Upper Iowa University Institutional Overview

Upper Iowa University (UIU) was founded in Fayette, Iowa, in 1857 by Elizabeth Alexander as a co-ed college with a mission of providing access to reasonably priced, quality education. UIU is a not-for-profit, private, comprehensive University built upon a strong tradition of liberal arts education. With over 6,100 students enrolled worldwide, UIU is the second-largest private University in Iowa. In 2012, UIU had a 22:1 student-to-faculty ratio University-wide (13:1 on the residential campus).

The mission statement of the University is to provide student-centered educational programs through flexible, multiple delivery systems in an environment that respects and nurtures diversity. Its vision statement includes a commitment to developing global citizens and lifelong learners prepared for leadership. The decision-making and actions of the University are guided by the Academic Quality Improvement Program (AQIP) and UIU's Strategic Plan, that includes nine strategic initiatives ranging from enhancing academic quality, creating a seamless environment, ensuring student-centered excellence, and enhancing the economic development of the surrounding community. (Category 8 outlines processes, results, and improvements related to UIU’s Strategic Plan.) A strategic plan refreshment began in 2012.

Organizational Structure

Residential Campus: UIU has a traditional, residential campus in Fayette, Iowa, that offers coursework to 990 students (fall 2012 Census Data) in more than 40 baccalaureate majors as well as a master's in education program.

Academic Extension Centers: Through the UIU Academic Extension (AE) program, up to 18 majors to undergraduates are offered at 19 off-site education centers in seven states, including five military base locations. The centers are organized into regions, and each center has a full-time director. AE also includes the Center for Distance Education (CDE), offering online programs and an independent study program. The online program includes three master's degrees: Master of Business Administration, Master of Public Administration and Master of Higher Education Administration. The AE centers and CDE account for 4,218 students (fall 2012 Census Data).

International Centers: The Office of International Program (OIP) recruits and provides programs for international students on campus, administers the English as a Second Language (ESL) program, offers student and faculty opportunities abroad, and oversees two international education centers in Hong Kong and five sites in Malaysia. The OIP accounts for 974 students overseas (fall 2012 Census Data).

Academic Units: University-wide, UIU currently has 83 full-time faculty (70% + with terminal degrees) and 307 full-time staff. There are also 900 active adjunct faculty members, of whom about 450 are teaching at any given time. There are four academic units, recently transitioned into schools (below); each school is headed by a dean. (Category 1 outlines the processes, results, and improvements related to the four schools that provide academic instruction across the entire University.) For details, see information about each school’s majors online and in the current catalog.

Andres School of Education: Offers programs in early childhood, elementary, secondary and middle school education, instructional strategist I: mild/moderate, instructional strategist II: LD/BD, English as a second language (ESL), physical education, health, athletic training, coaching, and exercise and sport studies with emphases in sports administration, fitness and wellness, recreation, and sports studies. Graduate programs are available: a Master’s in Education (MEd) and a Master’s of Higher Education Administration (MHEA), with emphases in community and technical college administration or leadership. Teaching licensures are available. See also Andres School of Education Faculty Profiles.

School of Business: Offers undergraduate degree programs in accounting, agricultural business, business administration, financial management, health care administration, management, marketing, and management information systems. Minors are offered in some of these programs as well as in human resources management. There is also a special teaching major in general business. This major is designed for those who are pursuing teacher licensure in business and/or management through the Andres School of Education; it is not intended for those planning careers in business or public administration. See also School of Business Faculty Profiles.

School of Liberal Arts: Offers majors in art, communication studies, criminal justice, English, graphic design, history, human services, psychology, social science, and sociology. Minors are offered in history, graphic design, journalism, political science, psychology, sociology and Spanish. An associate of arts degree is offered in liberal arts as well. See also School of Liberal Arts Faculty Profiles.

School of Science & Mathematics: Offers undergraduate programs in the biological sciences (including a pre-professional option), chemistry, environmental science, forensic science, information technology, mathematics and an RN-BSN nursing program. Options for teacher licensure in science or mathematics are also available in association with the Andres School of Education. See also School of Science and Mathematics Faculty Profiles.

