



BOARD OF REGENTS STATE OF IOWA

Transformative Success for Iowa's Universities

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Photo Courtesy:

The University of Iowa
Iowa State University
The University of Northern Iowa
Iowa School for the Deaf
Iowa Educational Services for the Blind and Visually Impaired

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Iowa Board of Regents

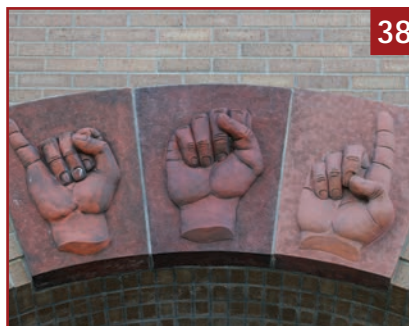


@IowaRegents



Iowa Board of Regents

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THE BOARD OF REGENTS

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

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 Board of Regents, State of Iowa, is a group of nine citizens who govern five public educational 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; and two special K-12 entities – the Iowa School for the Deaf and Iowa Educational Services for the Blind and Visually Impaired.

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 Board's staff is one of the smallest public higher education board staffs in the nation. Total costs for Board Office operations represent less than 0.01 percent of the total budget for the entire Regent enterprise.

NAMING HISTORY

The State Board of Education was renamed the Iowa Board of Regents in 1955. The institutions followed with name changes of their own, 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. In 2011, the Iowa Braille and Sight Saving School discontinued its residential program, and is now known as Iowa Educational Services for the Blind and Visually Impaired.

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 and special school superintendent.
- 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.

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 (later the Board of Regents, State of Iowa) in 1909. J.H. Trewin served as the Board's first president from its inception until 1915.

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



Alfred Noehren
1963-65



Stanley Redeker
1965-73



Mary Louise Petersen
1973-81



Marvin Pomerantz
1987-93
1995-96

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

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.
- Achieve grade level reading and math achievement levels at the Iowa School for the Deaf.
- Increase literacy rate for students served through Iowa Educational Services for the Blind and Visually Impaired.
- 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.

The Culture of Growth and Innovation at Iowa's Public Universities

Empowering the Core Values to cultivate the vision and enact the mission, the Board of Regents advances the following dispositions:



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



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



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



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



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



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.



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



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



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

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 Iowans 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 Iowans 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 Iowans.

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.

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 3.2:

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.

- Each university will identify additional areas of support and opportunity to support the conversion of the intellectual property created into Iowa-based businesses.

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

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



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.

A study conducted by Emsi in November 2019 measured the economic impacts created by Iowa's regent universities on the business community and the benefits the universities generate in return for the investments made by their key stakeholder groups—students, taxpayers, and society.

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.

Operations Spending Impact

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.

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Construction Spending Impact

The universities commissioned contractors to build or renovate facilities in FY 2017-18. The quick infusion of income and jobs that occurred in the state economy as a result of this construction spending is considered short-term due to the one-time nature of such projects. Nonetheless, the universities' construction spending had a substantial impact on the state economy in FY 2017-18, equal to \$132.7 million in added income and equivalent to supporting 2,025 jobs.

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 2017-18, UIHC spent over \$745 million on payroll and \$760 million on other non-pay expenditures to support their operations. These expenditures added a net impact of \$1.5 billion in added income to the state. This is equivalent to supporting 21,276 jobs.

Research Spending Impact

Research activities impact the economy by employing people and requiring the purchase of equipment and other supplies and services. From 2014-17, the universities received 1,126 invention disclosures, filed 460 new patent applications, and produced 527 licenses. Total license income over the same four-year time period grew from \$4.7 million in FY 2014-15 to \$6.1 million in FY 2017-18, an approximate \$1.4 million increase.

In FY 2017-18, the universities spent \$411.5 million on payroll to support research activities. This, along with \$465.3 million in other research spending, created a net total of \$730 million in added income for the state economy. This added income is equivalent to supporting 9,682 jobs.

Impact Created By Iowa's Regent Universities in FY 2017-18



\$1.9 billion

Operations Spending Impact



\$132.7 million

Construction Spending Impact



\$1.5 billion

University Hospital & Clinic
Spending Impact



\$730 million

Research Spending Impact



\$1 billion

Economic Development Impact



\$38.1 million

Visitor Spending Impact



\$232.9 million

Student Spending Impact



\$6.2 billion

Alumni Impact



\$11.8 billion
TOTAL IMPACT

- OR -

149,980
JOBS SUPPORTED

Regent Universities Research Development

	Inventions	Patents	Licenses
2014-15	288	128	150
2015-16	305	132	126
2016-17	234	109	147
2017-18	299	91	104
Total	1,126	460	527

Value of Extension and Outreach

Extension and outreach activities strengthen communities and their local economies by enhancing leadership structures, broadening engagement, teaching best practices, and providing hands-on assistance. Communities are empowered to shape their own futures through research, education, community engagement, economic development, and community planning and design. Over the years, the extension and outreach offices have helped more than 13,000 companies and organizations across the state. The offices have also helped tens of thousands of Iowa farmers.

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. Start-up companies, created specifically to license and commercialize the universities' technology or knowledge, have a strong and clearly defined link to the universities. Spin-off companies, created and fostered through the universities' programs or faculty and alumni, have a clear but weaker link to the universities. In addition, companies that benefited from the universities' Small Business Development Centers (SBDCs), Advance Iowa (a University of Northern Iowa consulting program), and Iowa State University's Center for Industrial Research and Service (CIRAS) are included under spin-off companies.

In FY 2017-18, start-up and spin-off companies related to Iowa's regent universities added \$1 billion in income to the Iowa economy, which is equivalent to supporting 14,575 jobs. Of this added income, \$99.8 million was due to the start-up companies, with the remainder due to spin-off companies.

Visitor Spending Impact

Hundreds of thousands of visitors from outside the state were attracted to the universities during the analysis year to attend commencement, sports events, and other activities sponsored by the universities. While in the state, visitors spent money for lodging, food, transportation, and other personal expenses. The off-campus expenditures of the universities' out-of-state visitors generated a net impact of \$38.1 million in added income for the state economy in FY 2017-18. This \$38.1 million in added income is equivalent to supporting 1,081 jobs.

Value of Volunteerism

Beyond positively impacting the state through the activities occurring at the universities, such as research, the universities also directly impact the state economy through their facilitation and support of student and employee volunteer activities. Volunteers are an important part of any society because they positively impact those less fortunate. In FY 2017-18 alone, 45,047 student and employee volunteers supported non-profit organizations and causes across the state. These students and employees volunteered 2.3 million hours of their time. Their volunteer activities added \$54.2 million in value for the state and local communities. The impact of volunteerism is not measured in this analysis; however, the value they offer should not be overlooked.

Start-up and spin-off
companies related to Iowa's
regent universities added \$1
billion in income to the Iowa
economy.

Student Spending Impact

Around 40% of students attending the universities originated from outside the state in FY 2017-18. While some of these students continued to live outside the state, many relocated to Iowa to attend the universities. These students may not have come to the state if the universities did not exist. In addition, some in-state students, referred to as retained students, would have left Iowa if not for the existence of Iowa's regent universities. While attending the universities, these relocated and retained students spent money on groceries, accommodation, transportation, and other household expenses. This spending generated \$232.9 million in added income for the state economy in FY 2017-18, which supported 5,485 jobs in Iowa.

Student Spending Impact

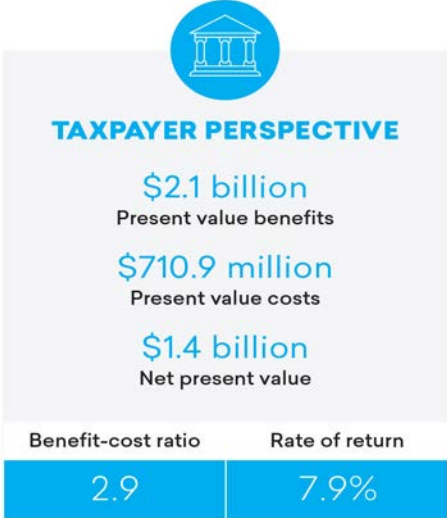
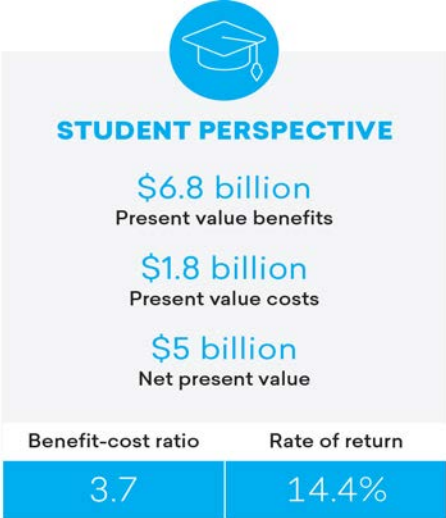
The education and training the universities provide for state residents has the greatest impact. Since the universities were established, students have studied at them and entered the state workforce with greater knowledge and new skills. Today, hundreds of thousands of former students of Iowa's regent universities are employed in Iowa. As a result of their Iowa public university educations, graduates receive higher earnings and increase the productivity of the businesses that employ them. In FY 2017-18, alumni of Iowa's regent universities generated \$6.2 billion in added income for the state economy, which is equivalent to supporting 74,079 jobs.

