



**Idaho State  
University**

**University Strategic Plan  
2023 - 2027**

***ROAR***

## Idaho State University

### Strategic Plan 2023-2027

**Mission**

We engage students through learning and research opportunities that improve the intellectual vigor, cultural vitality, and health of our communities

**Vision**

We inspire a passion for knowledge and discovery.

**Goal 1: Increase student access, opportunity, retention, and success**

**Objective 1.1: Increase access and enrollment using targeted recruitment efforts**

**Performance Measures:**

**1.1.a. Increase by 7% ISU’s total number of enrolled degree-seeking students by FY28.**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
9,281	9,114	9,115	Available AUG. 2022	9,242	9753

**Benchmark:** Using 2021 as a baseline, increase the total # of enrolled degree-seeking students by 7% by FY28.

**1.1.b. Increase by 7.5% first-generation student enrollment rates by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
1,725	1,622	1,570	Available AUG. 2022	1,593	1,688

**Benchmark:** Using 2021 as a baseline, increase the number of first-generation student enrollment rates by 7.5%

**1.1.c. Increase by 5% the enrollment rate of the number of undergraduate students from rural Idaho by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
2,500	2,484	2,505	Available AUG. 2022	2,530	2,630

**Benchmark:** Using 2021 as a baseline, increase the # of Idaho rural students by 5% (125) by FY28.

**Objective 1.2: Improve student retention by strengthening students’ ISU experience**

**Performance Measures:**

**1.2.a Increase by 10% the fall-to-fall, full-time, first-time bachelor degree-seeking student retention rate by FYs 28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
63%	65%	65%	Available AUG. 2022	67%	75%

**Benchmark:** Using the FY21 outcome, increase by 10% by FY28.

**1.2.b. Increase by 22% the percent of new degree-seeking freshmen completing a gateway math course within two years by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
42%	37%	35%	38%	40%	60%

**Benchmark:** Using the FY22 outcome, increase by 22% by FY28.

**1.2.c. Increase to 70% the percentage of students who register for the next semester prior to leaving on a break (get students to register for classes sooner) by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
Not Available	57%	64%	Available AUG. 2022	65%	70%

**Benchmark:** Using the 2021 data, increase by 6% the total number of undergraduate students registering by 2028.

**Objective 1.3: Improve ISU’s graduation rate**

**Performance Measures:**

**1.3.a Increase by 14% the percent of first-time, full-time, freshmen graduating within 150% of time by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
34%	33%	36%	Available AUG. 2022	39%	50%

**Benchmark:** Benchmark set by SBOE at 50%, increase by 14% using FY21 data by FY28.

**1.3.b. Increase by 5% the percentage of undergraduate and graduate degrees awarded by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
2,554	2,462	2,756	Available AUG. 2022	2,781	2,893

**Benchmark:** Using the 2021 outcome, increase by 5% the number of degrees awarded by FY28.

**1.3.c. Increase by 20% the percent of undergraduate, degree-seeking students completing 30 or more credits per academic year by FY28.**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
31%	33%	32%	Available AUG. 2022	36%	52%

**Benchmark:** Students that earn a degree in the academic year but did not earn 30 credits in the academic year are backed out of the metric. Using SBOE methodology and the established 2025 benchmark, increase by 20% by FY28.

**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 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY2023 (2022-2023)	FY2025 (2024-2025)
26%	28%	28%	Available AUG. 2022	33%	50%

**Benchmark Definition:** Benchmark set by the SBOE.

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

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY2023 (2022-2023)	FY2025 (2024-2025)
34%	33%	36%	Available AUG. 2022	39%	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 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY2023 (2022-2023)	FY2025 (2024-2025)
242	219	300	Available AUG. 2022	305	315

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

**1.3b Total number of associate degrees**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY2023 (2022-2023)	FY2025 (2024-2025)
428	420	494	Available AUG. 2022	502	519

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

**1.3c Total number of baccalaureate degrees**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY2023 (2022-2023)	FY2025 (2024-2025)
1,233	1,155	1,284	Available AUG. 2022	1,300	1,356

