



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

## Our Vision

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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

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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

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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

The University of Northern Iowa is dedicated to providing students with the knowledge, skills, and experiences they need to become lifelong learners and active, contributing members of society. Each student is an individual deserving dedicated support and purposeful pathways to success, regardless of economic status, academic background or major. Outstanding faculty and staff advance student success through offering high-impact practices and innovative programs, all focused on supporting a liberal education and inclusive excellence. Students attending UNI receive a transformational, holistic engaged learning experience that advances their intellectual, social, and civic development preparing them to pursue their personal and professional goals.

### 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. (no metrics proposed)
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.

### Overall Enrollment Target – 13,500

METRIC	BASE YEAR	5 YR. TARGET
A. Achieve a 5-year rolling average of 84% retention rate for FT freshman students from their first to second year.	83%	84%
B. Attain a 5-year rolling average 4-year graduation rate of 42% for first time/full time freshmen	38.9%	42%
C. Attain a 5-year rolling average 6-year graduation rate of 67% for first time/full time freshmen	65.8%	67%
D. Attain a 5-year rolling average 3-year graduation rate of 55% for transfer students	49.7%	55%
E. Maintain the high percentage of first destination employment/continuing education rates within 6 months	94%	95%

## Supporting Goal 1: Diversity and Inclusion

The University of Northern Iowa is committed to championing diversity as a core value of our university community. UNI will create and maintain a diverse, respectful, and inclusive work and learning environment in order to prepare the university community for a constantly evolving world. As a central component of our work, we will weave diversity into the fabric of our community so that inclusive excellence becomes the norm. This work will include challenging beliefs and practices that discriminate against, degrade, or diminish a group within our community based on the group members' innate characteristics. We believe that valuing diversity is a necessary foundation for inclusion, and that inclusive excellence provides a learning environment for our students and our community that prepares us for a dynamic, interconnected world.

### 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. (no metrics proposed)

METRIC	BASE YEAR	5 YR. TARGET
A. Increase the percentage of minority students in the freshmen class during the next 5 years (5-year rolling average)	9.9%	15%
B. Increase the percentage of minority students of the entire student body over the next 5 years (5-yr rolling average)	9.2%	12%
C. Increase the retention rates of:		
1) Minority freshmen to the overall retention rate (5-year rolling average 1st to 2nd year)	80.7%	84%
2) First generation freshmen to the overall retention rate (5-year rolling average 1st to 2nd year)	80.3%	84%
3) Freshmen receiving Pell grants to the overall retention rate (5-year rolling average 1st to 2nd year)	81.4%	84%
D. Increase the percent of minority faculty over the next 5 years NOTE: gender mix suggestion	13.5%	17%
E. Increase the percent of minority staff over the next 5 years	9.9%	11%
F. Increase the percent of minority administrators over the next 5 years	6.8%	12%
G. Increase the gender balance of female and male faculty	49.1% female	50% female

## Supporting Goal 2: Campus Vitality

Our focus at the University of Northern Iowa is on the flourishing of our campus community, in all aspects of our operations and personal and professional lives. Along with advancing the intellectual and academic abilities of students, UNI provides a holistic approach to student development focused on their social, emotional, and intellectual well-being. Likewise, faculty and staff are offered professional development opportunities that allow us to celebrate excellence and advance continuous learning. And with a commitment to sustainability, the campus community is provided a state-of-the-art working environment that uses resources wisely.

### **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.

<b>METRIC</b>	<b>BASE YEAR</b>	<b>5 YR. TARGET</b>
<b>A.</b> Increase total sponsored funding by 5% (5-year rolling average) – does not include federal financial aid for students	\$26.2 million	\$27.5 million
<b>B.</b> Increase the number and amount of need-based scholarships through Advancement Division	450 \$650,000	700 \$950,000
<b>C.</b> Decrease utility usage per square foot (Kbuts)	156	150
<b>D.</b> Increase the number of university buildings rated “functionally accessible”	16	20

## Supporting Goal 3: Community Engagement

Public-private partnerships and community relationships are central to our core mission as a comprehensive university. Through these mutually enhancing affiliations, the University of Northern Iowa is able to offer our students internships, service learning experiences, and live client projects and offer our partners wide-ranging benefits that support their goals. Our many successful alumni assist in our ability to recruit and retain students, raise funds to support programs and scholarships, and adapt our curriculum and programming to meet the needs of our complex, diverse, and changing world.

**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 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 47.6% first-year; 70.2% seniors	60%; 90%
C. 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
D. Increase the percentage of Colleges that develop a strategic plan incorporating community engagement in their teaching, research and service	50%	100%