



At the **University of Northern Iowa**, we share a vision that is both aspirational and defining—a vision to be the finest public comprehensive university in America.

Comprehensive universities are those with a broader range of programs than a college—a collection of colleges, really—and offer at least master's level degrees but still focus primarily on undergraduate education. Our mission is consistent with that definition and, simply put, we'd like to be the very best at that.

The strategic plan described herein represents the goals and objectives we believe will be necessary to achieve that vision. Our "Students First" culture, our values and our mission form the foundation for the plan, celebrating decades of excellence in teaching, research and service.

We have just completed a five-year strategic plan that began when I became president of UNI. In the process, we took stock of what we are and where we stand as a modern university—in our community, our state, our nation and our world.



By both internal and external standards, we measure up in strong fashion. We have made good strides in such areas as experiential learning, academic rigor, private giving, business and community services, external relations, and technology improvements that empower students, faculty and staff in some impressive and innovative ways.

UNI is very much a state university. We receive strong leadership and support from the Board of Regents, State of Iowa, to be the kind of university we have become. More than 90 percent of our students come from Iowa's excellent K-12 schools, and approximately 75 percent of our graduates find their first job in Iowa.

As a university that is very much about Iowa, our priorities reflect and support many of the initiatives in Gov. Tom Vilsack's Iowa 2010 Plan—educational excellence at every level, the power of a growing cultural diversity, a healthy environment, lifelong learning, personal wellness, caring communities, social and individual responsibility, and a world-class reputation and identity.

As we embark on the new strategic plan, we are commencing a campus-wide effort to define "the finest." As this effort progresses, we will be working to expose our students to the finest ideas in the disciplines we represent; we will continue to have high levels of expectations of our students; and we will dedicate ourselves to the success of all of our students. We'll keep you posted.

Sincerely,

A handwritten signature in black ink, appearing to read "R. Koob". The signature is fluid and cursive, written over a white background.

Robert Koob

President

University of Northern Iowa

Culture

The culture of the University of Northern Iowa is characterized by a long-standing commitment to student learning and to excellence in teaching. This commitment has been established through the development of an open, ethical and caring community that promotes diversity, honesty, integrity, respect, fairness, trust and civility among its members. This community has created a culture based on core values that include intellectual vitality, intellectual and academic freedom, the well being of its members and service to others.

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



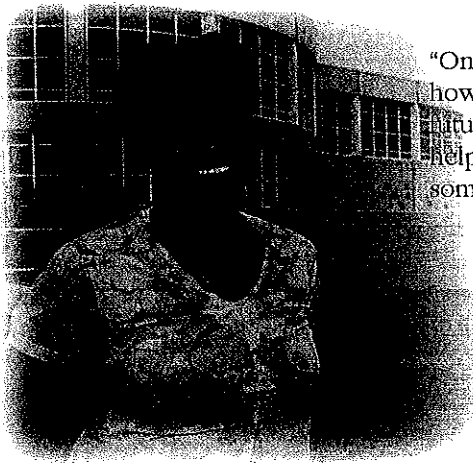
- Individualized learning
- An ethical, caring and diverse community
- The well being of its students, faculty and staff
- Service to the citizens of the state of Iowa, the nation and the world

Vision

The University of Northern Iowa will be the nation's finest public comprehensive university, known for high quality learning environments and a genuine sense of community.

Mission Statement

The University of Northern Iowa is a comprehensive institution committed to providing a diverse, dynamic learning environment, founded on a strong liberal arts curriculum and characterized by excellence in teaching, scholarship and service. The university focuses both on undergraduate education that emphasizes a personalized learning environment and on selected master's, doctoral and other graduate programs that provide students with specialized educational experiences. UNI programs incorporate scholarship and service to individuals, communities and organizations throughout the state, the nation and the world.

