

MEMORANDUM

To: Board of Regents

From: Board Office

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

Date: January 6, 2003

Recommended Action: Approve the progress report.

Executive Summary: The University of Northern Iowa has completed the second year of its 2001-2006 Strategic Plan, *Focused on Excellence*. The Strategic Plan commits the University to becoming the nation's finest public comprehensive university, known for high quality learning environments and a genuine sense of community.

Strategic Plan Goals This memorandum reports the progress made toward the goals and objectives of the University's Strategic Plan. The University's institutional performance indicators, and the Board of Regents Performance Indicators that relate directly to the University's Strategic Plan, are organized by the eight goals associated with the University's Strategic Plan:

- 1) Provide intellectually stimulating and challenging experiences for students that broaden and deepen their perspective and awareness.
 - 2) Support creative and intellectually rigorous teaching and scholarship.
 - 3) 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.
 - 4) Strengthen a University culture characterized by diversity, collegiality, and mutual respect.
 - 5) Foster a supportive living, learning, and working environment with services and programs that promote individual well being and organizational effectiveness.
 - 6) Enhance the quality, diversity, and number of human resources available to meet the needs of the University.
 - 7) Continue to improve capital, physical, and informational resources at the University.
 - 8) Establish strong, mutually beneficial relationships with external constituencies.
-

Progress
Measures
Categorized

The Analysis section of this memorandum categorizes the progress measures of the University's Strategic Plan goals and objectives. These measures, the University's institutional performance indicators and the Board of Regents Performance Indicators, which relate directly to the University's Strategic Plan, are categorized into those indicators in which progress was made (increases/advances) from the previous reporting year and those in which progress was not made (decreases/declines). The University reported that budget reductions continue to have a direct, negative impact on progress on some indicators.

Strategic Plan:

The Board of Regents is committed to maintaining consistency and linkages between the institutional strategic plans and the Board's Strategic Plan. The University of Northern Iowa affirms, through the integration of its institutional performance indicators with the Board of Regents Performance Indicators, the consistency and linkages of its Strategic Plan with the Board of Regents Strategic Plan.

Background:

Strategic Plan
Components

The University of Northern Iowa's 2001-2006 Strategic Plan, *Focused on Excellence*, includes 8 goals, 23 objectives, and 39 performance indicators. In addition, the University's mission, vision, values, and culture statements are presented in its Strategic Plan.

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, scholarship, and service. The University focuses both on undergraduate education that emphasizes a personalized learning environment and on selected master's, 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.

Vision
Statement

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.

Values
Statement

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;

Values
Statement
(cont'd)

- Individualized learning;
- An ethical, caring, and diverse community;
- The well being of its students, faculty, and staff; and
- Service to the citizens of the State of Iowa, the nation, and the world.

Culture
Statement

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.

Analysis:

Budget
Reduction
Impact

The University reported that the continued reversal in progress on some performance indicators is tied closely to budgetary constraints. Given the unprecedented reduction in the state allocation for the University, the continued decrease/decline in some indicators was expected. The reversal in progress made toward reduction in average class size, for example, is directly attributable to the significant deficit of tenured and tenure-track faculty while, at the same time, the University has experienced increased enrollment.

Performance
Indicator
Changes

This section categorizes changes, by increases/advances and by decreases/declines, in selected University's institutional performance indicators (UNI) and the Board of Regents Performance Indicators (BOR). Not all indicators are reported below, including those in which no target is reported and those in which there was no change. A listing of the University's institutional performance indicators and the Board of Regents Performance Indicators, which relate directly to the University's Strategic Plan, can be found in Attachment A, pages 7-15. The charts that accompany the University's institutional performance indicators can be found in Attachment B, pages 16-31.

