

MEMORANDUM

To: Board of Regents

From: Board Office

Subject: Approval of the University of Northern Iowa's Strategic Plan Progress Report and New Strategic Plan

Date: December 4, 2000

Recommended Actions:

1. Approve the University of Northern Iowa's final progress report of the 1995-2000 Strategic Plan.
2. Approve the University of Northern Iowa's Strategic Plan for 2000-2005, and related baseline indicators.

Executive Summary:

At the November Board meeting, President Koob briefly summarized the progress made on the UNI strategic plan, which ends December 31, 2000. He outlined the major goals, objectives, and performance indicators to be used in the proposed Strategic Plan, "Focused on Excellence." Slight wording changes have been made in the mission statement of the new plan to ensure that the University of Northern Iowa maintains its historic role.

The Board has indicated its interest in having consistency and linkage between institutional strategic plans and the Board's strategic plan. Also, the Board and institutions continue to work to refine performance indicators associated with Action Steps in the Board's strategic plan. The University affirms, through the continuation of a number of performance indicators from the Board's strategic plan, that it is linked with the Board's strategic plan.

The four goals of the University of Northern Iowa's 1995-2000 Strategic Plan are to promote intellectual vitality, to promote a sense of community within the university, to effectively manage internal resources and to seek external resources aggressively, and to enhance external relations.

Intellectual vitality, the first goal, is closely aligned with the first Key Result Area (KRA) of the Board's strategic plan, quality. The second UNI goal, promoting a sense of community, addresses the Board's KRA on diversity. The Board's KRA on access is reflected in UNI's second goal on community as well as its fourth goal on enhancing external relations. UNI's strategic plan provisions for internal and external resources are intended to relate to the Board's fourth goal, accountability.

The summary chart on progress made in achieving the indicators related to the goals and strategies is provided on pages G.D. 4c, pages 7-11.

The Strategic Plan for 2001-2006, "Focused on Excellence," has eight goals. The goals and objectives are outlined in Attachment A, pages 12-15. Attachment B, pages 16-20, describes the indicators that will be used to measure progress on the goals and objectives. Many, but not all, of the indicators are from the Board's 43 performance indicators.

Background and Analysis:

The University is deeply involved in strategic planning. The University's process, for both the plan being completed and the new plan, impacts University priorities, curricular revisions, and financial decisions. Faculty, students, external advisory groups, and alumni all have provided input concerning the proposed strategic plan.

UNI's report includes data regarding progress made on the current plan, which the University is completing this year. Last year, one institutional indicator was dropped, namely, the number and percentage of students participating in experiential learning. This indicator was dropped because of the continued high volume of student participation.

Current Strategic Plan: 1995-2000 Progress Report

Highlights of the progress made on UNI's goals and performance indicators are given below. More specific data are found on pages 7-11.

Goal 1. Intellectual Vitality

- Both individual student academic planning and the availability of required courses to meet each student's Program of Study have been significantly enhanced. (indicator 1.1.1)
- Surveys of student satisfaction with library and instructional technology services are at a stable level. (indicator 1.1.3)
- There has been a greater commitment to the liberal arts as a result of discussions and actions on Qualities of an Educated Person. (indicator 1.1.4)
- The process of portfolio review is now institutionalized and will continue. (indicator 1.2.1)

Goal 2. Community

- A climate survey was administered to students and faculty/staff. Mean ratings for responses remain high. However, the downward trend in some areas is being analyzed. (indicator 2.1.1)
- The retention rates for protected groups are slowly improving. (indicator 2.2.1)
- Currently online enrollment, account and budgetary reports are being utilized campus-wide. Electronic decision support systems, such as Access UNI, will continue to be implemented. (indicator 2.3.1)
- Overall use of the Wellness/Recreation Center has achieved its targets for usage, except in the area of intramural recreation. (indicator 2.4.1)

Goal 3. Resources

- Dollars spent for faculty and staff development has increased significantly. (indicator 3.1.1)
- The UNI Foundation transfers an increasing amount of funds to the University for student scholarship. (indicator 3.2.1)
- The University has successfully achieved annual expenditures for building repairs that exceed the original budgets during the entire five-year planning period. (indicator 3.3.1)
- Implementation of transactional software for student services, financial services, and planning and human services is on schedule. (indicator 3.4.1)

