Academic Master Plan
Vision, Mission, and Core Principles
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The University of Northern Iowa (Who We Are)
We are a comprehensive university offering a distinctive educational experience at the undergraduate and graduate levels that engages students inside and outside the classroom. Students encounter a rigorous curriculum in a supportive environment and opportunities for applied learning outside the classroom that are intentional and developmental, ensuring academic success and preparation for professional careers.

Consistent with its heritage since its founding in 1876, the university retains a strong emphasis on teacher education. Building on this historic foundation, the university has also developed nationally recognized programs in arts and sciences and business, all with a strong foundation in the liberal arts. As a community, faculty, staff, and students collectively commit to the advancement of knowledge, service to a diverse society, and the pursuit of truth and wisdom.

Vision (Who We Aspire to Become)
The University of Northern Iowa will achieve national prominence as a premier comprehensive university for an engaged, integrative education that promotes academic and professional success, civic responsibility, and a fulfilling life in a diverse and dynamic world.

Mission (How We Will Get There)
The University of Northern Iowa is dedicated to providing an engaged and integrative education that connects our curriculum to applied, experiential learning and that educates the whole person. Grounded in the liberal arts, our academic programs develop critical thinking and creative abilities, advance intercultural literacy and a global perspective, foster community engagement and civic responsibility, and nurture curiosity, imagination, and lifelong learning. Faculty, staff, and students promote and respect diversity, foster environmental sustainability, and engage in service with others.

With its emphasis on teaching and learning, the university pursues academic excellence, supports scholarship and discovery, and recognizes scientific, artistic, humanistic, and other modes of expression.

Core Principles
Core Principle 1: Foster an Engaged and Integrative Learning Environment. We will develop teaching and learning practices for the 21st century that will emphasize academic and intellectual integration and innovation. We will rejuvenate and invest in our curriculum and our scholarly and service activities to be forward looking, which will allow us to achieve national distinction.

- Curriculum, pedagogy, programs, niches (e.g., Teacher Education, Advertising)
- Applied and experiential learning – intentional and developmental
- Role of online, hybrid, etc.
- Role of Graduate Programs
• Emphasis on interdisciplinary and transdisciplinary teaching and scholarship
• Integrate Teaching, Scholarship, and Service
• Learning outcomes, assessment, continuous improvement
• Discovery, Scholarship, Research, Creative Activity
• High Impact Practices

Core Principle 2: Advance Student Engagement and Success. We will demonstrate strong support for advancing the academic, professional, and personal success of our students. We will emphasize holistic and integrative education, seeking to assist students in finding purpose and meaning in their lives and to develop intellectually, emotionally, physically, and spiritually.
  • Advising
  • Co- and extra-curricular activities
  • FY Experience
  • Retention, persistence, graduation, jobs, graduate school
  • Partnership with Student Affairs
  • Enrollment management plan.

Core Principle 3: Value Faculty and Staff. We will be recognized for nurturing an outstanding work environment that demonstrates a commitment to faculty and staff participation in the governance of the institution and that includes meaningful rewards, incentives, and professional development.
  • Collaborative and inclusive, transparent, data-informed decision making
  • Shared governance
  • Celebrating excellence and fostering continuous improvement
  • Supporting different stages of faculty and staff careers
  • Emphasizing overall well-being.

Core Principle 4: Elevate Diversity, Sustainability, and Community Engagement. We will create an atmosphere where diversity, sustainability, and community engagement are integrated across the campus as central values of a forward looking educational experience and workplace environment.
  • Action plan for diversity
  • Action plan for sustainability
  • Action plan for community engagement.