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

PHPL Physical Plant

Program Summary

Task Force: Because many of these goals are reliant on outside entities as “middle men” such as passing information on to higher authorities, it might be a good idea to de-lineate the specific that will be taken to gather the information needed as well as the process of formatting the information. Also, since persons outside of the Physical Plant will be reading these goals in the future, a definition as to terminology used would be helpful.

Thank you for the time and effort you put forth in your report. Through the USAP process, we are working to create a culture of continuous improvement; setting specific and measurable goals is an important step in the process of moving IPFW toward this culture of improvement. Part of this effort is getting individuals and units at IPFW to think differently about planning and the future. The work of the Physical Plant 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 Physical plant is responsible for planning, constructing, maintaining, repairing, renovating, heating, cooling, powering, lighting, cleaning, securing, monitoring, every campus building, constructing maintaining all campus landscapes, parking lots and garages, drives, walks, bicycle ways, site lighting, and wayfinding, on campus. The unit vision is to provide comprehensive material support for the academic, administrative, and research functions of the university by seamlessly integrating new and improved learning environments into the academic process of knowledge creation while balancing the financial and technical restraints exacted by these very processes.

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.
• Completed construction and commissioned the Student Services Library Complex, including the
  relocation of the bookstore, construction and expansion of food service venues, study space,
  high quality ballroom space, the headquarters for International studies, fitness and recreations
  space and expanded offices and meeting rooms for staff.
• Completed construction and opened 1000 car Parking Garage III
• Completed construction and opened Campus Housing phase III
• Modified several campus drives and parking lots to improve vehicular traffic flow, handicapped
  parking and reduce pedestrian/vehicular conflicts.
• Completed the pedestrian bridge of the Saint Joseph River providing easy pedestrian access to
  West Campus.
• Installed a completely new Wayfinding system to assist faculty, staff, student and visitors, find
  their way on campus drives and walks.
• Constructed bicycle pathways and formal centralized bicycle parking facilities providing an
  important link to the surrounding community for pedestrians and cyclists
• Secured, moved, sited, renovated and commissioned the Modular Classroom Building
• Reroofed: Liberal Arts Building, Chiller Plant, ETCS Building, and Support Services Building.
• Secured $21.3M from the 2013-15 legislative session to renovate portions of Helmke and Kettler.
• Created a headquarters for the Honors Program on the 2nd Floor of Helmke
• Created a headquarters for the MAP department for student athletes in Gates.

**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.

- Completed multiple upgrades of classrooms and Research/instructional laboratories to
  accommodate contemporary pedagogy and research techniques.

**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.

- Supported facilities enhancement of Visual and Preforming Art programs to achieve accreditation.
  Physical Plant provide offices conference rooms, rehearsal rooms and storage for the Fort Wayne
  Philharmonic.

- Physical Plant has managed well over $100,000,000 worth of capital additions and improvement
  on the IPFW campuses. This effort not only provided modern high quality facilities for campus students
  and staff, but also provided well over 1000 construction jobs in Northeast Indiana.

- Did set up for Engineering Labs-Research including HAAS Prototyping Center.

**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.
PHPL Physical Plant

- Secured $3.5M Grant from the Federal Highway Administration and up to $900K in gifts for the construction of a pedestrian bridge over Coliseum Blvd.
- Developed and implemented a new IPFW ID card with features to allow for its use as a declining balance card for on and near campus purchases, for such things as photo copies on campus, vending and food service, as well as a variety of ID privileges like door access control, and access to library, and recreational facilities.
- Completed Energy Saving studies and negotiated a contract with a performance contractor to reduce energy consumption
- Renovated Gates Gymnasium with upgraded HVAC, bleachers, sound system, interior finishes and graphics, and a new floor.
- Renovated the ground floor of the west wing of Kettler Hall to accommodate Human Resources, Purchasing and the Comptroller staffs
- Completed multiple Storm Water Management projects using Best Management Practices as require by IDEM as our part of the joint NPDES for Fort Wayne.
- Implemented standardized protocols for initiating and procuring small construction work using streamlined and automated processes to significantly improve efficiency of the unit.

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

- Expanded firm capacity of the Chiller Plant so that there is sufficient capacity to air condition campus even when our largest chiller is off line.
- Negotiated long term land lease for CVS and CVS out lots.
- Negotiated land transfer with IVTECH to accommodate the future development of a new vehicular NE campus entrance.
- Cleared nearly 10 acres of land on the Northeast Campus by demolishing 5 vacant and unusable buildings left by the State Development Center. This land is now available for future development.
- Re-organized Physical Plant leadership
  ◦ Combined Maintenance and Operations division with Building Services division
  ◦ Combined Campus Safety and REM
  ◦ Combined Project Management, Construction Management, and Sustainability into one section
  ◦ Incorporated the Business office operations into Physical Plant Administration

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

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

- Physical Plant is authorized to plan finance and construct Capital and Small Public Works under guidelines established by the State of Indiana and Purdue Board of Trustees
- Indiana code sets the standard for construction thereby establishing a threshold for the quality of construction that is acceptable.