Investment Analysis

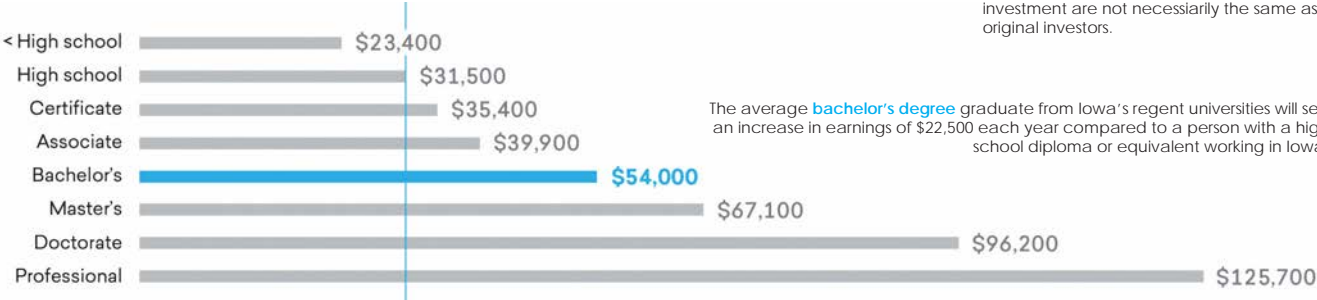
An investment analysis evaluates the costs associated with a proposed venture against its expected benefits. If the benefits outweigh the costs, then the investment is financially worthwhile. The analysis presented here considers Iowa's regent universities as an investment from the perspectives of students, taxpayers, and society in Iowa.

The results of this study demonstrate that Iowa's regent universities create value from multiple perspectives. The universities benefit state businesses by increasing consumer spending in the state and supplying a steady flow of qualified, trained workers to the workforce. Iowa's regent universities enrich the lives of students by raising their lifetime earnings and helping them

achieve their individual potential. The universities benefit state taxpayers through increased tax receipts and a reduced demand for government supported social services. Finally, Iowa's regent universities benefit society as a whole in Iowa by creating a more prosperous economy and generating a variety of savings through the improved lifestyles of students.



*Not reported because the beneficiaries of the investment are not necessarily the same as the original investors.



Total Impact

Iowa's regent universities added \$11.8 billion in income to the Iowa economy during FY 2018, equal to the sum of the operations, construction, UIHC, and research spending impacts, the economic development impact, the visitor and student spending impacts, and the alumni impact. For context, the \$11.8 billion impact was equal to approximately 6.2% of the total gross state product (GSP) of Iowa. This contribution that the universities provided on their own is nearly as large as the entire Health Care & Social Assistance industry in the state. Note that the \$11.8 billion impact does not include the value that the universities' extension, outreach, and volunteer activities are adding to the state and local communities.

The total impact of Iowa's regent universities can also be expressed in terms of jobs supported. The \$11.8 billion impact supported 149,980 state jobs, using the jobs-to-sales ratios specific to each industry in the state. This means that one out of every 14 jobs in Iowa is supported by the activities of the universities and their students. In addition, the \$11.8 billion, or 149,980 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 25,347 jobs in FY 2017-18. These are impacts that would not have been generated without the universities' presence in Iowa.



IOWA

THE UNIVERSITY OF IOWA

The University of Iowa is one of the nation's premier public research universities, 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 one of America's top teaching hospitals. Its faculty, staff, and students have pioneered fields such as educational testing and speech pathology, sent UI-built instruments on virtually every 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'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. The university's unmatched writing-related resources and strong liberal arts tradition 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 start-ups, 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.

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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 2022, with a total enrollment of 30,015.

The incoming first-year class has topped previous records with an average high school grade-point average (GPA) of 3.82. The average high school GPA for the classes of 2025 and 2024 were 3.81 and 3.78, respectively.

It is also the third-largest incoming first-year class on record at 5,178 students, after 5,643 in the fall of 2016 and 5,241 in the fall of 2015.

At 5,178, the Class of 2026 has 657 more students than last year's incoming first-year class. About 21% of the class (1,063) are first-generation students, and about 20% (1,061) identify as African American, American Indian, Native Hawaiian or other Pacific Islander, Asian, Latinx/a/o, or two or more ethnicities.

About 54% of the incoming first-year class (2,777) are Iowa residents, and about 1% (55) are international students. The class represents 92 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 40 countries.

This year, 21,973 undergraduates are enrolled at Iowa. About 45% of Iowa's students identify as male, about 55% as female. Graduate students total 6,156, and professional students total 1,886. Additionally, Iowa has 1,302 postgraduate scholars.

Iowa Class of 2026

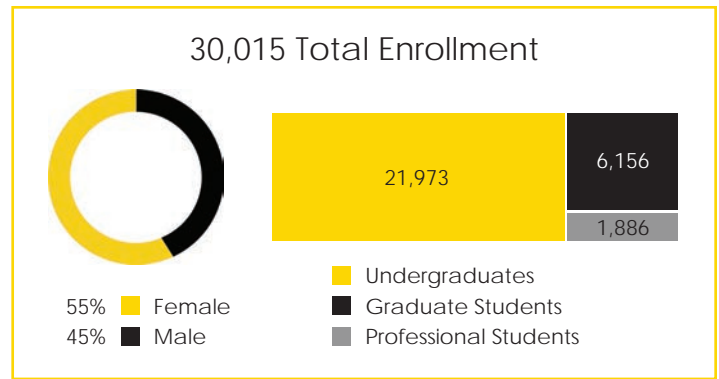
3.82 Incoming GPA

21% First-generation students

20% Underrepresented minorities



54% are Iowa residents

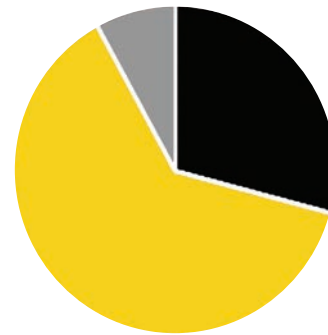


In 2022, the University of Iowa welcomed the most academically accomplished class in its history for the sixth year in a row.



Tuition revenues comprise 63.0% of the \$768 million general university revenue budget with 28.4% coming from state appropriations. Projected changes in these revenue sources, as well as indirect cost recoveries and interest income, result in a \$31.0 million increase in revenue, or 4.2% more than the FY 2022 budget.

Revenues

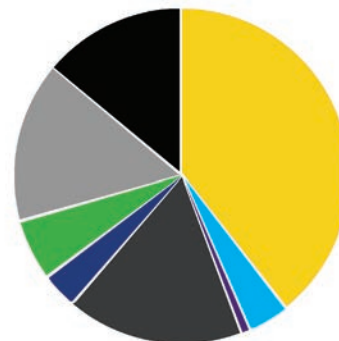


\$484.8M / 63.0% ■ Tuition
 \$218M / 28.4% ■ State Appropriations
 \$66.1M / 8.6% ■ Other*

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

The \$769 million general university budget allocated by function is shown below. Expenses related to instruction, academic support and scholarships and fellowships comprise 72% of all general university expenses.

Expenses



\$290.8M / 39.4% ■ Instruction
 \$109.3M / 14.2% ■ Scholarships and Fellowships
 \$117.2M / 15.2% ■ Operations and Maintenance
 \$53.1M / 6.9% ■ Institutional Support
 \$25.2M / 3.3% ■ Student Services
 \$133.9M / 17.4% ■ Academic Support
 \$3.4M / 0.4% ■ Public Service
 \$36.6M / 4.8% ■ Research

Academics



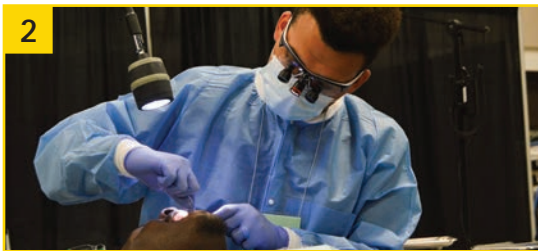
1



3



5



2



4



6

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, as well as fostering 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.



6 College of Nursing

Iowa's College of Nursing consistently ranks among the nation's best, respected for top 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 preventing, 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 top 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.

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.

Recognized as one of the best hospitals in the United States, University of Iowa Hospitals and Clinics is Iowa's only comprehensive academic medical center and a regional referral center. In 2022-2023, eight specialties ranked among the top 10%

of programs nationally, including ophthalmology (7th) and ear, nose, and throat (31st). Six additional specialties, cancer, gastroenterology, geriatrics, orthopedics, pulmonary, and urology, were listed as "high-performing."

