

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 address 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.”

Institutional leaders will provide brief oral updates. The institutions’ progress reports are attached to this memo. (Attachments A-C)




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 goals identified with the common academic indicators were established by each Regent university. The performance data that met or exceeded the goal are identified in green.




BOARD OF REGENTS GOALS¹

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




2010-2011	SUI	ISU	UNI
Target undergraduate Tuition Set-Aside for Iowa residents with need	\$12,823,378	\$14,112,351	\$6,274,951
Amount over (or under) of Goal 1 target - additional undergraduate Tuition Set-Aside allocated for Iowa residents with need	\$385,442 	\$951,005 	\$450,865 

¹ Dashboard legend: Green = annual target achieved; 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.

2010-2011	SUI	ISU	UNI
Target 6-Year graduation rates of minority students	61.5%	61.7%	48.8%
Actual 6-Year graduation rates of minority students	60.9% 	62.4% 	47.2% 




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

2010-2011	SUI	ISU	UNI
Target 4-Year graduation rates	47.4%	40.0%	38.0%
Actual 4-Year graduation rates	47.0% 	37.6% 	34.7% 




- ◇ 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.

2010-2011	SUI	ISU	UNI
Target number of students enrolled in credit courses available through distance education	11,922	6,182	7,846
Actual number of students enrolled in credit courses available through distance education	12,502 	6,806 	7,928 

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


2010-2011	SUI	ISU	UNI
Number of undergraduate academic programs (degree majors)	66	112	76
Number of undergraduate academic programs with a student outcomes assessment plan that includes targets of collecting and using assessment results	40 (60.6%) 	47 (42.0%) 	74 (97.4%) 
Number of undergraduate academic programs with a student outcomes assessment plan but no established targets for collecting and using assessment results	12 (18.2%)	41 (36.6%)	0 (0.0%)
Number of undergraduate academic programs without a student outcomes assessment plan but which are in discussion	13 (19.7%)	24 (21.4%)	1 (1.3%)
Number of undergraduate academic programs without a student outcomes assessment plan	1 (1.5%)	0 (0.0%)	1 (1.3%)

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

2010-2011	SUI	ISU	UNI
Target average annual increase of total sponsored funding ²	2% (\$407.2M)	2% (\$289.4M)	2% (\$30.7M)
Actual average annual increase of total sponsored funding	5.5% (\$450.9M) 	7.0% (\$345.2M) 	6.2% (\$37.9M) 

² Using a three-year rolling average.

- ◇ Goal 8. Iowa’s public universities and special schools shall be increasingly efficient and productive.

2010-2011	Number of Inter-Institutional Projects
Target number of inter-institutional improvement projects per year	4
Actual number of inter-institutional improvement projects	15 ³ 

Suggested Projects 2010-2011 ⁴	Joint Savings	SUI Savings	ISU Savings	UNI Savings
Joint utilities response to environmental regulatory changes	Jointly hired consultant; savings unknown			
Joint purchasing agreements – MRO Contract, Disaster Recovery Services, Green Cleaning Chemicals, Maintenance Services	8 collaborative purchasing contracts - projected savings of more than \$1.1 M		\$997,396	
Software licensing	\$25,000 annually; collaborative standardized review process refined	CIC pricing passed on to ISU and UNI		
Joint hardware/software bids	\$262,000 over 3 years			
Printing efficiencies – right-sizing Regent direct delivery of printing services				
Workers Compensation reorganization	Potential for \$500,000-\$750,000 annually; projected extended – requires DAS input			
Consolidated e-mail	\$200,000 annually			
Alternative delivery	Potential for \$5M annually; requires legislative action			
Electronic bidding documents	Potential for \$500,000-\$600,000 annually; projected extended – requires legislative changes			
Cooperative investment programs	No savings identified			
Bond refinancing		\$591,946	\$2,843,166	\$1,083,980
Life and accidental death & dismemberment products				
Administrative systems collaboration				

³ Fifteen major projects were identified and explored; not all could be completed or resulted in dollar savings.

⁴ Table 8 prepared by Patrice Sayre.



Strategic Plan Progress Report 2011

RENEWING THE IOWA PROMISE: "GREAT OPPORTUNITIES—BOLD EXPECTATIONS"
The Strategic Plan for The University of Iowa, 2010-2016

ANNUAL REPORT ON PROGRESS, FALL 2011

FOUNDATIONAL COMMITMENTS

COMMITMENT #1: INCLUSION AND INTERNATIONALIZATION

Student and Faculty Diversity

- Record diversity of incoming class (14.2%)
- Positive trends in faculty diversity

International Students

- Record percentage of international students in incoming class (10.6%)
- State-wide, contribute \$250M to Iowa's economy

New General Education Requirements

- International and Global Issues
- Values, Society, and Diversity

Study Abroad

- Positive impact on retention and success
- 2009-10: 912 undergraduates, 453 graduate/professional students (a record)
- 2010-11: 907 undergraduate, 441 grad/prof

COMMITMENT #2: SUSTAINABILITY

2020 Vision

- 7 ambitious goals for sustainability
- Sustainability Partnership Program agreement with EPA

Building Smarter and Greener

- LEED certification for new construction and major renovations

Energy Conservation

- Energy Control Center "dashboards" – live displays of energy usage for all buildings

Materials and Recycling

- As of August 2010, recycling available in all residence halls

Renewable Energy

- Biomass Fuel Project
- Sustainable Energy Discovery District

Sustainability in the Curriculum/Learning Opportunities

- Sustainability certificate – high demand, new courses
- Held workshop to help instructors integrate sustainability into the classroom
- Countless opportunities for students to participate in sustainability-related research, projects, and volunteer efforts

(continued)

Sustainability in Economic Development, Research, and Outreach

- Iowa Initiative for Sustainable Communities – students and faculty collaborating with Iowa communities
- Iowa Flood Center funding to support research to help Iowa communities
- Collaborating with other Regent universities on a major outreach-focused grant proposal

COMMITMENT #3: COLLABORATION, ENTERPRISE, INNOVATION

Program Restructuring to Promote Efficiency

- Created the Division of World Languages, Literatures, and Cultures
- Merged two departments into new Department of Health & Human Physiology

Instructional Productivity

- FTE down, student credit hours (SCH) up
- SCH/FTE up 10.5% since 2005

Institutional Cost Savings and Efficiencies

- Sustainability efforts lead to efficiencies (*e.g.*, energy conservation)
- Paperless "e-transactions" growing toward one million per year
- Lowest ratio of executive/administrative staff to total staff in the Big Ten

Inter-Institutional Cost Savings and Efficiencies

- Conducted a review of software licenses at Regent universities for potential savings
- Investigated joint contracting opportunities
- Reviewed leave programs for more effective and consistent application of policies
- Investigated potential cost-savings in worker's compensation program
- Working with UNI to implement UI-developed applicant tracking system



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STRATEGIC PRIORITIES, 2010-2016 (THE “FOUR PILLARS”)

PILLAR #1: STUDENT SUCCESS

Access and Enrollment Growth

- Record size, diversity, preparation of incoming classes
- Recruiting activities in focused markets; created recruiting materials in Spanish & 6 other languages

Affordability

- Lowest resident undergrad tuition in Big Ten (ex. Nebr.)

Improved Retention

- Established an Office of Retention
- Launched On Iowa! immersion program
- Early intervention helping to improve retention
- New supplemental instruction program for students in critical “gateway courses”
- Record retention & graduation rates

Increased Students’ Academic Engagement

- 4 new living-learning communities
- 122 first-year seminars (# tripled since 2008-09)
- TILE (Transform. Interact. Learn. Engage.) classrooms/learning commons spaces
- Increased funding to Iowa Center for Research by Undergraduates

Outcomes Assessment

- Hired director of assessment
- First annual assessment report

Alcohol Safety

- Established Alcohol Harm Reduction Plan
- Created Harm Reduction Committee, appointed coordinator of campus initiatives

Grad/Prof Student Success

- High quality programs: >75% in top 30 publics
- 13 degree programs closed; additional programs realigned for efficiency and synergies
- 11 new programs (subtracks, certificates, 1 degree)
- Career advising incorporated in development programs

PILLAR #2: KNOWLEDGE AND PRACTICE

Invested in Faculty Cluster Hires

- 5 active clusters, ~50 lines allocated
- Smaller investment in “runners-up”

Enhanced Processes for Monitoring and Rewarding Faculty

- Developed review procedures with deans & Faculty Senate (post-tenure)

(continued)

- UI Academic and Professional Record – creating central database of faculty activities

Sponsored funding for Research

- Steady despite downturn in federal funding
- Second-highest annual total ever (\$456.6M)

PILLAR #3: NEW FRONTIERS IN THE ARTS

Rebuilding the Arts Campus

- Working together to move forward on building, renovation, mitigation
- Aligning campaign priorities with arts campus needs

Initiated Unified Arts Vision

- Sponsored unified Arts@Iowa campus website
- Coordinating with Liberal Arts & Sciences

MFA in Book Arts

- An example of creating synergies by bringing diverse programs together
- Fully subscribed in its first year

