

**UNIVERSITY OF NORTHERN IOWA
2004-2009 STRATEGIC PLAN: PROGRESS REPORT**

Values

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
- Expansive awareness of multiple perspectives characteristic of a global society
- An ethical, caring and diverse community characterized by pluralism and civility
- Personalized learning
- The well being of its students, faculty and staff
- Service to the citizens of the State of Iowa, the nation and the world

Vision

The University of Northern Iowa will be the leader among the nation's finest public comprehensive universities, characterized by a multicultural and inclusive community with high- quality teaching/learning environments and socially responsible contributions to the State of Iowa, the nation, and the world.

Mission Statement

The University of Northern Iowa is a comprehensive institution dedicated to providing a personalized learning environment, founded on a strong liberal arts curriculum. It is committed to being an intellectually and culturally diverse community. The University focuses both on undergraduate education, and on selected master's, doctoral and other graduate programs. It is characterized by excellence in three areas: teaching and learning; research, scholarship, and creative work; and service. Through its varied endeavors, UNI shares its expertise with, and provides service to, individuals, communities and organizations throughout the state, the nation and the world.

Focused Mission Statement

The University of Northern Iowa offers a world-class university education, providing personalized experiences and creating a lifetime of opportunities.

Goal 1.0

Provide intellectually challenging and character-building experiences for undergraduate and graduate students in a personalized learning environment.

Objective 1.1: Maintain the excellence in undergraduate and graduate programs that distinguishes the University, and strategically expand programs that attract students.

Objective 1.2: Provide a personalized learning environment that responds to needs, encourages growth, and recognizes achievements of individual students.

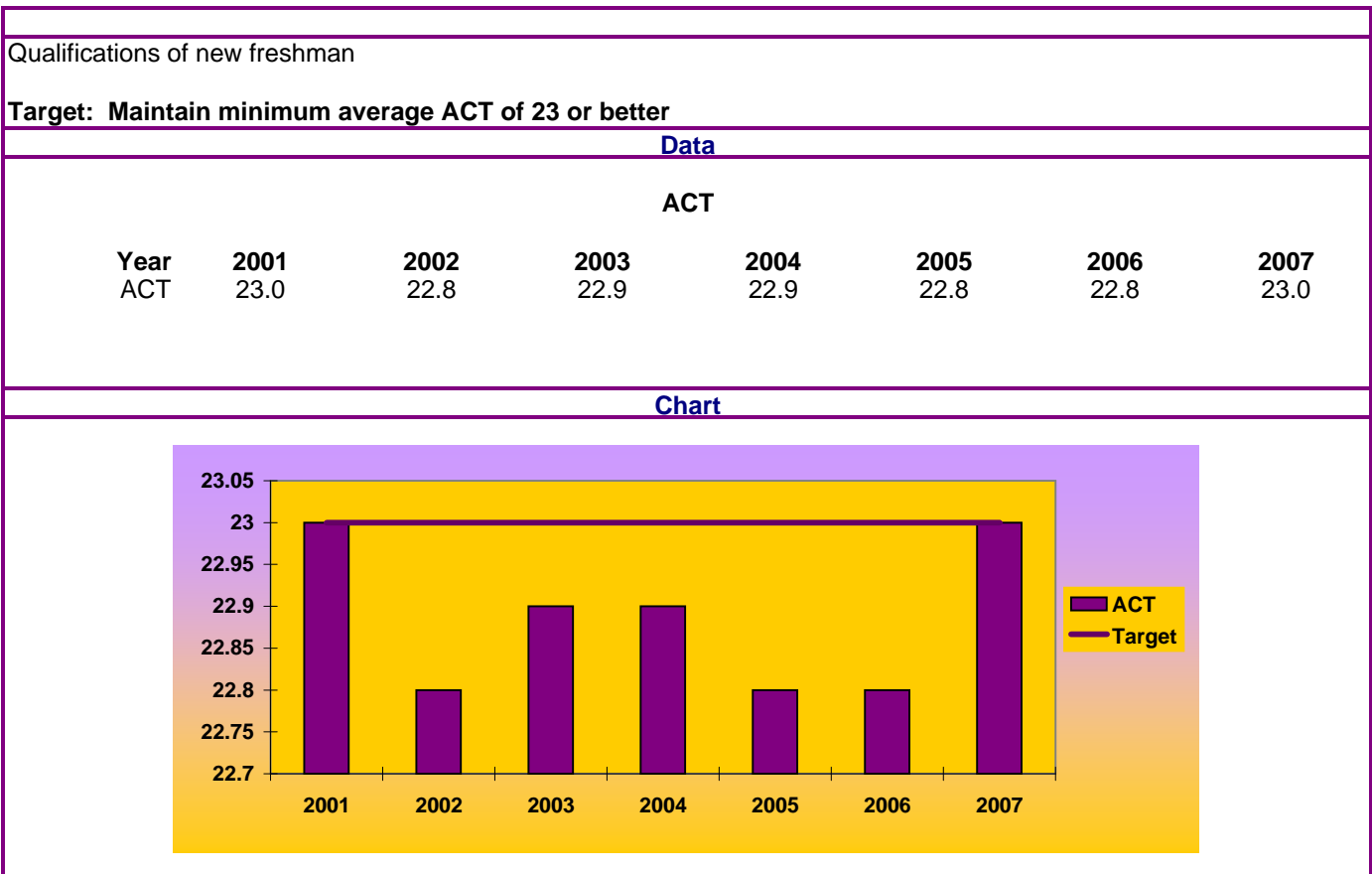
Objective 1.3: Increase understanding of and commitment to the role and value of a liberal arts education as the foundation of a university education.