UI Health Care impacts every one of Iowa's 99 counties, delivering expert care to patients in communities across the state. Additionally, UI Health Care provided more than \$334 million of value in community benefits to Iowa communities in fiscal year 2018. 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 operates 80 adult and pediatric specialty care clinics in 20 communities across Iowa. UI pediatric specialty care also is provided at the state's 13 Child Health Specialty Clinics (CHSC). UI providers also offer telemedicine services at the 13 CHSC sites as well as 18 UI locations, five UI outreach clinic locations, 26 non-UI sites, and 10 state facilities.

UI Health Care serves as the hub for a consortium of 10 Iowa critical access hospitals, enhancing access to quality health care in rural

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

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 multi-specialty 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.



BY THE NUMBERS

Inpatient total beds	- - - - -	866
Physicians and dentists*	- - - - -	1,844
Professional nurses	- - - - -	3,592
Other hospital and professional staff	- - - - -	5,456
Total Clinic Visits	- - - - -	1,348,060
Inpatient admissions	- - - - -	32,067
Emergency department visits	- - - - -	48,655
Patients transported by air and mobile services	- - - - -	1,059
Major surgical operations	- - - - -	35,607
Minor surgical procedures	- - - - -	169,757
Births	- - - - -	2,644

*Includes residents and fellows



HAWKEYE ATHLETICS

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 \$129 million FY2023 athletic budget.

Varsity Sports

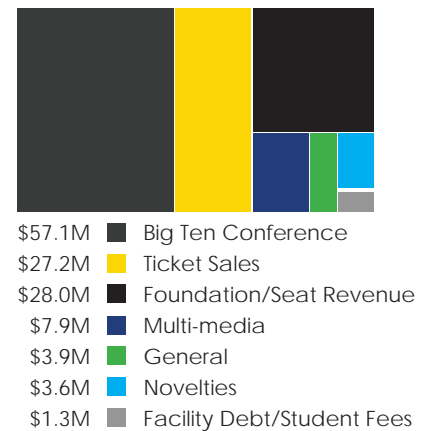
Men

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

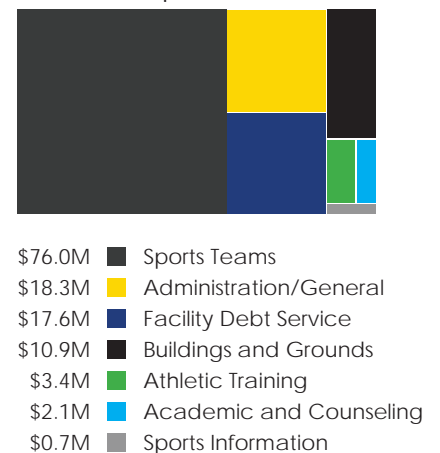
Women

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

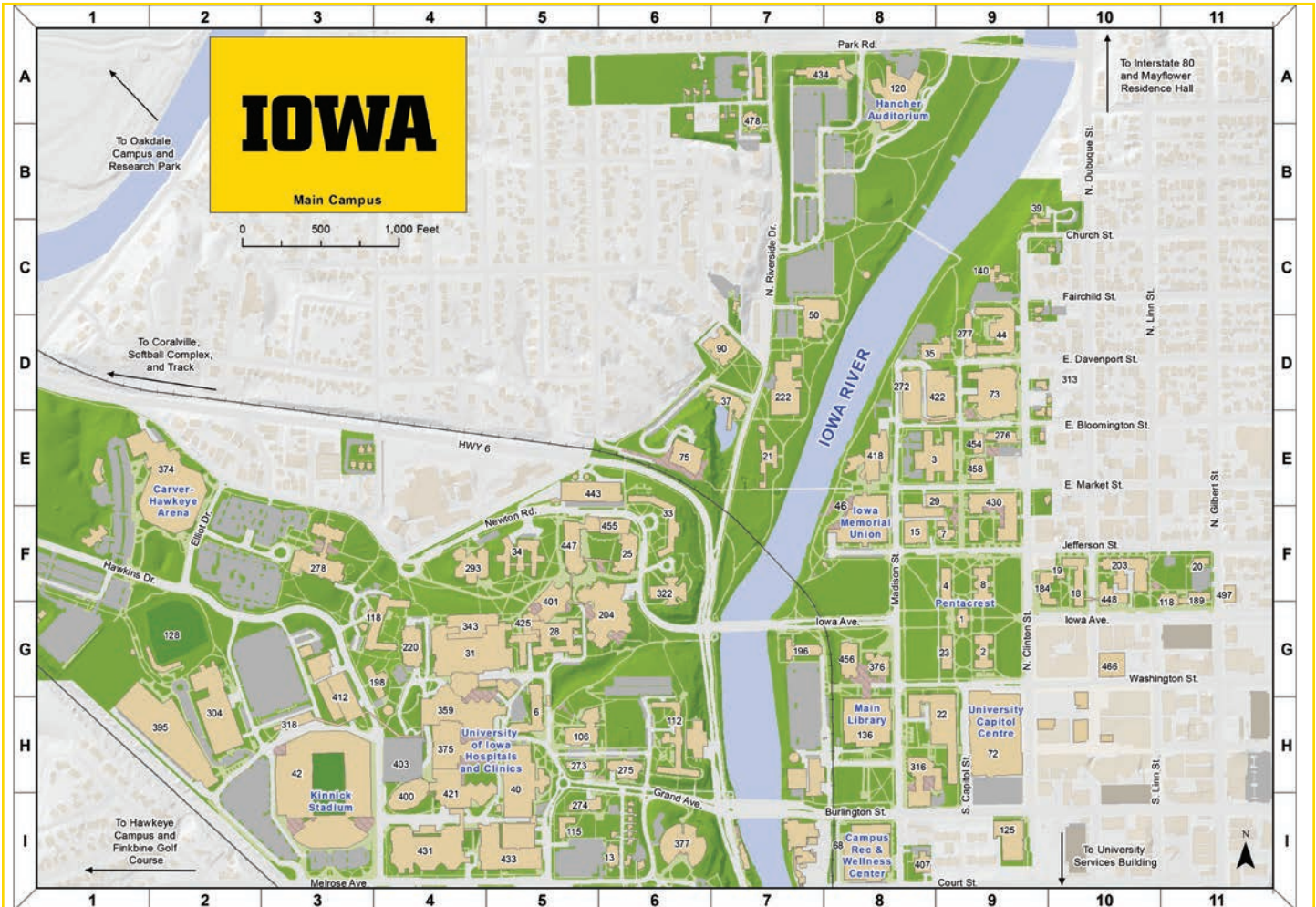
Athletics Revenues



Athletics Expenses



Campus Map



Campus Building

MAIN CAMPUS BUILDINGS

456 AJB	Adler Journalism and Mass Communication Building (G-8)	150 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 PPSB	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 PFP	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 BC5B	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)	PARKING	
448 BBE	Biology Building East (F-10)	46 IMU	Iowa Memorial Union (F-8)	115 SQ	South Quad (I-5)	220 HPR1	Hospital Parking Ramp 1 (G-4)
454 BHC	Blank Honors Center (E-9)	4 JH	Jessup Hall (F-9)	188 SLP	Spence Labs (F-11)	403 HPR2	Hospital Parking Ramp 2 (H-4)
204 BSB	Bowen Science Building (G-6)	42 KS	Kinnick Stadium (H-3)	24 SHL	Stanley Hydraulics Laboratory (I-7)	412 HPR3	Hospital Parking Ramp 3 (G-3)
377 BLB	Boyd Law Building (I-6)	434 LCUA	Levitt Center for University Advancement (A-8)	497 SHSB	State Historical Society Building (F-11)	433 HPR4	Hospital Parking Ramp 4 (I-5)
68 CRWC	Campus Recreation and Wellness Center (I-8)	316 LC	Lindquist Center (H-9)	20 STH	Stuit Hall (F-11)	183 IMUR	IMU Parking Ramp (G-8)
455 CBRD	Carver Biomedical Research Building (F-6)	8 MH	Macbride Hall (F-9)	50 TB	Theatre Building (D-7)	443 NRP	Newton Road Ramp (E-5)
374 CHA	Carver-Hawkeye Arena (E-1)	23 MLH	Maclean Hall (G-9)	29 TH	Trowbridge Hall (E-9)	422 NCP	North Campus Parking and Chilled Water Facility (D-9)
118 CBD	Center for Disabilities and Development (G-3)	136 LIB	Main Library (H-8)	72 UCC	University Capitol Centre (H-9)	RESIDENCE HALLS	
3 CB	Chemistry Building (E-9)	34 MEB	Medical Education Building (F-5)	203 VAN	Van Allen Hall (F-10)	73 B	Burge Hall (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)	272 CAT	Catlett Residence Hall (D-8)
106 CPB	College of Pharmacy Building (H-5)	28 ML	Medical Laboratories (G-5)	125 VOX	Voxman Music Building (I-9)	44 C	Currier Hall (D-9)
75 CPHB	College of Public Health Building (E-6)	35 NH	North Hall (D-9)	185 WP	Water Plant (H-7)	276 D	Daum Hall (E-9)
466 CEF	Continuing Education Facility (G-10)	322 CNB	Nursing Building (F-6)	198 SHC	Wendell Johnson Speech and Hearing Center (G-3)	112 H	Hillcrest Hall (H-6)
278 DSB	Dental Science Building (F-3)	1 OC	Old Capitol (G-9)	318 WCTC	West Campus Transportation Center (H-3)	391 M	Mayflower Hall (A-11)
128 BASE	Duane Banks Field (G-1)	222 OMA	Old Museum of Art (D-7)	33 WL	Westlawn (F-6)	121 PARK	Parklawn Hall (F-8)
407 EMRB	Eckstein Medical Research Building (F-5)	25 PBDB	Pappajohn Biomedical Discovery Building (F-5)	HOSPITALS			
401 ERF	Engineering Research Facility (I-9)	430 PBB	Pappajohn Business Building (F-9)	343 BT	Boyd Tower (G-4)	275 P	Petersen Residence Hall (H-6)
196 EPB	English-Philosophy Building (G-7)	6 PHAR	Pharmacy Building (H-5)	359 RCP	Carver Pavilion (H-4)	273 R	Rienow Hall (H-5)
40 FH	Field House (H-5)	184 PH	Phillips Hall (F-10)	375 JCP	Colloton Pavilion (H-4)	274 S	Slater Hall (I-5)
13 GALC	Gerdin Athletic Learning Center (I-6)	458 PFP	Pomerantz Center (E-9)	31 GH	General Hospital (G-4)	277 STAN	Stanley Hall (D-9)
38 GILH	Gilmore Hall (F-9)	52 PP	Power Plant (I-7)	64 MRC	Medical Research Center (G-5)		



