


**BOARD OF
REGENTS**

Governing Iowa's Public Universities

2024

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Iowa State University
The University of Northern Iowa

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Iowa Board of Regents



@IowaRegents



Iowa Board of Regents

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From Left: JC Risewick, Johnston; Robert Cramer, Adel; Sherry Bates, President Pro Tem, Scranton; Michael Richards, President, West Des Moines; Abby Crow, Tiffin; David Barker, Iowa City; Greta Rouse, Emmetsburg; Jim Lindenmayer, Ottumwa; Nancy Dunkel, Dyersville.

THE BOARD OF REGENTS

The Board's nine members are citizen volunteers appointed by the governor and confirmed by the Iowa Senate to serve staggered six-year terms.



Created by the Iowa General Assembly in 1909, the Iowa Board of Regents is a group of nine citizens who govern the three public higher education institutions in the state through policymaking, coordination, and oversight, as provided by law. The Board enhances the quality of life for Iowans by maintaining the educational quality, accessibility, and public service activities of Iowa's three public universities – the University of Iowa, Iowa State University, and the University of Northern Iowa.

The Board's nine members are citizen volunteers appointed by the governor and confirmed by the Iowa Senate to serve staggered six-year terms. They elect one member to serve as president and another to serve as president pro-tem for two-year terms. According to Iowa Code Chapter 262, one member must be a full-time graduate or undergraduate student at one of the universities at the time of her or his appointment, and not more than five members can be of the same political party or sex.

The Board is required by statute to meet at least four times a year. The meetings are open to the public except when Iowa's open meetings law allows closed sessions for specific reasons, such as the discussion of personnel matters or pending litigation.

The Board's staff are responsible for the implementation of the Board's governance strategies. Board staff provide professional and administrative support through review, analysis, and policy recommendations on all matters coming before the Board. The staff is one of the smallest public higher education board staffs in the nation.

The Board of Regents is statutorily authorized by Iowa Code Chapter 262, which states that the Board is responsible to "have and exercise all the powers necessary and convenient for the effective administration of its office and of the institutions under its control..." The broad responsibilities of the Board of Regents include:

- Creating strategic plans for the Board and approving mission statements and strategic plans for the institutions, as well as monitoring progress toward strategic goals.
- Creating and monitoring implementation of broad policies.
- Reviewing and approving academic programs.
- Approving budgets, tuition and fees, bonding, investment policies, and other business and finance matters.
- Managing and controlling property and capital projects.
- Hiring and evaluating performance of the university presidents.
- Maintaining oversight on matters related to personnel and employment relations; administering the Regent Merit System and coordinating Regent collective bargaining activities.
- Serving as trustees of the University of Iowa Hospitals and Clinics.
- Monitoring and coordinating legislative matters and interactions with other state agencies.
- Conducting studies and investigations, either alone or in association with the institutions and/or other agencies, and reporting findings and recommendations.

NAMING HISTORY

The State Board of Education was renamed the Iowa Board of Regents in 1955. The institutions followed with name changes, beginning with the Iowa State College of Agriculture and Mechanic Arts changing to Iowa State University of Science and Technology in 1959. The Iowa State Teachers College became the State College of Iowa in 1961 and the University of Northern Iowa in 1967. The State University of Iowa shortened its name to the University of Iowa for common use in 1964. After more than two decades as *Board of Regents, State of Iowa*, the Board reverted to the shorter *Iowa Board of Regents* in 2023.

BOARD LEADERSHIP

The Board elects leadership according to Iowa Administrative Code 681-11.1.

The Board presidency dates back to the creation of the State Board of Education in 1909.

- Michael Richards - - - - - 2017-Present
- Bruce Rastetter - - - - - 2013-2017
- Craig Lang - - - - - 2011-2013
- David Miles - - - - - 2008-2011
- Michael Gartner - - - - - 2005-2007
- Robert Downer - - - - - 2005
- John Forsyth - - - - - 2004-2005
- Owen Newlin - - - - - 1996-2004
- Marvin Pomerantz - - - - - 1995-1996
- Marvin Berenstein - - - - - 1993-1995
- Marvin Pomerantz - - - - - 1987-1993
- John McDonald - - - - - 1985-1987
- S.J. Brownlee - - - - - 1981-1985
- Mary Louise Petersen - - - - - 1973-1981
- Stanley Redeker - - - - - 1965-1973
- Alfred Noehren - - - - - 1963-1965
- Harry H. Hagemann - - - - - 1958-1963
- Dwight Rider - - - - - 1951-1958
- Henry Shull - - - - - 1941-1951
- George Baker - - - - - 1926-1940
- D.D. Murphy - - - - - 1915-1925
- J.H. Trewin - - - - - 1909-1915



J.H. Trewin
1909-15



Dwight Rider
1951-58



Stanley Redeker
1965-73



Mary Louise Petersen
1973-81



2022-27 STRATEGIC PLAN

The Board's strategic plan
guides its decisions and
informs its viewpoints as it
leads Iowa's evolving higher
education landscape

The Iowa Board of Regents is dedicated to providing high-quality, affordable education to Iowans. The Board's 2022-27 Strategic Plan adopts four priorities in service to that dedication: Student success and the academic experience, service to Iowans, operational excellence and effectiveness and stakeholder engagement. The Board also advances nine dispositions that empower its core values and promote the culture of growth and innovation at its institutions.

PRIORITY ONE: STUDENT SUCCESS AND THE ACADEMIC EXPERIENCE

OBJECTIVE 1.1: The Regent institutions will provide clear pathways for students to enter, move through and complete their education and career goals.

Metrics and Goals:

Each institution's strategic plan shall have goals that support student success, showing growth each academic year. Each campus will set 5-year goals for the key performance indicators below:

- Increase fall-to-fall retention for first year students by 2027.
- Increase four-year and six-year completion rates by 2027.
- Reduce the attainment gap of underrepresented students by 2027.
- Include employment outcomes of graduates in program reviews.

Institutions may include additional indicators of success and may report on these key performance indicators in the aggregate, by program, or in other ways that are meaningful for the population it serves.

OBJECTIVE 1.2: The Board of Regents (BOR) will incorporate strategies for a system that ensures the accessibility and affordability of higher education at the Regent universities.

Metrics and Goals:

- Regent universities will set 5-year goals to increase merit and need-based philanthropic scholarship support by 2027.
- Regent universities will work to reduce the average amount of debt that undergraduate students have upon graduation.
- Regent universities will further streamline the access and curricular articulation with high school and community college programs for the purpose of high-quality clear pathways for accelerated learning.
- The BOR will advocate and increase state appropriations and resources to support Regent institutions.
- The BOR will educate the public about the true cost of education and the value to Iowans brought by Regent universities.

DISPOSITION A

Leadership shall demonstrate the highest levels of integrity, honesty, ethics and civil discourse in all activities.



MISSION

The mission of the Regent institutions is to:

- Produce and disseminate knowledge
- Prepare students to make positive contributions to society
- Serve the state of Iowa to expand opportunities

VISION

The Board of Regents will lead an accessible, internationally renowned system that provides education, conducts research, and benefits Iowa, the nation and the world.

CORE VALUES

We are learner focused:

- Student success
- Quality academic, innovative and creative engagement
- Access that is career expanding
- Resilience, growth mindedness, and self-awareness
- Diverse and inclusive experiences
- Intellectual and talent development

We expect ethical behavior:

- Honesty
- Transparency
- Public accountability, stewardship, and service
- Open and effective communication
- Advancement of the good of public education
- Respect for differences
- Exercise free speech through civil discourse

We employ practices for transformative growth:

- Continuous improvement
- Collaboration
- Inclusion
- Academic freedom
- Efficiency and sustainability
- Shared governance

DISPOSITION B

Governance shall demonstrate effective, accountable service to the public through strategic planning, hiring of and delegation to presidents, responsible oversight and effective stewardship of resources.



DISPOSITION C

Passion for learning shall enable individuals to achieve their full potential and to enhance his/her quality of life and career aspirations.



OBJECTIVE 1.3: The Regent institutions will further advance onboarding, curricular, co-curricular and extra-curricular experiences that align to and empower undergraduate students to meet their educational and career goals.

Metrics and Goals:

- Each campus will further enhance existing opportunities, including but not limited to, research, internships, service learning, study abroad, student clubs/organizations, etc.
- Each university will expand onboarding programs for incoming students, with a particular focus on first generation, underrepresented and non-traditional students.
- Maintain institutional Higher Learning Commission accreditation, including providing evidence of program outcomes, as well as maintain accreditations of colleges and degrees as appropriate, seek accreditation of new programs, conduct Board of Regents-program reviews, and report out to the Board of Regents on these external evaluations.
- Identify additional work-based and experiential learning opportunities for students.

OBJECTIVE 1.4: The Regent institutions will increase accessibility to high quality academic offerings utilizing online and distance to facilitate student learning and access to certificates and degrees.

Metrics and Goals:

Each institution shall:

- Set 5-year goals to expand online programs in areas that are consistent with campus expertise and market demands, and that will enhance opportunities as well as target underserved populations and industries.

Metrics: Collaborate on an overall strategy for the institutions including but not limited to: Program and course enrollments, and number of students successfully completing courses.

- Design a pilot general education course sharing opportunity for students at one institution to take online courses from the other two universities, evaluate the results and evaluate adding additional opportunities.

Metrics: Quantitative and qualitative data on student outcomes and institutional efficiency.

PRIORITY TWO: SERVICE TO IOWANS

OBJECTIVE 2.1: The Regent institutions will serve the state by delivering opportunities for lowans to engage in lifelong learning, participate in extension and outreach programs, benefit from health care services, and experience the arts and other creative activities that enhance their quality of life.

Metrics and Goals:

- Each institution shall create and track metrics that showcase the impact of its programming on lowans across the state.
- Increase the existing service efforts to provide opportunities for underserved populations.

OBJECTIVE 2.2: The University of Iowa Hospitals and Clinics will work to have capacity to serve lowans.

Metrics and Goals:

- UIHC will identify the capacity constraints on their current facilities and identify and implement capital initiatives to increase capacity by 10 percent.

OBJECTIVE 2.3: The Regent universities will build strategic collaborations among universities, Iowa industries and the State of Iowa to foster opportunities for innovation and economic development.

Metrics and Goals:

- Each institution annually shall report on partnership and/or collaboration activities. This includes both quantitative and qualitative metrics that demonstrate the impact of these activities.

OBJECTIVE 2.4: The Regent institutions will educate students to support changing workforce and evolving economic needs.

Metrics and Goals:

- Each institution shall ensure that it is providing opportunities for its students to meet evolving workforce needs for Iowa to compete in a global society.
- Universities will update and create new degree programs based on academic expertise, workforce needs, state and national data and feedback from industry advisory councils and company recruiters.

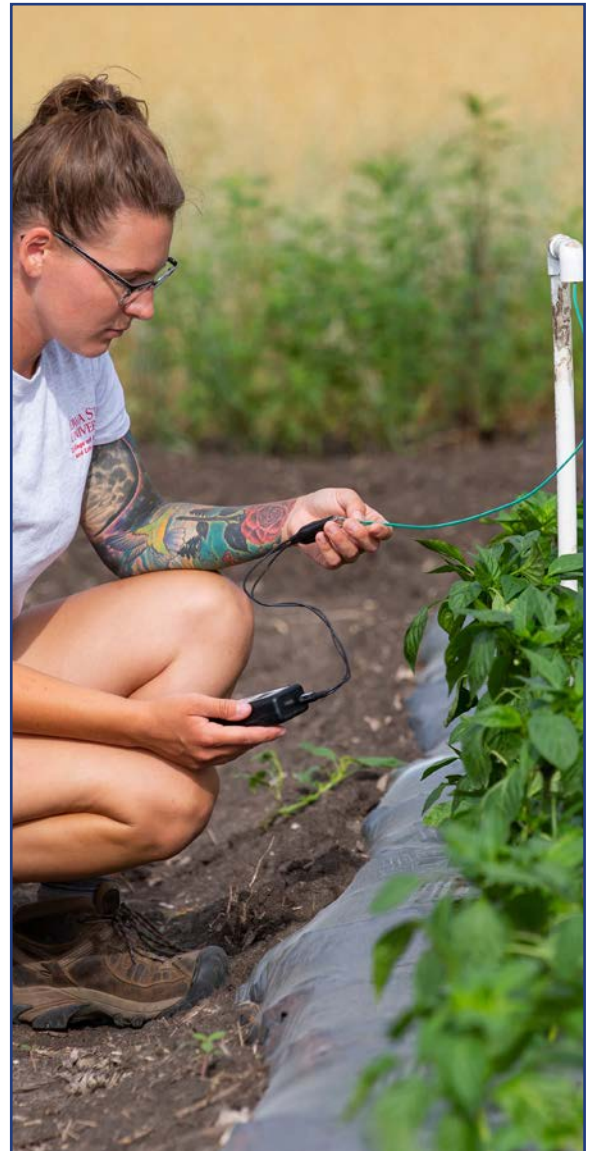
OBJECTIVE 2.5: Economic Development and Research

Metrics and Goals:

- Each university will set a 5-year goal to increase research funding.
- Annually, each university will report on intellectual property created.
- Each university will identify additional areas of support and opportunity to support the conversion of the intellectual property created into Iowa-based businesses.

DISPOSITION D

Respectful interaction among members of diverse backgrounds, culture and beliefs in nurturing environments shall empower critical thinking, free inquiry, open communication and broad participation.



DISPOSITION E

Academic freedom shall stimulate creativity, inquiry and advancement of knowledge.



PRIORITY THREE: OPERATIONAL EXCELLENCE AND EFFECTIVENESS

OBJECTIVE 3.1: The Regent institutions will continue to seek, implement and strengthen operational efficiencies and effectiveness.

Metrics and Goals:

The BOR and Regent institutions shall collaborate to ensure a productive culture of efficiency and effectiveness with annual improvements. Activities will include:

- Optimizing administrative activities through consolidation and restructuring.
- Expanding the shared services functions to increase efficiency.
- Monitoring and evaluating the effect and impact of efficiency efforts and adjusting processes as necessary.

Each Regent institution will report annually activities and improvements in each area and its progress toward the goal.



OBJECTIVE 3.3: The Regent institutions shall advance capital and operational forecasting and predictability for maximum resource utilization.