Objective 1.4: Enhance appreciation of, and encourage participation in, co-curricular and extra-curricular activities that cultivate intellect and character.

Objective 1.5: Broaden and enrich the intellectual and learning experiences of students by increasing the number of U.S. racial and ethnic minority, and international students, faculty, and staff.

Objective 1.6: Provide instruction to students by tenured or tenure track faculty in accord with established performance targets.

Objective 1.7: Maintain a schedule of class offerings that enables timely academic progress toward a degree



Goal 1.0 continued

Four-year graduation rate

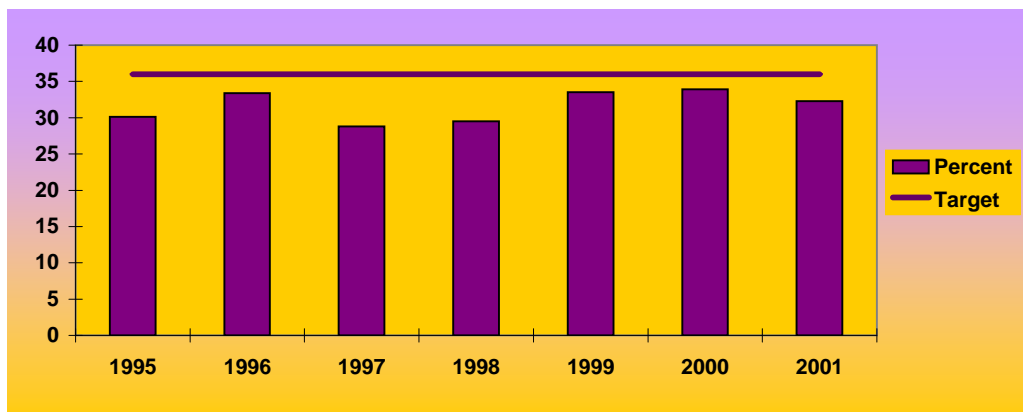
Target: 36%

Data

Four-Year Graduation Rate

Year	1995	1996	1997	1998	1999	2000	2001
Percent	30.1	33.4	28.8	29.5	33.5	33.9	32.3

Chart



Goal 1.0 continued

Percentage of Undergraduate student credit hours taught by tenure/tenure-track faculty (Fall data)

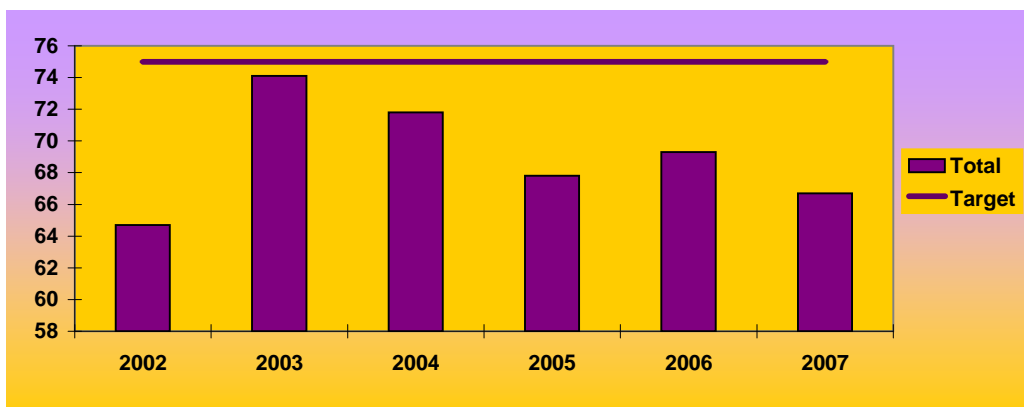
Target: 75%

Data

SCH taught by tenure/tenure-track faculty (%)

Fall	2002	2003	2004	2005	2006	2007
Total	64.7	74.1	71.8	67.8	69.3	66.7

Chart



Goal 1.0 continued

Average undergraduate class size – lower and upper (Fall data)

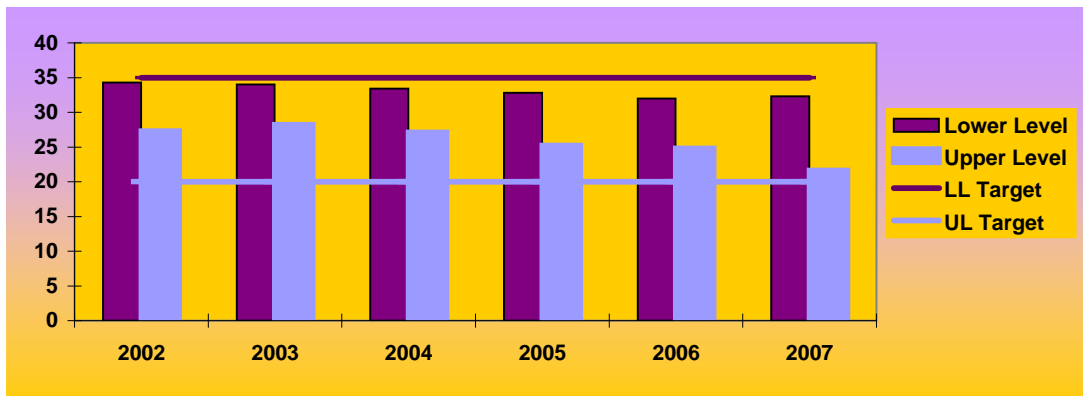
Target: Lower level - maximum 35
Upper level - maximum 20

