Alignment of the University Strategic Plan with Academic Affairs Objectives

Note: Academic Affairs objectives will not appear in order because they map to different parts of the University Strategic Plan.

University Overarching Strategic Goal	University Specific Strategic Objective	Academic Affairs Aligned Goal	Academic Affairs Aligned Objective
Academic Excellence	A. Further Develop and Enhance Distinctive and Rewarding Undergraduate, Masters, and Doctoral Programs	1 - Academic Programs	1.A Encourage and promote teacher/scholar/service model.
		1 - Academic Programs	1.B Maintain and enhance a culture of program review, assessment, accreditation, and achievement of university and discipline specific student learning outcomes.
		2 - Quality	2.A.Attract, retain, and develop a diverse faculty, who are strong teachers, scholars, and participants in the life of the university and the wider community.
		2 - Quality	2.B.Attract, retain, and develop a diverse body of undergraduate students who are academically prepared, active learners, and striving to achieve personal excellence.
		2 - Quality	2.C.Attract, retain, and develop a diverse body of graduate students who are committed to achieving excellence
		3 - Research and Scholarship	3.A.Provide an environment and infrastructure that fosters intellectual discovery, creative problem solving and the dissemination and application of knowledge.
		3 - Research and Scholarship	3.B.Offer superior research and scholarly support services to faculty, staff, and students.
		4 - Resources	4.A.Work to obtain a more equitable distribution of university resources for Academic Affairs.
		4 - Resources	4.B.Identify, analyze, and make recommendations regarding resources.
		4 - Resources	4.D.Develop and establish an on-going process to analyze and monitor the budget impact on curriculum, providing accountability for generating, allocating and using resources.
		4 - Resources	4.E.Direct resources toward quality programs and link resource allocation to performance.
		6 - 21st Century Learning Environment	6.A.Prepare students to adapt to a rapidly changing global environment.
		6 - 21st Century Learning Environment	6.B.Design learning environments that nurture cultural, social, ethical, intellectual, and personal development.
	B. Strengthen and Expand Support for Graduate Education	1 - Academic Programs	1.A Encourage and promote teacher/scholar/service model.
		2 - Quality	2.C.Attract, retain, and develop a diverse body of graduate students who are committed to achieving excellence
		4 - Resources	4.A.Work to obtain a more equitable distribution of university resources for Academic Affairs.
		4 - Resources	4.D.Develop and establish an on-going

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		4 - Resources	process to analyze and monitor the budget impact on curriculum, providing accountability for generating, allocating and using resources.
		4 - Resources	4.E.Direct resources toward quality programs and link resource allocation to performance.
		6 - 21st Century Learning Environment	6.A.Prepare students to adapt to a rapidly changing global environment.
		6 - 21st Century Learning Environment	6.B.Design learning environments that nurture cultural, social, ethical, intellectual, and personal development.
		6 - 21st Century Learning Environment	6.D.Create a seamless and ubiquitous learning environment that includes digital and traditional elements.
	C. Increase Access to Educational Opportunities Through a Variety of Innovative Teaching and Learning Approaches	1 - Academic Programs	1.A Encourage and promote teacher/scholar/service model.
		1 - Academic Programs	1.C Increase flexibility and access to to educational opportunities at the undergraduate and graduate level
		2 - Quality	2.B.Attract, retain, and develop a diverse body of undergraduate students who are academically prepared, active learners, and striving to achieve personal excellence.
		2 - Quality	2.C.Attract, retain, and develop a diverse body of graduate students who are committed to achieving excellence
		4 - Resources	4.D.Develop and establish an on-going process to analyze and monitor the budget impact on curriculum, providing accountability for generating, allocating and using resources.
		4 - Resources	4.E.Direct resources toward quality programs and link resource allocation to performance.
		6 - 21st Century Learning Environment	6.A.Prepare students to adapt to a rapidly changing global environment.
		6 - 21st Century Learning Environment	6.B.Design learning environments that nurture cultural, social, ethical, intellectual, and personal development.
		6 - 21st Century Learning Environment	6.C.Promote deep intellectual relationships between faculty and students across disciplines.
		6 - 21st Century Learning Environment	6.D.Create a seamless and ubiquitous learning environment that includes digital and traditional elements.
		6 - 21st Century Learning Environment	6.E.Embrace innovative practices in higher education.
	D. Attract and Retain Highly Qualified, Diverse Faculty and Academic Support Staff	1 - Academic Programs	1.A Encourage and promote teacher/scholar/service model.
		2 - Quality	2.A.Attract, retain, and develop a diverse faculty, who are strong teachers, scholars, and participants in the life of the university and the wider community.
		3 - Research and	3.A.Provide an environment and