**Benchmark Definition:** ISU identified its benchmark at 1,356, a 10% increase over FY2019.

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

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY2023 (2022-2023)	FY2025 (2024-2025)
238	218	288	Available AUG. 2022	290	292

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

**1.4b Total number of unduplicated graduates (associate degrees)**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY2023 (2022-2023)	FY2025 (2024-2025)
427	411	489	Available AUG. 2022	496	519

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

**1.4c Total number of unduplicated graduates (baccalaureate degrees)**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY2023 (2022-2023)	FY2025 (2024-2025)
1,174	1,104	1,227	Available AUG. 2022	1,232	1,291

**Benchmark Definition:** ISU identified its benchmark at 1,291, a 10% increase over FY2019.

**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**

	FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
					FY2023	FY2025
Math	31%	32%	42%	Available AUG. 2022	43%	45%
English	94%	92%	89%	Available AUG. 2022	94%	98%

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

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY2023 (2022-2023)	FY2025 (2024-2025)
42%	37%	35%	38%	40%	46%

**Benchmark Definition:** ISU identified its benchmark at 46%, a 4% increase over FY18.

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

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY2023 (2022-2023)	FY2025 (2024-2025)
20%	19%	23%	Available AUG. 2022	24%	26%

**Benchmark Definition:** ISU identified its benchmark at 30%, a 6% increase over FY18.

**Goal 2: Strengthen programmatic excellence**

**Objective 2.1: Attract, support, and retain outstanding faculty and staff**

**Performance Measures:**

**2.1.a Increase by 5% the percentage of faculty and staff who feel satisfied with Idaho State University as their current employer by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
74%	Not Available	74%	Not Available	75%	79%

**Benchmark:** Using 2018 and 2020 outcomes, increase the total satisfaction level by 5% by FY28.

**2.1.b. Improve employee retention so retention is 2% higher than peer group for staff by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
Not Available	Not Available	Not Available	Not Available	>.5%	>2%

**Benchmark:** Using CUPA survey data for ISU 2020 Peer group, compare to average turnover/retention using voluntary turnover data (excluding retirees) and 2% higher (staff) by FY28.

**2.1.c. Improve faculty retention, so retention is at or above peer comparison for faculty by FY28.**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
Not Available	Not Available	Not Available	Not Available	= to peer average	= or > than peer average

**Benchmark:** Using CUPA survey data for ISU 2020 Peer group, compare to faculty average turnover/retention using voluntary turnover data (excluding retirees) by FY28.



**2.1.d. Create at least 10 “career ladder” opportunities that allow staff to progress in the roles by FY 28 (example: Staff Advisor, Advisor, Senior Advisor)**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
Not Available	Not Available	Not Available	Not Available	Not Available	10

**Benchmark:** This will be a new program so FY2023 may be the first year ISU can collect this data

**Objective 2.2: Enhance ISU’s infrastructure**

**Performance Measures:**

**2.2.a Improve the quality of ISU campus’ buildings by reducing deferred maintenance by \$24 million by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
\$11,950,000	\$4,827,632	\$7,938,854	\$7,020,339	10,000,000	\$24,000,000

**Benchmark:** Using benchmark data between 2019-2022 data to inform planning to reduce DM by \$24M/year so that the (2022) \$450M DM backlog doesn’t grow

**2.2.b. Remodel 55 classrooms to meet the new classroom technology standard and adhere to a central repair and replacement schedule FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
6	0	0	17	11	55

**Benchmark:** Using 2020-2022 data as a baseline, the total sum of classrooms updated is 55 by FY28.

**2.2.c. To support effective and efficient governance, evaluate 100% of ISU’s existing policies by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
Not Available	Not Available	Not Available	Not Available	20%	100%

**Benchmark:** The establishment of the goal at 100% is based on the emphasis placed on the need to continuously improve governance effectiveness

**Objective 2.3: Increase the number of nationally recognized programs**

**Performance Measures:**

**2.3.a Increase by ###% the number of nationally recognized top 100 programs by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
Not Available	Not Available	Not Available	Not Available	To Be Determined	To Be Determined

**Benchmark:** FY2023 will be the first year ISU collects this data.

**2.3.b. Increase by 7% the number of ISU students completing a capstone/senior project by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
606	637	735	Available AUG. 2022	746	790

