

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.”

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 GOALS<sup>1</sup>**

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




2011-2012	SUI	ISU	UNI
Target undergraduate Tuition Set-Aside for Iowa residents with need	\$12,783,057	\$17,217,837	\$6,355,841
Amount over (or under) of Goal 1 target - additional undergraduate Tuition Set-Aside allocated for Iowa residents with need	\$677,229 	\$452,702 	\$1,247,749 

<sup>1</sup> 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.

<b>2011-2012</b>	<b>SUI</b>	<b>ISU</b>	<b>UNI</b>
Target 6-Year graduation rates of minority students	62.2%	62.5%	50.4%
Actual 6-Year graduation rates of minority students	61.1% 	62.2% 	45.2% 




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

<b>2011-2012</b>	<b>SUI</b>	<b>ISU</b>	<b>UNI</b>
Target 4-Year graduation rates	48.3%	41.4%	38.4%
Actual 4-Year graduation rates	46.9% 	39.5% 	37.8% 




- ◇ 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>2011-2012</b>	<b>SUI</b>	<b>ISU</b>	<b>UNI</b>
Target number of students enrolled in credit courses available through distance education	12,213	5,680	8,037
Actual number of students enrolled in credit courses available through distance education	13,064 	7,454 	8,179 

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


<b>2011-2012</b>	<b>SUI</b>	<b>ISU</b>	<b>UNI</b>
Number of undergraduate academic programs (degree majors)	68	108	76
Number of undergraduate programs that are collecting and using assessment results	59 (86.8%) 	88 (81.5%) 	75 (98.7%) 
Number of undergraduate academic programs with a student outcomes assessment plan that includes targets of collecting and using assessment results	52 (76.5%)	63 (58.3%)	66 (86.8%)
Number of undergraduate academic programs with a student outcomes assessment plan but no established targets for collecting and using assessment results	7 (10.3%)	25 (23.1%)	9 (11.8%)
Number of undergraduate academic programs without a student outcomes assessment plan but which are in discussion	9 (13.2%)	20 (18.5%)	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>2011-2012</b>	<b>SUI</b>	<b>ISU</b>	<b>UNI</b>
Target average annual increase of total sponsored funding <sup>2</sup>	2% (\$423.6M)	2% (\$295.4M)	2% (\$33.0M)
Actual average annual increase of total sponsored funding	0.6% (\$453.7M) 	5.3% (\$363.6M) 	8.2% (\$41.0M) 

<sup>2</sup> Using a three-year rolling average.

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

<b>2011-2012</b>	<b>Number of Inter-Institutional Projects</b>
Target number of inter-institutional improvement projects per year	4
Actual number of inter-institutional improvement projects	12 <sup>3</sup> 
Value of improvements	\$17.9M

Suggested Projects 2011-2012 <sup>4</sup>	Joint Savings	SUI Savings	ISU Savings	UNI Savings
Joint utilities response to environmental regulatory changes	Jointly hired consultant; savings are more than \$100,000 at this stage			
Joint purchasing agreements	9 collaborative purchasing contracts resulted in projected savings of more than \$279,300			
Joint hardware/software bids		\$2,444,000		
Workers Compensation reorganization	Potential for \$500,000-\$750,000 annually; further study needed			
International travelers insurance and evacuation		\$178,656	Savings for FY 2012 at \$6,300; future annual savings estimated at \$15,000	FY 2013 is the first year of use for UNI; no identified savings yet
Alternative delivery	Potential for \$5M annually; initial project(s) will be done at SUI	Anticipate cost avoidance and increased project value in FY 2013		
Bond refinancing		\$9,744,499	\$980,035	\$1,929,337

<sup>3</sup> Number of major projects identified and explored; not all could be completed or resulted in dollar savings.

<sup>4</sup> Table 8 data source: Patrice Sayre.