Hired UI Museum of Art Director

- Renewed relationship with academic units
- Restarted faculty art show at Figge

PILLAR #4: BETTER FUTURES FOR IOWANS

Degree completion programs

- FY 2011 added Southwestern, Iowa Western, and North Iowa Area community colleges (CCs)
- This summer added Northwest Iowa, Southeastern, and Northeast Iowa CCs (total = 13)

Expanded Distance Education Programs

- New online Bachelor of Business Administration (BBA)
- 47% of enrollments in for-credit continuing education at Regent universities are in UI programs

Provost’s Committee on Engagement

- Articulate a UI vision and priorities that is supportive of academics
- Consider whether to pursue Carnegie community engagement classification


Faculty Clusters


- All clusters directly benefit Iowans

Digital Studio for the Public Humanities

- Inaugural director appointed











Key:

 - Satisfactory progress toward target

 - Unsatisfactory or no progress toward target

University of Iowa Strategic Plan Scorecard

As of September 2011

	Indicator	Base Actual (FY10 unless otherwise noted)	Year 1 Actual (FY11 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 gifts in support of student success (scholarships, graduate fellowships, study abroad scholarships, etc.).	\$0 (FY 2008)	\$121,899,195 (FY 2009 through FY 2011)	\$200M	
UI 2	Maintain national stature as a research university by offering graduate and professional programs of which at least 75% are ranked in the top 30 among like public programs (as measured by <i>U.S. News & World Report</i> rankings).	N/A	79.4% (27/34)	At least 75%	
UI 3	By 2016, launch* 7 interdisciplinary faculty clusters 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	7	
UI 4	As part of the University's current comprehensive campaign, through July 1, 2016, raise \$200 million in private gifts in support of faculty excellence (chairs, professorships, visiting fellows, professional development).	\$0 (FY 2008)	\$84,519,731 (FY 2009 through FY 2011)	\$200M	
UI 5	By 2016, 75% progress towards completing new facilities and educational offerings that transform arts education and outreach at The University of Iowa.	2%	5%	75%	
UI 6	Establish degree completion programs with all 15 Iowa community colleges.	8	10	15	
UI 7	By 2016, divert 40% of the university's waste through recycle, reduced production and food capture programs.	24%	29%	40%	
UI 8	By 2016, achieve 25% renewable energy consumption .	11%	11%	25%	
UI 9	By 2016, have more than 1M annual e-transactions .	633,356	700,260	1,000,000	
UI 10	By 2016, have 100% of all potential joint purchase opportunities competitively bid with large group rates.	95.0%	97.0%	100%	

**IOWA STATE UNIVERSITY
2010-2015 Strategic Plan in Action**

Each of the Regent institutions is charged with pursuing the same tripartite mission of teaching, research, and service, and in addition, each is charged “to seek different areas of specialty and emphasis” so that each provides a unique education and engagement opportunity for the citizens of the state of Iowa. Under the provisions of the Morrill Act of 1862, the State of Iowa designated Iowa State as the nation’s first land-grant institution. The Act established the land-grant ideals that higher education should be accessible to all, regardless of race, gender, or economic circumstance, and that the university should teach liberal arts and practical subjects to provide an outstanding quality of life for future citizens.

Iowa State University is a public land-grant institution where liberal and professional education is merged with basic and applied research in pursuit of advancing society’s potentials and assisting in solving its problems. The university serves the people of Iowa, the nation, and the world through its interrelated programs of teaching, research/creative activities, and extension/professional practice.

The ISU 2010-2015 Strategic Plan, “Meeting the Challenges of the 21st Century” states that ISU will “Create, share and apply knowledge to make Iowa and the world a better place.” To make the world a better place, ISU will call upon its strengths in student-centered education, global cooperation, and transformational basic and applied research; will lead in developing more sustainable ways to produce and deliver safe and nutritious food, water, materials, and energy; will integrate the protection of plant, animal, and human health and care for our environment. The major changes sweeping the world are creating extraordinary opportunities for Iowa State to capitalize on its land-grant mission and be at the forefront of addressing our common, global challenges.

Significant examples of progress towards the goals of the ISU Strategic Plan are shown below (sorted by each priority/goal):

ISU Goal 1: Iowa State will be a magnet for attracting outstanding students who seek an education that prepares them to make a difference in the world.

- ISU’s record fall 2011 enrollment of 29,887 is also its most diverse ever, with 2,945 minority students and 3,424 international students. It is also a record number for Iowa resident enrollment at 18,526 (62% of total enrollment); 16,552 of the resident students are undergraduates. (aligns with Board goal 1)
- Iowa State University remains among the top 25 percent of public national universities according to the latest *U.S. News & World Report* “America’s Best Colleges” annual ranking
 - The ISU Agricultural and Biosystems Engineering Program is the 2nd ranked program among all national universities and 2nd among public universities (tied with the University of Illinois, Urbana-Champaign) in the area of biological/agricultural engineering.
 - Among public universities’ engineering schools whose highest degree is a doctorate, the ISU College of Engineering ranks 22nd (tied with the University of California, Santa Barbara).

- Iowa State's College of Business is ranked 46th among public institutions compared to a tie for 50th one year ago.
- Six ISU Graduate Programs ranked in the top 20 in the 2011 "America's Best Graduate Schools" edition of *U.S. News and World Report*: Biological/Agricultural Engineering, Higher Education Administration, Veterinary Medicine, Analytical Chemistry, Statistics, and Printmaking. The ISU Business Graduate Program was also cited as third among the least expensive public graduate schools for in-state students in the report.
- Accessibility for Iowa resident students (aligns with Board goal 1)
 - ISU increases the tuition set-aside for resident students who demonstrate financial need.
 - Private support for students includes the "Campaign Iowa State: With Pride and Purpose," which raised more than \$255 million for student scholarships, creating 715 new scholarship programs. Since the campaign began in 2003, 42,000 scholarships totaling \$57 million have been awarded to ISU undergraduate and graduate students.
 - Students who have financial need for college tend to have needs for living expenses as well. Students Helping Our Peers is a food pantry run by students for students that opened in January 2011. Research by a food science and human nutrition transfer student learning community indicated a need for an on-campus food pantry. A group of students created a business plan, found a location, created a budget and determined the marketing and logistics for running the pantry.
- In a university life survey, more than 65% of respondents agreed that Iowa State University recruits and retains students who are dedicated to excellence. This percentage is up slightly from the 2009 level of 63.4% and the 2007 level of 57.9%. In 2011, 63.1% of male respondents and 67.0% of female respondents agreed with the statement. This level is similar to 2009 and higher than in 2007. More than two of three merit staff (68.8%), professional and scientific (67.4%), and undergraduates (67.4%) agreed in 2011. These ratings are similar to those in 2009 and 2007.
- Undergraduate retention and graduation rates (4- and 6-year by college, gender and ethnicity) (aligns with Board goals 2 and 3)
 - Iowa State University offers Science Bound to increase the number of ethnically diverse Iowa youth pursuing science, technology, engineering and math careers. Science Bound has helped more than 70 program graduates earn degrees from Iowa State University. The first graduate of the program was a member of the George Washington Carver Internship Program and was national president of the Society for Minorities in Agriculture Natural Resources and Related Sciences. After earning a bachelor's degree at Iowa State, Charles Stewart earned a doctorate degree at Cornell, and now is a researcher at the Salk Institute for Biological Studies in San Diego.
 - Student persistence is key to increasing the percentage of students who graduate within four years – for both traditional and non-traditional students. One of the oldest students to ever graduate from Iowa State University was a 79-year-old who returned after dropping out 60 years earlier. Another student's dedication in pursuing one class per year for 19 years while working full time and raising a family led to graduation in May 2011.

- Number of ISU students taking courses involving distance education technology; number of students taking courses at a distance; number of distance education courses and programs (aligns with Board goal 4)
 - ISU graduate Cyndie Story earned her doctoral degree through the distance doctoral program in foodservice and lodging management. The consultant and trainer for child and school nutrition programs around the nation said the combination of online learning and three-week modules with face-to-face interaction made the Iowa State program an ideal learning environment. Recently her work of placing healthier food on every child's lunch plate earned Story the honor of being a "Champion of Change" in a program established by President Barack Obama and first lady Michelle Obama to recognize the extraordinary things everyday people do to improve their communities.
 - Plant breeders from around the world can access an advanced degree in their field through the new ISU distance learning Master of Science program. Iowa State started researching the need with help from the U.S. Department of Agriculture and meetings with plant breeding companies. This program is patterned after the Master of Science in agronomy program that started in 1997 and has grown to more than 155 active students and that has conferred 79 degrees. Separately, a new industrial design program is the first of its kind in Iowa and one of only 10 in the Midwest.
 - Creative writing experts offered a program for people with disabilities through an online course management system in order to encourage people from around the state to use creativity to build self-expression through short readings, journaling, and narrative and visualization exercises. Distinguished Professor and Iowa Poet Laureate Mary Swander had found writing therapeutic while dealing with her disabilities, so she created an online version of the University of Iowa's Patient Voice Project that offers free creative writing classes to individuals with chronic and mental illness in the Iowa City area. Kim Rogers, an Iowa State student in the master of fine arts program in creative writing and the environment, taught the online course.

