

# INSTITUTIONAL PLANNING

EAP Form 1.10 (Rev. 11/18)



STATE OF WISCONSIN  
EDUCATIONAL APPROVAL PROGRAM  
P.O. BOX 8366  
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The Educational Approval Program (EAP) is a postsecondary education agency that employs a regulatory model focused not only on compliance, but also institutional effectiveness. To facilitate an environment in which schools seek to be effective organizations that improve over time, the EAP requires schools to submit evidence that appropriate planning has been conducted. Although similar to a strategic or business plan, this information will enable the EAP and school officials to engage in a dialogue over time about the effectiveness and future of the school.

Schools that already have some type of strategic or business plan (e.g., schools that have either a corporate or accreditation plan) must adapt these documents to the following requirements and focus on Wisconsin operations and students. The EAP does not expect any school to divulge any sensitive, proprietary business information. The information must address the five elements identified below and provide the information requested.

## I. SCHOOL INFORMATION

Name of School:

Upper Iowa University

## II. PLANNING ELEMENTS

**A. MISSION.** Describe your school's mission and vision, which identifies its purpose and its core values.

Upper Iowa University's mission is to provide quality educational opportunities accessible through varied delivery methods to inspire success and empower lives. Our vision is that Upper Iowa University will be recognized internationally for academic excellence and continual innovation in student-centered learning. Our core values include integrity, excellence, accessibility, respect, and stewardship.

**B. MARKET.** Discuss the nature of your school and the business in which it is engaged. Describe who your existing and/or potential customers are and what motivates them to enroll in your school. Explain how you let these customers know you are in business. Finally, identify who your competitors are and how you are different from them.

Upper Iowa University provides undergraduate and graduate level education for a diverse group of students, worldwide, including a large population of military personnel. Students seek out UIU for the flexible delivery options, ease of transferability of credits and supportive learning environment. The unique two-at-a-time course schedule is also attractive to potential learners. Courses are offered in five 8-week sessions and one accelerated 6-week summer session. The University has a published website where students can obtain information on offerings. Additional advertising is done through printed brochures and catalogs, billboards, radio and newspaper advertisements and professional recruitment staff. Main competitors of Upper Iowa in the State of Wisconsin include small private colleges with adult focused programs such as Concordia and Edgewood, mainly Online institutions, including the University of Phoenix, and State institutions both on the bachelor's and associate's degree levels. UIU differs from many of our competitors by offering a lower tuition rate than nearly 70%, our generous transfer policies and multiple modalities of learning, making the learning process seamless for students.

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**C. MANAGEMENT.** Describe your management team and how it functions to lead, administer and position the school. If your school has advisory boards, describe how the school uses them for program and school improvement.

Each of the University's Wisconsin locations has a Center Director who oversees the day-to-day operations of the location. A regional director, charged with ensuring compliance of University policies and practices and consistent operations, is assigned to oversee several centers within the region. The Vice President for Enrollment Management, located at the Fayette, IA campus, provides administrative oversight for all center locations as well as the online and self-paced programs. Management works with the Provost and the Office of Academic Affairs to ensure academic quality and integrity is present in all aspects of the University. Both the Provost and Vice President for Enrollment Management serve as members of the President's Council. This council advises the President on matters of importance within their respective areas and works together to promote a high level of communication and effectiveness across University departments.

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**D. SWOT ANALYSIS.** Identify your school's strengths, weaknesses, opportunities and threats (SWOT). Based on the results of this SWOT analysis, provide the following:

- 3 to 5 goals for strengths/weaknesses and how they will be addressed by your school.
- 3 to 5 goals for opportunities/threats and how they will be addressed by your school.

The goals should have specific objectives, defined results, a timeline for completion and metrics (some type of evaluation or measurement) by which the institution can evaluate/measure their success. In developing its goals, the school may wish to refer to the Elements of Effective Institutions graphic that is included on the back page of this form.

The University will maintain enrollment in the 2018-19 Academic Year. Maintaining current enrollment levels will be achieved through increased advertising and trainings held throughout the academic year. A better informed staff will increase customer service and student satisfaction.

Upper Iowa University, as outlined in the Destination 2022 Strategic Plan, will research both needs and opportunities for new degree programs. Proposals will be developed and presented to the Provost and University Deans with anticipated timelines for implementation.

Upper Iowa University will increase the number of students remaining at the University from Fall Session I to the following Fall Session I from 61.1% to 65.8%. This will be achieved through targeted efforts to identify students who are at-risk of dropping out and adding intrusive advising methods to increase the probability of student success.

Upper Iowa University will increase academic quality by continuing the transition of academic oversight to University academic units. School Deans and the University Provost will regularly visit University centers nationwide throughout the 2018-19 academic year to monitor classrooms and meet with adjunct faculty and University staff.

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**D. SWOT ANALYSIS** *(continued)***Strengths**

Adjunct faculty pool with real-world experience and longevity with the University  
Over 45 years of proven excellence in off-site and technologically enhanced delivery programs  
Flexible, multiple delivery options

**Weaknesses**

Lack of consistent student services across all locations  
Declining enrollment reduces the number of course sections available to students

**Opportunities**

Identify and implement new programming based on industry trends  
Leverage technology to increase both customer service and student offerings  
Increased student retention through enhanced advising methods

**Threats**

Decreased funding for operational and marketing needs  
Large institutions with superior brand name recognition  
Hold on new program implementation

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**E. FUTURE VISION.** Describe your school 5 years from now. What will it look like and how will it be positioned in the marketplace.

In the year 2023, Upper Iowa University will have increased programming at both the undergraduate and graduate levels. Center locations will focus on administrative functions while academic units will have full oversight over student learning. The population of student graduate learners will have increased significantly due to foresight in planning for the needs of our ever changing society. On-campus student population will increase to over 1,000 students and three to five new undergraduate majors will be offered at our US learning centers. The University will continue to grow partnerships with both military installations and two-year colleges to help transition students into four year degrees that will increase employment opportunities within their region.

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**III. SUBMISSION**

*I hereby certify that the information contained on this form and any attachments to the form is true and correct to the best of my knowledge.*

Signature of Authorized School Official:

*William R. Duffy II*

Print or Type Name and Title of Authorized School Official:

*William R. Duffy II*

Date:

*8-31-18*

# INSTITUTIONAL SYSTEMS