Suggested Projects 2011-2012	Joint Savings	SUI Savings	ISU Savings	UNI Savings
Life and accidental death and dismemberment products		\$55,000		
Group long-term care insurance	Combined volume of Regents and State entities was beneficial to finding a provider for this line of coverage to continue to offer the benefit to employees. There is no cost to the universities for this program.			
Flex spend administration (UNI, ISU)			FY 2012 savings of \$44,250, five-year estimated savings of \$363,000	FY 2012 savings of \$2,500; five year estimated savings of \$25,000
Procurement card – 2010 created a consortium for the procurement care program. Since 2010, additional state agencies and political subdivisions have joined. See list below.	Additional savings for increase in rebate for all participants - \$665,815			
Diversified investment pools	Universities refined the investment model using a diversified pool for operating and intermediate funds. In addition to increased returns, SUI reduced fees by \$1,500,000 using passive index strategies for large portions of the diversified pools as compared to actively managed separate accounts. ISU and UNI have not used external management of operating funds in the last three years, so similar fees savings will not occur.			

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

ANNUAL PROGRESS AND STATUS REPORT, FALL 2012

EXECUTIVE SUMMARY

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—at once bold and pragmatic—emphasizes “**focused excellence**” in strategically targeted priority areas. 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.

The University of Iowa is pleased to present the second annual progress and status report on our efforts and investments in the four strategic priority areas defined in *Renewing The Iowa Promise* (the “**four pillars**”): **student success, knowledge and practice, new frontiers in the arts, and better futures for Iowans.**

We take great pride in what our University community has been able to accomplish in these first two years under *Renewing The Iowa Promise*. We’ve set new records for enrollment, diversity, and retention and graduation rates. We inaugurated an exciting new orientation program for incoming students and we’re building new, state-of-the-art collaborative learning spaces. We’ve launched our innovative Cluster Hire Initiative, through which faculty are addressing scientific and societal “grand challenges”—while also building the University’s national reputation in several

multidisciplinary areas. We continue to work hard to recognize and make the most of the opportunities presented to us as we rebuild the arts campus devastated by the flood of 2008. To serve students across the state, we’re offering new distance education options and are forging new relationships with Iowa’s community colleges.

FALL 2012 HIGHLIGHTS

- Highest total enrollment ever: 31,498
- Most diverse incoming class: 16.2% minority
- 1-year retention and 4- and 6-year graduation rates close to record levels
- Second lowest resident undergraduate tuition in the Big Ten
- 85% of graduate programs ranked in the top 30 among like public programs
- 30 cluster hires made
- Third highest annual sponsored funding total

In the current year, we are investing in a series of exciting new initiatives to enhance student success. These initiatives will advance efforts such as support for international and transfer students as they transition to the UI, extension of TILE pedagogy to cross-disciplinary courses and first-year students, enhancement of tutoring and support services, added financial counseling and career services, and new efforts to promote academic engagement for all students. We are also investing in new initiatives to extend the reach of the University’s

missions throughout the state – to help more place-bound Iowans achieve their educational aspirations, enhance career development opportunities for working professionals, bring new resources to Iowa’s K-12 students, and otherwise contribute more fully to economic and cultural vitality and to the health and quality of life of the people of Iowa.

These accomplishments have been made possible by the hard work of individuals across campus. Their dedication, along with the support of the many friends and colleagues who care so much about the University’s success, will continue to lead us toward even greater distinction over the coming years.

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

**PILLAR #1: STUDENT SUCCESS**

**Access and Enrollment Growth**

- Highest total enrollment ever (31,498)
- Most diverse incoming class (16.2% minority)
- Highest total percentage international students (11.4%)
- Enhanced efforts to reach out to lowans: Iowa Scholars Award, recruiting plan, admissions improvements
- Military-friendly school (3<sup>rd</sup> year); ICOVE grant

**Affordability**

- Second lowest resident undergrad tuition in Big Ten

**Improved Retention**

- Early intervention helping to improve retention
- On Iowa! immersion program (2<sup>nd</sup> year)
- Expanding no cost tutoring for students in critical “gateway courses”
- Expanded supplemental instruction for at-risk students
- Full implementation of ALEKs to ensure appropriate placement of students in math coursework
- 1-year retention and 4- and 6-year graduation rates remain close to record levels set in last year

