

Advancing a Legacy of Excellence



The 2007-2012 University Strategic Plan

Indiana University of Pennsylvania

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Message from President Atwater

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

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

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

3. Goal - Civic Engagement

Definition: The engagement of faculty,

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 efforts 1.

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 public arena, including state and

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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