

BOARD OF REGENTS | STATE OF IOWA
ANNUAL REPORT 2000

*Taking Stock
In Our Investments*

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2000



BOARD OF REGENTS

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MESSAGE FROM THE PRESIDENT

A YEAR OF GOALS AND GAINS



OWEN J. NEWLIN
President

In tight financial times, the citizens of Iowa and their elected officials are rightly concerned about the return on the investment that taxpayers have made in public education. The Board of Regents believes the five institutions that it governs – the University of Iowa, Iowa State University, University of Northern Iowa, Iowa School for the Deaf and Iowa Braille and Sight Saving School – have been good stewards of the financial resources provided them by Iowans in fiscal year 2000.

Iowans want to know: What are we getting for the money we have invested? The Board of Regents can respond both generally and specifically. There are four broad returns on the investment. They are expressed through the key result areas of the Board's strategic plan:

Quality – The universities and special schools continue to strive to be the best of their kind.

Access – Consistent with their missions, the five institutions provide educational access to citizens in every county of Iowa, using a variety of delivery methods.

Diversity – The institutions are committed to providing equal educational and employment opportunities, while diversifying their cultural bases.

Accountability – The Board requires its universities and schools to implement strategic plans with realistic and measurable performance indicators. Through long-term charting of key indicators and benchmarks, the Board and institutions provide evidence of effective stewardship of the state, federal and private resources they have received. In this report, examples of indicators the Board uses are given for each of the four broad areas (see pages 6-13).

Each of the institutions has a specific mission statement, a vision statement and a strategic plan with objectives, strategies and action steps to measure its progress toward its vision.

In this report, each institution provides additional examples of returns on investment. In 2000, the three universities completed their five-year plans and the Board approved new plans for the University of Iowa, Iowa State University and the University of Northern Iowa. The Board annually requests, reviews and approves each institution's indicators and benchmarks that reflect not only the objectives that are consistent with the Board's strategic plan, but also those that will reflect the unique strengths and potential of each campus.

The mission of the Board of Regents is to be an exemplary model of governance within the State of Iowa. Its vision is to be the best public higher education enterprise in the nation. As committed as the Board is to this vision – because we believe it is what the people of Iowa want and expect – we must candidly admit that the year 2000 has brought significant challenges to meeting our mission and vision. Adequate funding is needed if citizens expect a high rate of return on quality, access, diversity and accountability.

As families, both rural and urban, and businesses, both small and large, made difficult financial adjustments in 2000, so did the Board and its institutions. Progress was made in many areas, but not all. That is why it is important in this and future annual reports to continue measuring specific performance results.

This report is more than statistics and charts. It is also a profile of the creativity and perseverance of Iowans who are dedicated to working for other Iowans. Like you, they appreciate that a solid return on their investment will significantly contribute to Iowa's quality of life, economic vitality and fiscal well-being.

OWEN J. NEWLIN

MESSAGE FROM THE EXECUTIVE DIRECTOR

OUR FISCAL FORECAST

Change does not necessarily assure progress, but progress implacably requires change Education is essential to change, for education creates both new wants and the ability to satisfy them.

Henry Steele Commager

Change and progress have been key components in the Regent governance process in Iowa. Clearly, the Board and Regent institutions have seen progress in the key result areas of the Board's strategic plan: access, quality, diversity and accountability. Progress has been especially challenged, however, by recent state budget pressures and cut-backs.

Three new Regents are joining our Board in 2001 – Amir Arbisser, Mary Ellen Becker and Sue Nieland – replacing three Regents who provided outstanding service to the state and the Regent institutions – Ellengray Kennedy, Roger Lande and Beverly Smith. We will miss the hard work, dedication and great judgment of these individuals, but enthusiastically welcome our new Regents.

In order to enhance legislative understanding of Board requests, Board members became actively engaged in a series of "legislative outreach" meetings in 2000. Board members also took the opportunity to meet with area legislators of Regent institution home communities during monthly Board meetings. Without exception, legislators commented that such meetings were productive and should be continued.

