



Strategic Plan 2010-2015

Leadership and Innovation for the Future: Transforming Opportunities into Reality

VISION STATEMENT

The University of Northern Iowa will be nationally known for innovative education, preparing students for success in a rapidly changing, globally competitive, and culturally diverse world.

MISSION STATEMENT

The University of Northern Iowa provides transformative learning experiences that inspire students to embrace challenge, engage in critical inquiry and creative thought, and contribute to society.

VALUES

As a university community we are guided by the following core values:

Academic Freedom – freedom of inquiry by students, faculty, and staff

Access – an affordable, inclusive educational environment

Accountability – integrity, responsibility and the highest ethical standards of students, faculty and staff

Community – an ethical, caring, and safe community characterized by civility

Diversity – a welcoming community that celebrates pluralism, multiculturalism, and the unique contributions of each person and group

Engagement – characterized by challenge, transformation, and lifelong learning in a global society

Excellence – in teaching and learning, scholarship and creative work, and service

Sustainability – an attractive, well-maintained campus environment that enhances the living and learning experience with an emphasis on environmental stewardship



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Goal 1. Be a leading undergraduate public university that provides a strong liberal arts foundation

G1.Objective 1 – Provide a rigorous and relevant undergraduate educational experience that prepares students for the future

G1.Objective 2 – Provide a transformative learning experience that inspires student responsibility for their learning

G1.Objective 3 – Recruit, develop, and retain faculty distinguished by their creative and intellectually rigorous teaching and scholarship

G1.Objective 4 – Infuse an interdisciplinary approach into teaching, scholarship, and engagement

Goal 2. Provide rigorous and relevant graduate education that meets the needs of graduate students, the university, and the community

G2.Objective 1 – Hold graduate programs accountable to standards for rigor, relevance, and excellence

G2.Objective 2 – Promote innovation in graduate education

Goal 3. Lead the state and nation in pre K-12 education

G3.Objective 1 – Focus educator-preparation programs on developing 21st century leader practitioners at all levels

G3.Objective 2 – Expand the ownership of educator preparation to the entire university community

G3.Objective 3 – Expand and improve the network of external partners involved in educator-preparation programs



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Goal 4. Create and maintain an inclusive educational environment that prepares students to thrive in a diverse global environment

G4.Objective 1 – Ensure students are prepared to live and work successfully in a diverse world

G4.Objective 2 – Enhance the international and domestic diversity of students, faculty, and staff

G4.Objective 3 – Equip students, faculty, and staff to engage positively and productively in diverse communities of learning

Goal 5. Enhance the economic, social, cultural, and sustainable development of the state

G5.Objective 1 – Expand the university culture of community-engagement to increase the depth and breadth of participation

G5.Objective 2 – Provide support for the economic, social, and sustainable development priorities of Iowa

G5.Objective 3 – Promote a broad range of artistic, athletic, cultural and other opportunities to Iowa citizens

Goal 6. Ensure accountability, affordability, and access

G6.Objective 1 – Ensure accountability in all university operations

G6.Objective 2 – Increase the number of non-traditional and distance learners

G6.Objective 3 – Ensure affordability for university students



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UNI Institutional Indicators

Indicator	Target
One-year retention rate of new undergraduate direct-from-high-school freshmen	85%
Six-year graduation rate of new undergraduate direct-from-high-school freshmen	70%
Percentage of undergraduate student credit hours taught by full-time faculty	75%
Enrollment	14,000
Education-related sponsored funding	+3%/yr
Rate of enrollment of racial/ethnic minority students as a percentage of overall enrollment	8.5%
Rate of racial/ethnic minority tenured/tenure-track faculty employment as a percentage of overall tenured/tenure-track faculty employment	14%
NSSE benchmark - Level of Academic Challenge – freshmen	55
NSSE benchmark - Level of Academic Challenge – seniors	60
Proportion of non-academic units/departments with assessment and continuous improvement plans	100%

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UNI and BOR Strategic Plans

	BOR Goal		UNI Goal
1	Affordability	6	Ensure accountability, affordability and access
2	Minority student success	4:1.3	Increase graduation rates for minority students and close the gap between minority and non-minority student graduation rates
3	4-yr rates	6:3.2	Increase four-year graduation rates
4	Distance education	6:2 also 2:2.1	Increase the number of non-traditional and distance learners; Develop select graduate distance-education programs to meet the needs of 21st century alternative and distance learners
6	Outcomes assessment	1:1 also 6 also 6:1.1	Provide a rigorous and relevant undergraduate educational experience that prepares students for the future; Ensure accountability, affordability and access; Implement consistent process-improvement and risk management strategies across all university units
7	Economic development	5	Enhance the economic, social, cultural, and sustainable development of the state
8	Efficiency and productivity	6:1 also 6:1.3	Implement consistent process-improvement and risk-management strategies across all university units; Increase Regents inter-institutional collaboration