



Idaho State
University

The background is a collage of four images: a large stone tiger sculpture on the left, a large 'I' sculpture on a rocky hill on the right, a field of green flowers at the bottom left, and a dark, rocky landscape at the bottom right. A bright sunburst is visible behind the tiger sculpture.

STRATEGIC PLAN

2024-2028

Idaho State University

Strategic Plan 2024-2028

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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
9,114	9,115	9,115	9,087	9,370	9,753

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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
1,725	1,622	1,570	1,480	1,617	1,744

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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
2,501	2,485	2,505	2,493	2,555	2,609

Benchmark: Using 2021 as a baseline, increase the # of Idaho rural students by 5% (124) by FY28.

Objective 1.2: Improve student retention by strengthening students' ISU experience

Performance Measures:

1.2.a Increase by 7% the fall-to-fall, full-time, first-time bachelor degree-seeking student retention rate by FY28

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
63%	67%	71%	Available AUG. 2023	73%	74%

Benchmark: Using the FY21 outcome, increase by 7% by FY28.

1.2.b. Increase by 7% the percent of new degree-seeking freshmen completing a gateway math course within two years by FY28

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
68%	71%	73%	Available AUG. 2023	75%	80%

Benchmark: Using the FY22 outcome, increase by 7% by FY28. The methodology for this metric was revised by SBOE in 2022 for all years. *All first-time undergraduate bachelor degree-seeking students in the fall term that are still enrolled for their second year that completed their gateway math course within two years. Transcribed credit from other institutions and secondary coursework is evaluated for this metric.*

1.2.c. Increase to 75% 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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
57%	64%	69%	Available AUG. 2023	70%	75%

Benchmark: Using the 2021 data, increase by 11% the total number of undergraduate students registering by 2028.

Objective 1.3: Improve ISU's graduation rate

Performance Measures:

1.3.a Increase by 9% the percent of first-time, full-time, freshmen graduating within 150% of time by FY28

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
33%	36%	34%	Available AUG. 2023	38%	45%

Benchmark: Benchmark set by SBOE at 50%, increase by 9% using FY21 data by FY28. The FY24 and FY28 benchmarks were adjusted to be more realistic based on current trends.

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

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
2,462	2,756	2,737	Available AUG. 2023	2,811	2,894

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

1.3.c. Increase by 16% the percent of undergraduate, degree-seeking students completing 30 or more credits per academic year by FY28.

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
26%	24%	25%	Available AUG. 2023	36%	40%

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 16% by FY28. The methodology for this metric was revised by SBOE in 2022 for all years. Students that earn a degree in the academic year are not included. Transfer credits are excluded. Only undergraduate degree-seeking students in the fall term of the academic year are included in the metric.

1.3.d. Increase by 8% the percent of first-time, full-time, bachelor degree-seeking freshmen graduating within 150% of time.

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
33%	36%	39%	Available MAR. 2024	41%	44%

Benchmark: Using FY21 (36%) IPEDs data, increase the overall goal to 44% 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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY2024 (2023-2024)	FY2025 (2024-2025)
26%	24%	25%	Available AUG. 2023	36%	40%

Benchmark Definition: Benchmark set by the SBOE.

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

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY2024 (2023-2024)	FY2025 (2024-2025)
33%	36%	34%	Available AUG. 2023	37%	39%

Benchmark Definition: The SBOE set a benchmark of 50%, but this is an unrealistic goal for ISU. ISU identified the stretch goal as 40% for FY26.

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

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY2024 (2023-2024)	FY2025 (2024-2025)
219	300	357	Available AUG. 2023	360	365

Benchmark Definition: ISU increased its overall benchmark to 365 to account for the significant increase in FY22. **1.3b Total number of associate degrees**

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY2024 (2023-2024)	FY2025 (2024-2025)
420	494	521	Available AUG. 2023	512	519

Benchmark Definition: ISU identified its benchmark at 519, a 5% increase over FY2021.

1.3c Total number of baccalaureate degrees

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY2024 (2023-2024)	FY2025 (2024-2025)
1,155	1,284	1,073	Available AUG. 2023	1,340	1,356

Benchmark Definition: ISU identified its benchmark at 1,356, a 6% increase over FY2021.

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

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY2024 (2023-2024)	FY2025 (2024-2025)
218	288	335	Available AUG. 2023	343	350

Benchmark Definition: ISU increased its benchmark at 350 to account for the significant increase in 2022.

