



STRATEGIC PLAN

2025-2029

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Vision

We inspire a passion for knowledge and discovery.

Mission

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

Strategic Plan Goals and Objectives

Goal 1: Increase Student Access, Opportunity, Retention, and Success

Objective 1A: Increase access and enrollment using targeted recruitment efforts

Performance Measures	FY2020	FY2021	FY2022	FY2023	FY2024	Benchmark	
						FY2025	FY2029
Fall degree-seeking student enrollment							
All students	9,281	9114	9,115	9,087	9,447	9,600	9,800
First-generation students	1,725	1,622	1,570	1,480	1,593	1,650	1,800
Rural Idaho students	2,501	2,485	2,505	2,493	2,642	2,750	2,850
Percent of cost of attendance covered by grant or scholarship aid [△]	28%	30%	32%	32%	36%	36%	38%

Objective 1B: Improve student retention by strengthening students' ISU experience

Performance Measures	FY2020	FY2021	FY2022	FY2023	FY2024	Benchmark	
						FY2025	FY2029
First-time, full-time bachelor degree-seeking student fall to fall retention* [△]	64%	63%	67%	71%	74%	75%	75%

* SBOE Measure △ Mission Fulfillment Measure

Objective 1B: Improve student retention by strengthening students' ISU experience (continued)

Performance Measures	FY2020	FY2021	FY2022	FY2023	FY2024	Benchmark	
						FY2025	FY2029
Percent of undergraduate, degree-seeking students completing 30 or more credits per academic year at the institution reporting *	26%	24%	24%	22%	Available August 2024	28%	32%
Percent of new degree-seeking freshmen completing a gateway math course within two years [△]	68%	71%	73%	76%	Available August 2024	75%	80%
Percent of undergraduate, degree-seeking students taking a remediation course completing a subsequent credit-bearing course within a year with a "C" or higher *	22%	29%	38%	47%	Available August 2024	50%	54%

Objective 1C: Improve ISU's graduation rate

Performance Measures	FY2020	FY2021	FY2022	FY2023	FY2024	Benchmark	
						FY2025	FY2029
Number of degrees and certificates awarded* [△]	2,462	2,756	2,737	2,804	Available August 2024	2,850	3,100
% of total credentials conferred that are STEM field *	15%	15%	13%	14%	Available August 2024	18%	25%
Percent of first-time, full-time freshman graduating within 100% of time *	19%	24%	20%	22%	Available August 2024	25%	30%
Percent of first-time, full-time freshman graduating within 150% of time * [△]	33%	36%	34%	35%	Available August 2024	40%	50%

Goal 2: Strengthen Programmatic Excellence

* SBOE Measure [△] Mission Fulfillment Measure

Objective 2A: Attract, support, and retain outstanding faculty and staff

Performance Measures	FY2020	FY2021	FY2022	FY2023	FY2024	Benchmark	
						FY2025	FY2029
Percent of faculty and staff who express satisfaction with Idaho State University as their employer [Ⓞ]	Not available	74%	Not available	72%	Not available	76%	79%
Professional staff employee retention relative to peers	Not available	6.5%	3.5%	5.6%	Available August 2024	>2%	>4%
Faculty employee retention relative to peers	Not available	9.3%	(.2%)	.2%	Available August 2024	>2%	>4%

[Ⓞ] ISU's employee survey is administered biennially.

Objective 2B: Enhance ISU's infrastructure

Performance Measure	FY2020	FY2021	FY2022	FY2023	FY2024	Benchmark	
						FY2025	FY2029
Deferred maintenance expenditures	\$4.8M	\$7.9M	\$7.0M	\$29.0M	Available August 2024	\$15.0M	\$15.0M

Objective 2C: Align ISU's programs with community, regional, and national needs

Performance Measures	FY2020	FY2021	FY2022	FY2023	FY2024	Benchmark	
						FY2025	FY2029
Number of certificates and other stackable "microcredentials" awarded at Idaho State University	252	327	378	359	Available August 2024	365	385

Objective 2C: Align ISU's programs with community, regional, and national needs (continued)

Performance Measures	FY2020	FY2021	FY2022	FY2023	FY2024	Benchmark	
						FY2025	FY2029
Number of ISU graduates with degrees that align with Idaho Department of Labor "Hot Jobs" list	736	759	758	821	Available August 2024	851	883
Number of certificates and degrees awarded in Health Professions programs Undergraduate/ Professional Graduate	567	725	666	648	Available August 2024	675	725
	247	285	336	326		350	375

Goal 3: Cultivate External Partnerships

Objective 3A: Maximize the impact of new and existing regional partnerships in support of ISU's mission

Performance Measures	FY2020	FY2021	FY2022	FY2023	FY2024	Benchmark	
						FY2025	FY2029
Number of external entities providing student education funding [Ⓢ]	In development						
Percentage of off-campus Career Path Internship placements	18%	17%	30%	32%	Available August 2024	35%	40%

[Ⓢ] We are in the process of developing a method for collecting this data and establishing benchmarks.