**Increased Students’ Academic Engagement**

- Enhanced academic components to living-learning communities
- TILE (Transform. Interact. Learn. Engage.) classrooms/learning commons spaces
- Increased funding over past three years to Iowa Center for Research by Undergraduates (ICRU)
- Experiential learning experiences abroad

**Outcomes Assessment**

- Joined New Leadership Alliance for Student Learning and Accountability; partnering with CIC

**Career Development**

- ePortfolio electronic résumé program

**Student Success Initiative Funding**

- Competitive proposal process, \$1M allocated to support student success initiatives

**Grad/Prof Student Success**

- High quality programs: >85% in top 30 publics
- 4 degree programs closed; additional programs realigned for efficiency and synergies
- New programs: MFA Spanish Creative Writing, 5 new joint bachelor’s/graduate degree programs
- Enhanced career advising/development programs

**PILLAR #2: KNOWLEDGE AND PRACTICE**

**Invested in Faculty Cluster Hires**

- 5 active clusters, ~50 lines allocated, 30 hired

**Enhanced Processes for Monitoring/Rewarding Faculty**

- Implementing new post-tenure review policy
- Implementing UI Academic and Professional Record (central database of faculty activities)
- Redesigned survey for biennial Faculty Activity Report

**Sponsored funding for Research**

- Steady despite downturn in federal funding
- Third-highest annual total ever (\$438.1M)

**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

**Academics**

- Strengthened partnership between School of Art & Art History and UI Museum of Art

**Outreach**

- Arts@Iowa campus website
- Mural exhibition at Des Moines Art Center

**PILLAR #4: BETTER FUTURES FOR IOWANS**

**Educating Iowa**

- Degree completion programs with 13/15 Iowa community colleges
- New online BBA, BA in social work in Des Moines
- Partnership with Herbert Hoover Presidential Library – summer institute for teachers, grades 5-12
- 46% of enrollments in for-credit continuing education at Regent universities are in UI programs

**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

**Engaged Scholarship**

- Faculty clusters - serving Iowans
- Digital Studio for the Public Humanities

**Carnegie Community Engagement Classification**

- Individual identified to lead preparation of application, due 2014

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ANNUAL PROGRESS AND STATUS REPORT, FALL 2012

FOUNDATIONAL COMMITMENTS

**COMMITMENT #1: INCLUSION AND  
INTERNATIONALIZATION**

**Student and Faculty Diversity**

- Record diversity of incoming class (16.2%)
- Positive trends in faculty diversity
- Women: 33.0 of TT faculty, 38.5% of total
- Minorities: 19.4% of TT faculty, 19.3% of total

**International Students**

- UI international students and their dependents contribute \$83M to Iowa's economy
- State-wide, international students contribute more than \$280M to Iowa's economy

**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**

**Operations**

- Energy conservation efforts include latest generation occupancy sensors, heat recovery systems in laboratories, HVAC upgrades
- Proteus optimization program monitoring costs
- Sort-free recycling program launched

**Education and Research**

- Sustainability certificate – 145 students enrolled, 41 graduated with certificate; 26 majors represented
- Water Sustainability faculty cluster
- Biomass planning effort

**Outreach**

- Iowa Initiative for Sustainable Communities

*(continued)*

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

**Program Restructuring to Promote Efficiency**

- International Programs reorganized to promote efficiency and coordination across IP units

**Instructional Productivity**

- FTE down, student credit hours (SCH) up
- SCH/FTE up 10.8% 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**

- Financial aid systems changes for Iowa undergraduate students: proposal developed
- Diversified investment pools for operating and intermediate investments: 3-year reassessment
- Workers compensation decentralization to Regents
- Joint project to advance course materials rentals and use of e-textbooks through university book stores
- Additional business software projects for UNI developed through UI/UNI collaboration
- Joint participation in STAR program sustainability of measurement
- Alternative construction delivery
- UI and ISU electronic system for student bus services

Key:

-  - Satisfactory progress toward target
-  - Unsatisfactory or no progress toward

