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2017-2022 UNI STRATEGIC PLAN FINAL REPORT

PREPARED BY THE OFFICE OF INSTITUTIONAL
EFFECTIVENESS & PLANNING
JANUARY 2023



UNI

University of
Northern Iowa

MESSAGE FROM PRESIDENT NOOK

One of the first things students told me about the University of Northern Iowa was how UNI was committed to their success. Students told me that faculty members set high expectations in their classes and programs so that they would be prepared to be successful in their careers and personal lives once they graduated from UNI. They quickly added that the faculty and staff worked hard to help every student achieve those expectations, and that their classmates also worked to help each other succeed in the classroom and beyond. This culture of commitment to the success of students has been a hallmark of the University of Northern Iowa experience throughout our history. That commitment to student success is the overarching goal of our 2017 – 2022 Strategic Plan. In that plan, we set high goals for ourselves.



This report documents some of the programs we initiated and/or enhanced to reach those goals; some of the student, alumni, faculty and staff achievements; and how we measure-up relative to the goals and metrics we set five years ago.

We have much to be proud of. Since the launch of the 2017-2022 Strategic Plan, we have engaged in many collaborative and innovative initiatives - too many to list here. Among them - developing our Mission Stewardship Statement to recognize the original caretakers of the land on which the university sits, creating new structures to further support and enhance the Diversity, Equity and Inclusion work, and engaging in a Climate Study to examine the living, learning, and working conditions on campus. We developed and launched a completely redesigned UNIFI General Education Program, offered an accelerated Purple Pathway for Paraeducators, and developed a number of collaborative partnerships - ranging from a local partnership with the Hawkeye Community College and the Waterloo Community Schools Career Center to create accelerated degree options via the Cedar Valley Degree Links, to a statewide UNI@IACC partnership with Iowa Community Colleges. We engaged in Academic Positioning and were able to successfully design several new degrees including a BS in Automation Engineering Technology and a BS in Nursing. We launched the largest Comprehensive Campaign in our history, went through a rebranding process, and developed a new 2023-2028 Strategic Enrollment Management Plan.

Our work remains guided by our commitment to excellence and student success. As we institutionalize strategic planning on campus and embed it into our daily practices, I look forward to building upon our successes with the new 2023-2028 Strategic Plan.

Panther Proud,
Mark A. Nook



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.

ESTABLISHED IN 1876

Top College

UNI ranked top college for student voting,
2022 US News and World Report

No.2

UNI Ranked No. 2 regional public
university in the Midwest by 22-23 U.S.
News & World Report

Top Ten

Veteran-friendly college in National
Review

Top 20%

For online master's in education programs
by 2022 U.S. News and World Report

35

ACADEMIC
DEPARTMENTS

4

COLLEGES

41

CENTERS

125K+

ALUMNI

Degrees Awarded 2017-2022

| | |
|------------|--------|
| Bachelor | 10,758 |
| Masters | 2,388 |
| Specialist | 48 |
| Doctorate | 70 |



| UNIFYING GOAL: STUDENT SUCCESS | GOAL 2022 | 2021 - 2022 | 2020 - 2021 | 2019 - 2020 | 2018 - 2019 | 2017 - 2018 |
|---|----------------|----------------------------|--------------|--------------|-----------------|-----------------|
| Achieve a 5-year rolling average of 84% retention rate for FT freshman students from their first to second year. | 84% | 83.1% | 82.8% | 83.8% | 82.8% | 83.0% |
| Attain a 5-year rolling average 4-year graduation rate of 42% for first time/full time freshmen | 42% | 44.0% | 43.3% | 42.3% | 41.6% | 40.5% |
| Attain a 5-year rolling average 3-year graduation rate of 55% for transfer students | 55% | 56.1% | 55.6% | 53.9% | 52.6% | 51.5% |
| Maintain the high percentage of first destination employment/continuing education rates within 6 months | 95% | In Progress | 95.9% | 93.7% | 94.6% | 93.5% |
| SUPPORTING GOAL 1: DIVERSITY AND INCLUSION | | | | | | |
| Increase the percentage of minority students in the freshmen class during the next 5 years (5-year rolling avg) | 15% | 10.9% | 10.8% | 10.4% | 10.6% | 10.3% |
| Increase the percentage of minority students of the entire student body over the next 5 years (5-yr rolling average) | 12% | 11.2% | 10.6% | 10.3% | 9.9% | 9.6% |
| Increase retention rates of minority freshmen to the overall retention rate (5-year rolling average 1st to 2nd year) | 84% | 76.2% | 77% | 79.5% | 78.3% | 79.1% |
| Increase retention rates of first generation freshmen to the overall retention rate (5-year rolling average 1st to 2nd year) | 84% | 79.1% | 79.1% | 80.3% | 79.60 | 79.2% |
| Increase retention rates of freshmen receiving Pell grants to the overall retention rate (5-year rolling average 1st to 2nd year) | 84% | 78.6% | 78.6% | 79.8% | 79.4% | 79.8% |
| Increase the percent of minority faculty over the next 5 years | 17% | 16.4% | 16.5% | 15.3% | 14.2% | 13.1% |
| Increase the gender balance of female and male faculty | 50% Female | 52.9% | 52.1% | 51.4% | 51.5% | 50.6% |
| SUPPORTIG GOAL 2: CAMPUS VITALITY | | | | | | |
| Increase total sponsored funding by 5% (includes federal student financial aid) (5-year rolling average) | 27.5 Million | \$35,900,000 | \$30,289,477 | \$26,672,746 | \$26,074,504.00 | \$25,432,738.36 |
| Decrease utility usage per square foot (Kbuts) | 150 | 145 | 140 | 152 | 156 | 156 |
| Increase the number of university buildings rated "fully accessible" | 20 | 31 | 31 | 31 | 31 | 28 |
| SUPPORTING GOAL 3: COMMUNITY ENGAGEMENT | | | | | | |
| Increase the Percent of Participation score to 30 as reported in the NASCE survey (Administered every 4 years by fall 2019 reach 23 %) | 30% | - | - | 12% | - | - |
| 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) | 60% First Year | Updated Spring/Summer 2023 | | 47.8% | 48.5% | 53.0% |
| | 90% Seniors | | | 74.5% | 69.6% | 68.8% |
| Increase the number of unique businesses and community clients served by 15% over the next 5 years (5-year rolling average) | 2,625 | 3,505 | 3,206 | 3362 | 3370 | 3000 |

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.



STUDENT SUCCESS

UNI OPENS NEW PATHWAYS FOR STUDENT SUCCESS

UNI re-imagining its academic future

To respond to the shifting landscape of workforce demand, UNI examined its structure and curriculum in the interest of making changes to the courses and programs it offers students. Academic positioning created modernized programs designed for intersectional knowledge, skills and competencies needed for emerging careers.

New Innovative General Education Program: UNIFI

Inspired by the University of Northern Iowa mission to engage students in high-quality and high-impact learning experiences within a challenging and supportive environment, UNI's new general education requirements are designed to ensure that students' foundational learning experiences lead to a lifetime full of potential. UNI's general education curriculum is an innovative, common experience for all students.

UNI COVID-19 scholarship fundraiser sees powerful response

When the UNI Foundation launched a fundraising campaign for new scholarships to help students facing financial hardship as a result of the COVID-19 pandemic, the response was powerful. Within a few days more than 500 people donated a combined \$50,000 for the new UNItogether Scholarship.

UNI launched statewide initiative to remove barriers to high-demand careers in Iowa

In a major milestone toward reaching its goals of providing adult and place-bound learners greater access to four-year degrees, the University of Northern Iowa launched the UNI@IACC (Iowa Community Colleges) initiative. Starting Fall 2022 Iowans with an associate's degree from any Iowa community college are able to earn a UNI online degree without having to leave their hometown.

UNI powers Iowa's educator workforce with steady number of teacher education graduates

With 450 to 500 graduates each year for the past 10 years, the University of Northern Iowa's educator program is the largest in the state. Future teachers make up one-fourth of the undergraduate enrollment at UNI, which benefits the entire state since nearly 90 percent of teacher education graduates from UNI stay in Iowa to work after they graduate.

Degree in Three program saves future educators time and money

The University of Northern Iowa, Hawkeye Community College and the Waterloo Community Schools Career Center have partnered to create the Degree in Three program, an elementary education articulation. The program allows students to start working as a teacher just three years after their high school graduation by streamlining their path to the teaching profession.

UNI launches first Center for Urban Education scholarship fund

The University of Northern Iowa's Center for Urban Education has launched the UNI-CUE Academic Attainment Fund with the support of a \$117,000 grant. The fund will support two scholarship programs — the first to be offered directly through the UNI-CUE.

New online Advanced Studies Certificate in Clinical Mental Health Counseling

School counselors from across Iowa have a new educational pathway to serve the mental health needs of school districts and communities. Designed with working professionals in mind, this program provides a flexible, dynamic experience for school counselors to obtain licensure as a clinical mental health counselor.

STUDENT SUCCESS

CONTINUED

UNI STUDENTS AND ALUMNI MAKING HEADLINES

UNI biochemistry alum makes ISU history

Warren Rouse arrived at UNI as a transfer student with big dreams. The biochemistry alum, now attending graduate school at Iowa State University, recently became the first student in his department ever to win a prestigious NIH fellowship that will fully fund his research.

Student-run business helps provide equitable access to real state

Skyler Ramsey started running a real estate consulting and renovation business focusing on making real estate more accessible for people with mobility issues. While Teal Phoenix is still pre-revenue, Ramsey hopes that the business will start making money this summer. For the future, Ramsey says they hope to keep working in the Cedar Valley but also expand the business to other parts of Iowa, including Des Moines and Iowa City. Eventually, they hope to see Teal Phoenix doing work outside the state as well.

UNI alum spreads love for local foods, revitalizes Waterloo farmer's market

Waterloo native DaQuan Campbell, a business management graduate, has grown the market from 15 vendors to more than 40 while launching a fresh produce venture of his own.

Making change happen: UNI alum and instructor is a leader on campus and beyond

Pastor, community leader, and campus advocate. Belinda Creighton-Smith is a UNI alumni and instructor in the department of social work. She shares her considerable community leadership experience, as well as her dissertation research on the experiences of students of color in predominantly white higher education institutions as a member President's Council for Inclusion, Transformative Social Justice and Advocacy (CITSJA).