University Overarching Strategic Goal	University Specific Strategic Objective	Academic Affairs Aligned Goal	Academic Affairs Aligned Objective
		Scholarship	infrastructure that fosters intellectual discovery, creative problem solving and the dissemination and application of knowledge.
		3 - Research and Scholarship	3.B.Offer superior research and scholarly support services to faculty, staff, and students.
		3 - Research and Scholarship	3.C.Recognize and reward excellence in scholarship and research.
	E. Expand Opportunities for Students to Participate in International Learning Experiences	1 - Academic Programs	1.A Encourage and promote teacher/scholar/service model.
		1 - Academic Programs	1.C Increase flexibility and access to to educational opportunities at the undergraduate and graduate level
		2 - Quality	2.B.Attract, retain, and develop a diverse body of undergraduate students who are academically prepared, active learners, and striving to achieve personal excellence.
		2 - Quality	2.C.Attract, retain, and develop a diverse body of graduate students who are committed to achieving excellence
		3 - Research and Scholarship	3.C.Recognize and reward excellence in scholarship and research.
		6 - 21st Century Learning Environment	6.A.Prepare students to adapt to a rapidly changing global environment.
		6 - 21st Century Learning Environment	6.B.Design learning environments that nurture cultural, social, ethical, intellectual, and personal development.
	F. Increase Faculty Research and Scholarship in All its Forms	2 - Quality	2.A.Attract, retain, and develop a diverse faculty, who are strong teachers, scholars, and participants in the life of the university and the wider community.
		3 - Research and Scholarship	3.A.Provide an environment and infrastructure that fosters intellectual discovery, creative problem solving and the dissemination and application of knowledge.
		3 - Research and Scholarship	3.B.Offer superior research and scholarly support services to faculty, staff, and students.
	G. Foster Achievement of Student Learning Outcomes	1 - Academic Programs	1.A Encourage and promote teacher/scholar/service model.
		1 - Academic Programs	1.B Maintain and enhance a culture of program review, assessment, accreditation, and achievement of university and discipline specific student learning outcomes.
		2 - Quality	2.B.Attract, retain, and develop a diverse body of undergraduate students who are academically prepared, active learners, and striving to achieve personal excellence.
		2 - Quality	2.C.Attract, retain, and develop a diverse body of graduate students who are committed to achieving excellence
Civic Engagement	A. Develop and Expand Civic Engagement Opportunities for Students, Faculty, and Staff	2 - Quality	2.A.Attract, retain, and develop a diverse faculty, who are strong teachers, scholars, and participants in the life of the university

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Civic Engagement	A. Develop and Expand Civic Engagement Opportunities for Students, Faculty, and Staff	2 - Quality	and the wider community.
		2 - Quality	2.B.Attract, retain, and develop a diverse body of undergraduate students who are academically prepared, active learners, and striving to achieve personal excellence.
		2 - Quality	2.C.Attract, retain, and develop a diverse body of graduate students who are committed to achieving excellence
		2 - Quality	2.D.Attract, retain, and develop a diverse staff/administration/management who serve as active participants in the academic division.
		5 - Community	5.A.Create an educationally purposeful community, a place where faculty, staff and students share academic goals and work together to strengthen teaching and learning across the campus.
		5 - Community	5.B.Create an open and just community, a place where freedom of expression is uncompromisingly protected; where the value of each person is honored; and where diversity and civility are pursued and powerfully affirmed.
		5 - Community	5.C.Create a disciplined community, a place where individuals accept their obligations to the group and where well-defined governance procedures guide behavior for the common good.
		5 - Community	5.D.Create a community that cares for the well-being of each member, where service to others is encouraged, and where heritage, tradition, and change are celebrated.
		6 - 21st Century Learning Environment	6.B.Design learning environments that nurture cultural, social, ethical, intellectual, and personal development.
	B. Develop Strong Partnerships with the Local, National, and Global Communities	3 - Research and Scholarship	3.A.Provide an environment and infrastructure that fosters intellectual discovery, creative problem solving and the dissemination and application of knowledge.
		3 - Research and Scholarship	3.B.Offer superior research and scholarly support services to faculty, staff, and students.
		5 - Community	5.A.Create an educationally purposeful community, a place where faculty, staff and students share academic goals and work together to strengthen teaching and learning across the campus.
		5 - Community	5.B.Create an open and just community, a place where freedom of expression is uncompromisingly protected; where the value of each person is honored; and where diversity and civility are pursued and powerfully affirmed.
		5 - Community	5.C.Create a disciplined community, a place where individuals accept their obligations

