

## 2010/2011 University Strategic Planning Goals – Academic Affairs Priorities

### USP Goal Type and # = IUP University Strategic Plan (2007-2012)

AE = Academic Excellence SDS = Student Development and Success CE = Civic Engagement MP = Marketing and Promotion  
EM = Enrollment Management CI = Continuous Improvement RD = Resource Development USS = University Safety and Security

**AAPR Numbering = Academic Affairs Priorities List 2010-11 (9/2/2010)**

**AASP numbering = Academic Affairs Strategic Plan 2010-2014 (8/27/2010)**

USP Goal Type	USP Goal #	Division/Department	Plan					
			Action Name	Action Description	Assess. Year	Indicator of Success	Expected Outcome	
<b>AAPR GOAL 1: Create new revenue sources to enhance support for the academic mission and to mitigate projected budget deficits for 2011-2012</b>								
AAPR 1.a.	EM	5A	AA	Enrollment Growth	AAPR 1.a. Embark on further enrollment growth at both the undergraduate and graduate levels (AASP 7.A.2. - Engage Enrollment Management to refine targets, goals and recruitment strategies that reflect Academic Affairs priorities)	11/12	# of colleges, departments or programs with increased undergraduate enrollments in FY 11/12; the percent increase in overall graduate enrollment	50% of all prioritized undergraduate recruiting targets show some enrollment growth; new graduate student registrations will increase by 2.5% yearly.
AAPR 1.a.i.	MP	4A	AA	Enhanced Web Marketing	AAPR 1.a.i. Create new and enhanced marketing efforts through improved web content (AASP 7.B.1 - Increase frequency and currency of web content that reflects Academic Affairs priorities)	10/11	# of news items and student profiles that are featured on the IUP home page	25% increase in news items and student profiles in 2010/11;
AAPR 1.a.i.	MP	4A	AA	Enhanced Messaging & Events	AAPR 1.a.i. Create new and enhanced marketing efforts through better messaging and events (AASP 7.B.2 - Improve marketing messages, events and outcomes that reflect Academic Affairs priorities )	11/12	# of messages and events targeted to specific college recruiting pools; # of undergraduate and graduate programs with targeted marketing effort	50% of all programs approved for targeted messages and events show some increase in applicants
AAPR 1.a.ii.	AE	1A	AA	Improved Student Completion	AAPR 1.a.ii. Increase retention rates of 2-5% through improved student completion rates (AASP 2.B.1 - Improve timely student completion through well-planned and publicized course offerings)	12/13	six-year graduation rates; decreased dropout rate in graduate programs	5% improvement in six-year graduation rates; 0.5% increase in graduate student retention rates

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AAPR 1.a.ii.	SDS	2A	AA	Enhanced Academic Support	AAPR 1.a.ii. Increase retention rates of 2-5% through enhanced academic support (AASP 6.B.5 - explore new ways to partner with Student Affairs to enhance academic support and improve the overall education and development of students)	12/13	restoration of Educational Psychology GA retention support positions to the college and branch campus deans	Educational Psychology GA retention support positions are restored to the college and branch campus deans
AAPR 1.a.ii.	EM	5B	AA	Improved Student Advising	AAPR 1.a.ii. Increase retention rates of 2-5% through better academic advising (AASP 6.C.3 - Examine and improve the student academic advising model and explore new models such as centralized advising)	11/12	# of colleges, departments or programs that examine and explore the development of new advising models; # of IUP undergraduates who continue on to IUP graduate school	50% of all programs will have examined or explored new advising models ; 0.5% increase in the number of IUP undergraduate students who continue on to IUP graduate school
AAPR 1.a.iii.	AE	1B	AA-GSR	New Online Programs	AAPR 1.a.iii. Create 3 totally online graduate programs ready for launching in Fall 2011. (AASP 1.C.4 - Encourage departments to initiate and expand distance education offerings; AASP 4.C.1 - Identify and implement new opportunities to generate revenue; AASP 6.D.3. - identify programs and courses that can be offered online and provide the necessary infrastructural resources to develop, implement and support them)	11/12	# of new online graduate programs launched	3 totally online graduate programs available in Fall 2011
AAPR 1.b.	AE	1F	AA	Grant Development	AAPR 1.b. Increase external grant and contract funding by 10% through better faculty training (AASP 3.A.3 - increase opportunities for training and mentoring of new faculty on such topics as preparing grant proposals and developing a research agenda)	10/11	# of grant workshops offered to IUP faculty	10% increase in grant workshops offered to IUP faculty
AAPR 1.b.	RD	7A	AA	Research Partnerships	AAPR 1.b. Increase external grant and contract funding by 10% through through more local partnerships (AASP 3.A.5 - Increase the number of partnerships with business, industry and other educational institutions)	11/12	amount of external grant and contract funding	10% increase in external grant and contract funding by Spring 2012