University of Iowa Strategic Plan Scorecard

	Indicator	Base Actual (FY10 unless otherwise noted)	Year 2 Actual (FY12 unless otherwise noted)	Target	Progress
<b>University of Iowa Indicators</b>					
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)	\$150,536,998 (FY2009 through FY 2012)	\$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	85.3% (29/34)	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	3 added = 4 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)	\$94,233,527 (FY2009 through FY 2012)	\$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%	10%	75%	
UI 6	Establish <b>degree completion programs</b> with all 15 Iowa community colleges.	8	13	15	
UI 7	By 2016, <b>divert 40% of the university's waste</b> through recycle, reduced production and food capture programs.	24%	34%	40%	
UI 8	By 2016, achieve 25% <b>renewable energy consumption</b> .	11%	8%	25%	
UI 9	By 2016, have more than 1M <b>annual e-transactions</b> .	633,356	741,954	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%	98.0%	100%	

# IOWA STATE UNIVERSITY

## Strategic Plan Progress Report / October 2012

### Executive Summary

#### Fourth consecutive year of record enrollment

- 31,040 students
- Undergraduate enrollment of 25,553; 67 percent are Iowans
- Record freshmen class of 5,366 students
- Record transfer enrollment, including 1,111 students from Iowa's community colleges
- Record enrollment of 6,765 international and underrepresented minority students
- Student body represents all 99 Iowa counties, all 50 U.S. states, and 101 countries

#### A catalyst for economic development

- \$360 million in external research funding in fiscal year 2012, an increase of 5.3 percent from the previous year
- Iowa companies using Iowa State-licensed technology generated more than \$100 million in sales in 2011
- Worked with 4,100 Iowa businesses and manufacturers, creating or retaining 8,000 jobs, and generating more than \$400 million in economic impact
- Helped create 179 new business start-ups

#### Addressing affordability

- Iowa State's tuition and fees are the lowest among its peer group, and lower than most public research and land-grant universities in neighboring states
- Zero percent increase in student fees proposed for 2013-2014
- Iowa State is one of only five universities, nationally, to offer a financial counseling clinic
- Iowa State named a "top-20" public university by the *Fiske Guide to Colleges* for its combination of quality academic programs, affordable tuition and fees, and exceptional student experience

#### Becoming more efficient

- Streamlining commonly used information technology services saves more than \$1 million annually
- Collaboration between the colleges of engineering and liberal arts and sciences saved students more than \$500,000 in online course delivery fees
- New School of Education consolidated two departments, creating annual savings of \$200,000
- College of Design reorganization created \$290,000 in savings by centralizing administration, reducing redundancies in curriculum

### A Magnet for Outstanding Faculty



The College of Design and Iowa State Extension and Outreach were one of 17 groups chosen to represent land-grant universities in the Smithsonian Folklife Festival's celebration of the 150th anniversary of the Morrill Act. The exhibit asked guests questions about design, offered interactive games, and showcased how Iowa State benefits Iowa communities. **Christopher Hopkins**, associate professor of music and theater, developed sound components for the exhibit.



**Dan Shechtman**, distinguished professor of materials science and engineering, and a research scientist in the U.S. Department of Energy's Ames Laboratory, received the 2011 Nobel Prize in Chemistry for his 1982 discovery of quasicrystals. Shechtman's discovery forced scientists to rethink ideas about matter and its atomic arrangement, and led, literally, to the rewriting of textbooks.

## A Magnet for Outstanding Students

### Well-prepared for growth

- 84 additional faculty hired
- 450 additional course sections compared to fall 2010
- Course availability team ensures students have access to the right classes, and at the right time on their path to graduation
- Residence halls modified to accommodate record numbers

### Working to improve student retention and graduation rates

- Expanded tutoring services to help students in need
- Partnering with Iowa's community colleges to help ensure transfer students are academically prepared to finish their degrees
- Iowa State named a "top gainer" for improving graduation rates among African American students by 16 percent from 2004-2010
- Offering the *Engaged to Excel* program, which increases the retention rate of STEM majors, and boosts the scientific literacy of all students by helping them understand how science works

### Offering an exceptional student experience

- The new Hixson-Lied Small Animal Hospital helps educate future veterinarians, and provides invaluable service to Iowa pet owners and livestock producers
- 1,239 students studied abroad in 49 countries in FY2012, gaining experience to help them succeed on a global scale
- 800 organizations provide students with leadership skills

