

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.

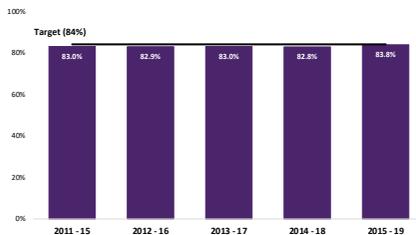
**FY2020 STRENGTHS:**

- University of Northern Iowa has successfully met the target of 42% 4 year graduation rate.
- University of Northern Iowa is well underway to meeting target of 84% 5-year rolling average for First Time freshman students from first to second year.
- University of Northern Iowa is acting early to remove a significant barrier for future students and will now accept all Credit/No Credit courses taken during Spring 2020 as future transfer credits from all other colleges and universities.
- A program from the University of Northern Iowa's College of Business Administration was one of only 25 programs nationwide to receive the AACSB Innovations *That Inspire award*, which recognizes institutions from around the world that serve as champions of change in the business education landscape.

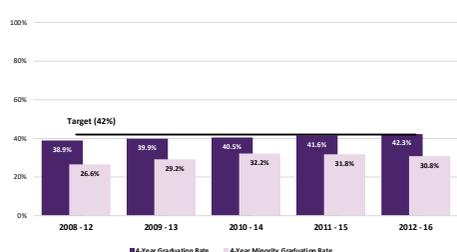
**OPPORTUNITIES FOR GROWTH:**

- Improve success rates for underrepresented minority students.
- Continue to remove systemic barriers, for example, program admission requirements such as standardized tests that disproportionately harm students of color, inadequate scholarship funding to meet unmet financial need, lack of representation on campus.
- Improve 2nd to 3rd and 3rd to 4th year persistence rates.
- Disaggregating and analyzing data by college, program, race, Pell-eligibility, and major changes, and then make policy and practice recommendations.
- Strengthen success rates for academically at-risk students.
- Analyze the academic, retention, and completion outcomes of students who enter University of Northern Iowa with low high school GPAs.
- Work on developing more nuanced interventions that address student needs.

Achieve a 5-year rolling average of 84% retention for first-time freshman students from first to second year



Attain a 5-year rolling average 4-year graduation rate of 42% of all students AND increase the 4-year graduation rate for minority students to the overall student rate



SUPPORTING GOAL 1:

## Diversity and Inclusion

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

**FY2020 STRENGTHS:**

- University of Northern Iowa has continually met its target to increase the gender balance of female and male faculty, with 51.4% female faculty.
- University of Northern Iowa hosted the first LGBTQ+ Visit day in the state. The day featured a browsing fair highlighting 20 of the university's academic and student support services such as the Learning Center, Financial Aid, Academic Advising, Career Services, and Gender and Sexuality Services. There were also more extra-curricular activities like a PROUD panel, information on college admissions, and a campus tour.
- Michael Graziano, professor of religious studies in the department of philosophy and world religions, received a \$10,000 seed grant from the Whiting Foundation, which will be used to launch a brand-new Religious Literacy Project in Iowa. Specifically, these funds will be used to organize a professional development seminar to help Iowa public school teachers navigate religion in curriculum and in the classroom.
- University of Northern Iowa created a new position within the Office of Diversity, Inclusion and Social Justice as part of an institutional effort to better retain, recruit and serve students of color. The position, retention and mentoring coordinator, was filled by Dacia Carter, who will develop and expand programs designed to mentor and serve underrepresented students on campus.

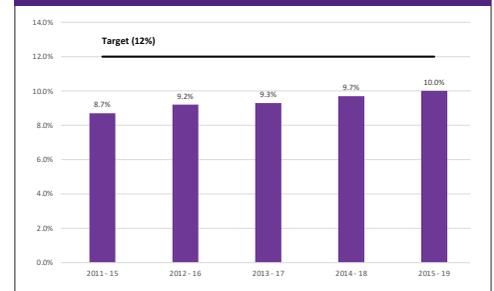
**OPPORTUNITIES FOR GROWTH:**

- In the past 5 years University of Northern Iowa has seen a continual decline in the percentage of minority students in the freshman class. Although an improvement from 2011, growth has been slow over the years. Attracting and retaining minority freshmen is an area in need of improvement in order to meet 5 Year Target of 15% and 84%.
- Expand programs designed to mentor and serve underrepresented students on campus.