IOWA STATE
UNIVERSITY



IOWA STATE UNIVERSITY

Iowa State is known for excellence in science and technology, innovation and entrepreneurship that make the world a better place.

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 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. A hallmark of an Iowa State education is the advising, mentoring and caring of students by committed faculty and staff. 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 Student Innovation Center is a hub for students, faculty and staff from every corner of campus to experiment, collaborate on interdisciplinary projects and exchange ideas in an effort to make the world a better place. 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.

**With a presence in all 99 counties,
ISU Extension and Outreach is
Iowans' lifelong partner in building
a strong Iowa.**

Innovative scholarship is also used to support the state's economic development through the Center for Industrial Research and Service, Small Business Development Centers, and ISU Extension and Outreach economic development programs.

Iowa State offers 100 majors, 90 learning communities and more than 900 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.

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 2022 enrollment of 29,969 includes 25,241 undergraduate, 4,094 graduate and 634 professional veterinary medicine students. It includes students from all 99 Iowa counties, all 50 states and 114 countries.

A total of 5,728 new first-year students enrolled with an average grade point average of 3.71. Iowa State also welcomed 1,383 new transfer students, an increase over last year, and 1,195 new graduate and professional students. Enrollment of new resident, non-resident and international undergraduate students each increased over the last year. While overall enrollment is down, first-year students increased 6.3% over last year and 13% over two years.

Iowa State's four-year graduation rate of 56.3% is 15 points higher than the national average, and the average time for students to earn a bachelor's degree has decreased to 4.18 years. More than 10% of students graduate within 3.5 years, taking advantage of credits earned in high school to make their college education even more affordable.

Iowa State Class of 2026

3.71 Incoming GPA

5,728 New students

18% Underrepresented minorities

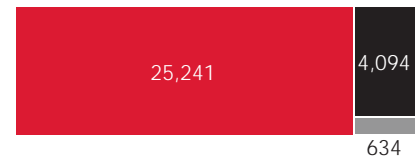
56% of all students are Iowa residents



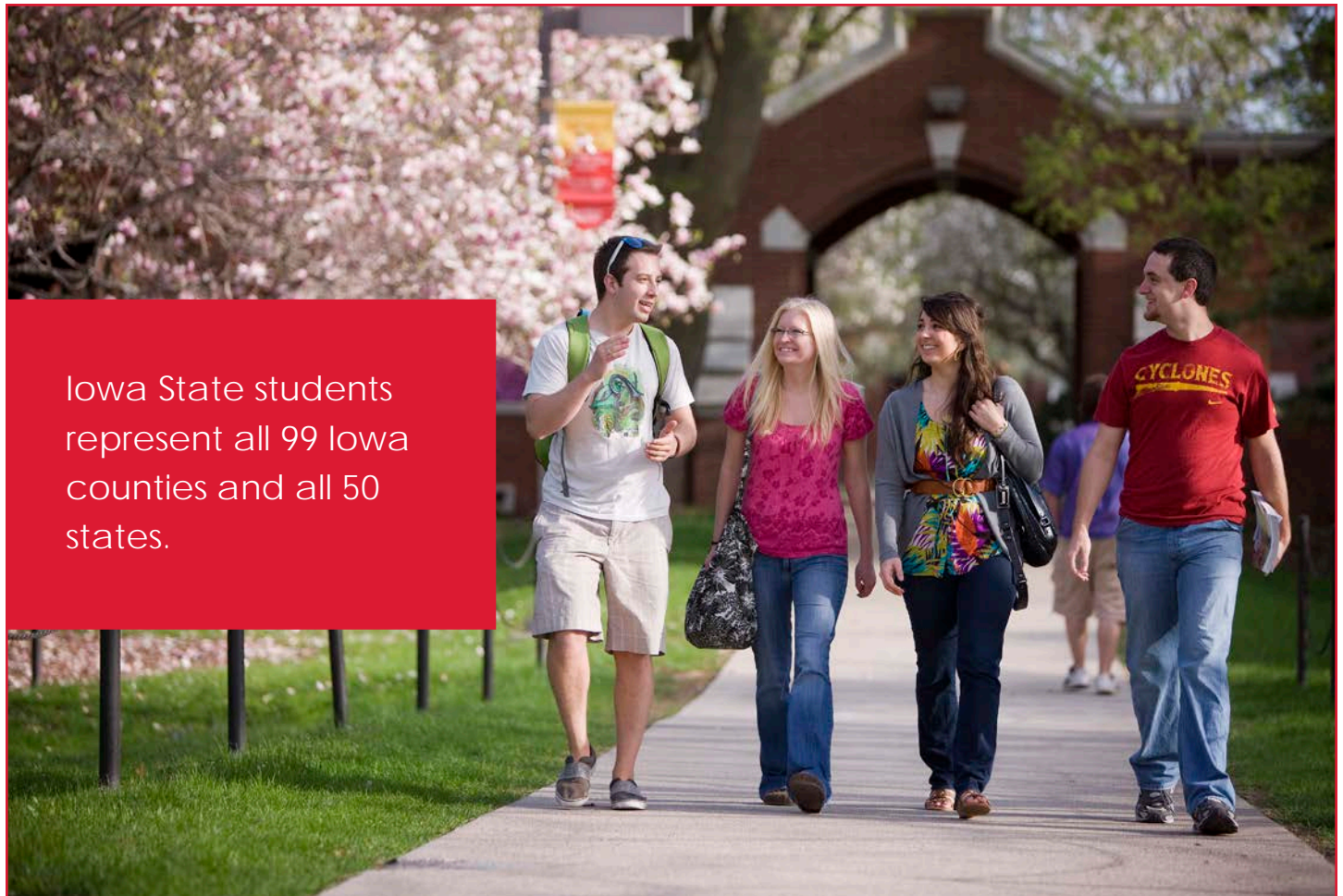
29,969 Total Enrollment



55% Male
45% Female



Undergraduates
Graduate Students
Professional Students

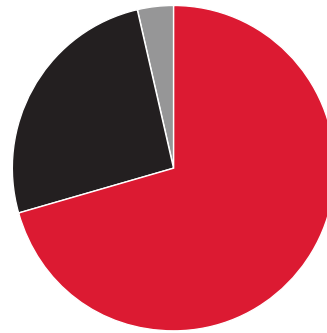


Iowa State students represent all 99 Iowa counties and all 50 states.



Tuition revenues comprise 70.6% of the \$674.8 million general university budget with 25.8% coming from state appropriations. Projected changes in these revenue sources, as well as indirect cost recoveries and interest income, result in a \$25.3 million increase in revenue, or 3.9% more than the FY 2022 budget.

Revenues

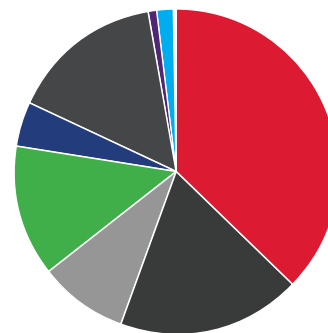


\$476.5M / 70.6% ■ Tuition
 \$174.1M / 25.8% ■ State Appropriations
 \$24.3M / 3.5% ■ Other*

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

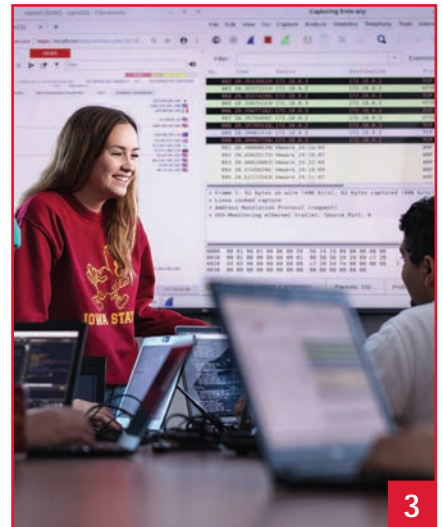
The \$674.8 million general university budget allocated by function is shown below. Expenses related to instruction, academic support and scholarships and fellowships comprise 71% of all general university expenses.

