

# USU Strategic Plan FY 2022-2027

<b>Goal 1:</b>	<b>Growth and Scalability</b> <i>Continue to grow in a scalable fashion, enabling USU to provide quality education to its students in financially viable programs.</i>	
<b>Aspiration:</b> USU is an institution providing multiple high quality programmatic offerings with well controlled, organized, effective and efficient operations.		
<b>Strategy 1.1: Continue to work on a mission-driven strategic plan that reflects careful thought about the role of each current and planned program in furthering the USU mission in a competitive and changing higher education environment. (CFRs 1.1, 4.6, 4.7)</b>	<b>Assessment Strategy &amp; Metrics</b>	<b>Implementation Timeline and Status</b>
<b>Initiative 1.1.1:</b> Complete and obtain approval for a revised USU strategic plan.	a. University obtains Board approval for a revised strategic plan and executes according to that strategy	a: End of calendar year 2022 and reviewed quarterly.
<b>Initiative 1.1.2:</b> Obtain feedback across university constituents on strategic plan initiatives.	a. Feedback obtained from university constituents.	a. Completed
<b>Initiative 1.1.3:</b> Update the academic strategic plan, program development roadmap utilizing Strategy 1.2 to inform how current and planned further USU's mission.	a. Submit revised academic plan to the Academic Affairs Committee of the Board of Trustees.	a: End of calendar year 2022 and reviewed quarterly
<b>Strategy 1.2: Support strategic planning with robust financial analyses that disaggregate data by student population (i.e. new students, continuing students, attrition) and by type of program to better understand profitability and institutional needs. (CFRs 3.4, 4.6)</b>	<b>Assessment Strategy &amp; Metrics</b>	<b>Implementation Timeline and Status</b>

<p><b>Initiative 1.2.1:</b> Revise academic strategic plan and program development roadmap to include financial viability for new programs.</p>	<p>a. Submit revised academic plan to the Academic Affairs Committee of the Board of Trustees.</p>	<p>a. Plan completed by end of FY 2023 and reviewed quarterly</p>
<p><b>Initiative 1.2.2:</b> Analyze current programs for continued financial viability and to ensure programs are in alignment with USU’s mission and the needs of its current student population.</p>	<p>a. Conduct a thorough review of all USU programs for mission alignment, meeting the needs of current students and financial viability and sustainability.  b. Utilize program review to inform ongoing viability and growth.  c. Submit revised academic plan to the Academic Affairs Committee of the Board of Trustees.</p>	<p>a. Plan completed by end of FY 2023 and reviewed quarterly</p>
<p><b>Strategy 1.3: Improve student persistence, retention, cohort graduation rates, student satisfaction, and employability.</b></p>	<p><b>Assessment Strategy &amp; Metrics</b></p>	<p><b>Implementation Timeline and Status</b></p>
<p><b>Initiative 1.3.1:</b> Utilize data to monitor rates across the student lifecycle and identify areas for improvement.</p>	<p>a. Utilize data to understand student progression.</p>	<p>a. Ongoing</p>
<p><b>Strategy 1.4: Continue to work with USU’s financial aid service provider to ensure appropriate financial aid policies and compliance with Title IV requirements in light of recurring financial aid audit findings. (CFR 1.7, Title IV Compliance Policy)</b></p>	<p><b>Assessment Strategy &amp; Metrics</b></p>	<p><b>Implementation Timeline and Status</b></p>
<p><b>Initiative 1.4.1:</b> Incorporate policies, processes and procedures that ameliorate potential repeat findings.</p>	<p>a. Identify and implement FA best practices policies and procedures.</p>	<p>a. End of FY 23 and ongoing</p>