State revenues unexpectedly and significantly slowed this year, resulting in the necessity for Governor Tom Vilsack to revise his original fiscal year 2002 recommendations. Generally, the Governor and the Iowa General Assembly agreed to a 6 percent, across-the-board appropriation reduction for state agencies. Many agencies saw funding reductions of greater amounts in their current spending. The Regent institutions will experience a total reduction of approximately \$42 million from fiscal year 2002

appropriations. Changes in strategic plan aspirations will result; progress will be impeded. Still, the Board and Regent institutions will utilize strategic plans, including systems of reallocation, to guide difficult budget decisions and to plan for the future.

As we look forward to the next year, we know that few new state resources may be available and that a major organizational review of state government will occur. We are encouraged, nonetheless, by the state's commitment to an autonomous Regent governance system. In these times of challenge and change, that commitment is critical for the Board and Regent institutions to continue their progress in strategic planning. Through such planning, the Regent institutions develop the ability to satisfy critical wants and needs of Iowans, now and in the future.



FRANK J. STORK



FRANK J. STORK
Executive Director

A Review of Our Returns

QUALITY

How Your Investment in Quality Fared in 1999-2000:

"I believe students graduating from any one of our Regent institutions, providing they have invested quality time and effort, possess an excellent educational background that will allow them to be well-received in the business and professional worlds."