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AAPR 1.b.	RD	7C	AA	Enhanced Research Facilities	AAPR 1.b. Increase external grant and contract funding by 10% through better research facilities and equipment (AASP 3.A.6. - Enhance research facilities and equipment across the division)	12/13	# of research facilities remodeled or major equipment replaced	10% increase in remodeled facilities or major equipment replaced
AAPR 1.b.	CI	6A	AA	Streamlined Grant and Contract Management	AAPR 1.b. Increase external grant and contract funding by 10% through streamlined grant management. (AASP 3.B.1. - Streamline grant or contract proposals submission and management including a uniform system for tracking scholarship activities of faculty)	11/12	change-over to electronic submission and approval of grant and contract documents	change-over to electronic submission and approval is 100% complete
AAPR 1.b.	AE	1F	AA	Grant Incentives	AAPR 1.b. Increase external grant and contract funding by 10% through better incentives and rewards (AASP 3.B.3. Create incentives for submitting proposals and reward successful grantsmanship)	11/12	# of grant incentives created	2 new grant incentives created and instituted by 2012
AAPR 1.b.	RD	7B	AA	Grant and Contract Opportunities	AAPR 1.b. Increase external grant and contract funding by 10% through better identification of grant and contract opportunities (AASP 4.C.1 - Identify and implement new opportunities to generate revenue in the form of grants and contracts)	12/13	# of grant and contract opportunities brought to faculty attention	5% increase in the # of grant and contract opportunities brought to faculty attention
AAPR 1.c.	RD	7B	AA	Grow Scholarships	AAPR 1.c. Work closely with University Relations to raise private funds for academic priorities, eg, scholarships, equipment, student research, endowed professorships (AASP 4.A.2 - Increase the amount of donations for scholarships and discipline specific initiatives in collaboration with University Relations division; 4.C.1 -Identify and implement new opportunities to generate revenue in the form of donations)	11/12	# of new scholarships or discipline initiatives funded by donations	15% increase in scholarships or initiatives funded by donations by 2012

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AAPR 1.d.	RD	7D	AA	Implement Differential Tuition	AAPR 1.d. Selectively increase course and program tuition/fees (AASP 4.B.5 - Analyze the impact of various tuition and fee scenarios along with proposed cuts and expenditures on net revenue to Academic Affairs)	10/11	# of course/program tuitions and fees analyzed and increased revenue as a result	50% of all grad programs analyzed for differential tuition impact and 10% increase in revenue raised
AAPR 1.e.	RD	7D	AA	New Business Models	AAPR 1.e. Work with Administration and Finance to develop new business models for summer and winter session that will have the potential of capturing greater tuition revenues (AASP 4.A.1. - seek increased share of revenue and optimize timing of distribution of funds to Academic Affairs from Summer/Winter sessions; AASP 4.C.1. Identify and implement new opportunities to generate revenue in the form of Summer and Winter offerings)	10/11	% of Winter and Summer revenue coming to Academic	5% increase in revenue from Winter/Summer coming to Academic Affairs
AAPR 1.f.	CI	6A	AA	Benchmark Feedback	AAPR 1.f. Review and modify selective benchmarks in order to maximize performance funding (AASP 4.B.6. - Provide specific information feedback to units on selected benchmarks to maximize Performance Funding)	11/12	% increase in Performance Funding	5% increase in Performance Funding by 2012
<b>AAPR GOAL 2: Improve academic quality and student success through curriculum reform, resource reallocation, innovation, and organizational restructuring</b>								
AAPR 2.a.	CI	6B	AA	Reduce Curriculum Redundancy	AAPR 2.a. Reduce curriculum and program redundancy (AASP 6.E.1. - Maintain an organization that continually examines and incorporates new organizational structures, modes of delivery and curriculum)	10/11	identification of redundant programs	all identified redundant programs are acted upon to eliminate redundancy
AAPR 2.b.	AE	1A	AA	Support Signature Programs [AAPR Goal 2.b]	AAPR 2.b. Identify and support 'signature' programs at IUP through program review (AASP 2.B.2. - Offer major and minor curricula that are current and attractive; AASP 3.C.2 -Recognize special achievements in scholarship and patent submission; AASP 3.C.3.) Raise the visibility of research at IUP)	10/11	# of academic programs undergo regular five-year program review including external evaluation	5 programs undergo review and develop action plans including student learning outcome plans for the next five years