**Benchmark:** Using the 2021 outcome, increase the number of students completing by 7% by FY28.

**2.3.c. Increase by 3% the percentage of ISU’s KDHS programs that meet or exceed the first-time pass rate measured against the national average by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
89%	93%	92%	Available AUG. 2022	92%	95%

**Benchmark:** Using the 2021 data, increase by 3% the first-time pass rate by FY28.

**Objective 2.4: Align ISU’s programs with community, regional, and national needs**

**Performance Measures:**

**2.4.a Increase by 50 the number of certificates and other stackable “microcredentials” offered at ISU by FY28.**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
285	252	327	Available AUG. 2022	337	377

**Benchmark:** Using the 2021 outcome, increase by 50 by FY28.

**2.4.b. Increase by 7.5% the number of ISU students graduating with degrees that align with Idaho Department of Labor’s “Hot Jobs” list**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
685	736	759	Available AUG. 2022	770	816

**Benchmark:** Using the 2021 outcome, ISU will increase the graduation rate by 7.5% by FY28.

**2.4.c. By 2028, 90% of colleges’ programs will complete alumni graduate surveys to identify changing trends in employer skill requirements**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
Not Available	Not Available	Not Available	Not Available	To Be Determined	90%

**Benchmark:** FY2023 will be the first time this data is collected university-wide.

**Goal 3: Cultivate external partnerships**

**Objective 3.1: Increase the number of relationships with corporate, non-profit, and government entities**

**Performance Measures:**

**3.1.a Increase by 15% the number of endowed scholarships for students sponsored by corporate entities by FY 28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
\$707,772	\$474,043	\$700,525	Available AUG. 2022	\$721,000	\$805,604

**Benchmark:** Using 2021 data, increase 3% (\$21,016) annually the amount of new funds by FY28.

**3.1.b. Increase by ##% the number of new/existing ISU partnerships resulting in internships and/or clinical opportunities for ISU students**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
Not Available	Not Available	Not Available	Not Available	To Be Determined	To Be Determined

**Benchmark:** 2023 will be the first year this data is collected.

**3.1.c. Increase by ##% the perception of regional partners that ISU provides its graduates with the skills needed to succeed in their organizations by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
Not Available	Not Available	Not Available	Not Available	To Be Determined	To Be Determined

**Benchmark:** 2023 will be the first year this data is collected.

**Objective 3.2: Maximize the impact of new and existing regional partnerships to support ISU’s mission**

**Performance Measures:**

**3.2.a Increase by #% the number of student competitions, workshops, and other professional development events sponsored by or in partnership with corporate, non-profit, or governmental partners by FY 28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
Not Available	Not Available	Not Available	Not Available	To Be Determined	To Be Determined

**Benchmark:** 2023 will be the first year this data is collected

**3.2.b. Increase by 40% the number of off-campus CPI by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
14%	18%	17%	Available AUG. 2022	32%	40%

**Benchmark:** With the expectation that approximately 30% of internships will be off-campus in 2022, there will be an additional increase of 10% by FY28.

**3.2.c. Increase by ##% the number of VIP visits from existing and new partners to ISU in a year by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
Not Available	Not Available	Not Available	Not Available	To Be Determined	To Be Determined

**Benchmark:** FY2023 will be the first year ISU tracks this measure.

**Objective 3.3: Expand collaborations with K-12 and post-secondary educational institutions**

**Performance Measures:**

**3.3.a Increase by 25% transfer rates from Idaho community colleges to ISU by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
197	196	224	Available AUG. 2022	235	280

**Benchmark:** Using the 2021 outcome, increase by 25% total transfer students by FY28.

**3.3.b. Improve by 500% the number of University collaborations that result in establishing 4+1 and 3+2 degree options by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
3	4	8	Available AUG. 2022	9	15

**Benchmark:** Using the 2019 data, increase by 15 the total number of collaborations by FY28.

**3.3.c. Facilitate outreach programs that bring 90 high school counselors to one of ISU’s campuses by FY 28.**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
39	Not Conducted	Not Conducted	Available AUG. 2022	49	90