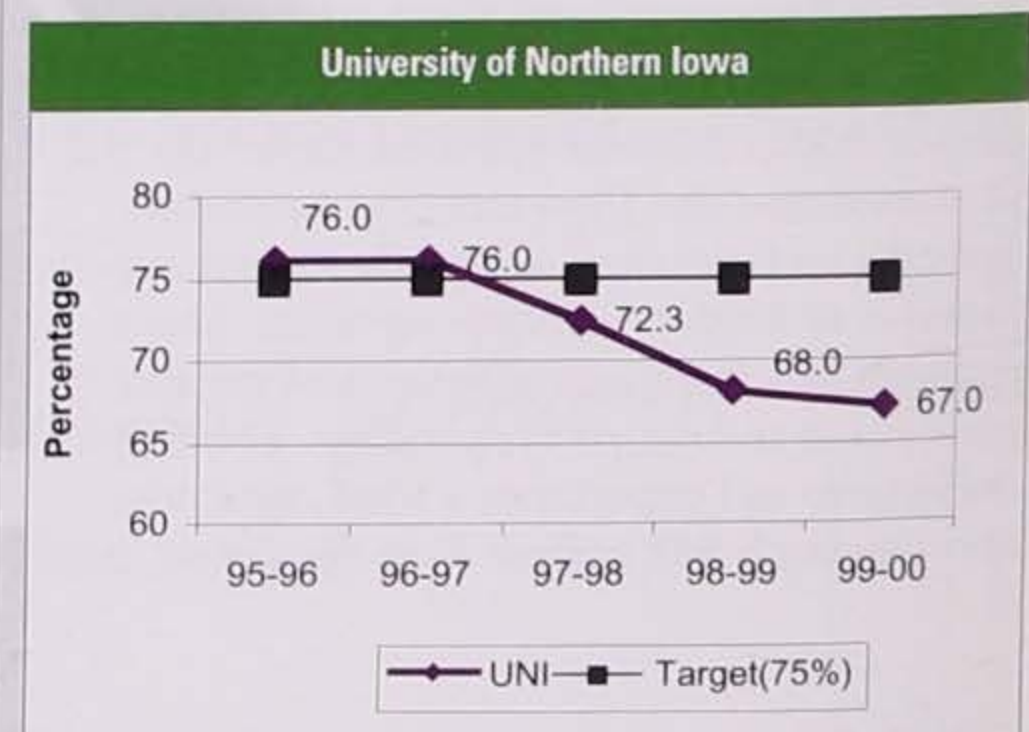
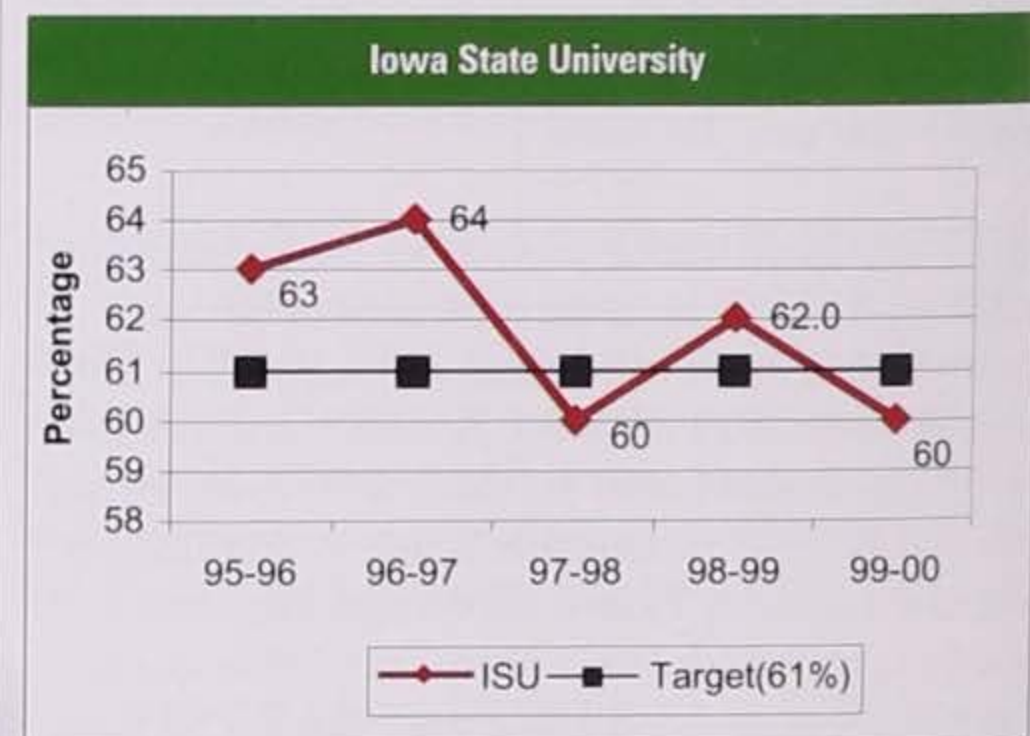
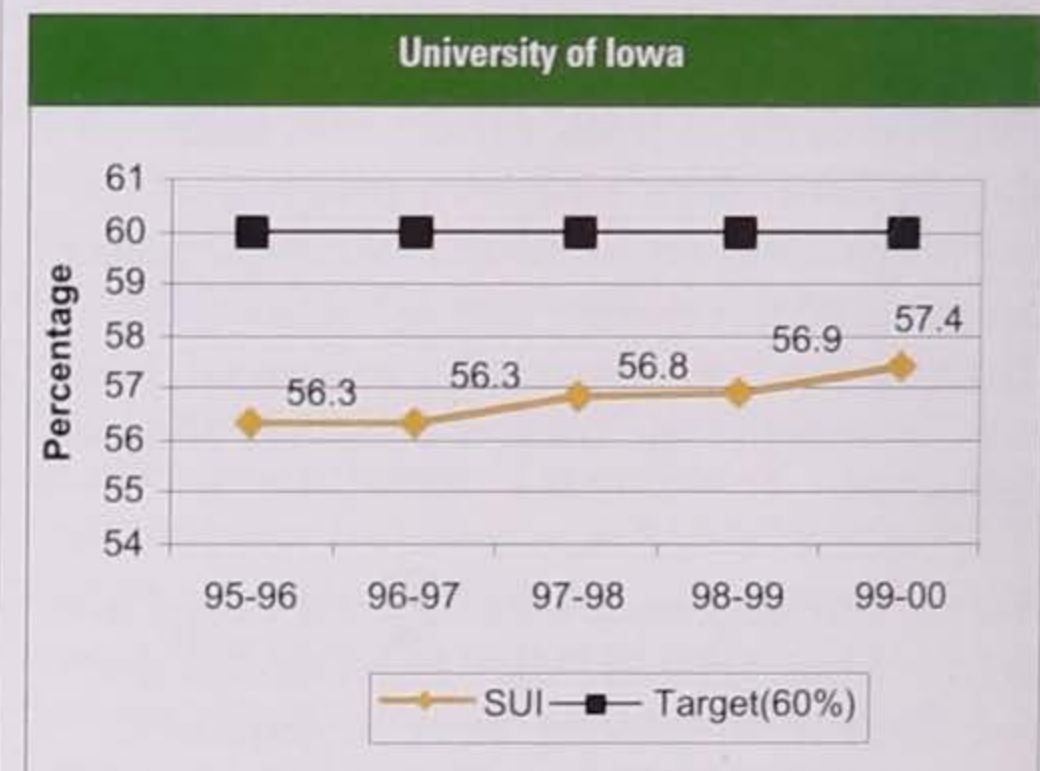
— David Fisher

"I'm most impressed with how the Board of Regents assures the quality of its institutions through strategic planning and yearly assessments of those plans."