<b>Goal 2:</b>	<b>Culture of Innovation</b> <i>Develop and support innovations that lead to improved USU student and institutional outcomes.</i>	
<b>Aspiration:</b> Providing professionally relevant and universally affordable high quality educational opportunities addressing a variety of 21 <sup>st</sup> century societal needs.		
<b>Strategy 2.1: Acquire knowledge of and implement co-curricular services and programs in online environments that address the needs of all students and support their personal and professional development in meaningful ways. Develop a more holistic and comprehensive model for academic and student support services that is regularly assessed. (CFRs 2.11, 2.13)</b>	<b>Assessment Strategy &amp; Metrics</b>	<b>Implementation Timeline and Status</b>
<b>Initiative 2.1.1:</b> Implement a student and career services support structure to include overall wellness (e.g., mental health support) and career services.	a. Identify best practices relative to online student support. b. Fund services as part of a sustainable budget process	a. Establish implementation plan for co-curricular and holistic student services beginning budget year 2023.
<b>Initiative 2.1.2:</b> Revise academic advising model to be holistic and supportive of the entire student lifecycle.	a. Implement revised academic advising model	a. End of calendar year 2022 and ongoing.
<b>Strategy 2.2: Develop a culture and infrastructure to support student and faculty success at the doctoral degree level. (CFRs 2.2b, 2.8, 4.6)</b>	<b>Assessment Strategy &amp; Metrics</b>	<b>Implementation Timeline and Status</b>
<b>Initiative 2.2.1:</b> Implement best practices relative to online doctoral education that support doctoral community and scholarship.	a. Identify best practices relevant to online doctoral students and faculty. b. Fund services as part of a	a. End of calendar year 2022 and ongoing.

	sustainable budget process	
<b>Strategy 2.3: Ensure USU aligns with its mission relative to Diversity, Equity and Inclusion.</b>	<b>Assessment Strategy &amp; Metrics</b>	<b>Implementation Timeline and Status</b>
<b>Initiative 2.3.1:</b> Empower DEI committee to inform how USU aligns with the WSCUC DEI policy and best practices relative to DEI.	<ul style="list-style-type: none"> <li>a. Identify best practices relevant to online students and faculty relative to DEI.</li> <li>b. Collect data through program review and institutional research to comprehensively inform USU's alignment with DEI in accordance with the university mission.</li> </ul>	<ul style="list-style-type: none"> <li>a. End of FY 2023</li> <li>b. Ongoing.</li> </ul>

<b>Goal 3:</b>	<b>Quality</b> <i>Enhance operational effectiveness across USU.</i>	
<b>Aspiration:</b> USU demonstrates that the university programs are quality and effective, while supporting its faculty and staff in their ongoing professional development as they fulfill the university’s mission.		
<b>Strategy 3.1: Continue to develop and strengthen assessment and program review processes and use the results to inform decisions regarding program viability, sustainability, improvement, and planning for growth. (CFRs 2.7, 4.1)</b>	<b>Assessment Strategy &amp; Metrics</b>	<b>Implementation Timeline and Status</b>
<b>Initiative 3.1.1:</b> Use the assessment infrastructure of student learning outcomes to ensure the quality and rigor of academic programs.	a. Implement assessment of student learning within LMS	a. Year-end 2023
<b>Initiative 3.1.2:</b> Utilize data to inform continuous improvement across the university.	a. Demonstrate use of data to inform continuous improvement and demonstrate faculty-student engagement through program review and implementing initiative 1.2.2	a. Ongoing

Strategy 3.3: Maintain professional development training and opportunities.	Assessment Strategy & Metrics	Implementation Timeline and Status
Initiative 3.3.1: Establish an institutional succession plan.	<ul style="list-style-type: none"> <li>a. Plan documented</li> <li>b. Plan evaluated</li> </ul>	a-b. Begin process in mid 2022 for completion and approval end 2023
Initiative 3.3.2: Establish continuous learning and professional development opportunities for staff and faculty.	<ul style="list-style-type: none"> <li>a. Process designed and budget line item created</li> <li>b. PD is part of all annual performance reviews</li> </ul>	a. For FY 23 budget and beyond

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

FY23 Funding Requirements	
Staff	
Technology	
[Other]	

<b>FY24 Funding Requirements</b>	
<b>Staff</b>	
<b>Technology</b>	
[Other]	

<b>FY25 Funding Requirements</b>	
<b>Staff</b>	
<b>Technology</b>	
[Other]	

<b>FY26 Funding Requirements</b>	
<b>Staff</b>	
<b>Technology</b>	
[Other]	

<b>FY27 Funding Requirements</b>
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<b>Staff</b>	
<b>Technology</b>	
[Other]	