

**Contact: Diana Gonzalez**

**UNIVERSITY STRATEGIC PLAN PROGRESS REPORTS**

**Action Requested:** Receive the reports.

**Executive Summary:** The Regent universities submitted annual progress reports on their institutional strategic plans for Board review. Each university report addressed the Board of Regents goals contained in the 2010-2016 Board of Regents Strategic Plan approved by the Board in April 2010. The universities also tracked the performance indicators that correspond to the goals and objectives in their institutional strategic plans. These progress reports address the Board of Regents Strategic Plan priorities to provide “access, affordability, and student success; educational excellence and impact; and economic development and vitality.”




The university provosts will provide brief oral updates. The institutions’ progress reports are attached to this memo. (Attachments A-C, pages 8-25)

**Background:**

Board Policy (§6.05) directs the Regent institutions to present annual progress reports on their institutional strategic plans. Board Policy indicates that the “Board shall help establish institutional direction, and monitor and evaluate progress toward achieving strategic goals.” Annual progress reports are an opportunity for the Regent institutions to address the degree to which they have advanced the Board’s strategic objectives. The targets for Goals 2 and 3 relating to graduation rates have not yet been fully met. This year’s progress report includes 2014-2015.




**BOARD OF REGENTS GOALS<sup>1</sup>**

- ◆ Goal 1. Iowa’s public universities shall be affordable to all academically qualified Iowa residents.




<b>2014-2015</b>	<b>SUI</b>	<b>ISU</b>	<b>UNI</b>
Target undergraduate financial aid for Iowa residents with need	\$13,846,935	\$20,667,298	\$5,877,646
Actual	\$15,713,738	\$19,342,882	\$7,031,932
Amount over (or under) of Goal 1 target - additional undergraduate financial aid allocated for Iowa residents with need	\$1,866,803 	-\$1,324,416 	\$1,154,286 

<sup>1</sup> **Dashboard legend: Green = annual target met or exceeded; Yellow = progress toward achieving annual target; Red = no progress toward achieving annual target.**




- ◇ Goal 2. Iowa’s public universities will increase the degree attainment of underrepresented minority students.

<b>2014-2015</b>	<b>SUI</b>	<b>ISU</b>	<b>UNI</b>
Target 6-Year graduation rates of minority students	64.3%	64.7%	55.3%
Actual 6-Year graduation rates of minority students	65.0% 	57.2% 	45.0% 

- ◇ Goal 3. Iowa’s public universities will increase the percent of undergraduate students who graduate within four years.




<b>2014-2015</b>	<b>SUI</b>	<b>ISU</b>	<b>UNI</b>
Target 4-Year graduation rates	51.1%	45.6%	39.6%
Actual 4-Year graduation rates	53.2% 	43.6% 	39.9% 

- ◇ Goal 4. Iowa’s public universities shall increase distance education opportunities for life-long learning especially for place-bound and non-traditional students in Iowa to support their educational and professional goals and enhance their quality of life.




<b>2014-2015</b>	<b>SUI</b>	<b>ISU</b>	<b>UNI</b>
Target number of students enrolled in credit courses available through distance education	13,085	6,116	8,610
Actual number of students enrolled in credit courses available through distance education	15,226 	8,360 	8,616 <sup>2</sup> 

<sup>2</sup> Camp Adventure enrollments decreased by 484 between 2013-2014 and 2014-2015, primarily due to continued reductions in U.S. military operations abroad.




- ◇ Goal 6. Iowa’s public universities and special schools will demonstrate that their student outcomes assessment programs help students achieve identified learning goals.

<b>2014-2015</b>	<b>SUI</b>	<b>ISU</b>	<b>UNI</b>
Number of undergraduate academic programs (degree majors)	69	112	92 <sup>3</sup>
Number of undergraduate programs that are collecting and using assessment results that include targets	60 (87.0%) 	98 (87.5%) 	75 (98.7%) 
Number of undergraduate academic programs with a student outcomes assessment plan but no established targets for collecting and using assessment results	7 (10.1%)	8 (7.1%)	9 (11.8%)
Number of undergraduate academic programs without a student outcomes assessment plan but which are in discussion	2 (2.9%)	6 (5.4%)	1 (1.3%)
Number of undergraduate academic programs without a student outcomes assessment plan	0 (0.0%)	0 (0.0%)	0 (0.0%)

- ◇ Goal 7. The public universities shall contribute to the expansion and diversification of the Iowa economy.

<b>2014-2015</b>	<b>SUI</b>	<b>ISU</b>	<b>UNI</b>
Target average annual increase of total sponsored funding <sup>4</sup>	2% (\$449.6M)	2% (\$305.9M)	2% (\$33.0M)
Actual average annual increase of total sponsored funding (over/under target)	-2.5% \$438.5M 	22.0% (\$373.3M) 	17.9% (\$38.9M) 

- ◇ Goal 8. Iowa’s public universities and special schools shall be increasingly efficient and productive. Details of the efficiencies are included on pages 4 – 6.

<b>2014-2015</b>	<b>Number of Projects</b>		
	<b>SUI</b>	<b>ISU</b>	<b>UNI</b>
Target number of improvement projects per year	4	4	4
Actual number of institutional improvement projects	14 	18 	8 
Value of improvements*	\$10.6M	NP	\$813,820

\*Estimates. SUI does not include Projects 7, 8, and 10.  
NP = Not provided.

<sup>3</sup> UNI has modified the calculation of this goal to reflect individual majors rather than broader programs in order to capture the assessment that occurs at the individual plan level.

<sup>4</sup> Using a three-year rolling average.