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		5 - Community	to the group and where well-defined governance procedures guide behavior for the common good.
		5 - Community	5.D.Create a community that cares for the well-being of each member, where service to others is encouraged, and where heritage, tradition, and change are celebrated.
		6 - 21st Century Learning Environment	6.B.Design learning environments that nurture cultural, social, ethical, intellectual, and personal development.
		7 - Academic Identity	7.B.Advance Academic Affairs priorities with external constituencies
	C. Provide a Culture that Celebrates Differences and Values Diversity	2 - Quality	2.D.Attract, retain, and develop a diverse staff/administration/management who serve as active participants in the academic division.
		5 - Community	5.A.Create an educationally purposeful community, a place where faculty, staff and students share academic goals and work together to strengthen teaching and learning across the campus.
		5 - Community	5.B.Create an open and just community, a place where freedom of expression is uncompromisingly protected; where the value of each person is honored; and where diversity and civility are pursued and powerfully affirmed.
		5 - Community	5.C.Create a disciplined community, a place where individuals accept their obligations to the group and where well-defined governance procedures guide behavior for the common good.
		5 - Community	5.D.Create a community that cares for the well-being of each member, where service to others is encouraged, and where heritage, tradition, and change are celebrated.
		6 - 21st Century Learning Environment	6.A.Prepare students to adapt to a rapidly changing global environment.
		6 - 21st Century Learning Environment	6.B.Design learning environments that nurture cultural, social, ethical, intellectual, and personal development.
Continuous Improvement	A. Develop and Implement a Process to Realize University Mission and Goals	4 - Resources	4.D.Develop and establish an on-going process to analyze and monitor the budget impact on curriculum, providing accountability for generating, allocating and using resources.
		4 - Resources	4.E.Direct resources toward quality programs and link resource allocation to performance.
		7 - Academic Identity	7.A.Advance Academic Affairs priorities with other divisions
		7 - Academic Identity	7.C.Implement and track division planning process for communication to accrediting bodies
	B. Engage the University Community in a Process of Continuous Improvement	2 - Quality	2.A.Attract, retain, and develop a diverse faculty, who are strong teachers, scholars,