Data

Average Class Size

UG level	2002	2003	2004	2005	2006	2007
Lower Level	34.3	34.0	33.4	32.8	32.0	32.3
Upper Level	27.3	28.2	27.1	25.2	24.8	21.6

Chart



Goal 1.0 continued

Percentage of undergraduate students having an international learning experience

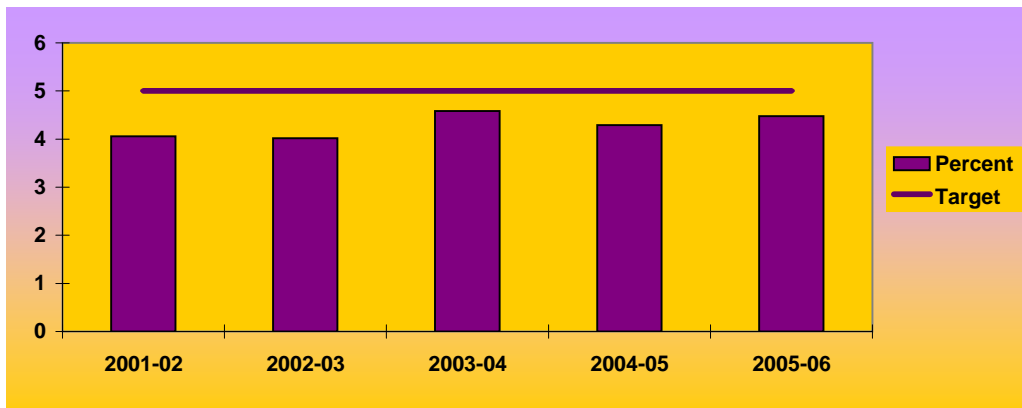
Target: 5% of Undergraduate students (FTE)

Data

International Learning Experience

	Fall	2001-02	2002-03	2003-04	2004-05	2005-06
No. of Students		437	413	449	420	431
Undergraduates (FTE)		10,761	10,283	9,795	9,801	9,623
Percent		4.06	4.02	4.58	4.29	4.48

Chart



Goal 2.0

Maintain a faculty distinguished by their creative and intellectually rigorous teaching and scholarship

Objective 2.1: Recruit and retain a highly qualified and diverse faculty.

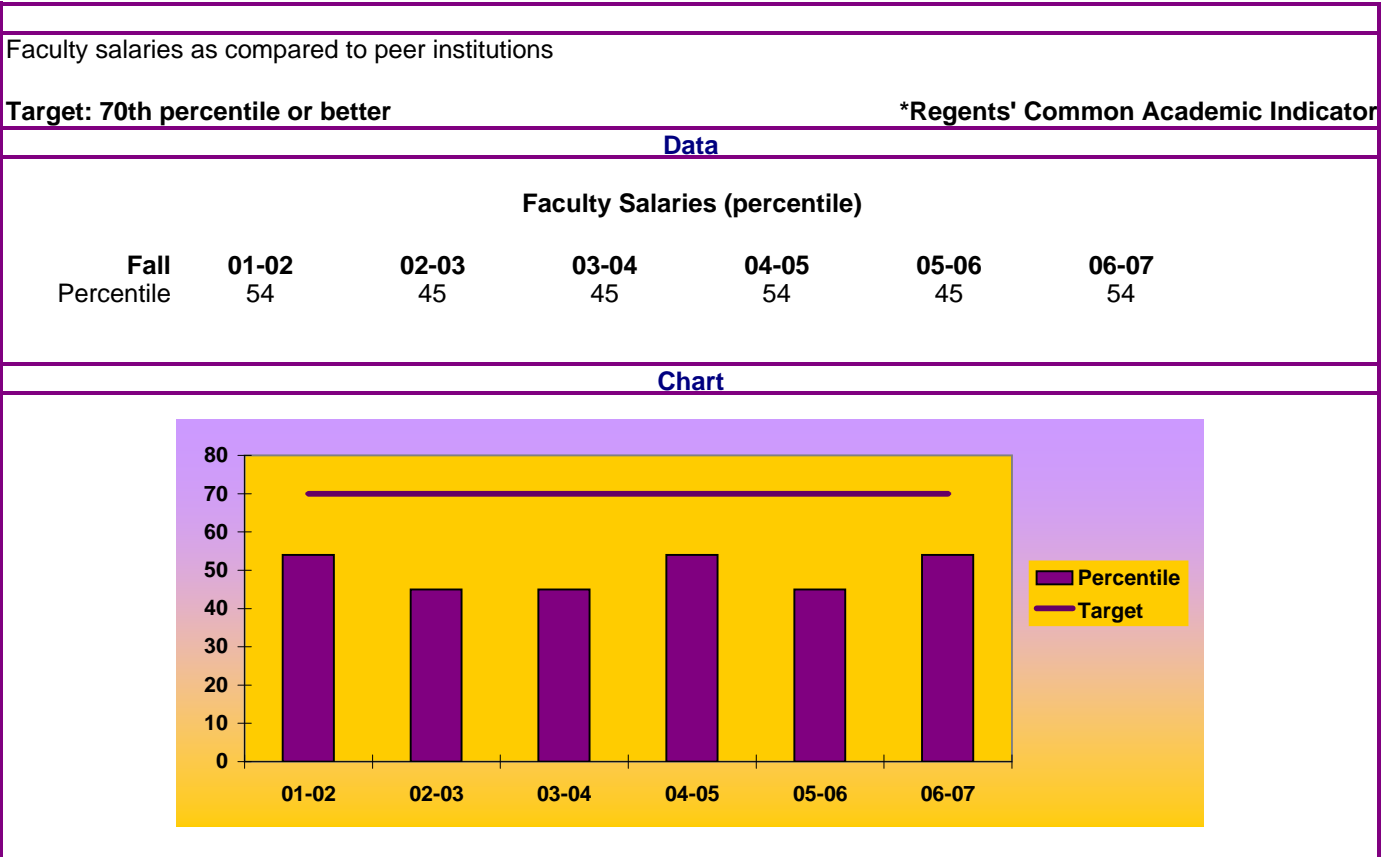
Objective 2.2: Support faculty initiatives to enhance the quality of their teaching