UNI Student wins Global Entrepreneur of the Year award

Robert Sales, a student entrepreneur, has been recognized with several awards including the MAC Impact Student Business of the Year for 2020. In 2020 Sales won the regional Entrepreneurs' Organization Global Student Entrepreneur Award (GSEA), which includes competitors from all over the Midwest. As part of the award, Sales will receive a package of business tools worth \$23,500.

Innovative UNI Alum teacher wins national award

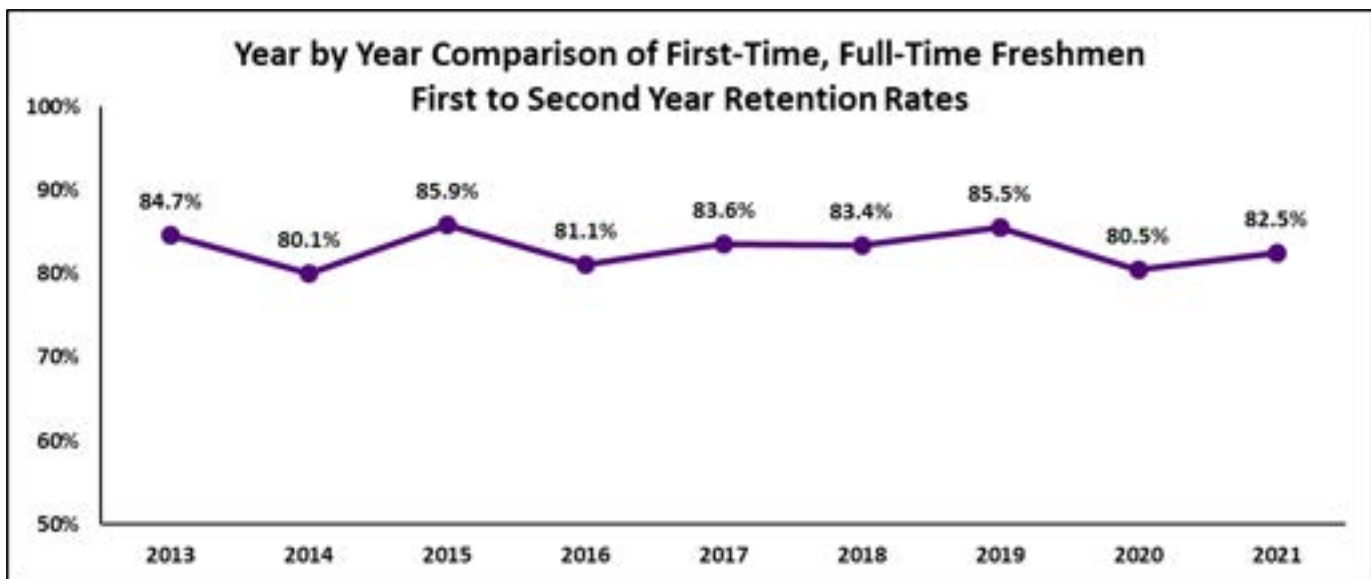
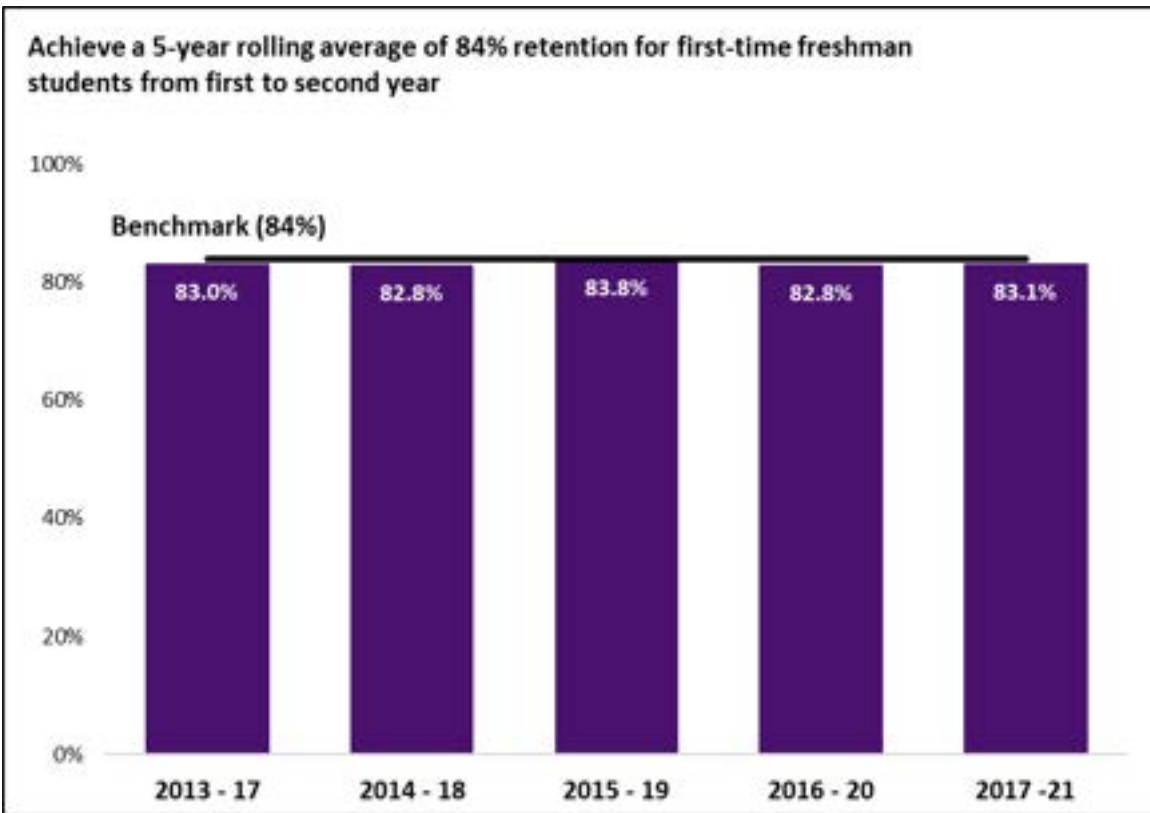
Tanner Roos, UNI alum and physical education teacher at Linn Grove Elementary in Marion was one of five winners of the national Society of Health and Physical Educators (SHAPE) Central District Elementary Physical Education Teacher of the Year award. In 2019, he was named the Iowa Association for Health, Physical Education, Recreation and Dance (IAHPERD) Iowa Elementary Physical Education Teacher of the Year, which honors educators for their contributions to the field.

MIS students help solve information technology needs for small businesses

Students work with local small businesses and non-profit organizations to help them with their information technology needs, namely creating an entire website. After the website is developed, students create training manuals for the business owners to use after the class finishes.

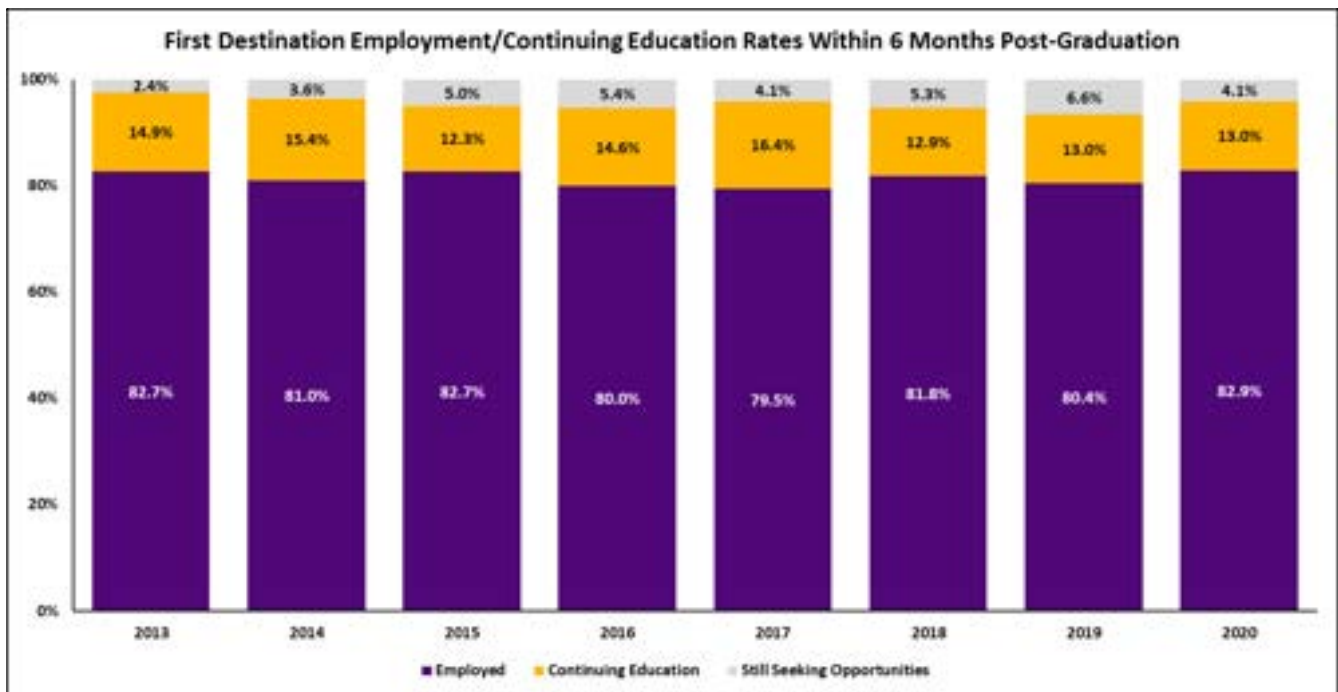
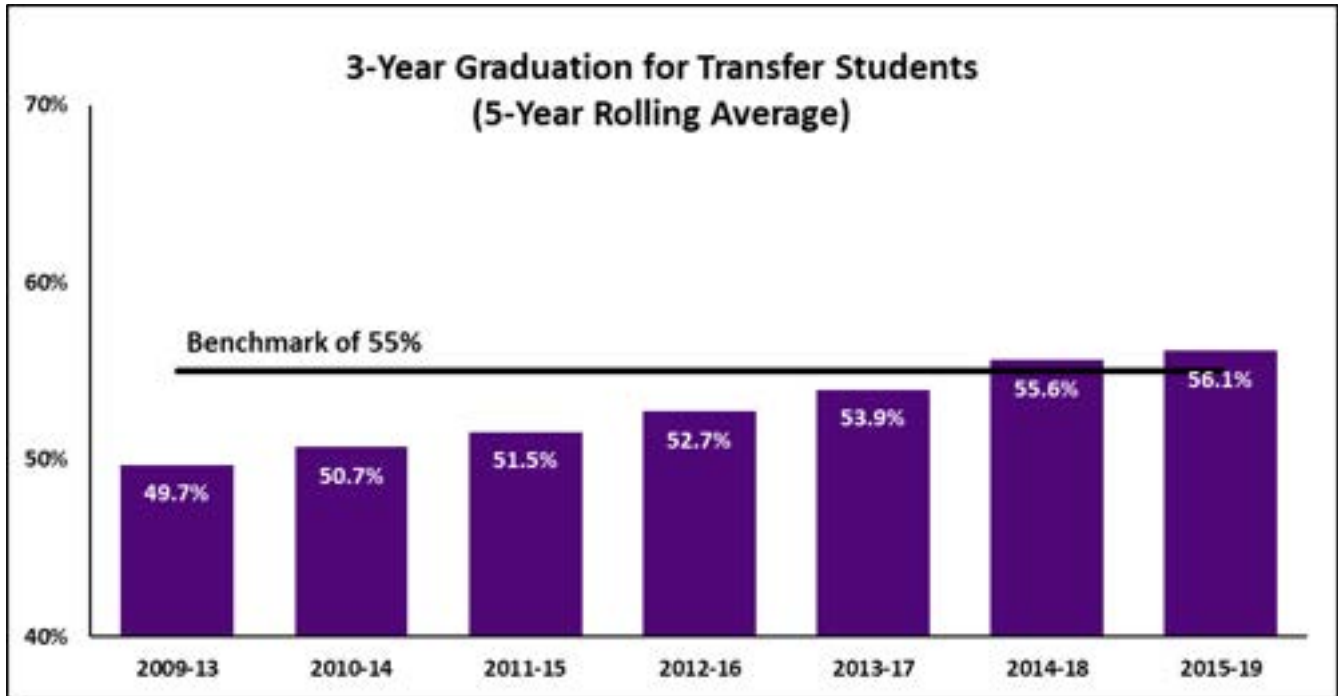
UNIFYING GOAL STUDENT SUCCESS