- Iowa State University was a pioneer in the development of Learning Communities and is an internationally known leader in this area of student development, including being named by U.S. News as one of an elite group – for nine consecutive years. More than 70 percent of first-year students participate in more than 80 learning communities at Iowa State University. These students are more likely to continue their education than students who are not involved in a learning community. (aligns with Board goals 2 and 3)

- Post graduation status of degree recipients (placement percentage, location) and accreditation status of accredited programs; Outcomes assessment (aligns with Board goal 6)
 - More than 90% of ISU graduates continue their education or are employed six months after graduation, and more than 50% of those remain in Iowa.
 - Educators trained at Iowa State University not only teach around the world, they have garnered national awards for their work.
 - President Obama presented the Presidential Award for Excellence in Mathematics and Science Teaching to Brandon Schrauth, an ISU graduate with a bachelor's degree in elementary education (2001) and a master's degree in science education (2009). (This follows the 2010 presidential award for an ISU alumna who is an English teacher.)

- Since 2007, the National Science Teachers Association Maitland P. Simmons Memorial Award for New Teachers has been bestowed to eight Iowa State University alums who are former students of Michael Clough, an Iowa State University associate professor of science education who is president of the International History, Philosophy and Science Teaching (IHPST) Group for two years starting July 1, 2011.
- ISU alum Derek Anderson is an award winning author and illustrator of children's books. Telling stories and creating worlds is a dream for this alum that earned a BFA in art and design from Iowa State University in 1991. For the first 10 years after graduation, he worked as an artist and illustrator in the gift industry, doing freelance illustration on the side. For the past 10 years, he has focused on illustrating children's books, including Lauren Thompson's *Little Quack*. Since 2005, he's written and illustrated five original books.
- Iowa State University alumni who are international experts in sustainable design have established the first endowed faculty position in the College of Design, the Pickard Chilton Professorship in Architecture. Their gift is part of the Campaign Iowa State: With Pride and Purpose, which has generated more than \$825 million in gifts and future commitments.
- ISU graduates and sisters-in-law Robyn and Eva Anderson launched le Dress in May 2008 in Chicago and recently opened a second store on Chicago's Magnificent Mile. The store has won the People's Choice and Judge's Choice awards at Chicago's first annual Battle of the Boutiques.
- Lyndsey Medders Fennelly was an Iowa State student athlete who now serves as a role model and hero to thousands of young athletes through her work with PGC Basketball. She also is an AAU basketball coach, television color analyst for women's college basketball, motivational speaker, author of a book to assist high school students in navigating the bumpy waters of collegiate athletics recruitment, and founder of the website THERECREWter.
- While AJ Pollard was an ISU graduate student, he accepted a challenge of global scope and impact that led to development of useful materials like asphalt and home heating oil. He received a patent and co-founded the company Avello Bioenergy to continue the research and commercialize the process, and his work is showcased at the ISU BioCentury Research Farm.
- Each year, ISU students organize one of the largest student-produced fashion shows in the nation. The 2011 event theme was sustainability and ecologically friendly and included ISU alum Matthew Christopher Sobaski as guest designer judge. Sobaski launched his own label for bridal gowns at age 26 in New York City; Matthew Christopher label gowns are sold in 70 boutiques nationwide. He has earned three Distinctive Excellence in the Bridal Industry award nominations for "Distinctive Newcomer" and "Dress Design of the Year."
- ISU provides a workforce, and is a bridge between students and the state. Large employers in the state who have hired ISU graduates include John Deere, Rockwell Collins, General Mills, Kinze Manufacturing and Vermeer Corporation. Joe Goering and Nick Heine are EDP Engineers for John Deere in the Power Systems Area. Nathan Thomas works at Rockwell Collins and Jessica Tobelmann at General Mills, both in Cedar Rapids. Kale Brockmann works at Kinze Manufacturing. Mark Wiemer works at Vermeer Corporation.

- All of Iowa State's intercollegiate athletic teams exceeded the Academic Progress Rate (APR) threshold of 925 in both fall and spring semesters, and the grade-point average of student-athletes exceeded the university undergraduate average. For the second year in a row, ISU will finish in the top 50 nationally in the Sears Directors Cup, which measures the overall excellence of NCAA Division I athletic programs.
- Three ISU students were recognized in the nation's premier undergraduate scholarship award in mathematics, natural sciences and engineering. Chloe Dedic, a mechanical engineering major from Mason City, and Nathaniel Looker, a global resource systems and agronomy major from Des Moines were named Goldwater Scholars. Looker also won the prestigious Udall Scholarship. It is the first time that an Iowa State student has been named both a Goldwater Scholar and an Udall Scholar. Mischa Olson received honorable mention in the Goldwater program, where 275 scholars were selected on the basis of academic merit from a field of 1,095 students who were nominated by faculties of colleges and universities nationwide.

ISU Goal 2: Iowa State will be a magnet for attracting outstanding faculty and staff who create, share, and apply knowledge to improve the quality of life.

- Faculty publications and citations
 - NASAs Kepler Mission gives astronomers details on the study of stars. Professor Steve Kawaler's research on asteroseismology, the study of stars by observing their natural oscillations, was published in the journal *Science*. Kawaler also is part of research collaborations that have used data from Kepler to see the core of red giant stars. The team's findings have been published in *Science* and *Nature*.
 - ISU and Ames Laboratory researchers identified and described two parts of the three-part system that pumps toxins from bacteria and allow them to resist antibiotics. Their discoveries were published in the journal *Nature*.
 - An Iowa State study identified why people may confess to a crime they didn't commit, and the results were published in the journal *Law and Human Behavior*.
 - Distinguished Professor Anumantha Kanthasamy found a protein pathway that may help unlock secrets of Parkinson's disease. His research was funded by the National Institutes of Health and is published in the *Journal of Neuroscience*.
- Iowa State University recruits and retains faculty and staff who are dedicated to excellence. In a survey of university faculty and staff, 71% of respondents agreed that the University recruits and retains faculty and staff who are dedicated to excellence. This is similar to the 70.6% in agreement in 2009 and slightly higher than the 66.2% level of agreement in 2007. Female (70.1%) and male (71.7%) respondents had similar levels of agreement. Undergraduates (77.3%) and graduate students (71.1%) had the highest level of agreement.
- Leadership appointments
 - Dawn Bratsch-Prince was appointed associate provost for academic personnel in August 2010. She provides leadership for developing and sustaining programs, policies and initiatives to recruit, retain, review and advance faculty and staff. She accepted the role of Chief Diversity Officer in 2011 and thus chairs the University Committee on Diversity, and recently hired a coordinator for equity and diversity.

- Cathann Kress became Vice President for Extension and Outreach in July 2011. A native of Sharon Center and an ISU alumna (B.S. in social work, 1983; she earned a master's degree in counseling (1986) and Ph.D. in education (1990) from the University of Iowa.), Kress returned to Ames from nine years of service in Washington, D.C. In the federal departments of Defense and Agriculture where she led programs focusing on youth, families and family policy.
- The ISU Lectures program helps create the ISU culture of inspiration. Recent lecturers include distinguished poet and human rights activist Nikki Giovanni, the president of South Sudan, Japanese diplomat Kazuhide Ishikawa, the Wall Street Journal editorial page editor Paul Gigot, Public Broadcasting Service's Gwen Ifill, clean energy advocate Jerome Ringo, Pulitzer Prize winners Jane Smiley and Joe Mahr, the director of the U.S. Census Bureau, and the creator of the movie Avatar's Na'vi language.
- Faculty and staff worked together to create Soywax-based encaustic paintings for the new Biorenewables Research Laboratory on the ISU campus. Faculty in design, and food science and human nutrition developed the safer, more affordable, and environmentally friendly soy-based wax used in the artwork.
- Iowa State University hosts the Summer Carillon Concert Series, the student-run spring celebration VEISHEA, and many other cultural events that are open to the community; these help make Ames a satisfying place to live and work.
- In 16 years of coaching women's basketball at Iowa State, Bill Fennelly (with a 520-213 record) has become one of the nation's most respected coaches and he's garnered international acclaim for coaching in the Olympics and for the U.S. National team. Recently, he was named head coach of the 2011 USA Basketball Women's World University Games Team, which competed Aug. 14-21 in Shenzhen, China. Fennelly is a three-time gold medal winner as a USA assistant coach.
- As a result of Campaign Iowa State: With Pride and Purpose, ISU has more than 150 faculty positions that are endowed with individual funds ranging from \$500,000 to \$3 million. Endowed positions are influential in recruiting high-quality faculty to the university, as well as leveraging retention of top ISU faculty who are being recruited elsewhere.

ISU 3: Iowa State will be internationally known for faculty, staff, and students who address the challenges of the 21st century.

- External funding for research, education and outreach projects (aligns with Board goal 7)
 - The National Science Foundation has awarded a \$20 million, five-year grant to build Iowa's research capacity in renewable energy and energy efficiency. The Experimental Program to Stimulate Competitive Research (EPSCoR) funded project will be conducted at Iowa's three public universities: ISU, SUI and UNI. Support from the Iowa Power Fund (\$2 million) will pay for research equipment. Distinguished Professor Robert C. Brown will lead the program.

