

Proposed
Accelerating Impact: A Strategic Plan
for USI, 2021-2025

January 14, 2021

Charges to Strategic Planning Coordinating Committee

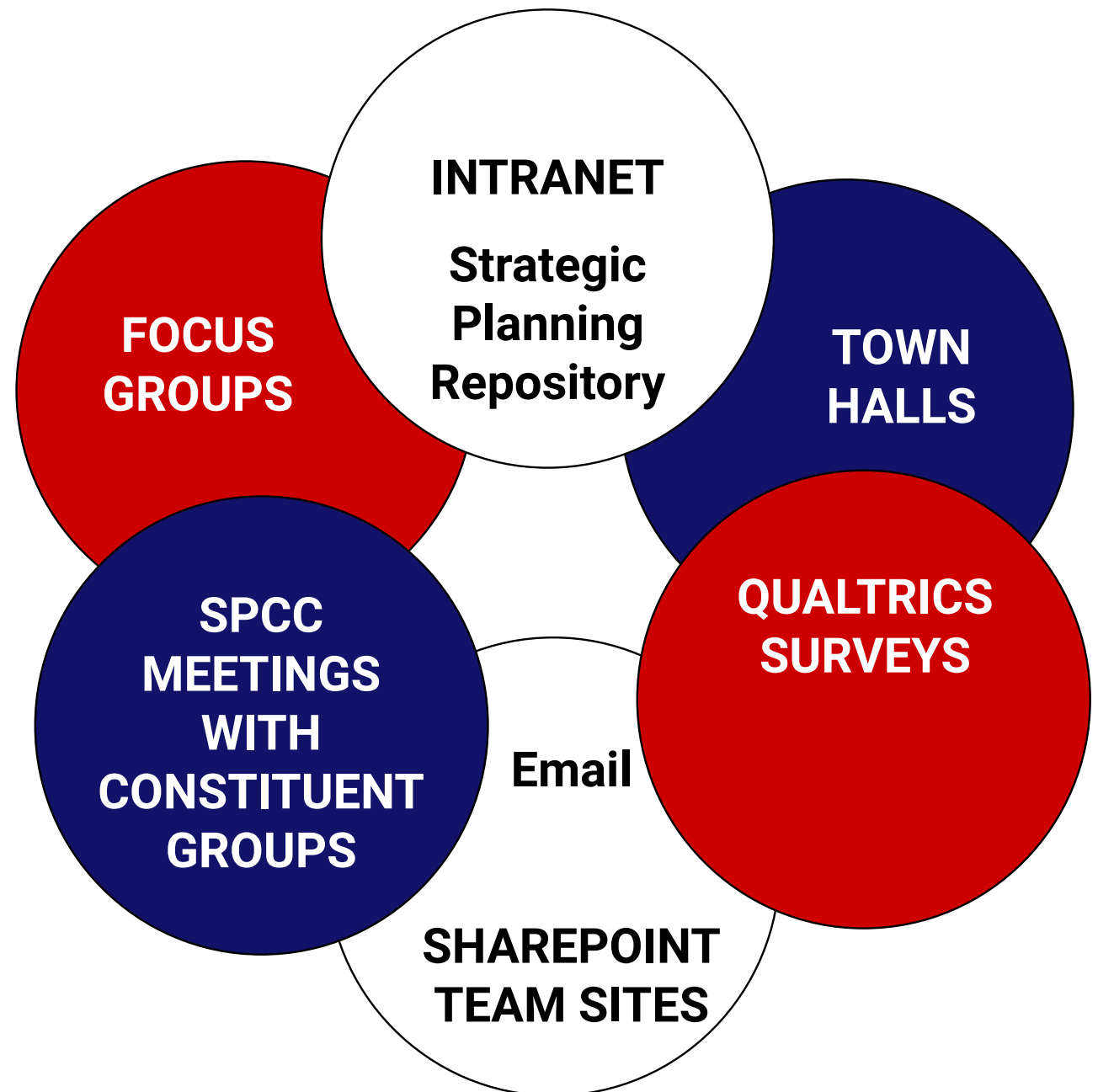
- Establish a process to ensure there is active engagement of the USI community in the formulation and execution of the University's third strategic plan
- Review the 2010-2015 and 2016-2020 strategic plans with a focus on lessons learned
- Be cognizant of our current financial realities as part of the environmental scan
- Give appropriate attention to measurement and identification of performance indicators in the design of the strategic plan
- Develop the plan in a timely manner and move expeditiously toward University-wide implementation

Strategic Planning Process

Guiding Principles

- Inclusive
- Transparent
- Collaborative
- Effective Communication

Mechanisms for Engagement



SPCC: Strategic Planning Coordinating Committee

STRATEGIC PLANNING PROCESS ROADMAP

1

Core Values

Identify the shared beliefs and guiding principles that either do or should guide our priorities, actions and interactions with internal and external stakeholders.