2017-2022 METRICS



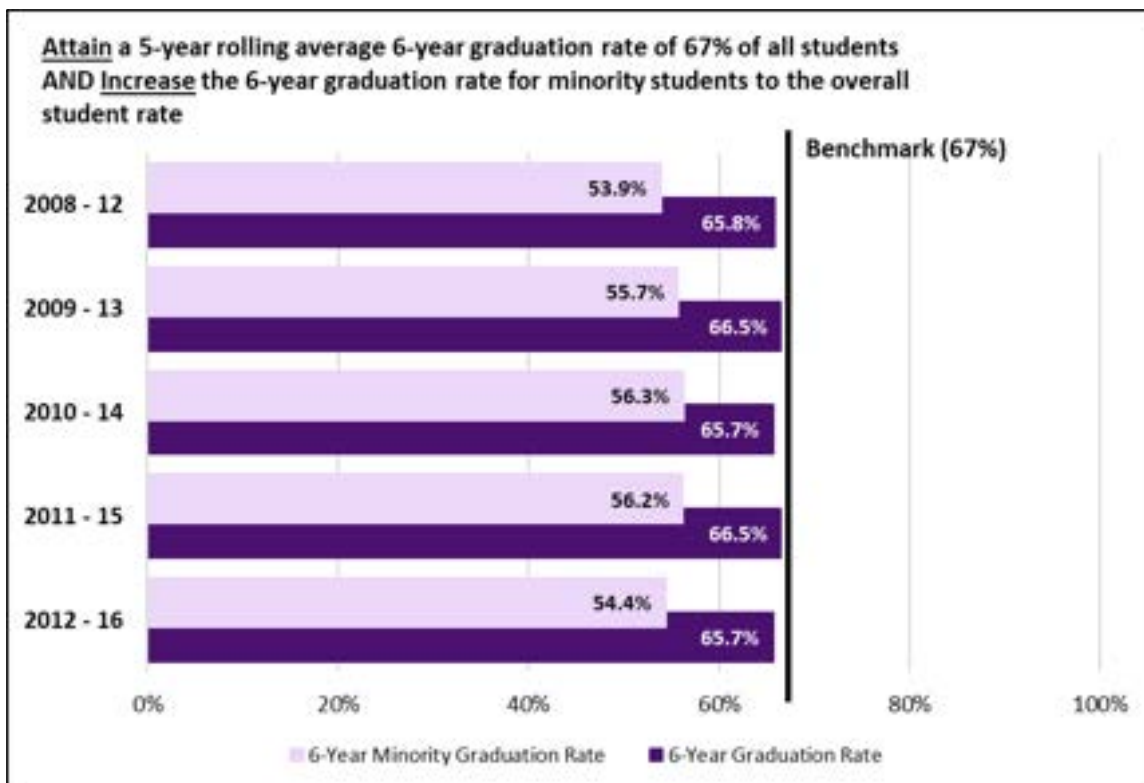
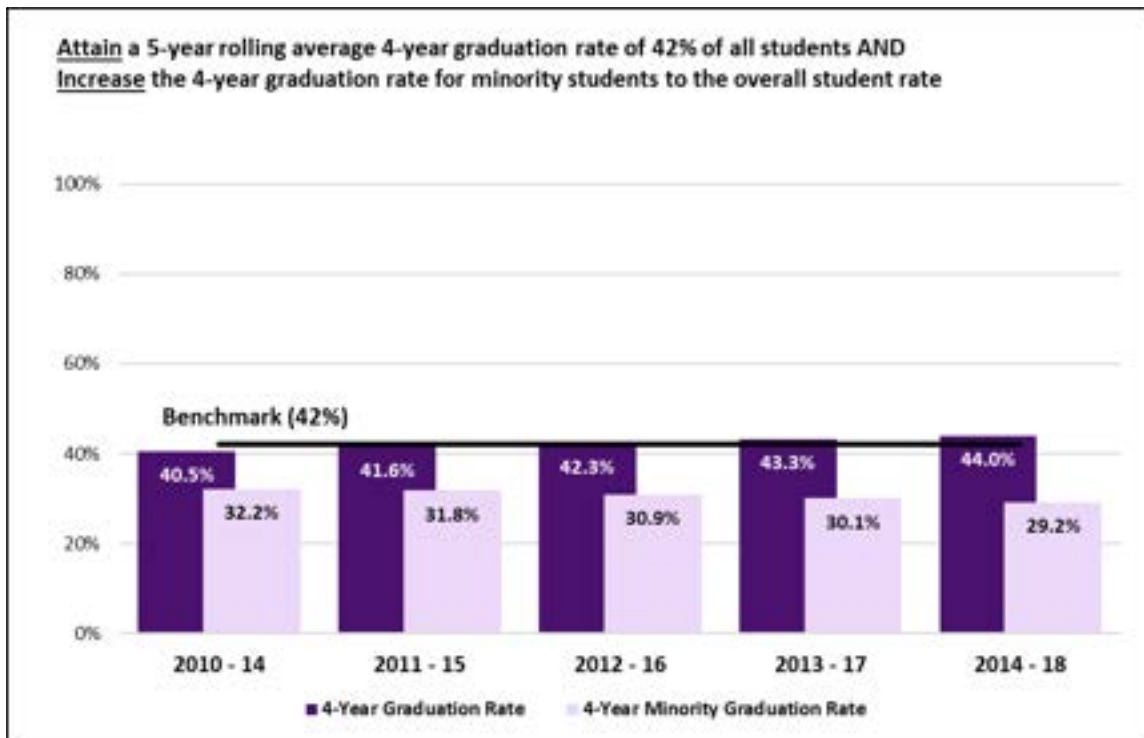
UNIFYING GOAL STUDENT SUCCESS

2017-2022 METRICS



UNIFYING GOAL STUDENT SUCCESS

2017-2022 METRICS



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.



DIVERSITY AND INCLUSION

Meskwaki youth explore college life with summer camp at UNI

Twenty Meskwaki youth enjoyed a five-day college and career readiness camp at the University of Northern Iowa, thanks to the growing partnership between UNI and Meskwaki Nation. During the camp, these eighth- through 12th-graders took part in college and career readiness sessions, academic workshops and recreation activities while getting to know UNI and connecting with faculty and staff.

President's Council for Inclusion, Transformative Social Justice and Advocacy (CITSJA)

A direct result of the President's commitment to equity, diversity and inclusion (EDI) at the University is the formation of the President's Council for Inclusion, Transformation, Social Justice and Advocacy. A 14-person unit advisory to but independent from the President and university leaders, charged with providing broad recommendations for goals and action steps to the president and other university leaders.

Cultivating Justice: A Six-Week Quest toward Racial Equity

Led by Dr. Danielle McGeough, Cultivating Justice: A Quest Toward Racial Equity is a collection of projects and resources made by and for people in the Cedar Valley to promote racial justice and activate systemic change in our communities. The Quest's collection of local materials includes essays, videos, performances of poetry, artwork, podcasts, toolkits, events, and more. The program launched in January 2021.

Unpack. Nurture. Improve: UNI's Climate Study

Based on a recommendation by the President's Council for Inclusion, Transformative Social Justice and Advocacy (CITSJA), UNI launched a campus-wide climate study work group to facilitate an action-focused climate assessment. The work group partnered with Rankin Climate LLC, an external consulting firm that specializes in organizational climate studies to help colleges and universities produce transformative change. In April 2022, Rankin Climate hosted 19 focus groups with the campus community to help the work group develop a comprehensive survey; in addition, the focus groups will produce insights that the UNI community can act upon before the comprehensive survey launched in Fall 2022.

Summit to focus on Diversity, Inclusion and Economics in the Cedar Valley

Since its launch in 2016, UNI has partnered with Grow Cedar Valley in the facilitation of an economic inclusion summit. The summit is designed to strengthen the Cedar Valley Economic region by providing tools and information to implement effective inclusive practices.

