

Contact: Diana Gonzalez

UNIVERSITY STRATEGIC PLAN PROGRESS REPORTS

Action Requested: Receive the reports.

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







The university provosts will provide brief oral updates. The institutions’ progress reports are attached to this memo. (Attachments A-C, pages 12-25)

Background:

Board Policy (§6.05) directs the Regent institutions to present annual progress reports on their institutional strategic plans. Board Policy indicates that the “Board shall help establish institutional direction, and monitor and evaluate progress toward achieving strategic goals.” Annual progress reports are an opportunity for the Regent institutions to address the degree to which they have advanced the Board’s strategic objectives. The targets for Goals 2 and 3 relating to graduation rates have not yet been fully met. This year’s progress report includes both 2012-2013 and 2013-2014 data because the 2012-2013 data were not reported last year.







BOARD OF REGENTS GOALS¹

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







2012-2013	SUI	ISU	UNI
Target undergraduate financial aid for Iowa residents with need	\$13,575,426	\$19,480,911	\$5,540,245
Amount over (or under) of Goal 1 target - additional undergraduate financial aid allocated for Iowa residents with need	\$0 	\$0 	\$2,441,398 
2013-2014	SUI	ISU	UNI
Target undergraduate financial aid for Iowa residents with need	\$13,711,180	\$19,675,720	\$5,706,452
Amount over (or under) of Goal 1 target - additional undergraduate financial aid allocated for Iowa residents with need	\$306,179 	\$183,905 	\$1,318,094 

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







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

2012-2013	SUI	ISU	UNI
Target 6-Year graduation rates of minority students	62.9%	63.2%	52.0%
Actual 6-Year graduation rates of minority students	63.3% 	60.8% 	44.2% 
2013-2014	SUI	ISU	UNI
Target 6-Year graduation rates of minority students	63.6%	64.0%	53.7%
Actual 6-Year graduation rates of minority students	64.6% 	59.1% 	45.4% 




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




2012-2013	SUI	ISU	UNI
Target 4-Year graduation rates	49.3%	42.8%	38.8%
Actual 4-Year graduation rates	51.1% 	40.7% 	37.6% 
2013-2014	SUI	ISU	UNI
Target 4-Year graduation rates	50.2%	44.2%	39.2%
Actual 4-Year graduation rates	51.1% 	43.2% 	39.3% 

- ◇ 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.







2012-2013	SUI	ISU	UNI
Target number of students enrolled in credit courses available through distance education	12,503	5,822	8,228
Actual number of students enrolled in credit courses available through distance education	13,580 	7,908 	8,423 
2013-2014	SUI	ISU	UNI
Target number of students enrolled in credit courses available through distance education	12,794	5,967	8,419
Actual number of students enrolled in credit courses available through distance education	14,972 	8,207 	8,927 

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

2012-2013	SUI	ISU	UNI
Number of undergraduate academic programs (degree majors)	68	110	76
Number of undergraduate programs that are collecting and using assessment results that include targets	55 (80.9%) 	83 (75.5%) 	75 (98.7%) 
Number of undergraduate academic programs with a student outcomes assessment plan but no established targets for collecting and using assessment results	10 (14.7%)	12 (10.9)	9 (11.8%)
Number of undergraduate academic programs without a student outcomes assessment plan but which are in discussion	3 (4.4%)	15 (13.6%)	1 (1.3%)
Number of undergraduate academic programs without a student outcomes assessment plan	0 (0.0%)	0 (0.0%)	0 (0.0%)

2013-2014	SUI	ISU	UNI
Number of undergraduate academic programs (degree majors)	69	109	76
Number of undergraduate programs that are collecting and using assessment results that include targets	58 (84.1%) 	95 (87.2%) 	75 (98.7%) 
Number of undergraduate academic programs with a student outcomes assessment plan but no established targets for collecting and using assessment results	9 (13.0%)	9 (8.3%)	9 (11.8%)
Number of undergraduate academic programs without a student outcomes assessment plan but which are in discussion	2 (2.9%)	5 (4.6%)	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.

2012-2013	SUI	ISU	UNI
Target average annual increase of total sponsored funding ²	2% (\$432.1M)	2% (\$302.6M)	2% (\$31.7M)
Actual average annual increase of total sponsored funding (over target)	1.7% (\$439.6M) 	13.4% (\$343.0M) 	30.0% (\$41.2M) 
2013-2014	SUI	ISU	UNI
	2% (\$440.7M)	2% (\$301.7M)	2% (\$32.4M)
Actual average annual increase of total sponsored funding (over target)	-2.2% \$431.2M 	16.6% (\$351.7M) 	26.0% (\$40.8M) 

² Using a three-year rolling average.

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

2012-2014	Number of Projects		
	SUI	ISU	UNI
Target number of improvement projects per year	4	4	4
Actual number of institutional improvement projects	32 (2010-2014)	15	9
Value of improvements*	\$14.7M	\$1.96M	\$639,793

*Estimates.

Details of the efficiencies are includes in pages 6 – 11.

UNIVERSITY OF IOWA

	Year Reported	Project	Category
1	2014	Short payback project investments and UI Energy Control Center – accumulated savings of over \$1M annually and growing.	Facilities
2	2014	Three successive years of faculty/staff fringe benefit cost decline. University-wide savings in current year of \$20 million.	HR/ Finance
3	2014	Mainframe Computer Retirement: With the advent of client server computing in the late 1990's and web-based systems in the mid-2000's, SUI began transitioning applications to more contemporary platforms and technologies. The University leveraged its investment in existing PeopleSoft Finance and Human Resources solutions, purchased replacement systems whenever possible, and developed new systems when necessary. The resulting savings of mainframe elimination is more than \$800,000 in annual hardware and software costs, and the reallocation of 29 staff lines.	IT
4	2014	Activated MAUI student information system and received innovation award from University Business Magazine. The new system provides contemporary web interface and integrates business processes and data from several legacy systems (Admissions, Student Records, Financial Aid, and Billing). The new system provides new functionality for student relationship management, events management, and orientation and includes automated business processes, workflow, rules engine, communications engine, and enhanced reporting. The implementation of a new student system is leading to a number of administrative improvements including:	IT
		<ul style="list-style-type: none"> • Ability to process admissions application decisions in 48 hours or less. 	
		<ul style="list-style-type: none"> • Enhanced student registration to extend self-service add/drop capability through the first week of the semester allowing over 5300 students to add over 8000 sections and drop over 8800 sections using self-service technology. 	
		<ul style="list-style-type: none"> • Automated the Admissions prospect and applicant processing, Admission’s decision, Financial Aid departmental scholarships, and financial aid awarding; also, course offering and approval process, residency determination, duplicate checking, record merging, departmental billing processes, advisor assignment, grade processing, graduation application, degree clearance and course wait listing. 	
		<ul style="list-style-type: none"> • The University Billing system that provides electronic presentment and payment for academic charges was implemented, saving printing, postage and processing charges. 	
		<ul style="list-style-type: none"> • Implemented a customer relationship and correspondence management system to monitor and track interactions with prospective and current students. Since the student relationship management system went live, there have been 172 letter and 742 email campaigns that generated 278,000 letters and 3.4M emails respectively. This is a part of the University of Iowa's overall enrollment growth strategy. 	
5	2013	Given current daily utilization rates for the van pool and bus pass programs of approximately 70% for employees and 50% for students, the programs have eliminated the need for approximately 2,650 parking spaces in the University’s system; more than 15% of its current capacity. This parking, if supplied in surface lots, would cost the parking system more than \$1,325,000 annually. Structured parking spaces in these numbers would cost nearly four times that amount. The net cost of supporting the employee and student commuter programs in FY 2013 was less than \$738,000.	Facilities