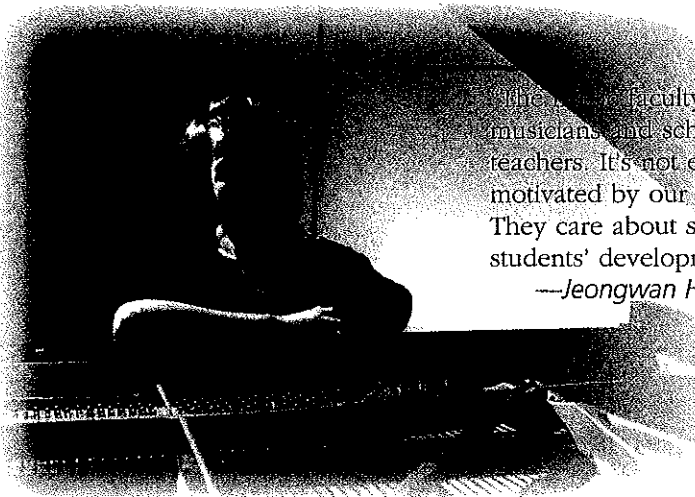
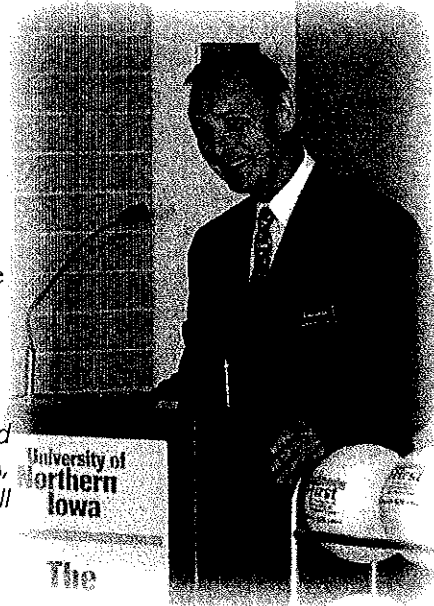


"Once you get involved, you begin to realize how important it is to you, to others, to your future... I get so much satisfaction from helping other people, and from knowing that something I did made a difference."

—Yteva Robinson, junior,
leisure services, Des Moines

"We're very much interested in being close to the University of Northern Iowa for a long period of time, to attract the best—the people with the passion to be the best—so we can continue to grow our company... We look forward to watching the University of Northern Iowa grow to the next level."

—Clark McLeod, chairman and
chief executive officer, McLeod USA,
upon making a \$4 million gift to UNI



"The faculty here are very serious musicians and scholars, as well as good teachers. It's not easy to be both. I am motivated by our faculty all the time. They care about students and the students' development."

—Jeongwan Ham, assistant professor,
School of Music

"Recruiting faculty is a premier issue... In the college's 14 searches this year, we've been very successful at getting our first choices."

—Julia Wallace, dean,
College of Social and
Behavioral Sciences





Goal 1

Provide intellectually stimulating and challenging experiences for students that broaden and deepen their perspective and awareness.

Goal 2

Support creative and intellectually rigorous teaching and scholarship.

Goal 3

Expand the involvement of the university in addressing critical local, state, national and global needs that also enrich the educational experiences offered by the university.

Goal 4

Strengthen a university culture characterized by diversity, collegiality and mutual respect.

Goal 5

Foster a supportive living, learning and working environment with services and programs that promote individual well being and organizational effectiveness.



Goal 6

Enhance the quality, diversity and number of human resources available to meet the needs of the university.

Goal 7

Continue to improve capital, physical and informational resources at the university.

Goal 8

Establish strong, mutually beneficial relationships with external constituencies.

Goals 2001-2006

The campus-wide MEMFIS initiative empower faculty and staff with the information they need to make decisions using web-based, self-service financial information systems.

—Eunice Dell, interim vice president, administration and finance



"To me, the best thing about the [Iowa Superintendents Finance and Leadership] Consortium is that it is addressing the heavy attrition we are facing by using veteran superintendents to train the 'new kids' in the business."

—Tim Grieves, superintendent, Spirit Lake Community Schools

IDM [Institute for Decision Making] has a distinguished record of community development assistance with Iowa communities. Their vision, leadership and commitment in all aspects of economic development continually impresses me. When I'm looking for a strong partner, they are my first call.