Metrics and Goals:

The Regent institutions shall maximize the utilization of existing physical structures and facility and infrastructure 10-year plans to ensure optimum utilization. Activities will include, but not limited to:

- Annually updating a comprehensive 10-year master capital plan of planned projects in sequential order enabling a balanced plan for implementation.
- Creating a financial map of the master capital plan including all obligations and investments as well as donor opportunities.
- Identifying and implementing new alternative funding sources, including but not limited to public-private partnerships and recognizing existing sources as potential bridges or launching points for new funding.

Each Regent institution will report on activities and progress toward these goals annually.

OBJECTIVE 3.4: The BOR and Regent institutions shall develop and enhance the human capital at each of the Regent institutions.

- Continue to strengthen our workforce by providing career support and development
- Enhance the institutional efforts to have the workforce be more reflective of the student body
- Encourage additional recruitment and retention of world-class faculty and staff

DISPOSITION F

Collaboration and coordination

across the Regent Enterprise and with other institutions and organizations, both public and private, shall endeavor to meet the needs of Iowans.



OBJECTIVE 3.2: The Regent universities will maximize physical and technological infrastructures to advance teaching, research, and engagement.

Metrics and Goals:

The Regent universities shall optimally utilize infrastructures. Activities will include, but not limited to:

- Increasing the utilization of existing capital facilities.
- Collaborating when possible on the purchase and use of research-based technology for the institutions.
- Consolidating multiple technology licenses into system-wide licenses to reduce license duplication by 2027.
- Ensure each institution has the technology platform and capacity to enhance online learning.

Each Regent institution will report on activities and progress toward these goals.

DISPOSITION G

Recruitment, retention and development activities shall focus on attracting, encouraging and engaging outstanding students, faculty and staff.



PRIORITY FOUR: STAKEHOLDER ENGAGEMENT

OBJECTIVE 4.1: The BOR and Regent institutions will coordinate and enhance their current communication efforts.

Metrics and Goals:

- Evaluate all current stakeholder publications and determine if they provide added value.
- Increase dissemination of the public value and benefit of Regent institution programs
- Enhance institutional dissemination of the ongoing activities of each institution, including but not limited to, the cutting-edge research being done at each institution and the value to stakeholders.

OBJECTIVE 4.2: Each Regent institution will show its impact to each Iowa county.

Metrics and Goals:

Each Regent institution will collaborate to create and annually update a combined webpage showing the impact of each Regent institution to the county, including, but not limited to the following data:

- Current students
- Alumni
- Regent employees
- Partnerships or transactions with businesses
- Extension and outreach, health care, and economic development functions in the county

OBJECTIVE 4.3: Transparency and Dissemination

Metrics and Goals:

The Board of Regents Office will broadly distribute to every media outlet, through social media and directly to stakeholders the activities and reports from each Board meeting.

Each institution will have a strategic communications plan designed to amplify the following:

- Notable alumni from each of the institutions
- Successes of our current students
- Successes of our faculty and staff
- Economic impact of their institutions

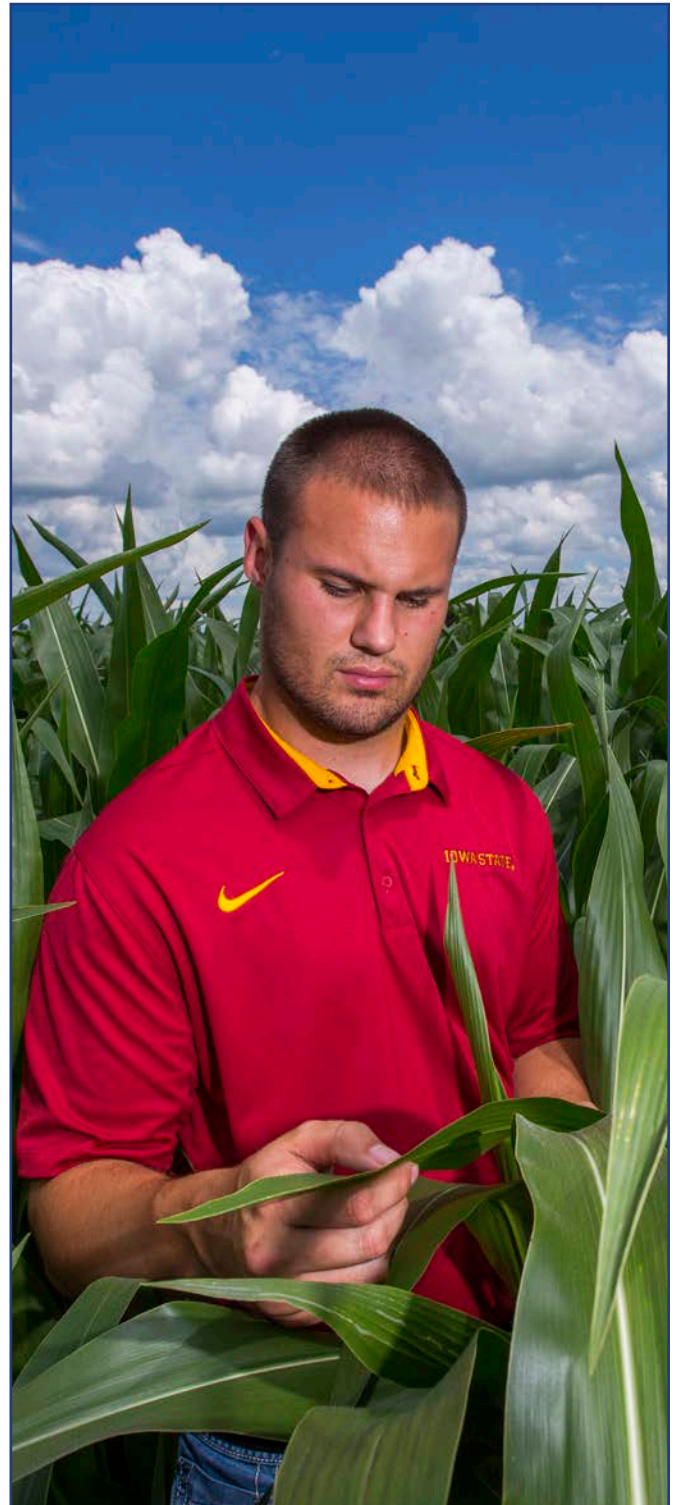
DISPOSITION H

Effective communications shall inform constituents and citizens of the roles, value and impact of the Board and its institutions.



DISPOSITION I

Maintain and improve the quality of the enterprise as the institutions transform.





ECONOMIC IMPACT

Iowa's Regent universities promote economic growth in Iowa through their direct expenditures and the resulting expenditures of visitors, students, and state businesses

Iowa's Regent universities create value in many ways. The universities play a key role in helping students increase their employability and achieve their individual potential. The universities facilitate new research and company developments and draw visitors and students to the state, generating new dollars and opportunities for Iowa. They provide students with the education, training, and skills they need to have fulfilling and prosperous careers. Furthermore, the universities are places for students to meet new people, increase their self-confidence, and promote their overall health and well-being.

Iowa's regent universities influence both the lives of students and the state economy. The universities support a variety of industries in Iowa, serve state businesses, and benefit society as a whole in Iowa from an expanded economy and improved quality of life. The benefits created by Iowa's regent universities even extend to the state government through increased tax revenues and public sector savings.

Iowa's public universities combined to add \$14.9 billion in income to the state of Iowa economy during fiscal year 2021-2022, according to an economic impact study from Lightcast, a labor market analytics firm. That figure of \$14.9 billion is equal to approximately 7.1% of the total gross state product of the state. The study also notes that the total of university activity supports nearly 200,000 jobs in the state, which is one out of 10 jobs in Iowa.

Iowa's public universities combined to add \$14.9 billion in income to the state of Iowa economy during fiscal year 2021-2022

Iowa's regent universities promote economic growth in Iowa through their direct expenditures and the resulting expenditures of visitors, students, and state businesses. The universities serve as employers and buyers of goods and services for their day-to-day, construction, university hospital, clinic, and research operations. Numerous start-up and spin-off companies have formed as a result of programs and knowledge at the universities, and extension, outreach, and volunteer services contribute to the community.

The universities' activities attract visitors and students from outside Iowa, whose expenditures benefit state vendors. In addition, the universities are primary sources of higher education to Iowa residents and suppliers of trained workers to state industries, enhancing overall productivity in the state workforce.

2.3 BILLION

Operations Spending Impact

Payroll and benefits to support the universities' day-to-day operations (excluding payroll from hospital, clinic, and research employees) amounted to \$1.9 billion. The universities' non-pay expenditures amounted to \$635.7 million (excluding construction, hospital, clinic, and research expenditures). The net impact of operations spending by the universities in Iowa during the analysis year was approximately \$2.3 billion in added income, which is equivalent to supporting 37,145 jobs.

117.8 MILLION

Construction Spending Impact

Iowa's regent universities invest in construction each year to maintain their facilities, create additional capacities, and meet their growing educational demands. While the amount varies from year to year, these quick infusions of income and jobs have a substantial impact on the state economy. In FY 2021-22, Iowa's regent universities' construction spending generated \$117.8 million in added income, which is equivalent to supporting 1,567 jobs.

2 BILLION

University Hospitals and Clinics Spending Impact

The University of Iowa Hospitals & Clinics (UIHC), including the Iowa River Landing, University of Iowa Stead Family Children's Hospital, and pharmacy locations, would not exist without the university. UIHC provides a hands-on learning and research environment for students and employs thousands of workers. Although broader health-related impacts are outside the scope of this analysis, UIHC is known for providing quality patient care.

In FY 2021-22, the UI spent \$2.1 billion on UI Hospitals & Clinics faculty and staff and other expenditures to support their operations. The total net impact of the UI Hospitals & Clinics operations in the state was \$2 billion in added income, which is equivalent to supporting 25,673 jobs.

607.6 MILLION

Research Spending Impact

Research activities of Iowa's regent universities impact the state economy by employing people and making purchases for equipment, supplies, and services. They also facilitate new knowledge creation throughout Iowa. In FY 2020-21, Iowa's regent universities spent \$360.9 million on payroll. This along with \$309.7 million in other expenditures (excluding indirect costs) created a net total of \$607.6 million in added income for the Iowa economy. This added income is equivalent to supporting 8,880 jobs. Note that at the time of this study, FY 2021-22 research expenditure data were being verified, so FY 2020-21 research expenditure data were used as the reference. Actual FY 2021-22 research awards are equal to or higher than FY 2020-21.

Value of Extension and Outreach

Extension and Outreach strengthen communities and their local economies by enhancing leadership structures, broadening engagement, teaching best practices, and providing hands-on assistance. Over the years, the Extension and Outreach offices have delivered over 800,000 educational contacts and helped more than 6,500 companies and organizations across the state. The offices have also helped tens of thousands of Iowa farmers receive necessary certification to safely apply pesticides and manure. Due to the specific nature of these Extension and Outreach activities, Lightcast does not attempt to measure an impact. With that said, the value that these Extension and Outreach activities offer for state and local communities should be acknowledged.

2.3 BILLION

Economic Development Impact

The universities create an exceptional environment that fosters innovation and entrepreneurship, evidenced by the number of start-up and spin-off companies related to the universities and companies that have grown in the state with the support of the universities. In FY 2021-22, start-up and spin-off companies created and companies supported by the universities added \$2.3 billion in income for the Iowa economy, which is equivalent to supporting 18,468 jobs.

179.8 MILLION

Visitor Spending Impact

Out-of-state visitors attracted to Iowa for activities at the universities brought new dollars to the economy through their spending at hotels, restaurants, gas stations, and other state businesses. The spending from these visitors added approximately \$179.8 million in income for the Iowa economy, which is equivalent to supporting 4,263 jobs.

96.5 MILLION

Impact of Volunteerism

Iowa's regent universities encourage their students and employees to volunteer in Iowa, where they can work with businesses and organizations to help meet their goals. The universities also work with community members to coordinate volunteer activities. The work of student, employee, and university-coordinated community volunteers allows businesses and organizations to grow, increasing their output and impacting the economy at large. Iowa's regent universities' students, employees, and university-coordinated community members volunteered nearly two million hours of their time in FY 2021-22. Using the value per volunteer hour for Iowa as provided by the Independent Sector, the work of Iowa's regent universities' student, employee, and university-coordinated community volunteers is equivalent to \$49.8 million in earnings. In terms of actual impact to the Iowa economy, Iowa's regent universities' student, employee, and university-coordinated community volunteers generated an impact of \$96.5 million in added income for the state in FY 2021-22, equivalent to supporting 3,906 jobs.

166.2 MILLION

Student Spending Impact

Around 38% of students attending Iowa's regent universities originated from outside the state. Most of these students relocated to Iowa to attend the universities. In addition, some students, referred to as retained students, are residents of Iowa who would have left the state if not for the existence of Iowa's regent universities. The money that these students spent toward living expenses in Iowa is attributable to the universities. The expenditures of relocated and retained students in the state during the analysis year added approximately \$166.2 million in income for the Iowa economy, which is equivalent to supporting 3,207 jobs.

7.2 BILLION

Alumni Impact

Over the years, students gained new skills, making them more productive workers, by studying at the universities. Today, hundreds of thousands of these former students are employed in Iowa. The accumulated impact of former students currently employed in the Iowa workforce amounted to \$7.2 billion in added income for the Iowa economy, which is equivalent to supporting 95,729 jobs.

14.9 BILLION

Total Impact

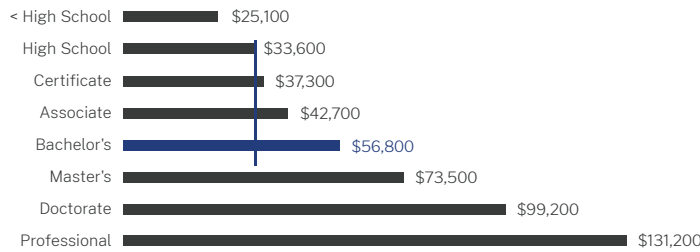
Iowa's regent universities added \$14.9 billion in income to the Iowa economy during FY 2021-22, equal to the sum of the operations, construction, UI Hospitals & Clinics, and research spending impacts; the economic development impact; the visitor and student spending impacts; the volunteerism impact; and the alumni impact. The \$14.9 billion impact does not include the value that the universities' Extension and Outreach activities are adding to the state and local communities.

For context, the \$14.9 billion impact was equal to approximately 7.1% of the total gross state product (GSP) of Iowa. This contribution that the universities provided on their own is larger than the entire Health Care & Social Assistance industry in the state. The total impact of Iowa's regent universities can also be expressed in terms of jobs supported. The \$14.9 billion impact supported 198,837 state jobs, using the jobs-to-sales ratios specific to each industry in the state. This means that one out of every 10 jobs in Iowa is supported by the activities of the universities and their students. In addition, the \$14.9 billion, or 198,837 supported jobs, stemmed from different industry sectors.

