

1: ACADEMIC EXCELLENCE

Strategic Goal 1.a: Further develop and enhance distinctive and rewarding undergraduate, masters, and doctoral programs				
Strategies/Actions	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
1.a.1 - Ensure high-quality programs through accreditation and routine program reviews Action:				
1.a.2 - Offer new, high-quality programs based on demand, faculty strengths, and resources Action:				
1.a.3 - Provide support and research/scholarship opportunities for undergraduate and graduate students Action:				
Strategic Goal 1.b: Strengthen and expand support for graduate education				
Strategies/Actions	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
1.b.1 - Strengthen graduate programs in content, quality, and support Action:				
1.b.2 - Strengthen infrastructure for support, marketing, and delivery of on-site and distance education Action:				
Strategic Goal 1.c: Increase access to educational opportunities through a variety of innovative teaching and learning approaches				
Strategies/Actions	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
1.c.1 - Incorporate innovative teaching and learning approaches in and out of the classroom based on student need and demand Action:				
1.c.2 - Ensure adequate technology to support education Action:				
1.c.3 - Expand course and program offerings using a variety of flexible delivery systems Action:				
Strategic Goal 1.d: Attract and retain highly qualified, diverse faculty and academic support staff				
Strategies/Actions	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
1.d.1 - Provide support and research/scholarship opportunities for faculty Action:				
1.d.2 - Strengthen and actively recruit faculty/academic support staff university-wide with additional emphasis on individuals of diverse backgrounds Action:				
Strategic Goal 1.e: Expand opportunities for students to participate in international learning experiences				
Strategies/Actions	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
1.e.1 - Enhance opportunities for students to respond to world events Action:				
1.e.2 - Enhance student opportunities for international education experiences Action:				
Strategic Goal 1.f: Increase faculty research and scholarship in all its forms				
Strategies/Actions	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
1.f.1 - Enhance support for grant/contract development and implementation Action:				
1.f.2 - Improve facilities for research and scholarship Action:				
1.f.3 - Seek external resources to support research and scholarship Action:				
Strategic Goal 1.g: Foster achievement of student learning outcomes				
Strategies/Actions	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
1.g.1 - Implement and assess new liberal studies curriculum Action:				
1.g.2 - Align program learning goals with student learning outcomes Action:				
1.g.3 - Ensure that student services and programs are aligned with the learning outcomes Action:				
1.g.4 - Incorporate innovative student development approaches which contribute to achievement of outcomes Action:				

2: Student Development and Success

Strategic Goal 2.a: Support student academic success				
Strategies/Actions	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
2.a.1 - Provide academic support to students to help them succeed Action:				
2.a.2 -Strengthen and enhance institutional strategies for improving and expanding advising opportunities Action:				
2.a.3 - Establish a strong commitment to first-year experience programming Action:				
2.a.4 -Provide a strong peer mentoring systems to support student learning and academic success Action:				
2.a.5 - Enhance retention and graduation of students university-wide with additional emphasis on students from diverse backgrounds Action:				
Strategic Goal 2.b: Promote living-learning experiences with students				
Strategies/Actions	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
2.b.1 -Complete Residential Revival and incorporate a living-learning environment Action:				
2.b.2 -Develop programming that fosters the living-learning concept Action:				
2.b.3 - Provide multiple on-campus living options to enrich students' living-learning experiences Action:				
Strategic Goal 2.c: Provide students with opportunities for experiential learning				
Strategies/Actions	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
2.c.1 Provide opportunities to strengthen and supplement the classroom experience, such as internships, service learning, and national student exchange Action:				
2.c.2 -Strengthen productivity in career counseling, preparation, and placement Action:				
Strategic Goal 2.d: Promote the development of student leadership skills, personal character, and ethics				
Strategies/Actions	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
2.d.1-Implement the student leadership and involvement model by working with specific student organizations (Residence Hall Association, Greek social fraternities and sororities, etc.) Action:				
2.d.2 -Enhance recognition of student displays of success in the areas of leadership, character, civility, and integrity Action:				
Strategic Goal 2.e: Foster student life experiences which respond to students' unique needs and interests				
Strategies/Actions	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
2.e.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 Action:				

3: Civic Engagement

Strategic Goal 3.a: Develop and expand civic engagement opportunities for students, faculty, and staff				
Strategies/Actions	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
3.a.1 - Implement service learning programs and develop volunteer opportunities Action:				
3.a.2 - Provide incentives and recognition to students, faculty, and staff to encourage service Action:				
3.a.3 - Provide citizenship and community leadership experiences for students Action:				
Strategic Goal 3.b: Develop strong partnerships with the local, national, and global communities				
Strategies/Actions	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
3.b.1 - Create opportunities for both the university and community partner Action:				
3.b.2 - Develop stronger partnerships in the community with businesses and community leaders Action:				
3.b.3 - Identify and make available university based expertise to the county/region Action:				
Strategic Goal 3.c: Provide a culture that celebrates differences and values diversity				
Strategies/Actions	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
3.c.1 - Provide a wide variety of enriching experiences for students, faculty, and staff Action:				