**Benchmark:** Using 2019 data, increase the number of Counselors attending an ISU Counselor event by 51 by FY28.

**Goal 4: Expand research, clinical, and creative activities**

**Objective 4.1: Enhance the faculty’s ability to initiate research and innovative projects**

**Performance Measures:**

**4.1.a Office for Research will host 5 workshops/meetings per year that educate faculty and researchers on compliance or other research issues by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
Not Available	Not Available	Not Available	Not Available	5	25

**Benchmark:** Beginning FY23, the Office of Research will host five workshops/meetings annually over the five years.

**4.1.b. Engage 2 first-time proposal submitters per year to receive grant writing help.**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
Not Available	Not Available	Not Available	Not Available	2	10

**Benchmark:** Beginning FY23, over the five years, Office of Research will increase first-time submitters by 10.

**4.1.c. Increase by 1 per year the number of faculty / researchers that apply for Office for Research internal grants by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
10	31	14	29	30	34

**Benchmark:** Using FY22 data, increase the goal by 5 based on current trends by FY28.

**Objective 4.2: Increase productivity in research, scholarly, and creative activities**

**Performance Measures:**

**4.2.a Increase by 15% ISU’s total dollar amount of IPEDs reported research expenditures by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
\$17,213,329	\$15,170,279	15,684,143	Available AUG. 2022	\$16,154,667	\$18,036,764

**Benchmark:** Using the 2021 outcome, ISU will increase the number of dollars by \$2,352,621 by FY28.

**4.2.b. 10% increase to the three-year rolling average number of external grant proposals submitted by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
314	338	336	Available AUG. 2022	343	363

**Benchmark:** Using a three-year rolling average, the total number will increase by approximately 7 a year (34) by FY28.

**4.2.c. Increase by 3 per year the number of faculty members who submit external grant proposals through the Office for Research by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
173	179	159	Available AUG. 2022	161	174

**Benchmark:** Using 2021 data for faculty members, the total number will increase by 15 by FY28.



**Objective 4.3: Capitalize on ISU clinical services as a source for clinical research**

**Performance Measures:**

**4.3.a Increase by 10% the percentage of KDHS students that participate in interprofessional educational/clinical research opportunities by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
91%	41%	84%	Available AUG. 2022	86%	94%

**Benchmark:** Using the 2021 data, ISU will work to increase the total percentage by 10% by FY28.

**4.3.b. Increase by 10% the percentage of KDHS faculty that participate in interprofessional educational/clinical research opportunities by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
86%	89%	84%	Available AUG. 2022	86%	94%

**Benchmark:** Using the 2021 data, ISU will work to increase the total percentage by 10% by FY28.

**4.3.c. Increase by # the number of faculty workload hours assigned to clinical service research by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
Not Available	Not Available	Not Available	Not Available	Not Available	To Be Determined

**Benchmark:** ISU does not currently track faculty workload hours but will establish a method in FY23.

**Objective 4.4: Enhance ISU student research, clinical, and creative opportunities**

**Performance Measures:**

**4.4.a Increase by 40% the number of graduate students participating in Graduate School research/ creative activity symposium / 3MT by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
66	48	73	85	86	92

**Benchmark:** Using the 2021 outcome, increase the total number by 8% by FY28.

**4.4.b. Increase by 25 the number of students who participate in the ISU undergraduate research symposium by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
33	33	23 (online)	31	36	56

**Benchmark:** Using the FY22 outcome, increase by five annually the number of students who participate by FY28.

**4.4.c. Increase by 9% the number of undergraduate degree-seeking students enrolled in course-based undergraduate research by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
3,314	3,064	2,984	Available AUG. 2022	3,374	3,612

**Benchmark:** Using the 2019 outcome (due to COVID), the new goal is based on an approximate 9% increase by FY28.

**Goal 5: Energize the Bengal community**

**Objective 5.1: Enhance student life and engagement**

**Performance Measures:**

**5.1.a Increase by 74 the number of students participating in career-related internships/practica by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
887	831	926	To Be Determined	941	1,000

**Benchmark:** Using the 2021 outcome, increase the number of participants by 74 by FY28.

**5.1.b. ##% of students living in ISU’s housing score the quality of their accommodations a four or higher out of a total of five by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
Not Available	Not Available	Not Available	Not Available	To Be Determined	To Be Determined

**Benchmark:** ISU does not currently track overall student satisfaction with university housing but will begin in FY2023.