Among non-education industry sectors, the universities' spending and alumni in the Health Care & Social Assistance industry sector supported 24,464 jobs in FY 2021-22. If the universities did not exist, these impacts would not have been generated in Iowa.

EDUCATION PAYS

An average bachelor's degree graduate will see an increase in earnings of \$23,200 each year compared to a person with a high school diploma in Iowa.



RETURN ON INVESTMENT

Students see a high rate of return for their investment in Iowa's public Universities



Average annual return for students of Iowa's Regent universities
15.6%



Stock market 30-year average annual return
10.5%



Interest earned on savings account (National Cap Rate)
0.8%



INVESTMENT ANALYSIS

Iowa's public universities create value from multiple perspectives. The universities benefit businesses by increasing consumer spending and graduating qualified workers. Students benefit from raised lifetime earnings and achievement. Taxpayers benefit through increased tax receipts and a reduced demand for social services. And society benefits through a more prosperous economy and social savings from the improved lifestyles of students.

FOR EVERY \$1

Students gain **\$5.40** in lifetime earnings



Taxpayers gain **\$2.70** in tax revenue and savings



Society gains **\$4.40** in added income and social savings





FY 2025 STATE APPROPRIATIONS REQUEST

The bulk of the Board's annual legislative request is the higher education general university appropriations request, which serves as the universities' main source of state funding

At its September 2023 meeting, the Board of Regents approved state appropriations requests for the 2025 fiscal year. FY 2025 higher education appropriation requests totaling \$506.3 million, which included \$14.8 million in new, incremental funding, were approved this year. In addition, the Board requested \$22.5 million in additional special purpose dollars to fund three much-needed service projects for lowans.

The three public universities requested additional appropriations increases to strengthen their service and outreach to Iowans. Major components of the service requests include the UI Rural Health Care Partnership, the ISU STEM Workforce Initiative and the UNI Educators for Iowa Program.

UI's Rural Health Care Partnership seeks to build a dynamic and sustainable partnership with the state that will address the challenges of rural health in Iowa. Workforce challenges, a rapidly aging population and low reimbursement rates combine to make the delivery of high quality, accessible health care in Iowa's rural communities more challenging than ever. UI's rural health efforts would expand Iowa's healthcare workforce, expand the delivery of health care and improve health outcomes in Iowa's rural population. To begin this work, an investment of \$10 million was requested with an additional \$10 million requested each subsequent year for a total recurring appropriation after five years of \$50 million.

At Iowa State, strengthening degree programs that produce graduates and employees to meet Iowa's Hot 50 Jobs is top of mind. These jobs include veterinary medicine, digital agriculture, architecture, engineering, finance, marketing, computer science and artificial intelligence, cybersecurity, healthcare management and STEM teach preparation – all recognized strengths of Iowa State. ISU requested an additional \$10 million for FY 2025 to continue its STEM workforce program. Year two of the program will focus on promoting economic development, fuel manufacturing and sustaining rural community vitality to attract and retain workforce talent.

At UNI, its strength is in teaching. Currently, more than 10,000 Iowa educators can trace their path back to a UNI education. Last year, UNI used \$1.5 million in appropriations to recruit and retain teachers to meet Iowa's critical educator shortage. This year, UNI requested an additional \$2.5 million to continue efforts to recruit more students into the teaching profession. Funding will cover costs for student teaching experiences in Iowa with a special focus on those who teach in rural districts.

These three service projects provide vital aid to Iowans in the areas that need it most. Taken together, Iowa, Iowa State and UNI's appropriations requests strengthen their abilities to educate and serve Iowans and provide the Iowa workforce with the high-quality workers it needs.

2023-24 TUITION RATES

At its June 13-14, 2023 meeting, the Board of Regents approved tuition and fee rates for the 2023-24 academic year. The rates increase resident undergraduate tuition by 3.5% at each university. In addition, varying tuition rates for non-resident and graduate and professional students, as well as differential rates for certain programs, were approved.

These tuition rates follow flat FY 2024 general university appropriations (0% increase) as enacted by the Iowa General Assembly. The Board had requested an appropriations increase of \$32 million to support higher education. The legislature did appropriate education-related special purpose funding totaling \$7.1 million for the UI College of Nursing, \$2.8 million for STEM workforce initiatives at ISU and \$1.5 million for teacher student recruitment efforts at UNI.

2023-24 BASE UNDERGRADUATE TUITION RATES

		2022-23	2023-24	Inc.
IOWA	Resident	8,711	9,016	305
	Non-Resident	30,674	30,979	305
IOWA STATE UNIVERSITY	Resident	8,678	8,982	304
	Non-Resident	25,162	26,168	1,006
UNI / University of Northern Iowa	Resident	8,111	8,396	285
	Non-Resident	19,265	19,940	675

2022-23 RESIDENT UNDERGRAD TUITION & FEE RATES PEER COMPARISON

Illinois	\$17,138	Michigan State	\$15,372
Michigan	\$16,736	Virginia Tech	\$14,666
Minnesota	\$15,859	Oklahoma State	\$14,247
Michigan State	\$15,372	Colorado State	\$12,559
Arizona	\$13,255	Missouri	\$11,603
Ohio State	\$12,485	Kansas State	\$10,448
Indiana	\$11,447	Iowa State	\$10,133
Wisconsin	\$10,796	Purdue	\$9,992
Iowa	\$10,353	Nebraska	\$9,620
Utah	\$10,287	NC State	\$9,128
North Carolina	\$8,989	Oregon State	\$8,833
College of New Jersey	\$17,998		
Minnesota, Duluth	\$13,452		
Eastern Illinois	\$13,320		
College of Charleston	\$12,978		
Central Connecticut	\$12,460		
Indiana State	\$9,732		
MN State-Mankato	\$9,441		
Northern Iowa	\$9,411		
Western Washington	\$8,969		
Wisconsin-Eau Claire	\$8,914		
Wisconsin-Whitewater	\$7,864		



DIVERSITY, EQUITY & INCLUSION

Over the course of six months, the Study Group gathered information from campus leaders and solicited input from campus constituencies, students, the legislature and members of the public through an online public survey and feedback form.

The Diversity, Equity and Inclusion (DEI) Study Group, formed in March 2023 to study DEI programs and efforts at the University of Iowa, Iowa State University and the University of Northern Iowa, gathered information from a variety of campus leaders and solicited public input online to form a report passed by the Board of Regents in November, 2023. The report identified 10 recommendations divided into four broad categories: current structure of DEI and compliance functions, human resources, academic and curricular matters, and free speech and related matters.

In June 2023, Iowa Governor Kim Reynolds signed into law Senate File 560. Division V of SF 560 directs the Board of Regents to conduct a comprehensive DEI study and review of Iowa's public universities. Included in the report are assessments of the following elements from each university:

- Current diversity, equity and inclusion programming, curricula, training and related activities.
- The salary, benefits and any other compensation paid to employees or individuals tasked with furthering an institution of higher learning's diversity, equity and inclusion efforts.
- Compliance with required applicable federal and state laws, rules, regulations, court orders, settlement agreements, or executive orders related to diversity, equity and inclusion.
- Contracts or grants requiring diversity, equity and inclusion efforts, and the requirements of third-party accreditors or similar entities to assess whether and to what extent these efforts are aligned with the overall mission and purpose of the institution.

Following a broad, open discussion, the Board approved 10 recommendations.

The DEI Study Group, which included Regents David Barker, Jim Lindenmayer and Greta Rouse, formally presented its report to the full Board on November 16 in Cedar Falls, Iowa for discussion and consideration. Following a broad, open discussion, the Board approved the study group's report and its recommendations.

The Study Group Report contained 10 recommendations for consideration by the Board of Regents. These recommendations were not intended to prohibit programs, campus activities, or functions required for compliance with state or federal laws, rules, regulations, grants, or contracts; or those necessary to meet the minimum requirements for obtaining or retaining institutional or discipline-specific accreditation.

DEI STUDY GROUP ADOPTED RECOMMENDATIONS

1. Restructure the central, university-wide DEI offices to eliminate any DEI functions that are not necessary for compliance or accreditation. Support services in these offices must be broadly available to all students and/or employees, subject to applicable state or federal eligibility requirements.
2. Review all college, department, or unit-level DEI positions to determine whether DEI-specific job responsibilities are necessary for compliance, accreditation or student and employee support services. Any position responsibilities that are not necessary for these purposes shall be adjusted or eliminated. Position and/or working titles shall be reviewed to ensure they appropriately reflect position responsibilities.
3. Review the services provided by offices currently supporting diversity or multicultural affairs in other divisions of the university to ensure they are available to all students, subject to applicable state or federal eligibility requirements. Program promotional and informational materials and websites shall be updated to clarify that the mission of these offices is to support success broadly.
4. Take reasonable steps to assure the following:
 - a. No employee, student, applicant, or campus visitor is required to submit a DEI statement or be evaluated based on participation in DEI initiatives, unless the position is required for DEI-related compliance or accreditation.
 - b. No employee, student, applicant, or campus visitor is compelled to disclose their pronouns.
5. Develop a Board policy prohibiting the consideration of race and other protected class characteristics in admissions that is consistent with the law.
6. Initiate a review of DEI-related general education categories and update category names to accurately reflect the array of options students may select from to satisfy these requirements and ensure a breadth of offerings.
7. Standardize issuance of annual employee guidance regarding the separation of personal political advocacy from university business and employment activities.
8. Explore potential recruitment strategies for advancing diversity of intellectual and philosophical perspective in faculty and staff applicant pools.
9. Explore a proposal, including cost, to establish a widespread initiative that includes opportunities for education and research on free speech and civic education.
10. Annually, the Board office shall issue a reminder to the universities on the requirements of 4.2.I, which governs university websites and other university communications.



FREEDOM OF SPEECH

The Board is committed to providing an educational, living and working environment that protects the First Amendment rights of all members of our campus communities.

The Board of Regents and Iowa's public universities are committed to supporting the principles of free expression guaranteed by the First Amendment for all members of our campus community. The first step in creating a campus environment where different viewpoints are welcome is to understand the basic principles of First Amendment rights to free expression.

On November 18, 2020, Board President Michael Richards established a Free Speech Committee under the Board of Regents with the following charge: evaluate the implementation of the Board's policy, as well as best practices from other institutions, and bring any recommendations on changes that need to be made to strengthen the Board's efforts on free speech.

Following the passage of its 10 recommendations (right) in February 2021, the Free Speech Committee was established as a standing committee of the Board of Regents. In April 2023, the Free Speech Committee was restructured, along with the Campus and Student Affairs Committee, to form the Free Speech and Student Affairs Committee. This reorganization assured oversight of both free speech and student affairs occurs under a single committee. The new committee met for the first time in September 2023.

Additionally, in following with recommendations 9 and 10, the Board and the universities created a 15-20 minute training module to assist members of the campus community in better understanding rights to free expression. All faculty, staff and students at Iowa's Regent Universities are expected to complete this training each year. Participation in the training is important to the Board's continued commitment to providing an educational, living and working environment that protects the First Amendment rights of all members of our campus communities.

Finally, the Board created a bi-annual free speech survey, first conducted November 9, 2021 through December 1, 2021. Results were presented to the Board at its February 2022 meeting. The survey asked how comfortable students and employees felt expressing their opinions in different settings. More than 7,000 students responded, representing just over 10.2 percent of the total student body. A total of 10,648 Regents employees responded to the survey, representing more than 38 percent of the total workforce.

The second free speech survey is scheduled to be conducted in early 2024. Results will be presented to the Board at the April, 2024 meeting.

FREE SPEECH COMMITTEE RECOMMENDATIONS

1. Each syllabus will have a statement comparable to the ISU statement: Iowa State University supports and upholds the First Amendment protection of freedom of speech and the principle of academic freedom in order to foster a learning environment where open inquiry and the vigorous debate of a diversity of ideas are encouraged. Students will not be penalized for the content or viewpoints of their speech as long as student expression in a class context is germane to the subject matter of the class and conveyed in an appropriate manner.
2. The syllabus free speech statement will be reviewed at the beginning of each course.
3. Reaffirm that university resources will not be used for partisan activities. Registered student organizations and individual students will still be able to utilize university facilities and email.
4. The universities may only take an institutional position on policy matters, in conjunction with the Board. This includes presidents, vice presidents, deans and department directors.
5. Universities will not permit discrimination or denial of educational benefits because of the viewpoint of a student organization or a student.
6. Establish the Free Speech Committee as a permanent committee of the Board of Regents. It reviews free speech complaints passed along by the Executive Director, annually reviews all free speech policies of the Board and universities, reviews the university training for improvements and every two years does a survey on free speech to all faculty, staff and students.
7. Universities will be required to post the Board's and university policies and procedures on their webpage, including how to appeal to the Board regarding violations of free expression.
8. Universities will be charged with adding policies and procedures, including penalties for violations of free expression, to its current process for violations of university or Board policies.
9. The Board of Regents will review and compile data from the most recent campus climate surveys and national surveys regarding free speech. The Free Speech Committee will determine if additional survey of all members of each university regarding free speech is warranted during the fall semester 2021. Once completed this information will be presented to the Board.
10. Universities will be required to provide training on the free speech to all students, faculty and staff on an annual basis. The presidents will appoint the appropriate campus members to assist the Free Speech Committee to develop a common module for free speech at all three universities.



ENROLLMENT: HEADCOUNT AND FTE

The Regents use two methods for counting student enrollment: Headcount and Full-Time Equivalent (FTE). With headcount, a student taking one class and a student taking five classes in a semester are counted equally. For most aspects of university operation, student headcounts are most useful because services are provided to individuals regardless of enrollment status (e.g., residence hall room, food service, parking).

Student enrollment FTE at the Regents is calculated by taking the total number of student credit hours for each education level and dividing that number by 15 credit hours for undergraduates and professional students and 9 credit hours for graduate students. For this reason, FTE is useful in determining the amount of academic support services needed to educate all enrolled students. In this sense, a part-time student needs fewer academic resources from the university than a full-time student (e.g., academic advising time, classroom space).

