **III.E: Provide leadership in regional economic development.** CRI is a trusted advisor and go-to resource within northeast Indiana for impartial, reliable data and economic development planning guidance. Our work ranges covers a wide range and includes economic impact analyses, surveys, economic and demographic data analysis, strategic planning, facilitation, website assistance, and other services. The Director is in frequent collaborations with the media, economic development staff and board leadership, and elected officials with the purpose of providing technical assistance and impartial data to inform sound strategies to enhance community vitality. Along with Sean Ryan, Director of Engagement, CRI is the leading unit in the IPFW community connecting the university with regional economic development efforts. It is the core of our mission and why CRI was founded 32 years ago. In the last year, CRI has had engagements with the following groups: Board of County Commissioners of Allen County, Northeast Indiana Regional Partnership, the Northeast Indiana Fund, Greater Fort Wayne Inc., New Allen Alliance, City of Fort Wayne, LaGrange County Economic Development Corporation, Noble County Economic Development Corporation, Whitley County Economic Development Corporation, Economic Development Group of Wabash County, Northeast Indiana Works, Regional Chamber of Northeast Indiana, and private employers (names withheld due to confidentiality agreement).

- **III.O.2a: Triple the number and increase value of technical assistance agreement like contracts and consultations with regional business and industry to $1 million annually.** While it varies year to year, CRI engages in about 20 TAA per year totaling about $200,000. Staff capacity, economic development project potential, Purdue policies related to “overhead” rates for private entities, policies which set hourly billing rates, and what the market can bear contribute to these dynamics. While CRI has been encouraged by the Chancellor’s office to pursue grants directly, policies in place at the Development office restrict those relationships. Staff time taken from paid TAAs to explore unknown grant funding is difficult to justify. If this is a goal to be achieved, more support would be needed.

**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.
IV.A. Process Goals: Measurements and Metrics: CRI has advocated for inroads within the IPFW community to incorporate economic growth data into decision making processes and strategic planning. In the last year, CRI fulfilled requests from the Chancellor’s office; the College of Education and Public Policy; the College of Engineering, Technology, and Computer Science; the Office of Advancement; and the Doermer School of Business as well as the Academic Success professional development series.

IV.B. Process Goals: Efficiency: Speaking to efficiency, CRI negotiated access to a private database called EMSI (Economic Modeling Systems International) which provides county level estimates of occupational and industry changes and projections. Full sticker price of EMSI is over $30,000 annually. CRI had short-term access to this database through grant funding and recognized the value it could bring to both our clients and the campus community. As such, the Director worked with the Purdue University Center for Regional Development on a cost-sharing agreement. CRI pays a pro rata portion of Purdue’s license, bringing costs down to $5,000 per year.

IV.C: Process Goal: Philanthropic Support: Much of CRI’s work is indirectly supported by foundations. Stakeholder feedback has suggested that routing funding through the Development office has presented many logistical hurdles in the past. As a result, clients often accept foundation funding and then pay CRI through Technical Assistance Agreements.

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

The Director of Community Research Institute serves on the following boards and committees:

- Indiana University/State of Indiana, Thriving Communities/Thriving State Commission
- Northeast Indiana Regional Partnership, Advisory Board
- Northeast Indiana Regional Partnership, Regional Opportunities Council
- Big Goal Collaborative, Educational Leadership Council
- Greater Fort Wayne Inc., Strategic Planning Committee
- Regional Chamber of Northeast Indiana, Executive Policy Committee
- State of Indiana, Economic Development Group
- Young Leaders of Northeast Indiana, Community Engagement and Advocacy Committee
- United Way “Asset Limited Income Constrained, Employed” (ALICE) Advisory Committee
- IPFW Department of Public Policy, Community Advisory Board

CRI’s Research Associate serves on the board of Purdue University’s Allen County Extension office.

Additionally, CRI staff receive regular media inquiries related to the region’s economy, localizing national trends, current public policy issues, demographic and socio-economic dynamics, etc. We respond to those in a timely manner, working with tight turnaround times to help local news outlets meet their deadlines. These requests are not compensated through a Technical Assistance Agreement, but it serves to keep IPFW and CRI in the forefront of the local media. CRI also provides monthly commentary related to unemployment rates and labor force trends within the northeast Indiana region.

