

2017-22 STRATEGIC PLAN: GROWTH AND SUCCESS

We have much to be proud of. Since the launch of the 2017-2022 Strategic Plan, we have engaged in many collaborative and innovative initiatives - too many to list here. Among them - developing our Mission Stewardship Statement to recognize the original caretakers of the land on which the university sits, and engaging in a Climate Study to examine the living, learning, and working conditions on campus. We developed and launched a completely redesigned UNIFI General Education Program, offered an accelerated Purple Pathway for Paraeducators, and developed a number of collaborative partnerships - ranging from a local partnership with the Hawkeye Community College and the Waterloo Community Schools Career Center to create accelerated degree options via the Cedar Valley Degree Links, to a statewide UNI@IACC partnership with Iowa Community Colleges. We engaged in Academic Positioning and were able to successfully design several new degrees including a BS in Automation Engineering Technology and a BS in Nursing. We launched the largest Comprehensive Campaign in our history, went through a rebranding process, and developed a new 2023-2028 Strategic Enrollment Management Plan.

Our work remains guided by our commitment to excellence and student success. As we institutionalize strategic planning on campus and embed it into our daily practices, we look forward to building upon our successes with the new 2023-2028 Strategic Plan.



UNIFYING GOAL: STUDENT SUCCESS	GOAL 2022	YEAR 5	YEAR 1
Achieve a 5-year rolling average of 84% retention rate for FT freshman students from their first to second year.	84%	83.1%	83.0%
Attain a 5-year rolling average 4-year graduation rate of 42% for first time/full time freshmen	42%	44.0%	40.5%
Attain a 5-year rolling average 3-year graduation rate of 55% for transfer students	55%	56.1%	51.5%
Maintain the high percentage of first destination employment/continuing education rates within 6 months	95%	97.3%	93.5%
SUPPORTING GOAL 1: DIVERSITY AND INCLUSION			
Increase the percentage of minority students in the freshmen class during the next 5 years (5-year rolling avg)	15%	10.9%	10.3%
Increase the percentage of minority students of the entire student body over the next 5 years (5-yr rolling average)	12%	11.2%	9.6%
Increase retention rates of minority freshmen to the overall retention rate (5-year rolling average 1st to 2nd year)	84%	76.2%	79.1%
Increase retention rates of first generation freshmen to the overall retention rate (5-year rolling average 1st to 2nd year)	84%	79.1%	79.2%
Increase retention rates of freshmen receiving Pell grants to the overall retention rate (5-year rolling average 1st to 2nd year)	84%	78.6%	79.8%
Increase the percent of minority faculty over the next 5 years	17%	16.4%	13.1%
Increase the gender balance of female and male faculty	50% Female	52.9%	50.6%
SUPPORTING GOAL 2: CAMPUS VITALITY			
Increase total sponsored funding by 5% (includes federal student financial aid) (5-year rolling average)	27.5 Million	\$35,900,000	\$25,432,738.36
Decrease utility usage per square foot (Kbuts)	150	145	156
Increase the number of university buildings rated "fully accessible"	20	31	28
SUPPORTING GOAL 3: COMMUNITY ENGAGEMENT			
Increase the Percent of Participation score to 30 as reported in the NASCE survey (Administered every 4 years by fall 2019 reach 23 %)	30%	18%	12%
Increase percent of students that report at least some of their courses included a community-based service-learning project to 60% (first-year) and 90% (seniors)	60% First Year	29.0%	53.0%
	90% Seniors	45.0%	68.8
Increase the number of unique businesses and community clients served by 15% over the next 5 years (5-year rolling average)	2,625	3,505	3,000



2023-28 STRATEGIC PLAN: BUILDING OUR TOMORROW

VISION

We serve the public good through equitable and inclusive excellence in teaching and learning, scholarship, and service.

MISSION

The University of Northern Iowa creates, empowers, and innovates to enrich Iowa and beyond.

VALUES

- + Academic Freedom: The freedom of inquiry and expression in teaching and learning, scholarship, and service.
- + Access: An inclusive educational environment that is supportive, equitable, and affordable.
- + Integrity: A commitment to accountability, responsibility, and the highest ethical standards are integrated into all university practices.
- + Collaboration: A commitment to work together to achieve our shared vision, mission and goals, and to develop and improve institutional policies, programs, and processes.
- + Community: A caring, safe, and diverse community characterized by appreciation, respect, and a sense of belonging.
- + Equity: The cultivation and nurturing of a diverse, just, and inclusive community, culture, and environment.
- + Empowerment: Active engagement in transformative, innovative and lifelong learning in service to the public good.
- + Excellence: A commitment to pursuing the highest levels of achievement in teaching and learning, scholarship and service.
- + Sustainability: A resilient community and campus that balances innovation and stewardship, is economically sound, environmentally responsible, and socially just.

GOAL 1: Create equitable, diverse, and inclusive opportunities.

GOAL 2: Empower communities to shape their future.

GOAL 3: Innovate for learner success.

GOAL 4: Steward resources effectively.

UNIVERSITY STRATEGIC PLAN COORDINATING COMMITTEE

The University Strategic Plan Coordinating Committee is a standing committee responsible for ensuring university strategic plans remain living documents at the University of Northern Iowa.

The USPCC is responsible for the following:

- + Monitoring unit/department, college, division, and university-level progress in achieving the University's Strategic Plan Goals for each cycle, as well as progress toward achieving the University's Future Vision for 2051;
- + Creating, refining, and implementing a Strategic Data Plan with staff support from the Office of Institutional Effectiveness & Planning and Information Technology Services, which will include the collection, use, and publication of unit/department, college, division, and university-level qualitative and quantitative information that showcases progress or areas of improvement in achieving University Strategic Plan Goals and the Future Vision;
- + Coordinating with the time-designed University Strategic Planning Committee for each strategic planning cycle to ensure University Strategic Plan Goals, Strategies, and Metrics complement one another and work toward achieving the University's Future Vision;
- + Consulting with university faculty, staff, administration, and students, as appropriate, to align department-, college-, and division-level strategic plans and their associated metrics and progress reports with the achievement of the 2023-2028 University Strategic Plan Goals and Future Vision for 2051; and
- + Providing broad recommendations to the President, University leaders, and other constituency groups, as appropriate, on action plans to address challenges and opportunities in achieving the University Strategic Plan Goals and Strategies, and the University's Future Vision for 2051.