Objective 2.3: Support and strengthen collaboration among Arts and Sciences, Business, and Education faculty as it pertains to the Liberal Arts core, Teacher Preparation and other university-wide programs.

Objective 2.4: Increase opportunities for faculty to enhance the quality and quantity of their research and creative activity.

Objective 2.5: Increase focus on research and creative activities that provide additional experiential learning opportunities for students.

Objective 2.6: Increase support for seeking external funding.



Goal 2.0 continued

Racial/ethnic minority tenure/tenure-track faculty as a percentage of total tenured/tenure-track faculty.

Target: 14%

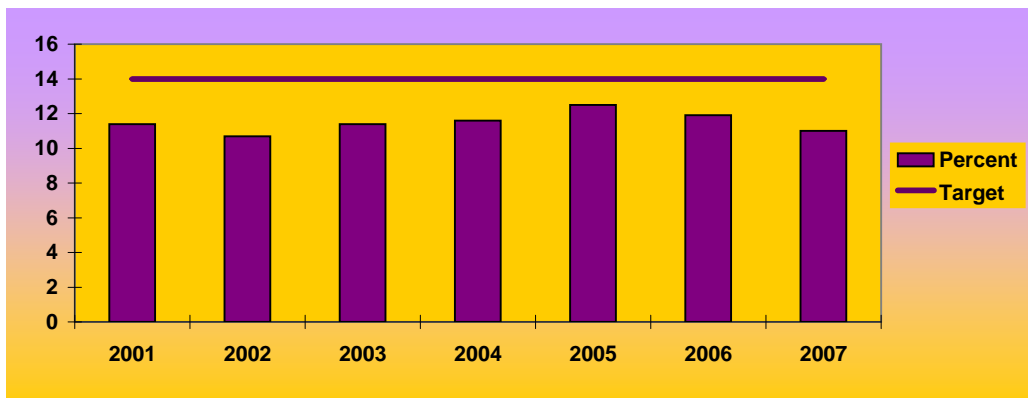
***Regents' Common Academic Indicator**

Data

Minority Tenure/Tenure Track Faculty

Fall Percent	2001	2002	2003	2004	2005	2006	2007
	11.4	10.7	11.4	11.6	12.5	11.9	11.0

Chart



Goal 2.0 continued

Women tenure/tenure-track faculty as a percentage of total tenure/tenure-track faculty.

Target: 42%

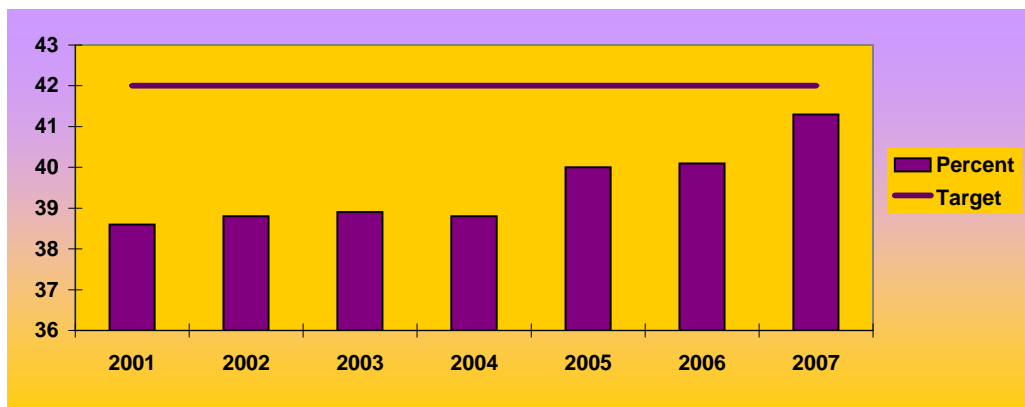
***Regents' Common Academic Indicator**

Data

Women Tenure/Tenure Track Faculty

Fall	2001	2002	2003	2004	2005	2006	2007
Percent	38.6	38.8	38.9	38.8	40.0	40.1	41.3

