

# STRATEGIC *Plan*

DESTINATION 2022



UPPER IOWA  
— UNIVERSITY —

EDUCATION BUILT FOR LIFE

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**UIU.EDU/STRATEGICPLAN**

## A MESSAGE FROM THE *President*

The world of higher education is changing at an alarming rate, and UIU must be proactive in our approach and determined in our resolve if we are to achieve our vision of being recognized internationally for academic excellence and continual innovation in student-centered learning. To that end, UIU recently completed this Destination 2022 Strategic Plan.



This Strategic Plan reflects a multi-year effort to ensure a continuous and prosperous future for UIU. Our university has done an exemplary job of diversifying beyond Fayette Campus—from education locations across the United States and as far away as Hong Kong and Malaysia to our pioneering efforts with online education. This Strategic Plan is our blueprint to enhancing each of our unique locations and learning experiences while enriching our academic offerings, student services, and innovative thinking, with the end goal of positively influencing student success and institutional sustainability.

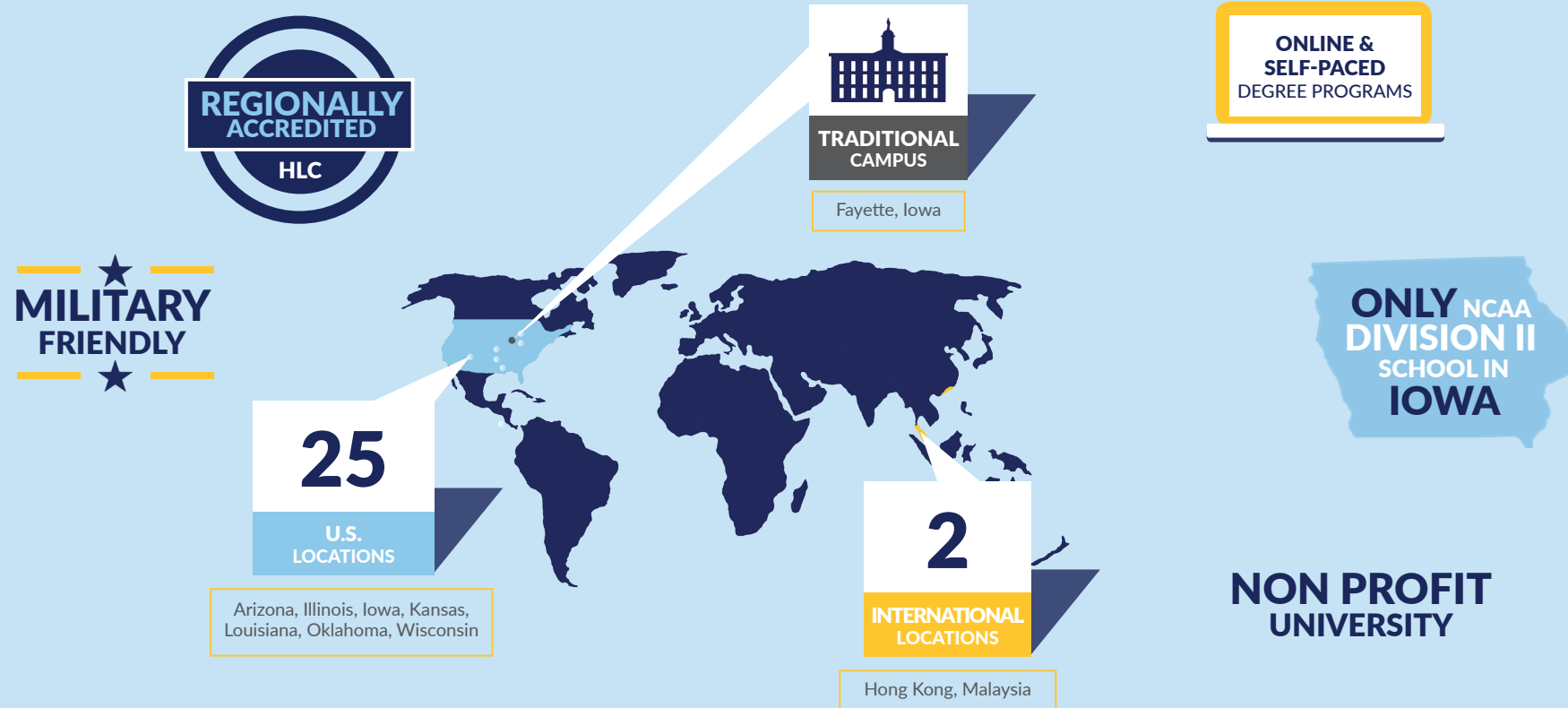
We undertook a comprehensive approach, engaging Board of Trustee members, students, alumni, faculty, staff, and members of the community in this process. The outcome of this meticulous, data-intensive effort was the identification of our strengths, challenges and opportunities. From this process surfaced five specific themes that are embodied in this Strategic Plan as our Strategic Priorities. However, a plan is only as good as the people who implement it. As we have an extraordinary group of faculty and staff here at UIU, I am confident that we will be successful in achieving the critical priorities this plans lays out for our future.