—Mary Cole-Laub, manager, community development, Alliant Energy



"A comprehensive liberal arts education, such as the one I was offered at UNI, gives the student resources to develop powers of intellect and reason, to foster creativity, and to broaden awareness of humanity and its historical/cultural diversity. UNI helped launch my continually evolving self and world view, and I feel completely confident in my capacity to be competitive and of service in any number of creative fields."

—Angela Toomsen, Ford Model, actress, singer/songwriter, New York City

"My siblings all had a chance for study outside the country. I also wanted the experience of immersing myself in a culture as unlike my own as possible...I learned to take relationships more seriously from my [student teaching] experience in Kenya."

—Andrew Sitzmann, sixth grade instructor, St. Louis, Missouri



University of Northern Iowa

Strategic Plan Goals 2001-2006

Goal 1

Provide intellectually stimulating and challenging experiences for students that broaden and deepen their perspective and awareness.

Objectives:

- Provide instruction to students from tenured or tenure track faculty in at least 75% of all classes and 80% of major classes, while maintaining a personalized learning environment.
- Develop a university-wide honors program.
- Strengthen the UNI general education program and simultaneously increase understanding of and commitment to the role and value of a liberal arts education as the foundation of a university education.
- Expand the number of programs that distinguish the university and that serve as magnets, attracting students to the university, while sustaining current levels of excellence.
- Build on excellence in graduate programs.
- Prepare UNI students to be proficient users of technology in their fields.
- Enhance global awareness and a sense of global citizenship among all UNI students.

Goal 2

Support creative and intellectually rigorous teaching and scholarship.

Objectives:

- Generate increased opportunities for faculty to enhance the quality of their teaching.
- Generate increased opportunities for faculty to enhance the quality and quantity of their research and creative activity.

Goal 3

Expand the involvement of the university in addressing critical local, state, national and global needs that also enrich the educational experiences offered by the university.

Objectives:

- Engage in a comprehensive assessment to determine target audience expectations for UNI programs and services.
- Increase availability of distance learning, continuing education and international academic and professional development opportunities to meet the needs of students.
- Serve the state and region through applied research, service and economic development services.

Progress on the strategic plan will be measured against 39 performance indicators. For more information, see www.uni.edu/pres/2001-2006strategicplan

Goal 4

Strengthen a university culture characterized by diversity, collegiality and mutual respect.

Objectives:

- Increase the number of American ethnic minority students and international students enrolled at UNI by 2005 consistent with the Board of Regents Strategic Plan.
- Provide a welcoming and responsive environment for members of the UNI community who have unique needs that may affect their opportunity for success.

Goal 5

Foster a supportive living, learning and working environment with services and programs that promote individual well-being and organizational effectiveness.

Objectives:

- Maintain safe environments, conditions and equipment.
- Enhance UNI childcare services to better meet the needs of university families.
- Enhance opportunities for mentoring and social interaction among students, faculty and staff.
- Increase faculty, staff and student participation in university governance activities.

Goal 6

Enhance the quality, diversity and number of human resources available to meet the needs of the university.

Objectives:

- Increase professional career development opportunities for university staff to enhance performance.

Goal 7

Continue to improve capital, physical and informational resources at the university.

Objectives:

- Enhance technologically appropriate teaching and learning facilities and equipment.
- More fully integrate modern technology into the everyday lives of UNI students, faculty and staff.

Goal 8

Establish strong, mutually beneficial relationships with external constituencies.

Objectives:

- Conduct a capital campaign to raise \$75 million by 2005.
- Raise awareness and appreciation among targeted local, regional and national and international constituencies for values, programs and services of the university.

A Return on Iowa's Investment

University of
Northern Iowa

Legislative Requests for FY 2002

JUNIOR

Students
First



An investment in UNI is an investment in Great Teaching, and Great Teaching gives Iowa a solid future.



The University of Northern Iowa's mission and efforts reflect the primary educational concerns of the people of Iowa. UNI's conscientious stewardship of state funds works to provide Iowa with the nation's best-prepared workforce—from teachers to scientists to business leaders.