**UNIVERSITY OF IOWA**

**Efficiency Initiatives**

<b>Year Reported</b>	<b>Project</b>	<b>Category</b>
2015	Transparent Inclusive Efficiency Review (TIER): College of Law transitioned their general IT support model to the new OneIT@Iowa model, standardizing and utilizing enterprise commodity services, and purchasing other services as needed instead of providing them on their own, resulting in a reduction of 2 FTE and savings of \$172,892.	IT
2015	Academic Advising Scheduling and Notes applications: Replaced 5 separate scheduling applications with one, and implemented new Advising notes application, saving .25 FTE and \$38,460 annually.	IT
2015	Financial Aid Process and Systems: Streamlined the financial aid verification process and automated the summer financial aid application and awarding, saving \$107,400 annually.	IT
2015	Treasury Operations Internal Collection Processing system: Developed and implemented an alternate collections and payment system for past due bills before turning them over to external collections agencies, lowering collection commissions, providing a more customer friendly approach resulting in a reduction in collection fees of \$50,000 annually.	IT
2015	Treasurer Payments Disbursement: Implemented an automated electronic payments matching process for Treasury Operations to disperse payments to appropriate campus departments. The process automation resulted in an immediate reduction in effort of .25 FTE and savings of \$15,000 annually.	IT
2015	Common Graduate Student Application Process: Created a Common Application process and system for graduate students, replacing 120 individual applications, savings \$149,368 annually.	IT
2015	TIER Sourcing and Procurement: Analysis of seven categories of spend for potential savings and standardization. The seven categories are Office Supplies, Computers and Laptops, Computer Peripherals, Food, Janitorial Supplies, MOR supplies and Scientific Supplies. Estimated savings \$3 – 7 million.	Procurement
2015	TIER Financial Shared Services: Initiated implemented of University-wide Shared Services model. Involves the central reporting of staff who perform various transactions and services such as purchasing, travel, procurement card, payments and cash deposits. Estimated gross process efficiency savings are between \$1,380,000 and \$2,640,000 representing between 17 and 34 FTE.	Procurement
2015	Early Retirement Incentive Program: To achieve long-term savings, SUI offered an early retirement incentive program beginning in FY 2015. Estimated outcome: SUI had 184 participants at \$27.5 million in savings over five years of the program.	Human Resources
2015	TIER Projects: Implementation of TIER business cases HR-10 (P&S Search Committee Size) and HR-01 (HR Unit and Senior HR Representative Role Redesign) is underway, with completion anticipated to bring \$450-700,000 in annual savings by FY 2017.	Human Resources
2015	Health and Productivity: Staff population health improvements continue to demonstrate a positive impact. Individuals moving to lower risk categories result in an estimated annual cost savings and cost avoidance of up to \$3 million annually as a result of lower absenteeism.	Human Resources
2015	Bowen Science Building: The launching of the modernization of Bowen Science Building is projected to save more than \$1 million annually in energy costs when the final phase is completed in FY 2020. The first phase of this multi-year energy conservation project at Bowen Science Building is already yielding a \$70,000 per year savings and will qualify for a utility rebate of more than \$280,000.	Facilities
2015	Fault Detection and Diagnostics (FDD) at Pappajohn Biomedical Discovery Building: The early stages of an innovative pilot project to examine the benefits of FDD have uncovered and repaired 29 equipment faults in the new building that have generated an estimated \$24,500 in annual energy savings. The savings and cost avoidance from this innovative Big Data initiative will continue to increase over time.	Facilities
2015	Utilities rebates: Rebated generated by energy management and curtailment have averaged about \$1.5 million annually, but now are growing due to re-engineered operations which enabled the negotiation of \$1.1 million in curtailment incentives alone.	Facilities

**IOWA STATE UNIVERSITY**

**Efficiency Initiatives**

<b>Institutional Improvement Projects</b>	<b>Target</b>	<b>Actual</b>
	4	18
TIER facilities projects, including improving energy efficiency in the University's top 13 energy consuming buildings; reviewing all building energy plans; converting HVAC systems from constant to variable flows; and increasing solar energy production on campus. Due to Iowa State's growth, savings in these areas are realized in the form of cost avoidance		13
Doubling VDI thin clients on campus (TIER), as well as expanding the use of existing centrally supported desktop support tools. Due to Iowa State's growth, savings are realized in the form of cost avoidance		1
Print Green initiative (TIER) to increase the number of centrally managed printers, default to two-sided printing, and reduce toner usage. ITS is also working with Student Government to equalize printing costs for students across campus, and reviewing new technologies that could replace printing on campus in the future. Cost savings from decreased paper and toner usage are in the form of cost avoidance, with the goal of costs remaining flat (or decreasing slightly) despite record enrollment.		2
Presidential Flipped Classroom Initiative to transform 80 face-to-face courses into flipped, hybrid, or blended approaches, which will improve classroom utilization and enhance the adoption of online instruction. Additionally, a new Online Learning Innovation Hub enables faculty and colleges to more effectively implement technology assisted learning approaches. These initiatives result in more efficient use of classroom resources, and increased effectiveness of Iowa State online learning programs.		2

UNIVERSITY OF NORTHERN IOWA

Efficiency Initiatives

<b>Institutional Improvement Projects</b>	<b>Value</b>
Through more robust attention to course section scheduling, spending for adjunct instruction costs was reduced.	\$700,000
Installed demand control ventilation in Rod Library	\$22,000 per year
Installed demand control ventilation in Nielsen Field House	\$8,000 per year
Adjusted exhaust fan and make-up air unit schedule in Wright Hall	\$2,300 per year
Adjusted exhaust fan schedule in Rod Library	\$3,500 per year
Installed VAV static reset control strategy in Rod Library	\$16,230 per year
Recommissioned Towers Center and Innovative Teaching and Technology Center which resulted in savings and general comfort and control of the buildings.	\$25,000 per year
Optimized the summer operation schedule for many buildings on campus.	\$36,790 per year

## STRATEGIC PLAN FOR THE UNIVERSITY OF IOWA, 2010-2016 EXECUTIVE SUMMARY, 2015

In fall 2010, the Board of Regents, State of Iowa, approved the University's strategic plan for 2010 to 2016: [\*Renewing The Iowa Promise\*](#). While reaffirming the University's commitment to excellence and to maintaining the high quality of our core missions and programs, the plan emphasizes "**focused excellence**" in strategically targeted priority areas (**student success, knowledge and practice, new frontiers in the arts, and better futures for Iowans**). Founded on a careful assessment of the context in which we expect to function over the next several years, the plan sets high expectations and guides the University to take advantage of emerging opportunities, meet developing challenges, and move toward the bright future we envision.

### A VISION FOR THE FUTURE

The animating strategic vision for 2010-2016 is of a distinguished research university of global reach and impact that has, at its core, vibrant programs for student success.

*Renewing The Iowa Promise* has continued to provide focus for decision makers across campus. In FY 2015, significant investment in student financial aid and in building an enrollment management team yielded the largest, most diverse, and best-prepared first-year class in UI history. Faculty were hired into two new clusters (public digital arts and informatics), bringing the total number of active clusters under the UI Cluster Hire Initiative to seven. The active and successful new Office of Outreach and Engagement began reaching out across the state in new way, such as through engagement with Iowa regional Resource Conservation and

### 2014-15 HIGHLIGHTS

- Fall 2015 incoming class largest and most diverse ever
- Opened first new residence hall since 1968
- Records graduation rates (preliminary fall 2015 data)
  - 4- year graduation rate: 53.2%
  - Six-year graduate rate: 72.0%
- 7 active clusters, 49 new cluster faculty
- High quality graduate/professional programs: 11 programs and specialty areas ranked in top 10 overall
- Combined public and private funding for research: \$438.5M in FY 2015, up 2% from previous year

Development councils and a new series of "Hawkeye Lunch & Learn" events in Des Moines as well as Iowa City. We opened the doors of the first residence hall since 1968, and of the Pappajohn Biomedical Discovery Building, where researchers are doing groundbreaking work in areas such as diabetes, brain science, and complex diseases of the heart and lungs.

In FY 2016, the university will continue to invest in student financial aid and in the Cluster Hire Initiative, and will expand public engagement through the Office of Outreach and Engagement and other efforts. We will continue our efforts to serve more Iowans through growth in on-campus, off-campus, and on-line offerings. The

rebuilding of the university's arts campus is nearing completion, moving us closer to the "new frontiers in the arts" we have envisioned. And faculty, staff, and students across campus continue to add to the countless ways we are engaging with – and creating better futures for – Iowans and others we serve.

The University of Iowa continues to follow the strategic path laid out in *Renewing the Iowa Promise* in pursuit of some of its most important goals: to better prepare students for the world they will inhabit while offering Iowans (and beyond) vital resources for a better future.