Increases/
Advances

Indicator	Indicator Description	2000-01	2001-02	Target
UNI 1.1.1 BOR 1	% of undergraduate student credit hours taught by tenured/tenure-track faculty	63.1%	67.0%	75.0%
UNI 1.2.1	First class enrolled in Honors Program (by Fall 2002)	First (Fall 01)	Second (Fall 02)	Fall 02

Increases/
Advances
(cont'd)

Indicator	Indicator Description	2000-01	2001-02	Target
UNI 1.3.1 BOR 3b	% of lower division courses taught by tenured/tenure-track faculty	52.6%	57.4%	70.0%
UNI 1.6.1 BOR 6	% and # of faculty using instructional technology (including computers)	87.3% (536 of 614)	90.2% (531 of 589)	90.0% (UNI) 83.0% (BOR)
UNI 1.6.2 BOR 7	# and % of general assignment technology equipped classrooms	254 (of 267) 95%	286 (of 292) 98%	100%
UNI 1.6.3 BOR 8	% of course sections in which computers are used as an integral teaching aid	34.8%	40.3%	46%
UNI 1.7.1	# of students having an international learning experience (degree-seeking students at UNI)	392 (reported 99-00)	590 (reported 00-01)	450
UNI 1.7.2	# of international students enrolled (Fall semester only)	339	355	375
UNI 2.2.1 BOR 18	Sponsored funding per year for research (millions of dollars)	\$19.4M	\$20.7M	\$15.2M
UNI 3.2.1 BOR 28	Headcount enrollments in non-credit courses offered through extension and continuing education	12,782	14,312	18,500
UNI 3.2.2 BOR 40	Off-campus graduate student enrollment in degree programs offered through distance learning (Fall enrollments only)	562	687	550
UNI 4.1.1 BOR 41	Racial/ethnic composition of student populations in percentages	4.8%	5.2%	8.5%

Increases/
Advances
(cont'd)

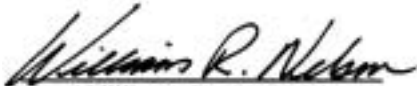
Indicator	Indicator Description	2000-01	2001-02	Target
UNI 4.2.1	Student Climate Survey: UNI provides a welcoming and responsive environment for members of the UNI community who have unique needs that may affect their opportunity for success.	76.1% agreed	76.8% agreed	75% agreed
UNI 5.2.2	Child care services: # of children served	157 (waiting list)	98 (waiting list)	Monitor
UNI 8.1.2	Dollars available to the University from the Foundation (scholarships only)	\$2.31M	\$2.49M	\$2.20M

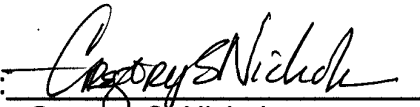
Decreases/
Declines

Indicator	Indicator Description	2000-01	2001-02	Target
UNI 1.1.2 BOR 5	Average undergraduate class size (lower and upper levels)	35.8 (lower) 25.6 (upper)	36.7 (lower) 26.8 (upper)	33 (lower) 22 (UNI) 23 (BOR) (upper)
UNI 1.5.1	% of graduates (of graduate programs) employed or placed within one year	93.7%	83.3%	95%
UNI 3.2.1 BOR 28	Headcount enrollments in credit courses offered through extension and continuing education	9,845	9,819	10,000
UNI 3.2.2 BOR 40	Off-campus undergraduate student enrollments in degree programs offered through distance learning (Fall enrollment)	109	94	90 (UNI) 75 (BOR)
UNI 5.1.2	Annual worker compensation claims	112	193	Monitor
UNI 6.1.1	# of continuing ed. credits earned by UNI staff (training hours)	14,508	12,290	11,120
8.1.1 BOR 33	# of annual contributors and dollars contributed in millions	14,726 \$11.9M	13,473 \$9.2M	17,000 \$12.9M

Performance
Indicators:

A complete report of the Board of Regents Performance Indicators, including charts and tables, is presented in the Annual Report on Performance Indicators.


William R. Nelson

Approved: 
Gregory S. Nichols