Many of the standards create requirements for construction that exceeds what most people expect and therefore will often comment of why University construction costs seem high.

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

- Americans with Disabilities Application Guidelines (ADAAG)
- EPA National Pollutant Discharge Elimination System program (administered via IDEM)
- EPA Clean Water Act
- EPA Clean Air Act (CAA) / National Emission Standard for Hazardous Air Pollutants for Asbestos
- EPA Resource Conservation and Recovery Act
- EPA Toxic Substances Control Act
- National Environmental Policy Act of 1969 for Environmental Assessments
- Endangered Species Act
- National Historic Preservation Act
- Occupational Safety and Health Act of 1970
- Davis-Bacon Federal Labor Standard Act
- U.S. Department of Labor Executive Order 11246 and DOL Copeland Act
- Indiana Administrative Code for Small Public Works
- Indiana Common Construction Wage Act
- Indiana Building Codes including Building, Electrical, Plumbing, Mechanical, Fire, Elevator, and Fuel Gas.
- National Fire Protection Association Standards
- Indiana Energy Conservation Code 2010
- Space management documentation and reporting to Indiana General Assembly, Commission of Higher Education, via Purdue University.

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

- The laws and mandates listed dictate the scope of work that the department performs to a very high degree. All work performed on campus must take each of these items into consideration in the initial planning, design and construction stages of every project undertaken.
- Many of the standards create requirements for construction that exceeds what most people expect which elicits question of why University construction costs seem high.

**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.
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- Maintenance of the community oriented soccer fields at the Hefner complex does not directly benefit the University. There would be some “good will” associated with that expense but it is not recognized by the general public. They attribute the good will to the PLEX.
- Physical plant provides space and services for several not for profit organization such as the Unity Choir, community Band, and the Fort Wayne Philharmonic. These organizations contribute to the overall promotion of cultural activity, it does not advance the overall mission of the Physical Plant.
- Maintain the Hobson Road Facility, which has no University departments or staff house there.
- Physical Plant has been made responsible to maintain the Child Care center on Reed Road. This building, when purchased, had significant maintenance needs. We have just completed a $90,000 reroof project at this building. It is not clear that this facility materially benefits IPFW students and staff.

**Criterion:** #6: IR and Budget Review - Review of your department profile and budget

**Question:** Contextualize IR data - Upon review of your IR Department Profile (for academic units) and FY 14-15 Budget information, are there any data you want to correct or contextualize? To view your profile or budget visit the Office of Institutional Effectiveness website:  http://www.ipfw.edu/offices/ir/profiles/

NA

**Criterion:** #7: Goal One - In this criterion, you will identify your unit goals and tell us how they align to Plan 2020, how they are measured, and what resources you need to meet them.

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

The goal uses terminology with which I am not familiar—what is a grade separation—for example. This could be interpreted from an academic standpoint, or an engineering one.

What steps are involved in completion of this goal?

2. Comment on the goal’s measures:

Other than completion of the project (or not), there doesn’t seem to be a measure.

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

It seems that they cannot begin to achieve the goal until they have identified funding from future budgets.

4. Comment on the goal’s relevance:

It is difficult to determine relevance without more specific knowledge of what the goal is.

5. Comment on the timeline of the goal:

There is not a definitive timeline due to budgetary issues.

Possible opportunities for collaboration or suggestions for addressing a gap:

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

Create grade separation for pedestrians crossing Broyles to and from Student Housing

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

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I - Foster Student Success

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

**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?
Plan Finance and Construct an underpass for Pedestrians

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

Completion by the fall of 2015

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

Partially

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

Portions of this project might have to be phased to accomplish some features with funding from future years.

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

North/south travel on campus via Broyles will be compromised during construction of the underpass

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

It is anticipated that some elements or features of the project may be delays for completion in 2016 and/or 2017

**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:**
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1. Comment on the specificity of the goal:

This goal is very broad—

* secure funding for south campus building renovations
* plan and construct major repair and renovation projects
* renovate primary chilled water distribution Infrastructure system

It seems that each of these is a separate goal and would need separate action steps.

2. Comment on the goal's measures:

The metric is vague and reliant on outside entities decisions.

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

Because the 1st goal relies on legislative requests being approved (or not) the goal may not be achievable. Goals 2 and 3 are reliant on Goal 1 being met.

4. Comment on the goal's relevance:

Because these goals are necessary for upkeep and maintenance of existing infrastructure, they are very relevant.

5. Comment on the timeline of the goal:

Again there is no definitive timeline—perhaps a timeline based on particular steps would be more appropriate.