— David Neil

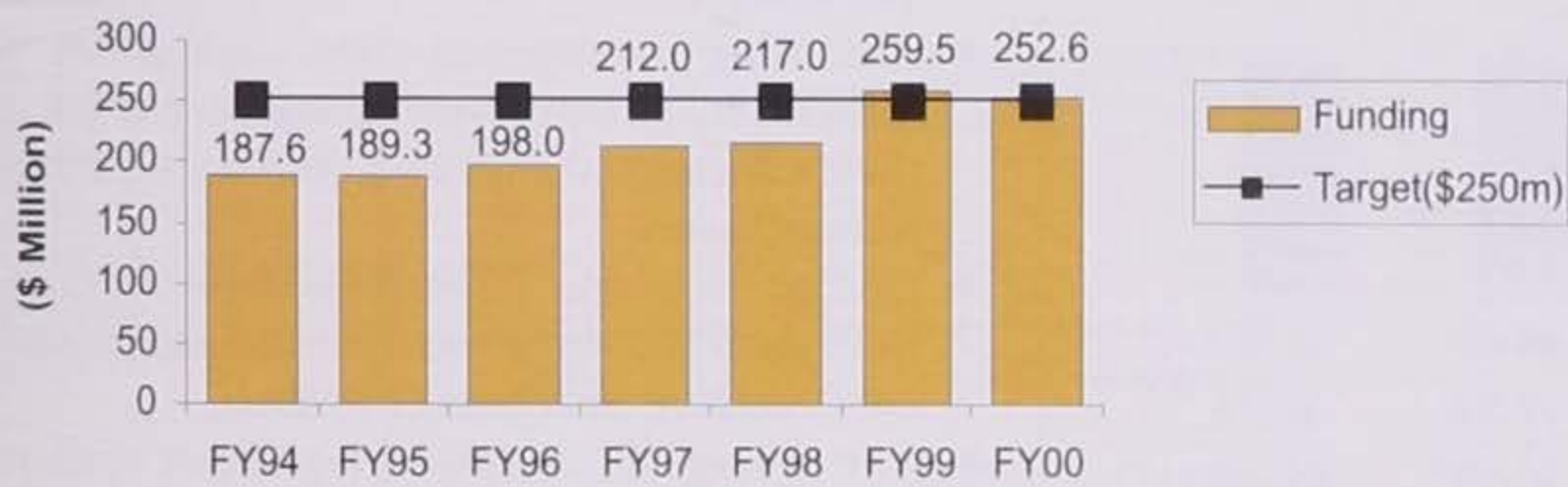
- More than 60 percent of our student credit hours were taught by well-experienced, long-respected tenured and tenure-track faculty.
- First-year students at all three state universities returned for their second year at a rate of more than 80 percent.
- Graduation rates at both the Iowa School for the Deaf (ISD) and the Iowa Braille and Sight Saving School (IBSSS) were 100 percent.
- The University of Iowa (SUI) students entering graduate school posted an average Graduate Record Exam (GRE) score that was 118 points higher than the national average.
- All three state universities surpassed their targeted goals for sponsored research funds, securing a total of nearly \$50 million from 967 contracts.
- A total of 143 patent applications were filed in FY '00, with 83 patents issued.
- The University of Iowa earned a record-high \$5.1 million in royalty/license fee income in FY '00.
- Iowa State University (ISU) received two national research and development (R&D) awards, ranking it second among all U.S. universities in number of these awards (22).
- Faculty recorded average workweeks of 59.6 hours (SUI); 57 hours (ISU) and 54.7 hours (UNI).
- All classrooms at both ISD and IBSSS are equipped with appropriate technology.