2

Context

Factors that explain why the university was established, how it has evolved, and its external requirements.

3

Mission

Identifies our core purpose and focus; highlights what we do and the value we provide.

4

Vision

Futuristic view regarding what we aspire to accomplish through the achievement of our mission.

6

Goals

Broad outcome statements that represent meaningful planning challenges and are consistent with accomplishing the mission.

7

Objectives

Clear, measurable and verifiable outcomes specifically connected to the goals.

5

Environmental Scan

Analysis of information about our external environment (social, economic, demographic, political, legal, technological, and international factors), the higher education sector, and our internal environment to identify strengths, weaknesses, opportunities, threats, and challenges.

8

Strategies

Indicate what must be done to achieve objectives. They represent consistent actions and/or behavior that provide purposeful direction.

9

Action Plans

Define the steps required to implement strategies. They indicate who will do what, when and how.

10

Monitoring, Evaluation and Revision

Identification of mechanisms to track, report, and evaluate outcomes; process for updating and revising the strategic plan.

Core Values

2010-2015 and 2016-2020 strategic plans

- Quality education
- Focus on learning
- Sense of community
- Engagement

2021-2025 strategic plan

- Integrity
- Exceptional education
- Transformative learning
- Inclusive and diverse community
- External engagement

Vision

2016-2020 strategic plan

Shaping the future through learning and innovation.

2021-2025 strategic plan

USI will be a recognized leader in higher education boldly shaping the future and transforming the lives of our students through exceptional learning and intentional innovation.

Mission

2016-2020 strategic plan

USI is an engaged learning community advancing education and knowledge, enhancing civic and cultural awareness, and fostering partnerships through comprehensive outreach programs. We prepare individuals to live wisely in a diverse and global community.

2021-2025 strategic plan

USI is an engaged learning community committed to exceptional education. We exist to provide an educated citizenry that can engage in a civil manner within a community with divergent ideas and cultural differences. We prepare our students to lead and make positive contributions to our state, their communities, and to be lifetime learners in a diverse and global society.

Goals

2016-2020 strategic plan

- 1: Excellence in Learning for the Entire USI Community
- 2: Access and Opportunity by Design
- 3: Purposeful and Sustainable Growth

2021-2025 strategic plan

- 1: Improve Student Success
- 2: Foster Impactful Engagement
- 3: Elevate Visibility and Reputation
- 4: Strengthen Financial Viability

GOAL **1** Improve Student Success

Provide relevant and innovative educational programs, an inclusive intellectual climate, transformative and lifetime learning experiences and outcomes.

- **Objective 1.1:** Increase retention rates of first-time, full-time students seeking baccalaureate degrees
 - Increase first year retention to 76% by 2025
 - Increase second year retention to 65% by 2025
 - Increase third year retention to 58% by 2025
- **Objective 1.2:** Increase graduation rates of first-time, full-time students seeking baccalaureate degrees
 - Increase four-year graduation rate to 40% by 2025
 - Increase six-year graduation rate to 55% by 2025
- **Objective 1.3:** Increase retention and graduation rates of at-risk and underrepresented students 5% by 2025
- **Objective 1.4:** Increase the number of transfer students and adult learners (students older than 25 years of age at the time of graduation) completing degrees 5% by 2025
- **Objective 1.5:** All graduates will have successfully engaged in two or more high-impact experiences by 2025 (high-impact practices include internships, service-learning, field experiences, etc.)

GOAL **2** Foster Impactful Engagement

Collaborations focused on contributing to the positive transformation of individuals and communities.