6	2013	Energy efficiency in design standards has been quantified through the Commercial New Construction programs offered by MidAmerican Energy and Alliant Energy companies. The programs include all major new building construction and renovation projects. The campus has received \$2.5M in incentives from MidAmerican Energy and Alliant Energy for completed projects to date. Energy efficiency projects under this program have an annual cost avoidance for the campus of \$2.63M.	Facilities
7	2013	Centralized chilled water production which has reduced water and steam use, ultimately decreasing production costs by \$360,000 per year. Incorporated a reverse osmosis (RO) system that allows boiler water to be used longer with less corrosion -avoidance chemical additives. River water is now used for non-contact cooling water for condensers; SUI's permit to release non-contact cooling water to the Iowa River is saving \$1 million per year.	Facilities
8	2013	The College of Liberal Arts and Sciences has created seven shared service centers providing administrative services which serve multiple departments while maintaining the individual department's identity. These centralized "centers" have improved access to services for faculty and students and facilitated the sharing of best practices as new processes and procedures are implemented. This model will continue to be developed as the opportunities arise and is a part of the recommendations offered by Deloitte. Estimated savings within CLAS are \$300,000.	HR
9	2013	Banking: International Receivables: Given the size of the international student population, the University began offering an international wire service payment option that reduced the number of international wires by 50% and resulted in a reduction in bank fees and associated administrative burden estimated at \$5,000.	IT/ Treasury
10	2013	Remote Deposit: Scanning of checks for deposit at various locations across campus has accelerated the timing of bank deposits. In addition to increasing fund availability, check scanning eliminates the need for armored car service in these locations, reduces staff time away from workstations and increases administrative efficiency since electronic images are readily available. Total annual savings is \$20,000.	IT/ Treasury
11	2013	Facilities Maintenance servers were moved to ITS Data Center at a savings of approximately \$400,000.	IT/ Facilities
12	2013	Academic Advising implemented an online appointment system (\$70,000 savings).	IT/ Provost
13	2013	E-mail: Consolidated the enterprise e-mail systems on campus to one for academic use and one for hospital use, both standardizing on a consistent email platform, but allowing the regulatory and business requirements of each to be met efficiently. Estimated annual savings \$200,000.	IT
14	2013	Electronic Calendar: Standardized the electronic calendaring systems across the entire University which greatly reduces the time and effort needed to schedule meetings and improves the daily efficiency of each person who is being scheduled. Estimated annual savings \$350,000	IT
15	2013	Active Directory: Using a standard directory and authentication service on campus allows business rules to automatically generate and retire accounts for students, faculty and staff as their status with the University changes. This automation greatly reduces support costs while providing a more secure and consistent IT environment. Estimated annual savings \$240,000.	IT
16	2013	Central Software Office: A centralized software office that consolidates requests from across campus and negotiates the best discounts possible for software titles also saves considerable time and resources by only sourcing the software and reviewing the legal contracts once. This central point of contact also makes it possible to collaborate with ISU and UNI on joint software purchases. Estimated annual savings \$180,000.	IT

17	2013	Fiber Data Network Consolidation: The University implemented a single standardized data network for the campus that allows IT to meet common needs and provide for specialized high-performance needs in the most cost-effective manner. In doing so SUI eliminated the need for separate collegiate, departmental or lab networks and infrastructure. The result is the elimination of virtually all Data Network Engineer or Communication Infrastructure positions in the collegiate units. Estimated annual savings \$1,455,000.	IT
18	2013	Telephone System: The telephone system for the campus has been standardized for all users and has implemented IP routing internally. New technologies are being evaluated in pilot projects to determine if further savings are possible. Estimated annual savings \$293,900.	IT
19	2013	Wireless Networking: Standardized the wireless network for the campus providing a common wireless experience across campus and reducing the support burden. Estimated annual savings \$193,900.	IT
20	2013	Consolidated ITS Help Desk into One Location: Created a single point of contact for ITS by assigning the Customer Information Desk duties to the ITS Help Desk and fully eliminating Main Library ITS Help Desk location. Annual savings \$206,200.	IT
21	2013	Automated Desktop Management: Minimizing the costs of managing the tens of thousands of personal computers on campus is done with enterprise-class automated management tools. This allows a single IT professional to manage hundreds of devices remotely and make changes across all the machines in one place. This provides faculty, staff, and students with stable, reliable technology for their daily use, allows the implementation of appropriate security controls, and also allows us to reduce the IT costs required for support. Estimated annual savings \$700,000.	IT
22	2013	Telecommunications Workflow and Database: Implemented a fully integrated, information and workflow management system in the telecommunications department which allows the telecommunications facilities, services and workflow to operate in an automated and efficient manner. This has reduced the number of clerks needed to manually track and retrieve this information by 3 FTE, and also improves the department's ability to respond to requests from the campus. Annual savings \$186,530.	IT
23	2013	Data Warehouses: Data collection and effective use of this information helps individuals and departments function more efficiently. Through data warehouse systems, financial, course and student information can be distributed in a cost-effective manner to those individuals who are authorized to use the data. Estimated annual savings \$300,000.	IT
24	2013	Classroom Improvements: Upgraded and standardized technology in 119 General Assignment Classrooms across campus, providing better ease of use for faculty and the ability to respond to IT support issues remotely. Estimated annual support savings \$140,000.	IT/ Provost
25	2013	Research Computing: High performance computation is essential for many disciplines in modern day research. Traditionally these specialized computational systems were acquired and deployed by individual research groups. These systems typically operated at about 20% utilization. Since late 2010, the University of Iowa has offered a shared high performance computing cluster that provides researchers access to a larger system than they could afford on their own and at a greater efficiency than the previous distributed systems. This shared system operates at over 90% utilization, uses 50% less staffing, and consumes at least 20% less power and cooling. Additionally, this shared system can be housed in a facility that offers more efficient power and cooling and enhanced physical security. There are now more than 50 research groups using the system and are receiving about 2 million hours of computation time each year. More importantly, access to this larger system on campus has enabled research and research awards that would not have otherwise been possible. Estimated annual savings \$300,000.	IT/ Research

