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| **Strategic Planning**  **USU Strategic Plan FY 2019-2022** | | | |
| **Goal 1:** | **Growth and Scalability**  *Grow in a scalable fashion, enabling USU to provide quality education to its students while remaining financially stable.* | | | |
| **Aspiration:** We have grown into an institution providing multiple high quality programmatic offerings with well controlled, organized, effective and efficient operations. | | | | |
| **Stewards:** Finance, Marketing, Student Services, Enrollment, Academic Affairs, President | | | | |
| **Strategy 1.1: Closely monitor financial performance relative to plan to ensure that realistic budgets based on accurate estimates of enrollment are developed. (WASC Recommendation 1 and 2, CFR 3.4) – CFO** | | **Assessment Strategy & Metrics** | **Implementation Timeline and Status** | |
| **Initiative 1.1.1:** Evaluate and set realistic enrollment targets based on market analysis and resource allocations necessary to sustain program quality. (CFR 3.4) | | 1. University achieves enrollment targets within 10% margin of error | a: Review quarterly according to the fiscal year | |
| **Initiative 1.1.2:** Lower student acquisition costs | | 1. Achieve lead conversion rate within 10% margin of error | a: Review quarterly according to the fiscal year | |
| **Initiative 1.1.3:** Monitor cost of Instruction to ensure financial health | | 1. Align instructional costs to operating budget to ensure financial health | a: Review quarterly according to the fiscal year | |
| **Strategy 1.2: Optimize the Service Level Agreement through regular assessment, including all stakeholders, of the efficacy and quality of services provided. (CFRs 2.13, 3.5)** **(WASC Recommendation 3)** | | **Assessment Strategy & Metrics** | **Implementation Timeline and Status** | |
| **Initiative 1.2.1:** Regularly review SLA as part of the university strategic plan. | | 1. Demonstrate efficacy and quality of services provided. | 1. December 2019 – initial analysis | |
| **Strategy 1.3: Develop a plan for achievable portfolio expansion – Provost (WASC Recommendation 6, CFRs 3.7, 3.10)** | | **Assessment Strategy & Metrics** | **Implementation Timeline and Status** | |
| **Initiative 1.3.1:** Develop and implement academic strategic plan and program development roadmap. | | 1. Develop and approve academic strategic plan and program development roadmap. | 1. Plan completed by October 2019 2. Plan implemented by November 2019 | |
| **Strategy 1.4: Improve student acquisition, persistence, retention, cohort graduation rates, student satisfaction, and employability – Provost** | | **Assessment Strategy & Metrics** | **Implementation Timeline**  **and Status** | |
| **Initiative 1.4.1:** Develop and utilize data to monitor rates across the student lifecycle and identify areas for improvement. | | 1. Quarterly per session reports 2. Annual Institution Reports 3. BPPE Annual Report | 1. October 2019 2. Dependent on infrastructure | |

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| **Goal 2:** | **Culture of Innovation**  *Challenge the status quo in all USU does and support changes that lead to improved USU student and institutional outcomes.* | | |
| **Aspiration:**  Providing professionally relevant and universally affordable high-quality educational opportunities addressing a variety of 21st century societal needs. | | | |
| **Stewards:**  WholeUSU Community (FA, EA, AA, NSA, Registrar, Tech, Finance, OFE, Academics) | | | |
| **Strategy 2.1: Make college affordable – CFO** | | **Assessment Strategy & Metrics** | **Implementation Timeline and Status** |
| **Initiative 2.1.1:** Implement and assess affordable tuition rates for all degree programs | | 1. Measure tuition rates against 5 competitors 2. Increase university enrollment by 10% | 1. For budget year starting 2020 2. Track by term as implemented beginning Fall 2020 |
| **Initiative 2.1.2:** Continue to implement Monthly Payment Plan option for select degree programs | | 1. Measure the % of students on the MPP YoY | 1. Beginning Budget Year 2020 |
| **Strategy 2.2: Identify Technological Opportunities to support learning and the student experience – CFO/Provost** | | **Assessment Strategy & Metrics** | **Implementation Timeline and Status** |
| **Initiative 2.2.1:** Provide solutions for innovation and experimentation in digital teaching and learning | | 1. CFO and Provost include tech in annual budget | 1. Zero-based budgeting process |
| **Initiative 2.2.2:** Formalize process for identifying ongoing zero-based budgeting of technology needs for staff, faculty, and students | | * 1. Create and implement a road map for improvement of technologies as approved by USU and AGI | 1. Zero-based budgeting process |

