Idaho State University Strategic Plan: 2022-2026

**Idaho State University
Strategic Plan
2022-2026**

Mission

Idaho State University is a public research-based institution that advances scholarly and creative endeavors through academic instruction, and the creation of new knowledge, research, and artistic works. Idaho State University provides leadership in the health professions, biomedical, and pharmaceutical sciences, as well as serving the region and the nation through its environmental science and energy programs. The University provides access to its regional and rural communities through delivery of preeminent technical, undergraduate, graduate, professional, and interdisciplinary education. The University fosters a culture of diversity, and engages and impacts its communities through partnerships and services.

Vision

ISU will be the university of choice for tomorrow's leaders, creatively connecting ideas, communities, and opportunities.

Goal 1: Grow Enrollment

Objective: Increase new full-time, degree-seeking students by 20% (+450 new students) over the next five years.*

Performance Measures:

1. *Increase new full-time, certificate and degree-seeking undergraduate student enrollment and new full and part-time graduate student enrollment for FYs 18-22 by 20% (450).*

FY 2018 (2017-2018)	FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	Benchmark 2022
2,282	2,327	2,319	Not Avail	2,702

Benchmark: Increase by 20% by FY18-22 the number of new full-time degree-seeking undergraduate and the number of full and part-time graduate degree-seeking students from FY 17 (2,249) enrollment numbers. *new full-time certificate and undergraduate and new full and part-time graduate degree-seeking students

1.1 *Increase full-time, degree-seeking undergraduate enrollment for FYs 18-22 by 18% (291).*

FY 2018 (2017-2018)	FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	Benchmark 2022
1,658	1,671	1,589	Not Avail	1,853

Benchmark: Increase new full-time undergraduate degree-seeking students by 18% from FY 17 (1,611) enrollment numbers.

1.2 *Increase Graduate degree-seeking student enrollment for FYs 18-22 by 20% (128).*

FY 2018 (2017-2018)	FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	Benchmark 2022
624	656	730	Not Avail	750

Benchmark: Increase new degree-seeking graduate student enrollment by 4% per year from FY 17 (638) enrollment numbers.

Goal 2: Strengthen Retention

Objective: Improve undergraduate student retention rates by 5% by 2022.

Performance Measures:

2.1 *Fall-to-fall, full-time, first-time bachelor degree-seeking student retention rate FYs 18-22.*

FY 2018 (2017-2018)	FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	Benchmark 2022
63%	64%	64%	Not Avail.	74%

Benchmark Definition: A 5% increase in fall-to-fall full-time, first-time bachelor degree-seeking student retention rate beginning from AY 16 (69%) retention numbers (SBOE benchmark -- 80%).

SBOE Aligned Measures (Identified in blue):

1. Timely Degree Completion

1.1 Percent of undergraduate, degree-seeking students completing 30 or more credits per academic year at the institution reporting

FY 2018 (2017-2018)	FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY2025 Benchmark
25%	25%	26%	Not Avail.	50%

Benchmark Definition: Benchmark set by the SBOE.

1.2 Percent of first-time, full-time, freshmen graduating within 150% of time

FY 2018 (2017-2018)	FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY2025 Benchmark
32%	34%	33%	Not Avail.	40%

Benchmark Definition: The SBOE set a benchmark of 50%, but this is an unrealistic goal for ISU. ISU identified the stretch goal as 40%.

1.3a Total number of certificates of at least one academic year

FY 2018 (2017-2018)	FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY2025 Benchmark
276	272	228	Not Avail.	315

Benchmark Definition: ISU identified its benchmark at 315, a 10% increase over FY2018.

1.3b Total number of associate degrees

FY 2018 (2017-2018)	FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY2025 Benchmark
472	428	420	Not Avail.	519

Benchmark Definition: ISU identified its benchmark at 519, a 10% increase over FY2018.

1.3c Total number of baccalaureate degrees

FY 2018 (2017-2018)	FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY2025 Benchmark
1,166	1,233	1,155	Not Avail.	1,224

Benchmark Definition: ISU identified its benchmark at 1,116, a 5% increase over FY2018.

1.4a Total number unduplicated graduates (certificates of at least one academic year)

FY 2018 (2017-2018)	FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY2025 Benchmark
255	263	220	Not Avail.	292

Benchmark Definition: ISU identified its benchmark at 292, a 10% increase over FY2018.