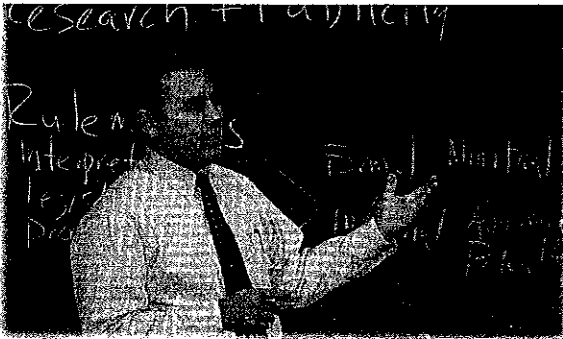
- UNI produces more teachers than any other college or university in Iowa. UNI graduates represent more than one-fifth of the teaching force in Iowa's public and nonpublic elementary and secondary schools and Area Education Agencies.
- UNI's College of Business Administration is among only 20 percent of the nation's college and university business programs to be accredited by the American Assembly of Collegiate Schools of Business; UNI ranks fourth in the nation for percentage of accounting graduates who pass the CPA exam.
- UNI's School of Music has Iowa's largest undergraduate music education program.
- UNI outreach programs serve 13,000 communities and businesses, mostly in Iowa, with solutions to educational problems, environmental challenges and economic development issues.
- UNI Continuing Education provides courses in 74 Iowa counties and 126 Iowa towns and cities. Total off-campus enrollment of more than 7,300 students includes 1,268 enrollments via the Iowa Communications Network (ICN), making UNI the fourth-largest ICN user in terms of total hours.
- UNI has produced more bachelor's degree chemistry graduates than any other Iowa college or university in the past 13 years.

Legislative Requests for FY 2002

Full funding of state-negotiated salaries in FY 2002

Given the high percentage of Iowans who enroll at UNI (93 percent in 1998-99) and the number of UNI graduates who stay in Iowa (74 percent in 1998-99), full funding of salaries from state appropriations is an investment with an immense return. Full funding of the state's salary policy from state appropriations is necessary for the University of Northern Iowa to be competitive with its peers and with the private sector. To compete in a global marketplace effectively, UNI must pay competitive salaries to faculty, professional and scientific employees, and high-demand occupational groups that include personnel skilled in the sciences and technology.

In addition, if full funding for salaries from state appropriations is not approved, UNI will be forced to divert needed resources from across academic units to fund collectively bargained agreements. With record enrollments, this would put an even greater strain on academic departments across campus as they seek to maintain the quality that has made UNI the institution of choice for so many Iowa students.



positions FY 2002: \$3,000,000

Faculty/student interaction remains at the heart of Great Teaching, and mentorship by professors active in their chosen fields is fundamental to UNI students' education.

An experienced faculty is central to a high-quality education. The 2001-2006 strategic plan calls for 75 percent of all classes to be taught by tenured and tenure-track faculty, with an 80 percent target for classes in the major.

Three years of record enrollments and dramatic faculty turnover (due largely to retirements) have brought the number of classes taught by tenured/tenure-track professors to 65 percent. Rather than increase class sizes in pursuit of strategic plan initiatives, UNI has hired the finest adjunct faculty available while maintaining class sizes favorable to high-quality faculty/student interaction.

While this solution has been effective in the interim (90 percent of UNI's classes have fewer than 50 students and 60 percent of those have 25 or fewer students), long-term reliance on full-time temporary and adjunct faculty runs counter to our vision of becoming the nation's finest public comprehensive university. Therefore, UNI has identified the addition of 65 critical faculty positions, at a cost of \$3 million, as a primary initiative in the 2001 legislative session.

UNI proposes creating new tenure-track faculty positions in high-demand areas such as teacher education, early childhood education, education leadership, business, computer science, the natural sciences and the humanities and fine arts.

The addition of tenure-track faculty will improve minority and general graduation rates, increase collaboration between the liberal arts and professional programs, enhance students' opportunities for experiential learning and increase the technological sophistication of all UNI graduates.

