The Academic Master Plan (AMP) Steering Committee has been meeting since it was formed in November, 2014. The makeup of the Steering Committee was recommended by a small group of faculty leaders and administrators (Chair of the Faculty, a representative of United Faculty, Chair of the Faculty Senate, the Director of the Liberal Arts Core, and the two Associate Provosts). This same group recommended a timeline and a process, and it also suggested that the Academic Master Plan Steering Committee look to the Shippensburg University Academic Master Planning process for guidance. The timeline had a projected completion date of December, 2015.

Finally, this group suggested that the following questions be posed and answered during the process:

- What types of students and faculty do the university wish to attract?
- What are the programs, services, support, and facilities that will attract those students and faculty?
- What should our students know, value, and be able to do by the time they graduate with a degree from UNI?

Members to the AMP Steering Committee include the following:

- Paul Andersen, NISG Vice-President
- April Chatham-Carpenter, Interim Associate Provost for Academic Affairs & Interim Dean of Graduate College
- Maureen Clayton, Chair of Graduate Council & Graduate College representative
- Nancy Cobb, Associate Provost for Faculty Affairs
- John Fritch, Dean representative
- Tony Gabriele, COE faculty representative
- Deedee Heistad, Director of the Liberal Arts Core
- Carolyn Hildebrandt, CSBS faculty representative
- Tim Kidd, Chair Faculty Senate and CHAS faculty representative
- Chris Neuhaus, Library faculty representative
- Patrick Pease, Dept. Head representative
- Dan Power, CBA faculty representative
- Laura Terlip, UF and CHAS faculty representative
- Kristin Woods, Student Affairs representative

The AMP Steering Committee has been informed by the Strategic Planning process identified in the Shippensburg University Master Plan document entitled “Developing a Strategic Academic Master Plan” (http://www.ship.edu/Provost/AMP/AMP_Charge/, p. 5): Because of that, committee members embraced, in general terms, the following tasks:

1. Examine and evaluate the current mission, vision, goals, and strategies
2. Scan external environment and select strategic factors
3. Scan internal environment and select strategic factors
4. Analyze the strategic factors in light of the current situation (SWOT)
5. Review and identify changes and concerns about the mission, vision, goals, and strategies
6. Brainstorm and identify pros and cons of the mission, goals, and strategies
The committee also developed, in consultation with Interim Provost Mike Licari, information on what an Academic Master Plan is. This can be found at the following link: http://www.uni.edu/provost/amp/what-is-AMP

Once the AMP Steering Committee began meeting, members of the committee agreed that regular meetings were very important, with typically three meetings scheduled per month. Committee members felt strongly that faculty, staff, and student input was needed throughout the process of developing the plan. Committee members started with the perception that university faculty were divided on what they wanted the university to be, so the committee sought ways to get wide input on what people wanted us to be, especially with the possibility of new leadership. The committee decided to divide into two subcommittees: (a) a mission and vision subcommittee, and (b) a “know, value, do” subcommittee, to answer the question of “what should a UNI graduate know, value and be able to do?” upon graduation. Both committees worked during the Spring 2015 semester, pulling together research which has already been done on this from various sources.

To date, the committee has held two open brainstorming forums for faculty, one in December 2014 and one in early March 2015. In addition, a Google web form was created where faculty who could not attend forums could respond to the same questions that were asked at the forums. These questions were also posed to staff (through the staff representative on the committee) and to students through the Northern Iowa Student Government. The December forum allowed the committee to gather input which it later used to create a survey which was sent to all faculty (403 surveys completed), student affairs staff (67 surveys completed), and students (370 surveys completed). Results of the first forum and survey can be found on the following webpage: http://www.uni.edu/provost/amp. The March forum asked questions which allowed the committee to follow up on some of the themes from the survey and first forum, in terms of how UNI could be distinctive in the areas of experiential learning, community engagement opportunities, and undergraduate research/creative activity opportunities for students.

The committee has learned the following from input gathered in the two forums and the survey (http://www.uni.edu/provost/amp):

- The campus community thinks that our size (number of students) should be somewhere between where we are now, around 12,000 students, and 14,000 students.
- UNI should look to expand both its undergraduate and graduate programs.
- Accessibility is an important value to faculty, staff, and students.
- Diversity of student body, faculty, and staff is important.
- Being an education-related (teacher training) university is very important.
- The fact that students are primarily taught by faculty is an important point of distinction for the university.
- The scholarship of teaching and learning should be a distinctive part of UNI’s mission in the future.
- Interdisciplinary majors or programs could make us distinctive in the future.
Faculty want students to have a “UNI experience” by the time they graduate, which includes intentional hands-on learning opportunities such as experiential learning, study abroad, community engagement opportunities, writing-intensive courses, and undergraduate research and creative activity opportunities.

Based on all of this input, the mission and vision sub-committee has worked on possible mission and vision statements, and the large committee has started reviewing these. In addition, a MBA Capstone team has been deployed in order to help the AMP Steering Committee scan the external environment, with a final report to be made in June 2015.

During Spring 2015, a new provost was selected for the university; this announcement came in the days prior to Spring Break. When the committee gathered after Spring Break, it was suggested that the committee have a conference call with the new provost (Dr. Jim Wohlpart) in order to discuss the status of its work and gather input from him about next steps. During the phone call, committee members requested that the timeline for completion of the AMP be slowed, so that Dr. Wohlpart would be able to guide the committee in creating a plan with which he could work. Following consultation among Interim Provost Licari, Provost designee Wohlpart, and President Ruud, it was determined that the Steering Committee could have an extra semester to complete the plan. The new projected completion date is Spring 2016.

The AMP Steering Committee will hold one short meeting in June 2015, and a two-day retreat will be held on July 15-16. The goal is that by the end of the retreat we will have 2-3 possible mission/vision statements plus areas of capabilities and areas for improvement in the university.

In September 2015, the AMP Committee will hold a series of forums to get input from all faculty, staff and students on the 2-3 mission/vision statements. Following that input, a final mission/vision will be created. This process will also allow for work to be also done on what students should be able to know, do, and value when they graduate from UNI. These outcomes, along with strategic goals and objectives related to the mission and vision, can be drafted and vetted in Spring of 2016. A final plan will be ready by April 2016. Continued work on the plan can happen as a result of this, with follow-up work on assessing the “know, do, and value” portion becoming a possible quality improvement project for our next re-accreditation efforts, if the Provost decides that is the direction we need to go as a result of this work.

The committee feels strongly that any Academic Master Plan that is created must be revisited every year in order that needed revisions may be made. The AMP should be a living document that can respond to changing conditions.