1.4b Total number unduplicated graduates (associate degrees)

FY 2018 (2017-2018)	FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY2025 Benchmark
472	427	411	Not Avail.	519

Benchmark Definition: ISU identified its benchmark at 519, a 10% increase over FY2018.

1.4c Total number unduplicated graduates (baccalaureate degrees)

FY 2018 (2017-2018)	FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY2025 Benchmark
1,131	1,174	1,104	Not Avail.	1,187

Benchmark Definition: ISU identified its benchmark at 1,187, a 5% increase over FY2018.

2. Reform Remediation -- Percent of undergraduate, degree-seeking students taking a remediation course completing a subsequent credit-bearing course (in the area identified as needing remediation) within a year with a "C" or higher

Subject	FY 2018 (2017-2018)	FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY2025 Benchmark
Math	27%	30%	28%	Not Avail.	45%
English	92%	94%	92%	Not Avail.	98%

3. Math Pathways -- Percent of new degree-seeking freshmen completing a gateway math course within two years

FY 2018 (2017-2018)	FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY2025 Benchmark
42%	42%	37%	Not Avail.	46%

Benchmark Definition: ISU identified its benchmark at 46%, a 4% increase over FY 2018.

4. Guided Pathways -- Percent of first-time, full-time freshmen graduating within 100% of time

FY 2018 (2017-2018)	FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY2025 Benchmark
16%	20%	19%	Not Avail.	20%

Benchmark Definition: ISU identified its benchmark at 20%, a 4% increase over FY 2018.

Goal 3: **Promote ISU's Identity**

Objective: **Over the next five years, promote ISU's unique identity by 12% as Idaho's only institution delivering technical certificates through undergraduate, graduate and professional degrees.**

Performance Measures:

3.1 *Using a community survey, measure the increase by 12% in awareness of ISU's educational offerings and the opportunities it provides AYs 18-22.*

FY 2018 (2017-2018)	FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	Benchmark 2022
Not Avail.	33%	Not measured in 2020*	Not measured in 2021**	45%

Benchmark: Increase the familiarity of ISU's mission and community contributions by 12% using 2018 survey data. *The next time the survey will be given will be FY21. **Due to significant budget constraints, ISU did not have the funding to pay the contract to collect this data.

3.2 *Promote the public's knowledge of ISU through owned and earned media FY 18-22.*

FY 2018 (2017-2018)	FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	Benchmark 2022
1.171b	779.2m	1,920b	Not Avail.	5,750b

Benchmark: The annual number of ISU owned and earned media metrics based on FY 16 data (10,236 billion (b)) (followers, engagements, circulation views, and news media coverage) was a spike because of national and international interest and stories. The 2022 benchmark of 5,750b was created by averaging FY17 and 18 figures to establish a baseline and based on a new marketing campaign that seeks to achieve a 20% increase.

Goal 4: Strengthen Communication, Transparency, and Inclusion

Objective: Over the next three years, ISU will continue building relationships within the university, which is fundamental to the accomplishment of all other objectives.

Performance Measures:

4.1   *ISU achieves 60% of each of its strategic objectives at the end of the AY 2021 assessment period.*

FY 2018 (2017-2018)	FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	Benchmark 2022
Not Measured	40%	77%	Not Avail.	80%

Benchmark Definition: The completion of ISU's strategic goals using the objectives' AY 2021 data as a benchmark.

4.2   *Internal, formal communication events between the ISU's President and the University Community AYs 19-21.*

FY 2018 (2017-2018)	FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	Benchmark 2022
Not Measured	25	47	Not Avail.	30

Benchmark: The number of internal communication events hosted by ISU leadership during an AY using AY19 data as a baseline divided by 25%. The first-year communication is expected to be higher than in subsequent years. COVID-19 saw a large increase in Presidential internal communications in the four-month period.

4.3   *Measure the perceived effectiveness of the communication events (4.2) on improving communication and inclusion within the University AYs 19-21*

FY 2018 (2017-2018)	FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	Benchmark 2022
Not Avail.	44%	Not Measured in FY20*	62%	70%

Benchmark: Using data collected from the initial employee experience survey given in September 2018 (Q4: How would you rate overall internal communication at ISU?) to measure the perceived effectiveness (as rated by 4 or 5 stars (755 of 1691)) of the communication events (4.2) on improving communication and inclusion within the University AYs 19-21. *The next time the survey will be given will be Fall FY21.