26	2013	Implemented the PeopleSoft Supplier Contract Management solution as an integrated addition to the PeopleSoft Financial system, which enabled the Purchasing department to advance greatly toward the University's overall sustainability goals. During FY2013, approximately 2,800 contracts were processed through the contract management system. It is estimated that the contract authoring and signature process is now more than 90% paper-free and the University is saving \$10,000 or more annually as a result of the reduced use of paper in printing contracts for signature and time savings for clerical staff in tracking and managing the contract process.	Procurement
27	2011,2012 and 2013	Collaborated on joint State and Regents master contracts to derive savings from strategic sourcing efforts which include steering purchases to master agreements, negotiating additional rebates, volume discounts and standardization on products. Leveraged savings for SUI through purchasing efforts were: FY2011 - \$7,525,999; FY2012 - \$13,893,606; FY2013-\$16,019,488.	Procurement
28	2011	UI Printing & Mailing Services was restructured and seven full time positions were eliminated and employees reassigned elsewhere within the University. Non-essential coin-operated copier machines in the Library system were eliminated. Services and pricing models were revised to meet the current needs of the University. Copy center printing equipment leases were ended and new leases for equipment that better matched the new business model were signed. Over \$500,000 in annual salary savings was achieved as well as an additional \$50,000 in equipment savings.	Procurement
29	2010	Early Retirement Incentive Program: To achieve long-term savings, SUI offered an early retirement incentive program beginning in FY2010. Estimated outcome: SUI had 428 participants at \$80.6M in savings over 5 years of the programs.	HR
30	2010	Life Insurance: First phase implemented in 2009 reducing the maximum group life insurance covered amount from \$500,000 to \$400,000. The second phase in 2010 reduces the multiple from 2.5 times annual base salary to 2.0 times. Annual savings of \$2,200,000.	HR
31	2010	Billing & Collections: University Billing & Student Aid Refunds - All student, faculty and staff billings were converted to electronic, generating annual cost savings of \$215,000 over paper bills and postage expense. With each new freshmen class there is an active campaign to encourage all students to sign-up for electronic bill payments. This same campaign encourages students to sign-up for electronic receipt of any student aid refunds. Participation in these electronic options is over 90%. In addition to the convenience of charging on-campus purchases to their University Bill, all faculty and staff charges are automatically payroll deducted. Total cost savings of these electronic payments is estimated at \$250,000 annually.	IT/ Provost/ Treasury
32	2010	Unified Electronic Workflow (UEW) – In 2010 a collaborative project was initiated with Finance & Operations and Information Technology Services to enhance and unify current campus electronic Workflow systems by creating a single Universal Electronic Workflow system for campus. The primary goals are to unify systems, provide electronic workflow mechanisms for all potential internal and external approvers (e.g. The Board of Regents), and to accommodate diverse business processes. The electronic transactions processed in FY 2013 were 777,695. Approximate annual savings from elimination of need for campus mail handling: \$90,000 plus additional savings through staff efficiencies and reduction in printing and copy costs.	IT/HR

IOWA STATE UNIVERSITY

Efficiency Initiatives

Academic Colleges

- ⇒ *Liberal Arts and Sciences* has streamlined budgeting for full-time lecturers and teaching assistants, creating efficiencies in the budget process.
- ⇒ *Veterinary Medicine* has partnered with the National Animal Disease Center on a microslide digital imaging system, saving \$300,000. Web-based slide imaging will save an additional \$250,000 - \$300,000 annually.
- ⇒ Providing central financial management support to *Agriculture and Life Sciences* units, and having others share fiscal officers, saves \$60,000 annually.
- ⇒ *Design* monetizes its activities by recording all general faculty activities in a central database. This database helps the college make decisions and direct spending to support its strategic plan.
- ⇒ Eliminating the need for an associate dean of operations in *Engineering* has resulted in a \$250,000 annual savings to the college. Efficiency initiatives in Engineering/LAS Online Learning (ELO) have decreased re-recording of lectures by 99 percent; ELO also held a LEAN/Kaizen event to develop new processes for course delivery and professional development.
- ⇒ Replacement of window, HVAC, and lighting in *Human Sciences* facilities will reduce energy costs on an ongoing basis; college IT staff now respond to faculty and staff issues remotely, decreasing both the response time, and the duration of the issue.
- ⇒ *Business* is achieving efficiency in class and room scheduling, testing, and academic advising, initiatives that together maintain a high quality student experience.

Information Technology Services

- ⇒ A new VoIP phone system saves ISU approximately \$600,000 per year in recurring charges.
- ⇒ Continued expansion of campus cloud servers, which includes 850 virtual servers, saves the university \$700,000 - \$750,000 annually.
- ⇒ High performance computing clusters, including the new “CyEnce” cluster for faculty research, are pooled and managed by one support team, which creates enough capacity that faculty new to the discipline are able to receive “computer time” at no cost.
- ⇒ Transitioned to Office 365 Hosted Exchanged Email Service; the service is provided at no cost to the university, and offers more flexibility for Iowa State faculty and staff.

Extension and Outreach

- ⇒ A realignment of the publications and distribution subunit includes a new publications funding model, elimination of 75 percent of publication warehouses, and 67 percent of all hardcopy publications.
- ⇒ Implemented fiscal changes in the 4-H program to bring it into alignment with university guidelines.
- ⇒ Merged IT support functions across units into a central unit.
- ⇒ Conference Planning and Management eliminated duplicative event management systems within Extension and Outreach, and implemented a new conference registration system.

UNIVERSITY OF NORTHERN

2012-13

- ⇒ Installed new lighting in Library and two other buildings, energy savings of \$46,229 to be repeated every year.
- ⇒ Installed digital controls and demand control ventilation for Business Building, energy savings of \$29,926 to be repeated every year.
- ⇒ Implemented Jobs@UNI system (in partnership with SUI) eliminating all paper resumes and search forms creating more efficient search process.
- ⇒ Changed Employee Assistance provider, saving \$5,800 while also significantly increasing services available to employees.

