Strategic Plan for 2020-2025 as a Guide

IUP’s Strategic Plan for 2020-25 is designed to transform the culture at IUP to enhance the student experience by fostering exceptional student-centeredness.

Seven Core Principles

1. Every student is a priority.
2. Promote the search for, production of, and dissemination of knowledge for the benefit of our students and society.
3. Provide a wide range of intellectual and professional opportunities for students that will assist them in developing their potential for becoming productive and responsible citizens.
4. Construct an environment of respect that encourages the growth of diversity, equity, and inclusion.
5. Respond to students and their needs when and where they are to enhance student satisfaction.
6. Design and reengineer processes and procedures logically to improve ease of use for students.
7. Improve communication, collaboration, and engagement across the university, and with our alumni and community partners.
Focus on Five Goals

1. Student centeredness and student success
2. Growth of diverse, equitable, and inclusive community
3. Research and graduate programs
4. Communication, collaboration, and engagement
5. Sustainability

These goals are interrelated. Activity and progress in one area will lead to progress in other areas.
1. Student Centeredness and Student Success

- Leading indicators and actions
  - Attain an UG freshman cohort retention from Fall 2021 to Spring 2022 of 86%
  - Increase UG freshman cohort retention from Fall 2021 to Fall 2022 to 72.4%
  - Increase UG non-freshman persistence from Fall 2021 to Spring 2022 to 85.9%
  - Increase UG non-freshman persistence from Fall 2021 to Fall 2022 to 64.5%
  - Increase percent of UG students completing 30 credits per year to 47%
  - Increase GR fall student success rate to 90%
  - Maintain or decrease average net cost of attendance

- Long-term impact
  - Increased number of students completing degrees/credentials
  - Decreased cost to degree
  - Increased enrollment
2. Diverse, Equitable, and Inclusive Community

• Leading indicators and actions
  • For students from marginalized populations, reduce the freshman cohort retention gap by 1.5ppt Fall 2021 to Fall 2022
  • Continue and enhance support programs for Black and Brown students
  • Continue and enhance support programs for students that identify as LGBTQIA, students with disabilities and students from other marginalized populations.
  • Revise general education (UG) and GR curriculum for better DEI content
  • Develop DEI strategic plan, including addition of employee development programming

• Long-term impact
  • Increased number of students from underrepresented populations completing degrees/credentials
  • Students better prepared to lead for diverse, equitable, inclusive world
  • Employees better prepared welcome and support a diverse student population
3. Research and Graduate Programs

• Leading indicators and actions
  • Achieve R2: High Research Carnegie Classification
  • Submit 7 large (equal to/or greater than $1 million) multi-PI proposals in 2021-2022.
  • Implement common procedures to increase ROI in graduate student support
  • Implement common procedures for faculty support to increase ROI

• Long-term impact
  • Increase in funded research and efficiency in administering
  • Better ROI for graduate student support
4. Communication, Collaboration, and Engagement

• Leading indicators and actions
  
  • Enhance processes that engage internal community in change management (Strategic Plan, NextGen, NextSen, SEP, Campaign planning, streamlining curricula, financial and operational management, etc.)
  
  • More employee development – supporting new roles, organization, consistent business processes
  
  • Increase alumni engagement score by 1 point in 2021-2022
  
  • Develop benchmarks to measure external stakeholder engagement
  
  • Increase key brand measures (brand attributes and key message association) across audiences

• Long-term impact
  
  • Post-pandemic, post-retrenchment/furlough understanding of new normal and real engagement in building IUP’s future (internal and external stakeholder)
  
  • Create positive brand momentum with a stronger, more differentiated IUP brand
5. Sustainability

• Leading indicators and actions
  • Reduce the use of one-time funds for budget balancing
  • Further reduce workforce primarily through attrition
  • Achieve or exceed enrollment targets
  • Simplify and regularize operational practices, provide more training
  • Simplify and/or reduce organizational structure to enable efficiencies and reduce costs
  • Develop and apply shared procedures for investing in academic, research, support programs for ROI

• Long-term impact
  • Achieve a better financial position and specifically, increase unrestricted net assets and cash balances, and eliminate the use of one-time funds for budget balancing
  • Base for future success of IUP