1.4b Total number of unduplicated graduates (associate degrees)

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY2024 (2023-2024)	FY2025 (2024-2025)
411	489	509	Available AUG. 2023	515	519

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

1.4c Total number of unduplicated graduates (baccalaureate degrees)

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY2024 (2023-2024)	FY2025 (2024-2025)
1,104	1,227	1,031	Available AUG. 2023	1,255	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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
					FY2024	FY2025
Math	22%	28%	38%	Available AUG. 2023	44%	45%
English	68%	60%	64%	Available AUG. 2023	96%	72%

Benchmark Definition: The methodology for this metric was revised by SBOE in 2022 for all years. Student cohorts are all undergraduate degree-seeking students enrolled in a remedial or co-requisite course. The student has until the end of the next year’s semester to successfully complete a college-level course. If the student passed a co-requisite course with a C- or higher, the student is counted as completing a college-level course within a year.

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

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY2024 (2023-2024)	FY2025 (2024-2025)
68%	71%	73%	Available AUG. 2023	44%	80%

Benchmark Definition: The SBOE changed its benchmark definition which resulted in ISU’s data changing and overall benchmark adjusted to 80%

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

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY2024 (2023-2024)	FY2025 (2024-2025)
19%	24%	19%	Available AUG. 2023	25%	30%

Benchmark Definition: ISU identified its benchmark at 30%, a 6% increase over FY2021.

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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
Not Available	74%	Not Available	72%	76%	79%

Benchmark: Using FY2019 and 2021 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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
Not Available	Not Available	Not Available	Available AUG. 2023	>1%	>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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
Not Available	Not Available	Not Available	Available AUG. 2023	= 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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
Not Available	Not Available	Not Available	Available AUG. 2023	Available AUG. 2023	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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
\$4,827,632	\$7,938,854	\$7,020,339	Available AUG. 2023	15,000,000	\$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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
0	0	17	Available AUG. 2023	20	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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
Not Available	Not Available	16%	Available AUG. 2023	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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
Not Available	Not Available	Not Available	Available AUG. 2023	Available AUG. 2023	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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
637	735	701	Available AUG. 2023	757	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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
93%	92%	Available AUG. 2023	Available AUG. 2024	93%	95%

Benchmark: Using the 2021 data, increase by 3% the first-time pass rate by FY28. Data from many programs are not available until August of the following FY.

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

Performance Measures:

2.4.a Increase by 65 the number of certificates and other stackable “microcredentials” offered at ISU by FY28.

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
252	327	378	Available AUG. 2023	347	392

Benchmark: Using the 2021 outcome, increase by 65 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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
736	759	758	Available AUG. 2023	782	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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
Not Available	Not Available	Not Available	Available AUG. 2023	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 100 the number of corporate donors providing student education funding by FY28

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
462	249	304	Available AUG. 2023	315	349

Benchmark: Using 2021 data, increase 20 annually the number of new funds by FY28.

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

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
Not Available	Not Available	Not Available	Available AUG. 2023	Available AUG. 2023	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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
Not Available	Not Available	Not Available	Available AUG. 2023	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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
Not Available	Not Available	Not Available	Available AUG. 2023	Available AUG. 2023	To Be Determined

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

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

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
18%	17%	30%	Available AUG. 2023	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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
Not Available	Not Available	Not Available	Available AUG. 2023	Available AUG. 2023	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 59 transfer rates from Idaho community colleges to ISU by FY28

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
196	224	225	Available AUG. 2023	246	280

Benchmark: Using the 2021 outcome, increase by 59 total transfer students by FY28.

3.3.b. Improve by 12 the number of University collaborations that result in establishing 4+1 and 3+2 degree options by FY28

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
4	8	10	Available AUG. 2023	11	15

Benchmark: Using the 2019 data, increase by 12 the total number of collaborations by FY28.

3.3.c. Facilitate outreach programs that bring 60 high school counselors to one of ISU's campuses by FY 28.

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
Not Conducted	Not Conducted	30	Available AUG. 2023	69	60

Benchmark: Using 2022 data (30), increase the number of Counselors attending an ISU Counselor event by 30 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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
Not Available	Not Available	3	Available AUG. 2023	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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
Not Available	Not Available	17	Available AUG. 2023	19	27

Benchmark: Using FY22 data, Office of Research will increase by 2 a year the number of first time submitters over the five years, .