- **Objective 2.1:** Increase the number of partnerships with for-profit, non-profit, and government organizations 20% by 2025
- **Objective 2.2:** Increase the number of USI community members engaged in community based or service-learning activities 15% by 2025
- **Objective 2.3:** Increase the number of high-impact engagement activities 10% by 2025
- **Objective 2.4:** Increase volunteer hours for employees and students 20% by 2025
- **Objective 2.5:** Increase projects and research opportunities with external organizations 15% by 2025

GOAL **3** Elevate Visibility and Reputation

Enhance awareness and representation of University identity and academic distinctiveness

- **Objective 3.1:** In each College create or enhance a marquee academic program with a regional or national reputation by 2025 as measured by an annual 3% improvement in a relevant composite index
- **Objective 3.2:** Increase public awareness of the University and its academic distinctiveness as measured by an annual 3% improvement in a composite brand awareness index
- **Objective 3.3:** Become a leading regional comprehensive public university by 2030 as measured by an annual 3% improvement in a relevant composite index
- **Objective 3.4:** Increase students listing USI as their first choice 10% by 2025

GOAL **4** Strengthen Financial Viability

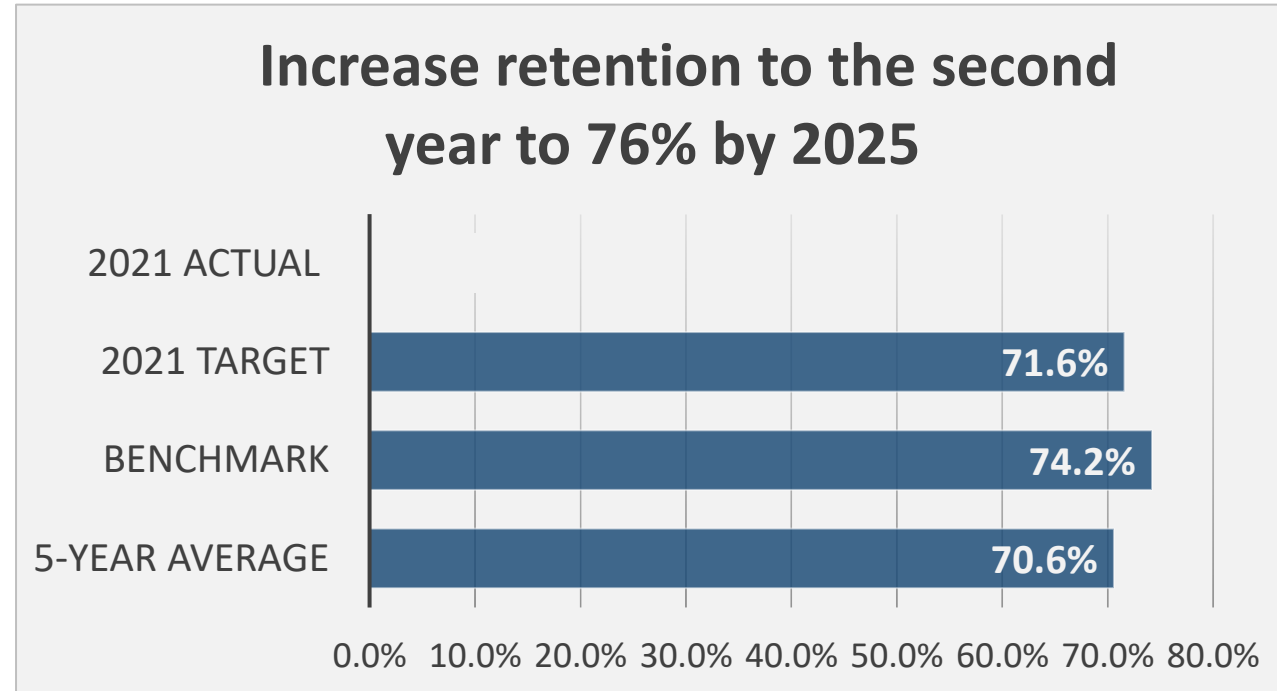
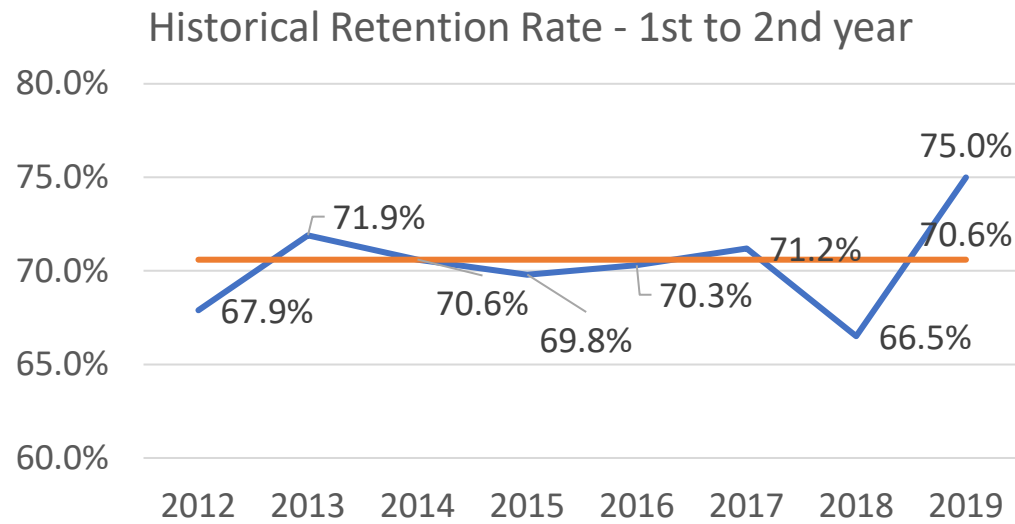
Focus on diversified revenue and funding streams, resource growth and enhanced resource utilization