Chart



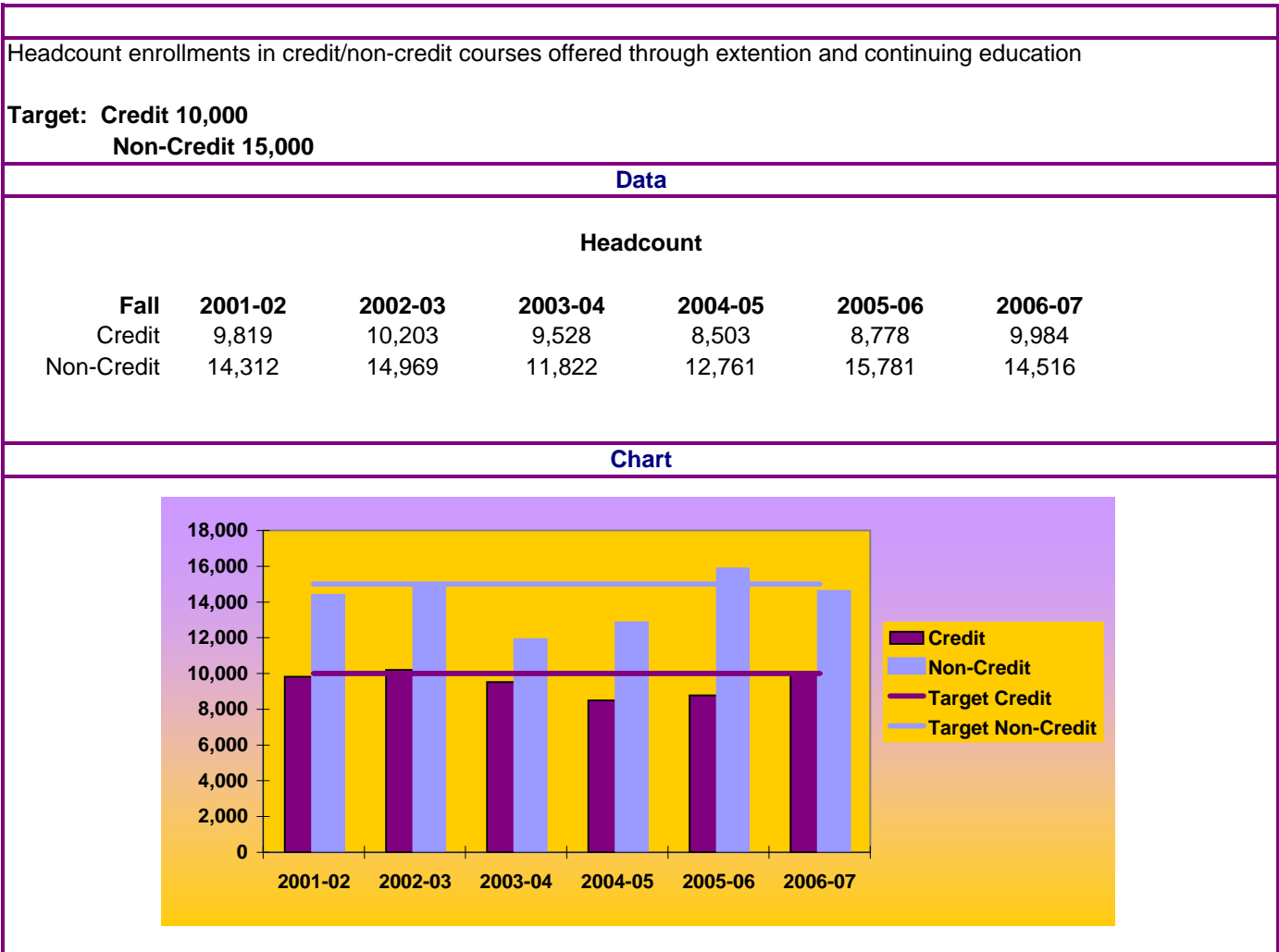
Goal 3.0

Focus the involvement of the University in addressing critical local, state, national and global needs

Objective 3.1: Assess and respond to diverse expectations and needs for UNI programs and services

Objective 3.2: Develop opportunities for students, faculty and staff to provide services to the greater community as part of their academic, co-curricular and extra curricular activities.

Objective 3.3: Establish strong, mutually beneficial relationships with external constituencies through various initiatives including expanded distance learning and creation of an area of campus dedicated to outreach.