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

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
31	14	29	Available AUG. 2023	31	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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
\$15,170,279	15,684,143	\$17,245,175	Available AUG. 2024	\$17,500,000	\$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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
338	336	296	Available AUG. 2023	347	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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
179	159	149	Available AUG. 2023	165	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 12% the percentage of KDHS students that participate in interprofessional educational/clinical research opportunities by FY28

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
41%	84%	92%	Available AUG. 2023	93%	96%

Benchmark: Using the 2021 data, ISU will work to increase the total percentage by 12% by FY28.

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

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
89%	84%	85%	Available AUG. 2023	88%	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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
Not Available	Not Available	Not Available	Available AUG. 2023	Available AUG. 2023	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 75% the number of graduate students participating in Graduate School research/ creative activity symposium / 3MT by FY28

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
48	73	85	98	102	128

Benchmark: Using the 2021 outcome, increase the total number by 75% by FY28.

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

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
33	23 (online)	31	Available MAY 2023	41	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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
3,064	2,984	2,924	Available AUG. 2023	3,352	3,612

Benchmark: Using the 2019 (3,287) 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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
831	926	Available MAY 2023	Available MAY 2024	956	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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
Not Available	Not Available	Not Available	Available AUG. 2023	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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
Not Available	Not Available	723	Available MAY 2023	1034	1500

Benchmark: The program’s expectation was that it would be achievable 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 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
213	213	131	Available AUG. 2023	234	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 FY28

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
Not Available	75%	Not Available	71%	77%	81%

Benchmark: A 2% increase every other year using the bi-annual employee engagement survey in FY23, FY25, and FY27.

5.2.c. Increase by 47% the number of faculty and staff nominees in the “Be a Bengal” program

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
113	64	78	Available AUG. 2023	92	119

Benchmark: Using 2021 as the baseline, increase the goal by 11% (10) annually by FY28. The data and benchmark were adjusted based on updated information.

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

Performance Measures:

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

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
\$2,016,509	\$385,401	\$1,129,360	Available AUG. 2023	\$416,233	\$462,481

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

5.3.b. Increase by 3,300 the number ISU alumni participants attending campus events (e.g., speakers, networking opportunities by FY28

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
12,743	14,891	24,692	Available AUG. 2023	26,000	28,000

Benchmark: FY2020 and 2021 represent online events. Due to improved tracking, and using 2022 data, increase by annually by 660 per year for 5 years.

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

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
Not Available	522	925	Available AUG. 2023	647	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.

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
Not Available	Not Available	To Be Determined	Available AUG. 2023	Available AUG. 2023	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

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
45%	44%	43%	Available AUG. 2023	52%	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

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
31,746	33,054	66,300	Available AUG. 2023	76,681	82,159

Benchmark: Using the 2019 (74,690) data (due to COVID), increase by 10% (7,469) the attendance by FY28.

Key External Factors

Funding

Many of Idaho State University's strategic goals and objectives assume ongoing and sometimes substantive additional levels of State legislative appropriations. Without additional funding from the legislature, increasing operating costs will have to be absorbed by the students through tuition increases, which directly impact their ability to attend.

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. The 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, 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. The evaluation resulted in two minor recommendations that have been addressed and will be resolved during the mid-cycle evaluation in 2024.

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. As with NWCCU, professional programs' specialized accrediting bodies periodically change their accreditation standards and requirements, which we must address.

The health professions' programs rely on the availability of clerkship sites in 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 many 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 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

change slightly, the perceived and actual economic outlooks experienced by students continue to affect enrollment in degree programs and completion rates. A significant proportion of our students must work 20 or more hours 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. Our region's systemic lack of resources is not easily rectified but is something we continually work toward developing solutions for. 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 of 2021 and is already seeing some success. Faculty are fully committed to supporting the program and students seem to be benefiting. We are already seeing improvements.
- Momentum Pathways, and its subordinate programs, is an 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 Leadership Council will forward its recommendations for consideration 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

