



## USU Strategic Plan FY 2022-2027

<b>GOAL 1: 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: USU is an institution providing multiple high-quality programmatic offerings with well-controlled, organized, effective, and efficient operations.</b>	
<b>Strategy 1.1:</b> 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>Assessment Strategy &amp; Metrics</b>
Initiative 1.1.1: Complete and obtain approval for a revised USU strategic plan.	a) Approval for metrics at Faculty Senate, University Council, and President's Council.
Initiative 1.1.2: Obtain feedback across university constituents on strategic plan initiatives.	a) Feedback obtained from university constituents.
Initiative 1.1.3: Update the academic strategic plan.	a) Submit revised academic plan to the Academic Affairs Committee of the Board of Trustees.
<b>Strategy 1.2:</b> 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>Assessment Strategy &amp; Metrics</b>
Initiative 1.2.1: Update the academic strategic plan and program development roadmap.	a) Submit revised academic plan to the Academic Affairs Committee of the Board of Trustees.
Initiative 1.2.2: Analyze current programs for continued financial viability.	a) 100% of programs operate with at least a 10% margin.
<b>Strategy 1.3:</b> Improve student persistence, retention, cohort graduation rates, student satisfaction, and employability.	<b>Assessment Strategy &amp; Metrics</b>
Initiative 1.3.1: Utilize data to monitor rates across the student lifecycle and identify areas for improvement.	a) 5% or higher conversion of leads to enrollment, reported quarterly.  b) Retention Rates - Year over Year (annually): <ul style="list-style-type: none"> <li>• Bachelor 50% or higher</li> <li>• Master 55% or higher</li> <li>• Doctorate 40% or higher</li> </ul> c) Time-to-Degree Completion (annually) <ul style="list-style-type: none"> <li>• On-Time Graduation Rate               <ul style="list-style-type: none"> <li>○ Bachelor 40% or higher</li> <li>○ Master 45% or higher</li> <li>○ Doctorate 40% or higher</li> </ul> </li> <li>• Completion Rate (150% time) (annually):</li> </ul>

	<ul style="list-style-type: none"> <li>○ Bachelor 45% or higher</li> <li>○ Master 55% or higher</li> <li>○ Doctorate 50% or higher</li> </ul> <p>d) Student Surveys – Report Quarterly:</p> <ul style="list-style-type: none"> <li>• End of Course (EOC) - “I felt supported” 5-point scale, 4.0 or greater for the majority of the following departments: Academic Advising, Student Finance, Clinical Placement Coordinator (CPC), Office of Educational Placements and Partnerships (OEPP), Project Concert, SIMBE ○ Report Annually (Q4)</li> <li>• End of Program (EOP) - 5-point scale, 4.0 or greater for: “I would 1 recommend this program to a friend”, “The University provided the resources I needed to be successful”, “Monthly payment plan was effective”, “Financial aid was effective.”</li> <li>• Annual Student Satisfaction (SS) - “Satisfied” 5-point scale, 4.0 or greater for the majority of the following departments: Admissions, Academic Advising, Financial Aid Department, Registrar's Office, Library Services, Brainfuse Tutoring, Student Portal, Technical Support, Student Finance Department, Office of Accessibility, Office of Field Experience, Office of Educational Partnerships and Placements, Overall Experience with USU Faculty, Overall Experience with USU Staff, Overall Educational Experience. Also: “How likely would you be to recommend USU to a potential student?”</li> </ul>
<b>Strategy 1.4:</b> 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>Assessment Strategy &amp; Metrics</b>
Initiative 1.4.1: Incorporate policies, processes, and procedures that ameliorate potential repeat findings.	a) Three or fewer repeat audit findings (reported annually, Q4, coinciding with the annual independent audit).

## GOAL 2: CULTURE OF INNOVATION

*Develop and support innovations that lead to improved USU student and institutional outcomes.*

**ASPIRATION: Providing professionally relevant and universally affordable high-quality educational opportunities addressing various 21st-century societal needs.**

<b>Strategy 2.1:</b> 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>Assessment Strategy &amp; Metrics</b>
Initiative 2.1.1: Implement a student and career services support structure to include overall wellness.	<ul style="list-style-type: none"> <li>a) Report Quarterly: End of Course (EOC) - “I felt supported” 5-point scale, 4.0 or greater for Career and Alumni Service.</li> <li>b) Report Annually (Q4): End of Program (EOP) - “Helpful to my success” 5-point scale, 4.0 or greater for Career and Alumni Services. Identify best practices relative to online student support.</li> <li>c) Fund services as part of a sustainable budget process.</li> </ul>
Initiative 2.1.2: Revise academic advising model to be holistic and supportive of the entire student lifecycle.	<ul style="list-style-type: none"> <li>a) Implement revised academic advising model.</li> </ul>
<b>Strategy 2.2:</b> Develop a culture and infrastructure to support student and faculty success at the doctoral degree level. (CFRs 2.2b, 2.8, 4.6)	<b>Assessment Strategy &amp; Metrics</b>
Initiative 2.2.1: Implement best practices relative to online doctoral education.	<ul style="list-style-type: none"> <li>a) Identify best practices relevant to online doctoral students and faculty.</li> <li>b) Fund services as part of a sustainable budget process.</li> </ul>
<b>Strategy 2.3:</b> Ensure USU aligns with its mission relative to Diversity, Equity, and Inclusion.	<b>Assessment Strategy &amp; Metrics</b>
Initiative 2.3.1: Empower the DEI committee to inform how USU aligns with the WSCUC DEI policy.	<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's mission.</li> </ul>

## GOAL 3: QUALITY

*Enhance operational effectiveness across USU.*

**ASPIRATION: USU demonstrates that the university programs are of high 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:</b> 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>Assessment Strategy &amp; Metrics</b>
Initiative 3.1.1: Use the assessment infrastructure of student learning outcomes.	a) 100% programs will have completed Student Assessment Maps (SAM) by the end of the strategic plan cycle. b) 80% of programs will have completed curriculum maps by the end of the strategic plan cycle.
Initiative 3.1.2: 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.
<b>Strategy 3.2:</b> Maintain professional development training and opportunities.	<b>Assessment Strategy &amp; Metrics</b>
Initiative 3.2.1: Establish an institutional succession plan.	a) Plan documented b) Plan evaluated
Initiative 3.2.2: Establish continuous learning and professional development opportunities for staff and faculty.	a) Process designed and budget line item created b) PD is part of all annual performance reviews