STRATEGIC PLAN FOR THE UNIVERSITY OF IOWA, 2010-2016  
ANNUAL PROGRESS REPORT, 2015

**STRATEGIC PRIORITY #1: STUDENT SUCCESS**

**Access and Enrollment Growth**

- Largest class in university history (5,241)
  - Most diverse (20.6% minority)
  - Highest GPA
- Ranked among top 10 Best Colleges for Veterans by *U.S. News and World Report* 2 years in a row
- Named a military-friendly school for 6<sup>th</sup> straight year
- First new residence hall since 1968 open for fall 2015; additional new hall under construction; third new hall being studied

**Affordability**

- Second lowest resident undergrad tuition in Big Ten
- Designated a “Best Buy” by *Fiske Guide to Colleges* for 11<sup>th</sup> straight year
- Extended Summer Hawk Tuition Grant
  - Students enrolled in three-year degree programs eligible for an additional summer session
  - Made almost 1100 awards totaling almost \$3.5M

**Improved Retention and Graduation**

- Record graduation rates (preliminary fall 2015 data)
  - Four-year graduation rate: 53.2%
  - Six-year graduation rate: 72.0%
- Iowa Degree in Three: 6 majors with accelerated programs available fall 2015

**Increased Students’ Academic Engagement**

- Record number of students or alumni (13) awarded Fulbright Awards to go abroad to conduct research, attend graduate school, teach English, or pursue other creative endeavors in 12 countries during 2015-16 – direct result of increased engagement between International Programs and colleges
- Developed 2 new TILE (Transform, Interact, Learn, Engage) classrooms, increasing the pool of TILE classrooms to 11
- All first-year students in living-learning communities

- \$1,000 study abroad scholarship for undergraduate Iowa residents
- Program innovation
  - BA and BS in Public Health
  - Minor in Translation for Global Literacy
  - Certificates: Large Data Analysis, Event Planning, Social Science Analytics
- New requirement in Engineering fall 2015 – all entering students required to take at least 3 SCH in the creative arts
- Tippie College of Business – undergraduate experiential graduation requirement approved Spring 2015 (RISE: Research, Internship, Study Abroad, Experiential course)

**Grad/Prof Student Success**

- High quality programs: 11 programs/specialty areas ranked in top 10 overall
- Degree completion rates for doctoral students improved from 57% for the cohort entering in the years 2001-2005 to 64% for the cohort entering in the years 2003-2007
- Restructured all major fellowships to provide larger numbers of students with targeted funding
- Program innovation
  - First ever open major undergraduate to graduate degree approved (Public Health)
  - Master’s in Business Analytics approved
  - Successful launch of Digital Humanities Certificate – expanded interdisciplinary opportunities for students
  - College of Law launched team-taught “legal capstone” course to expand experiential learning opportunities for third-year students
  - Online graduate certificate in Teaching English as a Foreign Language – for overseas English teachers and administrators
- Continued review of programs = 10 program actions taken



- Partnered with 3 additional Iowa colleges and universities for early matriculation 3+3 program in Law (total partnership agreements = 12)
- Enhanced Center for Teaching professional development program for teaching assistants and strengthened partnership with the Graduate College
- Held 2<sup>nd</sup> Careers Outside the Academy Conference and inaugural Three Minute Thesis (3 MT) competition
- 5 National Science Foundation Graduate Research Fellowship Program recipients

#### **Office of Teaching, Learning & Technology**

- Added staff resources to the Center for Teaching to support teaching
- Improved TILE training
- Published and presented the outcomes of the Large Lecture Transformation project at national and international conferences
- Won grants from NSF and Mellon Foundation for teaching innovations in STEM and digital humanities
- Participants on a grant from the Federal Government Office of Naval Research to enhance engineering education

#### **STRATEGIC PRIORITY #2: KNOWLEDGE AND PRACTICE**

##### **Invested in Faculty Cluster Hires**

- 7 clusters; 49 cluster faculty hired to date with new and matching funds
- Cluster Progress Highlights
  - Water Sustainability Initiative (WSI) faculty hold more than 30 active grants
  - WSI “Water Underground” exhibit toured with the UI Mobile Museum across the state to 48 communities in 36 counties, welcoming more than 33,000 visitors
  - Faculty in the Obesity Research and Educative Initiative (OREI) have partnered with leaders of UIHC’s childhood obesity clinic to conduct clinical research and patient education
  - Faculty in Genetics have published 44 articles in scientific journals and earned over \$26 million in grant support

- Genetics has developed educational opportunities for learners and educators of many ages – to educate participants about genetics and help inspire the next generation of genetics professionals
- Aging Mind and Brain Initiative (AMBI) faculty have participated with the Iowa State Extension and Outreach offices to deliver the Midlife and Beyond outreach program
- AMBI faculty have obtained 29 grants as principal investigators totaling \$6.4 million and 4 grants as co-investigators totaling \$4.2M
- The Digital Studio for Public Arts & Humanities co-hosted with the National Endowment for the Humanities an event that reviewed funding opportunities for humanity scholars and researchers; 1 Iowa and Midwestern colleges and universities participated

#### **Enhanced Processes for Monitoring/Rewarding Faculty**

- Implementing UI Academic and Professional Record (central database of faculty activities)
- Carver College of Medicine non-clinical faculty incentive plan revised and approved by Board

#### **Sponsored funding for Research**

- Combined public and private funding for research: \$438.5M in FY15, up 2% from previous year
- Total external funding, including gifts and grants through the UI Foundation: \$560.7M in FY15, up 9% from previous year
- Business/corporation research support up 28%

#### **STRATEGIC PRIORITY #3: NEW FRONTIERS IN THE ARTS**

##### **Rebuilding the Arts Campus**

- Art Building, Music Building, Hancher Auditorium on track to open in 2016

##### **Academics and Outreach**

- International Writing Program launched 2<sup>nd</sup> Massive Online Open-Enrollment Course (MOOC), “How Writers Write Fiction”
- College of Public Health partnered with Working Group Theater on *Out of Bounds* (a play about bullying) as a service learning opportunity for

- students, in collaboration with Cedar Rapids middle schools
- 300+ Art Share-sponsored events held throughout the state

#### **STRATEGIC PRIORITY #4: BETTER FUTURES FOR IOWANS**

##### **Educating Iowa**

- 45.3% of enrollments in for-credit continuing education at Regent universities are in UI programs
- Degree completion programs with 15/15 Iowa community colleges
- UI/Kirkwood partnership, AAS to BBA degree program
- STEM engagement – Kirkwood Regional Center opening fall 2015
- Significant expansion of Teacher-Librarian initiative – allows place-bound teachers to advance careers
- Quad Cities MBA-PM facility groundbreaking, spring 2015
- Implemented statewide online nurse residency program = 272 RNs enrolled in first 9 months

##### **Statewide Partners**

- STEM engagement – Iowa Governor’s STEM Advisory Council, Kirkwood Community College partnership
- Iowa Obesity Network (UI, ISU, UNI)
- Iowa Initiative for Sustainable Communities worked in Decorah/Winneshiek County, Iowa City, and Sioux City
- College of Engineering partnered with more than 160 Iowa-based companies on employee recruitment, research, faculty consulting, etc.
- College of Nursing continues to lead statewide Future of Nursing Action Coalition initiatives
- College of Public Health Business Leadership Network expanded to 44 Iowa counties

