

**UNIVERSITY OF NORTHERN IOWA
STRATEGIC PLAN -- 1995-2000
PERFORMANCE INDICATORS, TARGETS, PROGRESS MADE
DECEMBER 2000**

| GOAL 1: INTELLECTUAL VITALITY: CREATE AND MAINTAIN AN INTELLECTUALLY DEMANDING AND STIMULATED ENVIRONMENT FOR ALL MEMBERS OF THE UNIVERSITY COMMUNITY. | | |
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| Goal 1, Strategy 1.1 Provide curricula and related learning activities that generate intellectual vitality in all University offerings. | | |
| <i>Benchmarks, Institution Indicators and MGT Indicators</i> | <i>Target</i> | <i>Progress Made</i> |
| <ul style="list-style-type: none"> Program of Study (POS) for each student | <ul style="list-style-type: none"> develop POS initiatives offer individualized programs through advising process | <ul style="list-style-type: none"> software to promote POS developed software for Program of Study Initiative has been developed. Students now access degree audit electronically; can gain advising information via university website. |
| <ul style="list-style-type: none"> High level of student participation in experiential learning courses | <ul style="list-style-type: none"> increase over base 2% per year -- base 9,698 | <ul style="list-style-type: none"> 1st year 7.6% (10,437) 2nd year 51.2% (14,664) Discontinued -- over 95% of May graduates have taken experiential course. |
| <ul style="list-style-type: none"> Increased student satisfaction with library and instructional techniques | <ul style="list-style-type: none"> develop survey to measure these indices: satisfaction with education/training; hardware/software of instructional technology satisfaction with services and resources of library | <ul style="list-style-type: none"> survey conducted and results in four categories (scale of 1-5, 5 highest): Instructional Technology education and training --3.41 (3.44), Instructional Technology hardware and software resources --3.27 (3.20); Library services --3.35 (3.22), and Library resources --3.35 (3.24) <p>[Note: 1999 report figures are in parenthesis]</p> |
| <ul style="list-style-type: none"> Identified qualities of an educated person | <ul style="list-style-type: none"> conduct discussions and projects leading to appropriate curricular and co-curricular changes | <ul style="list-style-type: none"> baseline - document available for discussions 1st year - qualities defined 2nd year - qualities revised 3rd year - projects undertaken 4th year - Statement of Liberal Learning adopted Curriculum changes implemented |

| Goal 1, Strategy 1.2: Sustain and reward teaching and scholarships | | |
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| <i>Benchmarks, Institution Indicators and MGT Indicators</i> | <i>Target</i> | <i>Progress Made</i> |
| <ul style="list-style-type: none"> Faculty portfolios | <ul style="list-style-type: none"> move from current job descriptions to portfolio development departments define expectations | <ul style="list-style-type: none"> portfolios defined in consultation with each faculty member. departments adopted faculty portfolio policies, in consultation with faculty. |
| Goal 1, Strategy 1.3: Extend university expertise to serve the needs of Iowa and beyond | | |
| <i>Benchmarks, Institution Indicators and MGT Indicators</i> | <i>Target</i> | <i>Progress Made</i> |
| <ul style="list-style-type: none"> Availability of off-campus courses | <ul style="list-style-type: none"> 1st year goal 5% over base of 5287 2nd year goal (10%) over base of 5287 3rd year goal (10%) over base of 5287 | <ul style="list-style-type: none"> 1st year results - 5,929 headcount enrollment over baseline of 5,287 (12.1% increase) 2nd year results -- 7,266 (37% over base) 3rd year results -- 7,458 (41% over base) 4th year results -- 7,304 (38% over base) |
| GOAL 2: COMMUNITY: PROMOTE A SENSE OF COMMUNITY WITHIN THE UNIVERSITY | | |
| Goal 2, Strategy 2.1: Promote a sense of identity and culture of collegiality, professionalism, and mutual respect | | |
| <i>Benchmarks, Institution Indicators and MGT Indicators</i> | <i>Target</i> | <i>Progress Made</i> |
| <ul style="list-style-type: none"> Campus climate survey | <ul style="list-style-type: none"> conduct survey in 1997-98 faculty/staff survey in Spring 1998 | <ul style="list-style-type: none"> students surveyed, see page 6 of Strategic Plan (average responses favorable) Years 3 and 4, parallel results by faculty and staff to students. 1999 results were consistently lower than 1997. Trends are being analyzed. |