- When Nobel Prize laureates met in Germany in June, an Iowa State Graduate student was one of 550 young scientists chosen from more than 25,000 applicants to attend the meetings. Scott Boyken from West Des Moines is pursuing a doctoral degree in bioinformatics. His research focuses on how immune systems in cells operate and how they lead to fighting pathogens.
- The U.S. Department of Energy's Ames Laboratory is a national center for rare earth elements, which are critical components in modern electronic technologies, including televisions, fluorescent light bulbs, cell phones, magnets in electric motors and generators in wind turbines, as well as essential to medical diagnosis equipment and military systems. Recently, the Ames Laboratory established a cooperative research and development agreement with Molycorp Inc., the western hemisphere's only producer of rare-earth oxides. Karl Gschneider Jr. will lead the research efforts, with John Burba, Molycorp's executive vice president and chief technology officer, and Vitalij Pecharsky, Ames Lab senior scientist.
- An ISU researcher who identified a new gene in mustard in 2004 has since found that adding it to soybeans increases the amount of protein in soybeans by 30 to 60 percent. This discovery has the potential to help people in areas who survive on protein-deficient diets. The research was funded in part by the National Science Foundation, ISU's Plant Science Institute and the ISU Research Foundation. A patent is pending on this technology.
- Iowa State University and Ames Laboratory researchers presented ideas at the American Association for the Advancement of Science. Jeorg Schmalian, professor and associate of the Ames Laboratory, was part of a symposium addressing the 100-year history of superconductivity. Iowa State also was mentioned in a symposium describing the Materials Digital Library Pathway, a multi-university collaboration on materials research and teaching programs. The National Science Foundation and the National Science Digital Library support the project.
- Professor of Curriculum and Instruction Ann Thompson was identified as one of the "10 most influential people in ed tech for 2011" by Tech & Learning magazine for her national leadership in preparing teachers to be effective users of technology, and for developing the College of Human sciences' technology mentoring program, which is considered a national model.
- Sustainability (aligns with Board goal 7)
 - Faculty proposed (and the Faculty Senate approved) a Sustainability Minor; this new interdisciplinary minor will be available to ISU students in 2012.
 - ISU students developed the BioBus to run on biodiesel created from discarded oil used on campus. Their achievement was celebrated in a U.S. News and World Report feature on 10 campuses preparing for Earth Day.
 - Iowa's three state universities have collectively won Iowa's premiere environmental honor, the Governor's Environmental Excellence Award. The universities were cited for a variety of green activities, including using wind, solar and biomass power, and teaching and doing research on sustainability issues.
 - ISU architecture students went to Berlin, Germany to study issues of climate change and sustainable urban development in collaboration with the Beuth Berlin University of Applied Sciences and Pratt Institute, New York.

- ISU research shows corn yield can be maintained and soil erosion reduced by adding a living cover crop between cornrows. This research helps address concerns of the tradeoff between good environmental practices on the farm and creating renewable fuels to reduce reliance on fossil fuels.
- Iowa State University programs and services drive economic growth and job creation (aligns with Board goal 7)
 - A new report released by Battelle (an independent research and development group) makes the case that agriculture and agricultural sciences are poised to drive economic growth and job creation to new heights – with the essential research and extension support of land-grant universities like Iowa State University.
 - ISU continues to bring hundreds of millions of dollars into the state. For the third straight year, ISU faculty and staff researchers have attracted more than \$300 million in sponsored, external funding.

ISU 4: Iowa State will be a treasured resource for Iowa, the nation, and the world.

- Partnerships, clients served locally and globally (aligns with board goal 7)
 - Iowa State University laid the groundwork for steering seed policy in 19 nations of Africa through a three-way agreement between the European Union, a trade group representing eastern and southern Africa and the ISU Seed Science Center.
 - Landscape Architecture students are working with inmates, staff on plans for grounds of \$68 million expansion and modernization of the Iowa Correctional Institution for Women in Mitchellville. Their ideas include a softball field, butterfly garden, yoga space, greenhouse and amphitheater. These are ways to have the environment provide rehabilitative effects.
 - ISU researchers and a local company are collaborating to create a way to detect salmonella more quickly. The current approach takes a couple of days; the researcher's goal is to have a result in hours. The research is funded by the Grow Iowa Values Fund and was presented at the International Association for Food Protection in California.
- ISU faculty led research on community colleges and federal funding, and on student retention and outreach helps other countries create educational institutions similar to the successful community college model in Iowa.
- Students, faculty and staff at Iowa State have constructed simple clothes for children in Africa through service-learning projects and volunteering for workshops held on campus. The garments are donated to the "Little Dresses for Africa" nonprofit organization, which distributes the clothing items to orphans in remote villages in central Africa where there is a widespread AIDS pandemic.
- ISU faculty host symposiums to bring experts from around the world to share current research and perspectives. These include:
 - Materials Research Society local chapter symposium on Rare Earth Materials
 - Eighth annual Biosafety Institute for Genetically Modified Agricultural Products (BIGMAP).
 - Origins of Obesity symposium for Nutrition & Wellness Research Center
 - 19th annual Voorhees Supply Chain Conference

- College of Human Sciences and the Teacher Education Program hosted a conference focusing on progressive school-university partnerships and featured the 2010 National Teacher of the Year, an ISU alumnus.
- Science communication symposium featuring local and national experts in ethical considerations of science communication within policy-making.
- 2010 World Conference on Innovative Virtual Reality, sponsored by ASME, that brought more than 200 researchers from universities and companies to Ames.
- Iowa State University research in the Blossom Project emphasizes that a healthier pregnancy is the first step in the prevention of chronic disease for the fetus and an opportunity to influence the mother's future health.
- Iowa State University provides aid in natural disasters
 - Professor Sri Sritharan studied damage caused by the Feb. 22, 2011, earthquake that hit Christchurch, New Zealand as part of a team supported by the National Science Foundation; his work advances the science of earthquake engineering and advocates realistic measures to reduce earthquake damage.
 - ISU Extension Regional offices coordinate with Emergency Management to provide accurate information to respond to natural disasters such as flooding in Iowa; Extension experts developed a list of resources readily available to all Iowa citizens to aid in recovery from flooding.
- Iowa State University contributes to the quality of life for Iowans, with 120 original works of art added to the university's museum and permanent art collection, expanding aesthetic and educational depth for academic engagement. Reiman Gardens increased its memberships by 33%, to 3,200 households.
- Environmental philosophers led a town meeting on ethical action for Earth, with the discussion focused on the importance of taking personal and moral responsibility for our planet.

Demonstrate institutional efficiencies (aligns with Board goal 8)

- The three Regent universities analyzed groundwater at their ash disposal site to create a baseline and to address concerns about ash disposal and potential risks to groundwater. They sampled 23 types of constituents, mostly metals, which occur naturally and are present in coal ash. All were below state and federal standards, with some showing statistically insignificant amounts.
- The three Regent universities coordinate sharing information with the public schools in the state so students, teachers and administrators know the Regent Admission Index and both the minimum and optimum courses to take in high school for admission to the Regent institutions. These folders are distributed in August to all eighth grade students in Iowa. To promote the folders and partnership, a representative from each of the three Regent universities attends the State Administrator's Conference in Des Moines in early August to discuss the folder and provide each administrator a notebook with the same design and information.

- Major improvements to the student living environment included completion of another residential dining facility, “conversations” in Oak-Elm residence halls, which incorporates many “green” technologies and practices to save energy and resources, and construction of a large recreational complex to serve the west side of the campus, scheduled to open in fall 2011.
- The three most recently completed major facility projects have achieved LEED status for energy efficiency: the College of Design’s King Pavilion, LEED Platinum; Hach Hall for chemistry, LEED Gold; and the Biorenewables Research Laboratory, also LEED Gold.
- Iowa State has been very proactive in leveraging effective central/college partnerships to bring about significant and meaningful IT efficiencies.
 - Virtual server implementation – 500 centralized virtual servers are now on line resulting in an estimated equipment savings of \$500,000/year for campus departments.
 - Storage consolidation – collaboration between ITS and departmental IT yielded the development of a large centralized file storage system; approximately 50% of departments now utilize this system resulting in an estimated annual savings of \$213,000.
 - Campus IT efficiencies - an ongoing and redesign of processes, technologies, and procedures is yielding efficiencies that allow the campus IT community to continue the same or greater level of service at a reduced cost.

2010-2015 University of Northern Iowa Strategic Plan in Action

The University of Northern Iowa (UNI) has undergone a number of transformations as an institution of higher learning from its start as a state normal school to its current status as a comprehensive university. However, as much as the University has changed in the 134 years of its existence, its core values have remained constant. The institution has always been characterized by its commitment to academic excellence; to elementary and secondary education in the state of Iowa; to fostering a personalized learning environment with close ties among students, faculty and staff; to creating a welcoming and equitable environment for all its members; and to serving the broader community of which it is a part. Today, these commitments remain central to the University. They have been articulated in the current 2010-2015 strategic plan in the form of the following six goals:

Goal 1: Be a leading undergraduate public university that provides a strong liberal arts foundation

Goal 2: Provide rigorous and relevant graduate education that meets the needs of graduate students, the university, and the community

Goal 3: Lead the state and nation in pre K-12 education

Goal 4: Create and maintain an inclusive educational environment that prepares students to thrive in a diverse global environment

Goal 5: Enhance the economic, social, cultural, and sustainable development of the state

Goal 6: Ensure accountability, affordability, and access

The UNI 2010-2015 Strategic Plan, "Leadership and Innovation for the Future: Transforming Opportunities into Reality" was approved by the Board of Regents on September 16, 2010. The strategic plan was developed under the leadership of the Provost and Executive Vice-President Gloria J. Gibson. The process was very inclusive with representation from all the divisions and the colleges. A series of town-halls were held to seek input, an external consultant was hired to oversee the process, a thorough environment analysis was completed, and a SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis informed the process. A key guiding principle behind the process was that the UNI Strategic Plan be well aligned with the Board of Regents strategic plan.