**5.1.c. Increase by 777 the number of students who actively participate in formal mentoring programs with other students, faculty and staff, and ISU alumni by FY 28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
Not Available	Not Available	Not Available	723	878	1500

**Benchmark:** The program's expectation was that it would double in size by FY28.

**Objective 5.2: Increase faculty and staff connection, engagement, and recognition**

**Performance Measures:**

**5.2.a Increase by 20% faculty attendance in workshops, panels, and other events hosted by ISU’s Program for Instructional Effectiveness by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
Not Available	213	213	Available AUG. 2022	222	266

**Benchmark:** Using the 2020 outcome, a 20% increase per year by 2028.

**5.2.b. Increase by 9% the overall faculty/staff pride in working for ISU by FY27**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
72%	Not Available	75%	Not Available	77%	81%

**Benchmark:** A 2% increase every other year using the bi-annual employee engagement survey in 2023, 2025, and 2027.

**5.2.c. Increase by 26% the number of faculty and staff nominees in the “Be a Bengal” program**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
Not Available	111	78	Available AUG. 2022	119	150

**Benchmark:** Using 2020 as the baseline, increase the goal by 5.2% (8) annually by FY28.

**Objective 5.3: Increase alumni connections to and participation with ISU.**

**Performance Measures:**

**5.3.a Increase by 20% endowed scholarships funded by alumni during the scholarship campaign**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
\$251,317	\$2,016,509	\$385,401	Available AUG. 2022	400,817	\$462,481

**Benchmark:** Using the 2021 outcome, increase new funds by 20% by FY28.

**5.3.b. Increase by 3,500 the number of participants attending campus events (e.g., speakers, networking opportunities) featuring ISU alumni by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark	
				FY 2023 (2022-2023)	FY2027 (2026-2027)
6,500	12,743	14,891	Available AUG. 2022	7,200	10,000

**Benchmark:** FY2020 and 2021 represent online events. Using the FY2019 data, increase by 700 a year by FY28.

**5.3.c. Increase by 60% the number of alumni that attend alumni homecoming events by FY28**

FY 2019 (2018-2019)	FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	Benchmark 2027
Not Available	Not Available	522	Available AUG. 2022	835

**Benchmark:** Using the 2021 data, increase the number of attendees at multiple events by 313 by FY28.

**Objective 5.4: Increase ISU’s impact on its communities**

**Performance Measures:**

**5.4.a Increase by ##% the number of community events ISU participates in by FY28.**

<b>FY 2019 (2018-2019)</b>	<b>FY 2020 (2019-2020)</b>	<b>FY 2021 (2020-2021)</b>	<b>FY 2022 (2021-2022)</b>	<b>Benchmark 2027</b>
Not Available	Not Available	Not Available	To Be Determined	To Be Determined

**Benchmark:** This data will be collected across the University for FY23.

**5.4.b. Increase by 21% the percentage of students participating in course-based community-engaged learning by FY28**

<b>FY 2019 (2018-2019)</b>	<b>FY 2020 (2019-2020)</b>	<b>FY 2021 (2020-2021)</b>	<b>FY 2022 (2021-2022)</b>	<b>Benchmark 2027</b>
48%	45%	44%	Available AUG. 2022	65%

**Benchmark:** The goal is based on the 2021 achievement of 44% and an increase of 21% by FY28.

**5.4.c. Increase by 10% attendance at ISU athletic events**

<b>FY 2019 (2018-2019)</b>	<b>FY 2020 (2019-2020)</b>	<b>FY 2021 (2020-2021)</b>	<b>FY 2022 (2021-2022)</b>	<b>Benchmark 2027</b>
74,694	31,746	33,054	Available AUG. 2022	82,163

**Benchmark:** Using the 2019 data (due to COVID), increase by 10% (7,469) the attendance by FY28.

## **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. ISU has maintained face-to-face instruction following the CDC guidelines by implementing multiple measures to track positive COVID cases.