- **Objective 4.1:** Increase credit hour production to 236,000 by 2025, with an intermediate target of 225,000 by Fall 2022
- **Objective 4.2:** Increase the number of adult learners 20% by 2025 with a minimum increase of 5% by Fall 2022
- **Objective 4.3:** Increase fundraising by \$350,000 annually through 2025
- **Objective 4.4:** Increase USI's Composite Financial Index (which includes measures of revenue, expenses, assets, and debt) by 0.25 points annually
- **Objective 4.5:** Increase USI's overall performance on Indiana's 3-year averaged funding metrics (degree completion, at-risk completion, high impact completion, persistence, remediation, and on-time graduation) by an average of 5% over each biennium, but update and track annually

Goals, Objectives, Strategies, and Action Steps	Timeline	Action Steps	Accountability and Champion(s)	Essential Resources
Goal 1: Improve Student Success				
Objective 1.1: Increase retention rates of first-time, full-time students seeking baccalaureate degrees.				
Increase first year retention to 76% by 2025				
Increase second year retention to 65% by 2025				
Increase third year retention to 58% by 2025				
Strategy 1.1.1. Identify 'lessons learned' about the relative effectiveness of current and previous retention initiatives implemented at USI.	January 2021	Action Step 1.1.1.1. Inventory and assess existing student retention data. Identify data gaps, current and previous retention initiatives implemented at the university and unit levels (academic colleges, University Division, departments, Student Affairs, etc.) and assess the effectiveness of the initiatives.	Enrollment Services (Rashad Smith) and University Division (Brody Broshears) and Deans (James Beeby, Cathy Carey, Zane Mitchell, Ann White, Jennifer Hammat)	Currently available
	Feb - Mar 2021	Action Step 1.1.1.2. Establish the relative contribution of key initiatives implemented (university-wide level and unit level, including first, second, and third year initiatives) and identify programmatic gaps over the last ten years related to retention outcomes.	University Division (Brody Broshears) and Deans (James Beeby, Cathy Carey, Zane Mitchell, Ann White, Jennifer Hammat)	Modeling expertise