Objective 3B: Expand collaborations with K-12 and post-secondary educational institutions

Performance Measures	FY2020	FY2021	FY2022	FY2023	FY2024	Benchmark	
						FY2025	FY2029
Transfer rates from Idaho Community Colleges to Idaho State University	196	224	225	245	Available August 2024	250	280
Early College program enrollment	3,810	3,485	3,769	4,042	Available August 2024	4,200	4,500

Goal 4: Expand Research, Clinical, and Creative Activities

Objective 4A: Enhance faculty’s ability to initiate research and innovative projects

Performance Measures	FY2020	FY2021	FY2022	FY2023	FY2024	Benchmark	
						FY2025	FY2029
F&A distributed to colleges, researchers, and PIs	\$1.0M	\$1.0M	\$1.2M	\$1.5M	Available August 2024	\$1.9M	\$2.8M
Three-year rolling average of external grant proposals submitted.	338	336	296	286	Available August 2024	320	340

Objective 4B: Increase productivity in research, scholarly, and creative activities

Performance Measures	FY2020	FY2021	FY2022	FY2023	FY2024	Benchmark	
						FY2025	FY2029
Total annual research expenditures [△]	\$15.2M	\$15.7M	\$17.2M	\$18.4M	Available August 2024	\$20.0M	\$24.0M

* SBOE Measure △ Mission Fulfillment Measure

Objective 4C: Engage students in Interprofessional Educational and/or clinical research

Performance Measures	FY2020	FY2021	FY2022	FY2023	FY2024	Benchmark	
						FY2025	FY2029
Percent of KDHS students that participate in interprofessional education/clinical research opportunities	41%	84%	92%	83%	Available August 2024	94%	96%
Percent of KDHS faculty that participate in interprofessional education/clinical research opportunities	89%	84%	85%	78%	Available August 2024	90%	92%

Objective 4D: Enhance ISU student research, clinical, and creative opportunities

Performance Measures	FY2020	FY2021	FY2022	FY2023	FY2024	Benchmark	
						FY2025	FY2029
Number of ISU students participating in the Research and Creative Scholarship Symposium	Not available	Not available	Not available	Not available	246	260	290

Goal 5: Energize the Bengal Community

Objective 5A: Enhance student life and engagement

Performance Measures	FY2020	FY2021	FY2022	FY2023	FY2024	Benchmark	
						FY2025	FY2029
Total headcount of student employees and graduate assistants (Fall)							
Students							
Graduate Assistants	1,296 244	992 245	1,017 235	1,015 227	1,130 228	1,140 235	1,160 250
Number of students who participate in student activity board events and activities ^Ω	7,488	4,539	10,327	11,365	12,519 (YTD)	13,150	14,500

^Ω Students are counted more than once if involved in more than one event or activity in the year.

Objective 5B: Increase faculty and staff connection, engagement, and recognition

Performance Measures	FY2020	FY2021	FY2022	FY2023	FY2024	Benchmark	
						FY2025	FY2029
Number of faculty and staff nominees for the Be a Bengal Program	113	64	78	82	Available August 2024	120	140
Number of ISU employees contributing to Bengal Giving Day	Not available	Not available	239	253	Available April 2024	275	300
Employee attendance at University Town Halls ^Φ	In development						
ISU Today Open Rates	63%	61%	66%	65%	Available July 2024	66%	68%

^Φ We are in the process of developing a method for collecting this data and establishing benchmarks.

Objective 5C: Increase alumni connections to and participation with ISU

Performance Measures	FY2020	FY2021	FY2022	FY2023	FY2024	Benchmark	
						FY2025	FY2029
Foundation fundraising - cash and new commitments, excluding government entities and anomalous gifts (greater than \$1 million) [△]	\$13.5M	\$9.3<	\$11.0M	\$12.9M	Available August 2024	\$14M	\$20M
Alumni participation in ISU events	12,743	14,891	24,692	15,405	Available August 2024	26,000	28,000