Expenses



\$252.2M / 37.4% ■ Instruction
 \$124.3M / 18.4% ■ Scholarships and Fellowships
 \$59.9M / 8.9% ■ Operations and Maintenance
 \$87.5M / 13.0% ■ Institutional Support
 \$29.8M / 4.4% ■ Student Services
 \$104.0M / 15.4% ■ Academic Support
 \$5.6M / 0.8% ■ Public Service
 \$11.6M / 1.8% ■ Research

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. It is home to approximately 1660 undergraduates and 155 graduate students.

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 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.

8 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.

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



CYCLONE ATHLETICS

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 \$106.1 million FY2023 athletic budget.

Varsity Sports

Men

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

Women

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

Athletics Revenues



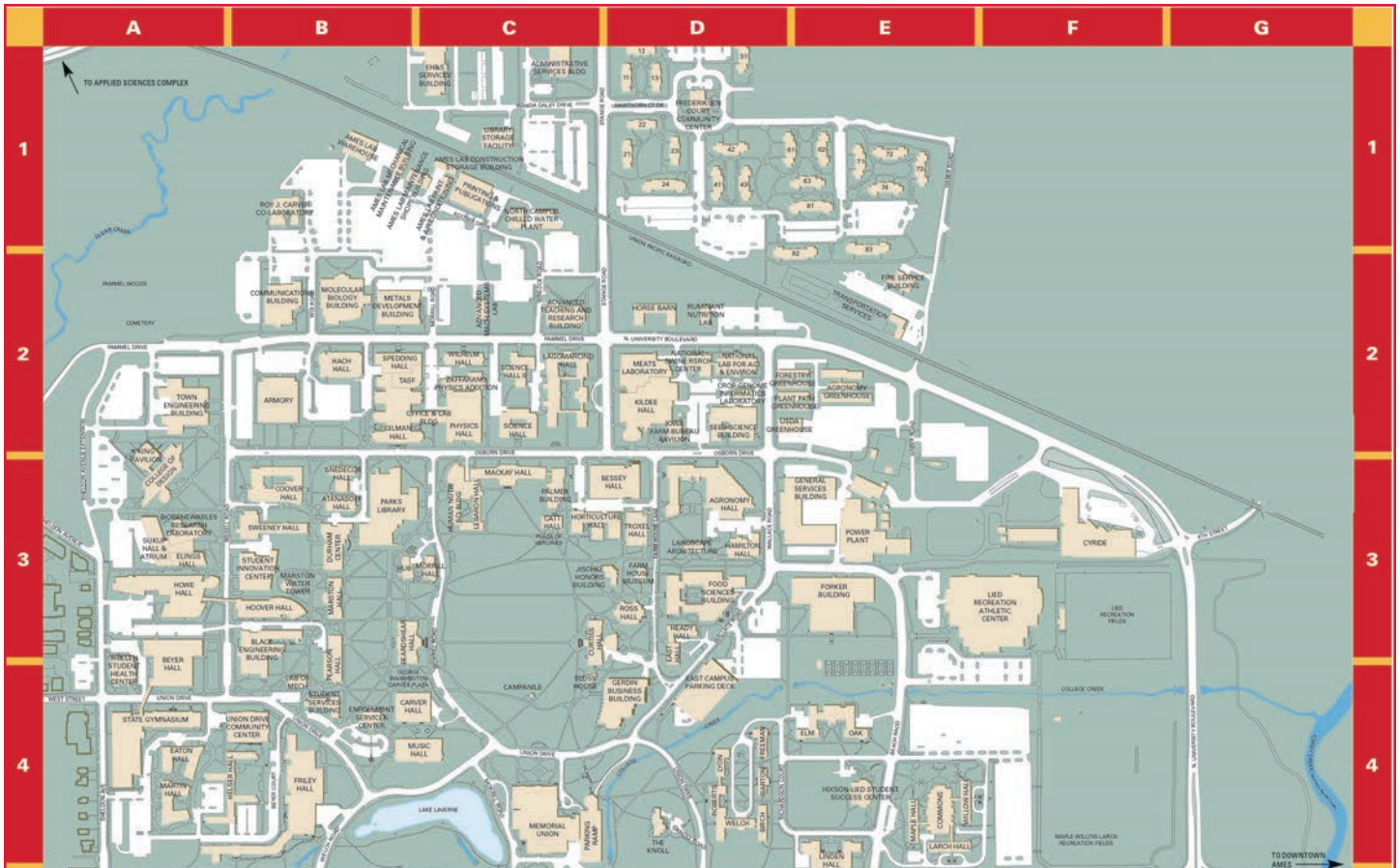
- \$40.6M Big XII Conference
- \$30.0M Foundation Support
- \$20.2M Ticket Sales
- \$6.8M Ancillary/Other
- \$5.4M Multimedia
- \$1.8M Student Fees
- \$1M Licensing
- \$0.3M Postseason

Athletics Expenses



- \$38.9M Salaries and Benefits
- \$17.8M Sports Programs
- \$13.0M Facilities and Events
- \$11.2M Capital Projects/Deferred Maint.
- \$9.1M Scholarships
- \$8.8M Debt Service
- \$3.3M Internal Operations
- \$3.0M External Operations
- \$1.0M Postseason

Campus Map



- | | | | |
|---|--|--|--|
| <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> 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 Foraker 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 Helsler Residence Hall B-4 Hixson-Lied Student Success Center E-4 Hoover Hall B-3 Horse Barn D-2 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 | <ul style="list-style-type: none"> 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 | <ul style="list-style-type: none"> 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 Snedecor 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 nearly 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 social work to music. To make its high-quality educational opportunities even more accessible, UNI offers a variety of learning options, including on-campus, online via distance education, full-time or part-time, and thesis or non-thesis programs.

The university also 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.

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 received the 2015 Carnegie Community Engagement classification, one of only 47 public institutions in the nation to be selected for this honor. In 2018, UNI was recognized by Iowa Campus Compact with an Engaged Campus Award for its efforts to assist Iowa cities in developing plans for reducing greenhouse gas emissions. UNI has been named to Phi Theta Kappa's Transfer Honor Roll, which recognizes excellence in helping community college students successfully transition to institutions offering four-year degrees, for the third time in four years. 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.

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

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 is leading and managing the Governor's Science, Technology, Engineering and Mathematics (STEM) Advisory Council initiative. Nearly 30% of Iowa's STEM teachers are UNI graduates, a percentage that is higher than any other Iowa university.

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

The University of Northern Iowa welcomed an incoming class of 2,200 freshmen and transfer students this fall. This new student cohort includes 764 transfer students, an increase of 23% over last year. UNI's updated general education program, implemented this fall, opened new and accelerated pathways to four-year degrees for community college transfer students. For fall 2022, UNI's total enrollment is 8,949, which includes students from all 99 Iowa counties, 43 U.S. states, and 51 countries across the globe.

Graduation rates for UNI students stand at record high levels for the second year in a row. The four-year graduation rate increased by 5% over last year, and is nearly 20 percentage points above similar universities. One in 12 UNI students graduate in only three years.

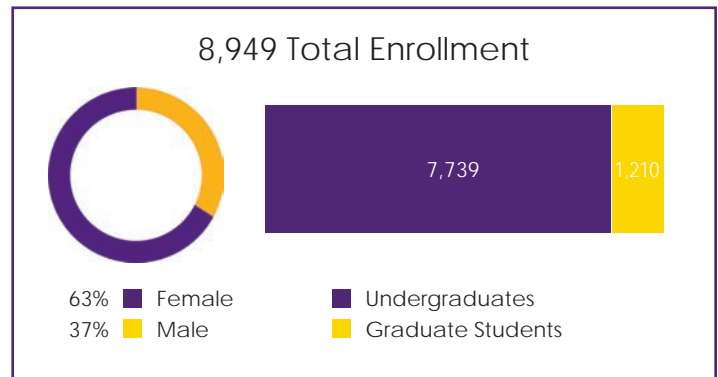
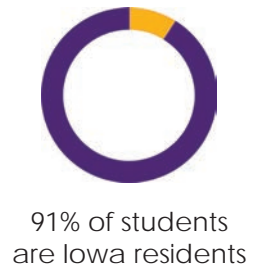
The fall 2022 incoming class reflects the increasing diversity of the state, with a 24% increase in students from ethnic and racial minority groups. Iowa residents comprise 92% of UNI's undergraduate enrollment and 91% of total enrollment.

UNI's fall 2022 enrollment include several growing programs that address Iowa's workforce needs. Already the number one supplier of future educators, UNI introduced its Purple Pathways for Paraeducators Program this fall – a flexible, online program that provides an easily accessible option for placebound paraeducators currently working in schools across the state. Sixty-eight paraeducators started in the inaugural cohort of this program in August.

