

# Strategic Planning Update

USI Board of Trustees

November 5, 2020

# USI's

## CORE VALUES

Integrity  
Exceptional Education  
Transformative Learning  
Inclusive and Diverse Community  
External Engagement

## 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.

## 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.

## GOAL 1

### IMPROVE STUDENT SUCCESS

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

## GOAL 2

### FOSTER IMPACTFUL ENGAGEMENT

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

## GOAL 3

### ELEVATE VISIBILITY AND REPUTATION

Enhance awareness and representation of University identity and academic distinctiveness

## GOAL 4

### STRENGTHEN FINANCIAL VIABILITY

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

# GOAL **1** Improve Student Success

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

## Objectives:

- 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
- 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
- Increase retention and graduation rates of at-risk and underrepresented students 5% by 2025
- 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
- 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.*

## Objectives:

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



# GOAL **3** Elevate Visibility and Reputation

*Enhance awareness and representation of University identity and academic distinctiveness.*

## Objectives:

- Increase students listing USI as their first choice by 10% by 2025
- Become a leading public, comprehensive University by 2030 as measured by an annual 5% improvement in a relevant composite index
- In each College create or enhance a marquee academic program with a regional or national reputation by 2025 as measured by an annual 5% improvement in a relevant composite index
- Increase public awareness of the University and its academic distinctiveness as measured by an annual 5% improvement in a composite brand awareness index

# GOAL **4** Strengthen Financial Viability

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

## Objectives:

- Increase credit hour production to 236,000 by 2025, with an intermediate target of 225,000 by Fall 2022
- Increase the number of adult learners 20% by 2025 with a minimum increase of 5% by Fall 2022
- Increase fundraising by \$350,000 annually through 2025
- Increase USI's Composite Financial Index (which includes measures of revenue, expenses, assets, and debt) by 0.25 points annually
- Increase USI's overall performance on Indiana's funding metrics (degree completion, at-risk completion, high impact completion, persistence, remediation, and on-time graduation) by an average of 2% annually

# 2021-2025 Strategic Plan Implementation Summary

Goals, Objectives, Strategies, and Action Steps	Timeline	Action Step(s)	Accountability and Champion	Essential Resources
<b>Goal 1: Improve Student Success</b>				
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:		Action Step 1.1.1.1		
		Action Step 1.1.1.2		
		Action Step 1.1.1.3		
Strategy 1.1.2:		Action Step 1.1.2.1		
		Action Step 1.1.2.2		



# Questions