

Advancing a Legacy of Excellence



The 2007-2012 University Strategic Plan

Indiana University of Pennsylvania

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Message from President Atwater

From its origin in 1875 as Indiana Normal School to its role today as Indiana University of Pennsylvania, IUP continues to evolve as an excellent institution of higher learning. Kiplinger's Guide to Personal Finance and Consumer Digest ranked IUP in the top tier of American universities relative to academic quality and cost in 2007. And, for the sixth consecutive year, IUP was ranked among the nations' best 365 universities in academic year 2006-2007. IUP is making significant strides in its development as the largest state-owned university in Pennsylvania and as a nationally recognized public doctoral university. As the university moves forward into the new millennium, IUP will continue to advance a legacy of excellence. The 2007-2012 University Strategic Plan will serve as a road map in achieving this outcome and in advancing IUP to the next level of institutional excellence and academic distinction. As the university progresses, it will continue to promote student academic success, public service and scholarship. The strategic plan set forth in this publication builds on that mission, and it outlines an agenda for guiding IUP's continuing evolution as one of America's premiere public universities. The plan includes eight major goals to insure IUP's institutional development and academic growth over the next five years. These goals are (1) academic excellence, (2) student development success, (3) civic engagement, (4) marketing and promotion, (5) enrollment management, (6) continuous improvement, (7) resource development and (8) university safety and security.

Thanks to all members of the university community and the Indiana County community who participated in developing the new University Strategic Plan. Thanks also to Tripp Umbach of Pittsburgh for its consulting role in assisting with the development of the plan. Special thanks to members of the University Strategic Planning Committee, co-chaired by Provost Cheryl Samuels and Ms. Barbe Moore, Director of Institutional Research, Planning and Assessment.

In my October 2005 inaugural address as IUP's 24th president, I expressed my confidence in the university's collective commitment to advancing the university as it faces major, ongoing currents of change in the field of higher education.

Message from President Atwater (con't)

I conclude this letter with words from that address. They are especially relevant as we launch this new endeavor.

“Together we will build upon the University’s solid reputation for teaching excellence, quality scholarship and student success. Together, we will courageously chart the course for the next successful chapter of IUP’s radiant history. Together, we will sustain the university’s ability to serve the evolving needs of students and the Indiana region. And, together, we will secure the future of Indiana University for Pennsylvania as one of the finest public doctoral universities in America for generations to come.”

I am confident in our ability to move IUP forward to the next level of academic quality and distinction.

Introduction

In the fall of 2006, IUP embarked upon an exciting and significant mission, the development of a new, 5-year university strategic plan. This plan will chart the course for IUP's academic and institutional priorities. This plan articulates a coherent vision statement that expresses specifically the aspirational goals and priorities of IUP in the years and decades ahead. The vision clarifies our current focus and direction. In addition, the plan includes core values which articulate what makes IUP the excellent university that it is. This new strategic plan positions IUP as a stronger and continuing national leader in teaching and scholarship.

Driven by the vision and mission of the university and critical trends in academia, enrollment, resources, student needs, diversity, global opportunities, technology, career advancement, and economic development, the overarching university strategic goals are as follows:

- Academic Excellence
- Student Development and Success
- Civic Engagement
- Marketing and Promotion
- Enrollment Management
- Continuous Improvement
- Resource Development
- University Safety and Security

To achieve our vision in these strategic areas will require on-going commitment and collaboration among all university constituencies.

The strategic planning process included an assessment and revision of the vision, mission and core values of the University, as well as the development of key goals, strategies and actions for each of the strategic areas. Each of the goals, strategies and actions are tied to measurable outcomes as a means to assess the effectiveness of the strategic plan. The focus on planning and assessment fosters the integration of strategic areas. The process included a wide variety of opportunities for university and community member participation. The strategic planning efforts will help position IUP to meet new challenges as well as capitalize on opportunities for success.

Vision, Mission, and Core Values

The following is the vision, mission, and core values of IUP as it moves forward in the next five years.

VISION

Indiana University of Pennsylvania shall be among the nation's leading universities recognized for student success and educational attainment, research, cultural enrichment, and economic development.

MISSION

Indiana University of Pennsylvania is a leading public, doctoral/research university strongly committed to undergraduate and graduate instruction, scholarship, and public service.

Indiana University of Pennsylvania engages students as learners and leaders in an intellectually challenging, culturally enriched, and contemporarily diverse environment.

Inspired by a dedicated faculty and staff, students become productive national and world citizens who exceed expectations personally and professionally.

CORE VALUES

Access with opportunity to succeed
Engaged Learning
Student-Centered
Diversity
Civility
Global Awareness
Accountability
Shared Governance

Strategic Goals

The following are the strategic goals on which IUP will focus in the next five years to move the university forward to fulfill its mission and achieve its vision:

1. Academic Excellence
2. Student Development and Success
3. Civic Engagement
4. Marketing and Promotion
5. Enrollment Management
6. Continuous Improvement
7. Resource Development
8. University Safety and Security

The definition of each strategic goal follows, along with the strategic goal statements within that area and the strategies to achieve each goal.