As soon as the Board of Regents approved the UNI strategic plan, the implementation process began with an assignment of primary responsibility for each of the goals and level 2 objectives to the Vice-Presidents, and the assignment of level 3 action items to Deans, Directors and Department Heads. Outcomes measures were developed to gauge the performance on the action items. The level 3 action plans will be evaluated annually and continuous improvements made.

2010-11 UNI Accomplishments Aligned with the BoR Strategic Plan

- **BoR Goal 1.** Iowa's public universities shall be affordable to all academically qualified Iowa residents. Accountability Measure. Trend data on the percentage of undergraduate resident tuition set-aside revenue allocated to students who demonstrate need (especially those students eligible to receive the maximum Pell award). Target. The amount of undergraduate resident tuition set-aside revenue for students who demonstrate need (especially those students eligible to receive the maximum Pell award) will increase commensurate with tuition increases and by an additional 6% at each of Iowa's public universities by 2016.

FY11 Achievements/Actions in Support of Goal 1

- UNI exceeded the FY11 target of \$6.27M for setting aside aid for resident students with need.

The University of Northern Iowa has a number of programs and initiatives targeted toward making college affordable for qualified Iowa residents, especially high-need Iowans. The following is a brief description of some of those programs and efforts.

1. Financial Literacy

- A campaign called "Live Like a Student (LLS)" began in fall 2010. The purpose is to educate students to make responsible decisions regarding money. Methods of delivery thus far are: non-credit financial literacy classes, group/organizational workshops, marketing tools, and one-on-one money management counseling. To date more than 2,000 students have participated in LLS activities.
- Expanding literacy efforts to secondary students and parents by offering bilingual financial aid information sessions in Spanish and putting together new bilingual publications.
- New initiative for fall 2011 is to provide educational opportunities for first-generation students. Work closely with admissions to identify first-generation students and provide targeted counseling telephone calls related to financial literacy throughout the academic year.

2. Active participation in the Federal Teacher Education Assistance for College and Higher Education (TEACH) Grant. In the 2010-2011 academic year 414 (392 were Iowa residents) students received a total of \$1,572,048. Most were needy students who were able to reduce loan indebtedness by receiving the TEACH Grant instead of loan funds.

3. UNI requires all students requesting private education loans to participate in comprehensive loan counseling. Our private-loan volume has gone from \$15.3 million in 2007-08 to just under \$3 million in 2010-11, an 81 percent decrease.

- **BoR Goal 2.** Iowa's public universities will increase the degree attainment of underrepresented minority students. Accountability Measure. Trend data of the six-year graduation rates of Iowa's public university underrepresented racial/ethnic minority students compared to non-minority students. Target. Close the gap between the six-year graduation rates of underrepresented minority students and non-minority students by 50% at each of Iowa's public universities by 2016.

FY11 Achievements/Actions in Support of Goal 2

- President Allen formed and charged the Diversity Council to provide the leadership and coordination necessary to achieve the diversity-related goals of the University of Northern Iowa. The Council reports to the president; updates the president quarterly; and reports annually to the President and the University community. Serving on the Diversity Council are the three vice presidents, the president of the UNI Foundation, the chair of the Diversity Advisory Committee, a student appointed by the president of NISG, and two additional faculty or staff members appointed by the president.
 - Provost's Diversity Initiative on Promoting Inclusive Academic Excellence; under the direction of the Associate Provost for Faculty Affairs, Diversity Fellows provide overall direction and coordination in institutionalizing National Coalition Building Institute (NCBI) campus programs and methodologies on the UNI campus in accordance with NCBI policies and procedures. Fellows serve as the campus contact and liaison to the NCBI International Office and develop and supervise the local campus team, a group of faculty who are trained to assist the Diversity Fellows in providing workshops and campus programs.
 - The Retention Council, under the direction of the Associate Provost for Academic Affairs, is composed of members from Student Affairs and Academic Affairs. Its mission is to develop and deploy comprehensive, seamless services-and-intervention models that enhance student success.
 - Initiated the Cornerstone Course which is a 3-credit-hour academic inquiry course developed by faculty in partnership with student affairs wherein the assignments and activities include focus on transition issues in the context of an interdisciplinary critical inquiry topic chosen by the faculty member. This course is a part of the Liberal Arts Core (LAC).
- **BoR Goal 3.** Iowa's public universities will increase the percent of undergraduate students who graduate within four years. Accountability Measure. Trend data of percent of students in each year's cohort who graduate from each of Iowa's public universities in four years. Target. Increase the four-year graduation rate at each of Iowa's public university to the median of its peer group or 40%, which is greater, by 2016.

FY11 Achievements/Actions in Support of Goal 3

- Formation of the Retention Council to develop and deploy a comprehensive, seamless service and intervention model that enhances student success also addresses the goals of increasing the number of undergraduate students who graduate within four years.
- Formation of the First Year Council that is responsible for setting the strategic direction of the first year and for the assessment, monitoring, and reporting of specified first-year initiatives and learning outcomes.

Curriculum requirements for certain lengthy majors were streamlined.

- **BoR 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. Accountability Measure. Trend data of the number of students enrolled in credit courses available through distance education. Target. Increase the number of students enrolled in credit courses available through distance education at each of Iowa's public universities by 15% by 2016.

FY11 Achievements/Actions in Support of Goal 4

- The target of enrolling 7,846 student enrollments in distance education courses was exceeded by UNI in FY11.
- The Office of Continuing and Distance Education leads efforts at continuous quality improvement in all aspects of distance education. The 2010-2015 Strategic Plan for Distance Education was approved by the Provost during FY11.

Because the development and delivery of distance education courses and programs requires a substantial investment in resources, it is critical that the plan align with Iowa Board of Regents Policies, the Iowa Board of Regents 2010 – 2016 Strategic Plan [<http://www.regents.iowa.gov/StratPlan/stratplan.html>], the University's 2010 – 2015 Strategic Plan [<http://www.uni.edu/strategicplan/>] and the University's institutional priorities.

The University of Northern Iowa's 2010-2015 Strategic Plan identifies several elements that support Regents interest in expanding the availability of distance education courses:

- UNI's Vision Statement includes the aspiration, in part, that UNI "will be nationally known for innovative education."
 - Goal 2. Objective 2 – Promote innovation in graduate education.
 - Goal 6. Objective 2 – Increase the number of non-traditional and distance learners.
 - Iowa Board of Regents Policy 6.14 defines distance education as "a formal educational process in which instruction occurs (1) when a student and instructor are not in the same location, or (2) when in-person instruction is provided at off-campus locations. Distance Education efforts at the University of Northern Iowa include online, blended, and off-campus courses and programs.
 - Implemented "Quality Matters" for assessing on-line courses.
- **BoR Goal 5.** (not applicable to UNI)
 - **BoR Goal 6.** Iowa's public universities and special schools will demonstrate that their student outcomes assessment programs help students achieve identified learning goals. Accountability Measure. Trend data on the results of student outcomes assessment programs at Iowa's public universities and special schools. Target. By June 20, 2011, Iowa's public universities and special schools, in collaboration with faculty, will develop student outcomes assessment plans for each academic program and establish targets for collecting and using assessment results.

FY11 Achievements/Actions in Support of Goal 6

- 97 percent of the academic programs at UNI have Learning Outcomes Assessment Plans in place.
 - The Director of the Office of Academic Assessment worked with all colleges and departments on campus to oversee their assessment plans; created a website that allows departments to share best practices; Emphasis is on “closing the loop” to use assessment for program improvement; A key initiative is a faculty-based peer review process for evaluating assessment plans.
 - UNI is participating in the HLC Assessment Academy. The HLC Academy for Assessment of Student Learning offers member institutions a four-year sequence of events and interactions that focus on accelerating and advancing the assessment and improvement of student learning and building institution-wide commitment to these efforts. Participation in the Academy offers involvement in forums for institutional teams to receive consultation from mentors, receive and provide feedback, network, and share best practices. Participants also receive analysis, critique, and feedback on their assessment project design and progress toward implementation.
 - We have only two programs that are yet to develop assessment plans out of 76 programs. 74 percent of our programs have used assessment data to inform curricular decisions (closed the loop). As an example, the Physics Department implemented an activity- and inquiry-based approach to its introductory courses based on outcomes assessment.
- **BoR Goal 7.** The public universities shall contribute to the expansion and diversification of the Iowa economy. Accountability Measure. Trend data of total sponsored funding by fiscal year, in millions of dollars, at each public university. Target. Increase by 2% on average each year through 2016 at each of Iowa’s public universities.