### *Funding*

Many of Idaho State University's strategic goals and objectives assume ongoing and sometimes substantive, additional levels of State legislative appropriations. The COVID-19 pandemic has reduced ISU's ability to fund strategic initiatives on some strategic objectives and goals in FY23.

### *Legislation/Rules*

Beyond funding considerations, many institutional and State Board of Education (SBOE) policies are embedded in state statutes 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) conducted its Year 7 accreditation evaluation in FY22. Similarly, our professional programs' specialized accrediting bodies periodically change 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 significantly influence education policy and extramurally funded

research agendas at the state and the institutional levels. The recent decrease in funding for Pell Grants has negatively impacted our students' need-based financial aid.

#### *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 AUG. 2022 for higher education, in general, the perceived and actual economic outlooks experienced by students continue to affect both recruitment into our colleges' and universities' degree progress and completion rates. A significant proportion of our students must work and therefore cannot complete their education in a timely manner.

As a result of COVID, wages have significantly increased by almost double the federal minimum wage. This sharp increase in wages resulted in fewer individuals feeling they needed to attend higher education institutions for workforce training and education opportunities.

#### *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 increase in 2021 to 65%. ISU's five-year goal remains 74%, even though it may be challenging. 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 the number-one reason is inadequate funding for those who choose to leave the university. 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.
- 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.



- ISU implemented an early alert system in Fall 2021, and is already seeing some success. Faculty are fully committed to supporting the program and students seem to be benefiting.
- 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 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. Therefore, these students are 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**

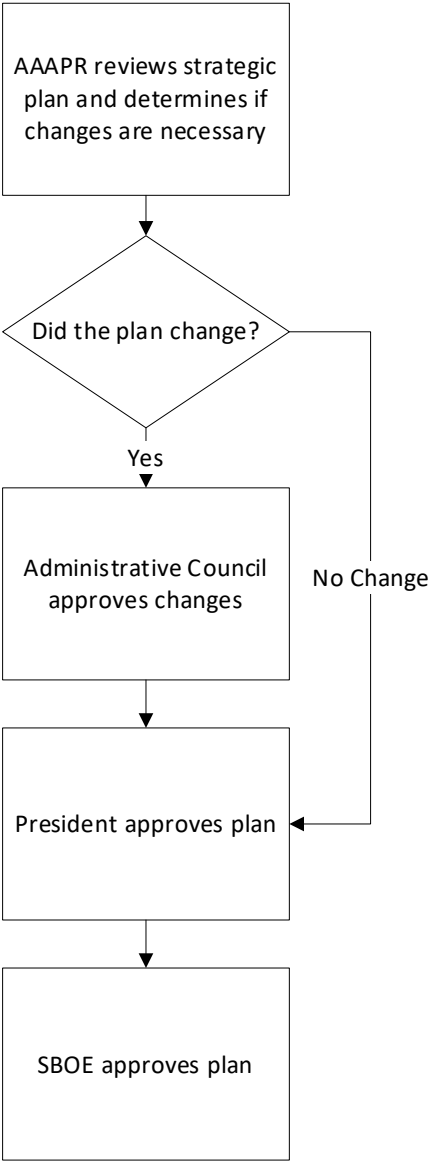
Idaho State University has established a process for evaluating and revising goals and objectives. ISU's academic and non-academic units track and evaluate the strategic plan's performance measures, and Institutional Research compiles the results

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



State Board of Education Goals				
	<i>Goal 1: EDUCATION SYSTEM ALIGNMENT</i>	<i>Goal 2: EDUCATION READINESS</i>	<i>Goal 3: EDUCATIONAL ATTAINMENT</i>	<i>Goal 4: WORKFORCE READINESS</i>
<b>Idaho State University</b>				
Goal 1: Increase student access, opportunity, retention, and success			✓	✓
Goal 2: Strengthen programmatic excellence		✓	✓	
Goal 3: Cultivate external partnerships	✓	✓	✓	✓
Goal 4: Expand research, clinical, and creative activities	✓		✓	✓
Goal 5: Energize the Bengal community		✓	✓	✓