Program Summary

Task Force: It seems the two most critical goals would be to review the needle stick program as soon as possible and to focus on compliance with the safety plan program.

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 Campus Safety 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)

Campus Safety/Radiological & Environmental Management (REM) is dedicated to minimizing the impact our university has on the environment, while providing a safe and healthy environment for our students, faculty, staff and the surrounding community. We do this by providing high quality training, education, technical assistance, hazardous materials management, regulatory compliance programs, fire systems inspections, maintenance and repair. In addition we provide transportation vehicles for travel on campus business, manage the Mastodon Card system, and provide security for the campus by managing the issuance of building keys and overseeing IPFW's 800 camera security system. We provide the best possible information and support service in the most efficient manner possible, to support the academic success of the students, staff and faculty at IPFW.

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.
• Purchased and installed a new ID card system that better serves the IPFW community
• Inspected, tested, and maintained all of the Campus building fire and sprinkler systems in accordance with required codes
• Worked to maintain and upgrade the Campus’ 800 security cameras and associated systems
• Rekeyed all locks in Gates, Walb, MCB, Cole Commons, and areas of Kettler and the Library buildings
• Working on the final stages of the project to install an electronic access control system on 100 doors on campus to provide more security for buildings and equipment.
• Implemented required training for updated Occupational Safety and Health Administration (OSHA) regulatory programs
• Assisted departments in achieving their certification in the Purdue University Integrated Safety Plan
• Passed various Regulatory inspections by IDEM, DEA and Purdue University (including hazardous waste operations, Municipal Separate Storm Sewer Systems (MS4), air quality regulations, and underground storage tank operations
• Continue to provide training to all of the campus community in all areas of regulatory compliance and safety, both as required, and proactively
• Tested and inspected all Fire Extinguishers, emergency eyewashes and emergency showers on campus

**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.

• Assisted various departments in achieving accreditation by various accrediting agencies (i.e. Association for Assessment and Accreditation of Laboratory Animal Care International , orAAALAC, Visual Arts, Dental, Engineering)

**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.

• Volunteering with the Allen County Solid Waste District with annual Tox-Away Day; promoting a clean, healthy environment, as well as providing education to the community
• We continue to implement our reduce/reuse/recycle program with hazardous chemicals by encouraging researchers to donate items to other researchers when they are no longer needed, and replacing volatile or dangerous chemicals with less volatile/dangerous chemicals
• We have worked with other local universities to offer an electronics recycling program to the Allen County community

**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.
CSAF Campus Safety

- We have decreased our spending (e.g., canceling periodicals and going to more online information; attending local educational seminars vs. national conventions, renting Industrial Hygiene equipment vs. buying)
- We have implemented a more comprehensive ergonomics program to target all of the campus community instead of just primarily office workers
- We have updated our website to include an online submission format for all of our hazardous waste pick-up requests, which also acts as a record-keeping method to comply with IDEM requirements

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

N/A

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

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

We have training certifications in several OSHA-required safety programs:

- OSHA 10-Hour Compliance – General Industry
- OSHA 30-Hour Compliance – General Industry
- Resource Conservation & Recovery Act (RCRA) Hazardous Waste Management
- Dept. of Transportation (DOT) Hazardous Materials Employee and Shipper certification.
- Fall Protection Competent Person certification.
- Radiation Safety Trainer and User certification
- Laser Safety User certification
- Analytical X-ray User certification
- Purdue Designated Trained Individual (DTI) and DTI certifier
- We help several departments with their own accreditations (Engineering, Visual and Fine Arts, Dental, AAALAC)

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

We help several departments with their own accreditations. This demonstrates the hard work and dedication our department, and those that we work with, have provided to support safety and environmental health.

**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?
**OSHA, Indiana Dept. of Environmental Management (IDEM), Dept. of Energy (DOE), Nuclear Regulatory Commission (NRC), DOT, Drug Enforcement Administration (DEA), Homeland Security, Fire Codes, Building Codes, US Dept. of Agriculture (USDA), Food and Drug Administration (FDA), Dept. of Natural Resources (DNR).**

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

Where governmental regulations apply (federal, state, and local), many programs and their components are mandatory, therefore we cannot control budget necessities associated with those things (e.g. Hazardous Waste disposal costs, Fire System testing, inspection and repair, etc.).

Researchers often argue that regulations put upon them by the above-listed regulatory agencies constrain their work. This often leads to non-compliance, which then causes our department to spend more time and effort in getting them to comply.