In an effort to increase accessibility for placebound learners, UNI launched UNI at Iowa Community Colleges (UNI@IACC) this year. UNI@IACC allows Iowans with an associate degree from any of the state's community college districts to earn a bachelor's degree online in high-demand areas for Iowa's workforce, including: managing business and organizations, management: business administration, criminal justice, elementary education, human services and technology management.

UNI Class of 2026

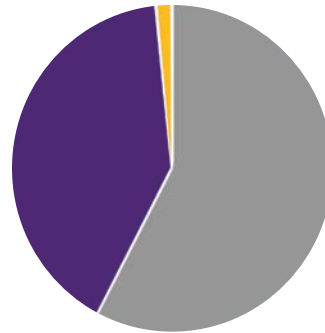
- 3.71 Incoming GPA
- 2,200 New freshmen and transfer students
- 22% First generation students





State appropriations comprise nearly 59% of UNI's proposed 169.0 million FY 2023 general university operating budget, with tuition revenue being 40%. Projected changes in these and other revenue sources result in total revenue that is \$1.7 million less than the FY 2022 budget, a 1% decrease.

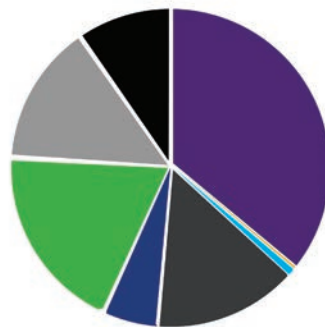
Revenues



\$66.6M / 39.6% ■ Tuition
 \$99.4M / 58.8% ■ State Appropriations
 \$2.7M / 1.6% ■ Other

The \$169 million general university budget allocated by function is shown below. Expenses related to instruction, academic support and scholarships and fellowships comprise 59% of all general university expenses.

Expenses



\$59.4M / 35.1% ■ Instruction
 \$15.6M / 9.3% ■ Scholarships and Fellowships
 \$26.3M / 15.6% ■ Operations and Maintenance
 \$31.7M / 18.7% ■ Institutional Support
 \$9.4M / 5.6% ■ Student Services
 \$24.9M / 14.7% ■ Academic Support
 \$1.5M / 0.9% ■ Public Service
 \$0.1M / 0.1% ■ Research

Academics



1 College of Business

UNI's 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, 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.



Varsity Sports

Men

Basketball
 Cross Country
 Football
 Golf
 Track and Field
 Wrestling

Women

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

Athletics Revenues



- \$4.6M ■ University Support
- \$2.2M ■ Ticket Sales/Sports Revenue
- \$2.1M ■ Athletic Marketing
- \$1.8M ■ Student Fee Support
- \$1.7M ■ Alumni/Foundation Support
- \$1.4M ■ Conference/NCAA Distribution
- \$0.9M ■ General/Misc.

Athletics Expenses

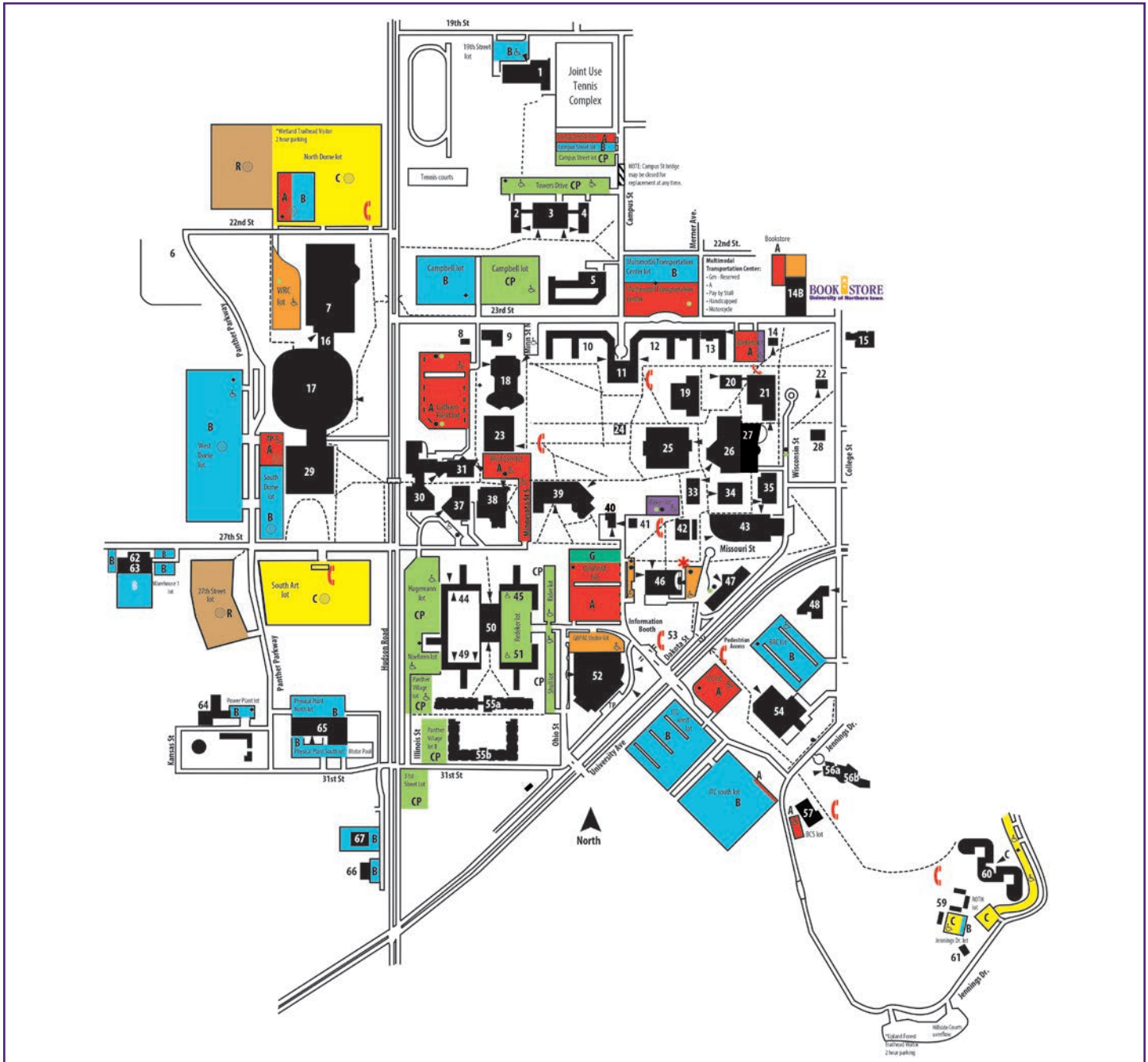


- \$12.3M ■ Sports Programs
- \$1.9M ■ Administration/General
- \$0.4M ■ Marketing/Sports Information
- \$0.2M ■ Athletic Training

PANTHER ATHLETICS

The University of Northern Iowa's FY2023 proposed athletic budget is \$14.7 million. UNI athletics does not receive substantial revenues from conference distributions or media contracts. As such, the General University provides partial support for scholarships and operations. This is consistent with other universities of similar size and structure to UNI. UNI is a member of the Missouri Valley Conference, Missouri Valley Football Conference, and Big 12 Conference (wrestling only).

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 | 32 Wright Hall | 51 Shull Hall | 66 Environmental Health and Safety Building |
| | 34 Sabin Hall | 52 Gallagher Bluedorn Performing Arts Center | 67 Storage Building 13 |



IOWA SCHOOL FOR THE DEAF

Students who are deaf or hard of hearing aren't "different" from their peers. They experience true inclusion and enjoy peer interactions that build a sense of belonging and identity.