Sincerely,

A handwritten signature in black ink, reading "William R. Duffy II". The signature is fluid and cursive, with a large, stylized "D" and "F".

William R. Duffy II, Ed. D., Ed. S.  
President

# UPPER IOWA UNIVERSITY *At-A-Glance*



Since 1857, Upper Iowa University has been preparing students to succeed — in the classroom and in the world. We are a comprehensive, private, not-for-profit university firmly entrenched in Midwestern values and dedicated to providing students with the most flexible and accessible education experience possible. We offer an innovative academic model, and students choose from more than 40 high-quality bachelor's and master's degree programs.

Our residential campus in Fayette, Iowa, offers all of the benefits you would expect from on-campus living. In contrast, our 25 locations throughout the U.S. are designed primarily for adult students whose time is divided among work, family, and other responsibilities. UIU also has multiple education locations in Southeast Asia and is a recognized pioneer in accredited online and self-paced programs.

UIU graduates are in demand—92% are employed or advancing their education shortly after graduation. Whether you just graduated high school, are looking to enhance your current career, or are seeking to start a new career, a UIU education is an investment in your future.



# PURPOSE OF THE STRATEGIC *Plan*

This Strategic Plan is the cornerstone that aligns all of our energy, resources and actions in the same direction. This document, titled “Destination 2022,” provides UIU with a road map for each of the five Strategic Priorities critical to fulfilling our Mission and Vision while upholding our Core Values.

This universitywide framework charts a strategic course that fosters thoughtful action, focused innovation and continuous improvement. Metrics established for each goal provide the ability to measure our progress and will keep the University focused on our priorities. If we are to continue to attain student and organizational success, we must all embrace the direction this Strategic Plan provides and be personally accountable to its implementation.



## Mission

Upper Iowa University provides quality educational opportunities accessible through varied delivery methods to inspire success and empower lives.

## Vision

Upper Iowa University will be recognized internationally for academic excellence and continual innovation in student-centered learning.

## Values

**Integrity:** We are fair, transparent and accountable in our policies, procedures, practices, and interactions.

**Excellence:** We are driven to achieve high standards through discipline, responsibility, and leadership.

**Accessibility:** We are dedicated to supporting success through a broad and innovative array of educational opportunities that respond to need, facilitate learning through available technologies, and promote lifelong learning.

**Respect:** We are a community with a culture of collegiality, in which the ideas and perspectives of others are accepted. Individuals are empowered through collaboration, honesty, and open communication.

**Stewardship:** We have a collective responsibility to foster an environment that both honors our heritage and sustains our communities into the future.