### A rigorous and varied curriculum

- First graduates of Global Resource Systems program participated in U.N. conferences and assisted foreign refugees living in Iowa
- 227 students enrolled in new event management major
- Kinesiology department enrollment up 11 percent in one year, to 1,200 students; athletic training now offered as stand-alone major
- Colleges of business and engineering partnering to offer online masters program

### Great faculty a key to student success

- Five Iowa State and Ames Laboratory professors named fellows in the American Association for the Advancement of Science
- Max Rothschild, distinguished professor of agriculture and life sciences, chosen as Iowa State's first Jefferson Science Fellow
- Anne Clem, Doug Gentile, and John Monroe counted among *Princeton Review's* "Best 300 Professors"

### Students are finding jobs

- 93 percent of students graduating in 2011 had a job within six months of graduation, including nearly 100 percent for graduates in agriculture and life sciences
- Internship opportunities provide real world experience before graduation



Mayly Sanchez, assistant professor of physics and astronomy at Iowa State, was awarded a Presidential Early Career Award for Scientists and Engineers, the highest honor awarded by the U.S. government for early career researchers. Sanchez, who also holds a joint appointment at the U.S. Department of Energy's Argonne National Laboratory, studies neutrinos - subatomic particles that rarely interact with matter.



Ebby Luvaga, a senior lecturer and academic adviser in the College of Agriculture and Life Sciences, works with students on their academic goals. Iowa State's student services, including a nationally rated learning communities program, help new students adjust to campus life and succeed in the classroom.

## Addressing Society's Challenges

### External funding

- \$360 million in external research funding in FY2012, an increase of 5.3 percent from prior year
- Record research funding of \$22 million for College of Veterinary Medicine
- Diversifying funding sources, including Defense Advanced Research Projects Agency awards to study cell phone and computer security
- Fostering interdisciplinary research between colleges, and helping faculty teams write large, multi-institutional grant proposals
- Collaboration with scientists from the U.S. Department of Energy's Ames Laboratory is leading to the development of new materials and applications. Projects include using the rare earth element cerium to create magnets for electric vehicle motors
- National Science Foundation (NSF) Center for E-Design leadership moved to Iowa State. This effort includes 10 partner universities and 53 companies

### An engine for economic activity

- Iowa State ranked 28th among U.S. universities for licensing revenue in FY2011
- Iowa State researchers disclosed their 4,000th invention for patent protection and commercial application in 2012
- Breakthrough research in cyst nematodes licensed by an agricultural biotechnology company
- Access to Iowa State scientists a factor in DuPont's \$300 million, first-in-the-nation cellulosic biofuels refinery in Nevada
- Launched a five-year, \$25 million CenUSA project to develop perennial grasses on land not suited for food production, for use as biomass to make biofuels
- NSF Engineering Research Center for Biorenewable Chemicals received a three-year, \$12 million renewal
- Center for Advanced Host Defense Immunobiotics and Translational Comparative Medicine combined \$10.9 million in external funding to address emerging infectious diseases in humans and animals

### Growing the ISU Research Park

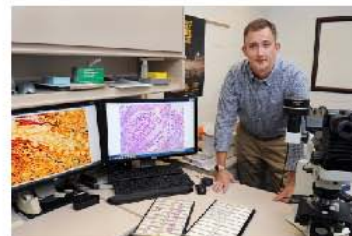
- ISU Research Park now reports to the Office of the President
- Northern anchor for a central Iowa technology corridor, as part of the Greater Des Moines Partnership's Capital Crossroads project
- WebFilings plans to hire several hundred highly skilled, high-paying technology and business positions over the next few years
- Harrisvaccines receives USDA licensure for swine flu vaccine that can be made without isolating live virus from infected animals
- Vermeer opens office to work with colleges of engineering and agriculture and life sciences, as well as Extension and Outreach's Center for Industrial Research and Service



**Doug Gentile**, associate professor of psychology, has conducted groundbreaking research showing that violent video game exposure increases aggressive behavior by children and adolescents. His research has also demonstrated that prosocial video games increase children's helping and cooperative behaviors.