Percentage of Undergraduate Student Credit Hours Taught by Tenured/Tenure Track Faculty

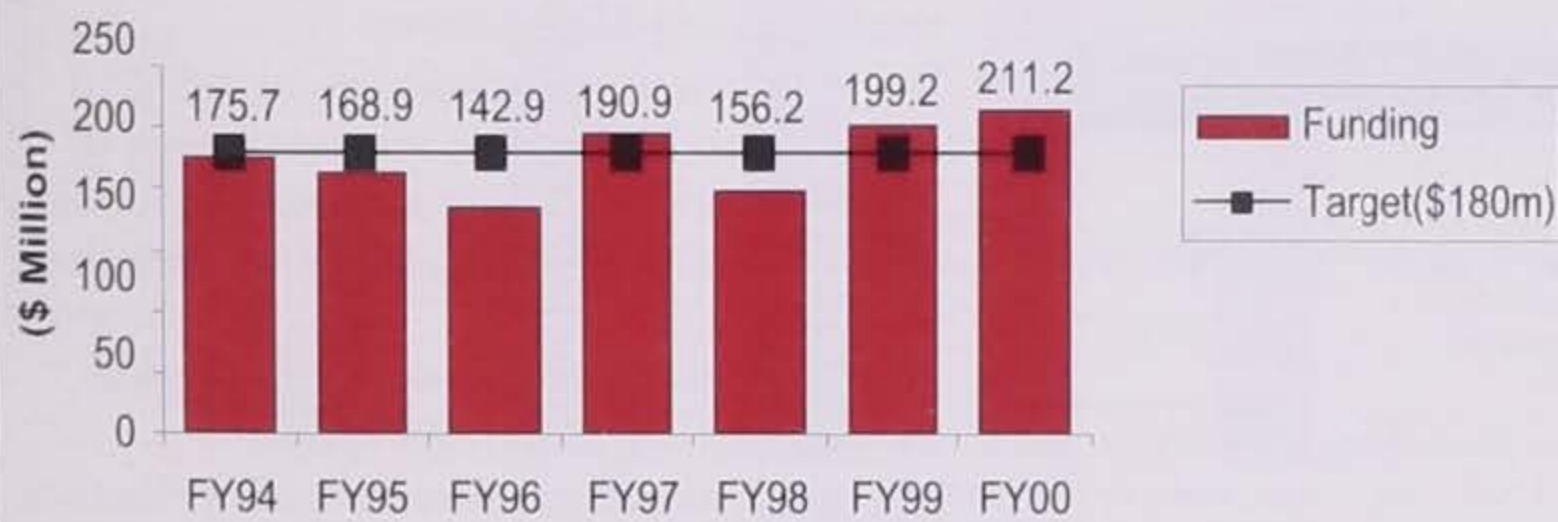


Sponsored Funding Per Year in Dollars

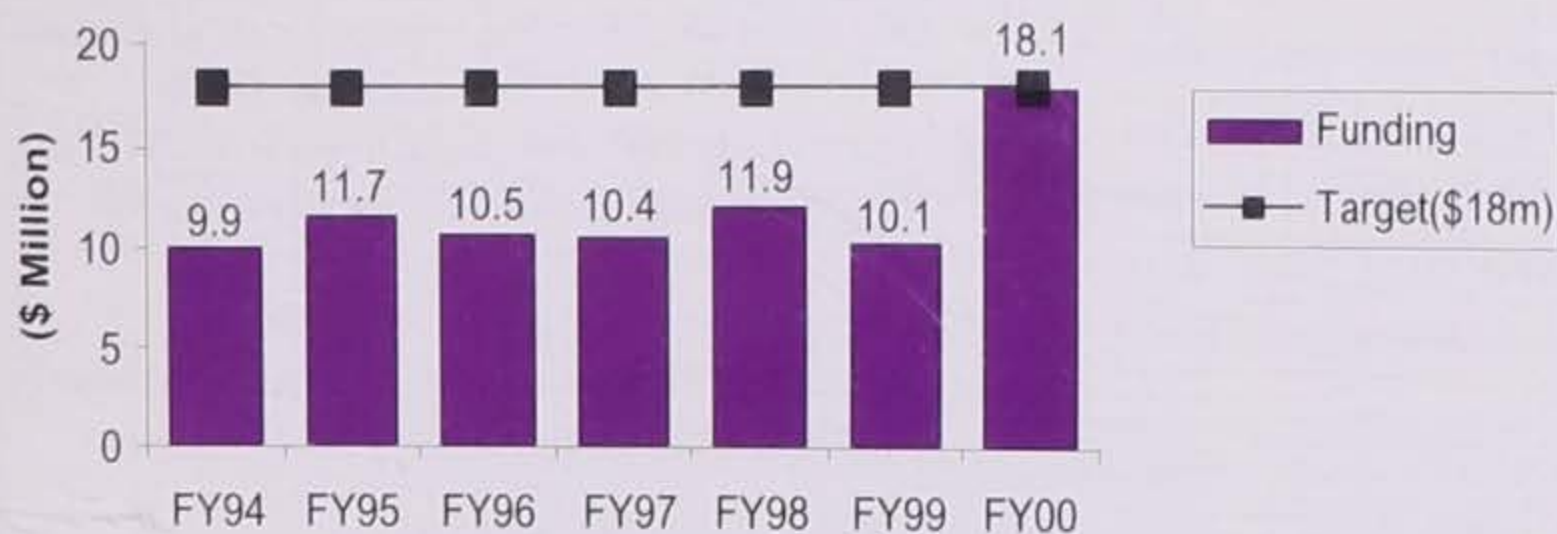
University of Iowa



Iowa State University