# STRATEGIC PLAN *Process*

The Strategic Planning Steering Committee (SPSC) met for the first time on October 27, 2015. The first task of the SPSC was to review the mission and vision statements and create a list of core values; as these components are the foundation for everything we do, they naturally drove the content of this strategic plan. Through a universitywide, comprehensive analysis of institutional data and current practices, UIU soon identified five central themes—our Strategic Priorities. It is essential that all employee activities relate to one or more Strategic Priorities.

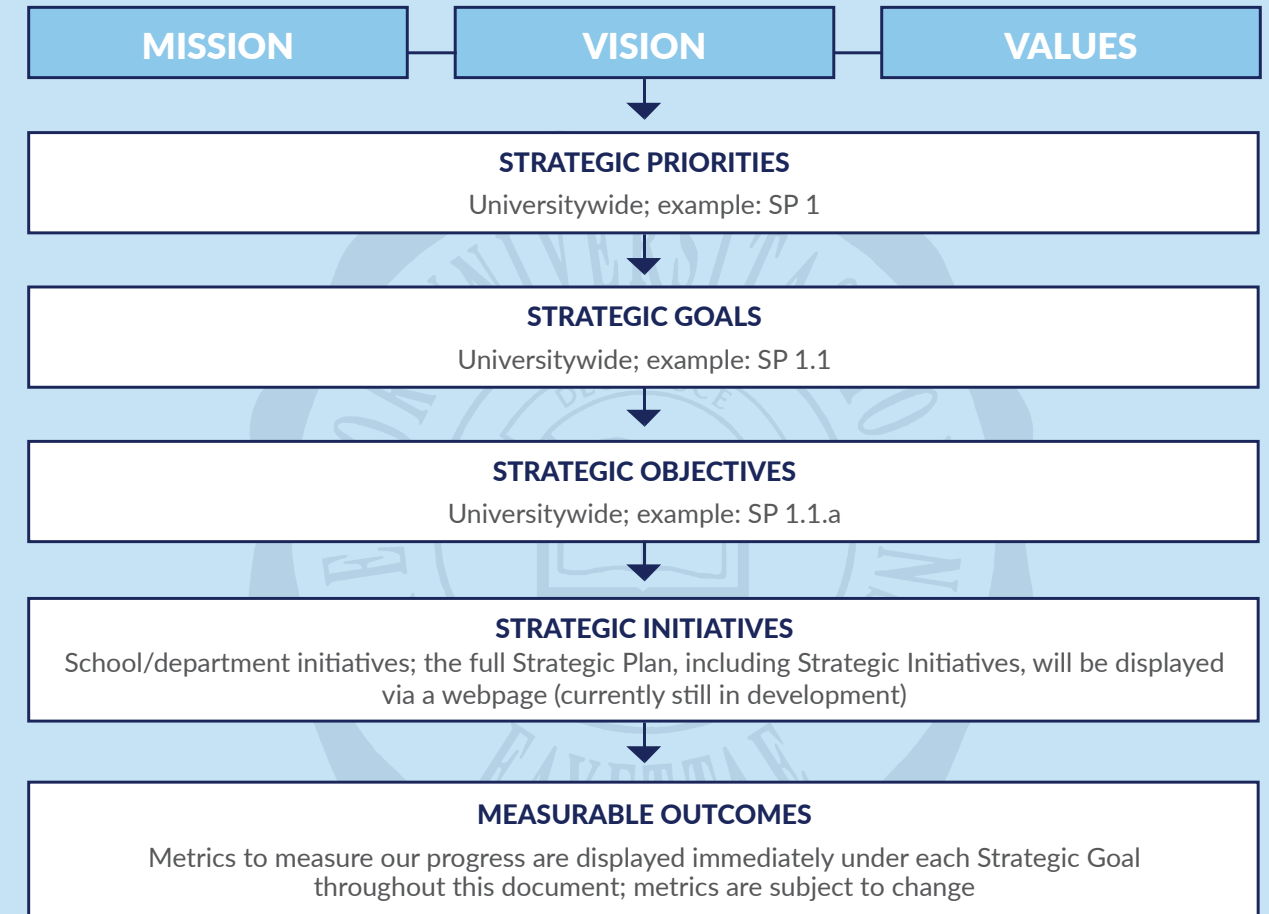
## Implications on Budgeting

This plan is uniquely interwoven into our budget process. We will utilize our Strategic Priorities to realign and reallocate internal funding sources and responsibilities in ways that make our departments and schools more competitive in, and adaptive to, current and future economic conditions. Furthermore, as we accomplish many of our Strategic Goals and Objectives, we anticipate we will generate additional revenue and create fiscal efficiencies.

## Acknowledgment

We would like to thank all of the many stakeholders among our students, alumni, Board of Trustees, faculty, and staff who made this Strategic Plan possible. The many people who faithfully served on the Strategic Planning Steering Committee receive a very special thank you for their commitment to this project. We also extend our appreciation to the Association of Governing Boards of Universities (AGB) and AGB Institutional Strategies (AGBIS) for their critical contributions to the development of this Strategic Plan.

# FLOW OF STRATEGIC *Planning*



# STRATEGIC PRIORITY 1: *Student Learning & Experience*

Create a student-centered learning environment engaging the worldwide University community that is based on common student outcomes and a continuous-improvement culture.



**SP 1.1: Academic Structure, Academic Quality, and Student-Centered Learning** - Streamline University academic processes to become more student-focused and responsive to rapidly changing educational requirements, while maintaining academic integrity.

**Metrics:** General education assessment, major and program assessment, faculty and course evaluation profiles, benchmark and aspirant institutions; Baseline/FY22 goal.

**SP 1.1.a:** Develop an academic affairs structure to support student learning and foster academic quality.

**SP 1.1.b:** Create framework within schools to ensure academic quality and integration across the University.

