

IUP STRATEGIC PLAN 2015-2020¹

1. Goal: Provide innovative academic programs of high quality and value.

- 1.1. Strategy: Offer academic programs that are responsive to disciplinary advances and aligned with the needs of students and society.
 - 1.1.1. Tactic: Accelerate curriculum innovation by engaging faculty to revise the University processes that review and approve changes to courses and programs.
 - 1.1.2. Tactic: Engage faculty, academic, and external leadership to adopt continuous program assessment to ensure that programs reflect disciplinary advances and are aligned with the needs of students and society.
 - 1.1.3. Tactic: Use the formal program accreditation and review processes to ensure that programs are responsive and aligned with institutional goals.
 - 1.1.4. Tactic: Ensure that our physical infrastructure supports academic programs of high quality and value.
 - 1.1.5. Tactic: Ensure that IUP Punxsutawney, IUP Northpointe, and IUP Monroeville meet regional needs and provide value and opportunity for students.
- 1.2. Strategy: Bring forward new degree-granting programs that respond to student interest, reflect disciplinary advances, and serve the needs of society, with emphasis on interdisciplinary programs that leverage existing faculty expertise.
 - 1.2.1. Tactic: Develop and implement undergraduate and graduate programs in environmental engineering.
 - 1.2.2. Tactic: Develop and implement undergraduate and graduate programs in public health.

¹ Ratified by the IUP Council of Trustees on May 7, 2015, Revised March 17 2016.

- 1.2.3. Tactic: Develop and implement undergraduate and graduate programs in digital science and security.
- 1.3. Strategy: Explore relevant and sustainable non-degree, non-credit hour programs.
 - 1.3.1. Tactic: Engage fully in regional, state, and national workforce development initiatives.
 - 1.3.2. Tactic: Engage younger and older populations in opportunities for learning across the life span.
 - 1.3.3. Tactic: Engage in continuing education and training for members of the regional, state, national, and global workforce.
- 1.4. Strategy: Strengthen IUP's academic value to students.
 - 1.4.1. Tactic: Reaffirm IUP's commitment to a curriculum that develops critical thinking, effective communication, personal responsibility, and a passion for lifelong learning.
 - 1.4.2. Tactic: Engage IUP's community of teacher-scholars to strengthen undergraduate education through faculty professional development and innovative classroom practices.
 - 1.4.3. Tactic : Enhance undergraduate and graduate student learning through technology that augments face-to-face and peer-learning experiences.
 - 1.4.4. Tactic: Coordinate IUP's online instructional presence and address regulatory/policy developments related to distance learning.
- 1.5. Strategy: Advance IUP's status as a Doctoral Research University.
 - 1.5.1. Tactic: Engage IUP's faculty community to define for IUP the teacher-scholar model.²
 - 1.5.2. Tactic: Engage faculty and academic leadership to clarify expectations for tenure and promotion.

² See: Boyer, E. L. (1990). *Scholarship reconsidered: Priorities of the professoriate*. Princeton, N.J: Carnegie Foundation for the Advancement of Teaching.

- 1.5.3. Tactic: Engage IUP's community of teacher-scholars to identify and solve common roadblocks to success in research, scholarship, and creative activity.
- 1.5.4. Tactic: Increase extramural funding to support student and faculty research and scholarship at IUP.
- 1.5.5. Tactic: Engage our community of teacher-scholars and advisory groups to identify ways to strengthen our graduate programs.
- 1.5.6. Tactic: Align workloads for research-active faculty through systematic use of Alternative Work Assignments (AWA).
- 1.5.7. Tactic: Review and realign IUP's awards and recognition systems in teaching, scholarship, research, and creative activity.

2. Goal: Prepare all of IUP's students for success in work and life, in addition to academic success.

2.1. Strategy: Commit to student success.

- 2.1.1. Tactic: Establish the Academic Success Center (ASC@IUP).
- 2.1.2. Tactic: Identify and solve common programmatic roadblocks to academic advancement (graduate and undergraduate).
- 2.1.3. Tactic: Expand IUP's use of recognized "high impact practices"³ to increase undergraduate student engagement and retention.
- 2.1.4. Tactic: Revise developmental and introductory mathematics courses to leverage adaptive learning technology.
- 2.1.5. Tactic: Provide faculty professional development opportunities that focus on advising tools and practices.
- 2.1.6. Tactic: Expand student access to advising information through technology.

2.2. Strategy: Focus on access, support, and opportunity for students from traditionally underrepresented and underserved student populations.

³ See <https://www.aacu.org/leap/hips>

- 2.2.1. Tactic: Examine alternatives to standardized test scores for admission for otherwise qualified and capable students (graduate and undergraduate).
- 2.2.2. Tactic: Strengthen professional development to prepare faculty and staff to support students from traditionally underrepresented and underserved student populations.
- 2.2.3. Tactic: Hire and retain a more diverse faculty and staff.
- 2.3. Strategy: Prepare students to work and live in a culturally diverse and global future.
 - 2.3.1. Tactic: Pursue international opportunities for partnerships that leverage IUP's strengths and that are consistent with institutional priorities.
 - 2.3.2. Tactic: Expand education abroad opportunities for students.
 - 2.3.3. Tactic: Attract and support more international students and scholars.
 - 2.3.4. Tactic: Expand multicultural programming.
 - 2.3.5. Tactic: Ensure that every student has an opportunity to participate in at least one of a coordinated set of out-of-classroom learning experiences, such as an internship, an education abroad program, a service learning opportunity, or independent research.
 - 2.3.6. DELETED.