HEADCOUNT AND FTE ENROLLMENT BY RESIDENCE AND EDUCATION LEVEL
FALL 2023

		Headcount			FTE		
		ISU	SUI	UNI	ISU	SUI	UNI
First-Year	Non-Resident	3,073	2,852	189	3,046	2,931	182
	Resident	2,723	2,470	1,339	2,654	2,498	1,291
	Total	5,796	5,322	1,528	5,700	5,429	1,473
Sophomore	Non-Resident	2,439	2,234	114	2,512	2,215	114
	Resident	3,055	2,859	1,426	3,051	2,789	1,364
	Total	5,494	5,093	1,540	5,563	5,004	1,478
Junior	Non-Resident	2,155	1,897	149	2,201	1,890	145
	Resident	3,700	3,411	1,865	3,654	3,241	1,750
	Total	5,855	5,308	2,014	5,855	5,130	1,895
Senior	Non-Resident	2,680	1,897	191	2,574	1,766	172
	Resident	5,208	4,031	2,331	4,898	3,628	2,044
	Total	7,888	5,928	2,522	7,472	5,394	2,216
Unclassified	Non-Resident	127	144	42	67	101	14
	Resident	172	335	96	54	137	19
	Total	299	479	138	121	237	33
Total		25,332	22,130	7,742	24,712	21,195	7,095
Graduate Masters	Non-Resident	1,100	1,569	179	1,087	1,678	156
	Resident	834	1,794	773	776	1,662	626
	Total	1,934	3,363	952	1,863	3,339	782
Graduate Doctoral	Non-Resident	1,832	1,715	6	1,677	1,453	3
	Resident	329	699	66	247	661	28
	Total	2,161	2,414	72	1,924	2,114	31
Graduate Other	Non-Resident	73	117	33	48	70	14
	Resident	42	185	222	19	83	89
	Total	115	302	255	67	153	103
Total		4,210	6,079	1,279	3,854	5,606	916
Professional	Non-Resident	401	732		479	900	
	Resident	234	1,101		300	1,467	
	Total	635	1,833		779	2,367	
Total		635	1,833		779	2,367	
Grand Total		30,177	30,042	9,021	29,344	29,169	8,011

Source: Iowa Board of Regents Data Warehouse
 Enrolled students = headcount enrollment unless otherwise indicated
 FTE or full-time-equivalent is determined by taking the total number of student credit hours for each education level and dividing that number by 15 credit hours for undergraduates and professional students and 9 credit hours for graduate students.



PUBLIC-PRIVATE PARTNERSHIP (P3)

On December 10, 2019, the Board of Regents approved the establishment of a \$1.165 billion public-private partnership (P3) with the University of Iowa utility system and ENGIE North America and Meridiam. The P3 agreement will help provide the UI with the resources it needs to support its core missions of teaching, research and scholarship.

Under the agreement, ENGIE and Meridiam will pay \$1.165 billion to the University of Iowa for a 50-year operating agreement for its utility system. Most of this upfront payment was placed into an endowment. Annual proceeds from this endowment, projected at \$15 million, will help provide the predictable, sustainable funding necessary for the UI to carry out

its strategic plan. The UI retains ownership of the utility system, and operation of the utility system will return to the university following the 50-year deal.

The University of Iowa will pay ENGIE and Meridiam a \$35 million annual fee in years one-through-five of the deal, with the fee increasing by 1.5 percent annually thereafter. The UI used \$166 million of the lump sum to pay off existing utility bonds and consulting fees.

As part of the P3, ENGIE and Meridiam will adopt the UI's existing goal of operating coal-free by 2025 or sooner and continue campus-wide sustainability efforts. In addition, ENGIE and Meridiam will continue to explore new sources of bio-fuels to create sustainable, lower-cost energy options.

The university began soliciting feedback from the UI Faculty Senate, Staff Council and Student Government in February 2019 and submitted a request for qualifications using that feedback in April 2019. Informational sessions were held in both March and May 2019 prior to requests for qualifications and requests for proposals, respectively. This timeline provided significant opportunity for campus feedback. Additionally, the three-member 501c3 board in charge of operating the P3 fund will include a representative from the UI Faculty Senate.

Governor Kim Reynolds encouraged the Board of Regents and the universities to “think outside the box” when it came to finding new sources of funding. Board President Michael Richards charged the Regents and university leaders with maximizing existing resources and finding creative new funding sources during a discussion on resource management at the April 2018 Board meeting. This agreement is a prime example of generating much-needed resources from existing university assets.



COMMUNITY COLLEGE TRANSFER

The Board of Regents, working through Iowa's public universities, is committed to helping students attain their educational goals. Ongoing collaboration with Iowa's community colleges to facilitate the transfer of credits from one school to another is one way the Board demonstrates its commitment to student success.

This ongoing collaboration has been helping students navigate the transfer process for decades. The Board has long recognized the unique missions of Iowa's community colleges and is dedicated to providing pathways for students to transfer from two-year to four-year colleges, from four-year to two-year colleges, or back and forth between sectors multiple times.

The Iowa Department of Education and the Board of Regents work diligently to ensure consistency of courses and compliance with

state laws and administrative rules. Community college deans and university provosts meet annually to consider transfer policies that best benefit students. For example, students who complete an associate degree at an Iowa community college are guaranteed to satisfy their general education requirements, as well as apply up to 65 credits toward a bachelor's degree at one of Iowa's public universities.

Even with these efforts, transferring credits between institutions is not always a one-to-one proposition. Career and technical education credits may be limited in their transferability, depending on the major a student is pursuing at the university. Like any student, transfer students are also required to satisfy prerequisite requirements before taking some classes. Many majors require all students to maintain an adequate grade point average as part of these prerequisites.

In addition, the Regent institutions limit incoming community college transfer credits to 65, though there are some exceptions. Since most bachelor's degrees require 120-128 credits to complete, this means at least half of the required credits can come from a community college. Students must earn at least the final 30 credits of a degree from the institution that awards that degree.

Iowa's public universities and community colleges employ transfer specialists to work with each student to find the most optimized path to their education goals. Students seeking to utilize multiple institutions to earn their education can receive valuable insight from these specialists at no cost.

Every transfer case and educational journey is unique. The Board of Regents is dedicated to providing pathways for all Iowans to earn high-quality, affordable higher education.



ACADEMIC TENURE

Tenure is an employment relationship granted to eligible faculty members to encourage the free exchange of ideas. It is a form of job security that supports expanding knowledge and innovation to the benefit of all society.

Faculty members hired to tenure track positions go through an extensive probationary period - usually six or seven years - prior to earning tenure. During this time, these faculty members undergo comprehensive reviews to ensure they are meeting the expectations demanded of a tenured faculty member.

Evaluations include annual reviews by academic departments and regular assessments of the candidate's work by experts and leading authorities in the candidate's field. Extensive portfolios of student assessments and letters from former students are compiled and used as evidence of the candidate's qualifications. Tenure is awarded only after an affirmative recommendation based on this years-long process.

Tenured faculty still undergo regular performance evaluations. These evaluations include annual departmental reviews, deep reviews with external input from field-appropriate experts every five-to-seven years, and annual student evaluations of teaching. All faculty - tenured or not - have set expectations in terms of their teaching, research, service or clinical obligations. Failure to meet those expectations can and does result in "just cause" terminations. Finally, program cuts also can result in the elimination of tenured faculty positions.

All faculty - tenured or not - have set expectations in terms of their teaching, research, service or clinical obligations.

Fifty-four percent of full-time faculty at Iowa's Public Universities are tenured or currently in the probationary period. The share of tenured and tenure-track faculty varies between the three universities based on faculty classifications.

Tenure helps create and maintain the academic atmosphere necessary for educating Iowa students and is necessary to be competitive in hiring. A strong, comprehensive tenure process is crucial for the future of Iowa's public universities.

PROGRAM DUPLICATION

Nearly half of the 73 bachelor degree programs available at two or more Iowa Regent Universities are in fields that comprise the general education core (ex. English, history, chemistry, economics). Even in the absence of these as major fields of study, the universities would continue to maintain the departments and faculty needed to teach the general education core classes, pre-requisite requirements for other majors, and to support teacher education program needs.

Out of the total of 166 programs offered at two or more Iowa public universities, more than one in four are aligned with high-demand/high growth jobs in Iowa.

Many of these have more than 400 students combined across institutions, indicating demand for these programs is well aligned with Iowa's needs. Examples include computer science/engineering, elementary education, finance, nursing, accounting, logistics and mechanical engineering, each of which is critical to Iowa's workforce and economic development.

Demand for these programs is well aligned with Iowa's needs.

Any decisions regarding program termination or addition include review of student demand, workforce demand, expected program enrollment and costs, among other important issues. There are several stages of institutional review and approval prior to reaching the Board of Regents. In addition, new programs require conferral with the other universities to address any concerns about duplication and identify areas for collaboration.



THE UNIVERSITY OF IOWA

One of the nation's premier public research universities, the University of Iowa is dedicated to academic excellence; groundbreaking discoveries and creations; commitment to the state and the world; and a culture that prizes community, diversity, and opportunity.

The University of Iowa is known around the world for its commitment to a balanced excellence in the arts and sciences. It is the top-ranked public university for writing across the disciplines and home to the first creative writing program in the world, as well as the best public nursing program and one of the top teaching hospitals in the country. Its faculty, staff and students have pioneered fields such as educational testing and speech pathology, sent UI-built instruments on virtually every space mission in NASA history, and traced the genetic origins of countless human diseases. Its 12 colleges are home to scholars dedicated to bridging disciplines and reinventing higher education.

IOWA

Iowa's collaborative, can-do culture fosters a campuswide dedication to student success. Welcoming students from all backgrounds, helping them chart paths that serve their individual interests and goals, and giving them tools to graduate on time and on budget are central to Iowa's mission. The Iowa approach works—and undergraduate graduation rates well exceed the national average.

Iowa students graduate with the skills, perspectives, and values they need to lead productive lives and have rewarding careers. With unmatched writing-related resources and a strong liberal arts tradition, the university prizes exploration, flexibility, and broad-based knowledge, while innovative teaching facilities and methods infuse timeless lessons with new energy. Today's graduates are tech savvy and team oriented.

Iowa's size, structure, and culture foster interaction among scholars at all levels, with advanced programs surrounding and shaping a vital liberal arts core. Strong graduate and professional programs enrich the undergraduate experience while providing unparalleled opportunities for students who want to take their education further.

Alongside education and discovery, Iowa is known for its NCAA Division I athletics programs, a world-class academic medical center, commitment to statewide service, and its role as an economic engine for the state of Iowa. The university has launched new programs that lend support and expertise to businesses across the state, and a pervasive spirit of entrepreneurship guides student startups, new enterprises built on faculty discoveries, and other innovations.

The University of Iowa was founded on Feb. 25, 1847, in Iowa City as Iowa's first public university and located in the state's first capital. When Des Moines became the seat of state government in 1857, the Old Capitol building became the geographic and symbolic heart of the university campus.

Iowa has been a member of the Big Ten Conference since 1899 and a member of the Association of American Universities since 1909.

From its founding, Iowa has been a beacon of equality and opportunity for all people. It was the nation's first public university to admit men and women on an equal basis, the first public institution to award law degrees to women and African Americans, and the first state university to recognize and continuously fund an LGBTQ+ student organization.

Iowa invented the Master of Fine Arts degree, becoming the first institution to accept creative work in lieu of a written thesis. It pioneered fields ranging from educational television to cochlear implants.

In more recent years, the university has faced and overcome historic challenges—from a devastating campus flood in 2008 to the global economic downturn, the impact of new technology, and finding innovative and collaborative ways to endure a global pandemic. Community spirit, pragmatic vision, and dedicated leadership have helped Iowa weather these crises. Today, the University of Iowa is stronger than ever and is poised to write a new chapter in its more than 175-year history.

MISSION

Upon its founding in 1847, the University of Iowa was entrusted by the state legislature with a threefold mission of teaching, research, and public service. In pursuing that mission today, the university:

- Provides exceptional teaching and transformative educational experiences that prepare students for success and fulfillment in an increasingly diverse and global environment;
- Advances scholarly and creative endeavor through leading-edge research and artistic production; and
- Brings learning and discovery into the service of the people of the state of Iowa, the nation, and the world, improving lives through education, health care, arts and culture, and community and economic vitality.

VISION

The University of Iowa will be the destination of first choice for a diverse and talented body of students, faculty, and staff, who will craft new chapters of exploration, discovery, creation, and engagement. Together, we will advance the university's standing as one of the most distinguished public universities in the country.

CORE VALUES

The university's core values frame both who we are and who we aspire to be as a university community. As we plan, set priorities, and make daily decisions about how to carry out our mission, we are guided by these five interdependent commitments:

- Creativity
- Community
- Excellence
- Inclusion
- Integrity

ENROLLMENT

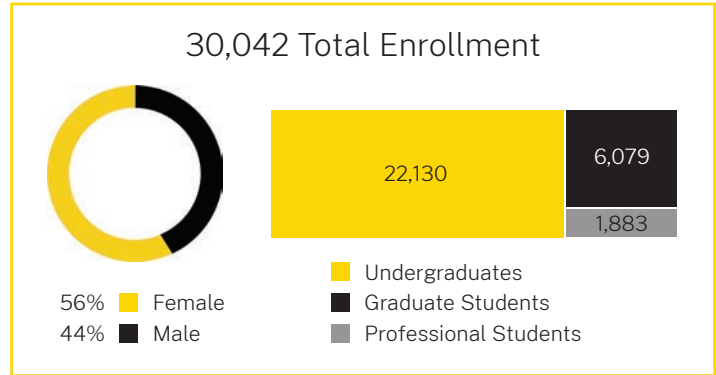
The University of Iowa welcomed another academically accomplished cohort of students for fall 2023, with a total enrollment of 30,042.

The incoming first-year class has topped previous records with an average high school grade-point average (GPA) of 3.83. The average high school GPA for the classes of 2026 and 2025 were 3.82 and 3.81, respectively.

At 5,064, the Class of 2027 is the fourth largest in UI history. About 20% of the class (1,034) are first-generation students, and about 20% (1,019) identify as African American, American Indian, Native Hawaiian or other Pacific Islander, Asian, Hispanic or Latino, or two or more ethnicities.

About 52% of the incoming first-year class (2,657) are Iowa residents, and about 1% (69) are international students. The class represents 94 of Iowa's 99 counties, 45 U.S. states and territories (as well as Washington, D.C., and bases for the U.S. Armed Forces), and 44 countries.

This year, 22,130 undergraduates are enrolled at Iowa. About 44% of Iowa's students identify as male, about 56% as female. Graduate students total 6,079, and professional students total 1,883. Additionally, Iowa has 1,410 postgraduate scholars.



