

Strategic Planning Update

USI Board of Trustees
Joint Committee Meeting

July 9, 2020

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

Integrity: We act with a consistency of character and are accountable for our actions. It manifests in perseverance and grit, principles and kindness, and in our stewardship of resources.

Exceptional Education: Exceptional educational engagements combining disciplinary knowledge with cognitive (e.g. problem solving, adaptive learning), interpersonal (e.g. collaboration, leadership) and intrapersonal (e.g. persistence, initiative) competencies.

Transformative Learning: We pride ourselves, in partnership with our students, on successfully transforming lives. Our students take the education USI offers to evolve themselves, their careers and communities.

Inclusive and Diverse Community: We believe in the value of human diversity. We continue/strive to foster respect and care for one another and welcome everyone to be a part of our institution.

External Engagement: We are an intentionally collaborative place. Our purposeful partnerships make a powerful difference in the broader community.

VISION

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

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.

ENVIRONMENTAL SCAN

	STRENGTHS	WEAKNESSES
INTERNAL	<ul style="list-style-type: none"> Quality education and faculty Affordability Student engagement and support Safety Community engagement Responsiveness Beautiful campus/Good facilities 	<ul style="list-style-type: none"> Employee compensation/morale/workload Limited programs and/or course offerings Absence of a defined identity and reputational awareness Inadequate diversity Perceived lack of administrative transparency Strategic recruitment of students and employees Infrastructure gaps in critical areas (e.g. data integration and analytics)
	OPPORTUNITIES	THREATS
EXTERNAL	<ul style="list-style-type: none"> Innovative new programs Value-added outreach and partnerships Distinctive student experience Adult learners State performance funding formula Technological advances (e.g. communication and instructional pedagogy) 	<ul style="list-style-type: none"> Changing student demographics Competition for students from other universities Decreased revenue growth Economic disruptions Lack of equity in state funding Student debt Cost of higher education Diminished public confidence in the value of higher education

PRELIMINARY GOALS

Improve Student Success through relevant and innovative educational programs, an inclusive intellectual climate, transformative and lifetime learning experiences and outcomes

Foster Impactful Engagement through collaborations focused on contributing to the well being of individuals and communities

Elevate Visibility and Reputation through enhanced representation of organizational identity and distinctiveness in integrating the use of knowledge and competencies to resolve critical societal issues

Strengthen Financial Viability through diversified revenue and funding sources, resource growth and enhanced resource utilization

OBJECTIVES

STRATEGIES

ACTION PLANS