UNI mural project highlights Cedar Valley's diversity

The Diversity is our Strength project launched in the summer of 2020. The program aims to uplift underrepresented voices challenging racism and stereotypes about the Cedar Valley in a visible way with a downtown Waterloo mural and accompanying website. The 80 by 20 foot mural and website project was conceived by UNI Associate Professor of Literacy and Education, Shuaib Meacham.

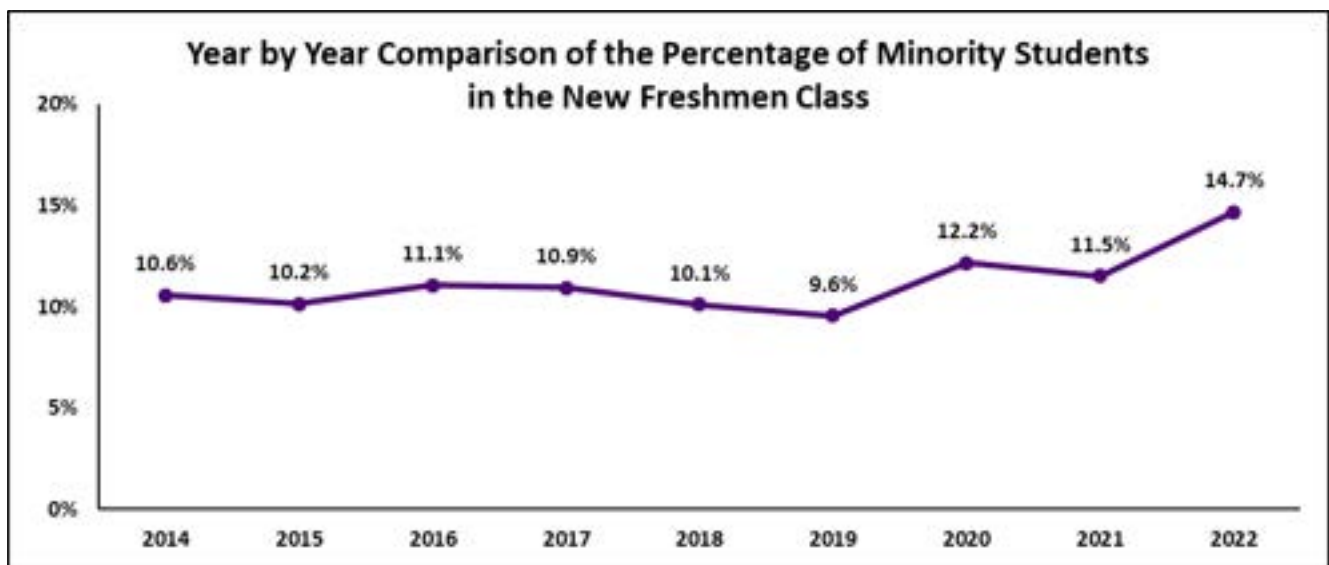
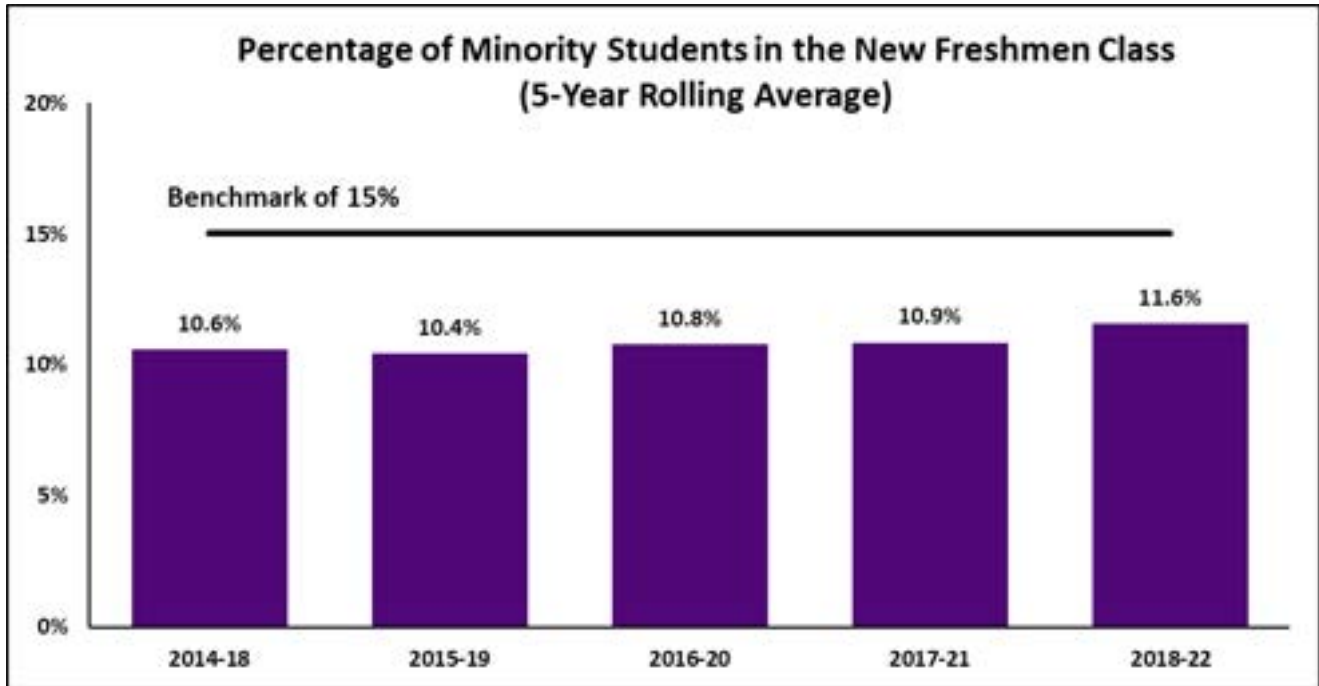
Campus Diversity Common Read

UNI's annual Diversity Common Read Program revolves around a nonfiction book of interdisciplinary interest that advance discussions of diversity, inclusion, and social justice.

SUPPORTING GOAL 1

DIVERSITY AND INCLUSION

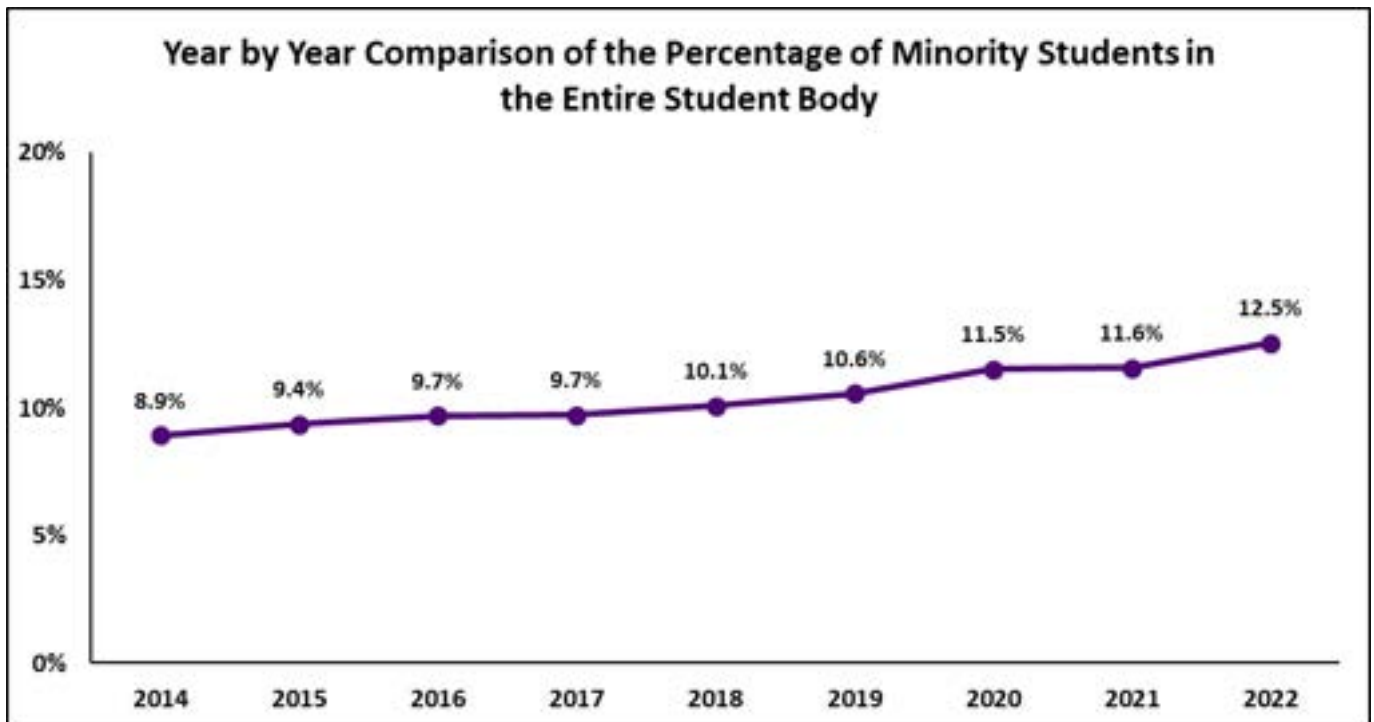
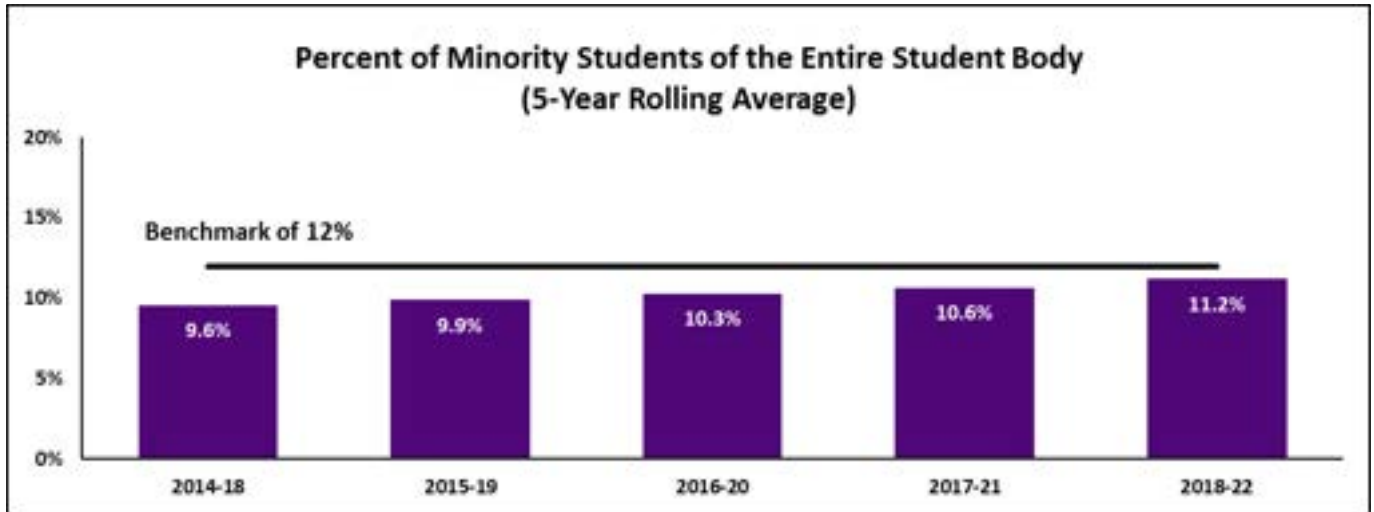
2017-2022 METRICS