Goal 4. External Relations

- Survey results have guided the development of an integrated marketing plan that will assist in continuous assessment of target audience expectations for UNI programs and services. (indicator 4.1.1)
- The statewide awareness of UNI has steadily increased. (indicator 4.2.1)

In summary, the University of Northern Iowa's 1995-2000 Strategic Plan has stressed a quality education based on intellectual vitality, a curriculum that provides extensive experiential learning experiences, and a strong sense of community.

Strategic Plan 2001-2006: *Focus on Excellence*

The proposed strategic plan, "Focused on Excellence," is included in this memorandum in two Attachments. Attachment A, pages 12-15, contains a mission statement, as well as descriptions of the University's culture, values, and vision. Also, it outlines UNI's proposed goals and objectives. Attachment B, pages 16-20, describes the proposed indicators.

According to President Koob, the values statement makes clear that "individualized learning" will continue to be stressed at UNI. In light of discussion at the November Board meeting, the mission statement (page 12) has been amended to read:

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~~ scholarship, 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.

The word "research" has been replaced with scholarship. The purpose of the substituted word is to emphasize that UNI is not to become a research university, but remain a comprehensive university.

The goals and objectives include:

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

- 1.1.1 Percentage of student credit hours taught by tenure/tenure-track faculty.
- 1.1.2 Average undergraduate class size -- lower, upper, both
- 1.2.1 First class enrolled in Honors Program by Fall 2002
- 1.3.1 Percentage of lower division courses taught by tenure/tenure track faculty
- 1.4.1 (Magnet Programs) Programs identified by 2002
- 1.5.1 Percentage of graduates employed or placed within one year
- 1.6.1 Number and percentage of faculty using instructional technology (including computers)
- 1.6.2 Number and percentage of general assignment tech-equipped classrooms
- 1.6.3 Percentage of course sections in which computers are used as an integral teaching aid
- 1.7.1 Number of students having an international learning experience
- 1.7.2 Number of international students enrolled

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

- 2.1.1 Number and percentage of general assignment tech-equipped classrooms

- 2.1.2 Number of faculty using instructional technology (including computers)
- 2.2.1 Sponsored funding per year in millions of dollars
- 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.

- 3.1.1 Biennial marketing survey
- 3.2.1 Headcount enrollments in credit/non-credit courses offered through extension and continuing education
- 3.2.2 Off-campus student enrollment in degree programs offered through distance learning (fall semester only)
- 3.3.1 Annual technology transfer report

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

- 4.1.1 Racial/ethnic composition of student populations in percentages
- 4.1.2 Graduate and undergraduate student retention and graduation rates by Ethnic/racial composition in percentages
- 4.2.1 Faculty/staff/student surveys (on university culture)

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

- 5.1.1 Campus crime statistics
- 5.1.2 Annual worker compensation claims
- 5.2.1 Number of children served (UNI child care services) and number on waiting list
- 5.2.2 Diminish gap between need and served
- 5.3.1 Faculty/staff/student surveys (on mentoring and social interactions)
- 5.4.1 Faculty/staff/student surveys (on university governance)

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

- 6.1.1 Number of continuing education credits earned

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

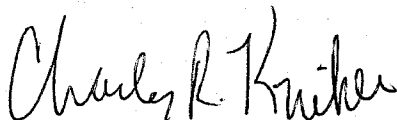
- 7.1.1 Number and percentage of general assignment tech-equipped classrooms

- 7.2.1 Number and percentage of faculty using instructional technology (including computers)
- 7.2.2 Number and percentage of general assignment tech-equipped classrooms
- 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.

- 8.1.1 Number of annual contributors and dollars contributed in millions
- 8.1.2 Dollars available to the university from the Foundation
- 8.2.1 Biennial marketing survey.

The Board Office recommends the approval of the new strategic plan and its performance indicators.



Charles R. Kniker

Approved: 

Frank J. Stork