##### **Entrepreneurship**

- I-Corps program to accelerate commercialization of technologies developed by student and faculty inventors and entrepreneurs – funded by NSF, builds on work of JPEC’s Venture School
- Expanded delivery of Venture School advanced entrepreneurial training program to Cedar Falls,

- Cedar Rapids, Council Bluffs, Davenport and Des Moines while continuing programs in Iowa City
- Launched BA in Enterprise Leadership; will be available online in FY 2016
  - Continued to assist Iowa startups and existing small businesses through faculty/student consulting projects and internships through the Entrepreneurial Management Institute, the Iowa Innovation Associates and Institute for International Business
  - Expanded dissemination of Biz Innovator and recently created STEM Innovator high school entrepreneurship curriculum and teacher training programs
  - Enhanced support for student entrepreneurs through the formation of the Founders Club—featuring professional mentoring, technical and prototyping assistance, and strategic business planning assistance

##### **Engaged Scholarship**

- DeLTA Center/Obermann Center school readiness initiative “Get Ready, Iowa: Partnering to enhance the School Readiness of Iowa’s Children”

##### **Carnegie Community Engagement Classification**

- Selected to receive the 2015 Community Engagement Classification from the Carnegie Foundation for the Advancement of Teaching

##### **K-12 Engagement**

- 158 Iowa high schools registered with the Iowa Online Advanced Placement Academy (IOAPA); 667 online AP course semesters completed by Iowa high school students; 1,855 students registered for AP Exam Review
- Project Lead the Way (PLTW) grown to 24,060 Iowa students in 278 schools spanning 83 counties
- FIRST Tech Challenge grown to 192 Iowa teams; this year UI hosted State Kick-off, 55 league matches, 8 league championships, the Iowa State Championship (with 48 teams) and the North Superregional Championship in Des Moines (with 68 teams from 13 different states)

### Office of Outreach and Engagement

- Hawkeye Lunch & Learn lectures monthly in Des Moines and Iowa City; select lectures visited Rotary Clubs in state
- Theme Semester program launched
  - 2014-15 topic “Food for Thought”; 18 courses participated, 150+ events and activities on campus and in Iowa
  - 2015-16 topic “Just Living,” a social justice theme, currently being planned by cross-campus committee
- Iowa Initiative for Sustainable Communities (IISC) managed 33 community development projects in 3 communities (Decorah, Iowa City, Sioux City); involved 11 colleges and departments; more than 300 students and faculty completed more than 25,000 hours of work
- Iowa Resource Conservation & Development (RC&D) partnership held 5 statewide workshops in Des Moines and Iowa City providing expertise on economic development, cultural development, leadership, and nonprofit development; 15 community engagement projects established across 9 RC&D regions for 2015-16
- Collaborated with campus-wide STEM Outreach luncheon group; created online network and STEM at U Iowa communication resources
- Partnered on 10<sup>th</sup> Faculty Engagement Tour in spring 2015, visiting Boone, Atlantic, and Ft. Dodge with 40 faculty and staff

### Additional Outreach and Service Examples

- Iowa Flood Center’s Iowa Flood Information System (IFIS) provides flood condition information to more than 1,000 communities
- College of Pharmacy graduates in 96 Iowa counties, reaching ~80% of all Iowans
- More than 125,000 patient visits per year in the College of Dentistry, with particular attention to the underserved
- College of Law *pro bono* and community services through the Citizen Lawyer Program and clinical program
- Tippie College of Business students built 8<sup>th</sup> annual Habitat for Humanity house

## FOUNDATIONAL COMMITMENT #1: INCLUSION AND INTERNATIONALIZATION

### Student and Faculty Diversity

- Record diversity of incoming class (20.6%)
- Positive trends in faculty diversity
  - Women: 32.8% of TT faculty, 39.6% of total
  - Minorities: 20.7% of TT faculty, 20.3% of total

### International Students

- International students from 26 countries comprise 12 percent of the fall 2015 incoming class
- UI international students and their dependents contribute over \$125M to Iowa’s economy and created or supported 1,628 jobs in the state

### Study Abroad

- Positive impact on retention and success - undergraduate students in the class of 2013 who studied abroad were 25% more likely to graduate in 4 years than those who did not study abroad
- 2013-14: 874 undergraduate, 310 graduate/professional

### Student Success and Mentoring

- Storm Lake Program for first-generation students

## FOUNDATIONAL COMMITMENT #2: SUSTAINABILITY

### Operations

- No increase in energy consumption despite campus growth (8 new buildings since 2010)
- Renewable energy on target to be at 15% by end of 2015
- Waste diversion rate on target to reach 40% by end of 2015

### Education and Research

- Sustainability Certificate enrollment increased 12-fold from 2010 to 2014
- Launched unique media arts Climate Narrative Project
- Leopold Center for Sustainable Agriculture grant – developing Energy Sustainability Index

### Planning, Administration, and Engagement

- Iowa Initiative for Sustainable Communities worked in Decorah/Winneshiek County, Iowa City, and Sioux City

### Recognition

- 2015 “Governor’s Iowa Environmental Excellence Award” with special recognition in energy efficiency/renewable energy
- 2014 Iowa Recycling Association Award for Excellence in Recycling, “Best Public Education Campaign,” for University of Iowa’s RecycleMania campaign
- Silver Bicycle Friendly University award from the League of American Bicyclists
- American Conifer Society selected two University of Iowa conifer gardens as Reference Gardens for 2014
- UI recognized by U.S. Environmental Protection Agency
  - As a Top 30 On –Site Green Power Generator
  - As Collective Conference Champion for EPA’s 2014-2015 College & University Green Power Challenge
- AASHE STARS Gold - Among top 18% of colleges and universities
- 2014 Princeton Review top 300 Green Colleges and Universities

### FOUNDATIONAL COMMITMENT #3: COLLABORATION, ENTERPRISE, INNOVATION

#### Institutional Cost Savings and Efficiencies - TIER

- In implementation phase of TIER (Transparent Inclusive Efficiency Review) project
- Academic cases:
  - Strategic space utilization: Have a comprehensive scheduling policy to increase classroom capacity.
  - Strategic space utilization: Assess, each academic term, opportunities to remove unneeded offerings from schedules by developing a more efficient schedule that is more aligned with student needs
  - Academic programs organizational excellence: Ensure cost-effective delivery of student learning outcomes through better programmatic configurations, faculty mix, and mix of class sizes so that students can expeditiously complete their programs.
  - Academic programs student success: Increase access and more effectively serve the non-

traditional and place-bound student market through distance education online

- Business cases:
  - Finance: Create a Shared Services model for common financial transaction; estimated savings between \$1.4M and \$2.6M
  - Human Resources
    - Effective May 1, 2015, implemented policy to eliminate use of search committees for most searches for professional and scientific staff, with smaller search committees for high level positions
    - Upon validation of business case, redesign of distributed HR structure under way, to consolidate the role of Human Resource (HR) Unit Representatives and strengthen their reporting relationship to the Senior HR Leader and the Vice President for Human Resources
  - Information Technology
    - Created 16 projects to implement the IT recommendations adopted by the Board of Regents
    - Pool IT services such as server management, end-user support, help desk, identity management, web hosting, electronic storage, and network management in central IT and focus decentralized units on specialized needs and consulting.
    - Restructure central IT to organize pooled services under one team and use technology innovations for those services
    - Create a Chief Information Officer Council among the three institutions to identify potential opportunities to standardize application and reduce overlapping applications
    - Increase visibility and reporting of all IT activities
    - Create an inventory of applications used across campus and develop a process to manage the portfolio of applications to minimize duplication
    - Reduce printing expenses by moving printing from local desktop printing to network

printers and increasing the use of duplex printing

○ Sourcing and Procurement

- Developing recommendations to streamline the sourcing process and increase cost effectiveness
- Developing strategic sourcing savings opportunities cross seven key category areas with estimated savings of \$3-7M