FY11 Achievements/Actions in Support of Goal 7

- UNI’s target of \$30.7 million in sponsored funding was exceeded by \$7.2 million.
 - UNI serves Iowa’s students who then serve Iowa.
 - 92 percent of our students are from Iowa.
 - 74 percent of our alumni who graduated in the last decade live in Iowa.
 - UNI received the following Community Service Rankings recently:
 - Presidential Honor Roll
 - Carnegie Classification
 - Military Friendly School
 - UNI’s efforts economic development efforts reach 100 percent of Iowa’s counties.
- **BoR Goal 8.** Iowa’s public universities and special schools shall be increasingly efficient and productive. Accountability Measure. Inter-institutional efficiencies and cost savings resulting from collaborative initiatives within and between the Regent institutions. Target. By Jan. 1, 2011, the Board Office and institutions will define accountability measures, set a baseline of performance, and establish targets for inter-institutional efficiencies and cost savings.

FY11 Achievements/Actions in Support of Goal 8

- As reported to the BOR in June 2011, UNI and other Regent institutions have realized significant savings through inter-institutional actions in the following areas: a) Information Technology, b) Purchasing, c) Human Resources, and d) Facilities
- More specifically, examples of UNI efficiencies and joint efforts include:
 - SUI is assisting UNI to convert to an electronic job application/tracking system.
 - SUI is conducting the source development of critical purchasing software applications – ProTrav for UNI.
 - UNI's endowment funds are invested in the SUI Long Term Endowment Pool; UNI also invests an increasing portion of its operating funds in the UI Diversified Operating Pool – now at approximately \$1 billion.
 - SUI, ISU, and UNI are collaborating on the next generation of the important BoR-required biennial Faculty Activity Report. This is improving the quality and usefulness of the data and reducing staff time in report preparation.
 - UNI implemented Oracle PeopleSoft Student Information Systems to create efficiencies in admissions, student records, financial aid and student financials.
 - UNI implemented a Data Warehouse to support decision-making and reporting requirements.
 - UNI refreshed the network in the Department of Residence and increased wireless coverage for faculty, staff, and students.
 - UNI received the STARS environmental impact award and the Governor's special mention for stewardship in this area.
 - Other efficiency measures taken at UNI include:
 - Reorganized academic and non-academic units
 - Reduced workforce
 - Refinanced bonds to achieve future savings
 - Reduced employer-paid benefit programs
 - Collaborated with regents institutions in Academic Affairs, Student Affairs and Financial Services
 - Partnered with Cedar Falls and Waterloo, and local non-profit organizations
 - Outsourcing technology services