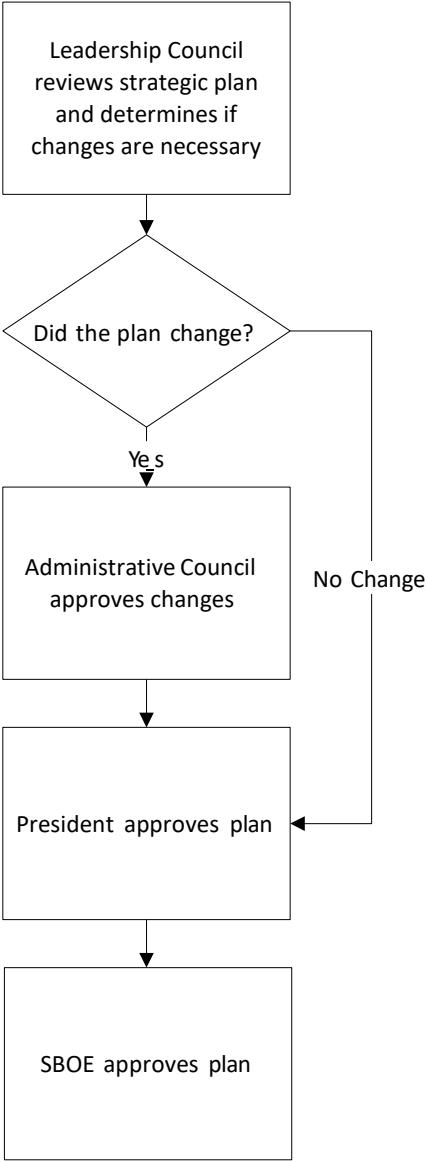
Idaho State University has established a process for evaluating and revising goals and objectives. ISU's academic and non-academic units track and evaluate the strategic plan's performance measures, and Institutional Research compiles the results

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 Leadership Council will forward its recommendations for consideration 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>
Idaho State University				
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		✓	✓	✓

Department of Family Medicine Strategic Plan

Mission

Through interprofessional clinical education we develop compassionate, skilled healthcare providers who better lives and communities.

Vision

To improve lives by serving on the forefront of healthcare and education.

Goal 1: Expand to a New Facility

Objective: By FY2026, establish an expanded, modern interprofessional healthcare training facility.

Performance Measures:

By the end of FY2024, the clinic site is identified

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
Not available	Not available	In Progress	In Progress	Clinic site has been identified	Clinic site has been identified

Benchmark: This will be a significant achievement toward accomplishing Goal 1.

Idaho Dental Education Program Strategic Plan

Mission

The Mission of the Idaho Dental Education Program is to provide Idaho residents with access to quality educational opportunities in the field of dentistry. We provide Idaho with outstanding dental professionals through a combination of adequate access for residents and the high quality of education provided. The graduates of the Idaho Dental Education Program will possess the ability to practice today's dentistry. Furthermore, they will have the background to evaluate changes in future treatment methods as they relate to providing outstanding patient care.

Vision

The Idaho Dental Education Program envisions an elite educational program; graduating competent and ethical dentists who benefit the residents of Idaho as professionals.

Goal 1: Provide access to a quality dental education for qualified Idaho residents

Objective: Provide dental education opportunities for Idaho residents

Performance Measures:

I. Contract for 4-year dental education for at least 8 Idaho residents

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
Yes	Yes	Yes	Yes	Yes	Yes

Benchmark: Contract in place with Creighton University School of Dentistry or another accredited dental school.

Idaho Museum of Natural History Strategic Plan

Mission

Inspire appreciation and curiosity for Idaho’s natural history through its exploration and preservation.

Vision

To shape the future by understanding Idaho’s natural history and creating unforgettable educational experiences.

Goal 1: Demonstrate the IMNH’s essential value

Objective: Increase our Museum’s audience and our engagement with customers, collaborators and partners to demonstrate the essential value of IMNH.

Performance Measures:

- 1. By July 2028, IMNH will increase the number of visitors to the museum by 25%.***

FY 2020 (2019-2020)	FY 2021 (2020-2021)	FY 2022 (2021-2022)	FY 2023 (2022-2023)	Benchmark	
				FY 2024 (2023-2024)	FY2028 (2027-2028)
6,085*	6,575	8,117	8,619	8,800	9,200

Benchmark: Museum growth FY2014-FY2016 was 20% per year and reached plateau after that. Modest growth (+25% of FY2016) is ambitious for the next five years without adding exhibit space. *COVID-19 impact: museum closed to public mid-March 2020; reopened July 2020 (3.5 months lost during high season).