A list of our executed Technical Assistance Agreements is available upon request.

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

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

- The Community Research Institute could save money by moving back to campus (about $21,000 annually) from 200 E. Main Street where it leases space from the Northeast Indiana Regional Partnership. However, the decision to move downtown in 2012 came from (1) relative isolation at the University’s Hobson Center, and (2) the significant travel and time savings, and project opportunities that come with co-locating with the region’s economic development partners. Moving back to campus could cede ground to Ball State University, which moved to 200 E. Main Street in 2013.

**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/
On page 9 of the budget, Community Research Institute's line item should read $59,500. It is overstated by $25,500. Consultation with the business office shows that the discrepancy is due to an end-of-year non-recurring transfer.

**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:
   - * High
   - * F/U director to define goal’s intent

2. Comment on the goal's measures:
   - * Clear but would benefit from baseline measurement

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

4. Comment on the goal's relevance:
   - * TBD based previous question

5. Comment on the timeline of the goal:
   - * N/A

Possible opportunities for collaboration or suggestions for addressing a gap:

**Question:** Unit Goal - What is your unit goal?
Redirect Director's requirement to teach one class in Public Policy toward one focused on project-based learning with interdisciplinary potential (e.g. urban development, data analytics, strategic planning, etc.).

**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.

1.C.1. Develop and promote interdisciplinary programs where there are sufficient university assets available and anticipated employment needs.

II.C. Promote the development of opportunities for faculty and student engagement within the community for the application and integration of knowledge.

**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?

Meet with Public Policy Department Chair to ensure Director’s teaching aligns with its accreditation requirements and Department needs. Determine potential to incorporate participation on a CRI project into an existing course. Await USAP recommendations regarding interdisciplinary programs and participate as appropriate.

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

Course enrollment. Client satisfaction survey.

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

Yes.

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

N/A

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

Identifying a funded project that would align with the academic semester and would satisfy a client’s needed timeline for turnaround.

**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:** #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:
   * High

2. Comment on the goal's measures:
   * Clear but would benefit from baseline measurement, including additional measures for facilities and the number of student placements

3. Comment on the unit’s ability to achieve the goal (include a consideration of the departmental profile and budget data):
   * Goal seems achievable but dependencies exist with Co-Op Office and Public Policy to collaborate w/ CRI

4. Comment on the goal’s relevance:
   * Better understanding how the change in controlling internship from campus constituents to CRI would benefit the university is cause for further research

5. Comment on the timeline of the goal:
   * N/A

Possible opportunities for collaboration or suggestions for addressing a gap:

* Work with Doermer School of Business on data collection and analysis, as well as Communications Department and other campus constituents

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

Leverage CRI's contacts to strengthen Public Policy internship participation.

**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 program.

**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?
Work with Public Policy Department Chair and the Office of Academic Internships, Cooperative Education, and Service Learning to determine how CRI and the Co-Op office can partner together to support further development of the department’s internship program. Provide enough support to eliminate the need for a faculty member to receive a course reduction to serve as internship coordinator.

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

Internship participation. Hours of assistance provided.

**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?

The Co-Op office may need additional support. Public Policy internships have traditionally been coordinated by faculty members. However, I believe CRI can provide a strong support role in making those connections with our existing resources and participation within the community.

**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:** #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:
   * Clear

2. Comment on the goal's measures:
   * Clear but would benefit from baseline measurement

3. Comment on the unit’s ability to achieve the goal (include a consideration of the departmental profile and budget data):
   * Capability to achieve the goal is evident; however, many university dependencies affect the ability to achieve it (i.e., the university must decide where CRI’s role fits within its overall priorities)

4. Comment on the goal’s relevance:
   * High
   * As the university evolves its strategic and budget planning, CRI will become an increasingly vital unit to the university’s success

5. Comment on the timeline of the goal:
   * N/A

   Possible opportunities for collaboration or suggestions for addressing a gap:
   * See previous comments

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

Respond to demand for occupational and industry growth data from within the IPFW community.

**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.4. Expand use of high-impact instructional and advising interventions.

I.E.1. Identify and develop signature programs that respond to regional needs.