Care and respect for the physical well-being of the learning environment

Steam distribution system replacement, phase I FY 2002: \$12,700,000

A new steam distribution system is needed at UNI in order to increase reliability, improve safety, save maintenance and energy costs, and eliminate the potential for loss of steam service and building shutdowns. Two direct buried piping systems (a north line built between 1964 and 1969, and a south line built in 1971) currently provide the only steam supply. Neither line can handle peak steam load alone.



The lines are failing and in need of significant replacement and/or repair yearly. The severity and number of breaks continues to increase with the age of the lines.

Four university studies, dating from 1984 through 1999, demonstrate that tunnel systems have the best life-cycle cost compared to direct buried piping systems. Phase I will provide a link between the power plant and main campus, and will consist of approximately 3,100 feet of main tunnel and 1,000 feet of branch tunnel. In addition, modifications to existing tunnels including control valves, ventilation, and ingress/egress will be made to improve the safety and reliability of the overall system. Consistent with master utility plans for the institution, the project will ultimately provide construction of piping within an accessible tunnel.

Innovative Teaching Center (East Gym renovation), planning

Total Cost: \$17,400,000 / FY 2002: \$1,700,000 (planning)

Fulfillment of this request will provide for renovation of UNI's East Gym (built in 1904) into an Innovative Teaching Center for improved delivery of undergraduate instruction and enhancement of myriad campus functions. The building is structurally sound and centrally located, making its renovation the most economical and least disruptive way to relieve space pressures elsewhere on campus and to create a facility in which educational technologies are incorporated into classroom instruction. The project will also create housing for an academic department, state-of-the-art classrooms and educational technology support personnel. Mechanical and electrical systems will be extensively renovated as well. Construction funds for this project will be requested in FY 2003.

Resourcefulness and stewardship in elevating the livability of Iowa's communities

Special programs, new funding

Community Recreation and Tourism Research Service FY 2002: \$150,000

In November 1999, the School of Health, Physical Education and Leisure Services (HPELS) and the Institute for Decision Making (IDM) at UNI hosted the Governor's Summit on Enhancing the Livability of Iowa Communities. Recommendations for legislative action were developed at the conference (and reinforced in the Iowa 2010 report) that link the vibrant community lifestyles of Iowans with expansion of the state's tourism revenue base through the identification, development and promotion of natural, historical, and cultural attractions in their respective communities. UNI requests budget support of \$150,000 for its Community Recreation and Tourism Research Service, a collaborative effort between HPELS and IDM.

Service objectives of CRTS include: the effective management of human resources within the leisure service field, information and design planning for communities and park recreation agencies, recreation resource assessments, market studies, and economic impact studies of recreation activities. Developing effective recreation and tourism programs may determine Iowa's success in attracting new citizens, retaining young people, and revitalizing its communities.

Center for Energy and Environmental Education FY 2002: \$150,000

Iowans are extremely conscientious in the use and conservation of natural resources. The mission of UNI's Center for Energy and Environmental Education (CEEE) is to nurture a positive environmental ethic and to develop environmental literacy in children and adults through educational programming, instructional materials development, research, and community outreach. The CEEE offers outstanding programs that promote energy efficiency and the use of renewable energies in Iowa. This \$150,000 request will enable the CEEE to expand and enhance its educational programs throughout Iowa's schools and communities.



Environmental Audit Training Initiative FY 2002: \$50,000

(as part of the Iowa Waste Reduction Center)

The Environmental Audit Privilege and Immunity Act of 1998 provided that owners or operators of businesses may conduct voluntary evaluations of their environmental compliance status, and in return for reporting and correcting any violations, receive immunity from fines and prosecution. The act also stipulated that the Iowa Waste Reduction Center (IWRC) at UNI, in cooperation with the Department of Natural Resources, create a training program for environmental auditing. This training program has now been finalized; however, no mechanism exists for disseminating courses to business owners throughout Iowa. The requested funding will enable the IWRC to establish the program at select community colleges throughout Iowa, publicize the audit training and continue to update and improve the training program.