IOWA CLASS OF 2027

3.83 Incoming GPA

20% First-generation students

20% Underrepresented minorities



52% are Iowa residents

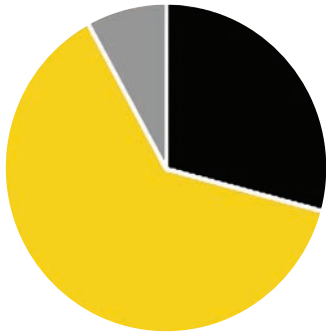


In 2023, the University of Iowa welcomed the most academically accomplished class in its history for the seventh year in a row.

FINANCES

Tuition revenues constitute 63.9% of the \$802 million general university revenue budget with 27.2% coming from state appropriations. Projected changes in these revenue sources, as well as indirect cost recoveries and interest income, result in a \$33.1 million increase in revenue, or 4.3% more than the FY 2023 budget.

REVENUES

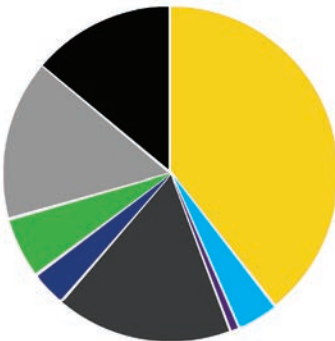


\$512.4M / 63.9% ■ Tuition
 \$218M / 27.2% ■ State Appropriations
 \$71.6M / 8.9% ■ Other*

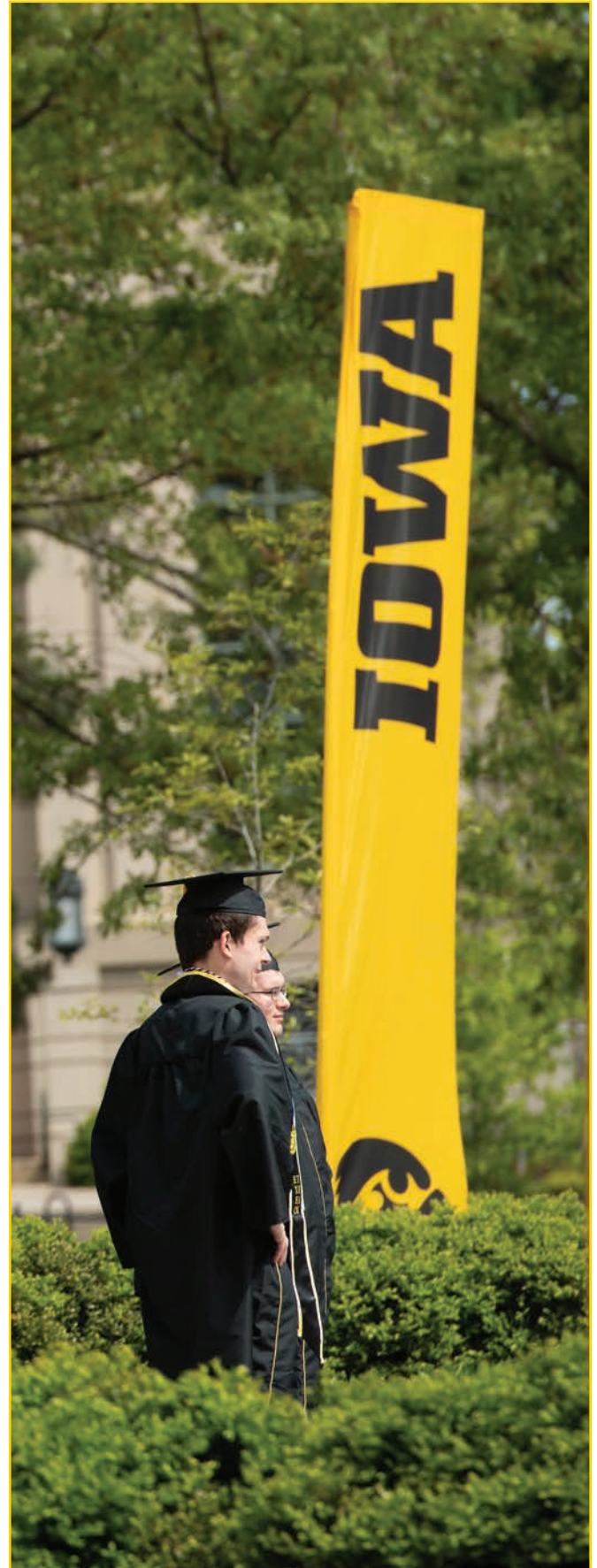
*Includes reimbursements for indirect costs, interest income, and other income sources

The \$802 million general university budget allocated by function is shown below. Expenses related to instruction, academic support, and scholarships and fellowships compose nearly 70% of all general university expenses.

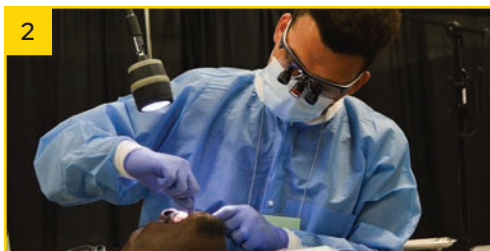
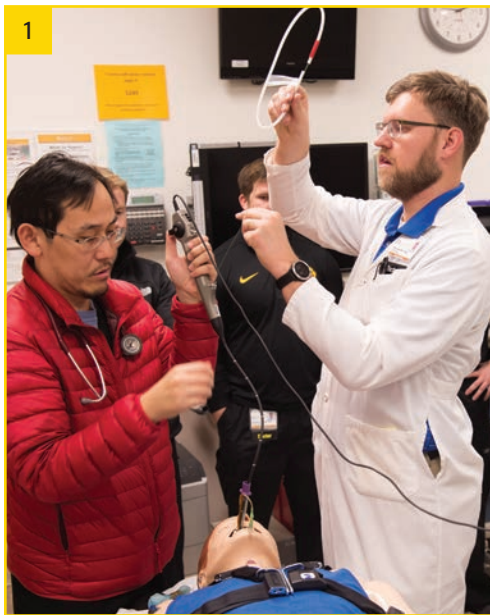
EXPENSES



\$298.2M / 37.2% ■ Instruction
 \$117.3M / 14.6% ■ Scholarships and Fellowships
 \$121.2M / 15.1% ■ Operations and Maintenance
 \$54.4M / 6.8% ■ Institutional Support
 \$24.6M / 3.1% ■ Student Services
 \$138.6M / 17.3% ■ Academic Support
 \$3.9M / 0.5% ■ Public Service
 \$43.9M / 5.5% ■ Research



ACADEMICS



The University of Iowa offers more than 200 majors, minors, and certificates in a total of 12 academic colleges.

1 CARVER COLLEGE OF MEDICINE

Iowa's Roy J. and Lucille A. Carver College of Medicine earns international respect for both clinical education and biomedical research. Students in the Carver College of Medicine are educated in an atmosphere of scholarship, humanism, and mutual respect, one that fosters the ability to manage the changing scientific and technological information so necessary in today's world.

2 COLLEGE OF DENTISTRY

Iowa's College of Dentistry is the state's only dental school and has as many recognized ADA dental specialties as any dental school in the country. It's also an essential resource to the state, helping people and communities everywhere meet their needs for dental care.

3 COLLEGE OF EDUCATION

Iowa's College of Education is the state's top-ranked education school, recognized for teacher preparation at the undergraduate level, a range of respected graduate programs, and a tradition of innovation in the field.

4 COLLEGE OF ENGINEERING

A personalized, student-oriented mission distinguishes Iowa's College of Engineering. By design, it's the smallest engineering college in the Big Ten, encouraging students to pursue their individual interests in an environment that's both intellectually challenging and collaborative.

5 GRADUATE COLLEGE

Iowa's Graduate College accounts for more than one-fifth of the university's total enrollment, supporting graduate education campuswide.



7



9



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12

6 COLLEGE OF NURSING

Iowa's College of Nursing is the nation's top-ranked public nursing program, respected for its cutting-edge education programs at all levels with a focus on leadership within the profession and across health care fields.

7 COLLEGE OF PHARMACY

Iowa's College of Pharmacy is one of the oldest and most-respected institutions of its kind, offering a top-ranked Doctor of Pharmacy program and a thriving research enterprise.

8 COLLEGE OF PUBLIC HEALTH

Established in 1999, the College of Public Health is a national leader in research, teaching and service, dedicated to protecting, and promoting health.

9 COLLEGE OF LAW

Iowa's College of Law, founded in 1865, was among the first law schools to grant law degrees to women (1873), international students (1879), and African Americans (1879). The oldest law school west of the Mississippi River, the institution is recognized for a curriculum that balances challenging coursework and skills-training programs.

10 TIPPIE COLLEGE OF BUSINESS

Named for accomplished alumnus Henry B. Tippie, Iowa's Tippie College of Business is consistently ranked among the 25 best public business programs in the country. It offers some of the university's most popular undergraduate programs and a full slate of graduate programs for traditional students and working professionals.

11 COLLEGE OF LIBERAL ARTS AND SCIENCES

The College of Liberal Arts and Sciences houses almost 40 departments, spanning the visual, performing, literary, and cinematic arts; humanities; natural and mathematical sciences; social and behavioral sciences; and communication disciplines. Writing is one of the many programs ranked among the nation's best.

12 UNIVERSITY COLLEGE

University College is home to a wide range of programs for University of Iowa students, including the Honors Program, Study Abroad, Career Center Programs, and study at Iowa Lakeside Laboratory.



UNIVERSITY OF IOWA HEALTH CARE

UI Health Care functions as a fully integrated academic health system, with a single leadership structure and closely aligned strategic priorities.

UI Health Care is composed of UI Hospitals & Clinics, the UI Roy J. and Lucille A. Carver College of Medicine, and UI Physicians, the multispecialty medical and surgical group practice. Recognized as one of the best hospitals in the United States, University of Iowa Hospitals & Clinics is Iowa's only comprehensive academic medical center and a regional referral center. Eight adult and pediatric specialties are ranked by *U.S. News & World Report*.



BY THE NUMBERS

Inpatient total beds	889
Physicians and dentists*	1,978
Nursing team members	4,950
Other hospital and professional staff	6,931
Total clinic visits	1,278,688
Inpatient admissions	33,189
Emergency department visits	52,173
Patients transported by air and mobile services	1,539
Major surgical operations	36,928
Minor surgical procedures	190,121
Births	3,072

*Includes residents and fellows

UI Health Care functions as a fully integrated academic health system, with a single leadership structure and closely aligned strategic priorities. This integration helps foster streamlined decision-making, coordinated allocation of resources, and flexibility in adapting to changes in health care. It enables UI Health Care to lead the way in providing tertiary- and quaternary-level patient care, educating future medical and allied health professionals, and conducting significant leading-edge research.

UI Health Care impacts every one of Iowa’s 99 counties, delivering expert care to patients in communities across the state. Community benefits are programs and services that address identified community health needs, regardless of source or availability of payment, and provide measurable improvement in health care access, health status, and the use of health care resources.

UI Health Care’s primary and specialty care is provided by experts from all medical specialties, attracting patients from around the world. It offers care in convenient, comfortable settings, using the most advanced approaches and with the best outcomes as its goal.

UI Health Care’s primary and specialty care is provided by experts from all medical specialties, attracting patients from around the world.

UI Health Care operates walk-in, primary care and specialty/outreach locations in 26 communities across Iowa. UI pediatric specialty care also is provided at the state’s 15 Child Health Specialty Clinic locations (12 regional centers and three satellite clinics).

UI Health Care serves as the hub for a consortium of 10 Iowa critical-access hospitals, enhancing access to quality health care in rural communities. The network provides continuity of care, access to the same electronic medical records, development of best practices through shared education opportunities, and other services. Real-life medical clerkships with UI alumni are offered to medical



students, and more than 400 alumni participate every year. In addition, UI students in medicine and other health professions gain experience and meet community needs at six regional centers affiliated with the Carver College of Medicine—in Cedar Rapids, Davenport, Des Moines, Mason City, Sioux City, and Waterloo. The centers also provide training sites for family medicine residents, helping to meet Iowa’s need for primary care physicians.

UI Hospitals & Clinics and UI Stead Family Children’s Hospital together deliver quality care in collaboration with UI Physicians, the state’s largest multispecialty medical and surgical group practice composed of faculty physicians of the Carver College of Medicine. These partners work together as UI Health Care to provide patient care, conduct biomedical research, and train the next generation of health professionals.



HAWKEYE ATHLETICS

Men's Sports

- Baseball
- Basketball
- Cross Country
- Football
- Golf
- Track and Field
- Wrestling

Women's Sports

- Basketball
- Cross Country
- Field Hockey
- Golf
- Gymnastics
- Rowing
- Soccer
- Softball
- Swimming and Diving
- Tennis
- Track and Field
- Volleyball
- Wrestling

The University of Iowa Department of Athletics is a self-sustaining auxiliary enterprise and receives no general university support. The University of Iowa competes in the Big Ten Conference and has a \$140 million FY2024 athletic budget.