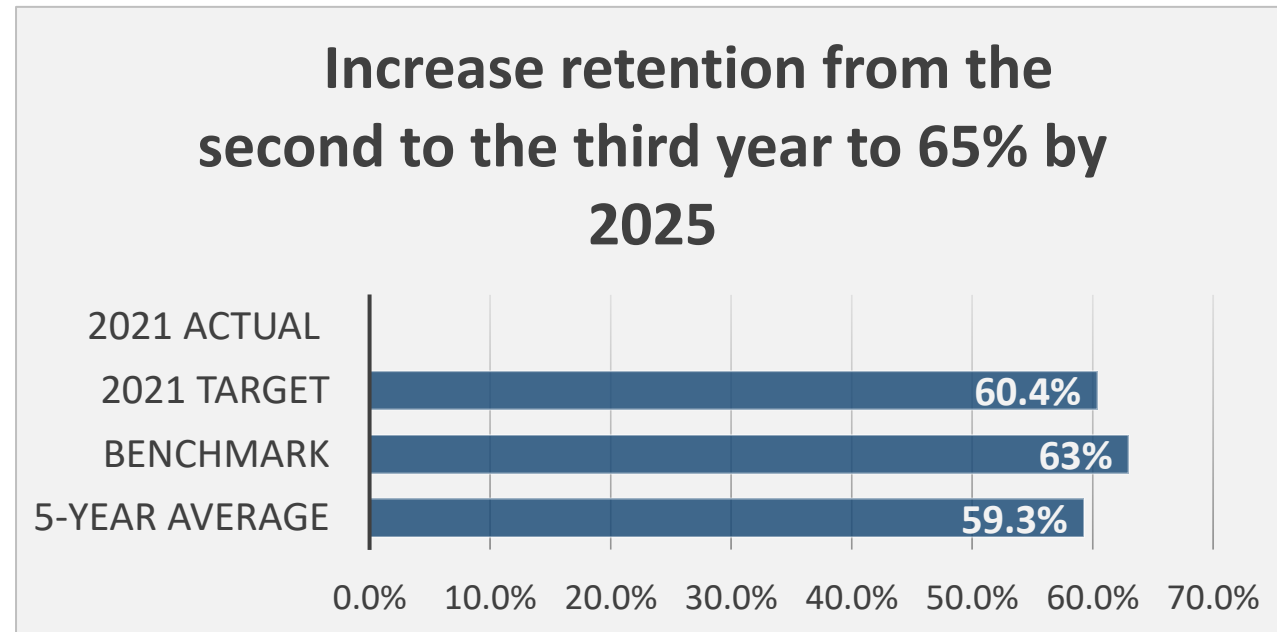
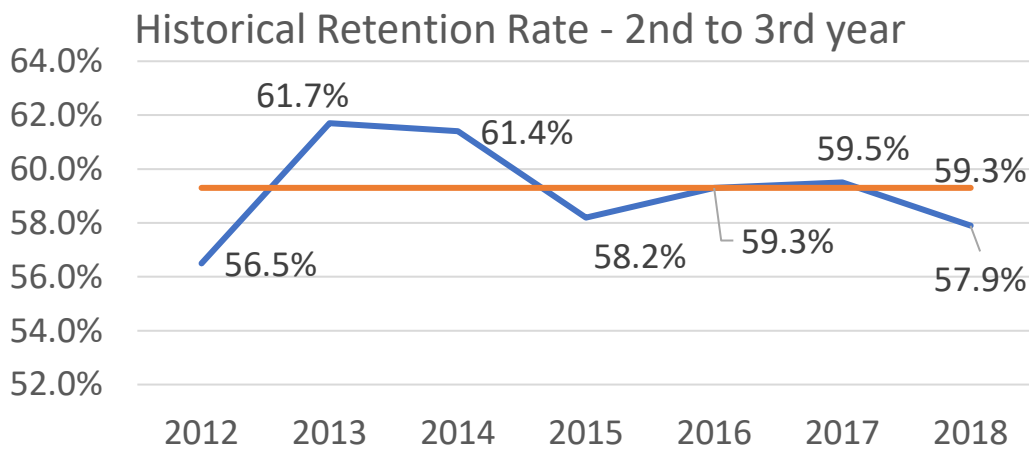
GOAL 1: Improve Student Success

Objective 1.1.a.

