

STRATEGIC PLAN

Culture & Intensive English Program
University of Northern Iowa
2016-2021 Goals

OUR MISSION

The primary mission of the UNI Culture and Intensive English Program (CIEP) is to provide English language learners with high-quality, intensive English instruction, as well as academic, cultural



University of
ern
ra

**International
Programs**

Culture and Intensive
English Program

orientation in preparation for study at the University of Northern Iowa or other institutions of higher learning.

Through its many programs, events, and connections on and off-campus, the UNI CIEP seeks to accomplish the following:

- Teach English for Academic Purposes in the Intensive English Program in preparation for enrollment in academic programs at UNI.
- Collaborate with different academic programs at UNI to co-teach specialized sections and workshops for international and multilingual students to support their academic success in university classes.
- Support the UNI vision to promote diversity, equity, and inclusion on campus and in the community.
- Provide students with the cultural knowledge and awareness they will need to function well both academically and socially.
- Inform students about options and opportunities for academic study at UNI and encourage them to apply for admission.
- Recruit students internationally and domestically for participation in English language programs to develop cross-cultural and educational opportunities on the UNI campus.
- Serve as a resource for faculty, staff, and students in English language instruction and cross-cultural orientation at UNI.
- Provide support to local school systems in preparing their English as a Second Language students for university study at UNI or other higher education institutions.

OUR VISION

The Culture and Intensive English Program at the University of Northern Iowa will be recognized nationally-wide as a premier professional program for those seeking preparation in English language instruction for academic purposes. We value excellence in the education and preparation of adults for academic study in higher education, our role as a service unit on campus, and strong collaborative relationships with our international and local partners.

Goal 1: Develop highly effective students prepared for academic study.

Objective: Evaluate and adapt the curriculum to focus on English language skills much needed in today's college classroom and students who are linguistically, culturally, and technologically competent to participate and succeed in higher education.

Strategies:

- Adhere to the review plans (student achievement, curriculum, student services, administrative and fiscal capacity, and marketing) and regularly review all areas of operations as outlined in each scenario.

- Recognize and reward endeavors that address promising practices and potential problems related to improving instruction and service delivery to the CIEP students.
- Provide CIEP students with a rigorous and relevant education that meets the needs of students entering academic programs of study on the UNI campus or other institutions of higher learning.
- Gather and document data for individual and program assessment in a continuous improvement cycle to revise curriculum and teaching practices and promote a relevant and effective curriculum.
- Provide an intensive educational experience that encourages students to develop effective practices and is based on student learning outcomes.
- Provide mentoring and practicum opportunities for the UNI TESOL program and other academic departments or service units.

Goal 2: Develop highly effective instructors and administrative staff prepared to deliver a high-quality level of instruction and an outstanding level of service to students enrolled in the CIEP.

Objective: Provide support to all CIEP staff (instructional staff and administrative staff), enabling them to perform their duties better and serve the CIEP student body.

Strategies:

- Provide ongoing professional development and support on-site for effective teaching, administration, and service. This includes webinars, on-campus presentations and workshops, online training, meetings for CIEP staff to discuss topics, and opportunities to meet other UNI faculty/staff with expertise in areas relevant to the staff.
- Provide professional development opportunities outside of those offered on the UNI campus.
- Support partnerships between the CIEP staff and others on or off-campus, promoting exemplary teaching, scholarship, and service.
- Assess CIEP staff regarding their work responsibilities, ability to perform their duties, and training needed to be competent on the job.

Goal 3: Develop a recruitment and enrollment management plan.

Objective: Work to maintain a healthy student enrollment to secure CIEP's financial status and growth based on the quality of service, diversity, and excellence in ESL teaching.

Strategies:

- Develop and assess a recruiting and marketing plan based on the needs of the program and the university.
- Improve and maintain the diversity of the program through recruitment initiatives in underrepresented countries.
- Collaborate with UNI Office of International Admissions, UNI International Program Office, various academic departments, service units in recruitment efforts.
- Work with the Study Abroad Office, UNI faculty, and staff in promoting CIEP programs overseas.
- Research and review sponsor opportunities to bring students to CIEP from various regions of the world.
- Collaborate closely with international partner institutions, sponsors, and agents to educate them on CIEP, UNI admission, and institutional education opportunities.

Goal 4: Develop alternative delivery models that extend beyond the CIEP Regular Program.

Objective: Develop a roadmap for CIEP Immersion Programs, including distance learning.

Strategies:

- Tailor English for Specific Purposes programs based on UNI academic offers and client's or students' needs.
- Create new customized special programs to be delivered on campus, online, or in a hybrid format.
- Build the capacity of CIEP instructors to provide leadership in using distance education for the delivery of instruction.
- Provide training opportunities for CIEP staff to learn about distance education technologies.
- Work with the UNI Office of Continuing and Distance Education to develop online or hybrid programs.
- Ensure that all online courses align with Quality Matters Frameworks.

Goal 5: Create, maintain, and enhance a culture characterized by a proactive commitment to diversity, collegiality, and mutual respect.

Objective: CIEP staff and students will demonstrate a commitment to diversity, collegiality, and mutual respect for all members of the UNI community.

Strategies:

- Support professional development opportunities to increase CIEP staff and student competence in multiculturalism and diversity.
- Identify ways to enhance collegiality and mutual respect through cultural activities and workshops.
- Review curricula to foster cultural competency among students.
- Organize extracurricular activities to support cultural competency among students.
- Encourage participation in campus-wide activities that promote cultural competency and cross-cultural sharing among the UNI community.
- Collaborate with other departments on campus to promote diversity and intercultural exchange.

Goal 6: Establish and enhance strong, mutually beneficial relationships with external associates.

Objective: Improve the CIEP by strengthening relationships with external agencies, educational institutions, professional organizations, and others.

Strategies

- Recognize and support external professional partnerships to promote exemplary teaching, scholarship, and service.

- Enhance CIEP's reputation in providing English language instruction for adults by publicizing its services and accomplishments.
- Engage partner schools to enhance existing and establish additional professional development experiences for CIEP instructors and administrative staff.
- Utilize on-campus committees to facilitate better relationships between CIEP and other UNI departments and offices.