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| **Goal 3:** | **Quality**  *Enhance operational effectiveness across USU.* | | |
| **Aspiration:**  USU maintains institutional and programmatic accreditation where applicable. The University is also in compliance with Department of Education and other Federal and state regulations. | | | |
| **Stewards:** Financial Aid, Office of Provost, Deans, Program lead faculty, Student Accounts, Institutional Research. | | | |
| **Strategy 3.1:** **Use a continuous improvement process that allows USU to establish quality measures and understand external constituent expectations – Provost** | | **Assessment Strategy & Metrics** | **Implementation Timeline and Status** |
| **Initiative 3.1.1:** Use the existing assessment infrastructure of student learning outcomes to ensure the quality and rigor of academic programs (WASC recommendation 5, CFRs 2.6, 4.1) | | 1. Demonstrate continuous enhancement of assessment process by migrating toward integrating the Aspen assessment system into the commended USU assessment protocol | 1. Year-end 2021 |
| **Initiative 3.1.2:** Utilize data to inform continuous improvement across the university. | | 1. Demonstrate use of data to inform continuous improvement, demonstrate faculty-student engagement and other active ingredients that uniquely and substantively predict student progression and completion at USU | 1. Year-end 2019 (dependency on availability of data) |
| **Strategy 3.2:** **Achieve/maintain relevant accreditations and approvals****and achieve 100% compliance with all federal and state regulations – Executive Council** | | **Assessment Strategy & Metrics** | **Implementation Timeline**  **and Status** |
| **Initiative 3.2.1.** Establish regular review of accreditations and approvals – President | | 1. Accreditation Compliance/Monitoring Chart created 2. Quarterly review schedule set and conducted; measure effectiveness | 1. April 2019   October 2019 and ongoing |
| **Strategy 3.3: Design and Implement Succession Plan and Professional Development – Executive Council and Board (for President)** | | **Assessment Strategy & Metrics** | **Implementation Timeline and Status** |
| **Initiative 3.3.1:** Establish an institutional succession plan | | 1. Plan documented 2. Plan evaluated | a-b. Begin process in mid 2020 for completion and approval end 2020 |
| **Initiative 3.3.2:** Establish continuous learning and professional development opportunities for staff and faculty | | 1. Process designed and budget line item created 2. PD is part of all annual performance reviews | 1. For 2020/1 budget and beyond 2. Beginning 2019 annual review Beginning 2020 |
| **Strategy 3.4:** **Complete Strategic Plan and establish protocols for its progress and outcomes (WASC Recommendation 4, CFRs 4.1, 4.5, 4.6) – President** | | **Assessment Strategy & Metrics** | **Implementation Timeline and Status** |
| **Initiative 3.4.1:** Complete USU SP 2019-22 | | 1. Review occurred 2. Input received 3. Board approves and USU implements 4. All units developed supporting master plan 5. Status reported quarterly | 1. January 2019 2. February 2019 and thereafter as edits are made 3. February/March 2019 4. February/March 2019 5. June 2019 Board meeting 6. By December 2019 7. In accordance with Board meetings |
| **Initiative 3.4.2:**  Develop a funding strategy as part of the annual budgeting process | | 1. Strategy created and approved | 1. Annually beginning 2020 |

**FUNDING REQUIREMENTS:** List the potential funding requirements, by Fiscal Year, that may be needed to accomplish your institutional goals.

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| **FY18 Funding Requirements**  **(June 2019-May 2020)** | |
| **Staff** |  |
| **Technology** |  |
| [Other] |  |

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| **FY19 Funding Requirements**  **(June 2020-May 2021)** | |
| **Staff** |  |
| **Technology** |  |
| [Other] |  |

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| **FY20 Funding Requirements**  **(June 2021-May 2022)** | |
| **Staff** |  |
| **Technology** |  |
| [Other] |  |