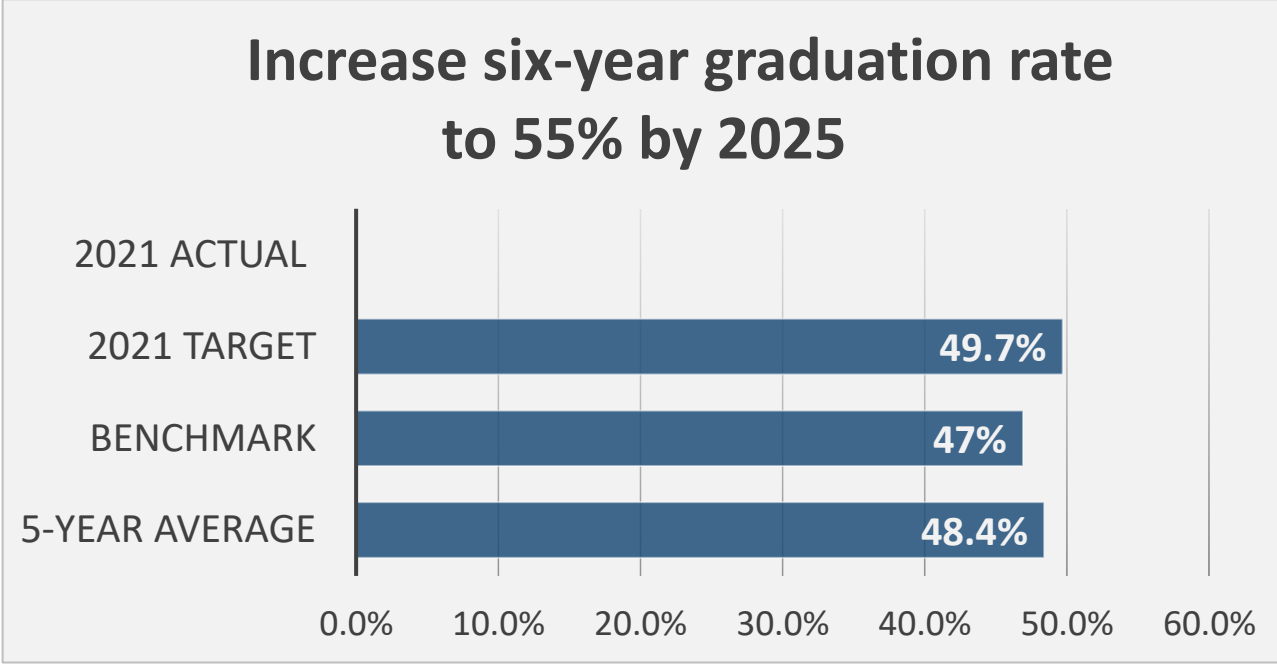
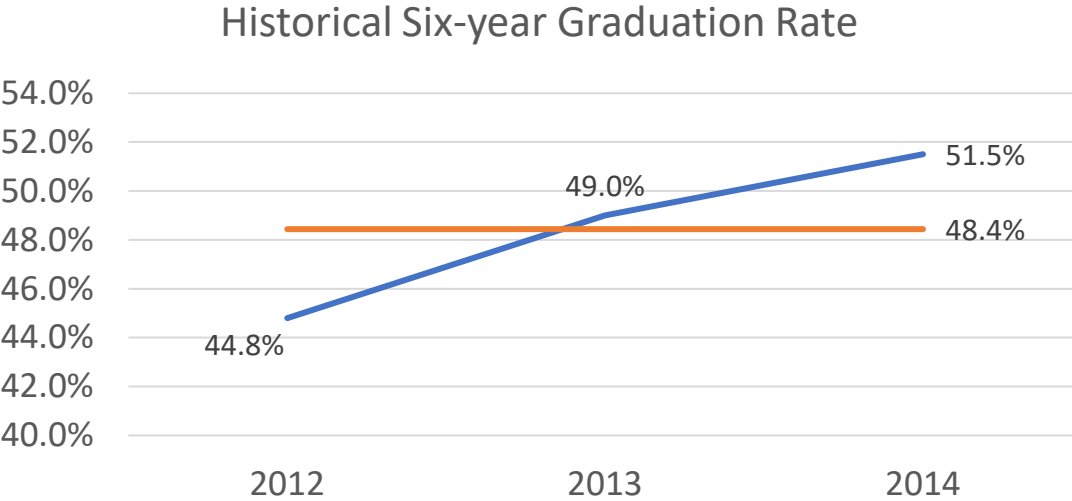


GOAL 1: Improve Student Success

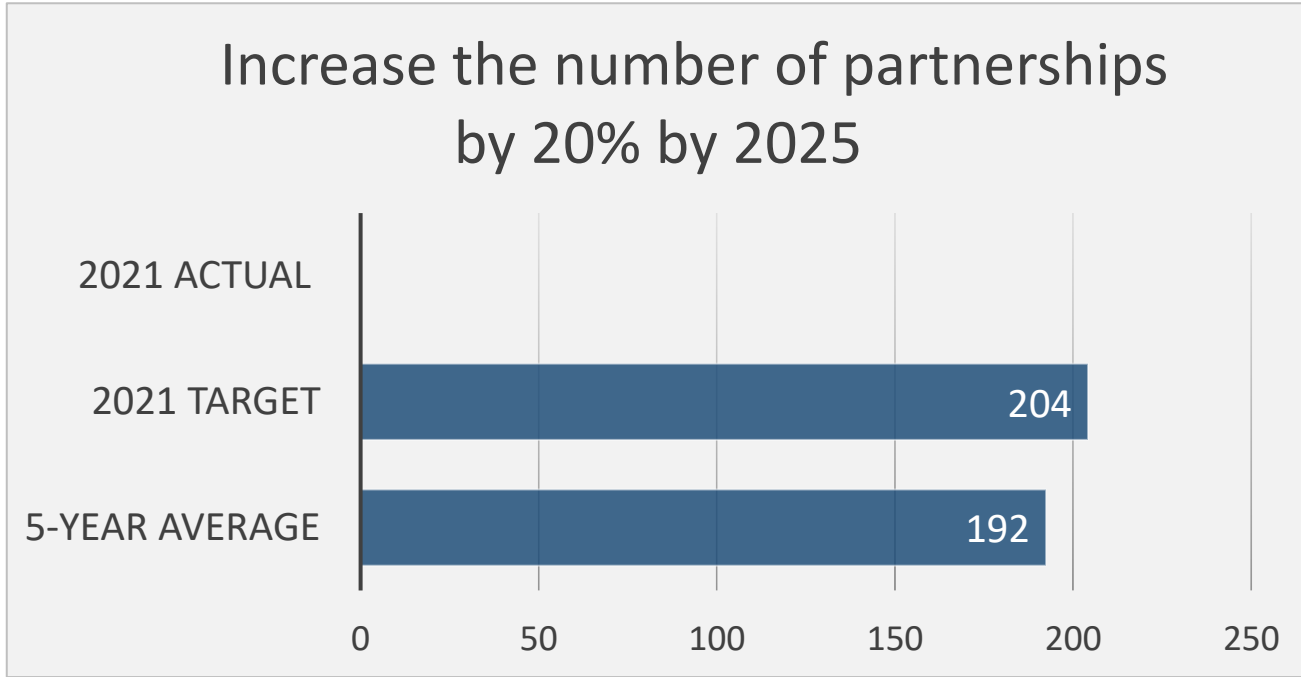
Objective 1.1.b.