| Goal 2, Strategy 2.2: Create and Nurture a Diverse Community within the University | | |
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| <i>Benchmarks, Institution Indicators and MGT Indicators</i> | <i>Target</i> | <i>Progress Made</i> |
| <ul style="list-style-type: none"> Retention of protected groups | <ul style="list-style-type: none"> retain protected groups at same level as non-protected groups. Diminish lag by 10% per year. | <ul style="list-style-type: none"> base (Fall 1996) freshmen to sophomore year lag 12.5% (average); Fall 1997 lag diminished to 7.5% (goal was 11.25%); Fall 1998 lag increased to 18.7% (goal 10%) Fall 1999 lag decreased to 14.3% Fall 2000 lag decreased to 13.2% |
| Goal 2, Strategy 2.3 Improve University Governance and Decision Making | | |
| <i>Benchmarks, Institution Indicators and MGT Indicators</i> | <i>Target</i> | <i>Progress Made</i> |
| <ul style="list-style-type: none"> Use of Decision Support System (DSS) | <ul style="list-style-type: none"> 90% of campus decision-makers use system regularly (5 year goal) | <ul style="list-style-type: none"> elements of system have been tested; use is increasing online enrollment, account and budgetary reports are utilized campus-wide |
| Goal 2, Strategy 2.4: Ensure that all members of the UNI community have the opportunity to enhance their well-being | | |
| <i>Benchmarks, Institution Indicators and MGT Indicators</i> | <i>Target</i> | <i>Progress Made</i> |
| <ul style="list-style-type: none"> Number of users of Wellness/Recreation Center based on third week of class count | <ul style="list-style-type: none"> establish baselines for students, faculty, staff increase 25% by 2nd year increase participant involvement in all areas by 5% | <ul style="list-style-type: none"> see matrix in report, p. 9 While Center use has increased overall, Intramural Recreation participation has decreased. |

GOAL 3: RESOURCES: EFFECTIVELY MANAGE INTERNAL RESOURCES AND AGGRESSIVELY SEEK EXTERNAL RESOURCES TO SUPPORT UNIVERSITY PROGRAMS AND ASPIRATIONS

Goal 3, Strategy 3.1: Enhance the quality and productivity of UNI faculty and staff

| <i>Benchmarks, Institution Indicators and MGT Indicators</i> | <i>Target</i> | <i>Progress Made</i> |
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| <ul style="list-style-type: none"> Dollars spent for faculty on professional development opportunities | <ul style="list-style-type: none"> increase faculty support by 6% over 3 years. Increase staff CEU equivalents by 9% over 3 years. | <ul style="list-style-type: none"> 2nd year faculty support \$1,862,529 over base of \$1,591,947. 9.96% over base (goal 4%) 3rd year faculty support \$1,795,158 -- 12.8% over base, goal 6% 4th year faculty \$1,846,828 (16% over base, goal 8%) 2nd year staff Continuing Education Units, 843 units over base of 630 (34% increase) 3rd year staff Continuing Education Units, 1,587 units, 15.2% over base, goal 6% 4th year staff Continuing Education Units 1,158 units, 84% increase over base, goal 8%) |

Goal 3, Strategy 3.2: Optimize the acquisition and utilization of university resources

| <i>Benchmarks, Institution Indicators and MGT Indicators</i> | <i>Target</i> | <i>Progress Made</i> |
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| <ul style="list-style-type: none"> Dollar amount transferred annually from the UNI Foundation to the University | <ul style="list-style-type: none"> 1st year increase by 4.7% 2nd year increase by limit of 6% 3rd year increase amount by CPI + 2% to a limit of 8% | <ul style="list-style-type: none"> 1st year: 41.10% increase 2nd year: 10.38% decrease 3rd year: 238% increase 4th year 1.5% increase [decrease in capital projects area resulted from completion of Performing Arts Center] <p>Dollar amount transferred over four years exceeded over \$9.2 million. <u>Note:</u> Monies transferred to designated projects and capital projects may vary from year-to-year as a result of the scale of projects and targeted funding.</p> |

