



**Vision, Mission, and Strategic Plan
2017-2022**

October 31, 2017

Our Vision

Offering personalized attention to students, the University of Northern Iowa will be a diverse and inclusive campus community that provides an engaged education empowering students to lead locally and globally.

Our Mission

Within a challenging and supportive environment, the University of Northern Iowa engages students in high-quality and high-impact learning experiences and emphasizes excellence in teaching and scholarship.

Our Values

As a university community we are guided by the following core values:

Academic Freedom

The freedom of inquiry and expression in teaching and scholarship.

Access

An inclusive educational environment that is accessible and affordable.

Accountability

A commitment to integrity, responsibility, and the highest ethical standards integrated into all University practices.

Collaboration

A commitment to work together to achieve our shared vision, mission, and goals.

Community

A caring and safe community, characterized by civility and respect, which stands in solidarity against any actions that exclude, discriminate against, or silence members of our community.

Diversity

The cultivation of a diverse and inclusive learning and work environment.

Engagement

Active participation in transformative, innovative, and lifelong learning in service to humanity.

Excellence

A commitment to the pursuit of excellence in individual and collective endeavors.

Sustainability

A vibrant community and campus that is economically sound, environmentally responsible, and socially just.

Unifying Goal: Student Success

Develop and support engaged learning experiences, dynamic and high-quality academic programs, and outstanding faculty and staff to foster student success.

Strategic Initiatives:

1. Enhance and increase engaged student learning and high-impact experiences on and off campus, inside and outside of the classroom.
2. Introduce new academic programs, including interdisciplinary programs, in a timely fashion, and complete ongoing evaluation of all academic programs.
3. Strengthen the liberal arts core to provide a foundation for all majors.
4. Recruit, develop, and retain outstanding faculty and staff, and recognize and support service, teaching and scholarship.
5. Advance knowledge through all forms of scholarship and creative endeavors.

METRIC	BASE YEAR	5 YR. TARGET
A. Achieve a 5-year rolling average of 85% retention rate for FT freshman students from their first to second year.	83.00%	85%
B. Attain a 5-year rolling average 4-year graduation rate of 43% for all students	38.90%	43%
C. Attain a 5-year rolling average 6-year graduation rate of 70% for all students	65.80%	70%
D. Maintain the high percentage of first destination employment/continuing education rates within 6 months	95%	95%
E. Maintain a 5% or lower attrition rate of faculty on a 5-year rolling average for tenured and tenure-track faculty (excludes retirees and in the future tie to quality rating post tenure)	4.10%	5%
F. Increase the percentage of faculty participating in professional development through the CETL over a 5-year rolling average	31%	40%
G. Maintain an annual attrition rate of 7% or lower on a 5-year rolling average for full-time staff (excluding retirees)	6%	7%
H. Achieve a 3-year graduation rate of ___% for full-time masters-level graduate students over a 5-year rolling average		
I. Improve graduate student professional development through increased attendance at national and international professional meetings		5%
J. Develop a university-wide process by FY18 for evaluation as well as university-wide criteria: the Faculty Handbook Committee will receive and recommend the process and criteria to the Provost's Office for consultation with the Faculty Senate and Academic Administration before approval.	FY18 - Y/N	Y/N
K. Develop college-wide and departmental criteria for evaluation in line with the university-wide criteria. The FEC and then the Faculty Handbook Committee will receive and recommend the criteria to the Provost's Office for consultation with the Faculty Senate and Academic Administration before approval.	FY19 - Y/N	Y/N
L. Gather data for SCH generation by faculty groups (T/TT/Term/Renewable Term/Temporary) in order to determine how to best move forward with these metrics	FY18 - Y/N	

- M. Increase the number and quality of applicants for PDAs and summer fellowships
- N. Maintain an annual attrition rate of 7% or lower on a 5-year rolling average for full-time staff (excluding retirees) 6% 7%

Supporting Goal 1: Diversity and Inclusion

Provide a campus culture that reflects and values the evolving diversity of society and promotes inclusion.

Strategic Initiatives:

1. Attract and retain diverse students, faculty, and staff who are integrated into the campus community.
2. Build and strengthen relationships with underrepresented populations in Waterloo, the Cedar Valley, and Iowa to increase diversity.
3. Build and strengthen multicultural and international relationships in the United States and abroad.
4. Provide a diversity experience for all students and deliver programs, services, and events to educate for and celebrate diversity on campus.
5. Provide an inclusive decision-making process with broad communication and discussion.