**SP 1.1.c:** Design and implement an innovative academic advising model to meet the diverse needs of students across the University.

**SP 1.1.d:** Evaluate and modify existing academic processes and architecture of the governance structure to be more nimble and responsive to a rapidly changing environment while maintaining academic integrity.

**SP 1.2: Curriculum, Programs, and Lifelong Learning** - Continually review and update student learning outcomes and revise existing curricula to provide students with the required knowledge and skills needed to keep pace with a changing global society, meet the needs of employers and encourage lifelong learning.

**Metrics:** Placement rate, major and program assessment, employer and alumni surveys, employment trends, benchmarks; Baseline/FY22 goal.

**SP 1.2.a:** Develop, implement and assess universitywide undergraduate and graduate outcomes.

**SP 1.2.b:** Enhance the majors and program assessment methodology to include viability and sustainability.

**SP 1.2.c:** Create additional experiential learning opportunities for students by expanding the number of community and business partnerships for all UIU locations.

**SP 1.2.d:** Nurture a culture for teaching and learning that fosters an engaging, student-centered learning environment and aligns teaching strategies with student learning styles for all modalities by utilizing effective faculty development, training and technology tools.

**SP 1.2.e:** Establish innovative and accommodating pathways, and expand partnerships with high schools and community colleges to attract students to Fayette Campus.



**SP 1.3: Academic and Social Integration** - Increase student interaction between students, faculty, staff and external stakeholders to positively impact retention and graduation rates, as well as to enhance graduate school admission rates and employment success.

**Metrics:** Retention and graduation rates; student satisfaction survey; Baseline/FY22 goal.

**SP 1.3.a:** Develop a first-year experience program to foster a successful transition to college life at UIU.

**SP 1.3.c:** Implement a student leadership academy to cultivate employment skills in graduates throughout the University.

**SP 1.3.b:** Expand universitywide academic support services to cultivate student success.

**SP 1.4: Destination Fayette** - Invest in resources to revitalize Fayette Campus to create a destination campus, attract students, and meet the educational needs of future generations.

**Metrics:** Downtown businesses; student employment in Fayette; employees living in Fayette; surveys; Baseline/FY22 goal.