**Molly Slattery**, a senior majoring in kinesiology and health, explored how exercise impacts the effectiveness of flu vaccine in older adults. Preliminary results indicated that exercising immediately after vaccination can extend its maximum benefits.



**Eric Burrough**, assistant professor of veterinary diagnostic and production animal medicine, is developing a better way to diagnose swine dysentery, a disease that - left unchecked - could cost the U.S. pork industry more than \$100 million each year.

## A Treasured Resource for Iowans

### Extension and Outreach helps one in three Iowans

- Providing service in every Iowa county
- Partnering with 900 elected County Extension Council members
- Enlisting 17,000 volunteers

### Helping Iowa businesses, manufacturers

- 1,400 companies working with Extension and Outreach's Center for Industrial Research and Service reported more than \$414 million of total economic impact, including 6,200 jobs added or retained as a result of their assistance
- Iowa State's Small Business Development Center within the College of Business counseled nearly 2,700 clients, created or saved 1,900 jobs, helped raise \$42 million in capital, and helped create 179 new business start-ups over the last fiscal year
- Extension and Outreach has worked with partners in the Northeast Iowa Food and Fitness Program to boost sales of locally produced food from \$500,000 in 2006, to \$3.5 million in 2011
- Extension and Outreach provided ServSafe food safety certification to more than 1,000 Iowans in 2011

### Helping Iowa communities

- The Extension to Communities and Economic Development program assists Iowa communities in developing sustainable economic development strategies
- 196,000 Iowans increased their understanding and skills on family issues through workshops and conferences
- The College of Design helped Iowa communities manage changes to their economy, environment, and quality of life. In Cedar Rapids, for example, Design students and faculty worked with nonprofits, neighborhood associations and design firms to revitalize areas of town hit hard by the 2008 flood

### Sharing information

- Extension and Outreach helped more than 8,000 Iowa crop and livestock producers manage the recent drought through webinars, 78 live educational forums throughout the state, one-on-one consultations, and numerous publications and resources available through the *Dealing with Drought* web site
- New University Library repository is more efficient, and provides open access to scholarly and creative works by students, faculty and staff, and community members

### Serving young Iowans

- 94,000 Iowa youth participated in 4-H programs last year
- 95,000 *more* participated in short-term programs such as day camps, FIRST Lego League, Project Lead the Way, and other science and technology focused events
- The College of Agriculture and Life Sciences and Extension and Outreach hosted the first World Food Prize Youth Institute



Iowa companies, through a partnership with the Extension and Outreach Center for Industrial Research and Service, provide Iowa State students the opportunity to apply their knowledge to real-world applications as a final step before joining the workforce. Iowa State students worked on 33 projects for 22 Iowa companies in 2011, with the companies reporting an economic impact of \$10 million.



Iowa State's leadership of the Iowa FIRST LEGO League provides students ages 9-14 with the opportunity to explore their math, science and creativity skills in a fun and competitive environment. In 2012, 72 of 295 teams made it to the statewide championship, held in January on campus.

## University of Northern Iowa Strategic Plan Report for Year 2011-12

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 135 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. The report below briefly: (1) outlines UNI's accomplishments as aligned with the Board of Regents plan; and (2) discusses progress on the UNI plan goals. Brief examples are provided for each area.

### 2011-12 UNI Accomplishments Aligned with the BoR Strategic Plan

- BoR Goal 1. *Iowa's public universities shall be affordable to all academically qualified Iowa residents.* UNI 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:
  - UNI's campaign "Live Like a Student (LLS)" which began fall 2010 continues to prove highly effective.
  - Offering secondary students and parents bilingual financial aid information sessions in Spanish and providing bilingual publications.
  - 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 over \$3 million in 2011-12, an 81 percent decrease.
- BoR Goal 2. *Iowa's public universities will increase the degree attainment of underrepresented minority students.*
  - 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. The Council continues to make significant progress in the retention and graduation rates of underrepresented minority students.
  - Last year UNI initiated the Cornerstone Course which is a 3 credit hour academic inquiry course developed by faculty in partnership with student affairs. The course is part of the Liberal Arts Core (LAC). Preliminary data indicates a higher retention rate for students completing the Cornerstone course.
- BoR Goal 3. *Iowa's public universities will increase the percent of undergraduate students who graduate within four years.*
  - The First Year Council continues to set the strategic direction of the first year and for the assessment, monitoring and reporting of specified first-year initiatives and learning outcomes.