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AAPR 2.c.	CI	6B	AA	Workforce Study	AAPR 2.c. Study workforce alignment in Academic Affairs in an effort to increase efficiency and effectiveness (AASP 4.F.1. - provide adequate resources for areas affected by enrollment growth)	10/11	identification of areas that need workforce alignment	all identified areas of the workforce are re-aligned to increase efficiency
AAPR 2.d.	AE	1A	AA	Resource Reallocation	AAPR 2.d. Reallocate resources to areas of high quality/high demand (AASP 4.F.1. - provide adequate resources for areas affected by enrollment growth)	10/11	# of growth areas that receive an increased percentage of Academic Affairs resources	75% of growth areas receive an increased percentage of resources
AAPR 2.e.	CI	6A	AA	Merge Units	AAPR 2.e. Where appropriate, merge and reorganize academic departments and colleges (AASP 6.D.5. - Examine the current structure of instructional support across the division and develop a model consistent with the 21st century learning environment)	11/12	Establishment of a process to identify areas for possible structural adjustment	A process will be put in place for indentifying areas where structural adjustment is possible
AAPR 2.f.	EM	5B	AA	Better Advising Technology	AAPR 2.f. Utilize technology such as Degree Works to improve student advising (AASP 2.B.1 - Improve timely student completion of programs through ... improved advising and enhanced academic support services)	11/12	# of colleges, departments or programs that adopt a new technology such as DegreeWorks to improve academic advising	20% of all programs will implement the use of new technology to improve academic advising
<b>AAPR Goal 3. Improve communication to promote morale and a sense of community</b>								
AAPR 3.a.	AE	1A	AA	Promote Shared Governance	AAPR 3.a. Promote shared governance among faculty, administrators, staff and students (AASP 5.C.2. Promote shared governance among faculty, administrators, staff and students in order to protect the educational mission of the university)	10/11	# of regular provost visits to colleges	2 visits per year to each college
AAPR 3.b.	CI	6A	AA	Promote Better Communication	AAPR 3.b. Promote strategic, evidence-based decision-making within the academic community (AASP 5.B.3. - Promote thoughtful communication among members of the academic community)	10/11	# of provost newsletters and regular updates of X-drive data	3 newsletters per academic year and regular updates of data on the X-drive

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AAPR 3.b.	CI	6A	AA	Promote Evidence-Based Decision Making and Accountability	AAPR 3.b. Promote strategic, evidence-based decision-making within the academic community (AASP 1.B.2. - Coordinate graduate and undergraduate outcomes assessment centrally using data to inform and sustain the continuous improvement process.)	10/11	Preparation for Periodic Review Report (PRR) for Middle States; including Implementation of a pilot TracDat program to organize strategic plans, missions and outcomes assessment in a centralized database.	PRR submitted to Middle States by June 2011; all strategic plans and missions of Academic Affairs and its main divisions (colleges, Liberal Studies, libraries) will be aligned with the university strategic plan
<b>AAPR Goal 4. Complete planning for the renovation by replacement project of Keith Hall and Leonard Hall</b>								
AAPR 4.	RD	7C	AA	Facilities Plan	AAPR 4. In close collaboration with Facilities and Planning, complete planning for the renovation by replacement of Keith Hall and Leonard Hall (AASP 6.D.1. Create physical and virtual space for academic discourse among students and faculty; AASP 6.D.2 - Determine department specific classroom / laboratory / studio needs and develop a plan to meet those needs)	14/15	progress toward replacement of Keith and Leonard	Keith and Leonard replacement ready for occupancy in four years