Increase the percentage of minority students in the freshmen class during the next 5 years



Increase the percentage of minority students of the entire student body over the next 5 years (5-yr rolling average)



SUPPORTING GOAL 2:

## Campus Vitality

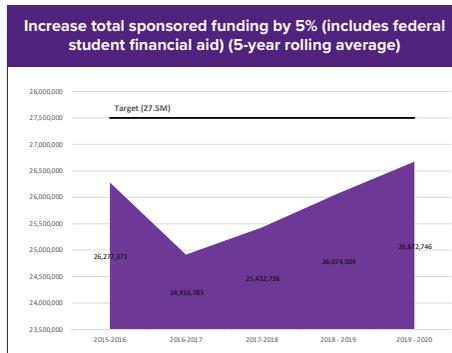
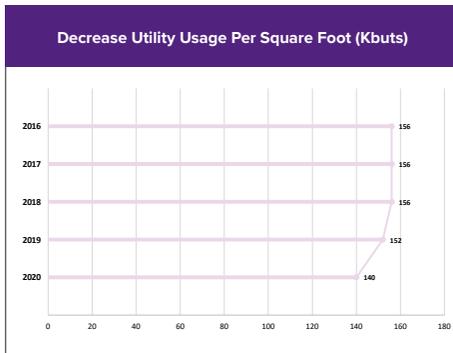
Enhance resource and facility development to provide an enriched campus life experience which is both environmentally and fiscally responsible.

### FY2020 STRENGTHS:

- University of Northern Iowa has met and surpassed the goal of decreasing utility usage per square foot.
- The University of Northern Iowa developed a new online program “Managing Business and Organizations (MBO) Bachelor of Applied Science.” The program will launch in Fall 2020 and is designed to help adult learners build upon the skills and knowledge acquired during their Associate of Applied Science degree through the development of professional competencies needed to serve effectively in managerial and supervisory roles.

### OPPORTUNITIES FOR GROWTH:

- Continue to enhance revenue streams to the University in order to maintain access and affordability.
- Increase the number and amount of need-based scholarships through the Advancement Division. University of Northern Iowa’s base year amount of need-based scholarships is \$650,000, the university’s goal is 950,000.
- Increase total sponsored funding, goal is 27.5 million.



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.

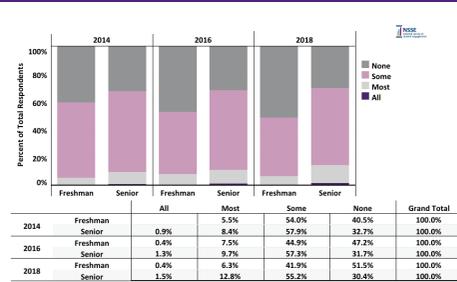
### FY2020 STRENGTHS:

- University of Northern Iowa’s Business & Community Services has for 20 consecutive years served clients in all 99 of Iowa’s counties. Twelve BCS outreach programs assist in three primary areas 1) entrepreneurship and small business, 2) community and economic development, and 3) environmental assistance and sustainability. BCS served more than 3,300 clients, surpassing the target goal of 2625 clients served for 2022.
- The Service Learning Institute aims to help faculty understand the pedagogy of service-learning and community engagement. As of Spring of 2019, four cohorts of faculty and community partners have participated in the SLI, including 42 University of Northern Iowa faculty/staff and 25 local agencies.
- The process for designating a course as service-learning launched in Fall 2019. Accordingly, 11 courses will have the Service-Learning (SL) attribute during the 2020-2021 academic year. There is a SL course in all of University of Northern Iowa’s colleges. An SL course must meet seven criteria including building critical thinking and professional communication skills, having the project align with academic coursework and community strengths and needs, student preparation for the project and for active citizenship and social responsibility.

### OPPORTUNITIES FOR GROWTH:

- The percentage of University of Northern Iowa students taking courses with a community-based project is slowly increasing for freshman students and slowly declining for seniors. If this pattern continues the institution will not meet target goals of 60% (First Year) and 90% (Seniors).

NSSE Survey — About how many of your courses at this institution have included a community based project (Service-learning)



Supporting Goal 3: Student Success. B. 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).