ATHLETICS REVENUES



- \$61.8M ■ Big Ten Conference
- \$28.5M ■ Ticket Sales
- \$28.1M ■ Foundation/Seat Revenue
- \$8.4M ■ Multi-media
- \$7.7M ■ General
- \$4.5M ■ Licensing
- \$0.7M ■ Facility Debt/Student Fees

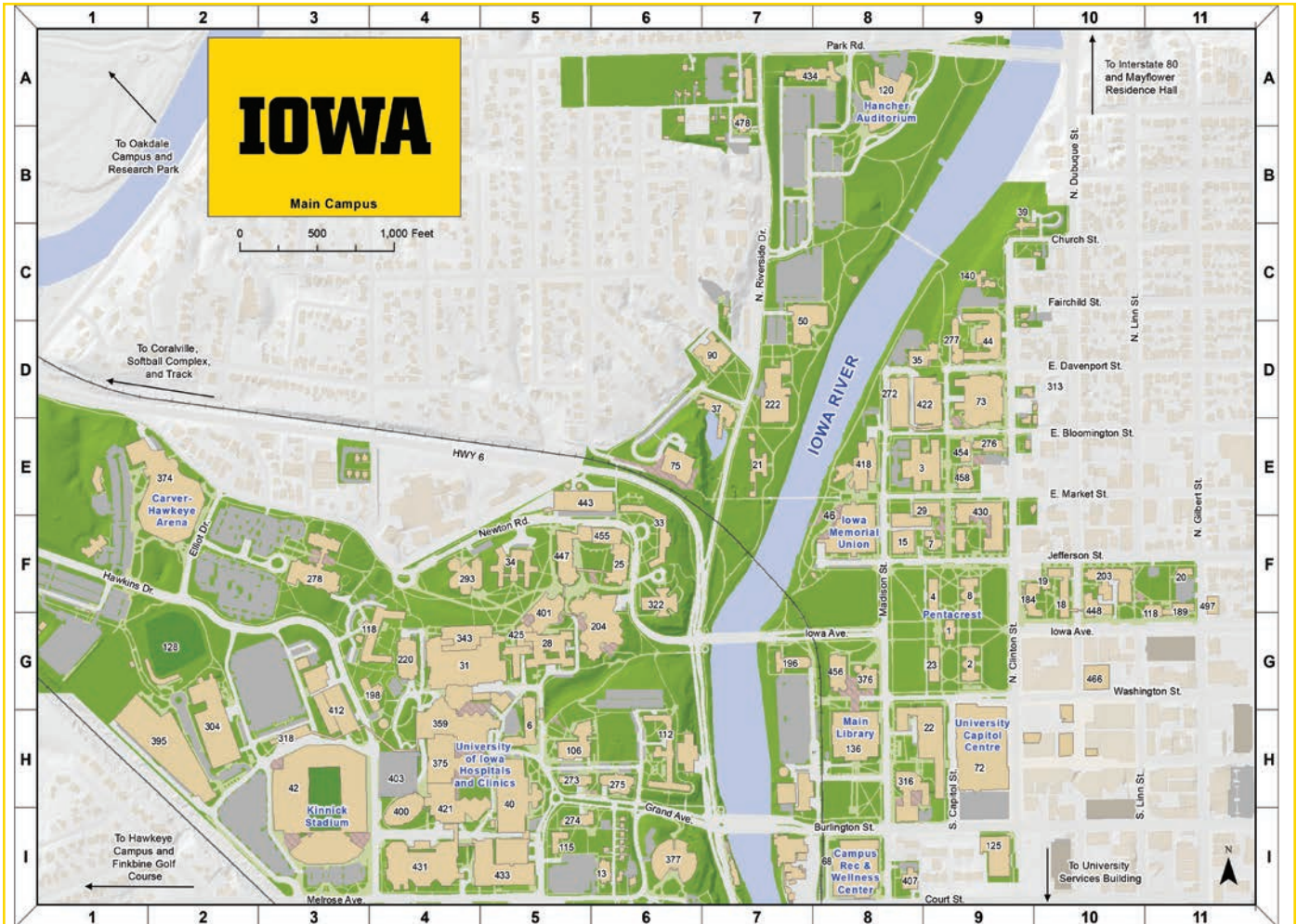
ATHLETICS EXPENSES



- \$83.7M ■ Sports Teams
- \$19.2M ■ Administration/General
- \$18.4M ■ Facility Debt Service
- \$11.2M ■ Buildings and Grounds
- \$3.5M ■ Athletic Training
- \$1.9M ■ Academic and Counseling
- \$0.8M ■ Sports Information



CAMPUS MAP



Campus Building

MAIN CAMPUS BUILDINGS											
456	AJB	Adler Journalism and Mass Communication Building (G-8)	140	GSL	Glenn Schaeffer Library (C-9)	39	PR	President's Residence (C-10)	182	MRF	Medical Research Facility (G-4)
478	ASB	Advancement Services Building (B-7)	15	HH	Halsey Hall (F-8)	189	PBSB	Psychological and Brain Sciences Building (F-11)	421	JPP	Pappajohn Pavilion (H-4)
21	AB	Art Building (E-7)	120	HA	Hancher Auditorium (A-8)	304	RB	Recreation Building (H-2)	431	PPP	Pomerantz Family Pavilion (I-4)
37	ABW	Art Building West (D-7)	395	HFPC	Hansen Football Performance Center (H-1)	2	SH	Schaeffer Hall (G-9)	181	SW	South Wing (G-4)
376	BCSB	Becker Communication Studies Building (G-8)	293	HLHS	Hardin Library for Health Sciences (F-4)	19	SL	Sciences Library (F-10)	400	SFCH	Stead Family Children's Hospital (I-4)
18	BB	Biology Building (F-10)	418	IATL	Iowa Advanced Technology Laboratories (E-8)	22	SC	Seamans Center (H-9)			
448	BBE	Biology Building East (F-10)	46	IMU	Iowa Memorial Union (F-8)	115	SQ	South Quad (I-5)			
454	BHC	Blank Honors Center (E-9)	4	JH	Jessup Hall (F-9)	188	SLP	Spence Labs (F-11)			
204	BSB	Bowen Science Building (G-6)	42	KS	Kinnick Stadium (H-3)	24	SHL	Stanley Hydraulics Laboratory (I-7)	220	HPR1	Hospital Parking Ramp 1 (G-4)
377	BLB	Boyd Law Building (I-6)	434	LCUA	Levitt Center for University Advancement (A-8)	497	SHSB	State Historical Society Building (F-11)	403	HPR2	Hospital Parking Ramp 2 (H-4)
68	CRWC	Campus Recreation and Wellness Center (I-8)	316	LC	Lindquist Center (H-9)	20	STH	Stult Hall (F-11)	412	HPR3	Hospital Parking Ramp 3 (G-3)
455	CBRD	Carver Biomedical Research Building (F-6)	8	MH	Macbride Hall (F-9)	203	TB	Theatre Building (D-7)	433	HPR4	Hospital Parking Ramp 4 (I-5)
374	CHA	Carver-Hawkeye Arena (E-1)	23	MLH	Maclean Hall (G-9)	29	TH	Trowbridge Hall (E-9)	183	IMUR	IMU Parking Ramp (G-8)
118	CDD	Center for Disabilities and Development (G-3)	136	LIB	Main Library (H-8)	72	UCC	University Capitol Centre (H-9)	443	NRP	Newton Road Ramp (E-5)
3	CB	Chemistry Building (E-9)	34	MEB	Medical Education Building (F-5)	203	VAN	Van Allen Hall (F-10)	422	NCP	North Campus Parking and Chilled Water Facility (D-9)
425	CMAB	College of Medicine Administrative Building (G-5)	447	MERF	Medical Education Research Facility (F-5)	90	VAB	Visual Arts Building (D-7)			
106	CPB	College of Pharmacy Building (H-5)	28	ML	Medical Laboratories (G-5)	125	VOX	Voxman Music Building (I-9)			
75	CPHB	College of Public Health Building (E-6)	35	NH	North Hall (D-9)	185	WP	Water Plant (H-7)			
466	CEF	Continuing Education Facility (G-10)	322	CNB	Nursing Building (F-6)	198	SHC	Wendell Johnson Speech and Hearing Center (G-3)			
278	DSB	Dental Science Building (F-3)	1	OC	Old Capitol (G-9)	318	WCTC	West Campus Transportation Center (H-3)	112	H	Hillcrest Hall (H-6)
128	BASE	Duane Banks Field (G-1)	222	OMA	Old Museum of Art (D-7)	33	WL	Westlawn (F-6)	391	M	Mayflower Hall (A-11)
401	EMRB	Eckstein Medical Research Building (F-5)	25	PBDB	Pappajohn Biomedical Discovery Building (F-5)	33	WL	Westlawn (F-6)	121	PARK	Parklawn Hall (F-8)
407	ERF	Engineering Research Facility (I-9)	430	PBB	Pappajohn Business Building (F-9)				275	P	Petersen Residence Hall (H-6)
196	EPB	English-Philosophy Building (G-7)	6	PHAR	Pharmacy Building (H-5)	343	BT	Boyd Tower (G-4)	273	R	Rienow Hall (H-5)
40	FH	Field House (H-5)	184	PH	Phillips Hall (F-10)	359	RCP	Carver Pavilion (H-4)	274	S	Slater Hall (I-5)
13	GALC	Gerding Athletic Learning Center (I-6)	458	PPF	Pomerantz Center (E-9)	375	JCP	Colloton Pavilion (H-4)	277	STAN	Stanley Hall (D-9)
38	GILH	Gilmore Hall (F-9)	52	PP	Power Plant (I-7)	31	GH	General Hospital (G-4)			
						64	MRC	Medical Research Center (G-5)			



IOWA STATE UNIVERSITY

In 1862, Iowa was the first in the nation to accept the provisions of the Morrill Act, which established a land-grant university in each state

Iowa State University of Science and Technology was established by the state of Iowa in 1858 as the Iowa Agricultural College and Model Farm. In 1862, Iowa was the first in the nation to accept the provisions of the Morrill Act, which established a land-grant university in each state. As Iowa's land-grant institution, Iowa State was built on three revolutionary ideas:

- Higher education should be open to everyone, regardless of race, gender or socioeconomic status.
- Instructors should teach practical subjects, like agriculture, science and engineering, as well as the traditional classical education.
- Knowledge should be shared across the state and far beyond its borders.

IOWA STATE UNIVERSITY

Iowa State embraced these land-grant ideals – access, practical education, shared knowledge – from the start. Today, Iowa State University is known for excellence in science and technology, innovation and entrepreneurship that seeks to make the world a better place; a student-centered culture with faculty and staff dedicated to student success; and a commitment to improving Iowans' quality of life through research-based extension and outreach-delivered education and resources.

An Iowa State education instills in its students the skills and mindset of critical thinkers and problem solvers, effective communicators, inspiring leaders, technology-savvy professionals, and prepared collaborators and team players. An Iowa State education aspires students to share the campus's Principles of Community: Respect, purpose, cooperation, richness of diversity, freedom from discrimination, and honest and respectful expression of ideas.

As a Carnegie R1 very-high-research-activity university, Iowa State addresses many of the grand challenges faced by society today, including: enabling healthy lives of people, plants, animals and communities; building sustainable human and natural ecosystems; creating next-generation materials and manufacturing technologies; enabling data-driven discovery and secure cybersystems; advancing strengths in bioscience-based economic development opportunities to solidify Iowa's leadership; and developing global citizens and vibrant societies. Iowa State research involves faculty, staff, students and diverse partners in the public and private sectors. "Science With Practice," part of the university's seal for more than 150 years, aptly describes Iowa State's integral ideal of hands-on learning and applying science to practical problems.

With a presence in all 99 Iowa counties, Iowa State University Extension and Outreach is Iowans' lifelong partner in learning, decision-making and contributing to building a strong Iowa. Extension and Outreach is the constant link between Iowans and the ever-changing discoveries in the laboratories, and applying research-based knowledge in ways that build the economy and enhance quality of life.

Innovation is woven throughout Iowa State's culture. The university supports entrepreneurial students and faculty with programs such as CyStarters, the ISU Startup Factory and other initiatives that help move innovative ideas to the marketplace, and hosts new and existing companies in the Iowa State University Research Park.

Iowa State offers 100 majors, more than 85 learning communities and more than 750 student organizations. The university attracts top scholars from all 50 states and more than 100 countries. Iowa State's faculty includes Nobel and Pulitzer prizewinners, Fulbright scholars, National Endowment for the Humanities awardees and inductees into the National Academy of Engineering, National Academy of Medicine, and National Academy of Science.

Iowa State's community of scholars has the talent and facilities to lead the urgent, global quest for solutions. Academic colleges and departments – as well as high-impact units such as Honors and Study Abroad – prepare the next generation of leaders and problem solvers.

"Science With Practice," part of the university's seal for more than 150 years, aptly describes Iowa State's integral ideal of hands-on learning and applying science to practical problems.

MISSION

Iowa State University will create, share and apply knowledge to make our students, Iowa and the world better. Iowa State University's identity as a leading science and technology land-grant university centers on innovation. Innovation, creativity and an entrepreneurial attitude inspire the curriculum, decision-making and outlook for Iowa State. Innovation enlivens ISU's mission, values and aspirations. Iowa State University's community of student, faculty and staff innovators constantly strive to understand the world, impart new knowledge and solve the most pressing challenges facing humanity today.

VISION

Iowa State University will advance the land-grant ideals of putting science, technology and human creativity to work. What Iowa State University aspires to be compels its actions and commitment. Iowa State is committed to be the most student-centric leading research university. It strives to cultivate a diverse, equitable and inclusive environment where students, faculty, and staff flourish. ISU fosters lifelong learning. Iowa State creates opportunities and forges new frontiers. ISU is a trusted partner for proactive, innovative solutions.

CORE VALUES

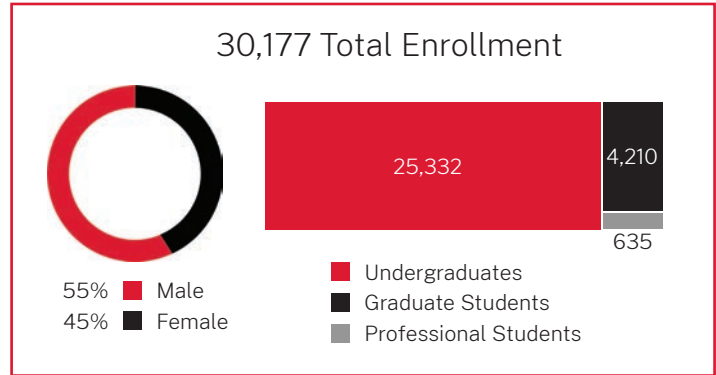
Iowa State University embraces the values of its Principles of Community – respect, purpose, cooperation, richness of diversity, freedom from discrimination, honest and respectful expression of ideas – and the values of access, excellence and integrity.

ENROLLMENT

Iowa State's total fall 2023 enrollment of 30,177 includes 25,332 undergraduate, 4,210 graduate and 635 professional veterinary medicine students. It includes students from all 99 Iowa counties, all 50 states and 117 countries.

A total of 5,859 new first-year students enrolled with an average grade point average of 3.73. Iowa State also welcomed 1,314 new transfer students and 1,327 new graduate and professional students. Iowa State has seen a 15.5% increase in new first-year enrollment since Fall 2020.

Out-of-state enrollment is up 3.1% since Fall 2022, an increase of more than 360 students year-over-year. International enrollment has grown by 11.3% over the same timeframe. Continued growth in enrollment from India has led to it becoming the top country of origin for international students.