| Goal 3, Strategy 3.3: Provide a physical environment which supports the activities of the university | | |
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| <i>Benchmarks, Institution Indicators and MGT Indicators</i> | <i>Target</i> | <i>Progress Made</i> |
| <ul style="list-style-type: none"> Size of building repair budget as a percent of the asset (replacement) value (see chart page 12) | <ul style="list-style-type: none"> see report | <ul style="list-style-type: none"> for dollar amounts see page 12 of UNI report |
| Goal 3, Strategy 3.4: Ensure that useful information is easily accessible, accurate, and widely shared | | |
| <i>Benchmarks, Institution Indicators and MGT Indicators</i> | <i>Target</i> | <i>Progress Made</i> |
| <ul style="list-style-type: none"> Availability of current transactional software for all processes (in student services, financial services, planning and human services) | <ul style="list-style-type: none"> upgrade Advancement Division software Y2K upgrades | <ul style="list-style-type: none"> Advancement Division completed Y2K upgrades completed |
| GOAL 4: EXTERNAL RELATIONS: DEVELOP APPRECIATION AND SUPPORT FOR THE VALUES, PROGRAMS, AND SERVICES OF THE UNIVERSITY | | |
| Goal 4, Strategy 4.1: Create a coordinated, comprehensive, and consistent communications effort that enhances the awareness and image of the university | | |
| <i>Benchmarks, Institution Indicators and MGT Indicators</i> | <i>Target</i> | <i>Progress Made</i> |
| <ul style="list-style-type: none"> Survey results from key populations: general public, legislators, decision leaders, and alumni | <ul style="list-style-type: none"> survey contracted in 1997 of public legislators and policymakers alumni survey conducted | <ul style="list-style-type: none"> survey presented in July 1997 alumni survey completed integrated marketing plan developed |
| Goal 4, Strategy 4.2: Pursue and strengthen mutually beneficial relationships with external constituencies | | |
| <i>Benchmarks, Institution Indicators and MGT Indicators</i> | <i>Target</i> | <i>Progress Made</i> |
| <ul style="list-style-type: none"> Development of effective in-state networks | <ul style="list-style-type: none"> begin UNITE (1997) enhance grassroots presence of UNI develop Admissions network | <ul style="list-style-type: none"> UNITE founded UNITE membership --100 (51) volunteer network in place with Office of Governmental Relations, Alumni Assn., Parents Assn., and Students engaged in outreach activities |
| Goal 4, Strategy 4.3: Focus on the value of a UNI education in building a compelling case for public and private support | | |
| <i>Benchmarks, Institution Indicators and MGT Indicators</i> | <i>Target</i> | <i>Progress Made</i> |
| <ul style="list-style-type: none"> Dollar amount transferred annually from the UNI Foundation to the university | <ul style="list-style-type: none"> same as 3.2.1 | <ul style="list-style-type: none"> same as 3.2.1 |

**“Focused on Excellence”
UNI Strategic Plan 2001 - 2006**

Culture

The culture of The University of Northern Iowa is characterized by a long-standing commitment to student learning and to excellence in teaching. This commitment has been established through the development of an open, ethical and caring community that promotes diversity, honesty, integrity, respect, fairness, trust and civility among its members. This community has created a culture based on core values that include intellectual vitality, intellectual and academic freedom, the well-being of its members and service to others.

Values

The University of Northern Iowa community values:

- Excellence in all its endeavors
- Intellectual vitality
- Intellectual and academic freedom, dialogue and the free exchange of ideas
- Individualized learning
- An ethical, caring and diverse community
- The well-being of its students, faculty and staff
- Service to the citizens of the state of Iowa, the nation and the world

Vision

The University of Northern Iowa will be the nation's finest public comprehensive university, known for high quality learning environments and a genuine sense of community.

Mission Statement

The University of Northern Iowa is a comprehensive institution committed to providing a diverse, dynamic learning environment, founded on a strong liberal arts curriculum and characterized by excellence in teaching, research and service. The university focuses both on undergraduate education that emphasizes a personalized learning environment and on selected masters, doctoral and other graduate programs that provide students with specialized educational experiences. UNI programs incorporate scholarship and service to individuals, communities and organizations throughout the state, the nation and the world.

Goals

Goal 1.0: Provide intellectually stimulating and challenging experiences for students that broaden and deepen their perspective and awareness.

Objective 1.1: Provide instruction to students from tenured or tenure track faculty in at least 75% of all classes and 80% of major classes, while maintaining a personalized learning environment.

