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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
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| **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
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**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] |  |