IOWA STATE CLASS OF 2027

3.73 Incoming GPA

5,859 New students

18% Underrepresented minorities

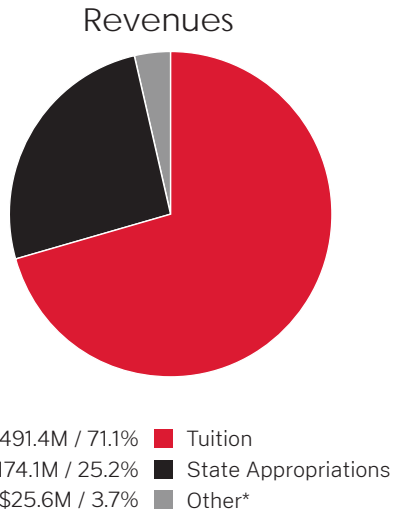
54% of all students are Iowa residents



Iowa State students represent all 99 Iowa counties and all 50 states.

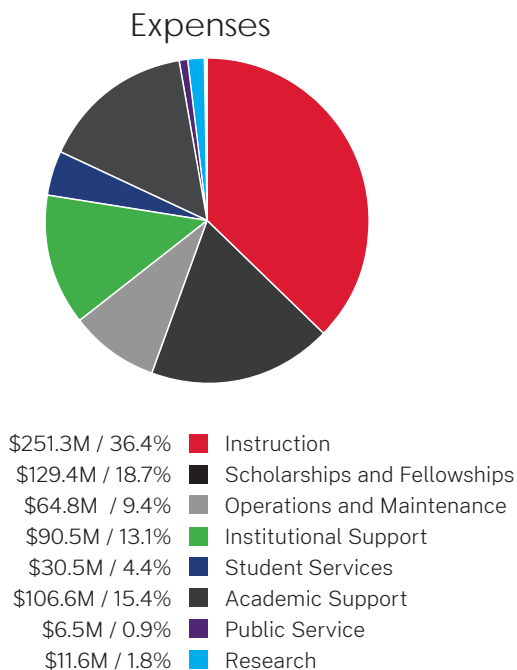
FINANCES

Tuition revenues comprise 71.1% of the \$691.1 million general university budget with 25.2% coming from state appropriations. Projected changes in these revenue sources, as well as indirect cost recoveries and interest income, result in a \$16.3 million increase in revenue, or 2.4% more than the FY 2023 budget.

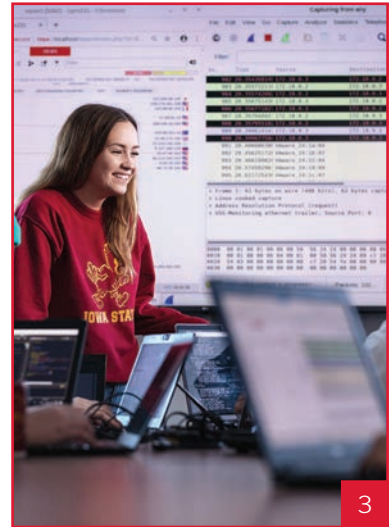


*Includes reimbursements for indirect costs, interest income, and other income sources

The \$691.1 million general university budget allocated by function is shown below. Expenses related to instruction, academic support and scholarships and fellowships comprise 71% of all general university expenses.



ACADEMICS



1 COLLEGE OF AGRICULTURE AND LIFE SCIENCES

The College of Agriculture and Life Sciences is one of the world's leading institutions of agriculture, with more than 160 years of leadership in science, education and extension. The college educates future leaders, conducts mission-oriented research and shares new knowledge for the betterment of Iowa and the world.

2 COLLEGE OF DESIGN

The College of Design was created in 1978 when four departments with long-standing reputations in other colleges were brought together under one roof. In 2012, the college was reorganized resulting in seven academic departments offering undergraduate and graduate degree programs.

3 COLLEGE OF ENGINEERING

The College of Engineering educates future engineering leaders, conducts research to address our greatest challenges, uses technology to make a difference, celebrates diversity of thought and culture, and creates solutions to make Iowa and the world a better place. More than 8,000 students study in eight different disciplines with degrees offered at the undergraduate, master's and doctoral level. Engineering was one of the first programs offered at ISU when the university was established. When the first Iowa State class graduated in 1872, six of the 26 students graduated with engineering degrees – four in civil and two in mechanical.

4 COLLEGE OF HUMAN SCIENCES

The College of Human Sciences is famous for advancing careers and humanity as a whole. It is one of the world's largest learning communities of human scientists and have launched the careers of thousands of teachers, fashion designers, wellness professionals, nutritional experts, and family counselors who have changed the world.

5 COLLEGE OF LIBERAL ARTS AND SCIENCES

The College of Liberal Arts and Sciences is a world-class learning and research community. Iowa State's most academically diverse college, LAS educates students to become global citizens, providing rigorous academic programs in the sciences, humanities and social sciences within a supportive personalized learning environment. It is home to more than 7,000 students among 21 departments, the Greenlee School of Journalism and Communication, and more than 20 additional programs.

6 COLLEGE OF VETERINARY MEDICINE

As the nation's first public veterinary school, the College of Veterinary Medicine takes pride in its heritage while shaping the future of veterinary professional practice, education, research and service. Fully accredited by the American Veterinary Medical Association, the College of Veterinary Medicine is dedicated to the enhancement of health and well-being of animals and human beings. In order to carry out the college's mission, the focus is on students within the Doctor of Veterinary Medicine program and our various graduate programs in each of its five academic departments.

7 IVY COLLEGE OF BUSINESS

The Debbie and Jerry Ivy College of Business brings together world-class faculty, staff, programs, and facilities to deliver business education for a rapidly changing world. The college prepares students for a future of progress – giving them the vision and skills to go out and make a difference in the world. It combines quality curriculum, internationally known faculty, and a welcoming atmosphere to create an unmatched business education, whether students are seeking degrees at the bachelor, master, or PhD level.

8 GRADUATE COLLEGE

The Graduate College's mission is to provide an institutional home for graduate students and postdoctoral scholars. It enhances the university as a premier destination for advanced scholarship and research. It seeks to improve the academic experiences of graduate students, postdoctoral scholars, and graduate faculty. It minimizes barriers to graduate education and foster diversity and inclusion. The college provides opportunities for academic advancement, the development of communication skills, and career planning with the goal of preparing those it serves to benefit human society, the global ecosystem, and economic vitality.

Iowa State offers more than 100 majors in eight academic colleges.



CYCLONE ATHLETICS

Men's Sports

- Basketball
- Cross Country
- Football
- Golf
- Track and Field
- Wrestling

Women's Sports

- Basketball
- Cross Country
- Golf
- Gymnastics
- Soccer
- Softball
- Swimming and Diving
- Tennis
- Track and Field
- Volleyball

The Iowa State University athletic department is a self-sustaining auxiliary enterprise and receives no general university support. Iowa State competes in the Big 12 Conference and has a \$111.5 million FY2024 athletic budget.

ATHLETICS REVENUES



- \$33.5M ■ Big XII Conference
- \$38.1M ■ Foundation Support
- \$21.3M ■ Ticket Sales
- \$9.0M ■ Ancillary/Other
- \$6.6M ■ Multimedia
- \$1.8M ■ Student Fees
- \$1.0M ■ Licensing
- \$0.3M ■ Postseason

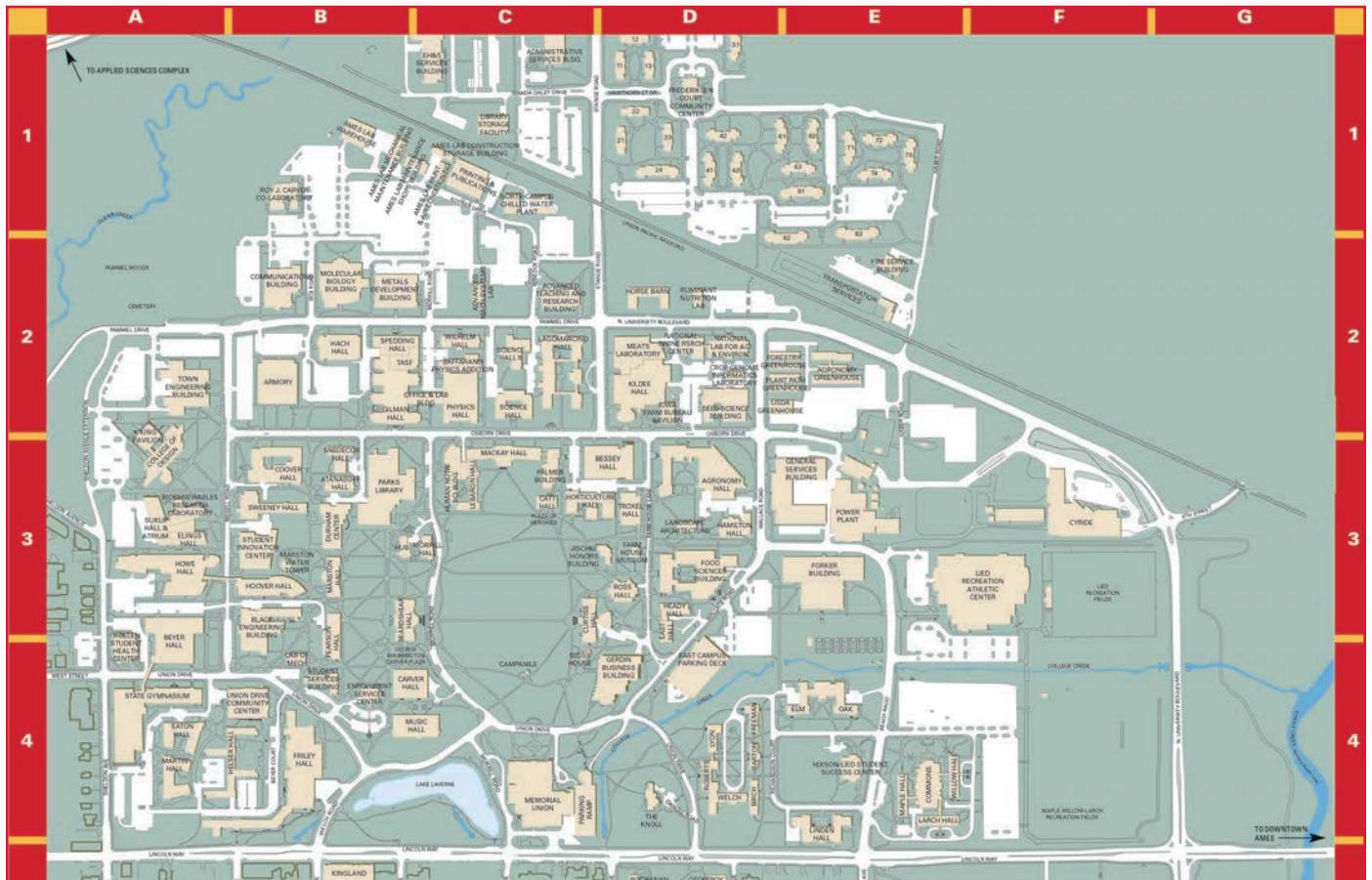
ATHLETICS EXPENSES



- \$40.0M ■ Salaries and Benefits
- \$19.7M ■ Sports Programs
- \$15.9M ■ Facilities and Events
- \$9.4M ■ Capital Projects/Deferred Maint.
- \$9.4M ■ Scholarships
- \$9.1M ■ Debt Service
- \$3.3M ■ Internal Operations
- \$3.3M ■ External Operations
- \$1.3M ■ Postseason



CAMPUS MAP



Administrative Services Building C-1
 Advanced Machine Systems Laboratory C-2
 Advanced Teaching & Research Building C-2
 Agronomy Greenhouse E-2
 Agronomy Hall D-3
 Ames Laboratory TASF C-2
 Construction Storage Bldg. C-1
 Maintenance Shops Bldg. C-1
 Mechanical Maintenance Bldg. B-1
 Paint and Air Conditioning Bldg. C-1
 Warehouse B-1
 Applied Sciences Complex A-1
 Armory B-2
 Atanasoff Hall B-3
 Barton Residence Hall D-4
 Beardshear Hall B-3
 Bessey Hall C-3
 Beyer Hall A-3
 Biorenewables Research Laboratory A-3
 Birch Residence Hall D-4
 Black Engineering Building B-3
 Campanile C-4
 Carver Hall B-4
 Catt Hall C-3
 Cemetery (ISU) A-2
 College of Design A-3
 Communications Building B-2
 Coover Hall B-3
 Crop Genome Informatics Laboratory D-2
 Curtiss Hall C-3
 CyRide F-3
 Durham Center B-3
 East Campus Parking Deck D-4

East Hall D-3
 Eaton Residence Hall A-4
 Elings Hall A-3/Elm Residence Hall E-4
 Enrollment Services Center B-4
 Environmental Health and Safety (EH&S) Services Building C-1
 Extension 4-H Youth Building E-1
 Farm House Museum D-3
 Fire Service Building E-2
 Food Sciences Building D-3
 Forestry Greenhouse D-2
 Forker Building E-3
 Frederiksen Court Community Center D-1
 Freeman Residence Hall D-4
 Friley Residence Hall B-4
 General Services Building E-3
 George Washington Carver Plaza B-4
 Gerdin Business Building D-4
 Gilman Hall B-2
 Hach Hall B-2
 Hamilton Hall D-3
 Heady Hall D-3
 Horticulture Hall C-3
 Howe Hall A-3
 Hub B-3
 Human Nutritional Sciences Building C-3
 Iowa Farm Bureau Pavilion D-2
 ISU Family Resource Center E-1
 Jischke Honors Building D-3
 Kildee Hall D-2
 King Pavilion A-3

The Knoll D-4
 Laboratory of Mechanics B-4
 Lagomarcino Hall C-2
 Lake LaVerne B-4
 Landscape Architecture Building D-3
 Larch Residence Hall E-4
 LeBaron Hall C-3
 Library Storage Facility C-1
 Lied Recreation/Athletic Center E-3
 Lied Recreation Fields F-3
 Linden Residence Hall E-4
 Lyon Residence Hall D-4
 MacKay Hall C-3
 Maple Residence Hall E-4
 Maple-Willow-Larch Commons E-4
 Maple-Willow-Larch Recreation Fields F-4
 Marston Hall B-3
 Marston Water Tower B-3
 Martin Residence Hall A-4
 Meats Laboratory D-2
 Memorial Union and Hotel C-4
 Metals Development Building B-2
 Molecular Biology Building B-2
 Morrill Hall C-3
 Music Hall B-4
 National Laboratory for Agriculture and the Environment D-2
 National Swine Research Center D-2
 North Campus Chilled Water Plant C-1
 Oak Residence Hall E-4
 Office and Laboratory Building B-2
 Palmer Building C-3
 Parking Ramp (Memorial Union) C-4
 Parks Library B-3
 Pearson Hall B-3

Physics Hall C-2
 Plant Pathology Greenhouse D-2
 Plaza of Heroines C-3
 Power Plant E-3
 Printing and Publications Building C-1
 Roberts Residence Hall D-4
 Ross Hall D-3
 Roy J. Carver Co-Laboratory B-1
 Ruminant Nutrition Laboratory D-2
 Schilleter University Village (SUV) E-1
 Schilleter University Village Community Center E-1
 Science Hall C-2
 Science Hall II C-2
 Seed Science Building D-2
 Sloss House (Women's Center) C-4
 Sneedcor Hall B-3
 Spedding Hall B-2
 State Gymnasium A-4
 Student Innovation Center B-3
 Student Services Building B-4
 Sukup Hall and Atrium A-3
 Sweeney Hall B-3
 Thielen Student Health Center A-4
 Town Engineering Building A-2
 Transportation Services E-2
 Troxel Hall D-3
 Union Drive Community Center B-4
 USDA Greenhouse D-2
 Veenker Memorial Golf Course (ISU) E-1
 Welch Residence Hall D-4
 Wilhelm Hall C-2
 Willow Residence Hall E-4
 Zaffarano Physics Addition C-2



Scan the code for a full, interactive ISU Campus map.