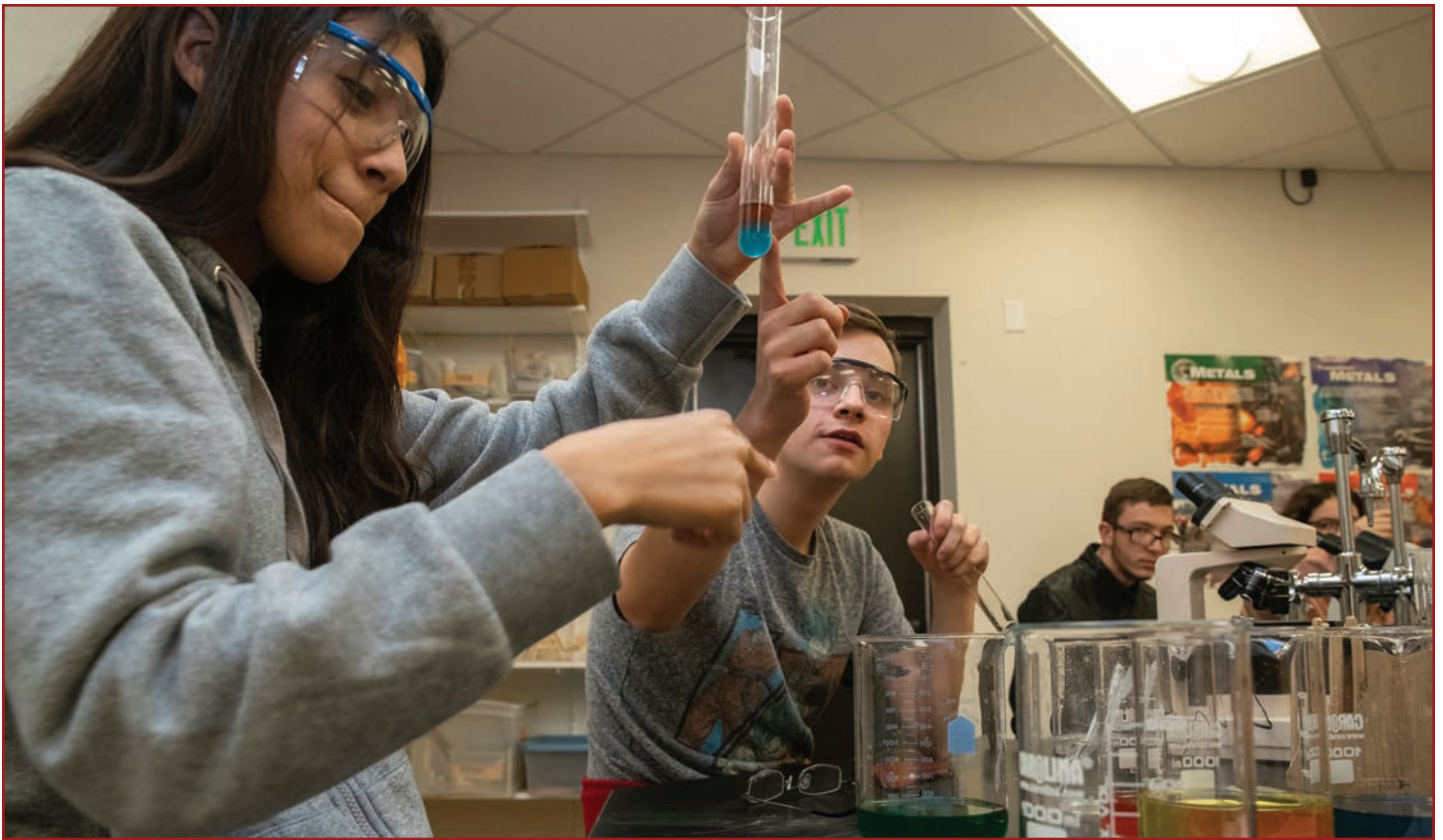
Iowa School for the Deaf is not just a 'special' school. It is an extraordinary language and learning environment for children who sign, talk or use both communication methods. It welcomes children who have cochlear implants, hearing aids or who use no assistive hearing devices. Iowa School for the Deaf values students' strengths, providing specially designed instruction to meet each student's unique learning needs.

Access to direct communication sets Iowa School for the Deaf apart from public schools. Teachers provide instruction and quick feedback without needing to use an interpreter. Students are amazed when food service staff, housekeepers and bus drivers sign with them. When communication barriers are eliminated, students who are deaf or hard of hearing aren't "different" from their peers. They

experience a sense of belonging and enjoy peer interactions.

For many students, it is at Iowa School for the Deaf where they develop meaningful and shared friendships, receive birthday party invitations, and develop positive attitudes about their futures. Students who are deaf or hard of hearing find it easier to participate in class discussions with specialized teaching staff and classmates who can communicate with them in either manual or listening and spoken language. Parents who have children enrolled at Iowa School for the Deaf have commented that their children are more confident about themselves and are now joining sports and activities without hesitation.

Classes offered at ISD are the same found in any public school. Additionally, students receive speech therapy and intensive language-building instruction. Small class



Staff help foster skills and attitudes within each student leading to positive self-esteem and self-advocacy.

sizes allow teachers to address diverse needs of each student. Curriculum is taught on grade level; modifications are provided as needed.

At the middle and high school level, students are challenged to use critical thinking, imagination and creativity in classes. Staff help foster skills and attitudes within each student leading to positive self-esteem and self-advocacy. Some students mainstream at Lewis Central High School (located across the street) with an Iowa School for the Deaf interpreter. The semester system is used at Iowa School for the Deaf and each credit equals one semester of class. Diplomas are awarded by the Iowa Department of Education. Extracurricular activities range

from sports to clubs and events for older students. Younger students participate in student council, girls' and boys' clubs and sports teams which compete with other city youth teams.

An outreach department offers statewide support for educational interpreters, students, families and school districts as well as language assessments, ASL classes and special learning events.

Iowa School for the Deaf also provides programming for post-seniors with unmet transition needs. Work and college experiences are offered in this campus-based setting. Independent living skills, tutoring and hands-on lessons provide support to students moving into adulthood.





Iowa Educational Services
for the Blind and
Visually Impaired



IOWA EDUCATIONAL SERVICES FOR THE BLIND AND VISUALLY IMPAIRED

While students who are blind or visually impaired follow the same classroom core curriculum as their sighted peers, these students need instruction in a specialized set of vision-related skills.

Iowa Educational Services for the Blind and Visually Impaired (IESBVI) is the state's provider of academic and expanded core curriculum (ECC) instruction for children who are blind or visually impaired from birth through 21. Through an itinerant model, specialized teachers of the visually impaired (TVI) and orientation and mobility specialists (OMS) consult with classroom teachers or one-on-one student services.

TVIs provide instruction in braille, literacy, and math and collaborate with classroom educators on necessary accommodations and modifications. OMS support students by building their orientation and mobility skills, with the goal of safe, independent travel.

While students who are blind or visually impaired follow the same classroom core curriculum as their sighted peers, because of their vision loss, these students need instruction in a specialized set of vision-related skills, called the expanded core curriculum. There are nine areas in the ECC, and

one of IESBVI's services is to incorporate instruction of this unique curriculum into the academic and social learning of the students they serve. ECC skills include compensatory skills, orientation and mobility, social interaction, independent living, recreation and leisure, sensory efficiency, assistive technology, career education and self-determination.

Extended learning opportunities are offered outside of the school day to provide more time for developing expanded core skills. The instructional and fun opportunities address one or more components of ECC. Each is planned, sequential, and directly offered by TVIs and OMS. Activities are held in each Area Education Agency throughout the school year and appeal to a range of interests and abilities. Summer camps are a popular offering through Extended Learning.

Despite having students spread throughout Iowa, IESBVI offers extracurricular activities, including

swimming, goalball, wrestling, cheerleading, track and field, and forensics. TVIs and OMS support students on-site, while the coaches and sponsors guide statewide teams virtually and at several in-person practices before a competition. The IESBVI Rams compete in the North Central Association of Schools for the Blind events and consistently rank among the top-performing teams.

IESBVI has a team of specialists which support IESBVI staff, families and school staff. Consultants are available in the areas of math, STEM, literacy, assistive technology, early childhood, additional needs, family services, deafblindness, and transition from high school to work or college. Along with collaborating with staff to find the right learning strategy for individual students, consultants provide special events for students to further develop their skills, such as STEM and math days. In addition, a spring family conference is held for families to network with one another,

gain knowledge about current assistive technology, and consider approaches and solutions for challenges they may be experiencing with their children who are blind or visually impaired.

IESBVI's assistive technology device center can loan equipment when schools need support for a student. In addition, IESBVI staff travel the state, often consulting with school instructional technology teams to find accommodations that are the best for individual students.

IESBVI provides low vision clinics to screen and assess students who are blind or visually impaired. The purpose of the clinics is to provide information and resources that improve student functional outcomes in their learning environments.

The 4PLUS program, located on the Iowa School for the Deaf campus, provides transition services for students prior to completing their K-12 educational career.

Intense daily classes help increase independence in areas such as money management, social skills, literacy and cooking. 4PLUS students might take community college classes, job shadow, volunteer, or have paid work experiences.

The DeafBlind Project of Iowa is supported by various state agencies and facilitated by Iowa Educational Services for the Blind and Visually Impaired. Professionals provide technical assistance and peer support for families, educators, and service providers of children and youth aged birth – 21 who are deafblind. Project goals include working with agencies to identify children who are deafblind, increasing training for families and service providers, improving educational outcomes for students, and helping families more effectively participate in their child's education.





FY 2024 STATE APPROPRIATIONS REQUEST

The higher education general university appropriations request serves as the universities' main source of state funding.

At September 2022 meeting, the Board of Regents approved FY 2024 state appropriation requests totaling \$631.46 million. The bulk of this request consists of the Regents' Higher Education General University Appropriation, which includes a continuation of FY 2023 recurring appropriations totaling \$491.5 million and \$32 million in new, incremental funding.

The University of Iowa requested an additional \$12 million in incremental funding to increase Iowa's nursing workforce and improve first-in-family college student outcomes.