2013-14

- ⇒ Changed approach to fuel purchasing for Power Plant, saving over \$360,000 annually.
- ⇒ Replaced light fixtures in four buildings, energy savings of \$33,428 to be repeated every year.
- ⇒ Installed digital controls and demand control ventilation for two buildings, energy savings of \$34,410 to be repeated every year.
- ⇒ Repurposed computers from higher need users to lower need users, savings around \$20,000.
- ⇒ Virtualized servers, saving on hardware and utilities with a cost avoidance of over \$110,000 to be repeated every year.

STRATEGIC PLAN FOR THE UNIVERSITY OF IOWA, 2010-2016 EXECUTIVE SUMMARY, 2014

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

A VISION FOR THE FUTURE

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

Renewing The Iowa Promise has continued to provide focus for decision makers across campus in this fourth year of its implementation. For FY 2014, strategic investments in student success included continued support for student financial aid; investments in faculty and student support services to ensure continued positive trends in four-year graduation and placement rates; and additional investment in the development of MAUI, the new university system that is allowing more efficient and effective management of student information. In the area of knowledge and practice, we continue to invest in the Cluster Hire Initiative, which is

2013-14 HIGHLIGHTS

- Ranked 27th among nation's best public universities
- Fall 2014 incoming class largest and most diverse ever
- 4- year graduation rate up to 51.1%
- Second lowest resident undergraduate tuition in the Big Ten
- More than 75% of graduate programs ranked in the top 30 among like public programs
- 44 faculty cluster hires made

bringing new faculty to campus to join with existing faculty in addressing scientific and societal "grand challenges" (and building the university's national reputation in those areas). Forty-four hires have been made as of June 30, 2014, in five of the seven established clusters. The rebuilding of the university's arts campus is now well under way, moving us closer to the "new frontiers in the arts" we have envisioned. And faculty, staff, and students across campus continue to add to the countless ways we are engaging with – and creating better futures for – Iowans and others we serve.

In FY 2015, the university is investing in the creation of an enrollment management team to work toward substantial enrollment growth over the next five years. We will continue our FY 2014 investments in student success, and begin to hire faculty for the newest clusters, public digital arts and informatics. We are reaching out across the state in new ways, such as through engagement with Iowa regional Resource Conservation and Development councils, a new series of "Hawkeye Lunch & Learn" events at locations around the state, and expansion of the statewide Entrepreneurship and Economic Development Initiative. We will complete construction of the first new residence hall since 1968, open our largest research building (the Pappajohn Biomedical Discovery Building), and reach many more milestones in the rebuilding of the arts campus.

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

STRATEGIC PLAN FOR THE UNIVERSITY OF IOWA, 2010-2016
ANNUAL PROGRESS REPORT, 2014

STRATEGIC PRIORITY #1: STUDENT SUCCESS

Access and Enrollment Growth

- Fall 2014 incoming class
 - Largest ever (4,666)
 - Most diverse (19% minority)
- Military-friendly school (5th year)
- Ranked #6 among Best Colleges for Veterans by *U.S. News and World Report*

Affordability

- Second lowest resident undergrad tuition in Big Ten
- Undergraduate resident tuition freeze
- Continued listing as “Best Buy” in quality-to-cost ratio by major higher education publications
- Extended Summer Hawk Tuition Grant – full tuition scholarship for one summer session for Iowa residents

Improved Retention and Graduation

- Four-year graduation rate up to 51.1%
- Implemented Student Experience in the Research University (SERU) survey to gather data on student performance and satisfaction
- Expanded financial literacy services for undergraduates
- Expanded free tutoring service to additional gateway courses
- Placed nearly all students on the four-year graduation plan

Increased Students’ Academic Engagement

- Living-learning communities (LLCs)
 - Every first-year student in an LLC starting 2013
- Large investments in learning spaces
 - Opened 40,000 sq. ft. state-of-the-art learning commons with 24/5 access
- New undergraduate programs
 - Three new majors in CLAS: sport and recreation management, enterprise leadership, biomedical sciences
 - New tracks: anthropology for health professions (anthropology), engaged social innovation (interdepartmental studies)

- First new residence hall since 1968 under construction to help meet enrollment growth; focus on LLCs – additional new hall being planned
- Expanded entrepreneurship program to include more majors
- Substantially revised the Bachelor of Liberal Studies to meet the needs of place-bound working adults

Grad/Prof Student Success

- High quality programs: >76% in top 30 publics; 5 programs ranked in top 10 overall
- For 76 doctoral programs over 10 years (entering 2001-2005, completed 2007-2011)
 - Composite median time to degree decreased to 5.3 years
 - Composite degree completion improved to 57% (1/3 of programs > 67%, 1/4 of programs <50%)
 - Doctoral initial placement: 20% tenure track academic; 50% non-tenure track academic; 19% nonacademic; 11% unknown
- Post-comprehensive fellowship recipients achieved 90% degree completion (2008-2011)
- Continued review of programs – 12 program actions taken
- Created 3 new graduate certificates: online teaching, digital public humanities, business analytics
- Created 2 new dual degree programs: BA-MAT/Mathematics, BA-MPH with Grinnell
- Partnered with 9 colleges and universities in Iowa for new early matriculation 3+3 program in Law
- First year of Graduate Success Initiative involved more than 1,000 students
- “Careers Outside the Academy” conference – linking students to jobs in Iowa

STRATEGIC PRIORITY #2: KNOWLEDGE AND PRACTICE

Invested in Faculty Cluster Hires

- 44 cluster faculty hired with new and matching funds
- Newest (7th) cluster announced: Informatics

Enhanced Processes for Monitoring/Rewarding Faculty

- Implementing UI Academic and Professional Record (central database of faculty activities)

Sponsored funding for Research

- \$515.8M in FY14 – up \$9.5M over previous year despite increased competition for funding
- Increased external funding from new sponsors (157 new sponsors in FY14)
- Industry/corporate funding up 13.2% over FY13

STRATEGIC PRIORITY #3: NEW FRONTIERS IN THE ARTS

Rebuilding the Arts Campus

- Working together to move forward on building, renovation, flood protection
- Meeting schedule for building, renovation, and mitigation of facilities; construction continuing on Hancher, School of Music, School of Art & Art History (2016 completion)
- Planning and partner selection process initiated to enable replacement of the Museum of Art
- Aligning campaign priorities with arts campus needs