**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.
For years REM has paid for post-exposure medical bills for students who have had a bloodborne pathogens (BBP) exposure incident. A BBP exposure incident means that someone has been exposed to another person’s blood or blood products (via any human fluid or secretion). REM pays the bills for both the exposed student and the source patient post-exposure medical exams and tests. These bills usually amount to several hundreds of dollars for each needlestick incident.

A previous REM manager who is no longer with the university had set it up this way that REM pays for these incidents, but we are unsure of who participated in that decision-making process nor the reasoning behind the final decision. The question as to why REM pays for these bills has come up a lot in the past, for both fiscal and liability concerns. Information is always gathered and passed along to those requesting it, but then it has never gone beyond that.

In 2009 the current REM Manager brought up concerns again that these incidents are a major part of our budget and that paying for them could possibly have the university taking on liability that is not ours. We asked Purdue University’s Risk Management Department how they handle paying for these student needlestick medical bills and if by IPFW paying them are we taking on liability that is not ours. We received the following response from Purdue University’s Risk Management Department: “There is no department that pays for student injuries that occur during class, labs, clinical, etc. Students should be covering this cost themselves. I’m not sure when/who made the decision regarding needlesticks, but it is inconsistent with how we handle other student injuries during course activities. As a matter of fact, in reviewing the WL School of Nursing Handbook it specifically states that ‘All students are required to carry their own health insurance. Costs associated with any incident on campus or at clinical sites shall remain the responsibility of the student.’ As a public institution, according to Indiana Statute, we should not be paying for any claims that we are not negligent in causing. Paying for these types of incidents may even be a violation of Indiana statute.” IPFW REM re-confirmed this stance from Purdue Risk Management in 2014.

**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/

N/A

**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

2. Comment on the goal's measures:
   Metrics would be stronger with a target (e.g., what target number of transactions would mean success).

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

4. Comment on the goal's relevance:
   Relevant

5. Comment on the timeline of the goal:
   Appropriate

   Possible opportunities for collaboration or suggestions for addressing a gap:
   N/A

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

Expand the use of the Mastodon Card stored value account to include on campus vendors such as the bookstore and food service

**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. Foster Student Success

**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 Purdue to install the BlackBoard BB1 module, then meet with the on campus vendors and BB to agree on terms.

**Question:** Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?
By assessing the volume/number of transactions that students make at these vendors once they have been included.

**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?

Meeting all of the standards that Purdue Treasury department requires and getting the approval of the upper administration of both IPFW and Purdue at West Lafayette

**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:
Specific

2. Comment on the goal's measures:
Appropriate

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

4. Comment on the goal's relevance:
Relevant

5. Comment on the timeline of the goal:
Achievable

Possible opportunities for collaboration or suggestions for addressing a gap:
N/A

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

Complete the installation, and set up the administration system for our "Electronic Access Control Project. Access request will be submitted on line through our web site.

**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. Foster Student Success

**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?

Write policy, update web pages, complete training on use of system, Set up system administrators.

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

Once the policy is written, record the number of access requests placed on our website. That will show that the project is completed and ready for use.

**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?

Without official backing of the upper administration, it can be a time consuming process, requiring many tries before an official campus wide policy is adopted.

**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:

This is a strong goal, however, should make the goal itself more specific, such as “Facilitate Purdue Integrated Safety Plan to achieve 100% program compliance”

2. Comment on the goal's measures:

A more specific metric could be included. As an example, A minimum of 30% program participation each year until 100% is achieved”

We are unsure as to the explanation of the fines.

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

Upper administration will need to delegate authority to unit for goal to be achievable.

4. Comment on the goal’s relevance:

Relevant

5. Comment on the timeline of the goal:

Appropriate

Possible opportunities for collaboration or suggestions for addressing a gap:

N/A

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

Help each area that is affected by the Purdue Integrated Safety Plan (labs, shops, studios) achieve certification in this program. (see Purdue Environmental Health and Safety Compliance Policy IV.A.4).

**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.A.1.

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

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

High priority

**Question:** Actions - What action(s) does your unit plan to take to support this unit goal?
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Re-connect with each affected area to reiterate what the ISP is, its importance, and IPFW’s expectations of each department in regards to it. Offer help in developing effective safety committees.

Contact the Chancellor’s office and other upper administrators to discuss past ISP requirements to see if we can get official backing for this to continue to be a mandatory program.

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

Number of participating safety committees and number of people actively working to complete self-audits.