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	B. Engage the University Community in a Process of Continuous Improvement	2 - Quality	and participants in the life of the university and the wider community.
		2 - Quality	2.D.Attract, retain, and develop a diverse staff/administration/management who serve as active participants in the academic division.
		3 - Research and Scholarship	3.A.Provide an environment and infrastructure that fosters intellectual discovery, creative problem solving and the dissemination and application of knowledge.
		3 - Research and Scholarship	3.B.Offer superior research and scholarly support services to faculty, staff, and students.
		4 - Resources	4.D.Develop and establish an on-going process to analyze and monitor the budget impact on curriculum, providing accountability for generating, allocating and using resources.
		4 - Resources	4.E.Direct resources toward quality programs and link resource allocation to performance.
		6 - 21st Century Learning Environment	6.A.Prepare students to adapt to a rapidly changing global environment.
		7 - Academic Identity	7.A.Advance Academic Affairs priorities with other divisions
		7 - Academic Identity	7.C.Implement and track division planning process for communication to accrediting bodies
Enrollment Managment	A. Refine and Execute a University Enrollment Management Plan to Recruit, Retain, and Graduate All Students	2 - Quality	2.B.Attract, retain, and develop a diverse body of undergraduate students who are academically prepared, active learners, and striving to achieve personal excellence.
		2 - Quality	2.C.Attract, retain, and develop a diverse body of graduate students who are committed to achieving excellence
		4 - Resources	4.F.Direct resources toward areas affected by enrollment growth.
	B. Engage All Members of the University Community to Strengthen Recruitment and Retention Efforts	2 - Quality	2.B.Attract, retain, and develop a diverse body of undergraduate students who are academically prepared, active learners, and striving to achieve personal excellence.
		2 - Quality	2.C.Attract, retain, and develop a diverse body of graduate students who are committed to achieving excellence
		4 - Resources	4.F.Direct resources toward areas affected by enrollment growth.
Marketing and Promotion	A. Elevate the Visibility of IUP Through Implementation of an Integrated Marketing Communications Plan	3 - Research and Scholarship	3.C.Recognize and reward excellence in scholarship and research.
		4 - Resources	4.C.Examine and select new resource generating options.
		7 - Academic Identity	7.A.Advance Academic Affairs priorities with other divisions
		7 - Academic Identity	7.B.Advance Academic Affairs priorities with external constituencies
	B. Brand IUP on the Local, National, and	7 - Academic Identity	7.A.Advance Academic Affairs priorities

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	International Scale by Using the Brand Promise	7 - Academic Identity	with other divisions
		7 - Academic Identity	7.B.Advance Academic Affairs priorities with external constituencies
	C. Enhance IUP Spirit and Pride Among All Members of the University Community	2 - Quality	2.D.Attract, retain, and develop a diverse staff/administration/management who serve as active participants in the academic division.
		7 - Academic Identity	7.A.Advance Academic Affairs priorities with other divisions
		7 - Academic Identity	7.B.Advance Academic Affairs priorities with external constituencies
Resource Development	A. Strengthen the Financial Resource Base of the University through Increases in Research Grants, Annual Giving, Endowment, Major Gifts, Outreach to Alumni, and Advocacy to Policy Makers	2 - Quality	2.A.Attract, retain, and develop a diverse faculty, who are strong teachers, scholars, and participants in the life of the university and the wider community.
		2 - Quality	2.B.Attract, retain, and develop a diverse body of undergraduate students who are academically prepared, active learners, and striving to achieve personal excellence.
		2 - Quality	2.C.Attract, retain, and develop a diverse body of graduate students who are committed to achieving excellence
		3 - Research and Scholarship	3.A.Provide an environment and infrastructure that fosters intellectual discovery, creative problem solving and the dissemination and application of knowledge.
		3 - Research and Scholarship	3.B.Offer superior research and scholarly support services to faculty, staff, and students.
		4 - Resources	4.A.Work to obtain a more equitable distribution of university resources for Academic Affairs.
		4 - Resources	4.C.Examine and select new resource generating options.
		7 - Academic Identity	7.B.Advance Academic Affairs priorities with external constituencies
	B. Strategically Leverage Optimal Availability of Resources for Scholarships, Programs, Services, and Facilities	2 - Quality	2.B.Attract, retain, and develop a diverse body of undergraduate students who are academically prepared, active learners, and striving to achieve personal excellence.
		2 - Quality	2.C.Attract, retain, and develop a diverse body of graduate students who are committed to achieving excellence
		3 - Research and Scholarship	3.A.Provide an environment and infrastructure that fosters intellectual discovery, creative problem solving and the dissemination and application of knowledge.
		3 - Research and Scholarship	3.B.Offer superior research and scholarly support services to faculty, staff, and students.
		4 - Resources	4.A.Work to obtain a more equitable distribution of university resources for Academic Affairs.