GOAL 1: Improve Student Success
Objective 2.1.b.



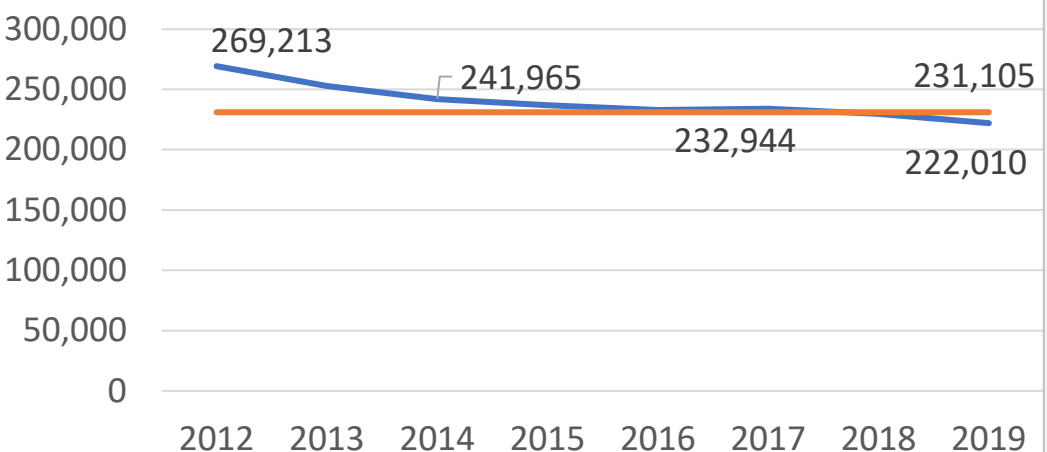
GOAL 2: Foster Impactful Engagement
Objective 2. 1.