Beginning in 2018, the College of Nursing began purposeful efforts to grow the number of nurses educated, and enrollments in the college have increased 11% from five years ago to 160 students today. This increase has fully tapped the existing capacity of the college – both in terms of needed space and equipment for clinical training and the instructors needed for educating new students. Increasing faculty ranks and renovating existing infrastructure

are the next steps to develop more nurses for Iowa. Of its \$12 million request, the UI will use \$7 million to fund various initiatives with the goal of increasing nursing enrollment from 160 graduates per year to 208 graduates per year.

In addition, roughly one in five UI undergraduates are first-in-family students, with many of these students hailing from rural Iowa. Students who are first in their family to attend college have retention and graduation rates below their peers who have family members with college experience. The First Gen Hawks (FGH) program looks to address this disparity through peer mentoring, experiential learning and individualized academic coaching. The UI will use the remaining \$5 million of its \$12 million request to fund the FGH program, which includes 250 scholarships for FGH students.

Iowa State University requested an additional \$12 million in incremental funding for five initiatives.

Like UI, Iowa State will use increased funding to assist first-

generation students. This assistance includes scholarships and specialized academic support.

Additionally, ISU will use \$4 million to prepare Iowa's future-ready workforce by expanding degree and certificate programs for students in artificial intelligence, cybersecurity, computer science, computer engineering, data science, software engineering, and other high-demand technology areas.

Further, additional resources will enable the university to expand mental health programs, such as Mental Health First Aid and the Question/Persuade/Refer suicide prevention program, and to re-launch its student counseling internship program. These initiatives, if funded, will help meet critical mental health needs both on-campus and statewide. Additional funding will also sustain valuable community and economic development programs to help rural communities thrive.

ISU and the Department of Energy's Ames Laboratory are

leaders in innovation in rare Earth metals. Iowa State will use \$3 million in increased funding to maintain Iowa's leadership in this area by accelerating research and supporting American industry to create resilient and secure supply chains for materials development and recycling.

Finally, \$2 million of ISU's request will be used to foster innovation in digital agriculture, biosciences and manufacturing.

The University of Northern Iowa requested an additional \$8 million for tuition differentiation and its educators for Iowa initiatives.

The average difference between regional comprehensive universities and public flagships is \$3,484, nationally. UNI's designated peers average \$2,775 less in tuition and mandatory fees compared to the public flagship institutions in their states. This data indicates that UNI's tuition and mandatory fees should be between \$2,700 and \$3,500 lower than that of the public research institutions in Iowa. Currently UNI's

UNI will use \$4 million to address the growing teacher shortage in the state

tuition and fees are \$832 lower than those of Iowa and Iowa State. The additional state investment of \$4 million will help UNI honor its mission as an affordable education for Iowa families by holding tuition flat for the 2023-24 academic year.

In addition, UNI will use \$4 million to address the growing teacher shortage in the state by scaling up current programs and increasing recruiting.

Iowa Education for the Deaf and Blind requested an additional \$0.8 million for both operating expenses and to fund the new language equality and acquisition for deaf kids (LEAD-K) that was established in 2022 by the state legislature.

2022-23 TUITION RATES

		<u>2021-22</u>	<u>2022-23</u>	<u>Inc.</u>
IOWA	Resident	8,356	8,711	355
	Nonresident	30,319	30,674	355
IOWA STATE UNIVERSITY	Resident	8,324	8,678	354
	Nonresident	24,136	25,162	1,026
UNI / University of Northern Iowa	Resident	7,780	8,111	331
	Nonresident	18,480	19,265	785

Rates increased resident undergraduate tuition by 4.25 percent at all three institutions

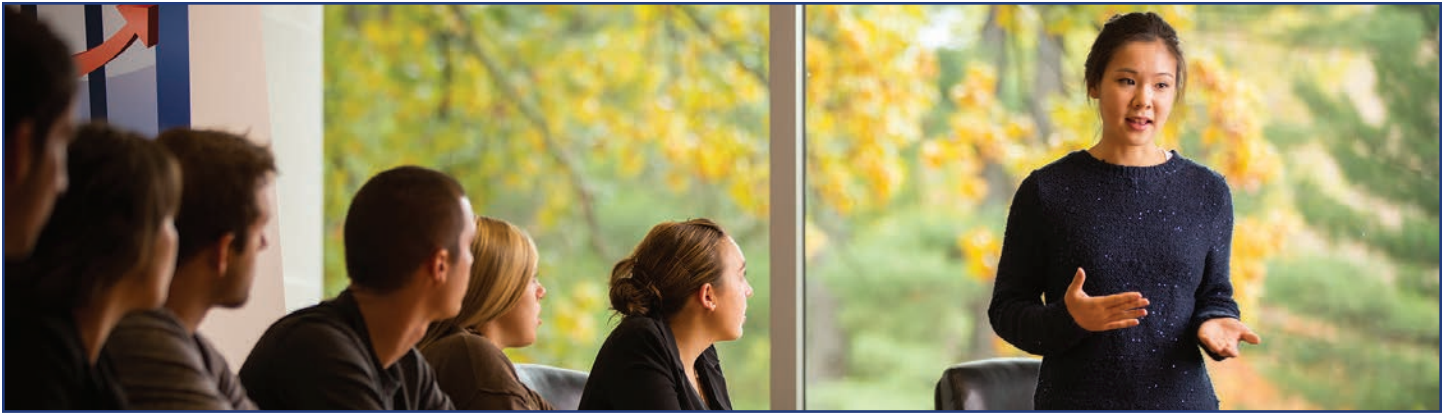
At its July 27, 2022 meeting, the Board of Regents approved tuition and fee rates for the 2022-23 academic year. The rates increased resident undergraduate tuition by 4.25 percent at all three institutions (\$355 at the University of Iowa, \$354 at Iowa State University and \$331 at the University of Northern

Iowa). The universities also have varying tuition rates for non-resident, graduate and professional students as well as differential rates for certain programs.

Funding from the tuition increases will help address growing financial challenges, including inflationary cost increases, recruiting and retaining faculty

and staff, meeting collective bargaining terms, deferred maintenance needs in academic facilities and student financial aid.

When setting tuition rates, the Board considers the total resources necessary to maintain and strengthen the Regent Universities. Total resources includes state support and tuition, as well as the reallocations gained from operational efficiencies.



FREEDOM OF SPEECH

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. The committee, since made permanent, made the following recommendations that were approved by the Board of Regents in February 2021:

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.

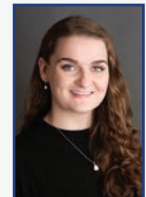
FREE SPEECH COMMITTEE



Greta Rouse
Chair



David Barker
Vice Chair



Abby Crow

Primary Committee Responsibilities:

- Receiving and reviewing free speech complaints
- Reviewing all free speech policies
- Reviewing university First Amendment training
- Monitoring strategies and best practices for fostering free expression on campuses.



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

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.

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.

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.



ENROLLMENT: HEADCOUNT AND FTE

Headcount and FTE Enrollment by Residence and Education Level
Fall 2022

		Headcount			FTE				
		ISU	SUI	UNI	ISU	SUI	UNI		
Undergraduate	First-Year	Non-Resident	2,982	2,782	151	2,951	2,846	142	
		Resident	2,673	2,779	1,304	2,606	2,805	1,244	
		Total	5,655	5,561	1,455	5,557	5,651	1,387	
	Sophomore	Non-Resident	2,200	1,901	138	2,245	1,871	138	
		Resident	3,092	2,688	1,443	3,061	2,579	1,387	
		Total	5,292	4,589	1,581	5,306	4,451	1,524	
	Junior	Non-Resident	1,958	1,798	144	1,984	1,783	137	
		Resident	3,736	3,392	1,741	3,664	3,197	1,629	
		Total	5,694	5,190	1,885	5,648	4,980	1,766	
	Senior	Non-Resident	2,778	2,002	155	2,654	1,856	141	
		Resident	5,575	4,144	2,508	5,191	3,672	2,198	
		Total	8,353	6,146	2,663	7,845	5,528	2,339	
	Unclassified	Non-Resident	113	153	29	59	100	9	
		Resident	134	334	126	38	137	22	
		Total	247	487	155	97	237	31	
	Total		25,241	21,973	7,739	24,454	20,846	7,048	
	Graduate	Graduate Masters	Non-Resident	968	1,522	203	934	1,620	173
			Resident	835	1,970	626	768	1,827	533
Total			1,803	3,492	829	1,701	3,446	706	
Graduate Doctoral		Non-Resident	1,801	1,694	7	1,622	1,475	3	
		Resident	345	706	79	253	637	43	
		Total	2,146	2,400	86	1,875	2,113	45	
Graduate Other		Non-Resident	76	85	7	43	51	1	
		Resident	69	179	288	32	91	75	
		Total	145	264	295	75	143	76	
Total		4,094	6,156	1,210	3,651	5,701	827		
Professional		Graduate Professional	Non-Resident	397	770		471	941	
			Resident	237	1,116		299	1,507	
	Total		634	1,886		769	2,449		
	Total	634	1,886		769	2,449			
Grand Total		29,969	30,015	8,949	28,874	28,997	7,875		

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.

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).



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

Students who complete an associate degree at an Iowa community college are guaranteed to satisfy their general education requirements at one of Iowa's public universities.

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.



Transformative Success for Iowa's Universities