Goal 4.0

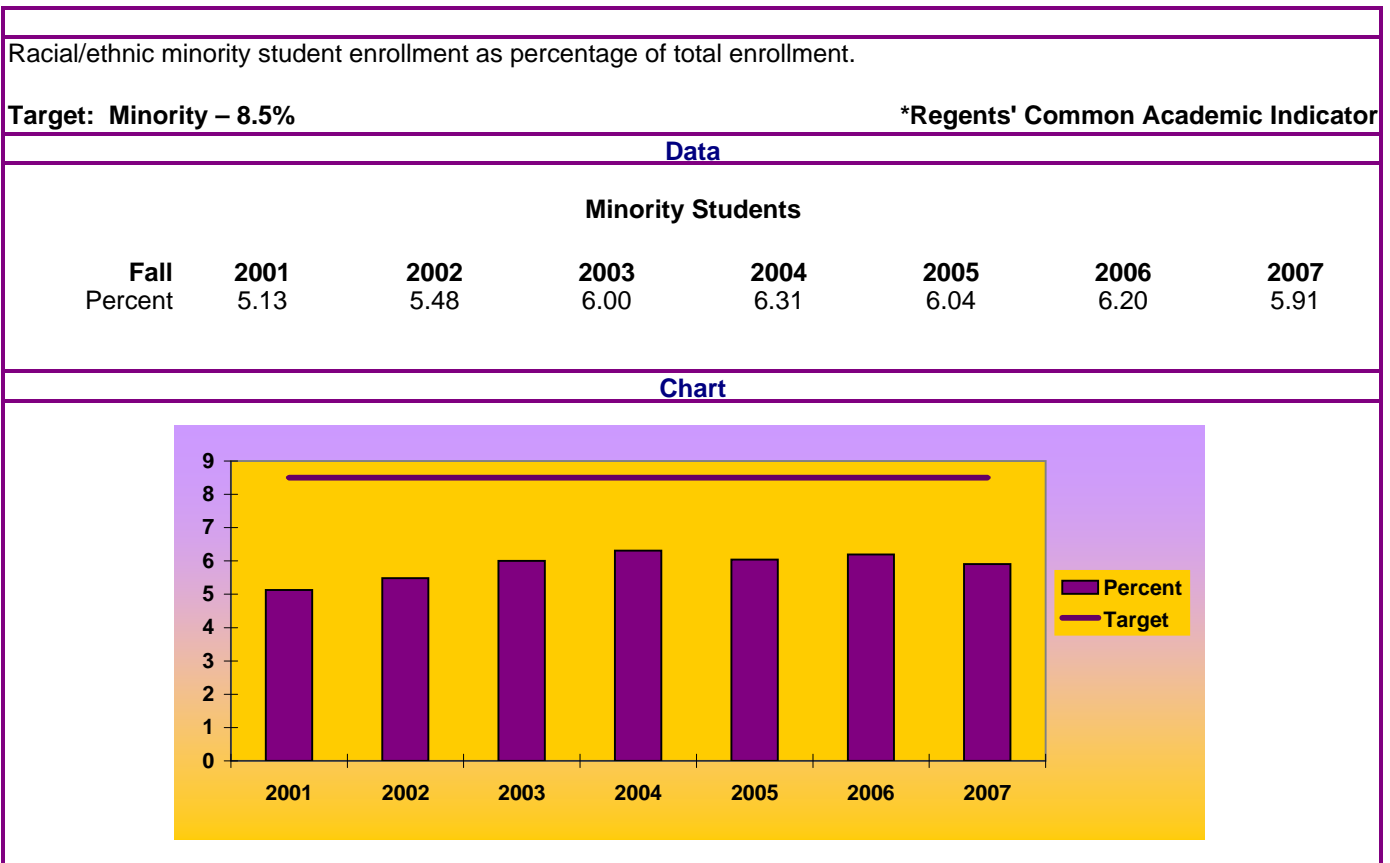
Promote a University culture characterized by diversity, collegiality, mutual respect, organizational effectiveness, and shared responsibility.

Objective 4.1: Employ recruitment and retention strategies that will increase the number of U.S. racial and ethnic minority, international, and protected class students, faculty, staff, and University officials.

Objective 4.2: Maintain a safe and supportive working and living environment characterized by services and programs that promote individual well-being and organizational effectiveness.

Objective 4.3: Broaden participation in University governance activities by students, faculty, and staff.

Objective 4.4: Enhance opportunities for mentoring and social interaction among all members of the University community.



Goal 4.0 continued

Average financial aid accepted as proportion of average financial need by expected family contribution ranges for full-time, resident, dependent undergraduate FAFSA filers receiving financial aid.

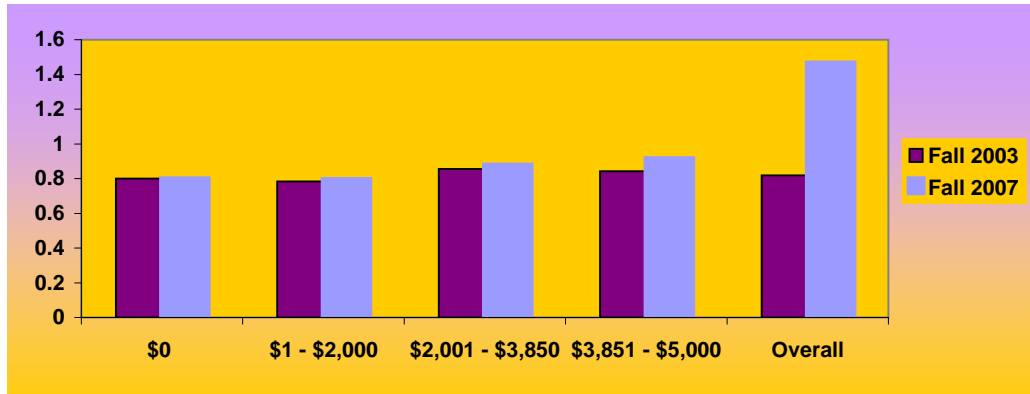
***Regents' Common Academic Indicators**