Objective 1.2: Develop a university-wide Honors Program.

Objective 1.3: Strengthen the UNI general education program and simultaneously increase understanding of and commitment to the role and value of a liberal arts education as the foundation of a university education.

Objective 1.4: Expand the number of programs that distinguish the university and that serve as magnets, attracting students to the university while sustaining current levels of excellence.

Objective 1.5: Build on excellence in graduate programs.

Objective 1.6: Prepare UNI students to be proficient users of technology in their fields.

Objective 1.7: Enhance global awareness and a sense of global citizenship among all UNI students.

Goal 2.0: Support creative and intellectually rigorous teaching and scholarship.

Objective 2.1: Generate increased opportunities for faculty to enhance the quality of their teaching.

Objective 2.2: Generate increased opportunities for faculty to enhance the quality and quantity of their research and creative activity.

Goal 3.0: Expand the involvement of the university in addressing critical local, state, national and global needs that also enrich the educational experiences offered by the university.

Objective 3.1: Engage in a comprehensive assessment to determine target audience expectations for UNI programs and services.

Objective 3.2: Increase availability of distance learning, continuing education and international academic and professional development opportunities to meet the needs of students.

Objective 3.3: Serve the state and region through applied research, service and economic development services.

Goal 4.0: Strengthen a university culture characterized by diversity, collegiality and mutual respect.

Objective 4.1: Increase the number of American ethnic minority students and international students enrolled at UNI by 2005 consistent with the Board of Regents Strategic Plan.

Objective 4.2: Provide a welcoming and responsive environment for members of the UNI community who have unique needs that may affect their opportunity for success.

Goal 5.0: Foster a supportive living, learning and working environment with services and programs that promote individual well-being and organizational effectiveness.

Objective 5.1: Maintain safe environments, conditions and equipment.

Objective 5.2: Enhance UNI child care services to better meet the needs of university families.

Objective 5.3: Enhance opportunities for mentoring and social interaction among students, faculty and staff.

Objective 5.4: Increase faculty, staff and student participation in university governance activities.

Goal 6.0: Enhance the quality, diversity and number of human resources available to meet the needs of the university.

Objective 6.1: Increase professional career development opportunities for university staff to enhance performance.

Goal 7.0: Continue to improve capital, physical and informational resources at the university.

Objective 7.1: Enhance technologically appropriate teaching and learning facilities and equipment.

Objective 7.2: More fully integrate modern technology into the everyday lives of UNI students, faculty and staff.

Goal 8.0: Establish strong, mutually beneficial relationships with external constituencies.

Objective 8.1: Conduct a capital campaign to raise \$75 million by 2005.

Objective 8.2: Raise awareness and appreciation among targeted local, regional, national and international constituencies for values, programs and services of the university.

**“Focused on Excellence”
UNI Strategic Plan 2001 - 2006**

Goals

Goal 1.0: Provide intellectually stimulating and challenging experiences for students that broaden and deepen their perspective and awareness.

Objective 1.1: Provide instruction to students from tenured or tenure track faculty in at least 75 percent of all classes and 80 percent of major classes, while maintaining a personalized learning environment.

Indicator 1.1.1: Percentage of student credit hours taught by tenure/tenure track faculty.

Indicator 1.1.2: Average undergraduate class size--lower, upper, both.

Objective 1.2: Develop a university-wide Honors Program.

Indicator 1.2.1: First class enrolled in Honors Program by fall 2002.

Objective 1.3: Strengthen the UNI general education program and simultaneously increase understanding of and commitment to the role and value of a liberal arts education as the foundation of a university education.

Indicator 1.3.1: Percentage of lower division courses taught by tenure/tenure track faculty.

Objective 1.4: Expand the number of programs that distinguish the university and that serve as magnets, attracting students to the university while sustaining current levels of excellence.

Indicator 1.4.1: Programs identified by 2002.

Objective 1.5: Build on excellence in graduate programs.

Indicator 1.5.1: Percentage of graduates employed or placed within one year.

Objective 1.6: Prepare UNI graduates to be proficient users of technology in their fields.

Indicator 1.6.1: Number and percentage of faculty using instructional technology (including computers).

Indicator 1.6.2: Number and percentage of general assignment tech-equipped classrooms.