○ Student Services

- Create an application portal for students who wish to apply to multiple institutions
- Standardized manual calculation of Regent Admission Index at each of the 3 universities (completed Feb. 2015)

**Other Institutional Cost Savings and Efficiencies**

- Population Health improvements continue to demonstrate a positive impact. Individuals moving to lower risk categories result in an estimated annual cost savings and cost avoidance of up to \$3M annually. The University of Iowa was one of four employers recognized through the C. Everett Koop National Health Awards.
- Continuing improvements in use of technology to increase efficiency and effectiveness this past year include: initial deployment of new employee compliance system, next generation workflow system, and HR systems automation.
- Early Retirement Incentive Program – FY 2015: 184 participants, \$27.5M in savings over 5 year period
- Consolidated 120 graduate program application processes to a single process, saving approximately \$150,000 per year
- Consolidated three faculty IT-support departments into the Office of Teaching, Learning & Technology
- Office of Teaching, Learning & Technology increased efficiency through updated technology such as moving faculty evaluations to an online system

**Inter-Institutional Cost Savings and Efficiencies**

- Held retreats (Feb and June) with ISU and UNI IT staff to identify and work on collaborative efforts.

**Facilities and Operational Innovation**

- Short payback project investments and UI Energy Control Center – cumulative savings of \$6.8M.
- Energy efficiency in UI design standards. The campus has received \$3.35M in incentives from utility providers for completed projects to date. Energy efficiency projects under this program have an annual cost avoidance of \$3.5M.
- Modernization of Bowen Science Building is projected to save more than \$1 million annually in energy costs when the final phase is completed in FY20.
- The early stages of Facilities Management’s innovative pilot project to examine the benefits of Big Data for fault detection and diagnostics (FDD) uncovered 29 “silent” equipment faults in one building. The repair improved building system efficiency and generated an estimated \$24,500 in annual energy savings.
- Rebates generated by energy management and curtailment have averaged about \$1.5 million annually, but now are growing due to our re-engineered operations which enabled the negotiation of \$1.1M in curtailment incentives alone.
- The Biomass Fuel Project is developing a regional energy stock in dedicated energy crops, such as Miscanthus. Our partnership with the Eastern Iowa Airport and Iowa State University led to the planting of 65 acres of Miscanthus at the airport.
- The Power Plant has readied its operations for the influx of wood chips, due to the prevalence of the Emerald Ash Borer in Iowa.
- A pilot project to test summer scheduling and use of classroom space resulted in an updated process that lowers electrical consumption in selected classrooms.

**Administrative Reorganization**

- Initiated major restructuring of the Graduate College administration to address budgetary and visionary challenges

- Facilities Management servers were moved to the ITS Data Center at a savings of approximately \$400,000, and will continue to save that amount every five to six years.
- Office of the Registrar reorganized by moving some IT support to Information Technology Services to improve efficiency and alignment of IT strategies
- Admissions office reorganization to increase efficiency and support focus on growing enrollment strategically

UNIVERSITY OF IOWA STRATEGIC PLAN SCORECARD

Key:



Satisfactory progress toward target



Unsatisfactory or no progress toward target

	Indicator	Base Actual (FY10 unless otherwise noted)	Year 3 Actual (FY15 unless otherwise noted)	Target	Progress
	University of Iowa Indicators				
UI 1	As part of the University's current comprehensive campaign, through July 1, 2016, raise \$200 million in private <b>gifts in support of student success</b> (scholarships, graduate fellowships, study abroad scholarships, etc.)	\$0 (FY 2008)	\$251,214,027 (FY 2009 through FY 2015)	\$200M	
UI 2	Maintain national stature as a research university by offering <b>graduate and professional programs of which at least 75% are ranked in the top 30 among</b> like public programs (as measured by <i>U.S. News &amp; World Report</i> rankings)	N/A	75.8% (25/33)	At least 75%	
UI 3	By 2016, launch* 7 <b>interdisciplinary faculty clusters</b> focused on solving important scientific, social science and humanistic challenges and improving society through the production of new knowledge and creative work (*as measured by at least one faculty member having been hired into the cluster)	0	1 new cluster FY11 3 added FY12 = 4 total 1 added FY13 = 5 total No hired into <i>new</i> clusters FY14 2 added FY15 = 7 total	7	
UI 4	As part of the University's current comprehensive campaign, through July 1, 2016, raise \$200 million in private <b>gifts in support of faculty excellence</b> (chairs, professorships, visiting fellows, professional development)	\$0 (FY 2008)	\$227,095,430 (FY 2009 through FY 2015)	\$200M	
UI 5	By 2016, 75% progress towards completing new <b>facilities and educational offerings that transform arts education and outreach</b> at The University of Iowa	2%	65%	75%	
UI 6	Establish <b>degree completion programs</b> with all 15 Iowa community colleges	8	15	15	
UI 7	By 2016, <b>divert 40% of the university's waste</b> through recycle, reduced production and food capture programs	24%	41%	40%	
UI 8	By 2016, achieve 25% <b>renewable energy consumption</b>	11%	14%	25%	
UI 9	By 2016, have more than 1M annual e-transactions	633,356	916,423	1,000,000	
UI 10	By 2016, have 100% of all potential <b>joint purchase opportunities</b> competitively bid with large group rates	95.0%	98.5%	100%	

# IOWA STATE UNIVERSITY

## Strategic Plan Progress Report / October 2015

### Serving a Growing Student Body

Iowa State provides an excellent education and student experience.

- 120 new faculty hired for Fall 2015, including 16 Presidential High Impact Hires with expertise in soil science, real estate economics, multicultural education, food safety, human obesity, and big data
- Expecting a 7th consecutive year of record enrollment; 49% of undergraduates are pursuing degrees in STEM disciplines
- Investments to enhance students' experience, including more buses, wireless capability, and student advising
- Biosciences facilities project supports students and faculty in 6 departments; legislative support for Student Innovation Center will create "maker spaces" for students in a wide variety of disciplines
- Sidewalk and lighting improvements on Osborn Drive ease congestion and accommodate more students at peak times
- New Student Loan Education Office helps students better use financial aid, and mitigate student debt after graduation
- Enhancements to classroom scheduling, and physical renovations to incorporate technology and "right-size" classrooms
- Presidential initiative to transform 80 face-to-face courses into flipped, hybrid, or blended approaches will improve classroom utilization and adoption of online instruction
- Implementing predictive advising analytics to improve retention and graduation rates for at-risk students
- Upcoming strategic planning process will balance needs of students and all Iowans, while preserving land grant ideals of academics, research, and extension and outreach

### Addressing Local and Global Challenges

Iowa State research addresses society's most pressing needs.