Data

Proportion of Aid Accepted to Need

EFC Range	Fall 2003	Fall 2007
\$0	80.03%	79.55%
\$1 - \$2,000	78.25%	79.23%
\$2,001 - \$3,850	85.49%	87.61%
\$3,851 - \$5,000	84.19%	91.28%
Overall	81.79%	146.35%

Chart



Goal 4.0 continued

One-year retention rate of new, direct-from-high-school freshmen. (Fall data)

Target*: 84%

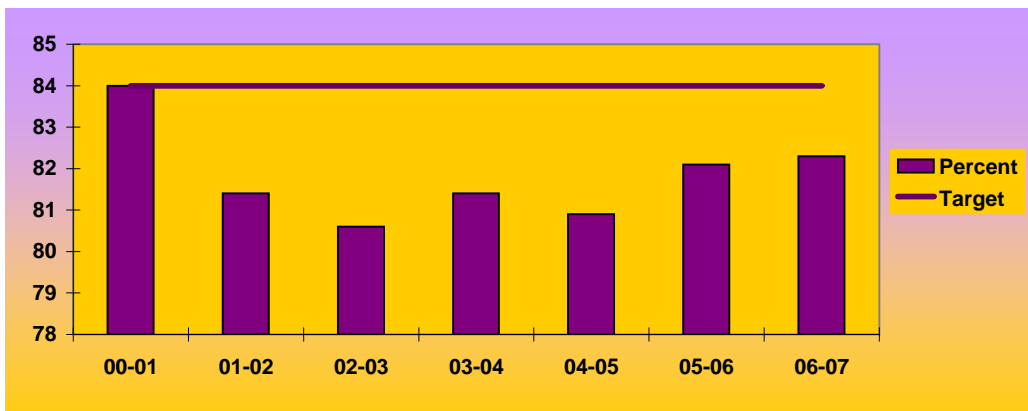
***Regents' Common Academic Indicator**

Data

One Year Retention Rates (%)

Fall Percent	00-01	01-02	02-03	03-04	04-05	05-06	06-07
	84.0	81.4	80.6	81.4	80.9	82.1	82.3

Chart



*Previous Target of 82% was met in 05-07.

Goal 4.0 continued

Six-year graduation rate of new, direct-from-high-school freshmen (Fall data)

Targets: 68%

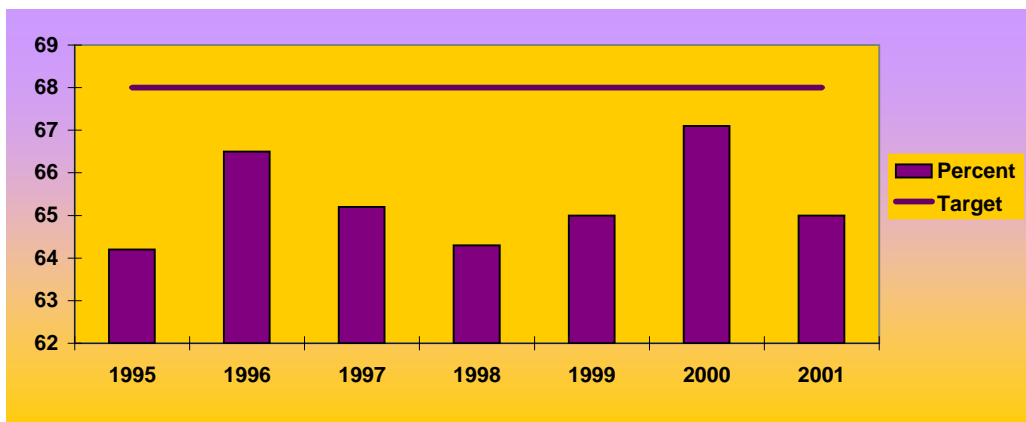
***Regents' Common Academic Indicator**

Data

Six Year Graduation Rates (%)

Fall Percent	1995	1996	1997	1998	1999	2000	2001
	64.2	66.5	65.2	64.3	65.0	67.1	65.0

Chart



Goal 4.0 continued

Racial/ethnic minority employees as percentage of all employees

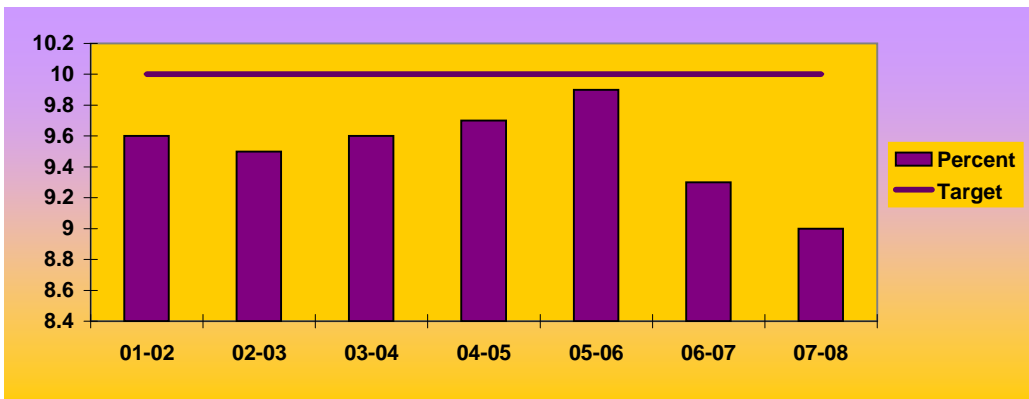
Targets: 10%

Data

Percentage of Minority Employees

Fall	01-02	02-03	03-04	04-05	05-06	06-07	07-08
Percent	9.6	9.5	9.6	9.7	9.9	9.3	9.0

Chart



Goal 5.0

Provide and maintain appropriate resources including staffing for effective and efficient University operations.