Census Data
Upper Iowa University

INSTITUTIONAL OVERVIEW

May 2013

Quality Improvement Journey: UIU is proud of the progress that has been made since submitting its first AQIP Systems Portfolio in fall, 2009. After a successful Quality Check Up Visit in 2012, the HLC’s IAC voted to continue the accreditation of UIU with the next reaffirmation of accreditation in 2018-19. In accordance with its strategic vision and commitment to continuous academic quality improvement, in November 2010 and January 2011, UIU commissioned the American Association of Registrars and Admission Officers (AACRAO) to perform on-site reviews. The findings were accepted, budget resources allocated ($1.9 million), and the University is nearing the end of a series of 27 projects completed over an 18-24 month timeline. Complete restructuring of back office policies, processes, and procedures ensured further seamlessness and the support needed to align with objectives stated in the University’s strategic plan. Meaningful improvements in administration, infrastructure, and support systems have dovetailed with many of the recommendations in the Systems Appraisal Feedback Report, UIU’s Strategic Plan, and the Business Redesign Plan, thus accelerating the progress of UIU’s AQIP action projects. (See Category 6 for processes, results, and improvements related to the Business Redesign Program; see Category 7 for a crosswalk of the nine AQIP Categories, AQIP Action Projects, UIU Strategic Plan, and the Business Redesign Program which provides evidence of UIU’s system for measuring effectiveness to accomplish its mission and goals.)

AQIP reviewers have repeatedly affirmed UIU’s commitment to continuous improvement via positive and constructive annual Action Project update reviews. Thirteen action projects have been declared since UIU was accepted into AQIP in April 2005, ten of which are engrafted and retired. The ripple effect of UIU stakeholder participation in action project teams is felt throughout the University and over 100 improvement initiatives have evolved. Nearly half of all UIU employees have been involved with UIU’s AQIP initiatives. More importantly, all students, faculty, and staff have benefitted from AQIP-inspired outcomes. For specific processes, results, and improvements as a result of Action Projects, see these AQIP categories:

- **Designing Effective Major/Program Assessment Processes:** Categories 1P2, 1P4, 1I1, 2P2, 8P8, 8I1
- **Measuring Effectiveness of Tutoring Services:** Categories 1P3, 1P8, 1P15, 1R5, 1I1, 1I2, 2P2, 4P7, 4I1
- **Integrating Disability Services:** Categories 1P4, 1P15, 1R5, 1I1, 2P1, 2P2, 3P1, 4P7, 5P3, 5R1, 5R2
- **Career Development:** Categories 1P4, 1P7, 1P15, 1R5, 2P1, 2P2, 2R3, 2I2, 3P1, 3R1, 3R2, 3I1, 5P3, 5R1, 5R2, 7R6, 8I1, 9P2, 9R1, 9R2
- **Aligning Majors with the University’s Strategic Plan:** Categories 7P1-7P7, 7R2, 8P1, 8I1
- **Student Sash Action Project:** Categories 4P7, 8I1
- **Student e-Portfolio Templates:** Categories 7P1, 7R1, 9P2
- **Aspirant Benchmark Schools:** Categories 7P1, 7P5, 7R1

**Looking Forward:** Dr. William R. Duffy was appointed the 22nd President of UIU in April, 2013. Dr. Duffy will build upon the work of Dr. Alan G. Walker, who, over the last eight years, led the dedicated faculty and staff through a period of unprecedented expansion and growth in enrollment, student profile, facilities, and international footprint. **Develop an Enhanced Administrative Structure:** The UIU Board of Trustees has endorsed the opportunity for the new President to develop a more robust administrative structure; trustees have approved a new position of provost. **Inspire a New Leadership Team:** The new President will have the opportunity to infuse newly appointed leaders with seasoned leaders and together, inspire a new leadership team to build a great future for the University to serve the region, the nation and the world.

**Refresh the Strategic Plan:** The Board desires for the new President to lead the charge to refresh the strategic plan to set goals for the further development of the University. **Nurture a Culture of Transparency, Integrity, and Accountability:** The new President has an exceptional opportunity to reinvigorate core heritage values through leadership style, by personal example, and by policies and procedures reflecting these core values. **Strengthen Financial Base:** The University has a modest endowment in comparison to its annual operating budget, a ratio often considered an important barometer of long-term financial health and stability. The new President will work closely with the governing Board to provide the financial stewardship required to strengthen the University's financial base. **Build the Academic Community:** The new President will have an opportunity to strengthen ties with the Fayette community, and encourage the faculty, staff and students at all locations to join in with pride for their collective academic community as a part of a globally oriented University with a proud heritage of caring deeply for students. **Build the Reputation:** Although the University was a very early adopter of distance education, extended campus sites, and online education, it has a more regional than national reputation and has significant opportunity to expand its international recognition.