**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?

Continued collaboration with key university offices. Pursue additional collaborations identified as part of the USAP process. Potential to create semi-annual or quarterly briefings for the Chancellor’s office or the Inside IPFW email newsletter.
**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Number of offices or colleagues within the IPFW community reached.

**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?

Reporting type and frequency would need to be determined. Additional non-TAA responsibilities constrain the Center’s ability to execute paid contracts. So far, CRI has not charged the costs of its services against individual departments’ budgets. CRI has absorbed them.

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

There must be sensitivity to balance the quantitative data with qualitative data. Despite this awareness, some units are more open than others to discussing regional economic data.

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

N/A

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

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

2. Comment on the goal's measures:
   * Clear but would benefit from baseline measurement

3. Comment on the unit’s ability to achieve the goal (include a consideration of the departmental profile and budget data):
   * Capability to achieve the goal is evident; however, many university dependencies affect the ability to achieve it (i.e., the university must decide where CRI’s role fits within its overall priorities)

4. Comment on the goal’s relevance:
   * High
   * As the university evolves its strategic and budget planning, CRI will become an increasingly vital unit to the university’s success

5. Comment on the timeline of the goal:
   * N/A

   Possible opportunities for collaboration or suggestions for addressing a gap:
   * Work with Chief Communications Officer to identify press releases that require a quick turnaround
   * Work with Chancellor’s Office to distribute timely and relevant data

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

Align CRI’s unpaid community engagements with IPFW strategic 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.

IV.B. Efficiency

**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?

Review of current activities and create priorities.
**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

Continued log within the Community Engagement database and internal tracking of metrics like media contacts, meeting participation, and data requests.

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

Yes.

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

N/A

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

Time spent on media relations helps to promote CRI and IPFW. The reputation is important to secure paid TAA contracts. Ball State is proactive about sending out official press releases and has made aggressive efforts to make inroads into the Fort Wayne market.

The turnaround for press releases at IPFW was, in the past, estimated at two weeks. We often need a turnaround of one-day. As such, CRI sends informal emails out to media contacts instead.

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

N/A

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

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

2. Comment on the goal's measures:
   * Clear but would benefit from baseline measurement

3. Comment on the unit’s ability to achieve the goal (include a consideration of the departmental profile and budget data):
   * Capability to achieve the goal is evident; however, many university dependencies affect the ability to achieve it (i.e., the university must decide where CRI’s role fits within its overall priorities)

4. Comment on the goal’s relevance:
   * High
   * As the university evolves its strategic and budget planning, CRI will become an increasingly vital unit to the university’s success

5. Comment on the timeline of the goal:
   * N/A
   * Possible opportunities for collaboration or suggestions for addressing a gap:
   * See previous comments

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

Continue to explore new lines of business for CRI and enhance faculty connections.

**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.

II.C. Promote the development of opportunities for faculty and student engagement within the community for the application and integration of knowledge.

IV.B. Efficiency

**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?
CRI will coordinate with Public Policy faculty, including Brian Fife and Nurgul R. Aitalieva and School of Business faculty, including Zafar Nazarov. Enhancement of CRI’s website and linking out to faculty profiles.

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

Client development contacts.

**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?

Clear articulation from USAP on how IPFW is positioning itself to link faculty with the community. This will be a difficult goal to accomplish if we are swimming upstream. Collaboration on grant-funded projects would be the most likely avenue for collaboration; however, university policies restrict CRI’s ability to directly apply for funding from local foundations. IPFW administration issued a survey of CRI’s clients in September 2013. Receiving feedback from this survey to inform potential additional services would be helpful for our planning efforts.

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

Identifying mutual interest projects which can be accomplished on a timeline which satisfies the client’s needs. Increased competition within the market, particularly from other Universities.

**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:** #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.
Program Write-up with Task Force Comments

CRI Community Research Institute

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

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

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

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

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

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

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

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

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

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

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

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?
**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

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

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

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

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

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

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

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

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

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

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?
Question: Resources - Are you able to accomplish this unit goal with your current resources?

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

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

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

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

Question: Unit Goal - What is your unit goal?

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

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

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

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

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

Question: Needed Resources - If you don’t have enough resources, what additional resources do you need to accomplish this unit goal?
**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?

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

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

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

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

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

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

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

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

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

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?
**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?