Goal 5: **Enhance Community Partnerships**

Objective: **By 2022, ISU will establish 100 new partnerships within its service regions and statewide program responsibilities to support the resolution of community-oriented, real-world concerns.**

Performance Measures:

5.1 *The number of activities that result in newly established, mutually beneficial ISU faculty, staff, and student/ community relationships that resolve issues within ISU's service regions and statewide program responsibilities AYs 18-22.*

FY 2018 (2017-2018)	FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	Benchmark 2022
1,222 (baseline)	1,449	1,564	Not Avail.	1,600

Benchmark: The number of new activities that ISU employees and students participate in that produce an increase in new relationships over a five-year period FYs 18-22. The number is a cumulative total beginning with the baseline.

5.2 *The number of new communities ISU provides services to within its service regions and statewide program responsibilities AYs 18-22.*

FY 2018 (2017-2018)	FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	Benchmark 2022
237 (baseline)	*249	Not Measured in FY20*	Not Avail.	256

Benchmark: Based on input from ISU's Deans and the Vice President of the Kasiska Division of Health Sciences; provide 19 new communities with services within its service regions and statewide program responsibilities from AYs 18-22. *FY 2019 is estimated based on the baseline. Not measured in FY20 due to COVID-19 pandemic.

5.3 *The number of new ISU/community partnerships resulting in internships and clinical opportunities for ISU students.*

FY 2018 (2017-2018)	FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	Benchmark 2022
433	327	337	Not Avail.	1,131

Benchmark: Increase the number of new community partnerships that result in internships and clinical positions by a cumulative total of 1,131 over a five-year period (FYs 18-22) using FY17's numbers.

Key External Factors

COVID-19
From March 2020 to the present, COVID-19 has directly affected operations, enrollment, and student learning throughout the University. Idaho State University has taken every conceivable precaution to reduce the exposure of its students, faculty, staff and the community to COVID-19. Following the CDC guidelines, ISU transitioned to distance learning classrooms in a two-week period, resumed hyflex classes in the fall, and still achieved its mission.

Funding
Many of Idaho State University's strategic goals and objectives assume ongoing and sometimes substantive, additional levels of State legislative appropriations. As a result of the COVID-19 pandemic, ISU's budget was significantly reduced in FY20 and 21 and as a result ISU will be unable to sufficiently fund action plans to move the needle on some strategic objectives and goals.

Legislation/Rules
Beyond funding considerations, many institutional and State Board of Education (SBOE) policies are embedded in state statute and are not under institutional control. Changes to the statute desired by the institution are accomplished according to state guidelines. Proposed legislation, including both one-time and ongoing requests for appropriated funding, must be supported by the Governor, gain approval in the germane legislative committees, and pass both houses of the Legislature.

The required reallocation of staff resources and time and effort to comply with directives related to the creation of the Complete College America/Idaho; the 60% Goal; and the additional financial and institutional research reporting requirements.

Institutional and Specialized Accreditation Standards
The Northwest Commission on Colleges and Universities (NWCCU), our regional accreditation body, in 2020 fully revised its standards and associated 7-year review cycle. ISU will undergo its Year 7 accreditation evaluation in FY22. Similarly, our professional programs' specialized accrediting bodies periodically make changes to their accreditation standards and requirements, which we must address.

ISU has the largest number of degree programs with specialized accreditation among the state institutions, which significantly increases the workload in these programs due to the requirements for data collection and preparation of periodic reports. The health professions' programs rely on the availability of clerkship sites in the public and private hospitals, clinics, and medical offices within the state and region. The potential for growth in these programs depends on maintaining the student to faculty ratios mandated by the specialized accrediting bodies and the availability of a sufficient number of appropriate clerkship sites for our students.

Federal Government
The federal government provides a great deal of educational and extramural research funding for ISU and the SBOE. Funding is often tied to specific federal programs and objectives, therefore it can greatly influence both education policy, and extramurally funded research

agendas at the state and the institutional levels. The recent decrease in funding for Pell Grants has had a negative impact on need-based financial aid for our students.