- A record \$425 million in external research funding in FY2015; federal awards up 7%, to \$224 million
- Presidential Initiative for Interdisciplinary Research led to \$57 million in grant applications and \$3 million in new funding to Iowa State in FY2015; overall totals include \$190 million in applications, \$24 million in new funding
- The National Institute of Standards and Technology awarded a 5-year, \$20 million grant to establish a Forensic Science Center of Excellence at Iowa State
- A new Grants Hub helps researchers submit and administer their first grants, and helps teams of researchers seek large awards
- Agriculture and forestry programs ranked in the top 10 for the third consecutive year, and veterinary medicine ranked 35th, in QS' *World University Rankings by Subject*
- Fashion design and merchandising programs named among the nation's best by *Fashion School Career Advice*
- ISU cybersecurity researchers are developing the nation's first middle and high school curriculum for computer security literacy



**Catherine Kling**, Charles F. Curtiss Distinguished Professor of Agriculture and Life Sciences, was elected to the National Academy of Sciences in 2015. Kling has made numerous contributions to natural resource and environmental economics, conducting innovative research to help guide the design and implementation of conservation policies. She is the 11th Iowa State faculty member, and the first woman at the university, to receive this prestigious honor.



The **Iowa Monarch Conservation Consortium**, a collaboration of the College of Agriculture and Life Sciences, Iowa Department of Agriculture and Land Stewardship, and Iowa Department of Natural Resources, is taking a science-based approach to enhancing butterfly reproduction and assisting community efforts.



## Serving Iowans

### Iowa State helps businesses grow, spurring Iowa's economy.

- Iowa State faculty and staff are helping Iowans respond to the 2015 avian influenza outbreak through the university's Veterinary Diagnostic Laboratory, Center for Food Security and Public Health, Egg Industry Center, and Extension and Outreach programs
- 183-acre ISU Research Park expansion, anchored by the economic development core facility, will include services such as child care, health care, financial services, and a fitness center. Vermeer and Boehringer Ingelheim have buildings under construction
- 1,548 businesses from 97 Iowa counties worked with the Center for Industrial Research and Service in 2014, generating \$386 million in total economic impact, and adding or retaining 5,150 jobs
- The Small Business Development Center worked with more than 2,600 clients in 2014, helping start 251 new businesses, add 1,200 jobs, increase sales by \$50 million, and raise \$52 million in capital
- Iowa State's 2014 Bachelor's graduates enjoyed an overall 95% placement rate within six months of graduation; of those who were employed, 66% of Iowa students, 26% of nonresidents, and 19% of international students remained in Iowa to begin their careers
- Master's and Ph.D. graduates enjoyed 96% and 95% placement rates, respectively. Of Master's graduates who were employed after graduation, 54% are employed in Iowa, including 82% of Business graduates; 75% of Iowa residents, 25% of nonresidents, and 19% of international students were employed in Iowa
- New Graduate College career services department focuses on the unique needs of master's and doctoral students
- Ames named a top destination for STEM graduates by NerdWallet
- Iowa State is bringing the Iowa Caucuses to worldwide audiences through a free MOOC (massively open online course)

## Serving Diverse Students, Faculty & Staff

### Iowa State improves access and retention for low-income students.

- ISU 4U Promise program with Des Moines Public Schools provides scholarships for low-income and racial and ethnic minority students to attend Iowa State
- Record diversity on campus - U.S. multicultural and international students represent 23% of the student body
- A new Peace Corps Prep program prepares students in Global Resource Systems to represent their country abroad
- Iowa State, a *Military Times* 2015 Best College for Veterans, was designated as a Home Base Iowa Certified Higher Academic Military Program, and established a Military Credit Liaison Committee to foster veterans' academic success
- Department of Mathematics received the American Mathematical Society's award for exemplary achievement for its effectiveness in diversity and inclusion programs
- Language and Cultures for Professions program prepares students for learning, living, and working globally

## Outstanding students



**Catherine Meis** of Le Mars was named a 2015 Goldwater Scholar, the nation's premier undergraduate award in mathematics, natural sciences and engineering. Meis, who is majoring in materials engineering with a minor in bioengineering, will use her scholarship to pursue a Ph.D. researching the biomedical applications of materials.



**Hanyu Yangcheng**, a graduate student in food science and human nutrition, won the top prize in the Institute of Food Technologists Global Student Innovation Challenge. Yangcheng's KIK food stabilizer system can be used in dairy desserts to improve texture and feel, increase stability and shelf life, and enhance sweetness.



**University of Northern Iowa**

“Leadership and Innovation for the Future:  
Transforming Opportunities into Reality”

UNI continues to provide an excellent educational experience for students and fulfill our mission to “provide transformative learning experiences that inspire students to embrace challenge, engage in critical inquiry and creative thought, and contribute to society.”

2014-15 UNI Strategic Plan Accomplishments



## GOAL 1:

**Be a leading undergraduate public university that provides a strong liberal arts foundation.**

UNI *is* Iowa's comprehensive public university. Our faculty and staff recognize and embrace the importance of academic excellence and a strong liberal arts foundation. More than ever, employers in Iowa and across the country and world acknowledge the importance of critical thinking, strong communication skills, working with diverse populations and understanding a collaborative approach to solving problems. At UNI, students receive a rigorous and dynamic collegiate experience from dedicated professors and staff.



### FACULTY EXCELLENCE EXAMPLES

- Two UNI faculty members, Adrienne Stanley (Mathematics) and JoAnn Schnabel (Art) were named Fulbright Scholars for 2014-15.
- Three National Science Foundation awards were received by faculty members in Geography and Earth Science in 2015.
- UNIBusiness professor Dennis Clayson (Marketing) was named Marketing Educator of the Year by the Marketing Educator's Association.
- UNIBusiness professor Shahina Amin (Economics) and her colleagues have taught the Local Labor Market Workshop, which celebrated its 25th year and has reached more than 800 Cedar Valley area teachers.
- Eleven UNI Elementary Education majors partnered with Iowa's Lakeside Laboratories to deliver day camp curriculum during the summer course Teaching Elementary School Science. Dr. Beth vanMeeteren (Director of the Regents' Center for Early Developmental Education) developed a two-week, on-campus component for the course, then the students traveled to Milford where they supported Ms. Jane Shuttleworth, Lakeside Labs Education Coordinator, in delivering life science projects to elementary school children enrolled in day camps.
- Amy Petersen (Special Education) chaired the 2015 Institute for Inclusion and Communication held on campus this summer. Local and national presenters included Tracy Thesher, featured in the documentary *Wretchers & Jabbers*, Sue Rubin, featured in the documentary *Autism is a World*, Pascal Chen, Marilyn Chadwick, Darlene Hansen and Kathy Snow, authors of *Disability is Natural*.
- Annette Lynch (Director of the School of Applied Human Sciences & Professor, Textiles and Apparel) was recognized as a Title IX Champion by the American Association of University Women. The award celebrates advocacy that supports and advances gender equity in education.
- Xavier Escandell (Sociology) was accepted into the National Endowment for the Humanities summer seminar series. He was one of only 16 scholars selected to participate in the five-week seminar *The Cross-Border Connection: Immigrants, Emigrants and their Homelands*, which was held at the University of California, Los Angeles.
- Sarah Diesburg and Ben Schafer (Computer Science) were selected as recipients for the 2015 NCWIT Engagement Excellence Award. This award, given yearly, recognizes authors whose curricular materials have been submitted to the elite EngageCSEdu collection and demonstrate not only