SUPPORTING GOAL 1

DIVERSITY AND INCLUSION

2017-2022 METRICS

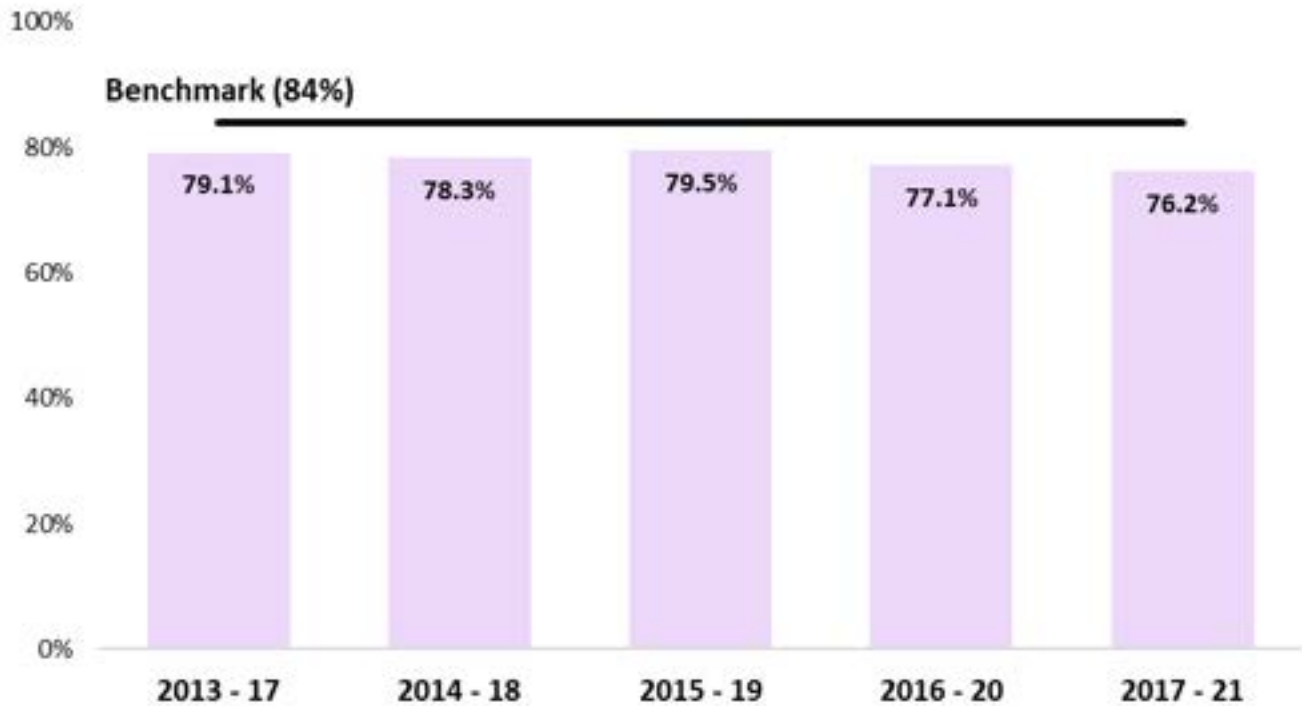


SUPPORTING GOAL 1

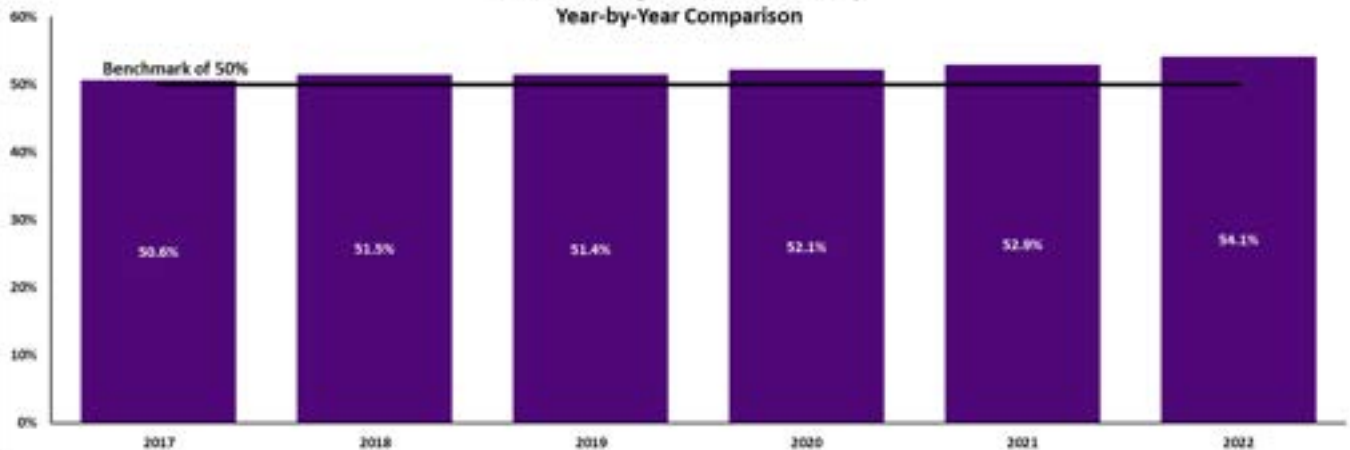
DIVERSITY AND INCLUSION

2017-2022 METRICS

Increase the retention rate of minority students to the overall rate of the general population (5-year rolling average 1st to 2nd year)



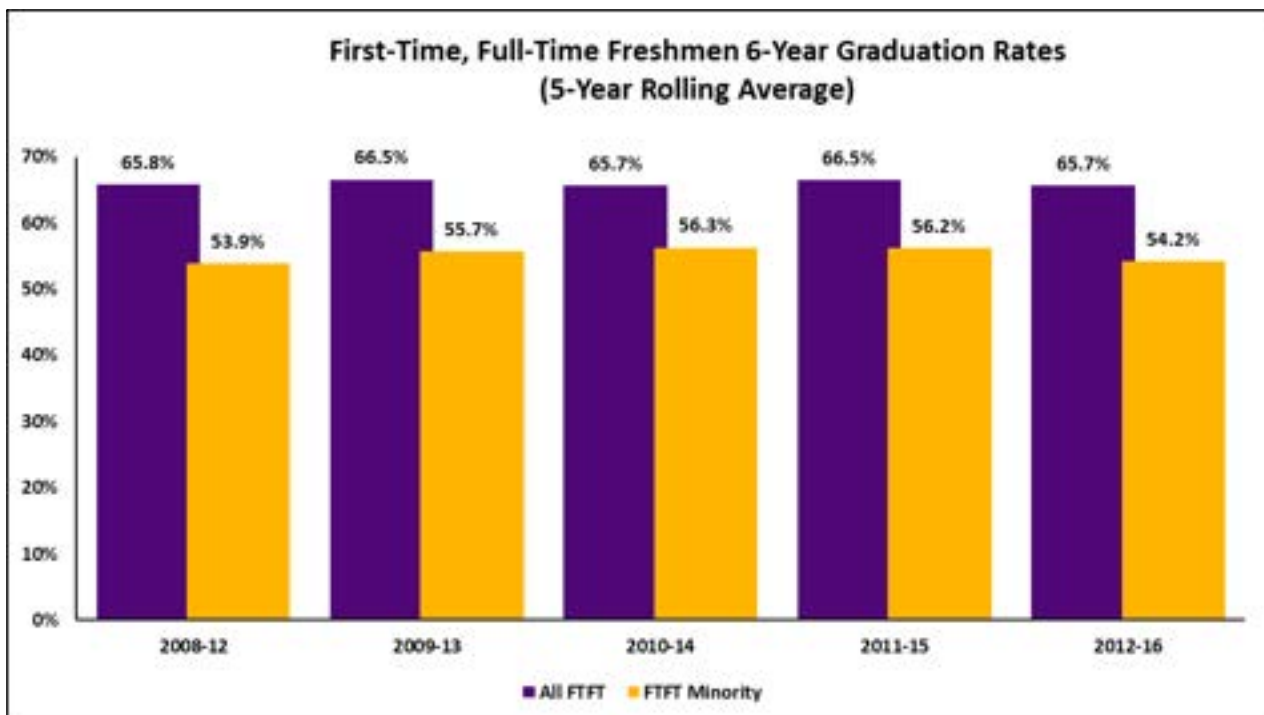
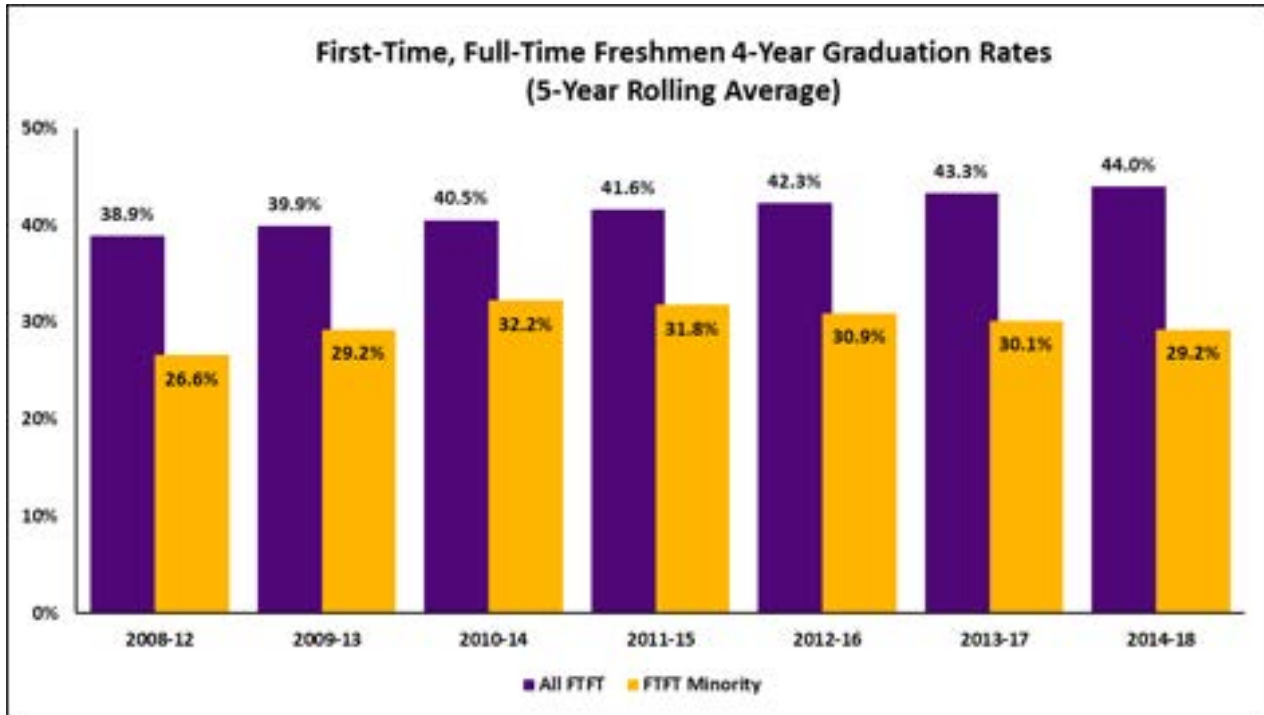
Total Percentage of all Female Faculty
Year-by-Year Comparison