3. Goal: Secure IUP's financial future.

- 3.1. Strategy: Increase private philanthropic support to IUP.
 - 3.1.1. Tactic: Plan and execute a comprehensive Campaign for IUP.
 - 3.1.2. Tactic: Further engage IUP's academic leadership in advancement and development.
 - 3.1.3. Tactic: Expand initiatives in corporate and foundation relations.
 - 3.1.4. Tactic: Enhance programs for planned giving.
 - 3.1.5. Tactic: Coordinate fundraising strategies with the Foundation for IUP.
- 3.2. Strategy: Align unit funding with institutional priorities and goals.
 - 3.2.1. Tactic: Develop unit performance targets.

- 3.2.2. Tactic: Develop and implement a budget allocation model that incorporates performance targets and revenue incentives.
- 3.3. Strategy: Develop innovative models of tuition flexibility.
 - 3.3.1. Tactic: Explore alternative tuition structures in coordination with State System guidelines.⁴
 - 3.3.2. Tactic: Explore tuition models that provide incentives to students for good academic progress and standing.
- 3.4. Strategy: Improve the efficiency of conducting university business.
 - 3.4.1. Tactic: Review business processes to eliminate redundancy, simplify workflows, and reduce use of paper forms.
 - 3.4.2. Tactic: Introduce appropriate process revisions and/or technological solutions.
- 3.5. Strategy: Employ best practices with regard to regulatory and legislative mandates.
 - 3.5.1. Tactic: Ensure adequate staffing, training/expertise, and professional development opportunities for offices with oversight and compliance responsibilities.
 - 3.5.2. Tactic: Promote shared responsibility among faculty, staff, students, and campus leaders for institutional compliance.
- 3.6. Strategy: Proactively focus on IT and network security for the protection of our students, faculty, staff, and off-campus partners.
 - 3.6.1. Tactic: Implement key recommendations from the external IT security review.
 - 3.6.2. Tactic: Deploy state-of-the-art approaches to network security.
- 3.7. Strategy: Ensure that Campus Facilities Master Plan projects are fully funded.
 - 3.7.1. Tactic: Calculate cost estimates for master plan projects to accurately reflect project scope.

⁴ Board of Governor's Policy 1999-02-A

3.7.2. Tactic: Work cooperatively across university divisions to determine funding sources for master plan projects.

4. Goal: Strengthen IUP's value to our local, state, and global partners.

4.1. Strategy: Increase regional, state, and global recognition of IUP.

4.1.1. Tactic: Implement a coordinated marketing program to support admissions (undergraduate and graduate), advancement, and IUP brand recognition.

4.1.2. Tactic: Communicate IUP's marketing objectives and strategies internally to secure university-wide awareness and support.

4.2. Strategy: Advance civility and personal responsibility⁵ in the University and community.

4.2.1. Tactic: Strengthen IUP's welcome to and support for people of all backgrounds and abilities.

4.2.2. Tactic: In partnership with community leaders, promote responsible behavior among students.

4.2.3. Tactic: In partnership with community leaders, reduce high-risk behaviors during celebratory events.

4.2.4. Tactic: Strengthen IUP's reputation as a safe and responsible academic community through communication, transparency, and collaboration with student leadership and local and community partners.

4.3. Strategy: Promote IUP as a destination for community enrichment.

4.3.1. Tactic: Increase participation in workshops, conferences, and extended studies.

4.3.2. Tactic: Increase community and university participation at IUP exhibitions, performances, and presentations.

4.4. Strategy: Strengthen local, state, federal, and global partnerships in education, research, workforce development, and economic development.

⁵ Refer to the *IUP Civility Statement* in the Undergraduate Catalog: <http://www.iup.edu/registrar/catalog/>

- 4.4.1. Tactic: Work with our state and federal liaisons to advance IUP's presence in educational, workforce, and economic development programs.
- 4.4.2. Tactic: Advance regional development through IUP's business and economic partnerships.
- 4.4.3. Tactic: Advance IUP's research and scholarship partnerships.
- 4.5. Strategy: Strengthen relationships with IUP's formally recognized affiliated organizations.⁶
 - 4.5.1. Tactic: Ensure that affiliated organizations are in compliance with State System⁷ and IUP policies, and that Memorandum of Understanding agreements with each IUP-affiliated entity are current.
 - 4.5.2. Tactic: Work with the leadership and staff of the IUP Research Institute to improve strategic, budgeting, and implementation support for IUP's research activities.
 - 4.5.3. Tactic: Ensure open communication between the University and the staff and volunteer boards of IUP's affiliated organizations.
 - 4.5.4. Tactic: Collaborate with IUP's affiliated organizations on strategic initiatives.
- 4.6. Strategy: Engage alumni to advance IUP.
 - 4.6.1. Tactic: Improve communication with the alumni community.
 - 4.6.2. Tactic: Establish alumni leadership groups in Colleges that do not now have them.
 - 4.6.3. Tactic: Showcase successful alumni as part of the IUP story in marketing.
 - 4.6.4. Tactic: Develop strategies to better engage our demographically and geographically diverse alumni community.

⁶ IUP's formally recognized affiliates are The Foundation for IUP, the IUP Research Institute, the IUP Alumni Association, and the Student Cooperative Association, Inc.

⁷ Board of Governor's Policy 1985-04-A and State System Procedure/Standard 2013-15.

- 4.6.5. Tactic: Increase opportunities for connections between alumni and the IUP student community.
- 4.7. Strategy: Reaffirm our commitment to IUP's most important resource, our people.
 - 4.7.1. Tactic: Stimulate individual efforts to advance university goals by coordinating and expanding professional development opportunities.
 - 4.7.2. Tactic: Consistently recognize and reward our faculty and staff accomplishments.