Objective 5D: Increase ISU's impact on its communities

Performance Measures	FY2020	FY2021	FY2022	FY2023	FY2024	Benchmark	
						FY2025	FY2029
Number of ISU Clinics and Pharmacy clients served**	46,175	44,204	50,784	50,460	Available August 2024	51,500	53,000
Continuing Education and Workforce Training enrollment [△]	8,327	16,317	21,413	23,657	Available August 2024	25,000	30,000

* SBOE Measure △ Mission Fulfillment Measure

Key External Factors

Several external factors affect Idaho State University's ability to achieve strategic plan goals, to include:

- Extraordinary inflation in wages, materials, and services and unfunded CEC have been outpacing state support levels for many years
- Idaho's low go-on rates and increasing external competition for Idaho students
- Increased compliance, reporting, and administrative burdens

Evaluation Process

Idaho State University has implemented a new [Planning and Institutional Effectiveness Framework](#), designed to support and further ISU's mission. The integrated framework forms the basis for ongoing and systematic assessment, adaptation, and improvement.

Throughout FY2024, the Planning and Institutional Effectiveness Steering Committee has reviewed and streamlined elements of the framework to support our accreditation and strategic plan more seamlessly. As part of this effort, we have identified nine high-level "Mission Fulfillment Measures" and developed online dashboards that show longitudinal progress toward established thresholds. We have also updated our strategic plan objectives and performance measures to 1) align with Mission Fulfillment Measures, 2) reflect State Board of Education system-wide measures, and 3) focus on measurable outcomes.

On an annual basis, the Planning and Institutional Effectiveness Steering Committee reviews progress toward mission fulfillment and strategic plan goals and objectives, reports on progress to Administrative Council, Leadership Council, and the campus community, and recommends priority actions to address performance gaps and opportunities.

Appendix A: Alignment with State Board of Education Goals

	State Board of Education Goals		
	Goal 1: Educational Readiness	Goal 2: Educational Access	Goal 3: Educational Attainment
Idaho State University			
Goal 1: Increase student access, opportunity, retention, and success			
Increase access and enrollment using targeted recruitment efforts		X	
Improve student retention by strengthening students' ISU experience		X	X
Improve ISU's graduation rate			X
Goal 2: Strengthen programmatic excellence			
Attract, support, and retain outstanding faculty and staff			X
Enhance ISU's infrastructure		X	X
Align ISU's programs with community, regional, and national needs		X	X
Goal 3: Cultivate external partnerships			
Maximize the impact of new and existing relationships and partnerships to support ISU's mission		X	X
Expand collaborations with K-12 and post-secondary educational institutions		X	X
Goal 4: Expand research, clinical, and creative activities			
Enhance faculty's ability to initiate research and innovative projects			X
Increase productivity in research, scholarly, and creative activities			X
Engage students in Interprofessional Education and/or clinical research		X	X

	State Board of Education Goals		
	Goal 1: Educational Readiness	Goal 2: Educational Access	Goal 3: Educational Attainment
Idaho State University			
Goal 4: Expand research, clinical, and creative activities (continued)			
Enhance ISU student research, clinical, and creative opportunities		X	X
Goal 5: Energize the Bengal community			
Enhance student life and engagement		X	X
Increase faculty and staff connection, engagement, and recognition			X
Increase alumni connections to and participation with ISU		X	X
Increase ISU's impact on its communities		X	X

Appendix B: Special Appropriations Strategic Plans

Idaho Dental Education Program

Vision

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

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.

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

Objective A: Access - Provide dental education opportunities for Idaho residents

Performance Measures	FY2020	FY2021	FY2022	FY2023	FY2024	Benchmark	
						FY2025	FY2029
Contract for 4-year dental education for at least 8 Idaho residents	Yes	Yes	Yes	Yes	Yes	Yes	Yes
Number of students enrolled in the program	8	8	8	8	8	9	10

Department of Family Medicine

Vision

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

Mission

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

Goal 1: Expand to a new facility

Objective A: Establish an expanded, modern interprofessional healthcare training facility.

Performance Measures	FY2020	FY2021	FY2022	FY2023	FY2024	Benchmark	
						FY2025	FY2029
Identification of new site	N/A	N/A	In progress	In progress	In progress	Site identified	N/A
Completion of new site	N/A	N/A	N/A	N/A	N/A	N/A	Complete

Idaho Museum of Natural History

Vision

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

Mission

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

Goal 1: Demonstrate the IMNH’s essential value

Objective A: Increase the museum’s audience and engagement with customers, collaborators, and partners.

Performance Measure	FY2020	FY2021	FY2022	FY2023	FY2024	Benchmark	
						FY2025	FY2029
Annual museum visitors	6,085*	6,575*	8,117	8,619	Available August 2024	9,350	10,000

* COVID impacts