Academics and Outreach

- CLAS Frank N. Magid Center for Undergraduate Writing partnership with Iowa Youth Writing Project – writing, tutoring, creative learning, and publishing opportunities for Iowa youth
- International Writing Program: first two MOOCs, “Every Atom: Walt Whitman’s *Song of Myself*” (1,700+ registrants) and “How Writers Write: Talks on Craft and Commitment;” open-application courses; outreach courses developed in collaboration with international institutions
- “Book Wings” theatre project with international partners
- College of Public Health partnered with Hancher and Working Group Theater on *Out of Bounds* (a play about bullying) with workshop performance in February, 2014; developed companion curriculum tool kit for junior high school teachers

STRATEGIC PRIORITY #4: BETTER FUTURES FOR IOWANS

Educating Iowa

- Degree completion programs with 15/15 Iowa community colleges
- 43.3% of enrollments in for-credit continuing education at Regent universities are in UI programs
- New certificates and degrees serving Iowans: online teaching certificate, executive MHA
- College of Nursing developed statewide online nurse residence program in collaboration with Future of Nursing Iowa Action Coalition
- Teacher-Librarian program – MA degree for working teachers interested in becoming school librarians

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 expanding to Sioux City, Decorah, Iowa City, Storm Lake, and Maquoketa
- College of Public Health Business Leadership Network fostering relationships with business and community leaders across the state
- College of Nursing continues to lead the statewide Future of Nursing Action Coalition, established Task Force on Advanced Practice
- College of Engineering partnered with more than 150 Iowa-based companies on employee recruitment, research, faculty consulting, etc.
- University Libraries, in collaboration with the State Library of Iowa, participated in a White House initiative to educate more than 300 public librarians across the state about the Affordable Care Act’s Health Insurance Marketplace

Engaged Scholarship

- Launched Venture School, an advanced entrepreneurial training program based on the Lean Launchpad and Business Model Canvas; two pilot cohorts with 15 entrepreneurial teams completed initial program in FY 2014; expanding to several locations across Iowa in FY 2015 including Des Moines, Cedar Falls, Council Bluffs and the Quad Cities
- Created the Iowa Innovation Associates student internship program designed to connect UI students with Iowa-based startup and early stage companies; 45 interns placed during the first year

- Expanded the Entrepreneurial Management Institute program that provides faculty/student business consulting services to Iowa organizations; 55 projects completed last year
- Launched the STEM Innovator Institute for Iowa secondary educators to incorporate entrepreneurship and innovation into K-12 STEM curriculum; 36 educators from 20 Iowa school districts participated in the first year program

Engaged Scholarship

- Faculty clusters – serving Iowans
- Digital Studio for the Public Humanities
- Public Digital Arts Cluster
- DeLTA Center/Obermann Center school readiness initiative “Get Ready, Iowa: Partnering to Enhance the School Readiness of Iowa’s Children”

Carnegie Community Engagement Classification

- Application submitted April 2014

K-12 Engagement

- 126 Iowa high schools registered with the Iowa Online Advanced Placement Academy (IOAPA); 639 online AP courses completed by Iowa high school students (and almost 2,000 students registered for AP Exam Review)
- STEM-Entrepreneurship training for K-12 teachers
- Leadership training for Iowa K-12 principals and superintendents

Office of Outreach and Engagement

- Outreach and Engagement web site (<http://discover.uiowa.edu>) started and under continued development
- Engagement with Iowa regional Resource Conservation & Development (RC&D) councils
- Hawkeye Lunch & Learn events in Des Moines and Iowa City; expanding to other parts of the state through Rotary/service organization talks
- First theme semester, spring 2015: “Food for Thought”
- Discussions with colleges started re: outreach and engagement in the promotion & tenure process
- Medical student community involvement program

Outreach and Service Examples

- Iowa Flood Center serving Iowa communities; at halfway point of six-year project to develop updated floodplain maps for 85 Iowa counties

- College of Law class of 2014 logged more than 12,000 hours of *pro bono* legal and community service
- Dentistry, Medicine, Pharmacy mobile clinics
- Center for the Book traveling exhibit, “History of the Book”
- Tippie College of Business students logged almost 4500 hours of tax return support for low-income residents of Johnson County, and built their 7th annual Habitat for Humanity House

FOUNDATIONAL COMMITMENT #1: INCLUSION AND INTERNATIONALIZATION

Student and Faculty Diversity

- Record diversity of incoming class (17.1%)
- Positive trends in faculty diversity
 - Women: 32.8% of TT faculty, 39.0% of total
 - Minorities: 20.6% of TT faculty, 20.3% of total

International Students

- Record number of international students (4,049)
- New course requirement for all incoming undergraduate international students started fall 2013
- Hired new Global External Relations Coordinator and created position of International Support and Retention Coordinator
- College of Engineering hired new Director of Global Experiences
- UI international students and their dependents contribute \$101M to Iowa’s economy

Study Abroad

- Positive impact on retention and success
- 2012-13: 888 undergraduate, 360 graduate/professional

Student Success and Mentoring

- UI awarded \$1.2M Sloan Foundation grant to establish one of five University Centers of Exemplary Mentoring in the nation (enhancing diversity of graduate students in STEM disciplines)
- Graduate diversity scholarship recipients achieved 70% degree completion (2001-2005)
- CIC Summer Research Opportunities Program (SROP) providing underrepresented undergraduate students with in-depth research experiences

- Created Friends Without Borders friendship matching program for new international and current domestic undergraduate students, to begin fall 2014

Outreach

- Engaging international alumni, students, and parents through social media
- May 2014 commencement streamed online and translated into Chinese for the benefit of international students' families and friends

FOUNDATIONAL COMMITMENT #2: SUSTAINABILITY

Operations

- Energy use remains level from 2010 to 2014 despite campus growth
- Renewable energy at 12% (EPA Top 30 list of on-site green power users for 5th year)
- Waste diversion rate at 38%
- Second year of competition in RecycleMania: 2nd place among Big Ten Schools
- Received LEED Platinum certification for new data center, the first building on campus and first educational institution data center to be LEED Platinum certified
- Received LEED Platinum certification for new College of Public Health building

Education and Research

- Two sustainability-related living-learning communities offered in FY14

Planning, Administration, and Engagement

- Iowa Initiative for Sustainable Communities focused on Cedar Rapids, Muscatine, Washington
- AASHE Stars Gold rating, among top 18%

FOUNDATIONAL COMMITMENT #3: COLLABORATION, ENTERPRISE, INNOVATION

Institutional Cost Savings and Efficiencies

- Short payback project investments and UI Energy Control Center – accumulated savings of over \$1M annually and growing
- Biomass Fuel project, in collaboration with Dr. Heaton of ISU's Biomass Crop Production & Physiology lab, launched in pilot phase
- Completed expansion of electronic workflow to approach one million transactions per year
- Mainframe computers retired - \$800,000 savings

