



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.O1.S1 – Identify, support, and promote undergraduate programs that raise the profile of the institution

G1.O1.S2 – Reshape the Liberal Arts Core to be innovative and interdisciplinary, and integrate liberal-arts learning outcomes throughout the undergraduate experience

G1.O1.S3 - Increase the graduation rates for minority students and close the gap between minority and non-minority student graduation rates

G1.O1.S4 – Mentor undergraduate students to conduct research and compete for national scholarships and fellowships

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

G1.O2.S1 – Develop and implement collaborative and seamless first-year programs that contribute to enhanced student learning and engagement

G1.O2. S2 - Provide broad-based education that inspires critical thinking, creativity, openness to new ideas, and student responsibility for their learning

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

G1.O4.S1 - Improve recruitment and retention strategies for faculty and increase professional development opportunities

G1.O4.S2 – Enhance recognition of faculty for exemplary teaching, research, scholarship, creative activity, advising and engagement

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

G1.O3.S1 – Establish university mechanisms to support interdisciplinary collaboration



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G1.O3.S2 – Support professional development to increase the number of faculty and staff pursuing interdisciplinary teaching, research, creative activity, outreach and grants

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.O1.S1 – Recognize and support high-quality graduate programs that prepare leaders in their professions and enhance the social, cultural, and economic development of Iowa

G2.O1.S2 - Phase out programs that do not meet the criteria for rigor, relevance, and excellence

G2.Objective 2 – Promote innovation in graduate education

G2.O2.S1 –Develop select graduate distance-education programs to meet the needs of 21st century alternative and distance learners

G2.O2.S2 – Develop new interdisciplinary graduate programs based on current program strengths

G2.O2.S3 – Recruit, develop, and retain faculty distinguished by their creative and intellectually rigorous teaching and scholarship

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.O3.S1 – Recruit, develop and retain nationally recognized faculty

G3.O3.S2 – Collaborate with the Iowa Department of Education to develop a research and development school as a leading demonstration site for innovative evidence-based practice

G3.O3.S3 – Re-examine and adapt educator-preparation programs, formal and non-formal, focusing on 21st century skills and knowledge, and the use of technology

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



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G3.O2.S1 – Redefine the role of the Teacher Education Office, especially its university-wide responsibilities for educator-preparation programs

G3.O2.S2 – Redefine the role of the Council of Teacher Education as the leading governance body for university-wide educator preparation

G3.O2.S3 – Promote integration of: the liberal arts, the professional education sequence, educator-preparation majors and minors, and field experiences

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

G3.O3.S1 – Establish additional professional-development partnerships with school districts

G3.O3.S2. Expand the use of advisory board networks

G3.O3.S3 – Ensure a wide range of diverse field experiences for educator preparation students

G3.O3.S4 – Recognize and support external professional partnerships to promote exemplary teaching, research, scholarship, creative activity and engagement

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.O1.S1 – Increase the number of students who participate in diverse cultural experiences

G4.O1.S2 – Provide more opportunities for students to have meaningful interactions with people from backgrounds different from their own

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

G4.O2.S1 – Broaden recruitment and retention efforts to attract and retain more diverse students, faculty, and staff

G4.O2.S2 – Implement programs to infuse diversity awareness and accountability into the management and organizational culture

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

G4.O3.S1 – Enhance faculty and staff professional development in the area of diversity

G4.O3.S2 – Develop and maintain meaningful collaborative relationships with domestic and international communities

G4.O3.S3 – Broaden students’ intercultural knowledge, competence, and engagement through curricular and co-curricular activities

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.O1.S1 – Increase community-based research and technology transfer

G5.O1.S2 – Provide faculty and staff development to support service learning

G5.O1.S3 – Increase service-learning opportunities and community-engagement in existing UNI courses

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

G5.O2.S1 – Assess and address the critical economic, social, and sustainable development needs of Iowa communities and the region through student, staff, and faculty engagement

G5.O2.S2 – Encourage and support student, staff and faculty entrepreneurial activity and technology transfer

G5.O2.S3 – Support workforce development by assisting state and regional workforce initiatives, including those that serve refugee and immigrant populations

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

G5.O3.S1 – Provide opportunities for primary- and secondary-school students to experience a variety of programs at UNI and in their schools



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G5.O3.S2. – Promote participation within the university auxiliaries (e.g. Maucker Union, Gallagher-Bluedorn and collegiate athletics)

Goal 6. Ensure accountability, affordability, and access

G6.Objective 1 – Ensure accountability in all university operations

G6.O1.S1 – Implement consistent process-improvement and risk-management strategies across all university units

G6.O1.S2 –Engage faculty, staff, and students in sustainability and energy conservation initiatives, to ensure the efficient and effective uses of facilities and other resources

G6.O1.S3 – Increase Regents inter-institutional collaboration

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

G6.O2.S1 – Support, expand, and improve online offerings and other alternative delivery methods to ensure increased access

G6.O2.S2 – Provide professional development for faculty and staff addressing the needs of non-traditional and distance learners

G6.O2.S3 – Strengthen relationships with community colleges to improve transfer students’ transition process

G6.Objective 3 – Ensure affordability for university students

G6.O3.S1 – Increase four-year graduation rates

G6.O3.S2 – Empower first generation students and their families to access and understand information regarding financial aid

G6.O3.S3 – Increase the UNI endowment, sponsored funding, and student scholarships



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Board of Regents, State of Iowa - Indicators

Indicator	Target
Trend data on the percentage of undergraduate resident tuition set-aside revenue allocated to students who demonstrate need (especially those students eligible to receive the maximum Pell award).	Increase commensurate with tuition increases and by an additional 6% at each of Iowa's public universities by 2016
Trend data of the six-year graduation rates of Iowa's public university underrepresented racial/ethnic minority students compared to non-minority students.	Close the gap between the six-year graduation rates of underrepresented minority students and non-minority students by 50% at each of Iowa's public universities by 2016
Trend data of percent of students in each year's cohort who graduate from each of Iowa's public universities in four years.	Increase the rate at each of Iowa's public university to the median of its peer group or 40%, which is greater, by 2016
Trend data of the number of students enrolled in credit courses available through distance education.	Increase the number of students enrolled in credit courses available through distance education at each of Iowa's public universities by 15% by 2016
Trend data on the results of student outcomes assessment programs at Iowa's public universities and special schools	By June 20, 2011, Iowa's public universities and special schools, in collaboration with faculty, will develop student outcomes assessment plans for each academic program and establish targets for collecting and using assessment results
Trend data of total sponsored funding by fiscal year, in millions of dollars, at each public university	Increase by 2% on average each year through 2016 at each of Iowa's public universities
Inter-institutional efficiencies and cost-savings resulting from collaborative initiatives within and between the Regent institutions	By January 1, 2011, the Board Office and institutions will define accountability measures, set a baseline of performance, and establish targets for inter-institutional efficiencies and cost savings.



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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%

	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 21 st 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