Local/Regional/National/Global Economic Outlook
Conventional wisdom has long tied cyclic economic trends to corresponding trends in higher education enrollments. While some recent factors have caused this long relationship to be shaken in terms of the funding students have available for higher education, in general, the perceived and actual economic outlooks experienced by students continues to affect both recruitment into our colleges and universities as well as degree progress and completion rates. A significant proportion of our students must work and therefore are less able to complete their education in a timely manner.

Achieving State Board of Education Goals
Achieving State Board of Education goals is a priority for ISU. Still, the University's leadership believes one of the Board's goals remains beyond ISU's reach within this five-year planning cycle. While the long-term objective for ISU is to achieve an 80% fall-to-fall retention rate of first-time, full-time bachelor degree-seeking students, this rate is a significant stretch in this five-year period. The expansion of competitive graduate programs at the Meridian Health Sciences Center, ISU-Twin Falls Center, and Idaho Falls Polytechnic Center can help produce positive impacts; ISU's current retention rate dropped in 2020 to 63%. ISU's five-year goal remains 74%, even though it may be challenging to achieve. The University continues to focus on attaining the SBOE's goal throughout this and the next planning cycle. The reasons why a 74% retention rate is more realistic for the five-year plan are the following:

- Assessments of first-generation, low-income ISU students indicate that for those who choose to leave the University, the number-one reason is inadequate funding. Students report that paying bills often becomes a priority over attending class or studying. This systemic lack of resources in our region is not easily rectified but is something that we continually work toward developing solutions. Many first-year students at ISU, particularly those from rural, economically unstable communities, lack the required math, laboratory science, and writing skills to meet the rigors of college coursework, placing them at an immediate disadvantage. This academic disadvantage leads to lower retention. ISU focuses on these areas of concern and is working to create opportunities to address them like, expanding the College of Technology programs, scholarship programs, and a new, more effective placement testing method.

  o New student retention efforts at ISU are being implemented; for example, a new academic advising program will take time to impact the overall retention rate.
  o Momentum Pathways, and its subordinate programs, is a SBOE directed set of programs that is currently underway. Many of the initiatives within Pathways are being implemented, but the SBOE's emphasis is focusing on implementation timelines. Additional required programs include increasing the go-on rate for high school students, increasing return-to-college and completion for adults, and closing gaps for under-represented graduates.

- ISU has high enrollment rates of first-generation, low-income students. These students have inadequate resources and limited support for navigating the complicated processes within a university. These students are therefore transient in nature, moving in and out of college, and are less likely to be retained from one year to the next.
  - The Bengal Bridge initiative continues to expand each summer, so this program will also take time to impact the overall retention rate.
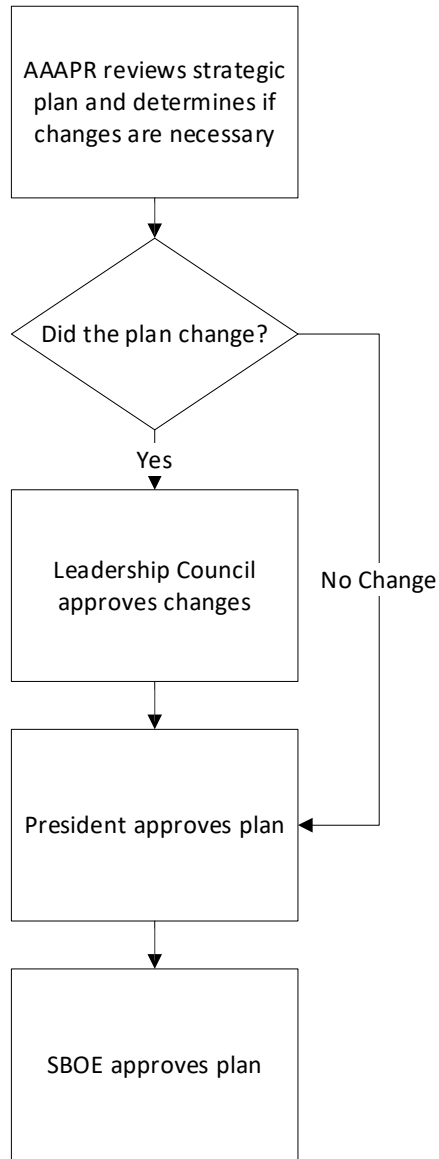
Evaluation Process

Idaho State University has established a mature process for evaluating and revising goals and objectives. ISU's academic and non-academic units track and evaluate the strategic plan's performance measures, and Institutional Research compiles the results

The Accreditation, Assessment, and Academic Program Review (AAAPR) Committee, a team of faculty and staff constituents meet quarterly to evaluate three factors affecting each objective's progress.