- At or under budget for all major flood recovery construction projects
- Activated MAUI student information system and received innovation award from *University Business Magazine*
- Streamline applicant processing reduced admissions decision time from two weeks to 48 hours for 15,000 applicants
- Implemented paperless course drop/add process
- Engaged Accenture to review and provide input into shared services model for business, IT, and HR functions on campus
- 3rd consecutive year of declining UI fringe benefit costs
- Eduroam wireless service enabled efficiencies for faculty and staff while traveling, and relieved IT staff of supporting campus visitors

Inter-Institutional Cost Savings and Efficiencies

- Business and HR systems installations for UNI – continued conversion of UI systems with UNI brand
- Hosting UNI computing services in UI data center
- UI-led effort to joint negotiate *Mathematica* license
- UI serving as administrative agent for student athlete health insurance plans for ISU and UNI
- Assessing Worker's Compensation decentralized to Regents for savings
- UI and UNI collaborated on joint contract for selected green cleaning supplies; UI annual savings more than \$100,000

Facilities Innovation

- Privately financed and operated apartment housing have replaced Hawkeye Court Apartments and were opened on August 1, 2014; 100% filled, savings of \$31M in foregone construction and financing costs
- First public entity in Iowa to use design-build construction delivery approach (Hawkeye Tennis Center Addition and the Oakdale Biomedical Research Support Facility)
- Unique partnership with Microsoft to pilot a fault detection and diagnostic methodology that represents the future of how higher education building operations will benefit from use of Big Data analytics

UNIVERSITY OF IOWA STRATEGIC PLAN SCORECARD

Key:



Satisfactory progress toward target



Unsatisfactory or no progress toward target

	Indicator	Base Actual (FY10 unless otherwise noted)	Year 3 Actual (FY14 unless otherwise noted)	Target	Progress
	University of Iowa Indicators				
UI 1	As part of the University's current comprehensive campaign, through July 1, 2015, raise \$200 million in private gifts in support of student success (scholarships, graduate fellowships, study abroad scholarships, etc.)	\$0 (FY 2008)	\$218,852,477 (FY 2009 through FY 2014)	\$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	76.5% (26/34)	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	3 added FY12 = 4 total 1 added FY13 = 5 total No hired into <i>new</i> clusters FY14	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)	\$131,077,971 (FY 2009 through FY 2014)	\$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%	50%	75%	
UI 6	Establish degree completion programs with all 15 Iowa community colleges	8	15	15	
UI 7	By 2016, divert 40% of the university's waste through recycle, reduced production and food capture programs	24%	38%	40%	
UI 8	By 2016, achieve 25% renewable energy consumption	11%	12%	25%	
UI 9	By 2016, have more than 1M annual e-transactions	633,356	895,720	1,000,000	
UI 10	By 2016, have 100% of all potential joint purchase opportunities competitively bid with large group rates	95.0%	98.5%	100%	

IOWA STATE UNIVERSITY

Strategic Plan Progress Report / October 2014

Growing Student Body

Iowa State continues to provide an excellent educational experience to its growing student body.

- 105 new faculty, including 30 Presidential High Impact Hires with expertise in “big data” and translational health
- New housing: new buildings open in Fredrickson Court, and planning underway for a new 700-bed facility near Buchanan Hall
- New facilities, including Sukup Hall and Elings Hall, and the Jeff and Deb Hansen Agriculture Student Learning Center; and renovations to Lagomarcino, MacKay, Horticulture, and Physics halls
- Detailed planning underway for biosciences facilities project supporting students and faculty in six departments: Biochemistry, Biophysics, and Molecular Biology; Ecology, Evolution, and Organismal Biology; Entomology; Genetics, Development and Cell Biology; Natural Resource Ecology and Management; and Plant Pathology and Microbiology
- More CyRide buses, dining options, a major WiFi upgrade, and 15 new academic advisers
- 80 learning communities, including a new community for veterans
- Plans to move 100,000 square feet of administrative space off campus, and repurposing space in Memorial Union to better serve student and faculty needs
- Construction underway for Jack Trice Stadium expansion, new campus entrance

Growing Research Programs

Iowa State faculty perform cutting-edge research that addresses challenges to our state, our nation, and our world.

- \$368 million in external research funding in FY2014; federal awards up 22%
- Presidential Initiative for Interdisciplinary Research has led to \$133 million in new grant applications, nearly \$11 million in new funding to Iowa State, and an additional \$10 million in subcontracts to university researchers
- Iowa State a Tier I partner in the \$320 million Digital Manufacturing and Design Innovation Institute
- Students and faculty in three colleges are working to combat cyber attacks in the CyberCorps program, funded with \$2.4 million from the National Science Foundation; Iowa State is also a National Security Agency Center of Academic Excellence in cybersecurity
- The Critical Materials Institute, a \$120 million program led by the U.S. Department of Energy’s Ames Laboratory, disclosed 11 inventions in its first year
- Psychology researchers demonstrated that limiting kids’ screen time leads to better grades and behavior, and more sleep



Carolyn Lawrence, associate professor of genetics, development, and cell biology in the College of Agriculture and Life Sciences, was selected as a 2014 Presidential High-Impact Hire in the area of big data. Lawrence, who formerly worked with the USDA’s Agricultural Research Service, is creating new data tools for plant breeders, an innovation that could speed the development of new stress-resistant crop varieties.



Adam Schwartz became director of the U.S. Department of Energy’s Ames Laboratory in June. The Lab recently broke ground on a new Sensitive Instrument Facility at Iowa State’s Applied Sciences Complex which will house six bays that eliminate vibration and electromagnetic interference that can affect the accuracy of microscopes scientists use to conduct research at the atomic level.

Growing Economic Development Impact

Iowa State is an engine for economic development, partnering with Iowa businesses small and large to help them grow.

- Mike Crum named vice president for economic development and business engagement
- The Research Park has grown by 200 acres in FY2014, led by Workiva, Vermeer; the number of employees working in the Park has nearly doubled in four years, to 1,400
- Redeveloping Campustown with Kingland Systems, City of Ames
- 1,280 businesses from 94 Iowa counties worked with the Center for Industrial Research and Service last year, generating \$446 million in total economic impact, and adding or retaining 6,800 jobs
- The Small Business Development Center worked with more than 2,500 clients in 2013, helping start 209 new businesses, add 1,130 jobs, and raise nearly \$48 million in capital
- Iowa State's 2013 graduates enjoyed a 95% placement rate within six months of graduation; 67% of Iowa students, 23% of nonresidents, and 24% of international students remained in Iowa to begin their professional or academic careers
- Mary Beth Kaufman received Iowa State's R.K. Bliss Extension Award for her work helping Iowans with flood recovery, mental health, and poverty reduction

Growing Diversity and Achievement

Iowa State is committed to fostering an inclusive campus, while improving access and retention for low-income students.

