



*Create. Empower. Innovate.*

## **UNI's 2023-28 Strategic Plan**

**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.

### **Our 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.** Create an equitable and inclusive living, learning, and working environment for all.

Strategy 1.1: Increase diversity among faculty, staff, and learners by addressing barriers that lead to disparities in access and success.

Strategy 1.2: Improve university-wide standards of practice for the UNI community to ensure a welcoming and inclusive environment.

Strategy 1.3: Nurture a sense of belonging and inclusion through a culture of care where all can achieve their educational, professional and personal life aspirations.

### **Goal 1 Metrics:**

- Eliminate the *institutional gap* in student success rates of traditionally marginalized students by 2028
  - Retention Rates
    - Increase retention rates of first-time in college students of color (specifically American Indian or Alaskan Native; Asian; Black or African American; Hispanic/Latinx; Native Hawaiian or other Pacific Islander; and two or more races) to the overall retention rate goal of 85%
    - Increase the retention rates of veteran students to the overall retention rate goal of 85%
    - Increase the retention rates of individuals registered with Student Accessibility Services to the overall retention rate goal of 85%
  - Graduation Rates
    - Increase 4-year rate of first-time in college students of color (specifically American Indian or Alaskan Native; Asian; Black or African American; Hispanic/Latinx; Native Hawaiian or other Pacific Islander; and two or more races) to the overall 4-year graduation rate goal of 50%
    - Increase 6-year rate of first-time in college students of color (specifically American Indian or Alaskan Native; Asian; Black or African American; Hispanic/Latinx; Native Hawaiian or other Pacific Islander; and two or more races) to the overall 6-year graduation rate of 70%
- Increase the percentage of students of color (specifically American Indian or Alaskan Native; Asian; Black or African American; Hispanic/Latinx; Native Hawaiian or other Pacific Islander; and two or more races) in the first-time in college entering class to 20% during the next 5 years
- Meet or exceed the racial/ethnic and sex/gender composition annual availability of employees by job category in areas that are historically underrepresented on our campus
- Achieve an average of 75% faculty/staff reporting that perceived university procedures, interactions and outcomes are fair in nature during each institutional climate survey cycle.
- Achieve an average of 75% of students reporting that they feel a sense of belonging at the institution annually.

- Evaluate and create a systematic mechanism to track and report faculty, staff and student self-reported gender identity to allow for additional analysis as needed.

**Goal 2: Empower Communities to Shape Their Future.** Empower and engage learners and communities to confront challenges and seize opportunities that advance the public good.

Strategy 2.1: Enhance faculty and staff engagement in the application of scholarship and service to address local, state, national, and global problems.

Strategy 2.2: Expand flexible community-based learning opportunities to enable learners to gain specialized skills and experiences and address community needs.

Strategy 2.3: Partner with communities to identify, address, and overcome societal barriers.

Strategy 2.4: Establish mutually beneficial linkages between the university and communities throughout the Cedar Valley and State of Iowa to enhance economic well-being and quality of life.

### **Goal 2 Metrics:**

- Increase the number of external funding proposals 7.5% annually over five years
- Increase community and economic development client projects with businesses, organizations, and nonprofits across Iowa by 10% by 2028
- Launch and develop a plan to institutionalize a collective, campus-wide community engagement project by 2028.
- Increase the number of service-learning designated courses approved by 100% (50 courses approved by 2028) assuring at least five courses in each college
- Retain the Carnegie Classification for Community Engagement Status (application submitted by 2026)

**Goal 3: Innovate for Learner Success.** Enhance access and support services for all learners through innovative and relevant academic curriculum and out-of-class experiences.

Strategy 3.1: Develop inclusive opportunities for learners to earn relevant certifications, licenses, endorsements, and degrees for success in ever-changing industries and communities.

Strategy 3.2: Develop intentional, timely, and adaptive processes that enable faculty to implement undergraduate and graduate curricular innovations that will meet learner, industry, and community needs.

Strategy 3.3: Expand programs to serve geographically place-bound learners in Iowa and beyond.

Strategy 3.4: Elevate high impact practices that focus on learner engagement, individualized education, and learner success and retention within courses and programs.

### **Goal 3 Metrics:**

- Increase enrollment in online and distance programs by 5% annually over five years
- Create at least two new, fully online undergraduate degree completion programs in high-demand areas, guided by market research, by 2028
- Create at least two new, fully online graduate programs in high-demand areas, guided by market research, by 2028.
- Increase innovation related to programs/courses of new or existing courses/programs over five years (e.g. new 4+1, new Master's MAIS, Purple Pathway)
  - Review and simplify UNI's curriculum approval process
  - Grow program offerings and student enrollments in health related fields, data analytics, and engineering and technology to emphasize interdisciplinary scholarship and new degree pathways and programs for learners
  - Increase the number of targeted credentials and courses in high demand areas by 10% by 2028
- Create curricular designations for courses that have engaged learning or high impact practices within the system to encourage enrollment growth in those courses

**Goal 4: Steward Resources Effectively.** Align and effectively utilize University resources to improve equitable access, affordability, and quality.

Strategy 4.1: Enhance financial stewardship and operational effectiveness through mission-centric and strategic prioritization of resources with a focus on enrollment, physical and operational needs, and human capital.

Strategy 4.2: Reimagine space allocation and workplace practices to emphasize interdisciplinary collaborations, community partnerships, and operational effectiveness.

Strategy 4.3: Establish strategic partnerships that align with Our Values and create new revenue streams to invest in Mission-critical priorities.

### **Goal 4 Metrics:**

- Recognizing that enrollment growth is essential to effective resource stewardship, enhance existing enrollment targets by refining metrics related to key enrollment subgroups (e.g. undergraduate students, graduate students, new freshmen, new transfer students) as outlined in the 2023-28 strategic enrollment management plan for sustainable and predictable enrollment growth with targets in the fall of 2028 of 11,116.
- Increase external funding amounts by 10% from a range of sources such as agencies, federal funding, industry partnerships, foundations and philanthropy by 2028
- Attain a 70% target utilization, based on 45 hours per week, and 70% seat fill for 110 classrooms and a 45% utilization, based on 45 hours per week, with 80% seat fill for 210 classrooms annually.

- Increase the percentage of community partners sharing spaces and programming on the UNI campus by 20% by 2028.