1. Goal - Academic Excellence

Definition: The promotion and achievement of demonstrated success and quality in teaching and scholarship on undergraduate and graduate levels.

A. Further develop and enhance distinctive and rewarding undergraduate, masters, and doctoral programs

Strategies:

1. Ensure high-quality programs through accreditation and routine program reviews
2. Offer new, high quality programs based on demand, faculty strengths, and resources
3. Provide support and research/scholarship opportunities for undergraduate and graduate students

B. Strengthen and expand support for graduate education

Strategies:

1. Strengthen graduate programs in content, quality and support
2. Strengthen infrastructure for support, marketing and delivery of on-site and distance education

C. Increase access to educational opportunities through a variety of innovative teaching and learning approaches

Strategies:

1. Incorporate innovative teaching and learning approaches in and out of the classroom based on student need and demand
2. Ensure adequate technology to support education
3. Expand course and program offerings using a variety of flexible delivery systems

1. Goal - Academic Excellence (con't)

D. Attract and retain highly qualified, diverse faculty and academic support staff

Strategies:

1. Provide support and research/scholarship opportunities for faculty
2. Strengthen and actively recruit faculty/academic support staff university-wide with additional emphasis on individuals of diverse backgrounds

E. Expand opportunities for students to participate in international learning experiences

Strategies:

1. Enhance opportunities for students to respond to world events
2. Enhance student opportunities for international education and experiences

F. Increase faculty research and scholarship in all its forms

Strategies:

1. Enhance support for grant/contract development and implementation
2. Improve facilities for research and scholarship
3. Seek external resources to support research and scholarship

1. Goal - Academic Excellence (con't)

G. Foster achievement of student learning outcomes

Strategies:

1. Implement and assess new liberal studies curriculum
2. Align program learning goals with student learning outcomes
3. Ensure that student services and programs are aligned with the learning outcomes
4. Incorporate innovative student development approaches which contribute to achievement of outcomes

2. Goal - Student Development and Success

Definition: The achievement of academic and personal goals through programs and services which address the growth and development of the whole person.

A. Support student academic success

Strategies:

1. Provide academic support to students to help them succeed
2. Strengthen and enhance institutional strategies for improving and expanding advising opportunities
3. Establish a strong commitment to first-year experience programming
4. Provide strong peer mentoring systems to support student learning and academic success
5. Enhance retention and graduation of students university-wide with additional emphasis on students from diverse backgrounds

B. Promote living-learning experiences for students

Strategies:

1. Complete Residential Revival and incorporate a living-learning environment
2. Develop programming that fosters the living-learning concept
3. Provide multiple on-campus living options to enrich students' living-learning experiences

2. Goal - Student Development and Success (con't)

C. Provide students with opportunities for experiential learning

Strategies:

1. Provide opportunities to strengthen and supplement the classroom experience, such as internships, service learning, and national student exchange
2. Strengthen productivity in career counseling, preparation, and placement

D. Promote the development of student leadership skills, personal character, and ethics

Strategies:

1. Implement the student leadership and involvement model by working with specific student organizations (Residence Hall Association, Greek social fraternities and sororities, etc)
2. Enhance recognition of student displays of success in the areas of leadership, character, civility, and integrity

E. Foster student life experiences which respond to students' unique needs and interests

Strategies:

1. Affect change toward a social climate and campus culture that promotes legal, safe, and health choices by shaping and managing the campus/community living/learning environments

3. Goal - Civic Engagement

Definition: The engagement of faculty, staff, and students to embrace the values, institutional pride, traditions, and history of IUP and provide service to the university and community.

A. Develop and expand civic engagement opportunities for students, faculty, and staff

Strategies:

1. Implement service learning programs and develop volunteer opportunities
2. Provide incentives and recognition to students, faculty, and staff to encourage service
3. Provide citizenship and community leadership experiences for students

B. Develop strong partnerships with the local, national, and global communities

Strategies:

1. Create opportunities for both the university and community to partner
2. Develop stronger partnerships in the community with businesses and community leaders
3. Identify and make available university based expertise to the county/region

C. Provide a culture that celebrates differences and values diversity

Strategies:

1. Provide a wide variety of enriching experiences for students, faculty, and staff

4. Goal - Marketing and Promotion

Definition: Integrated marketing and communications is a comprehensive, coordinated, institution-wide effort to communicate mission-critical values and messages in ways that target audiences notice, understand, and respond to. (STAMATS)

A. Elevate the visibility of IUP through implementation of an integrated marketing communications plan

Strategies:

1. Identify and promote IUP identity through consistent branding
2. Strengthen, enhance and expand University (institutional) marketing and promotion efforts regionally, nationally, and internationally
3. Identify and market programs of distinction
4. Use electronic technology to advance and promote a consistent IUP brand

B. Brand IUP on the local, national, and international scale by using the Brand Promise

Strategies:

1. Promote achievements and successes to improve IUP's image
2. Market and promote IUP regionally through connections with local high schools
3. Enhance relationships with local and regional media outlets

4. Goal - Marketing and Promotion (con't)

C. Enhance IUP spirit and pride among all members of the university community

Strategies:

- 1.** Improve and expand vehicles and systems for cross-campus communication on major events and information
- 2.** Offer alumni a variety of ways for engagement with IUP
- 3.** Engage all members of the university community in supporting the advancement and promotion of IUP

5. Goal - Enrollment Management

Definition: Enrollment Management is the integrated systems approach that focuses on student enrollments from the time of the initial inquiry through graduation and post-graduation. (STAMATS)

A. Refine and execute a university enrollment management plan to recruit, retain, and graduate all students

Strategies:

1. Implement a university-wide, holistic approach to enrollment management
2. Enhance recruitment of students university-wide, including additional emphasis on students of diverse backgrounds
3. Focus enrollment on strategically targeted programs and majors

B. Engage all members of the university community to strengthen recruitment and retention efforts

Strategies:

1. Foster a university-wide culture where members understand and embrace their roles in recruitment and retention of students
2. Engage alumni, retired faculty, staff, and other external constituencies in recruitment and retention of students

6. Goal - Continuous Improvement

Definition: An environment where individuals proactively work together to improve process through constant review.

A. Develop and implement a process to realize university mission and goals

Strategies:

1. Evaluate the implementation of the strategic plan
2. Coordinate outcomes assessment centrally using data to inform and sustain the continuous improvement process
3. Incorporate the system accountability plan measures as part of institutional assessment

B. Engage the university community in a process of continuous improvement

Strategies:

1. Advance and expand support for meaningful professional development opportunities for faculty and staff
2. Affirm and reward continuous improvement throughout the university
3. Enhance convenience, efficiency, and services for faculty, students and staff

7. Goal - Resource Development

Definition: The practice of identifying, cultivating, and securing financial and human support for the university.

A. Strengthen the financial resource base of the university through increases in research grants, annual giving, endowment, major gifts, outreach to alumni, and advocacy to policy makers

Strategies:

1. Advocate for IUP interests in the public arena, including state and federal government and corporate and foundation gifts and grants
2. Ensure an effective mechanism and structure to facilitate sponsored research
3. Expand the financial resource base of the university through increased alumni, faculty, and staff gifts
4. Enhance IUP's productivity in the area of economic development and workforce education in the region and the state

B. Strategically leverage optimal availability of resources for scholarships, programs, services, and facilities

Strategies:

1. Re-align resources to improve course availability for students in upper division levels
2. Increase scholarship support for academic, athletic, and other student programs

7. Goal - Resource Development (con't)

C. Provide facilities and technology commensurate with academic mission

Strategies:

1. Advance and improve classroom instructional facilities and instructional technology throughout the University (across colleges)
2. Initiate capital improvements and develop new resources and partnerships to improve campus facilities, technology, and equipment
3. Enhance and strengthen the library in delivery, scope, and quality of services, and improve the physical plant

D. Manage resources effectively and efficiently to accomplish the University mission and strategic plan

Strategies:

1. Implement a process to prioritize the needs of the university and match resources to these priorities
2. Maintain and enhance the support for accredited programs

8. Goal - University Safety and Security

Definition: The safety, security, and wellness of the university community and protection of university assets.

A. Enhance and strengthen a safe, secure, and healthy environment for members of the university community

Strategies:

1. Ensure university plans effectively address contemporary university safety and wellness
2. Ensure coordination and active involvement of key divisional representatives in the Crisis Response Team

B. Enhance security of the physical and informational assets of the university

Strategies:

1. Ensure university information protection policy effectively addresses university issues
2. Employ effective security procedures to safeguard assets

Next Steps

Strategic planning is a continuous process that does not end at the development of the plan. Rather, that is the beginning of the process. Those units and individuals responsible for the achievement of key strategies in the 2007-2012 plan will be engaged in the process of further developing the necessary components to implement the plan. They will identify specific actions to implement the strategies, timeframes for implementation, resources needed for implementation, and measures of achievement.

Attached to the strategic plan are the following Appendices:

- A. Committee Membership
- B. Overview of Planning Process
- C. Actions/Outcomes Report
- D. Middle States Report

The Actions/Outcomes report (Appendix C) is an Excel spreadsheet that contains tabs for each of the 8 strategic areas. In each tab, the strategic goals are outlined, along with the strategies and actions to achieve the goals.

The tabs also include columns for the responsible entities, desired timeline, and measurement for each of the actions. These columns will allow the responsible units and individuals to monitor progress in implementing the plan and to facilitate communication and dissemination of information among those implementing the plan. If there are any resources that are needed to achieve the overall goal, then this can be stated in the resource column in each of the tabs of the Excel spreadsheet. The measurement column will ensure that there are identified mechanisms to evaluate achievement of the actions.

A project resource disc containing all of the information developed from the strategic planning process will be provided to the University. The disc will contain the following information:

- Strategic plan report, including all of the appendices
- Strategic plan executive summary
- SCOT (strengths, challenges, opportunities, and threats) analysis
- Common themes from key stakeholder interviews
- Discussion group summary and observations report
- Summary reports from each discussion group session

The documents contained on the project resource disc can be used by those entities responsible for further implementation of the IUP strategic plan to help them develop actions and measures for the achievement of strategies.