SUPPORTING GOAL 1

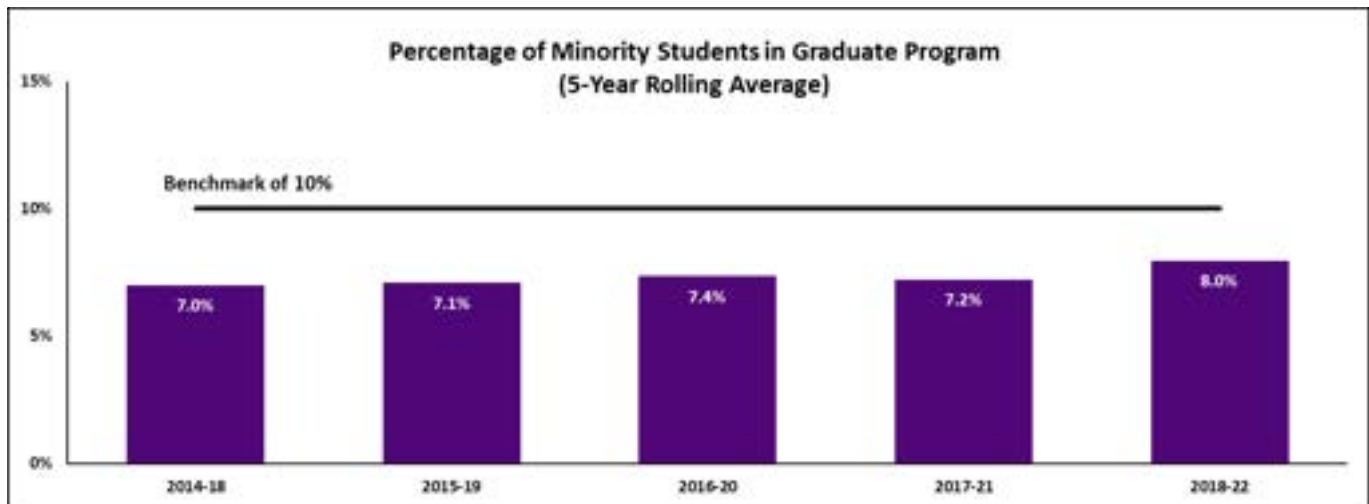
DIVERSITY AND INCLUSION

2017-2022 METRICS



SUPPORTING GOAL 1 DIVERSITY AND INCLUSION

2017-2022 METRICS



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.



CAMPUS VITALITY

UNI awarded more than \$800,000 for energy-focused projects

In September 2020, the Iowa Energy Center announced more than \$800,000 in grant funding to two University of Northern Iowa projects working to boost energy efficiency in underserved rural areas and educate the next generation about career opportunities in an ever-evolving energy market. The project will help schools reduce costs through energy benchmarking and energy efficiency investments based on energy-planning services. It will also seek to lower costs for small businesses through hands-on business lighting assessments to identify lighting upgrades and provide residents with money-saving energy audits and weatherization services for their homes.

UNI JPEC reorganization provides more space for student entrepreneurs to build businesses

The UNI JPEC, which is one of five such centers in the state, is all about empowering entrepreneurs, both on campus and in the community. The larger updated space in BCS suite 13 will help the center provide services more effectively and to a greater number of people. With the addition of IASourceLink and the Small Business Development Center, the JPEC now serves not only UNI student entrepreneurs but also small business owners and community entrepreneurs across Iowa.

UNI Family Business Center receives support from Iowa Board of Regents, offers suite of services to family-owned businesses

On April 2022, the Iowa Board of Regents has awarded center status to the University of Northern Iowa (UNI) Family Business Center (FBC). For nearly four years, the FBC has offered a suite of services specialized to family-owned businesses in Iowa. Family businesses are widely recognized as a powerful driver of economic growth, generating more than 64% of revenue in the U.S. and 78% of all new private sector jobs and often providing the economic engine for rural communities across Iowa.

New practice field part of \$4 million investment in Panther football

The new practice field was made possible through a generous donation by Doug and Ann Goschke that will lead to the construction of the The Doug and Ann Goschke Outdoor Practice Facility - In Memory of Junean Goschke. The modernized field will include an oversized turf field, lights and fencing and is part of more than \$4 million in investments in UNI football.

UNI Department of Languages & Literatures awarded more than \$1 million grant

The United States Department of Education awarded two University of Northern Iowa professors a \$1.48 million grant to launch a new project to improve English as a second language (ESL) instruction for both pre-service and in-service teachers. Aliza Fones and Carmen Durham, both assistant professors of TESOL (teaching English to speakers of other languages)/applied linguistics, were awarded the grant to carry out Project UNITED (University of Northern Iowa Teacher Education for Diverse Learners).

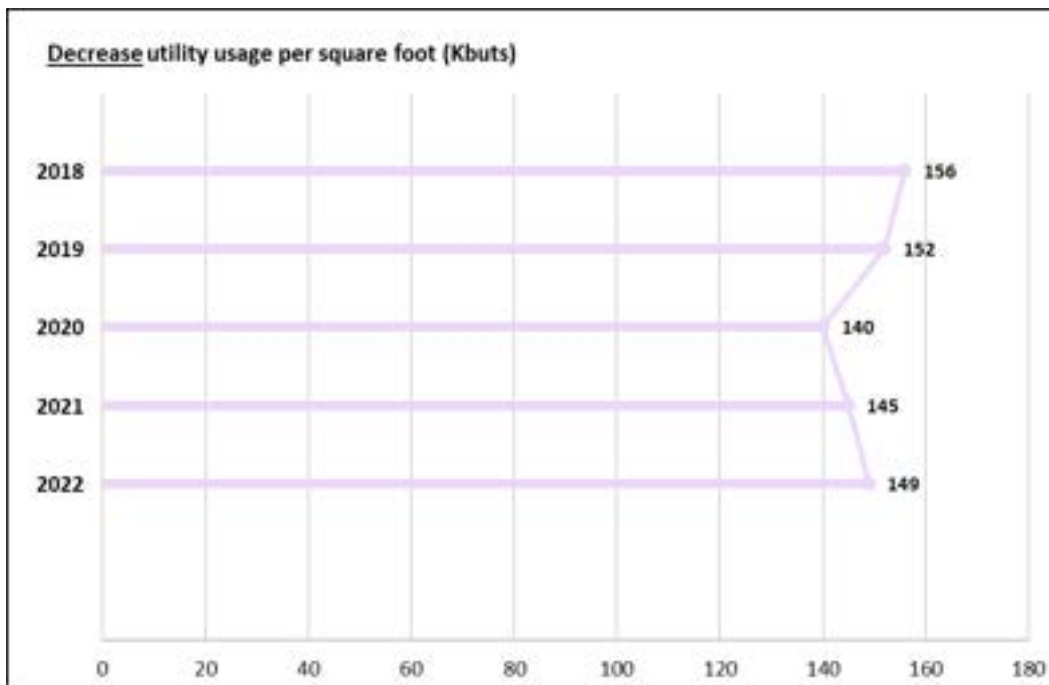
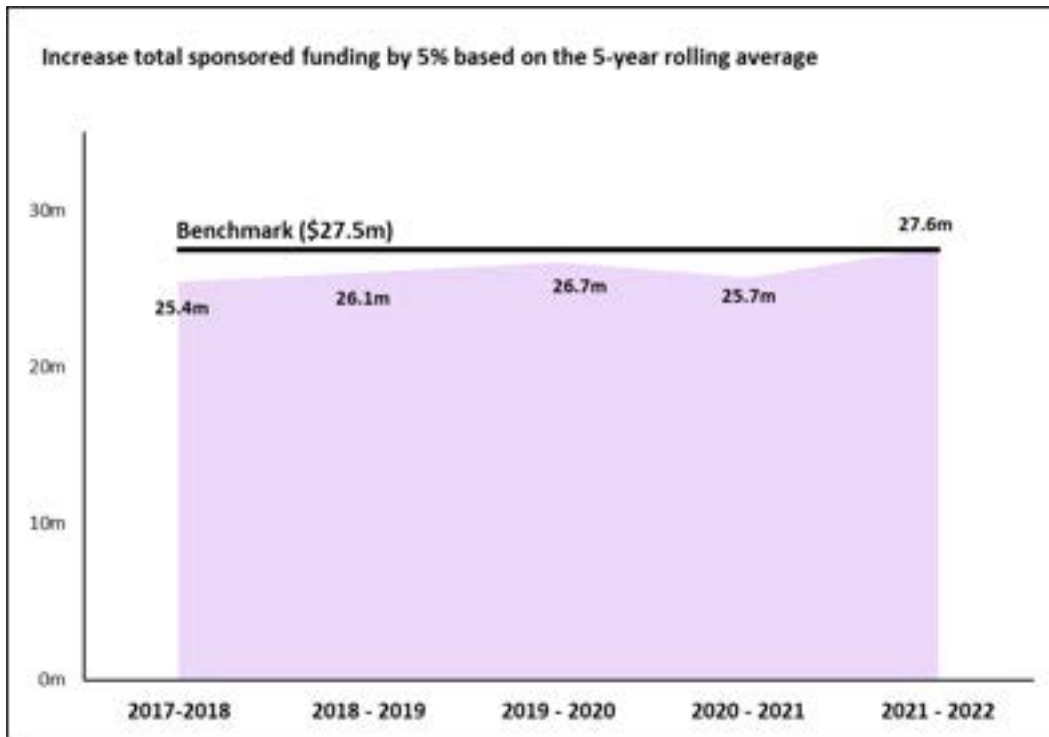
UNI's business college recognizes high-achieving students with direct admission to scholarships