- Faculty are closely examining curriculum requirements; some lengthy majors are being streamlined or restructured.
- 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.*
  - The target enrollment of 7,846 students in distance education courses was exceeded.
  - New courses and programs are currently in various stages of the curriculum cycle for approval.
- BoR Goal 5. *Not applicable*
- BoR Goal 6. *Iowa's public universities and special schools will demonstrate that their student outcomes assessment programs help students achieve identified learning goals.*
  - 100% of academic undergraduate programs at UNI have Learning Outcomes Assessment Plans in place.
  - 61% of departments show evidence of using feedback from assessments; and 39% are in the process of using feedback to make changes.
- BoR Goal 7. *The public universities shall contribute to the expansion and diversification of the Iowa economy.*
  - UNI serves Iowa's students who then serve Iowa: 92% of our students are from Iowa; and 74% of our alumni who graduated in the last decade live in Iowa.
  - UNI's economic development efforts reach 100% of Iowa's counties.
- BOR Goal 8. *Iowa's public universities and special schools shall be increasingly efficient and productive.*
  - Difficult decisions were made including: closing Malcolm Price Laboratory School; reducing general fund support to intercollegiate athletics; closing print services; restructuring and closing select academic programs.

### 2011-12 UNI Strategic Plan Accomplishments

Last year represented the second year of the UNI Strategic Plan. During the year, the following was accomplished: formulation of annual action plans; initiation of action steps; developing measuring outcomes and refining action plan. A university-wide committee met in the fall to develop action steps and in May to assess progress. Selected action items are highlighted below each of our strategic goals:

Goal 1: *Be a leading undergraduate public university that provides a strong liberal arts foundation.* UNI continues to provide an excellent educational experience for our students as evidenced by:

- National and Regional Rankings
- Faculty Excellence
- Alumni and Student Excellence

Other selected activities include:

- Reshaping Liberal Arts Core
- Developing Minority Retention Programs
- Providing Competitive Scholarship Mentoring

Goal 2: *Provide rigorous and relevant graduate education that meets the needs of graduate students, the university, and the community.* Activities under this goal include:

- Increasing course/program offerings for non-traditional and distance learners
- Conducting graduate program reviews and graduate program reductions

Goal 3: *Lead the state and nation in pre K-12 education.* Perhaps the most intense work was accomplished last year for this goal. The BOR Education and Student Affairs committee has received periodic reports. Perhaps most exciting is the following:

- A new professional development school model which includes:
  - Diverse field experiences in preK-12 schools with schools in the Cedar Falls and Waterloo Community School Districts
  - Field experience coordinators embedded in teacher education field experiences providing support and guidance to UNI students and assistance to the mentor (host) teachers

Goal 4: *Create and maintain an inclusive educational environment that prepares students to thrive in a diverse global environment.* As the demographics of the nation and state grow more diverse, UNI must prepare our students, faculty and staff to understand diverse populations, and specifically to embrace inclusivity. Specific activities included:

- Diversity training for faculty, staff and students
- Diversity education for student employees
- Focus on recruiting a diverse student body including international students

Goal 5: *Enhance the economic, social, cultural, and sustainable development of the state.* UNI serves Iowa's students who then serve Iowa. Accomplishments include:

- Student and Community Engagement
- Economic development efforts reaching 100% of Iowa's counties
- Robust Year for Arts and Athletics
- More than 20,000 education alumni in Iowa's 99 counties

Goal 6: *Ensure accountability, affordability, and access.* Last year difficult decisions were made relevant to accountability. UNI strives to make education affordable and provide access to Iowans, out of state and international students. Key activities include:

- Restructure and close select academic programs
- Closure of Malcolm Price Laboratory School
- Work with students to reduce student debt
- Sponsor academic summer camps to get elementary and secondary students on campus