**SP 1.4.a:** Expand and enhance co-curricular offerings to attract new students to Fayette Campus and increase student engagement among current Fayette Campus students.

**SP 1.4.b:** Develop a learning commons at Fayette Campus that fosters learning and social integration and provides the necessary informational resources to support students universitywide.





# STRATEGIC PRIORITY 2: *Valuing People*

Establish a culture and environment where all employees are recognized and appreciated for their unique contributions to ensure the ongoing success of our students, alumni, and Upper Iowa University.



## **SP 2.1: Employee Retention -**

Enhance our University processes to recruit, develop, and retain quality employees.

**Metrics:** Retention rate; insurance claims; use of health services; participation in wellness programs.

**SP 2.1.a:** Automate human resource processes.

**SP 2.1.b:** Enhance employee development.

**SP 2.1.c:** Promote employee health and wellness.

**SP 2.1.d:** Encourage work-life balance.

**SP 2.1.e:** Cultivate a welcoming, inclusive and diverse community.

## **SP 2.2: Employee Compensation -**

Establish a fair and competitive compensation system to recruit and retain a highly qualified and diverse workforce.

**Metrics:** CUPA data; benchmark, aspirant, and NSIC data; faculty and staff profile; Baseline/FY22 goal.

**SP 2.2.a:** Develop a compensation system that establishes equitable pay throughout the University.

**SP 2.2.b:** Embrace our University compensation philosophy.

**SP 2.2.c:** Create a library of job descriptions owned and maintained by Human Resources.

## **SP 2.3: Communications -**

Implement policies, procedures and best practices to enhance University communications that are timely, honest, respectful, transparent and reciprocal.

**Metrics:** Develop and use University climate survey; Baseline/FY22 goal.

**SP 2.3.a:** Create a structure and culture to develop clear routes of communication.

**SP 2.3.b:** Develop pathways to solicit input from all sectors within the University.

**SP 2.4: Compliance and Risk Management -** Consistently enforce policies and procedures to ensure compliance and minimize risk.

**Metrics:** Develop policies and procedures, identify and implement best practice, compliance with external/internal policies; Baseline/FY22 goal.

**SP 2.4.a:** Ensure compliance with policies and procedures by developing compliance training and education.

**SP 2.4.b:** Enforce accountability to minimize University risk.

**SP 2.5: Employee Recognition and Appreciation -** Enhance employee morale through recognition and appreciation initiatives.

**Metrics:** Implement initiatives and assess impact; Baseline/FY22 goal.

**SP 2.5.a:** Recognize employee contributions to show appreciation.

**SP 2.5.b:** Develop University best practices to boost employee morale.

# STRATEGIC PRIORITY 3: *Fiscal Responsibility*

Establish best practice in Enrollment Management and Financial Management to ensure long-term viability and sustainability.



## **SP 3.1: Enrollment Management -**

Implement a strategic Enrollment Management Plan and growth strategy to ensure financial stability.

**Metrics:** Benchmark/aspirant institutions, competitive institutions in all locations, unduplicated headcount, student credit hours, new students, retention, graduation rates, student net tuition by category; Baseline/FY22 goal.

**SP 3.1.a:** Establish, implement and monitor progress of University Enrollment Management Plan that includes the following: recruitment, retention, reporting, marketing and the integration of revenue growth and diversification initiatives.

**SP 3.1.b:** Establish annual tuition rates to maximize student enrollment and financial stability.

## **SP 3.2: Financial Reserves -**

Utilize controlled, sustainable growth and expenditure strategies to increase financial reserves.

**Metrics:** Primary Reserve minimum of 0.45x by FY22 (FY16: 0.30x).

**SP 3.2.a:** Establish procedures for financial oversight, fiscal management and budget training to ensure ongoing success of revenue growth and diversification initiatives.

**SP 3.2.b:** Establish a primary reserve minimum by FY22.

**SP 3.3: Revenue Generation Strategies -** Develop and implement sustainable strategies to reduce overall revenue dependency on tuition.