Objective 5.1: Implement budget processes linking allocations to the strategic plan.

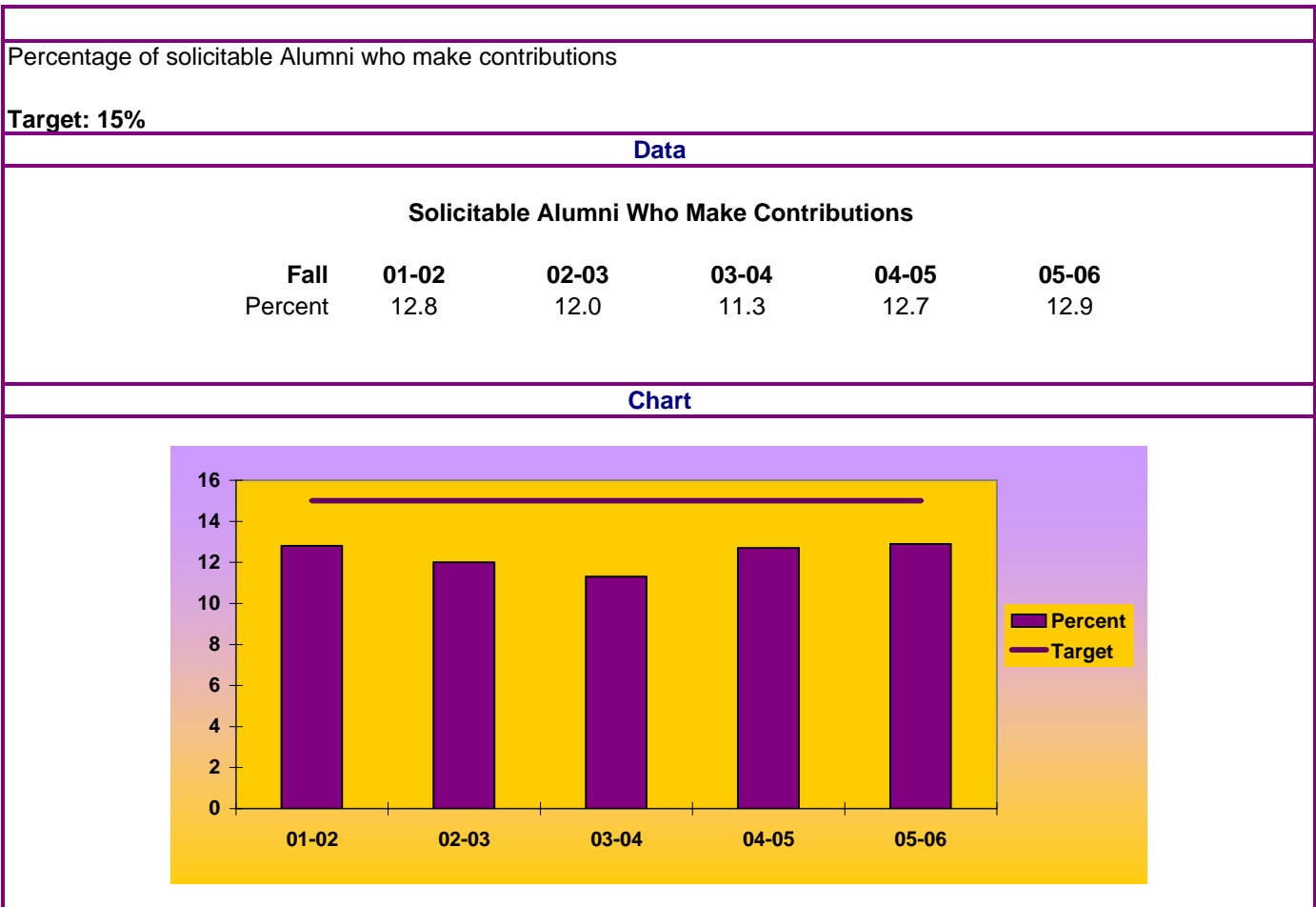
Objective 5.2: Develop intellectual resources by providing opportunities for staff and faculty to pursue professional development and to enhance performance.

Objective 5.3: Provide an appropriate array of library, informational resources, and other University collections to support academic and other campus programs.

Objective 5.4: Assess and meet the technology, information and data base systems, and equipment needs of University programs and operations.

Objective 5.5: Upgrade, construct, and maintain buildings, grounds, and equipment in accord with the University's Campus Master Plan.

Objective 5.6: Increase external funding to support programs and services.



Goal 5.0 continued

Sponsored funding awarded per year in millions of dollars

Target: 35 million

***Regents' Common Academic Indicators**

Data

Sponsored Funding Awarded

FY	00-01	01-02	02-03	03-04	04-05	05-06	06-07
Millions	19.4	20.7	18.1	23.7	24.8	20.0	24.0

Chart