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		4 - Resources	4.B.Identify, analyze, and make recommendations regarding resources.
		4 - Resources	4.C.Examine and select new resource generating options.
		4 - Resources	4.F.Direct resources toward areas affected by enrollment growth.
	C. Provide Facilities and Technology Commensurate with Academic Mission	2 - Quality	2.A.Attract, retain, and develop a diverse faculty, who are strong teachers, scholars, and participants in the life of the university and the wider community.
		3 - Research and Scholarship	3.A.Provide an environment and infrastructure that fosters intellectual discovery, creative problem solving and the dissemination and application of knowledge.
		3 - Research and Scholarship	3.B.Offer superior research and scholarly support services to faculty, staff, and students.
		3 - Research and Scholarship	3.C.Recognize and reward excellence in scholarship and research.
		4 - Resources	4.A.Work to obtain a more equitable distribution of university resources for Academic Affairs.
		4 - Resources	4.B.Identify, analyze, and make recommendations regarding resources.
		4 - Resources	4.D.Develop and establish an on-going process to analyze and monitor the budget impact on curriculum, providing accountability for generating, allocating and using resources.
		4 - Resources	4.E.Direct resources toward quality programs and link resource allocation to performance.
		6 - 21st Century Learning Environment	6.A.Prepare students to adapt to a rapidly changing global environment.
		6 - 21st Century Learning Environment	6.D.Create a seamless and ubiquitous learning environment that includes digital and traditional elements.
	D. Manage Resources Effectively and Efficiently to Accomplish the University Mission and Strategic Plan	4 - Resources	4.A.Work to obtain a more equitable distribution of university resources for Academic Affairs.
		4 - Resources	4.B.Identify, analyze, and make recommendations regarding resources.
		4 - Resources	4.C.Examine and select new resource generating options.
		4 - Resources	4.D.Develop and establish an on-going process to analyze and monitor the budget impact on curriculum, providing accountability for generating, allocating and using resources.
		4 - Resources	4.E.Direct resources toward quality programs and link resource allocation to performance.
		4 - Resources	4.F.Direct resources toward areas affected by enrollment growth.
Student Development and Success	A. Support Student Academic Success	1 - Academic Programs	1.A Encourage and promote teacher/scholar/service model.

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		2 - Quality	2.B.Attract, retain, and develop a diverse body of undergraduate students who are academically prepared, active learners, and striving to achieve personal excellence.
		2 - Quality	2.C.Attract, retain, and develop a diverse body of graduate students who are committed to achieving excellence
		3 - Research and Scholarship	3.B.Offer superior research and scholarly support services to faculty, staff, and students.
		5 - Community	5.A.Create an educationally purposeful community, a place where faculty, staff and students share academic goals and work together to strengthen teaching and learning across the campus.
		5 - Community	5.B.Create an open and just community, a place where freedom of expression is uncompromisingly protected; where the value of each person is honored; and where diversity and civility are pursued and powerfully affirmed.
		5 - Community	5.C.Create a disciplined community, a place where individuals accept their obligations to the group and where well-defined governance procedures guide behavior for the common good.
		5 - Community	5.D.Create a community that cares for the well-being of each member, where service to others is encouraged, and where heritage, tradition, and change are celebrated.
		6 - 21st Century Learning Environment	6.A.Prepare students to adapt to a rapidly changing global environment.
		6 - 21st Century Learning Environment	6.C.Promote deep intellectual relationships between faculty and students across disciplines.
		6 - 21st Century Learning Environment	6.D.Create a seamless and ubiquitous learning environment that includes digital and traditional elements.
		6 - 21st Century Learning Environment	6.E.Embrace innovative practices in higher education.
	B. Promote Living-Learning Experiences for Students	1 - Academic Programs	1.A Encourage and promote teacher/scholar/service model.
		2 - Quality	2.B.Attract, retain, and develop a diverse body of undergraduate students who are academically prepared, active learners, and striving to achieve personal excellence.
		2 - Quality	2.C.Attract, retain, and develop a diverse body of graduate students who are committed to achieving excellence
		5 - Community	5.A.Create an educationally purposeful community, a place where faculty, staff and students share academic goals and work together to strengthen teaching and learning across the campus.
		5 - Community	5.B.Create an open and just community, a place where freedom of expression is uncompromisingly protected; where the