**Metrics:** Achieve a maximum net tuition dependency rate of 75% by 2022 (FY16: 82%), AGBIS Revenue Growth and Diversification Report.

**SP 3.3.a:** Implement AGBIS strategic initiatives for revenue growth.

**SP 3.3.b:** Continue to identify and implement expense reduction initiatives throughout the University.

**SP 3.3.c:** Achieve a maximum tuition dependency rate of 75% by FY22.

## **SP 3.4: Financial Stewardship -**

Base financial decisions and priorities on established metrics.

**Metrics:** Benchmarks, aspirants; CUPA, national association data and trends, best practice.

**SP 3.4.a:** Establish metrics to prioritize and allocate resources (e.g., faculty, staffing, and operations) to maintain academic quality, growth and services that ensure fulfillment of mission.

# STRATEGIC PRIORITY 4: *Infrastructure and Resource Management*

Complete and prioritize a comprehensive infrastructure analysis to support all operations and ensure attainment of University mission.

**SP 4.1: Communications and Training** - Identify and provide accessible technology for training, communication and instructional delivery.

**Metrics:** Employee/student surveys, training feedback, best practices, customer service, IT work order data.

**SP 4.1.a:** Provide and monitor communication and training platforms to assist the University in accomplishing its mission.

**SP 4.1.b:** Support and sustain a campus culture of communication in order to assist in timely, coordinated and complete planning for projects.

**SP 4.2: Facilities and Deferred Maintenance** - Establish the necessary facilities and deferred maintenance plan to ensure sustainable growth.

**Metrics:** Expense "per square foot," percentage expenditures on Operations & Maintenance of Plant; Baseline/FY22 Goal.

**SP 4.2.a:** Achieve spending "Per Square Foot" equivalent to the mean for Iowa Private Institutions with more than 2,000 FTE.

**SP 4.2.b:** Attain a percentage of Total Expenditures spent on Operations & Maintenance of Plant equivalent to the mean for Iowa Private Institutions with more than 2,000 FTE.

**SP 4.2.c:** Refresh the University Facilities Master Plan to align with growth initiatives.

**SP 4.3: Information Technology (I.T.)** - Provide the necessary I.T. services to support the University's operations and growth initiatives.

**Metrics:** Benchmark institutions, Educause Report, Iowa Independent Colleges and Universities; Baseline/FY22 goal.

**SP 4.3.a:** Improve information security, reliability, redundancy, and physical security of the Information Technology infrastructure.

**SP 4.3.b:** Establish a universitywide enterprise resource management system with data analytics and reporting systems.

**SP 4.3.c:** Establish a platform to facilitate a universitywide information sharing and distribution system.

**SP 4.3.d:** Establish effective teaching and learning technologies universitywide.

**SP 4.3.e:** Update Information Technology Master Plan.



**SP 4.4: Safety, Security, and Emergency Response** - Foster a safe environment to update and maintain policies and procedures, ensure internal and external compliance, conduct routine and required training, and perform all required reporting to external agencies.

**Metrics:** Internal/external compliance reviews/audits; installation of security systems and controls; development and implementation of Emergency Response Plan, training, and rehearsals; Baseline/FY22 Goal.

**SP 4.4.a:** Establish and continuously update and review universitywide Emergency Response Plan and Emergency Notification System.

**SP 4.4.b:** Conduct annual training on University Emergency Response Plan using onsite and online training for all stakeholders.

**SP 4.5: Business Systems Process Automation** - Update, automate and streamline processes to document, improve, and ensure data integrity, internal/external compliance, efficiency, agility of all business systems, and use of University resources.

**Metrics:** Improvement projects, training and assessments, completed projects IAW UIU IT Strategic Plan; Baseline/FY22 Goal.