Materials Testing Service FY 2002: \$50,000

(as part of Recycling and Reuse Technology Transfer Center)

Recycle Iowa, a component of the Iowa Department of Economic Development, has developed a collaborative relationship with UNI's Recycling and Reuse Technology Transfer Center (RRITC). The purpose of this joint effort is to expand the number of markets for recyclable materials by providing Iowa industries with materials testing services, technical assistance on by-product reutilization, and feedstock conversion. The request for \$50,000 will fund one year's budget for the Materials Testing Service as part of the RRITC and Department of Industrial Technology at UNI.

Special programs, continued funding

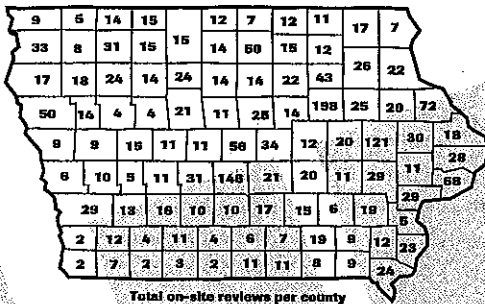
Ag-Based Industrial Lubricants (ABIL) FY 2002: \$400,000

The ABIL program successfully patented and introduced the nation's first soybean-based hydraulic fluid (BioSOY™) licensed for marketing in the United States. The program is creating national awareness of the value-added opportunities and environmental advantages of using soybean-based lubricants. For the past five years, the Iowa Department of Economic Development has provided program funding to support UNI staff, equipment, building rental, and other expenses related to the Waverly, Iowa, facility that houses the program. This request of a \$125,000 increase (from \$275,000 to \$400,000) is for the ongoing marketing, research and development of products that benefit Iowa and that demonstrate "best practices" in the use of our economic, industrial, agricultural, scientific, technological and educational resources.



Iowa Waste Reduction Center

FY 2002: 10 cents per ton increase in fee allocations, or equivalent



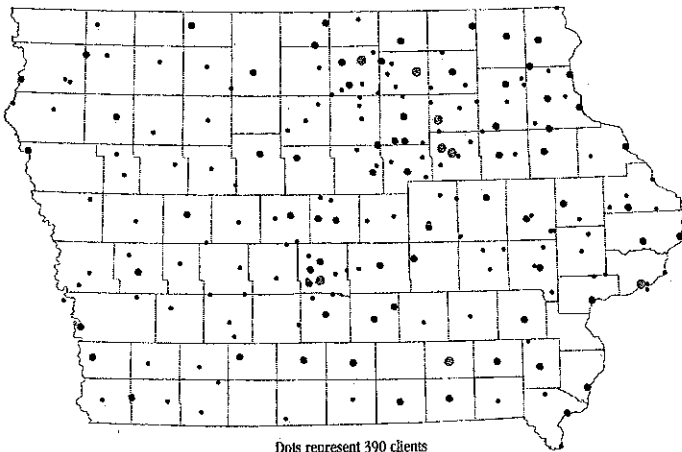
Created by the Groundwater Protection Act, the Iowa Waste Reduction Center provides education and assistance to small businesses in the practice of safe and effective management of hazardous waste. Funding for the center comes from tonnage fees collected by landfills. Iowa's 50 percent waste reduction goal will reduce the volume of waste, a desirable outcome to be sure. Ironically, it will also reduce the fees generated by waste management. The decrease in revenues to the center will 1) impact service to small businesses where there is a growing need for "second step" waste

reduction assistance and 2) negatively affect the center's ability to secure matching funds. To date, the center has secured a match for every state dollar. Fulfillment of this request to increase fees by 10 cents/ton or an equivalent amount will ensure that Iowa remains in the forefront on the issue of helping small businesses operate in an environmentally sound manner.

Recycling and Reuse Technology Transfer Center FY 2002: \$251,754

This funding will allow the center to continue its role in providing targeted and applied research on reuse and recycling technologies; research to seek solutions to evolving environmental changes, experiential learning opportunities for students, research designed to open markets for new recycled-content products, and outreach to Iowa industries and academic institutions.