UNI's College of Business Administration welcomed the first class of freshmen to the UNI Business Scholars Academy Fall 2021. The UNI Business Scholars Academy recognizes high-achieving first-year college students with direct admission into the business college and financial scholarship offerings.

SUPPORTING GOAL 2

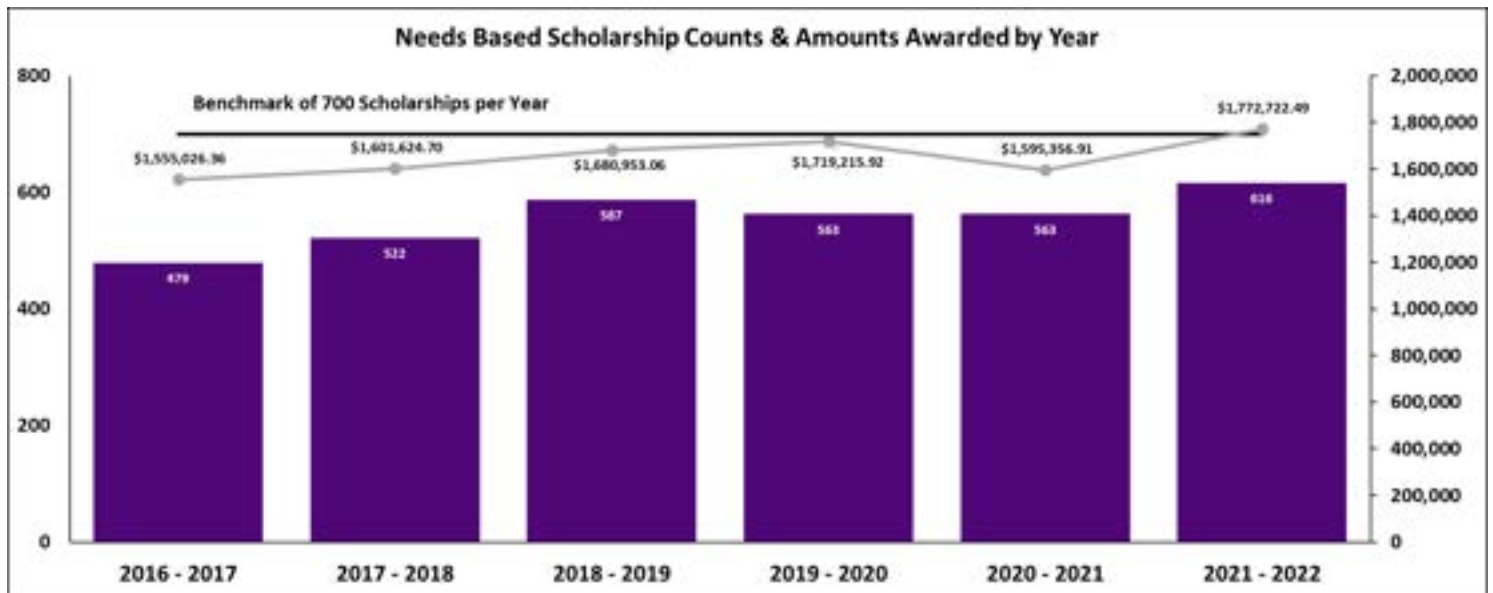
CAMPUS VITALITY

2017-2022 METRICS



SUPPORTING GOAL 2 CAMPUS VITALITY

2017-2022 METRICS



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.



COMMUNITY ENGAGEMENT

UNI helps develop new legislation to promote sustainable food practices, and reduce food waste

New federal legislation introduced on June 2021 promotes sustainable food practices and food waste reduction by partnering research centers like one at the University of Northern Iowa with the U.S. Department of Agriculture. UNI has been instrumental in working with Congress to develop legislation that will bring effective and sustainable solutions.

New partnership allows UNI to offer news grants to support open educational resources

The Regents Open Educational Resources (OER) grant program is a joint funding opportunity that supports the development of new course materials licensed for open use, making a college education more accessible for Iowa students. The program, a partnership with University of Iowa and Iowa State University, facilitates the development of Open Educational Resources.

Gallagher Bluedorn Block Party Series makes the performing arts accessible to all

After a successful initial run in 2021, the Gallagher Bluedorn Block Party Series continued live music in neighborhoods throughout the Cedar Valley. The concept for the Block Party Series was conceived during the pandemic as a way to bring the performing arts to the community when it wasn't safe to gather indoors.

20 under 40: UNI professor a pillar of community service

Kelli Snyder is the athletic training program director and associate professor at UNI and has become a pillar of the Dunkerton community. Her volunteer efforts earned her a place on the Waterloo Courier's "20 under 40" list in 2020. At UNI, where she's worked since 2007, she helped the athletic training program anticipate and prepare for the state-mandated switch from offering athletic training as an undergraduate program to a graduate program.

"Farm to School" outreach education earns public health students community collaboration award

Farm to School, an effort to engage students in learning about the pathway of food from farm to table, has earned public health majors at the University of Northern Iowa the 2022 Iowa and Minnesota Engaged Campus Award for Community Collaboration.

UNI director honored for statewide impact

In Spring 2021 Andrew Conrad was presented with an award which honors distinguished alums of ABI's Leadership Iowa program. He was recognized for his work in helping Iowa organizations and communities make more informed decisions along with traditional economic development efforts.

UNI wins community engagement awards

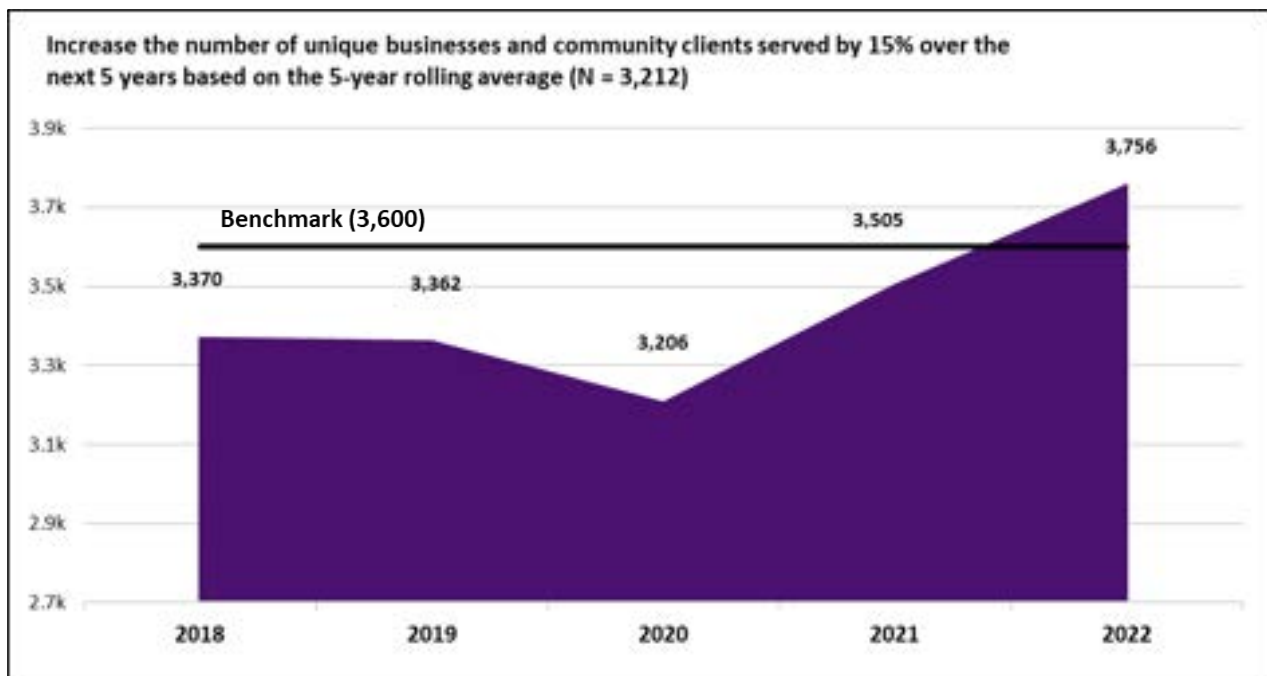
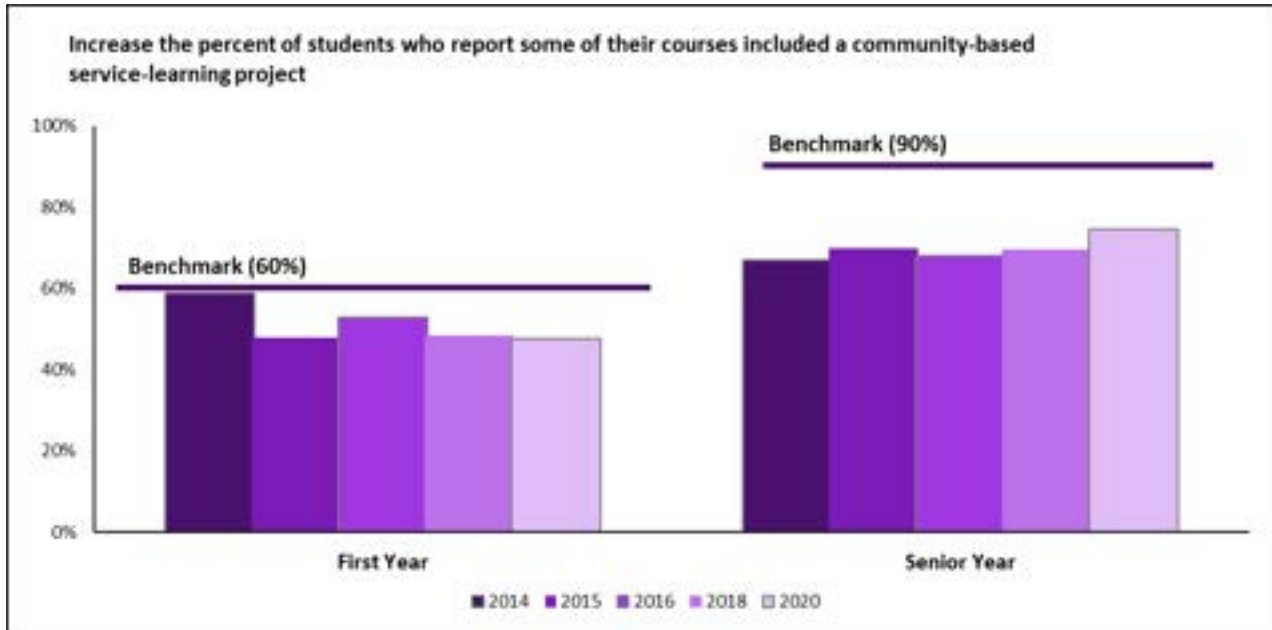
University of Northern Iowa won several awards for community engagement in 2021. A UNI professor who created a community project, a sophomore social work major who works with refugees and several UNI projects were among the five award winners recognized by the Iowa and Minnesota Campus Compact.