1. If the objective is falling short or exceeding expectations, the AAAPR re-examines the established benchmark to ensure it is realistic and achievable
2. Evaluate the objective's resourcing levels and its prioritization
3. Determine if the indicator(s) is adequately measuring the objective's desired outcome based on the SPC's original intent for that objective

Upon completion of its analysis, the AAAPR will forward its recommendations for consideration to the Leadership Council. The Leadership Council will review the AAAPR's report and can either request additional information from the AAAPR or make its recommendations to the President's Administrative Council for changes to the plan. Upon approval, the Institution will submit the updated plan to the State Board of Education for approval. The implementation of the changes will occur upon final approval.

Evaluation Process

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│  AAAPR reviews strategic │
│  plan and determines if  │
│  changes are necessary   │
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            │
            ▼
        ◇ Did the plan change? ◇ ──────────┐
            │                          No Change
           Yes                             │
            ▼                              │
┌─────────────────────────┐               │
│   Leadership Council     │               │
│   approves changes       │               │
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│  President approves plan │ ◄─────────────┘
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│   SBOE approves plan     │
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	State Board of Education Goals			
	Goal 1: EDUCATION SYSTEM ALIGNMENT	*Goal 2:* EDUCATION READINESS	*Goal 3:* EDUCATIONAL ATTAINMENT	*Goal 4:* WORKFORCE READINESS
Idaho State University				
GOAL 1: Grow Enrollment				
Objective: Increase new full-time, degree-seeking students by 20% (+450 new students) over the next five years.			✓	✓
GOAL 2: Strengthen Retention				
Objective: Improve undergraduate student retention rates by 5% by 2022.	✓	✓	✓	
GOAL 3: Promote ISU's Identity				
Objective: Over the next five years, promote ISU's unique identity by 12% as Idaho's only institution delivering technical certificates through undergraduate, graduate and professional degrees.	✓	✓	✓	✓
GOAL 4: Strengthen Communication, Transparency and Inclusion				
Objective: Over the next three years, ISU will continue building relationships within the university, which is fundamental to the accomplishment of all other objectives.	✓	✓	✓	
GOAL 5: Enhance Community Partnerships				
Objective: By 2022, ISU will establish 100) new partnerships within its service regions and statewide program responsibilities to support the resolution of community-oriented, real-world concerns.			✓	✓

Appendix 2

Idaho State University
Cyber Security Compliance

This appendix provides an update to Idaho State University's cybersecurity compliance with Idaho Executive Order 2017-02. Each area of concentration addresses ISU's level of completion as outlined in accordance with the executive order's standards. Please see the 2017 Cybersecurity Inventory Report recently submitted to the SBOE's Audit Committee for additional details regarding the reporting of each the categories.

Adopt and to implement by June 30, 2017, the National Institute of Standards and Technology (NIST) Cybersecurity Framework

Complete	In Progress	Under Review
✓		

CSC 1: Inventory of Authorized and Unauthorized Devices.

Complete	In Progress	Under Review
	✓	

CSC 2: Inventory of Authorized and Unauthorized Software.

Complete	In Progress	Under Review
	✓	

CSC 3: Secure Configurations for Hardware and Software on Mobile Devices, Laptops, Workstations, and Servers.

Complete	In Progress	Under Review
	✓	

CSC 4: Continuous Vulnerability Assessment and Remediation

Complete	In Progress	Under Review
✓		

CSC 5: Controlled Use of Administrative Privileges.

Complete	In Progress	Under Review
	✓	

Develop employee education and training plans and submit such plans within 90 days

Complete	In Progress	Under Review
✓		

All state employees complete the state's annual cybersecurity training commensurate with their highest level of information access and core work responsibilities.

Complete	In Progress	Under Review
✓		

All public-facing state agency websites to include a link to the statewide cybersecurity website—www.cybersecurity.idaho.gov.

Complete	In Progress	Under Review
✓		

Appendix 3

Red Tape Reduction Act

All education-related administrative rules are promulgated under the State Board of Education's authority through the Office of the State Board of Education. The State Board of Education's K-20 Education Strategic Plan incorporates this requirement for all agencies, institutions, and special/health programs under the Board's oversight and governance.