METRIC	BASE YEAR	5 YR. TARGET
A. Increase the percentage of minority freshmen during the next 10 years (5-year rolling avg)	10.00%	20%
B. Increase the percentage of minority students to 20% of entire student body over the next 10 years (5-yr rolling average)	8.84	12% 5 yrs
C. Increase the retention rates of minority students to the overall retention rate (5-year rolling average 1st to 2nd year)	81%	85%
D. Increase the retention rates of first generation students to the overall retention rate (5-year rolling average 1st to 2nd year)	80.70%	85%
E. Increase the retention rates of low income (Pell eligible) students and to the overall retention rate (5-year rolling average 1st to 2nd year)	81.40%	85%
F. Increase the 4-year graduation rates for minority students to the overall student rates (5-year rolling average)	26.50%	40%
G. Increase the 6-year graduation rates for minority students to the overall student rates (5-year rolling average)	53.10%	65%
H. Increase the 4-year graduation rates of first generation students (5-year rolling average)	41.14%	43%
I. Increase the 6-year graduation rates of first generation students (5-year rolling average)	69.04%	75%
J. Increase the 6-year graduation rates for low income (Pell eligible) students (5-year rolling average)	59.30%	68%
K. Increase the percent of faculty of color over the next 10 years	13%	20%
L. Increase the percent of staff of color over the next 10 years	10%	20%
M. Increase the number and percent of administrators of color over the next 10 years	8.20%	20%
N. Increase the percent of need that was met of those awarded need-based financial aid (full time, undergrads)	65.20%	
O. Expand the number of multicultural scholarship recipients (undergraduates)	401	450

- P. Increase the percentage of multicultural students receiving gift aid (undergraduates) 86.80%
- Q. Maintain or increase the percentage of minority students in graduate programs and increase percentage of students reporting satisfaction with the inclusivity of the campus environment
- R. Increase ratings of UNI as a “welcoming and inclusive” community on the bi-annual Climate Survey by students, staff, faculty, and administrators
- S. Increase number of faculty teaching abroad and the number of Fulbrights

Supporting Goal 2: Campus Vitality

Enhance resource and facility development to provide an enriched campus life experience which is both environmentally and fiscally responsible.

Strategic Initiatives:

1. Adopt a holistic approach to campus well-being that supports the recruitment, retention, health, and safety of students, faculty and staff.
2. Support academic success by addressing building and infrastructure needs through renewal, maintenance, and upgrades focused on sustainability and efficiency.
3. Continuously improve the quality of services seeking the most efficient and effective delivery method.
4. Enhance revenue streams to the University in order to maintain access and affordability.
5. Support intentional student engagement in the various stages of students’ academic careers through curricular, co-curricular, and extra-curricular activities.

METRIC	BASE YEAR	5 YR. TARGET
	99.6%	
A. Maintain students' rating campus safety from somewhat safe to very safe above the national average of 98.9% for daytime and 82.7% nighttime (substantial gap between somewhat to very safe)	daytime and 89%	nighttime
B. Increase the percentage of students rating their general health from good to excellent - national 82.7%	90.00%	
C. Increase total sponsored funding and increase the number of successful grant applicants	\$38.7 million	250
D. Increase the number of need-based scholarships through Advancement Division	450	additional scholarships
E. Decrease utility usage per square foot (Kbuts)	163.12	150
F. Increase percentage of solid waste diverted from to landfill	37%	46%
G. Increase funding for deferred maintenance by 10% annually	\$1.4 million	\$2.25 million
H. Increase the number of university buildings rated “fully accessible”		
I. Increase the number student organizations and the number of faculty sponsoring student organizations		
J. Increase participation in preventative medical care and other health and wellness programs and offerings		

Supporting Goal 3: Community Engagement

Create opportunities for students, faculty, and staff to build external relationships that enhance local and global learning experiences and contribute to the cultural and economic vitality of the Cedar Valley and Iowa.

Strategic Initiatives:

1. Build and strengthen relationships and partnerships with Cedar Valley and statewide businesses, organizations, and educational institutions to increase diverse experiences and embrace the changing demographics and economic base of Iowa.
2. Provide all students with a community engagement experience.
3. Establish a central access point for community engagement to improve communication and promote campus engagement and participation.
4. Reward and support faculty and staff outreach and community engagement.

METRIC	BASE YEAR	5 YR. TARGET
A. Increase the Percent of Participation score to 30 as reported in the NASCE survey (by fall 2019 reach 23)	19.9	30
B. Increase the number of community projects reported by students to 10% annually.	about 300 report annually	500
C. 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)	2015 48% first-year; 68% seniors	60%; 90%
D. Increase the percent of student that report participating in community service to 80% (by fall 2019 to 55%) over the next 10 years	50%	80%
E. Increase the percent of students that report being satisfied with their level of involvement in community service to 60% (by fall 2019 to 38%)	32%	60%
F. Increase the percent of students (first-year and seniors) that report connecting their learning to societal problems or issues “very often” or “often” to 60% and 90% by spring 2022	2015 53% first-year; 67% seniors	60%; 90%
G. Increase the number of unique businesses and community clients served by 15% over the next 5 years (5-year rolling average)	2,280	2,625
H. Increase the percentage of departments that develop a strategic plan incorporating community engagement in their teaching, research and service	??	60%
I. Achieve the percentage of faculty and staff recognized for community engagement		50%