Total dollars spent out of individual departmental funds for fines levied by regulatory agencies. Since a key aspect of the ISP is that certified departments do not have to pay regulatory fines out of their own departmental funds (rather, a general university fund would pay for any fines), there is a monetary drive for departments to become ISP certified.

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

Without official backing of the Chancellor’s office and other upper administration, departmental areas have no real drive to complete the task of departmental safety program certifications.

Lack of REM’s ability to fine or directly discipline people/depts. for lack of compliance and/or unsafe work practices, makes it extraordinarily difficult to get people to comply with all federal, state, local, and university regulations. There are approximately 22 departments/programs at IPFW that fall under the shop/studio/lab category that should be complying with the mandatory ISP. Of those 22, only 4 departments have completed their ISP certification, and of those 4, only 1 department (Chemistry) has maintained their certification on the required annual basis.

Personnel are at a minimum for our department.

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

An official memorandum from upper administration that would require departments having shops, studios and laboratories to participate in the Integrated Safety Plan and complete certification of their departmental safety programs through this plan.

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

Faculty cooperation.

The lack of REM’s authority to impose any kind of discipline against a department for non-compliance

**Question:** Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?
Due to the number of departments who would need to comply with this goal, it is possible that it would take longer than one year to accomplish. I feel that allowing one year for the establishment of a well-functioning safety committee for each affected department is reasonable. Allowing an additional year for departments to complete their self-audits (making changes to comply with all safety requirements/regulations as necessary) prior to REM's official audit prior to certification is reasonable. Therefore I feel that once we have an official memorandum or statement released from upper administration requiring participation with this program, two years is a reasonable goal for completion for all affected departments.

**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:
   
   This is a strong goal. It can be made more specific by using a target percentage (e.g., 75% of REM training programs offered online)

2. Comment on the goal's measures:
   
   A more specific metric could be included. As an example, "A minimum of 30% program participation each year until 100% is achieved"

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

4. Comment on the goal's relevance:
   
   Relevant

5. Comment on the timeline of the goal:
   
   Achievable

   Possible opportunities for collaboration or suggestions for addressing a gap:

   Division of Continuing Studies, Human Resources, possibly CELT

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

Get as many REM training programs placed into an online training format as possible.

**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.A.1.

Improve quality and fidelity of assessment process of degree/certificate programs, General Education program, and Baccalaureate Framework with dedicated resources.
**Question:** Priority Level - Is the unit goal high, medium, or low priority? Limit your high-priority unit goals to 3 to 5.

Medium priority

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

- Review all current training program materials to determine which would be most beneficial to place online vs. those that would be best taught in a face-to-face or hands-on atmosphere.
- Determine what file format would best translate to online training.
- Contact ITS and the Physical Plant web design administrator to work with them on getting the training programs placed onto REM's website.

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

- Keep track of all required annual training to see that it is being completed. See if we gain more compliance each year with the online format vs. the face-to-face format.

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

No, with the assistance of ITS and Physical Plant’s web design administrator as necessary.

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

We will need several hours of assistance from both the IT department and the Physical Plant's Web design administrator

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

- Minimal REM staffing, along with our heavy and varying workload could possibly delay this.

- We are reliant on many Purdue University safety programs. Purdue REM must update their safety programs on a regular basis, and also whenever regulatory agencies make changes to the regulations. Purdue’s program-review process can take several months, so this could potentially affect the timeliness of us achieving this one-year goal.

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

It is our hope to accomplish this in one year. If it is delayed due to reasons listed above, we will complete the goal as soon as humanly possible, depending on the varying workload or REM.
#11: Goal Five - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

**Task Force:**

1. Comment on the specificity of the goal:
   - Specific

2. Comment on the goal's measures:
   - Baseline measurements would help make metrics stronger to understand what is a true measurement of success.

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

4. Comment on the goal’s relevance:
   - Relevant

5. Comment on the timeline of the goal:
   - Appropriate

Possible opportunities for collaboration or suggestions for addressing a gap:

N/A

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

Promote our ergonomics program to the campus 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. Foster Student Success

**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?

Coordinate with Purchasing, Health and Wellness, Clinic, Printing Services, HR to promote and educate employees on the importance of proper positioning, stretching and movement to reduce stress injuries in office workers.
Question: Metrics - With what metrics will you assess progress toward accomplishing this unit goal on an annual basis?

- Track number of Ergonomics Evaluations.
- Track purchases of ergonomic equipment.
- Track attendance to open information sessions.

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?

Employee reception and departmental support, especially for the purchase of recommended ergonomic equipment by departments.

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.

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