- Record diversity on campus - U.S. multicultural and international students represent 23% of the student body
- A comprehensive diversity report, and a report from the University Committee on Women, has led to the planned hiring of a chief diversity officer to enhance Iowa State's inclusive culture
- Black Faculty and Staff Association, LGBTQA+ Faculty and Staff Association, and the Colegas association for Hispanic faculty and staff work to create a welcoming environment on campus
- Iowa State joined 10 other public universities in an alliance to close the achievement gap and increase graduation rates for students from all backgrounds
- Working with the Education Advisory Board on predictive analytics to improve completion rates for at-risk students
- Iowa State's Science Bound program, which encourages underrepresented students to pursue careers in STEM fields, serves 400 students each year in Denison, Des Moines, and Marshalltown
- A team of Iowa State graduate students topped 98 other universities from 28 countries to become the first U.S. team to win the 15th Annual Prudsys AG Data Mining Cup



Iowa State recently joined 10 other public universities in the University Innovation Alliance. The Alliance is focused on closing the achievement gap for underrepresented students, and increasing graduation rates for students from all backgrounds.

Growing Facilities



Iowa Governor **Terry Branstad** helped break ground in September for a new economic development core facility in the ISU Research Park. The facility, supported by \$12 million in state funding, will be a hub for all of Iowa State's economic development activities.



The **Jeff and Deb Hansen Agriculture Student Learning Center** opened in January, and was dedicated in August. The Center is a versatile, multipurpose animal agriculture resource accessible to students campus-wide.



Sukup Hall and Elings Hall, home of the Department of Agricultural and Biosystems Engineering, and phase two of Iowa State's Biorenewables Complex, opened for students in August.

University of Northern Iowa

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

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



2013-14 UNI Strategic Plan Accomplishments

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

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



RANKINGS AND HONORS

- Second among Midwest Best-Regional Publics in *U.S. News & World Report* 2015 Ranking
- Ranked 37th on the 2014 Educator to Career Top 100 College Best Values rankings.
- 100 Best Values in Public Colleges by *Kiplinger’s Personal Finance magazine* (2014)
- “Best Business School” by *Princeton Review* for eighth consecutive year
- On the 2013 President’s Higher Education Community Service Honor Roll
- 2014 Healthy Iowa Award, for its work in the areas of sustainability, wellness/recreation, and employee wellness.
- Rating of 95 out of 99, the highest score of any school in Iowa, from the U.S. Green Building Council and the Princeton Review.
- *G.I. Jobs Magazine* and the Military Advanced Education’s 2014 *Guide to Military Friendly Colleges & Universities* designated UNI as a Military Friendly School for the fourth year. UNI was also named to Military Times “Best for Vets: Colleges 2014” rankings.

FACULTY EXCELLENCE EXAMPLES

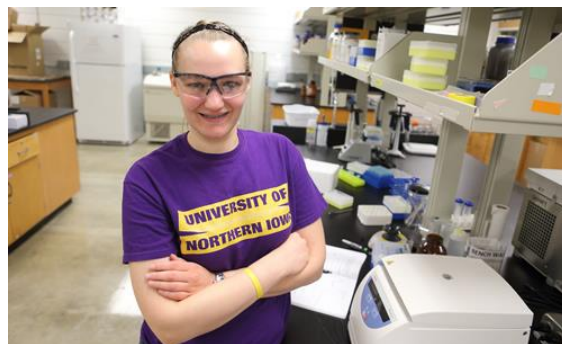


- Five National Science Foundation awards were received by faculty members in physics, geography, and educational psychology/foundations in 2014. This is the most received in one year at UNI.
- Three UNI faculty and staff members were named Fulbright Scholars for 2013-14.
- Francesca Soans received the 2014 Loren Horton Community History Award, for her documentary work on the Jewish community in Waterloo.
- Andrey Petrov helped launch Arctic-FROST, a new NSF project, which will mobilize research on sustainable Arctic development with scholars across the globe.

- Chris Schrage is the first Iowan and one of the first 100 people in the world to obtain the Certified Global Business Professional Certificate.
- Michele Devlin and Mark Grey received Immigrant Champion Awards for their work with the Iowa Centers on Health Disparities and Immigrant Leadership & Integration.
- Angela Burda and Stephen Hughes created Name That!, an app for Apple & Android devices to help people suffering from Aphasia.

STUDENT ACHIEVEMENT EXAMPLES

- Molly Rome was awarded a Fulbright U.S. Student Program grant to Argentina to teach English.
- Courtney Keiser and Corbyn Mellinger presented their research projects at the American Physical Society, the largest physics meeting in the world.
- Olivia Hottle landed a Vance L. Stickell internship with media agency Caret in Midtown Manhattan, serving as a communications planning intern for Procter & Gamble.
- Sam Frederick is interning at Oscar de la Renta in New York doing fabric research and development for production work.
- Sarah Eikenberry is collaborating with Professor Melisa Cherney to study protein regulation and protein structure changes.
- Joe Noonan got a coveted internship with General Motors in its Program Purchasing production team, by competing in a national competition in supply chain case management.
- Rob Wirtjes, a recent graduate in Graphic Technologies from UNI, won the award for Best of Show in the American Advertising Federation-Cedar Valley regional competition.
- UNI's chapter of the Society of Physics Students won an Outstanding Chapter Award from the Society's national office, which is given to less than 10% of all chapters.
- UNI Physics faculty have secured more than \$740,000 in competitive grant funding since 2009, to help support undergraduate students per year to perform research in nanoscience, leading to several papers published with students as co-authors as a result.
- UNI Business students teamed up to plant 6,500 trees in areas of Cedar Falls affected by the 2008 floods.
- Accounting students provide free income tax assistance through the Volunteer Income Tax Assistance Program.



- UNI Textiles and Apparel Program hosted its 22nd spring design show with 130 student pieces entered.
- The UNI Women's Rugby team made its first appearance in the American Collegiate Rugby Association Final Four.
- The UNI Panther Marching Band has 330 members in 2014, the most in UNI history.