### RANKINGS AND HONORS

- UNI is one of the best colleges and universities in the Midwest according to The Princeton Review.
- Second in the “Best-Regional Universities (Midwest)” category for public universities in the U.S. News & World Report’s 2016 Ranking.
- The UNIBusiness Real Estate Program is ranked #12 in the nation.
- AffordableCollegesOnline.org ranked UNI #1 in Iowa and #18 in the nation in 2014-15, based on affordability and quality of distance education offerings.
- BestColleges.com ranked UNI #17 in the nation on its 2015 list of “Top Online Masters in Education Programs.”
- G.I. Jobs Magazine and the Military Advanced Education’s 2015 Guide to Military Friendly Colleges & Universities designated UNI as a Military Friendly School for the fifth year. UNI was also named to Military Times “Best for Vets: Colleges 2015” rankings.
- Top Graduate School in Education from U.S News & World Report 2015.
- UNI was awarded the Carnegie Community Engagement classification, one of only 47 public institutions in the nation to be selected for this honor.
- UNI is the only public university in the state of Iowa on the 2014 President’s Higher Education Community Service Honor Role.

excellence in CS content and pedagogy, but utilize research-based engagement practices to make computer science relevant and meaningful for students.

- Gretta Berghammer (Theatre) developed a theatrical production titled WONDERland, which was targeted to K-6 students on the autism spectrum.

### STUDENT ACHIEVEMENT EXAMPLES

- Two UNIBusiness students, Joe Noonan (Management) and Jay Fruechte (MIS) traveled to Monaco to meet co-founders of Stüdnét, a Web-based platform that offers students purposeful cross-cultural networking and professional skill development, exposure to different countries’ organizational practices, and international internship and job opportunities not available through traditional means.
- Emily Brodie, an English education, TESOL teaching major from Roland, Iowa, will gain international experience teaching students in Southeast Asia.
- The University of Northern Iowa’s American Advertising Federation (AAF) student chapter took home first place at the 2015 AAF District 9 National Student Advertising Competition (NSAC).

- Matt Mullesch (Electrical Engineering Technology senior) took first place in the Haig Vahradian Technology Challenge, a Jeopardy-style competition testing one’s knowledge of technology, management and applied engineering. Fraiser Dew (Technology and Engineering Education freshman) placed third in the challenge.
- Daniel Yehieli (with majors in Criminology, Global Studies: Conflict & Human Rights, and Global Studies: Global Health), now a Second Lieutenant in the Army, was awarded the Governor’s Cup, awarded each year to the top students in the 10 ROTC programs within Iowa. He was also the recipient of the Distinguished Military Graduate award which represents the top 10% of all 5,300 ROTC graduates in the nation this year.
- Rachel Gregory and Kerri Robinson (Masters in Public Policy) spearheaded bringing an American Association of University Women (AAUW) program to campus. Elect Her – Campus Women Win helps recruit young women to consider running for elected office, whether it be for student government, or eventually in local, state or national positions. This year, the national campaign held trainings on 50 campuses, and UNI was selected to be the first site in Iowa due to the efforts of Rachel and Kerri.

## GOAL 2:

**Provide rigorous and relevant graduate education that meets the needs of graduate students, the university and the community.**

Graduate education at the University of Northern Iowa provides selected programs of advanced study, research and creative activity grounded in a personalized and diverse graduate community that prepares successful practitioners, scholars and professional leaders.

- UNI offers more than 50 graduate programs on-campus, online or blended instruction (online with some on-campus requirements) to serve constituencies throughout the state and the world.
- The UNI MBA program is accredited by the Association to Advance Collegiate Schools of Business (AACSB International), the gold standard of business school accreditation, and was named “Best Business School” by the Princeton Review for nine consecutive years.
- UNI Master of Accounting students’ first-time CPA pass rate on all four sections of the Uniform CPA Examination is more than six times the national average.
- The UNI Rod Library implemented an Institutional Repository called UNI ScholarWorks to host and display the works of UNI faculty and students. There were almost 7,000 downloads in the first year.
- The UNI School Psychology Program is the only program in Iowa emphasizing preparation of specialist level school psychologists to work in school settings. Approximately one in four Iowa school psychologists is a UNI graduate.
- Graduate students have presented their research at such conferences as the TESOL International Conference, Annual Association for Behavior and Cognitive Therapies Convention, the Central States Communication Association, National Association of Student Personnel Administrators, as well as the Annual New Frontiers in Graduate History Conference.
- UNI Speech-Language Pathology master’s students had a 100% pass rate on the required exams for clinical competence by the American Speech-Language-Hearing Association National Praxis Examination.
- The graduate Teaching English to Speakers of Other Languages (TESOL) program is designed for K-12 teachers to enhance their skills and employability. Alumni teach at community colleges, intensive English program, and overseas in 20 countries.





## GOAL 3:

### Lead the state and nation in preK through 12 education.

The University of Northern Iowa proudly acknowledges its lead in the state in preK through 12 education as evidenced by numerous accomplishments and accolades.

- The UNI Principalship Program has achieved record enrollment in each of the past three years. In July 2015, our largest group ever completed their Advanced Studies Certificates/Masters of Arts in Education and are eligible to become preK through 12 principals in Iowa.
- Approximately 37% of Iowa's school principals and superintendents earned their credentials at UNI.
- UNI offered more than 20 summer camps for K-12 students in 2015, in topics as diverse as music, robotics, athletics, tall-grass prairies, digital storytelling and leadership.
- The Sturgis Youth Theatre is in its 15th season and hosted Spectrum Theatre, where each session was carefully designed to enhance creative expression of children with Autism Spectrum Disorder (ASD).
- UNI hosted the 51st annual Iowa High School Model United Nations Spring Conference.
- The Department of Physics faculty and students again hosted the State of Iowa Physics Competition for high school students, as well as the AEA 267 Regional Physics Competition.
- In partnership with a local elementary school, UNI's Teaching Educators about Mathematics organization delivered its 9th annual Math Fair for 4th-6th graders in April 2015.
- UNI hosted the 47th annual Elementary Literacy Conference in April 2015.
- UNI again hosted a Spotlight on STEM Day to showcase award-winning math and science projects that integrate technology into preK through 12 classes.
- In collaboration with the Mount Pleasant Community School District, UNI developed and launched a project on Inclusive Education as an in-service program for classroom teachers.
- The UNI Center for Educational Transformation was designed and created to continue and maintain UNI's long-standing tradition and commitment to educational research and development.
- The Technology and Teachers: Promoting Accessible Learning (T2PAL) Center provides UNI preservice teachers, faculty, staff and local teachers with the tools necessary for making learning achievable and accessible to all preK through 12 students, regardless of abilities.
- UNI Research and Sponsored Programs provided \$9.9 million in preK through 12 education support funds, including a \$1.6 million FY 15 addition to the \$1.0 million federally funded Teacher Quality Program, and \$1.0 million in Iowa teacher professional development programs run by just four of the many UNI faculty involved in professional development activities.