THE UNIVERSITY OF NORTHERN IOWA

UNI is nationally recognized for its low student indebtedness, high educational standards, and ability to provide its students with a variety of opportunities to live and learn together.

The University of Northern Iowa is a comprehensive institution distinguished by its focus on undergraduate education. The university provides a high-quality and diverse educational experience, purposefully guiding students to find and develop their strengths and prepare them for success after college. Building on its historic excellence in teacher education, the university has developed outstanding programs in business, natural sciences, humanities and fine arts, and social and behavioral sciences, with advanced degrees available in many programs.



With enrollment at more than 9,000, students at UNI get the best of both worlds — a large university environment with a small college atmosphere — where they can stand out and excel. UNI is nationally recognized for its low student indebtedness, high educational standards, and ability to provide its students with a variety of opportunities to live and learn together.

In addition to offering over 90 majors, UNI also has more than 50 graduate programs that span disciplines from accounting to education and music to health-related fields. The university emphasizes faculty-led classes, with UNI offering the highest rate of credit hours taught by faculty members among public universities in the state. UNI is also uniquely affordable and boasts a four-year graduation rate that is nearly 40% higher than the national average for similar institutions.

U.S. News & World Report has recognized UNI as one of the “Best Midwest Universities” for the past 20 years. The American Association for State Colleges and Universities recognized UNI with two national awards: the Excellence and Innovation Award for UNI’s Course Embedded Peer Mentor Program and the Regional and Economic Development Award for UNI’s Regional Entrepreneurship Project that has positively impacted 17 Iowa counties in five economically challenged regions.

U.S. News & World Report has recognized UNI as one of the “Best Midwest Universities” for the past 20 years.

UNI also consistently receives recognition for its achievement and commitment to community engagement. UNI has been named to the President’s Higher Education Community Service Honor Roll since the award’s inception in 2008 and in 2015 was named the winner for Economic Opportunity. UNI is also in the top 20% of veteran-friendly colleges, after its ranking by the comprehensive review service Military Friendly was increased from bronze to silver this year.

The university continues to vigorously pursue its role as a leader in pre-K-12 education and education-related issues in Iowa and the nation. Well known for preparing teachers, UNI’s student teaching network is a national model for the involvement of practitioners in teacher education programs and offers intercultural student teaching opportunities in a number of states and foreign countries.

UNI’s outreach programs have provided solutions to environmental and economic/business development issues. Business and Community Services (BCS) outreach provides service in all 99 counties and has served nearly 3,200 business, community, and local government clients.

At UNI, students find academic excellence, a welcoming and diverse atmosphere, and a place where they can have it all. All students have the opportunity to find mentors, work one-on-one, and learn alongside caring faculty on challenging research projects. UNI’s ever-expanding campus resources and academic distinctions mean UNI graduates are well-prepared for their next step, whether that is in a career or graduate school.

MISSION

The University of Northern Iowa creates, empowers, and innovates to enrich Iowa and beyond.

VISION

We serve the public good through equitable and inclusive excellence in teaching and learning, scholarship, and service.

CORE VALUES

Academic Freedom: The freedom of inquiry and expression in teaching and learning, scholarship, and service.

Access: An inclusive educational environment that is supportive, equitable, and affordable.
Integrity: A commitment to accountability, responsibility, and the highest ethical standards are integrated into all university practices.

Collaboration: A commitment to work together to achieve our shared vision, mission and goals, and to develop and improve institutional policies, programs, and processes.

Community: A caring, safe, and diverse community characterized by appreciation, respect, and a sense of belonging.
Equity: The cultivation and nurturing of a diverse, just, and inclusive community, culture, and environment.

Empowerment: Active engagement in transformative, innovative and lifelong learning in service to the public good.

Excellence: A commitment to pursuing the highest levels of achievement in teaching and learning, scholarship and service.

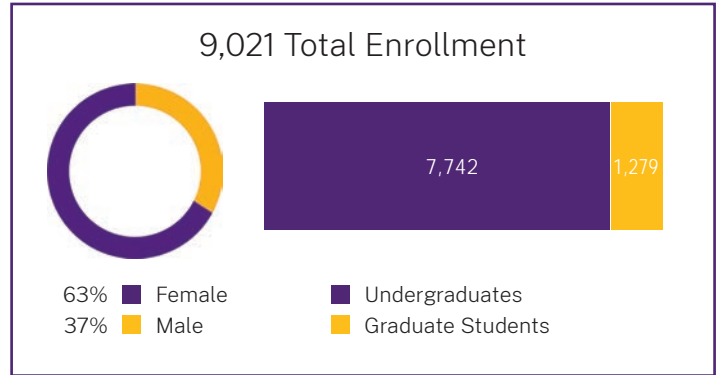
Sustainability: A resilient community and campus that balances innovation and stewardship, is economically sound, environmentally responsible, and socially just.

ENROLLMENT

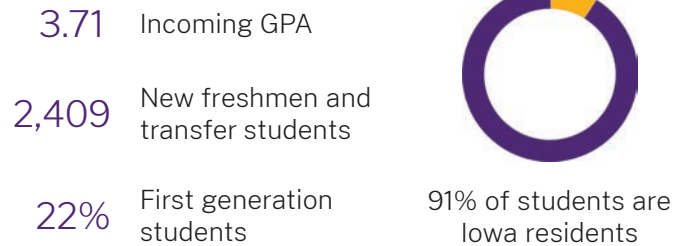
UNI's total fall enrollment for 2023 is 9,021 students, marking the institution's biggest year-to-year increase in over a decade. UNI's population has been bolstered by an incoming freshman class of 1,552 students, an 8% increase over 2022. UNI's freshman class is comprised of 1,399 students from the state of Iowa.

In total, UNI's overall student population represents all of Iowa's 99 counties, 45 U.S. states and 53 countries from around the world. The institution's new student cohort for 2023 includes 857 transfer students, a 12% increase over last year and the school's highest number of transfers since 2017.

UNI continues to be a destination of choice for community college students seeking a four-year degree with 73% of new transfer students coming from one of Iowa's community colleges. Enrollment in UNI's partnership with Iowa community colleges, known as UNI@IACC, has grown dramatically with a 68% increase over last year. UNI has also enrolled 632 new graduate students, a 42% increase over 2022 and the institution's highest starting graduate population since 2020.



UNI CLASS OF 2027

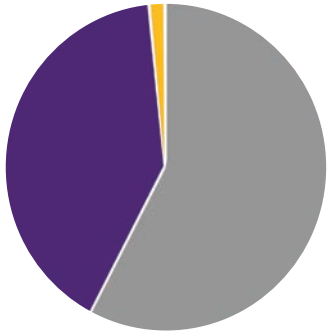


On average, four-out-of-five UNI graduates stay in Iowa to live and work.

FINANCES

State appropriations comprise nearly 59% of UNI's proposed \$167.1 million FY 2024 general university operating budget, with tuition revenue being 39%. Projected changes in these and other revenue sources result in total revenue that is \$1.9 million less than the FY 2023 budget, a 1% decrease.

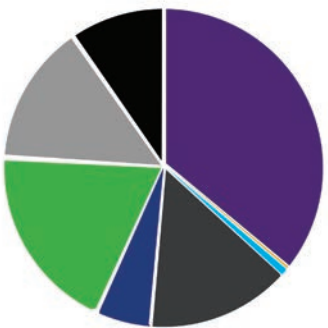
REVENUES



\$65.0M / 38.9% ■ Tuition
 \$99.4M / 59.5% ■ State Appropriations
 \$2.7M / 1.6% ■ Other

The \$167.1 million general university budget allocated by function is shown below. Expenses related to instruction, academic support and scholarships and fellowships comprise 57% of all general university expenses.

EXPENSES



\$56.4M / 33.7% ■ Instruction
 \$14.1M / 8.5% ■ Scholarships and Fellowships
 \$27.8M / 16.6% ■ Operations and Maintenance
 \$33.4M / 20.0% ■ Institutional Support
 \$9.6M / 5.7% ■ Student Services
 \$24.1M / 14.5% ■ Academic Support
 \$1.5M / 0.9% ■ Public Service
 \$0.1M / 0.1% ■ Research



ACADEMICS



1 DAVID W. WILSON COLLEGE OF BUSINESS

UNI's David W. Wilson College of Business has built a record of excellence and a culture of achievement with faculty who are committed to students' success. The quality of the business program may be reflected in the success stories of students and alumni, but it's the 'ready for business' mantra that continues to be the foundation of success.

2 COLLEGE OF EDUCATION

UNI's College of Education offers a diverse range of programs to prepare its graduates for successful careers spanning education to health and human services. In preparing the next generation of education and health and human services professionals, the college values leadership and excellence across these diverse fields, innovation for best professional practice and strong collaborative relationships with the professionals and communities the college serves.

3 COLLEGE OF SOCIAL AND BEHAVIORAL SCIENCES

The College of Social and Behavioral Sciences promotes an understanding of how individuals, societies and cultures contribute to human development. Faculty and students focus on studying real world problems, from integrating immigrants in Iowa and the causes of war in Africa, to effective crime prevention strategies and how natural disasters impact communities. There are programs that address the structure and needs of families, the role of gender and race in societies, and the history, geography and politics of every region in the world.

4 COLLEGE OF HUMANITIES, ARTS AND SCIENCES

Home to the largest number of majors on UNI's campus, the College of Humanities, Arts and Sciences provides a diverse range of learning opportunities in the visual and performing arts, health-related fields, humanities, mathematics, natural sciences and technology fields. Students benefit from a comprehensive strategy for success: engaged learning opportunities, personalized attention from faculty, manageable class sizes, access to specialized and advanced technology, and a vast array of majors, minors, certificates and coursework to customize their education.

5 GRADUATE COLLEGE

The Graduate College fosters collaboration among graduate students and campus resources to enrich the student research and learning occurring across our campus. Whether providing financial support, presenting professional development workshops, or offering support for student conferences, the role of the Graduate College is to provide a unified experience throughout graduate studies.

UNI offers more than 90 majors in five academic colleges.





PANTHER ATHLETICS

Men's Sports

- Basketball
- Cross Country
- Football
- Golf
- Track and Field
- Wrestling

Women's Sports

- Basketball
- Cross Country
- Golf
- Soccer
- Softball
- Swimming and Diving
- Tennis
- Track and Field
- Volleyball

The University of Northern Iowa's FY2024 proposed athletic budget is \$14.8 million. UNI does not receive substantial revenues from conference distributions or media contracts. As such, the General University provides support for scholarships and operations. This is consistent with other universities similar to UNI. UNI is a member of the Missouri Valley Conference, Missouri Valley Football Conference, and Big 12 Conference.

ATHLETICS REVENUES



ATHLETICS EXPENSES



- \$5.2M ■ University Support
- \$2.1M ■ Ticket Sales/Sports Revenue
- \$2.3M ■ Athletic Marketing
- \$1.7M ■ Student Fee Support
- \$1.7M ■ Alumni/Foundation Support
- \$1.2M ■ Conference/NCAA Distribution
- \$0.4M ■ General/Misc.

- \$12.6M ■ Sports Programs
- \$1.7M ■ Administration/General
- \$0.4M ■ Marketing/Sports Information
- \$0.1M ■ Athletic Training



CAMPUS MAP



- | | | | |
|--|--|--|---|
| 1 Child Development Center | 17 UNI-Dome | 35 Seerley Hall | 53 Visitor Information Center |
| 2 Bender Hall | 18 Schindler Education Center | 37 Strayer-Wood Theatre | 54 Industrial Technology Center |
| 3 Towers Center | 19 Innovative Teaching Technology Center | 38 Russell Hall | 55a Panther Village 1000 |
| 4 Dancer Hall | 20 Begeman Hall | 39 Curris Business Building | 55b Panther Village 3000 |
| 5 Campbell Hall | 21 Lang Hall | 40 2601 Campus St. | 56a Center for Energy and Environmental Education |
| 6 Athletic Fields | 22 Honors Cottage/2401 College St. | 41 Psychology #1 | 56b Continuing Education |
| 7 Wellness/Recreation Center | 23 West Gymnasium | 42 Greenhouse | 57 Business & Community Services |
| 8 Marshall Center School | 24 Campanile (CPL) | 43 McCollum Science Hall | 58 Hillside Courts (Closed) |
| 9 Student Health Center | 25 Rod Library | 44 Hagemann Hall | 59 Jennings Courts |
| 10 Lawther Hall | 26 Maucker Union | 45 Rider Hall | 60 Residence On The Hill Complex (ROTH) |
| 11 Commons | 27 Center for Multicultural Education | 46 Gilchrist Hall | 61 University Apartments Office |
| 12 Bartlett Hall | 28 President's Home | 47 Latham Hall | 62 Warehouse 1 |
| 13 East Bartlett | 29 McLeod Center | 48 Biology Research Complex | 63 Tallgrass Prairie Center |
| 14 Alumni/1012 W. 23rd St. | 30 Kamerick Art Building | 49 Noehren Hall | 64 Power Plant |
| 15 Center for Social and Behavioral Research/2304 College Street | 31 Communication Arts Center | 50 Redeker Center | 65 Facilities Management (PHP) |
| 16 Richard O. Jacobson Human Performance Center | 33 Wright Hall | 51 Shull Hall | 66 Environmental Health and Safety Building |
| | 34 Sabin Hall | 52 Gallagher Bluedorn Performing Arts Center | 67 Storage Building 13 |