IDM Client Map



Dots represent 390 clients

- 1 Organization • 2-5 Organizations • 6+ Organizations

Institute for Decision Making

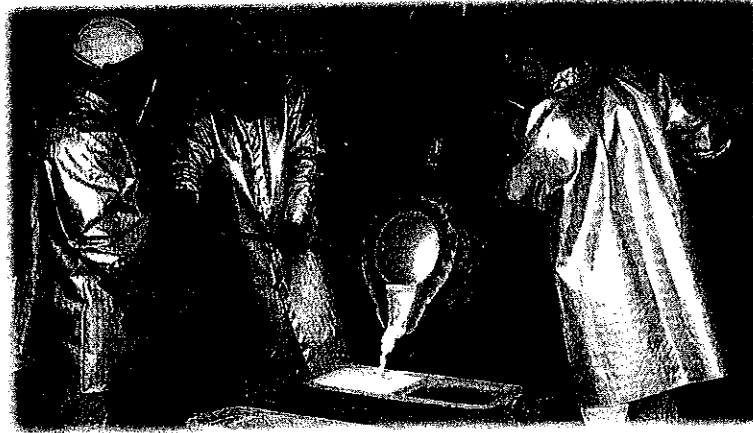
FY 2002: \$757,098

The Institute for Decision Making (IDM) at UNI has established a reputation as a results-oriented, statewide economic development resource, assisting nearly 400 Iowa communities with their economic and community development initiatives since its inception in 1987. The requested funding will allow IDM to continue its assistance to Iowa communities.

Metal Casting Center

FY 2002: \$176,861

The mission of the Metal Casting Center is to improve the productivity and competitiveness of the Iowa metal casting industry through applied research, technology transfer, education/training and assistance to the metal casting industry.



21st Century Learning Initiative FY 2002: Continued funding

During the 2000 legislative session, the Technology Appropriations Bill included \$1 million for the University of Northern Iowa to work with the State of Iowa Information Technology Department and the Iowa Department of Education to begin developing a 21st Century Learning Initiative. This initiative is now under way. The pilot project will demonstrate the feasibility of a statewide learning infrastructure to provide a digital storage and distribution environment for teachers and students to electronically receive, place and access digital educational materials and professional development on demand. Continued funding is requested to continue and expand the development, sharing of and access to additional digital materials and, most importantly to include additional school districts, homes and libraries across Iowa.

Geography Alliance of Iowa

FY 2002: \$50,000 (as annual) or \$250,000 (one time)

Established in 1991 and housed at UNI, the Geography Alliance of Iowa (GAI) improves the teaching of geography concepts and content by helping to develop high-quality teaching materials and the training to use them. The 2,200 GAI members are primarily practicing Iowa educators. Approximately 170 members have participated in intensive summer institutes to become teacher consultants, who in turn have provided dozens of workshops around the state. Literally thousands of students benefit from GAI activities each year.

In the absence of consistent state funding, continuation of GAI programs is at risk, as are additional matching funds provided by the National Geographic Society. It is critical for Iowa's teachers and students that the request to fund the GAI is met at the \$50,000 level.

Alternatively, a one-time appropriation of \$250,000, matched by an additional \$250,000 from the National Geographic Society, would allow the GAI to sustain itself with earnings from the endowment, thus eliminating the need for annual state funding.