Indicator 1.6.3: Percentage of course sections in which computers are used as an integral teaching aid.

Objective 1.7: Enhance global awareness and a sense of global citizenship among all UNI students.

Indicator 1.7.1: Number of students having an international learning experience.

Indicator 1.7.2: Number of international students enrolled.

Goal 2.0: Support creative and intellectually rigorous teaching and scholarship.

Objective 2.1: Generate increased opportunities for faculty to enhance the quality of their teaching.

Indicator 2.1.1: Number and percentage of general assignment tech-equipped classrooms.

Indicator 2.1.2: Number of faculty using instructional technology (including computers).

Objective 2.2: Generate increased opportunities for faculty to enhance the quality and quantity of their research and creative activity.

Indicator 2.2.1: Sponsored funding per year in millions of dollars.

Indicator 2.2.2: Number of intellectual property disclosures.

Goal 3.0: Expand the involvement of the university in addressing critical local, state, national and global needs that also enrich the educational experiences offered by the university.

Objective 3.1: Engage in a comprehensive assessment to determine target audience expectations for UNI programs and services.

Indicator 3.1.1: Biennial marketing survey.

Objective 3.2: Increase availability of distance learning, continuing education and international academic and professional development opportunities to meet the needs of students.

Indicator 3.2.1: Headcount enrollments in credit/non-credit courses offered through extension and continuing education.

Indicator 3.2.2: Off-campus student enrollment in degree programs offered through distance learning (fall semester only).

Objective 3.3: Serve the state and region through applied research, service and economic development services.

Indicator 3.3.1: Annual technology transfer report.

Goal 4.0: Strengthen a university culture characterized by diversity, collegiality and mutual respect.

Objective 4.1: Increase the number of American ethnic minority students and international students enrolled at UNI by 2005 consistent with the Board of Regents Strategic Plan.

Indicator 4.1.1: Racial/ethnic composition of student populations in percentages.

Indicator 4.1.2: Graduate and undergraduate student retention and graduation rates by ethnic/racial composition in percentages.

Objective 4.2: Provide a welcoming and responsive environment for members of the UNI community who have unique needs that may affect their opportunity for success.

Indicator 4.2.1: Faculty/staff/student surveys.

Goal 5.0: Foster a supportive living, learning and working environment with services and programs that promote individual well-being and organizational effectiveness.

Objective 5.1: Maintain safe environments, conditions and equipment.

Indicator 5.1.1: Campus crime statistics.

Indicator 5.1.2: Annual worker compensation claims.

Objective 5.2: Enhance UNI child care services to better meet the needs of university families.

Indicator 5.2.1: Number of children served and number on waiting list.

Indicator 5.2.2: Diminish gap between need and served.

Objective 5.3: Enhance opportunities for mentoring and social interaction among students, faculty and staff.

Indicator 5.3.1: Faculty/staff/student surveys.

Objective 5.4: Increase faculty, staff and student participation in university governance activities.

Indicator 5.4.1: Faculty/staff/student surveys.

Goal 6.0: Enhance the quality, diversity and number of human resources available to meet the needs of the university.

Objective 6.1: Increase professional career development opportunities for university staff to enhance performance.

Indicator 6.1.1: Number of continuing education credits earned.

Goal 7.0: Continue to improve capital, physical and informational resources at the university.

Objective 7.1: Enhance technologically appropriate teaching and learning facilities and equipment.

Indicator 7.1.1: Number and percentage of general assignment tech-equipped classrooms.

Objective 7.2: More fully integrate modern technology into the everyday lives of UNI students, faculty and staff.

Indicator 7.2.1: Number and percentage of faculty using instructional technology (including computers).

Indicator 7.2.2: Number and percentage of general assignment tech-equipped classrooms.

Indicator 7.2.3: Percentage of course sections in which computers are used as an integral teaching aid.

Goal 8.0: Establish strong, mutually beneficial relationships with external constituencies.

Objective 8.1: Conduct a capital campaign to raise \$75 million by 2005.

Indicator 8.1.1: Number of annual contributors and dollars contributed in millions.

Indicator 8.1.2: Dollars available to the university from the Foundation.

Objective 8.2: Raise awareness and appreciation among targeted local, regional, national and international constituencies for values, programs and services of the university.

Indicator 8.2.1: Biennial marketing survey.