Possible opportunities for collaboration or suggestions for addressing a gap:

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

Secure funding ($26.7M) from the 2015-17 legislative Session for the second half of South Campus Buildings Renovation. Planning and construction of multiple major repair and renovation project in Kettler, Helmke, Classroom upgrade in Neff, LA, SB as well as renovation of the primary chilled water distribution Infrastructure system

**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.
PHPL Physical Plant

I - Foster Student Success

II - Promote the Creation, Integration and Application of Knowledge

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

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

**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?

Provide information to University Administrators, State Legislators and the Indiana Commission of Higher Education

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

We will monitor the status of the capital request throughout the legislative session and attempt to provide answers to questions that might arise.

The funding is approved for the 2015-17 biennial budget

**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?

Our Administration will need to support and promote this goal. It is critical that this goal remain the focus of our effort to secure this capital funding this legislative session.

**Question:** Challenges - What challenges, other than financial resources, might affect your progress toward accomplishing this unit goal?
This legislative request must continue to be the principle request for this legislative session. Smaller secondary requests could derail the project by providing the legislature a cheaper alternative option that they could fund, and politically provide support to IPFW while leaving the problems of deferred maintenance unaddressed.

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

Receiving the funding for this project could likely occur after July 1, 2015. Once funding is available there will be at least three years’ worth of planning, design, construction and commissioning of the work in as many as 10 separate projects.

**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 goal is specific and provides information as to why it is important.

2. Comment on the goal's measures:

The goal will be met when a lease is negotiated and signed.

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

This goal seems more achievable as it is reliant on local entities/agencies; however, they each have their own interest in this property.

4. Comment on the goal’s relevance:

I am not sure how relevant this is. Will the savings outweigh other factors?

5. Comment on the timeline of the goal:

They have two years before current lease runs out to negotiate this goal.

Possible opportunities for collaboration or suggestions for addressing a gap:

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

Transfer the cost of maintaining community oriented Soccer Fields 6-19 to a non-University entity to eliminate as much of current expense ($90K) in the Physical Plant budget 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.

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

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

**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?

Work with University Council (attorney) to develop an instrument to cover a long term land lease for approximately 45 Acres of land on the McKay Farm property.

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

A two year rental agreement has been developed and signed to act as a bridge agreement until a long term land lease can be developed. The Land lease needs to be in place by January 2017.

**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 to cover the cost of a Land Survey, a legal description and the fees required for University Council to develop the agreement. This will require funding from the IP foundation or some other source.

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

There are multiple interests in this land (adjacent neighborhoods, Athletics, Public Utilities, IP Foundation Physical Plant operations, Fort Wayne City Zoning Utility and Traffic) that will all have issues that will need to be addressed.

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

It is expected that this agreement will take two years to accomplish.

**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 goal is very broad. What small steps will they need to take to create a recurring budget? The action steps they have listed are more to do with cutting utility costs than with implementation of a budget from which to control and manage utility costs.

2. Comment on the goal’s measures: Will the metric be based on utility usage reports?

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

   The cutting of costs is reliant on other entities across campus. However, since the goal is to create a budget and not cutting costs, it is difficult to say if it achievable.

4. Comment on the goal’s relevance:

   I think the goal is relevant; I am surprised that there is no budget for this.

5. Comment on the timeline of the goal:

   The timeline does not relate to the stated goal.

Possible opportunities for collaboration or suggestions for addressing a gap:

Perhaps an initiative to educate everyone who works and lives on campus as to the utility costs of the institution and how much money is spent for this would be a means to cut the costs.

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

Now that the utility cost for Student Housing has been combine with the utility cost of all other campus facilities, a recurring budget needs to be established including a contingency reserve account that can be used to make physical improvements and repairs in the utility infrastructure system. Once sufficient fund are dedicated for this unavoidable expense, efforts will be made to reduce utility consumption by 2% per year to compensate for the estimated annual inflation factor for the next five years. This should stabilize the energy cost for campus for the foreseeable future.

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

II - Promote the Creation, Integration and Application of Knowledge

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

**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?

Physical plant will install sub-meters on every utility at every building on campus. Each sub-meter will be tied to a data logger to be able to collect and track utility use at the building level. Energy conserving project will be undertaken to reduce the amount of energy use by buildings through a combination of retro-commissioning project, upgrading of controls, and programs to change the behavior of student, staff and faculty to conserve energy.

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

All utilities will be track by utility and by building to monitor energy use and to document annual trends

**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?

An additional $1,500,000 in recurring funds needs to be budgeted for utilities.

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

If students, staff, and faculty do not take an active role in reducing energy consumption the goal has little hope of being successful.

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

Achieving this goal is intended to be a long term goal continuing to develop a cultural of conservation that will take multiple years to accomplish.
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**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.
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<th>Question: Timeline - If achieving this unit goal will take longer than one year, what is your timeline for implementing and accomplishing it?</th>
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**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.

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**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?