Strategic Plan Progress Report October 27, 2011

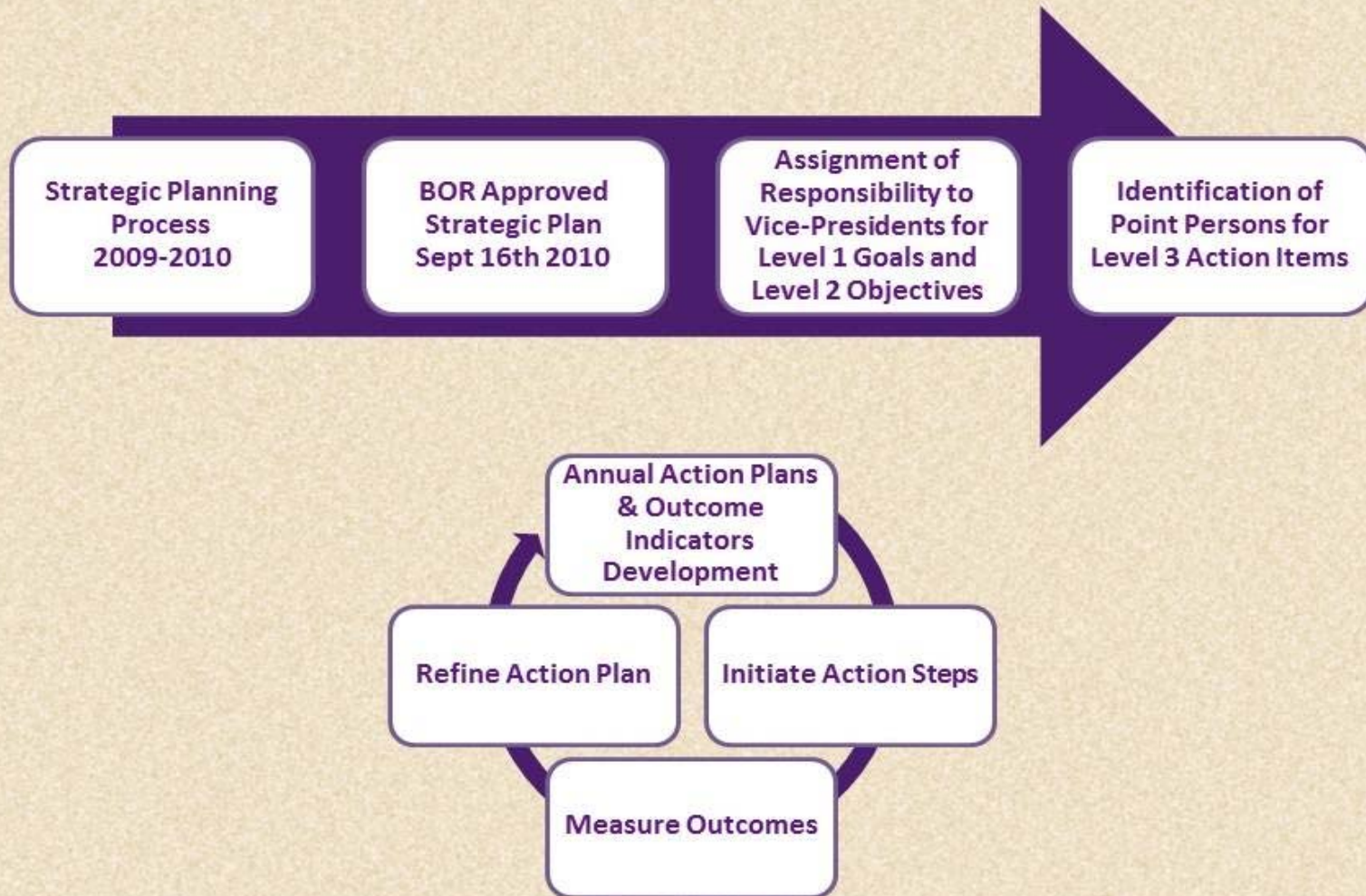


Gloria J. Gibson
Executive Vice-President & Provost

President Allen Welcomes the Cornerstone Class of 2011-12



UNI Strategic Planning & Implementation Process



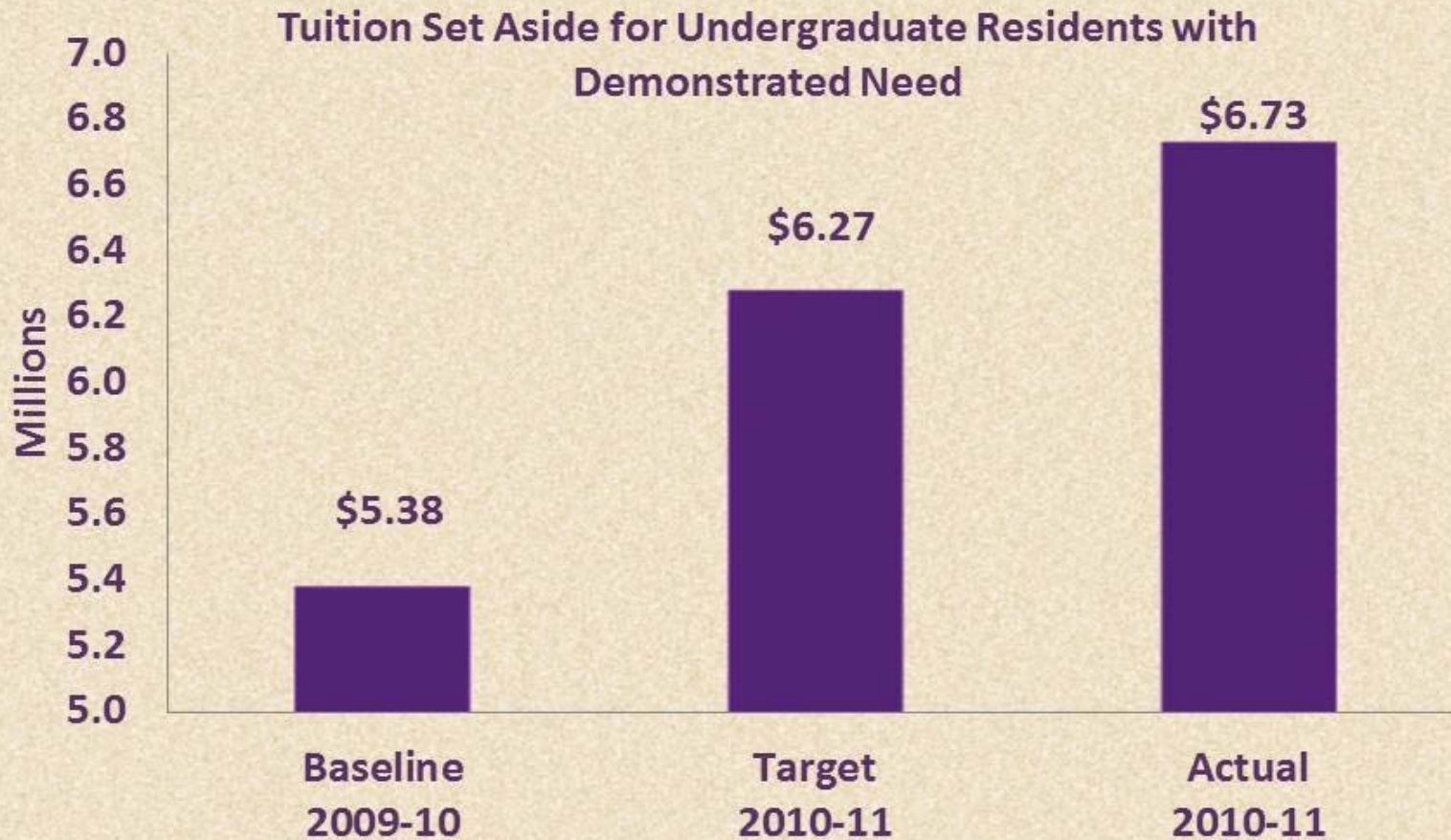


Alignment with Board of Regents plan

BOR Goal	Corresponding UNI Strategic Plan Priorities/Goals
1: Iowa’s public universities shall be affordable to all academically qualified Iowa residents.	Affordability
2: Iowa’s public universities will increase the degree attainment of underrepresented minority students.	Minority Student Success
3: Iowa’s public universities will increase the percent of undergraduate students who graduate within four years.	4-yr rates
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.	Distance education
6: Iowa’s public universities and special schools will demonstrate that their student outcomes assessment programs help students achieve identified learning goals.	Outcomes assessment
7: The public universities shall contribute to the expansion and diversification of the Iowa economy.	Economic development
8: Iowa’s public universities and special schools shall be increasingly efficient and productive.	Efficiency and productivity



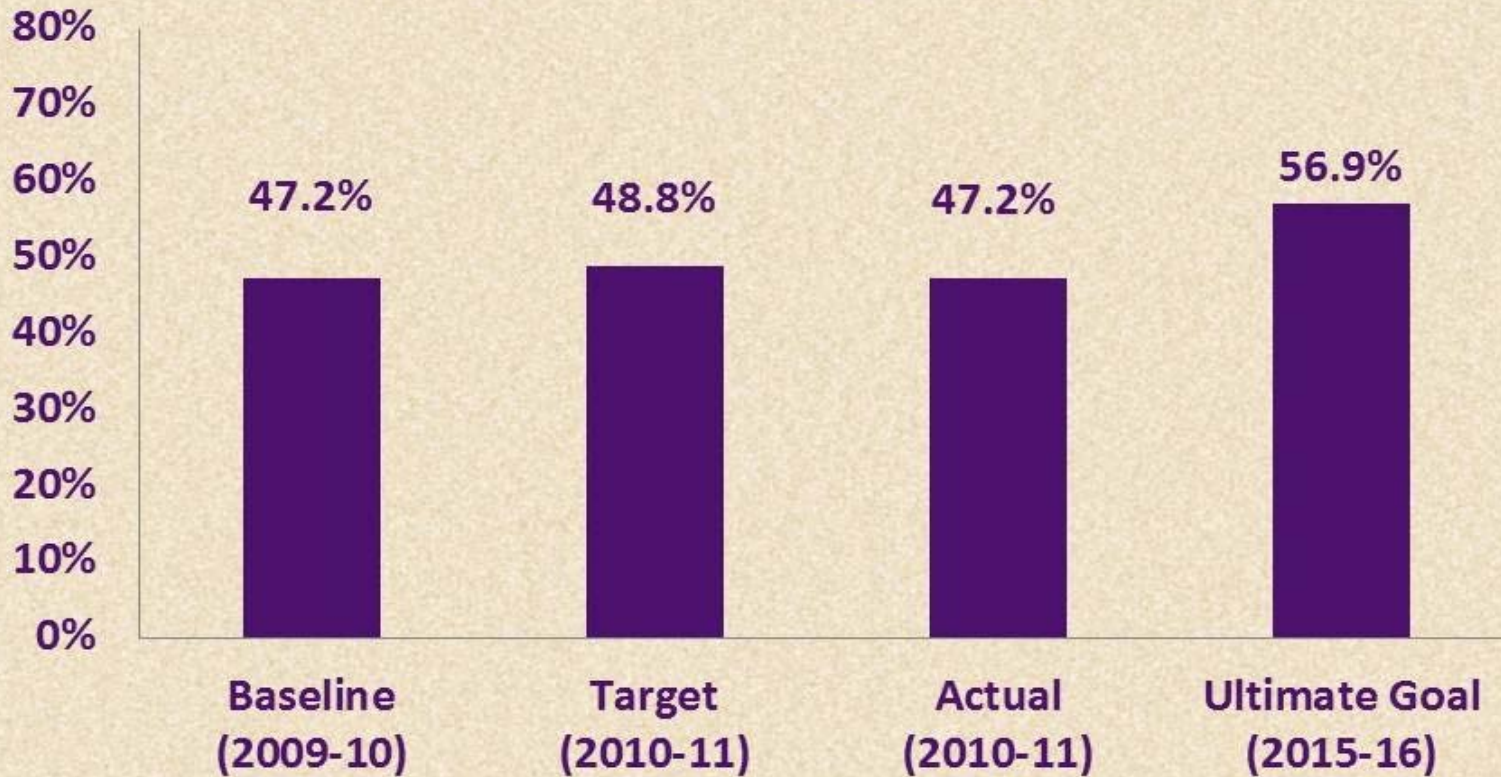
BOR 1: Iowa's public universities shall be affordable to all academically qualified Iowa residents.





BOR 2: Iowa's public universities will increase the degree attainment of underrepresented minority students.

**Six-Year Graduation Rate of Minority Students
(Three Year Moving Average)**





BOR 3: Iowa's public universities will increase the percent of undergraduate students who graduate within four years.

Four-Year Graduation Rate of Undergraduate Students





BOR 4: Iowa's public universities shall increase distance education opportunities...

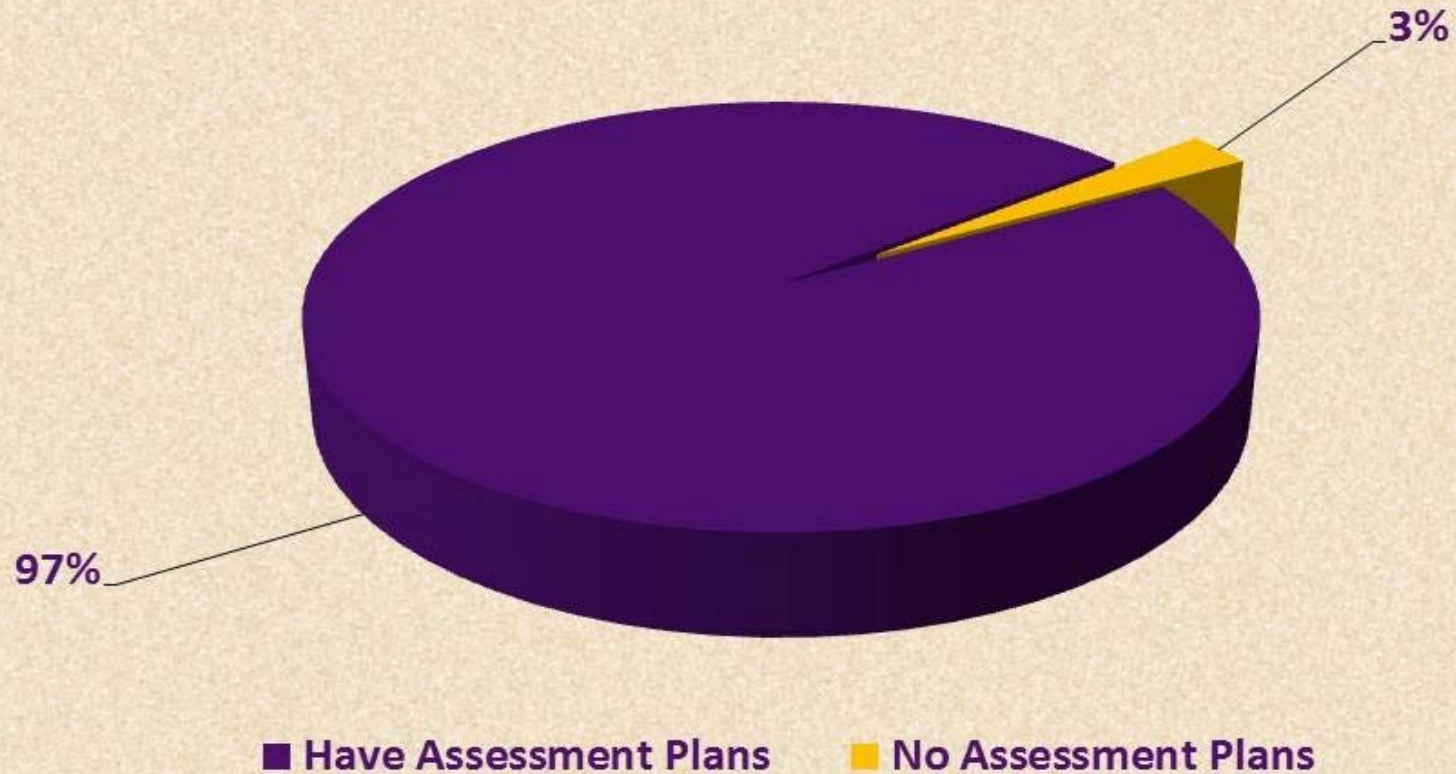
Student Enrollments in Distance Education Credit Courses