## GOAL 4:

### **Create and maintain an inclusive educational environment that prepares students to thrive in a diverse global environment.**

Diversity and inclusion remain a significant institutional goal and core value. Campuswide, faculty, staff and students work to create a more inclusive, welcoming environment for all. UNI hosts multiple events and trainings related to diversity every year for faculty, staff and students. We also present Diversity Matters awards in our annual Town Hall on diversity every year for persons on campus who are making a difference in creating and maintaining an inclusive environment at UNI.

- The UNI Rod Library received the Latino Americans: 500 Years of History grant, giving the library \$10,000 toward programming to help students explore the rich and varied experiences of Latinos in the United States.
- In the summer of 2015, UNI hosted the first group of Mexican students from the Proyecta 100,000 initiative as part of the United States - Mexico higher education bilateral program.
- A group of UNIBusiness students visited Ireland this summer to earn Six Sigma Green Belt certification, a highly sought after certification for business students. Not only did students receive training, they also experienced working for international companies, giving them a better global perspective as well as a new perspective to apply to problem solving.
- UNI CIEP enrolled 44 Brazilian undergraduate students as part of the Brazil Scientific Mobility Program (BSMP), sponsored by the Brazilian Ministry of Education and Ministry of Science and Technology.
- UNI hosted its 9th annual African-American Read-In for UNI students and Cedar Valley youth, as well as the fourth annual Conference on African-American Children and Families.
- The Adapted Sports Camp was held at UNI for young athletes, second grade through high school, with various lower limb disabilities who use wheelchairs for adapted sports.
- Associate professor of communication studies, Francesca Soans, and Robert Neymeyer, student supervisor at the Grout Museum District, received the 2014 Loren Horton Community History Award for "Sons of Jacob Synagogue." The pioneering documentary explores the histories and experiences of the Jewish community in Waterloo, from the early immigrants seeking new opportunities and freedom from persecution to the present day.
- In an effort to internationalize STEM education, UNI CIEP welcomed South Korean students to participate in the CIEP Cultural Immersion Program with a STEM component as part of UNI's partnership with Kyungpook National University (KNU) in Daegu, Korea.



## GOAL 5:

### Enhance the economic, social, cultural and sustainable development of the state.

The UNI Regional Business Center provides leadership on behalf of the university in serving entrepreneurs and small business owners statewide. Various departments and student organizations also contribute to the social and cultural development of Iowa.

- UNI's chapter of Dance Marathon raised more than \$275,000 for Children's Miracle Network Hospitals.
- The UNI Regional Business Center received a Gold Excellence in Economic Development Award for its 2014 project in the category of entrepreneurship for communities.
- In FY15, 39% of the research and sponsored program awards at UNI were for Public Service projects that strengthened UNI's ties to the Iowa community and had statewide beneficial impacts. Examples include the Food Waste Composting Education Program for Iowa landfill and Latino Americans: 500 Years of History.
- UNI hosted the Midwest Summer Institute on Inclusion and Communication for all for educators, families, support personnel and researchers.
- UNI continues to host the Iowa High School Athletic Association football playoffs.
- The Iowa Thespian Festival is an annual event sponsored by the Iowa Educational Theatre Association. For the past five years, the Department of Theatre has hosted the event at various locations on the UNI campus for more than 1,000 theatre students across the state of Iowa.
- The UNIBusiness Pi Sigma Epsilon chapter partnered with UNI dining centers and the local food bank to help area families in need during holiday season.
- The Geographic Alliance of Iowa (housed in the Department of Geography) is the only organization in the state to provide systematic, credit-bearing professional development specifically for Iowa K-12 geography/social studies educators. With a membership that includes educators in all 99 counties and 80% of Iowa school districts, the GAI directly supports the tradition of K-12 education at UNI as well as being a subsidiary of National Geographic, advancing National Geographic's efforts to improve geography education and make a positive change in our world.
- UNI is participating in the Green Iowa AmeriCorps program for the 7th year. Based out of UNI, they offer comprehensive energy services to underserved populations across the state of Iowa.
- The UNI Panther Plot is an on-campus vegetable garden organized and maintained by students of all disciplines and majors. Beyond simply growing and harvesting the produce, the students give back to the community by donating portions of each harvest to several community resources, including the Northeast Iowa Food Bank.
- UNI's Tallgrass Prairie Center continues to assist with the development of county plans for integrating and managing roadside vegetation. The 2015 Iowa Prairie Conference was held on the UNI campus. Hosted by the Tallgrass Prairie Center, the conference included a variety of symposia, field trips and social events. More than 200 registrants attended the conference, including natural resource practitioners, educators, students and prairie enthusiasts.
- The UNI 2+2 partnership with Des Moines Area Community College reached a 20-year milestone of continuous collaboration from 1995-2015. The program provides a pathway for DMACC graduates to earn an Elementary Education degree via off-campus and online coursework.
- Recruiting has begun for newly created distance education programs in Early Childhood Education, Literacy Coaching, Art Education and Public Policy.
- UNIBusiness professor Shahina Amin (Economics) and her colleagues have taught the Local Labor Market Workshop, which celebrated its 25th year and has reached over 800 Cedar Valley area teachers.



## GOAL 6:

### **Ensure accountability, affordability and access.**

UNI is committed to providing access to the population of Iowa through on-campus, distance and online education. Accountability and locating efficiencies remain integral to our mission. UNI also continues to keep affordability as an important consideration.

- UNI's student loan indebtedness has decreased by 13% since 2010.
- UNI assists students in money management and responsible borrowing through a course called "Live Like a Student."
- During the 2014-15 academic year, 36% of full-time undergraduates were employed on campus.
- UNI's Center of Urban Education (UNI-CUE) has continued to help students learn about college and prepare them for college. UNI-CUE collaborates with other university departments and community programs to match its resources with community needs.
- UNI is #4 of all public universities in the nation administering the Federal TEACH Grant Program for students planning to teach in a high-need field.
- UNI was ranked one of the top 100 "Best Values in Public Colleges" by Kiplinger's Personal Finance for 2015 because of its high four-year graduation rate, low average student debt at graduation, financial aid options and overall great value.
- The Washington Monthly College Guide ranks UNI 65th in the nation out of 684 Master's colleges and universities, and 38th on their list of Master's universities that are the Best Bang for the Buck, and in the top 100 for all universities.
- AffordableCollegesOnline.org ranked UNI #1 in Iowa and #18 in the nation in 2014-15, based on affordability and quality of distance education offerings.
- UNI is working collaboratively with the Iowa Department of Education, Upper Iowa and Morningside College to develop a program to meet the immediate needs of approximately 600 teachers in the state affected by recent changes in licensure requirements. This program will provide Iowa teachers affordable access to high quality instruction with the university as the lead institution.
- UNI was one of only 24 institutions in the nation to receive the highest score (99 out of 99) on the Princeton Review's 2016 Green Rating Honor Roll.