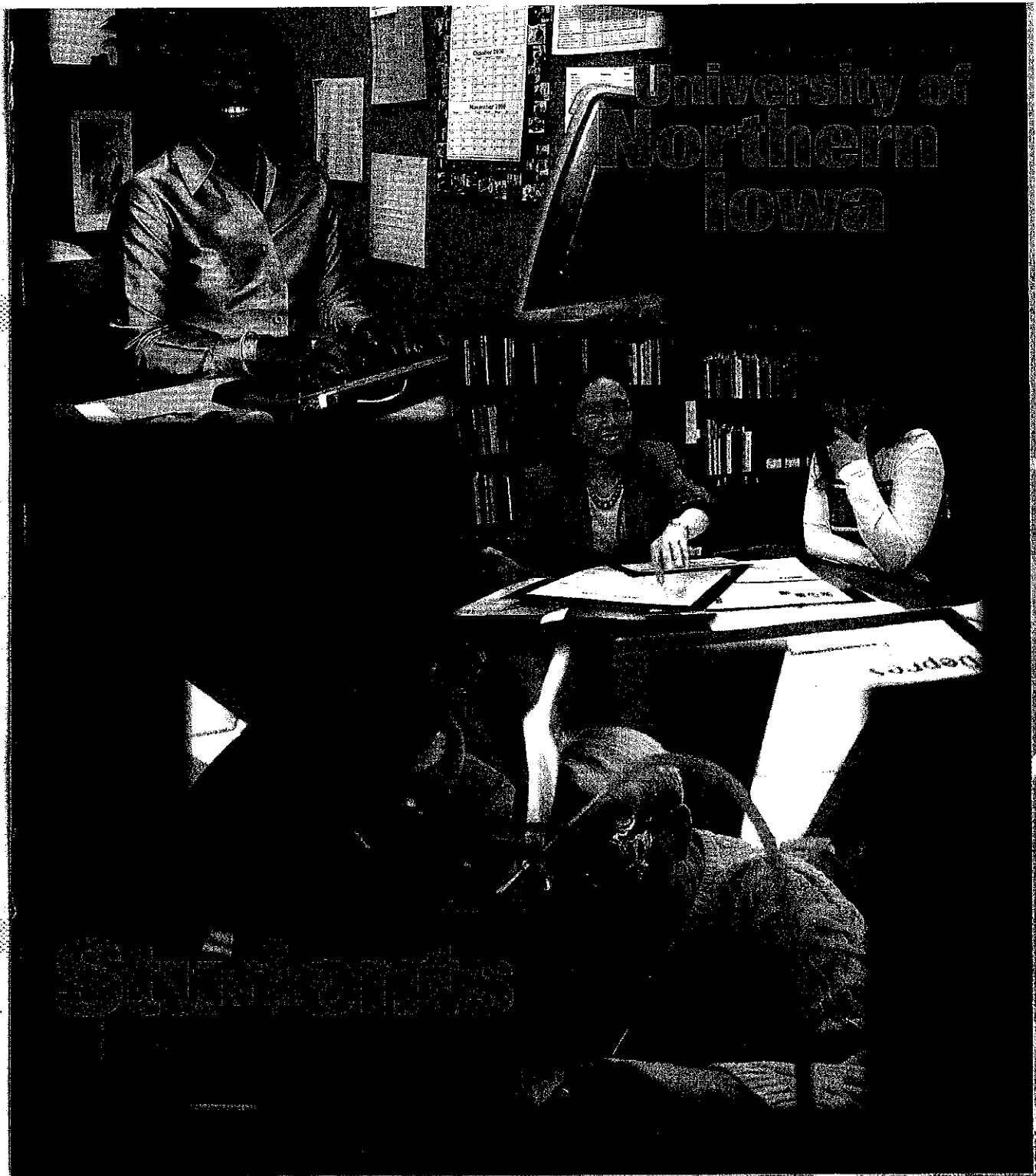
Iowa Mathematics and Science Coalition FY 2002: \$50,000

For 10 years, leaders in business, education and public policy have worked together through the Iowa Mathematics and Science Coalition (IMSC) to help make Iowa's mathematics and science education the best in the nation. The IMSC supports Iowa's school improvement efforts, and it has worked with Area Education Agencies to assist more than 160 school districts in designing and implementing their School Improvement Plans. Housed at UNI, it serves as a clearinghouse for math and science materials for teachers and students.

More than 3,000 Iowa teachers have been trained through the IMSC's annual Governor's Institute on Mathematics and Science Reform. The coalition also supports the Lieutenant Governor's

Conference for Beginning Teaching, which brings educators, mentors and administrators together to focus on the needs of beginning teachers.





University of
Northern
Iowa

SUNSHINE

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The University of Northern Iowa is an equal opportunity educator and employer
with a comprehensive plan for affirmative action.

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**University of
Northern
Iowa**

November 2000