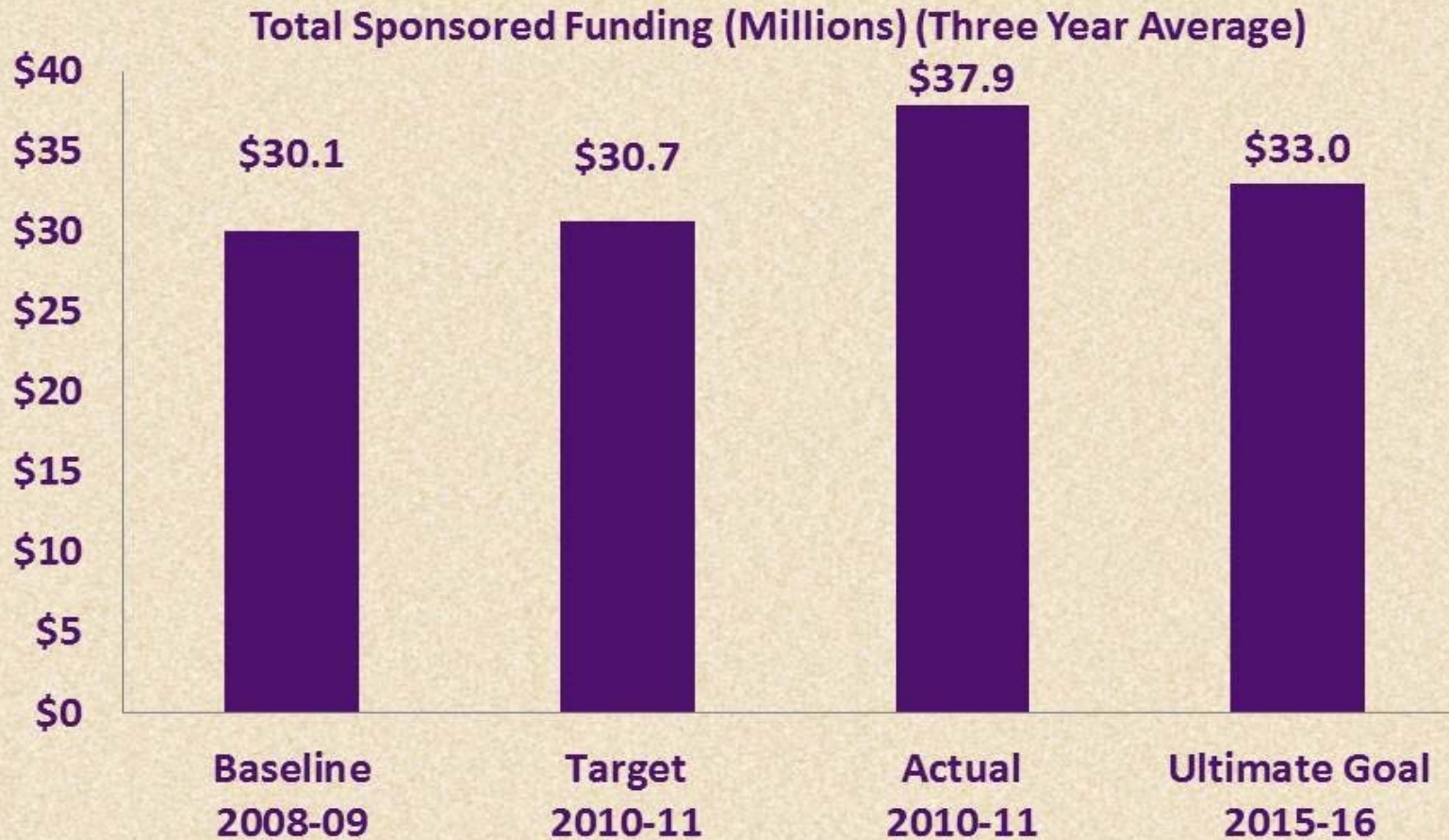
BOR 6: Iowa's public universities and special schools will demonstrate that their student outcomes assessment programs help students achieve identified learning goals.

Status of Undergraduate Student Learning Outcomes Plans





BOR 7: The public universities shall contribute to the expansion and diversification of the Iowa economy.





Leadership and Innovation for the Future: Transforming Opportunities into Reality

UNI Goals:

- 1. Be a leading undergraduate public university that provides a strong liberal arts foundation**
- 2. Provide rigorous and relevant graduate education that meets the needs of graduate students, the university, and the community**
- 3. Lead the state and nation in pre K-12 education**
- 4. Create and maintain an inclusive educational environment that prepares students to thrive in a diverse global environment**
- 5. Enhance the economic, social, cultural, and sustainable development of the state**
- 6. Ensure accountability, affordability and access**



Goal 1. Be a leading undergraduate public university that provides a strong liberal arts foundation

Evidence:

National and Regional Rankings

- U.S. News & World Report
- Washington Monthly
- Forbes List of Nation's Best Colleges
- Princeton Review Ranking
 - College of Business Administration
- Nationally Recognized Jazz Program



Initiatives:

Liberal Arts Core

- Cornerstone Course for 1st Year Students
- Revisions to LAC

University-Wide Collaborations

- 1st Year Experience
- MAP-Works & Retention Council
- Foundations of Excellence: Transfer Focus

Continuous Improvement

- Academic Advising Assessment Plan
- Faculty Development

Forbes

America's Top Colleges





Goal 2. Provide rigorous and relevant graduate education that meets the needs of graduate students, the university, and the community



Evidence:

National and Regional Rankings

- **MBA Program**
 - **Princeton Review Ranking**
- **Mental Health Counseling program**
 - **First Program in Nation to be Certified**

Commitment to Continuing and Distance Education

- **Nearly Two Dozen Graduate Programs are Offered Through Distance Education**

Applied Research Focus of Graduate Faculty & Students

Initiatives:

Graduate College Strategic Plan

- **Program Assessment**
- **Focus on Distance Education**

Interdisciplinary Collaboration

Research Capability Expansion





Goal 3. Lead the state and nation in pre K-12 education



Evidence:

Grants/Research

- **Teacher Quality Partnership**
- **Richard O. Jacobson Center for Comprehensive Literacy**
- **Early Childhood Personnel Preparation - Special Education Grant**

Largest of Iowa's 32 Teacher Education Programs, with a strong base of clinical experience



Initiatives:

**New Teacher Education Governance Structure
R & D School**

**New College of Education Strategic Plan
Science Education?**

**President Allen's Appointment to co-chair the
Governor's STEM Initiative**



Goal 4. Create and maintain an inclusive educational environment that prepares students to thrive in a diverse global environment

Evidence:

NSSE Results

- Supportive Campus Environment Score up from 61.1 in 2010 to 66.0 in 2011 for our freshmen

EBI Climate Survey Results

- Faculty/Staff Overall Satisfaction with UNI up from 5.49 (2009) to 5.51 (2011)
- Students Satisfaction Remains at a High 5.83

Successful Programs

- Jumpstart



Initiatives:

New Associate Provost
for International Programs

Diversity Council

Diversity Fellows

- Faculty Staff Workshops

Diversity Training

- Undoing Racism

First Year activities

Curricular initiatives

Collaboration with UI thru NCBI

Gaining Panther Success (ALC / Dean of Students)

Department of Residence



Goal 5. Enhance the economic, social, cultural, and sustainable development of the state

Evidence:

We serve Iowa's students who then serve Iowa

- 92% of our students are from Iowa
- 74% of our alumni who graduated in the last decade live in Iowa

Community Service Rankings

- Presidential Honor Roll
- Carnegie Classification
- Military Friendly School



We support Iowa's economic development

- Our efforts reach 100% of Iowa's counties

STARS Award



Initiatives:

- Faculty Development Awards for Service-Learning
- Kids Programs in GBPAC
- Business Incubator
- Center for Violence Prevention



Goal 6. Ensure accountability, affordability and access

Evidence:

- Reorganized Academic and Non-Academic Units
- Reduced Workforce
- Refinanced Bonds to Achieve Future Savings
- Reduced Employer Paid Benefit Programs
- Collaborated with Regents Institutions in Academic Affairs, Student Affairs and Financial Services
- Partnered with Cedar Falls and Waterloo, and Local Non-Profit Organizations
- Outsourcing Technology Services



Initiatives:

- Enterprise Risk Management Council
- Sustainability & Energy Conservation
- Community College Relationships
- Distance Education Programs
- Process Improvements with Technology
- Financial Literacy





Leadership and Innovation for the Future: Transforming Opportunities into Reality



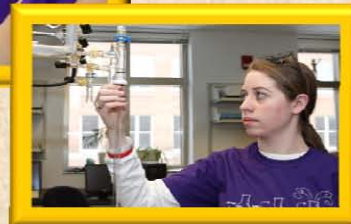
Innovation

Leadership

Global Learning



Transformation



Opportunities

Diversity



Service