4: Marketing & Promotion

Strategic Goal 4.a: Elevate the visibility of IUP through implementation of an integrated marketing communications plan				
Strategies/Actions	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
4.a.1 - Identify and promote IUP identity through consistent branding Action:				
4.a.2 - Strengthen, enhance and expand University (institutional) marketing and promotion efforts regionally, nationally, and internationally Action:				
4.a.3 - Identify and promote programs of distinction Action:				
4.a.4 - Use electronic technology to advance and promote a consistent IUP brand Action:				
Strategic Goal 4.b: Brand IUP on the local, national, and international scale by using the Brand Promise				
Strategies/Actions	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
4.b.1 - Promote achievements and successes to improve IUP's image Action:				
4.b.2 - Market and promote IUP regionally through connections with local high schools Action:				
4.b.3 - Enhance relationships with the local and regional media outlets Action:				
Strategic Goal 4.c: Enhance IUP spirit and pride among all members of the university community				
Strategies/Actions	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
4.c.1 - Improve and expand vehicles and systems for cross-campus communication on major events and information Action:				
4.c.2 - Offer alumni a variety of ways for engagement with IUP Action:				
4.c.3 - Engage all members of the university community in supporting the advancement and promotion of IUP Action:				

5: Enrollment Management

Strategic Goal 5.a: Refine and execute a university enrollment management plan to recruit, retain, and graduate all students				
Strategies/Actions	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
5.a.1 - Implement a university-wide, holistic approach to enrollment management Action:				
5.a.2 -Enhance recruitment of students university-wide, including additional emphasis on students of diverse backgrounds Action:				
5.a.3 - Focus enrollment on strategically targeted programs and majors Action:				
Strategic Goal 5.b: Engage all members of the university community to strengthen recruitment and retention efforts				
Strategies/Actions	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
5.b.1 -Foster a university-wide culture where members understand and embrace their roles in recruitment and retention of students Action:				
5.b.2 -Engage alumni, retired faculty, staff, and other external constituencies in recruitment and retention of students Action:				

6: Continuous Improvement

Strategic Goal 6.a: Develop and implement a process realize university mission and goals				
Strategies/Actions	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
6.a.1 - Evaluate the implementation of the strategic plan Action:				
6.a.2 - Coordinate outcomes assessment centrally using data to inform and sustain the continuous improvement process Action:				
6.a.3 - Incorporate the system accountability plan measures as part of institutional assessment Action:				
Strategic Goal 6.b: Engage the university community in a process of continuous improvement				
Strategies/Actions	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
6.b.1 - Advance and expand support for meaningful professional development opportunities for faculty and staff Action:				
6.b.2- Affirm and reward continuous improvement throughout the university Action:				
6.b.3 - Enhance convenience, efficiency, and services for faculty, students, and staff Action:				

7: Resource Development

Strategic Goal 7.a: Strengthen the financial resource base of the university through increases in research grants, annual giving, endowment, major				
Strategies/Actions	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
7.a.1 - Advocate for IUP interests in the public arena, including state and federal government and corporate and foundation gifts and grants Action:				
7.a.2 - Ensure an effective mechanism and structure to facilitate sponsored research Action:				
7.a.3 - Expand the financial resource base of the university through increased alumni, faculty, and staff gifts Action:				
Strategic Goal 7.b: Strategically leverage optimal availability of resources for scholarships, programs, services, and facilities				
Strategies/Actions	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
7.b.1 - Re-align resources to improve course availability for students in upper divisions Action:				
7.b.2 -Increase scholarship support for academic, athletic, and other student programs Action:				
Strategic Goal 7.c: Provide facilities and technology commensurate with academic mission				
Action	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
7.c.1 -Advance and improve classroom instructional facilities and instructional technology throughout the University (across colleges) Action:				
7.c.2 - Initiate capital improvements and develop new resources and partnerships to improve campus facilities, technology, and equipment Action:				
7.c.3 - Enhance and strengthen the library in the delivery, scope, and quality of services, and improve the physical plant Action:				
Strategic Goal 7.d: Manage resources effectively and efficiently to accomplish the University mission and strategic plan				
Action	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
7.d.1 -Implement a process to prioritize the needs of the university and match resources to these priorities Action:				
7.d.2 -Maintain and enhance the support for accredited programs Action:				

8: University Safety and Security

Strategic Goal 8.a: Enhance and strengthen a safe, secure, and healthy environment for members of the university community				
Strategies/Actions	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
8.a.1 - Ensure university plans effectively address contemporary university safety and wellness				
Action:				
8.a.2 - Ensure coordination and active involvement of key divisional representatives in the Crisis Response Team				
Action:				
Strategic Goal 8.b: Enhance security of the physical and informational assets of the university				
Action	Measurement	Responsible Unit/Person	Timeline	Resources -- \$/space
8.b.1 - Ensure university information protection policy effectively addresses university issues				
Action:				
8.b.2 - Employ effective security procedures to safeguard assets				
Action:				