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		5 - Community	value of each person is honored; and where diversity and civility are pursued and powerfully affirmed.
		5 - Community	5.C.Create a disciplined community, a place where individuals accept their obligations to the group and where well-defined governance procedures guide behavior for the common good.
		5 - Community	5.D.Create a community that cares for the well-being of each member, where service to others is encouraged, and where heritage, tradition, and change are celebrated.
		6 - 21st Century Learning Environment	6.C.Promote deep intellectual relationships between faculty and students across disciplines.
		6 - 21st Century Learning Environment	6.D.Create a seamless and ubiquitous learning environment that includes digital and traditional elements.
		6 - 21st Century Learning Environment	6.E.Embrace innovative practices in higher education.
	C. Provide Students With Opportunities for Experiential Learning	1 - Academic Programs	1.A Encourage and promote teacher/scholar/service model.
		1 - Academic Programs	1.C Increase flexibility and access to to educational opportunities at the undergraduate and graduate level
		2 - Quality	2.B.Attract, retain, and develop a diverse body of undergraduate students who are academically prepared, active learners, and striving to achieve personal excellence.
		2 - Quality	2.C.Attract, retain, and develop a diverse body of graduate students who are committed to achieving excellence
		6 - 21st Century Learning Environment	6.A.Prepare students to adapt to a rapidly changing global environment.
	D. Promote the Development of Student Leadership Skills, Personal Character, and Ethics	1 - Academic Programs	1.A Encourage and promote teacher/scholar/service model.
		2 - Quality	2.B.Attract, retain, and develop a diverse body of undergraduate students who are academically prepared, active learners, and striving to achieve personal excellence.
		2 - Quality	2.C.Attract, retain, and develop a diverse body of graduate students who are committed to achieving excellence
		5 - Community	5.A.Create an educationally purposeful community, a place where faculty, staff and students share academic goals and work together to strengthen teaching and learning across the campus.
		5 - Community	5.B.Create an open and just community, a place where freedom of expression is uncompromisingly protected; where the value of each person is honored; and where diversity and civility are pursued and powerfully affirmed.
		5 - Community	5.C.Create a disciplined community, a place where individuals accept their obligations

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		5 - Community	to the group and where well-defined governance procedures guide behavior for the common good.
		5 - Community	5.D.Create a community that cares for the well-being of each member, where service to others is encouraged, and where heritage, tradition, and change are celebrated.
	E. Foster Student Life Experiences Which Respond to Students' Unique Needs and Interests	2 - Quality	2.B.Attract, retain, and develop a diverse body of undergraduate students who are academically prepared, active learners, and striving to achieve personal excellence.
		2 - Quality	2.C.Attract, retain, and develop a diverse body of graduate students who are committed to achieving excellence
		5 - Community	5.A.Create an educationally purposeful community, a place where faculty, staff and students share academic goals and work together to strengthen teaching and learning across the campus.
		5 - Community	5.B.Create an open and just community, a place where freedom of expression is uncompromisingly protected; where the value of each person is honored; and where diversity and civility are pursued and powerfully affirmed.
		5 - Community	5.C.Create a disciplined community, a place where individuals accept their obligations to the group and where well-defined governance procedures guide behavior for the common good.
		5 - Community	5.D.Create a community that cares for the well-being of each member, where service to others is encouraged, and where heritage, tradition, and change are celebrated.
University Safety and Security	A. Enhance and Strengthen a Safe, Secure, and Healthy Environment for Members of the University Community	2 - Quality	2.A.Attract, retain, and develop a diverse faculty, who are strong teachers, scholars, and participants in the life of the university and the wider community.
		2 - Quality	2.B.Attract, retain, and develop a diverse body of undergraduate students who are academically prepared, active learners, and striving to achieve personal excellence.
		2 - Quality	2.C.Attract, retain, and develop a diverse body of graduate students who are committed to achieving excellence
		2 - Quality	2.D.Attract, retain, and develop a diverse staff/administration/management who serve as active participants in the academic division.
	B. Enhance Security of the Physical and Informational Assets of the University	2 - Quality	2.A.Attract, retain, and develop a diverse faculty, who are strong teachers, scholars, and participants in the life of the university and the wider community.
		2 - Quality	2.B.Attract, retain, and develop a diverse body of undergraduate students who are academically prepared, active learners, and striving to achieve personal excellence.

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		2 - Quality	2.C.Attract, retain, and develop a diverse body of graduate students who are committed to achieving excellence
		2 - Quality	2.D.Attract, retain, and develop a diverse staff/administration/management who serve as active participants in the academic division.