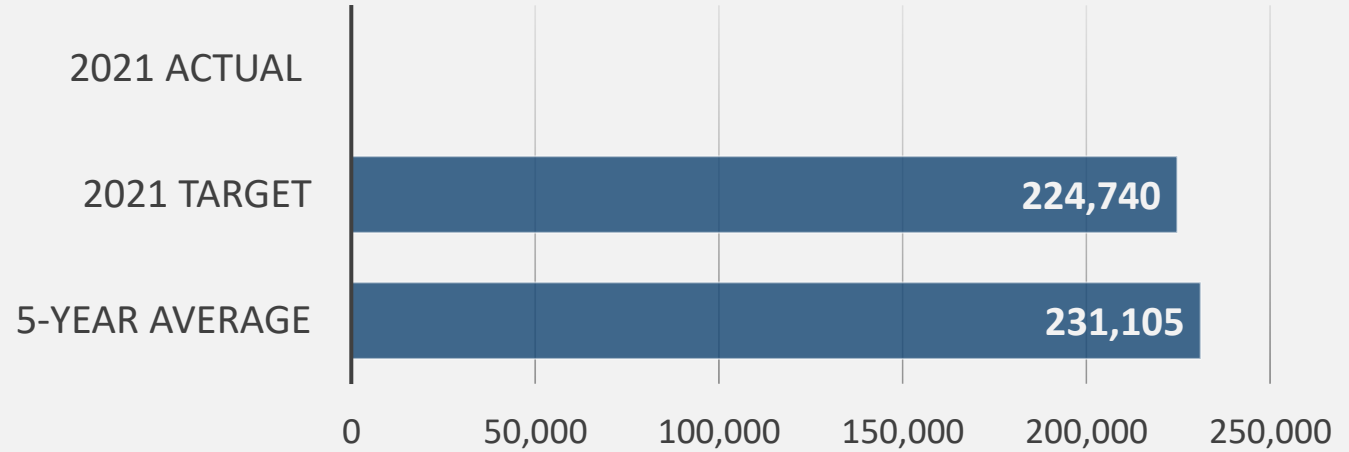
GOAL 4: Strengthen Financial Viability

Objective 4. 1.

Historical Credit Hours Generated



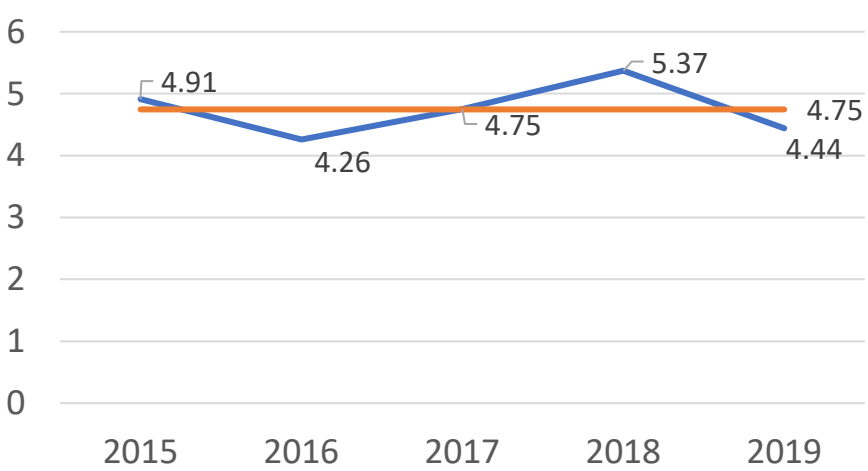
Increase credit hours generated to 236,000 by 2025



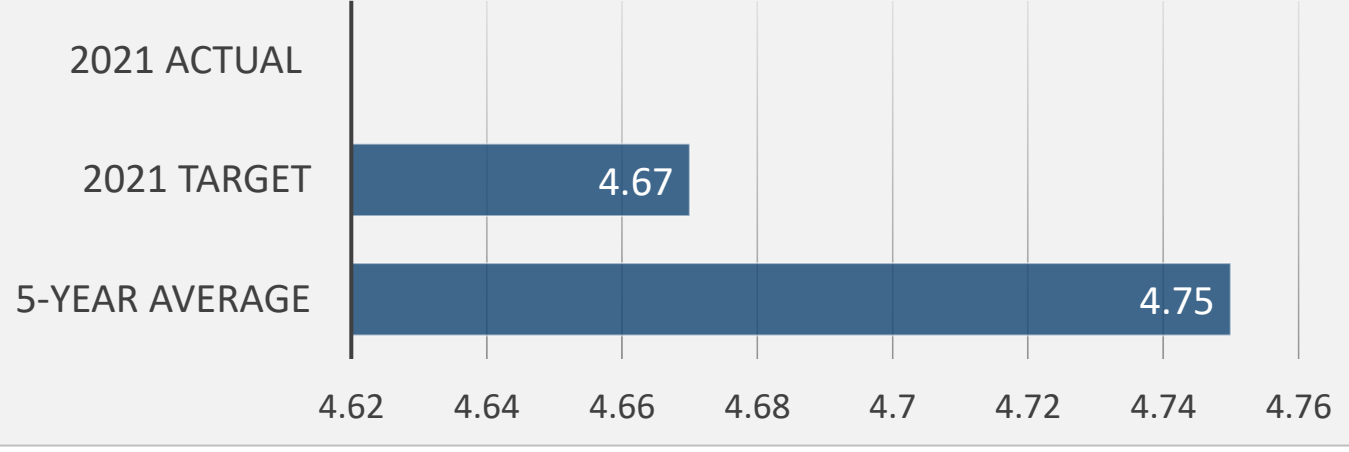
GOAL 4: Strengthen Financial Viability

Objective 4.4.

Historical Composite Financial Index



Increase USI's Composite Financial Index to 5.69 by 2025



Questions