**SP 4.5.a:** Identify, prioritize and address projects or processes to enhance effectiveness and efficiencies.

**SP 4.5.c:** Assess annually the effectiveness of training and projects listed in the project portfolio.

**SP 4.5.b:** Develop and conduct onsite and online training for all systems and processes, as needed.



# STRATEGIC PRIORITY 5: *Culture of Giving, Service & Engagement*

Establish a culture of giving, service and engagement by encouraging all stakeholders to get involved and provide time and resources to enhance our University and the communities we serve.

**SP 5.1: Employee Giving and Service** - Increase employee volunteerism with respective UIU communities worldwide and increase employee giving.

**Metrics:** Policies and procedures; employee service hours, percentage of employees volunteering, employee giving, percentage of employees giving; Baseline/FY22 Goal.

**SP 5.1.a:** Establish policies and procedures to allow employees to engage in approved volunteer activities in their respective communities.

**SP 5.1.b:** Establish a Communication Plan outlining opportunities to serve, incentives, and recognition programs to encourage employee giving, as well as increasing awareness of the external impact of employee giving and service.

**SP 5.1.c:** Develop and distribute effective tracking system of service hours.

**SP 5.2: Student Giving and Service** - Educate and inspire students, beginning with their first enrollment with the University, about the importance of giving and service throughout Upper Iowa University's history.

**Metrics:** Student giving, student service hours, recognition (e.g., President's Honor Role, Carnegie classification, Campus Compact); Baseline/FY22 Goal.

**SP 5.2.a:** Develop a Communication Plan, designed to include multiple forms of media, for all new UIU students that encourages giving and service.

**SP 5.2.b:** Develop and distribute effective tracking system of service hours.

**SP 5.3.c:** Seek student service and engagement recognitions by applying for rankings, honors and awards.

**SP 5.3: Alumni Engagement and Communications** - Create meaningful alumni engagements with UIU students, faculty and staff.

**Metrics:** Number of alumni events and attendance, alumni giving (dollars and participation), alumni solicitations and outreach, Alumni Association and Chapter membership, Heritage Society membership, Donor Club membership; Baseline/FY22 Goal.

**SP 5.3.a:** Establish a plan and resources for all UIU locations universitywide to conduct alumni gatherings and engagement with UIU employees.

**SP 5.3.b:** Create opportunities for non-Fayette students to engage with activities and ceremonies located at Fayette (e.g., schools, clubs, trips, commencement, speaker-series).

**SP 5.3.c:** Create opportunities for Fayette students to engage with non-Fayette locations.

**SP 5.3.d:** Expand and strengthen opportunities for alumni to give their "time, treasure, and talent" to their alma mater.



**SP 5.4: Economic Prosperity and Partnerships** - Continually seek opportunities for mutually beneficial engagement and partnerships that enhance student learning, spur economic development, meet community needs, and/or enhance revenue.

**Metrics:** Advisory Committee participation, documented partnerships, Chamber involvement, student employment and internships; Corporate Advantage Partnerships; Baseline/FY22 Goal.

**SP 5.4.a:** Establish University-Community Advisory Groups for all locations and schools to advance understanding, appreciation and support for all stakeholders.

**SP 5.4.b:** Establish Fayette Campus as a destination location through economic development programs and partnerships that contribute to student engagement, development, retention and recruitment.

**SP 5.4.c:** Develop community partnerships that spur economic development while enhancing existing, or creating new, revenue streams for UIU.

**SP 5.5: Comprehensive Campaign** - Develop and implement UIU's next Comprehensive Campaign.

**Metrics:** Best practice, previous UIU Comprehensive Campaign, established timeline, events, amount, lead gifts; Baseline/FY22 Goal.

**SP 5.5.a:** Establish a Comprehensive Campaign plan and timeline based on best practices that incorporates full stakeholder input and involvement.

**SP 5.5.b:** Conduct assessment to identify critical UIU needs and initiatives.

**SP 5.5.c:** Conduct feasibility study to identify donor base and other sources of funding necessary to achieve campaign goals.









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