Iowa Credit Union Foundation partners with University of Northern Iowa on financial literacy

The Iowa Credit Union Foundation (ICUF) has pledged \$50,000 to the University of Northern Iowa (UNI) in support of continuing education programming for educators, advancing their knowledge to prepare them to teach financial literacy curriculum in Iowa high schools.

SUPPORTING GOAL 3 COMMUNITY ENGAGEMENT

2017-2022 METRICS



UNIVERSITY OF NORTHERN IOWA AT A GLANCE

2017-2022

Enrollment

| | Fall 2017 | Fall 2018 | Fall 2019 | Fall 2020 | Fall 2021 | Fall 2022 |
|-----------------------------------|--------------|--------------|--------------|-------------|-------------|-------------|
| Total | 11907 | 11212 | 10497 | 9522 | 9231 | 8949 |
| Undergraduate | 10005 | 9561 | 8973 | 8304 | 7981 | 7739 |
| Transfer Student | 3024 | 2822 | 2568 | 2382 | 2190 | 2289 |
| | 30.2% | 29.5% | 28.6% | 28.7% | 27.4% | 29.6% |
| Resident | 9050 | 8705 | 8201 | 7594 | 7331 | 7140 |
| | 90.5% | 91.0% | 91.4% | 91.4% | 91.9% | 92.3% |
| Pell Eligible | 2762 | 2600 | 2301 | 2149 | 2019 | 1942 |
| | 27.6% | 27.2% | 25.6% | 25.9% | 25.3% | 25.1% |
| Currently Taking 1+ Online Course | 1812 | 2004 | 2031 | 7015 | 4273 | 3270 |
| | 18.1% | 21.0% | 22.6% | 84.5% | 53.5% | 42.3% |
| Graduate | 1902 | 1651 | 1524 | 1218 | 1250 | 1210 |
| Master's | 1104 | 1099 | 968 | 943 | 875 | 764 |
| Specialists/Doctorates | | | | | | |
| Other | 58.0% | 66.6% | 63.5% | 77.4% | 70.0% | 63.1% |
| Sp/Doctoral Candidate | 97 | 77 | 57 | 77 | 73 | 96 |
| | 5.1% | 4.7% | 3.7% | 6.3% | 5.8% | 7.9% |
| Other Candidate | 701 | 475 | 499 | 198 | 302 | 350 |
| | 36.9% | 28.8% | 32.7% | 16.3% | 24.2% | 28.9% |
| Taking 1+ Online Course | 575 | 636 | 558 | 801 | 638 | 608 |
| | 30.2% | 38.5% | 36.6% | 65.8% | 51.0% | 50.2% |

UNIVERSITY OF NORTHERN IOWA AT A GLANCE

2017-2022

| 2nd Year Retention Rates | 2017 | 2018 | 2019 | 2020 | 2021 |
|---------------------------------|--------------|--------------|--------------|--------------|--------------|
| 2017 - 2021 Cohorts | 83.6% | 83.4% | 85.5% | 80.5% | 82.5% |
| Female | 84.9% | 82.1% | 86.1% | 82.4% | 81.7% |
| Male | 81.6% | 85.8% | 84.4% | 77.0% | 84.0% |
| Resident | 84.0% | 83.8% | 86.1% | 81.1% | 82.7% |
| Non-Resident | 79.9% | 79.2% | 78.8% | 74.8% | 80.3% |
| Pell Received/Eligible | 78.2% | 79.3% | 80.9% | 76.7% | 77.8% |
| Non-Pell Received/Eligible | 85.3% | 84.7% | 87.0% | 81.8% | 84.0% |
| 4-Year Graduation Rates | 2014 | 2015 | 2016 | 2017 | 2018 |
| 2014 - 2018 Cohorts | 40.6% | 44.1% | 43.2% | 45.0% | 47.3% |
| Female | 43.5% | 47.3% | 45.6% | 48.8% | 49.2% |
| Male | 36.3% | 38.8% | 39.6% | 39.3% | 43.8% |
| Resident | 41.3% | 44.4% | 43.1% | 45.2% | 47.7% |
| Non-Resident | 31.5% | 40.5% | 44.6% | 43.7% | 42.3% |
| Pell Received/Eligible | 34.5% | 40.6% | 35.8% | 36.0% | 37.5% |
| Non-Pell Received/Eligible | 42.8% | 45.4% | 45.6% | 48.0% | 50.3% |
| 5-Year Graduation Rates | 2013 | 2014 | 2015 | 2016 | 2017 |
| 2013 - 2017 Cohorts | 64.8% | 59.6% | 65.6% | 61.0% | 64.8% |
| Female | 67.9% | 63.8% | 68.4% | 64.0% | 68.5% |
| Male | 59.6% | 53.7% | 60.9% | 56.3% | 59.4% |
| Resident | 65.0% | 60.6% | 66.3% | 61.3% | 65.2% |
| Non-Resident | 62.0% | 47.7% | 56.8% | 57.3% | 60.9% |
| Pell Received/Eligible | 61.1% | 51.7% | 58.4% | 54.2% | 54.7% |
| Non-Pell Received/Eligible | 65.9% | 62.5% | 68.1% | 63.1% | 68.2% |

LOOKING AHEAD TO 2023-2028



LESSONS LEARNED

As we look ahead to 2023-2028, we are excited for our new strategic plan *Create. Empower. Innovate.* Planning for the future allowed us to take a moment and reflect on our past strategic planning process. We are proud of the accomplishments we have achieved and are excited to apply areas of improvement that will make the management of the 2023-2028 strategic plan even more effective. One of our hopes is for the plan to be a living, breathing document. In order to achieve this, the following processes have been implemented:

Metric Selection: For 2023-2028 we wanted to make sure the metrics are measurable and stretch the institution in new ways, ensuring that we successfully meet our new strategic goals.

USPCC: The University Strategic Plan Coordinating Committee is a standing committee responsible for ensuring university strategic plans remain living documents. The USPCC is responsible for:

- Monitoring unit/department, college, division, and university-level progress in achieving the University's Strategic Plan Goals
- Creating, refining, and implementing a Strategic Data Plan
- Ensure University Strategic Plan Goals, Strategies, and Metrics complement one another and work toward achieving the University's Future Vision
- Consulting with university faculty, staff, administration, and students, as appropriate, to align department-, college-, and division-level strategic plans and their associated metrics and progress reports with the achievement of the 2023-2028 University Strategic Plan Goals and Future Vision for 2051
- Provide broad recommendations to the President, University leaders, and other constituency groups

Strategic Plan Impact Map: USPCC and the Institutional Effectiveness & Planning office, will support campus through strategic planning and strategic alignment through a project called "Strategic Plan Impact Map." The Strategic Plan Impact Map is intended to be a campus-wide visual presentation of current unit-level initiatives and objectives that support UNI's strategic goals. The project will happen in the following two phases:

Phase 1 of the project allows for units across the institution to align a variety of initiatives to the institution's strategic plan that would otherwise not have been connected. This is done through the submission of a strategic plan in the Spring 2023.

Phase 2 of the project is an opportunity for units to document impact across innovative projects mapped throughout phase 1. At the end of each calendar year, units will have an opportunity to submit an impact report of work accomplished.

Institutionalization of Strategic Planning: Strategic Planning is an ongoing activity that includes planning, engagement, and accountability. We have developed support pathways for departments, centers, and/or programs in developing and achieving a strategic plan. USPCC's Education and Professional Development Workgroup has provided training sessions and additional resources designed to assist units. In addition to these resources, the office of Institutional Effectiveness & Planning offers individualized consultations and support.

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