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

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



- As a result of its selective MBA program, the *Princeton Review* has recognized the College of Business Administration as a “Best Business School” for eight consecutive years.
- UNI has developed multiple graduate online programs to serve constituencies across the state and world. Example new program developments are the Education of the Gifted Endorsement, MA in School Library Studies, Iowa Secondary School Health Education Teaching Endorsement, MS in Technology, MA in Education, Advanced Studies Certificate in Principalship, and Instructional Technology MA.
- Fifty-six graduate students presented at the 7th Annual UNI Graduate Student Symposium.
- Outstanding Thesis, Dissertation, and Research Paper Awards were given out on topics as broad as online vs. face-to-face teaching of middle school math, workplace dissent, military relationships, peer-conferencing, sex offender laws, short fiction collections, and conscientious objectors.
- Graduate students worked in summer camps for elementary and middle school students.
- Graduate students regularly attend and present at national

conferences.

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

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

- UNI was awarded a \$500,000 grant by the Iowa Department of Education to pilot a year-long student teaching program.
- The Jacobson Center for Comprehensive Literacy received a 2014 Jacobson Philanthropy Award, to continue working with Iowa schools and students to improve literacy.
- The College of Education has a partnership with the Meskwaki Settlement, bringing in young people for weeklong summer camps.
- UNI offered over 20 summer camps for K-12 students in 2014, in topics as



diverse as music, robotics, athletics, tall-grass prairies, digital storytelling, and leadership.

- The Sturgis Youth Theatre is in its 14th season.
- UNI hosted the 50th annual Iowa High School Model United Nations Spring Conference.
- The Department of Physics faculty and students hosted the State of Iowa Physics Competition for high school students, as well as the AEA 267 Regional Physics Competition.
- The Teaching Educators about Mathematics organization hosted its 8th annual Math Fair for 4th-6th graders in April 2014.
- UNI hosted the 46th annual Elementary Literacy Conference in April 2014.
- UNI hosted a Spotlight on Stem Day to showcase award-winning math and science projects that integrate technology into pre-K -12 classes.
- The Regents' Center for Early Developmental Education, housed at UNI, continues to develop Ramps & Pathways STEM curriculum used across the state for educating preschoolers.

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

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



- The upper level of UNI's Maucker Union now has renovated spaces for the LGBTQ and veteran communities.
- UNI's Public Art Incubator crafted the Flame of Hope torch used to light the National Special Olympics game's cauldron in June 2014.
- Over 50 students volunteered at the Special Olympics Winter Games in Dubuque.



- UNI students participated in Pay it Forward spring break community service tours, sponsored by Students Today, Leaders Forever.
- The Northern Iowa Symphony Orchestra traveled to Brazil to perform with a university orchestra in Brazil, providing chamber music performances.
- UNI hosted its 8th annual African-American Read-In for UNI students and Cedar Valley youth, as well as the third annual Conference on African-American Children and Families.

- UNI hosted the statewide TRIO Student Leadership Conference for underrepresented students in higher education.
- The Adapted Sports Camp was held at UNI for young athletes with lower limb disability who use wheelchairs for adapted sports.
- UNI's Center for Holocaust and Genocide Education hosted several events related in honor of the Days of Remembrance,

including a co-sponsored community Holocaust Remembrance Ceremony.

- UNI partnered with Kyungpook National University in Korea to help internationalize STEM education.

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

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

- UNI is the home of the largest 3-D printer in North America, which is being used by students, faculty, and companies for new design and mold prototypes.
- UNI has switched to single-stream recycling in its residence halls, with recycling bins on every floor of the resident halls.
- UNI hosted the Midwest International Piano Competition in June 2014, with 26 pianists from across the world.
- UNI's chapter of Dance Marathon raised over \$175,000 for the University of Iowa Children's Hospital Pediatric Intensive Care Unit Room.
- UNI's John Pappajohn Entrepreneurial Center launched an AppsLab for the creation of mobile applications for commercial or educational purposes.
- UNI hosted the Midwest Summer Institute on Inclusion and Communication for All for educators, families, support personnel, and researchers.
- UNI continues to host the Iowa High School Athletic Association football playoffs.
- UNI has hosted Iowa's Thespian Festival, for 32 schools across Iowa and approximately 1000 students, theatre directors, and chaperones, since 2010.
- UNI's Center for Violence Prevention and the College of Education sponsored a Mentors in Violence Prevention Student Leadership Summit for high school sophomores and juniors in the Sioux City area.
- The Iowa Commission on Volunteer Service has awarded funding for the 6th year of the Green Iowa AmeriCorps program, based out of UNI, to offer comprehensive energy services to underserved populations across the state of Iowa.
- The Iowa Waste Reduction Center, housed in UNI's Business & Community Services, launched Paint Tracker, which is a free online resource to record and track paint and solvent usage for businesses.
- A statewide Regional Entrepreneurship Project, overseen by UNI's Business and Community Services, was funded through a \$150,000 grant from the U.S. Economic Development Administration's University Center program.
- UNI's Business and Community Services continues to award Dream Big Grow Here statewide business grant for entrepreneurs and small business owners. The Dream Big program received the Innovation and Entrepreneurship Award from the University Economic Development Association.
- UNI's Tallgrass Prairie Center continues to assist with the development of county plans for integrating and managing roadside vegetation.



Goal 6: Ensure accountability, affordability and access.



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



- UNI's student loan indebtedness has decreased by 10% over the past three years.
- UNI is the number one public university in the nation administering the Federal TEACH Grant Program for students planning to teach in a high-need field.
- UNI jumped from 95 to 71 in the top 100 "Best Values in Public Colleges"

by Kiplinger's Personal Finance for 2014, because of its high four-year graduation rate, low average student debt at graduation, abundant financial aid, and overall great value.

- CollegeAtlas ranked UNI 13th nationally and 4th in the Midwest, in their new college ranking, that assesses schools on affordability, academic quality, and accessibility.
- Affordable Colleges Online ranked UNI as the most affordable and high-quality provider of online education in Iowa.
- The Department of Geography created a new bridge program between Kirkwood Community College and UNI's Graphic Information Science program, allowing KCC students to network with UNI students and faculty becoming coming to UNI.
- A new undergraduate Certificate in Sustainability has been created, allowing students to focus on community-based sustainability efforts.
- UNI received the 2014 Healthy Iowa Award, for its work in the areas of sustainability, wellness/recreation, and employee wellness.
- UNI received a rating of 95 out of 99, the highest score of any school in Iowa, from the U.S. Green Building Council and the Princeton Review.
- UNI started an online Bachelor of Arts in Technology Management degree program for community college AAS degree recipients.
- Sabin Hall renovation was awarded the LEED Gold level certification, by the U.S. Green Building Council.