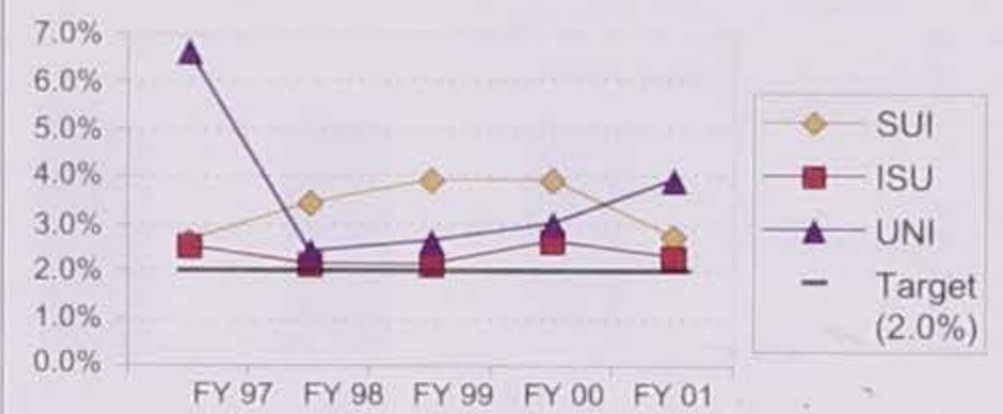


University of Northern Iowa

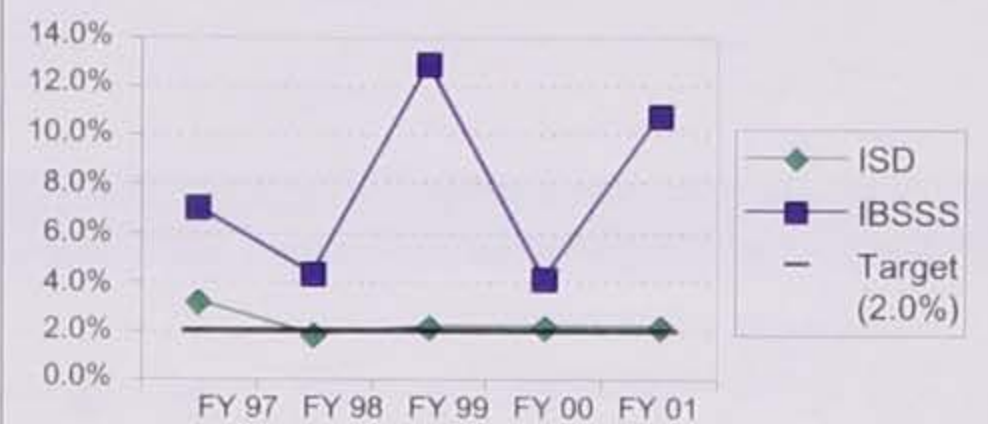


Percentage of Resources Reallocated Annually

Regent Universities Reallocation Percentages



Regent Special Schools Reallocation Percentages



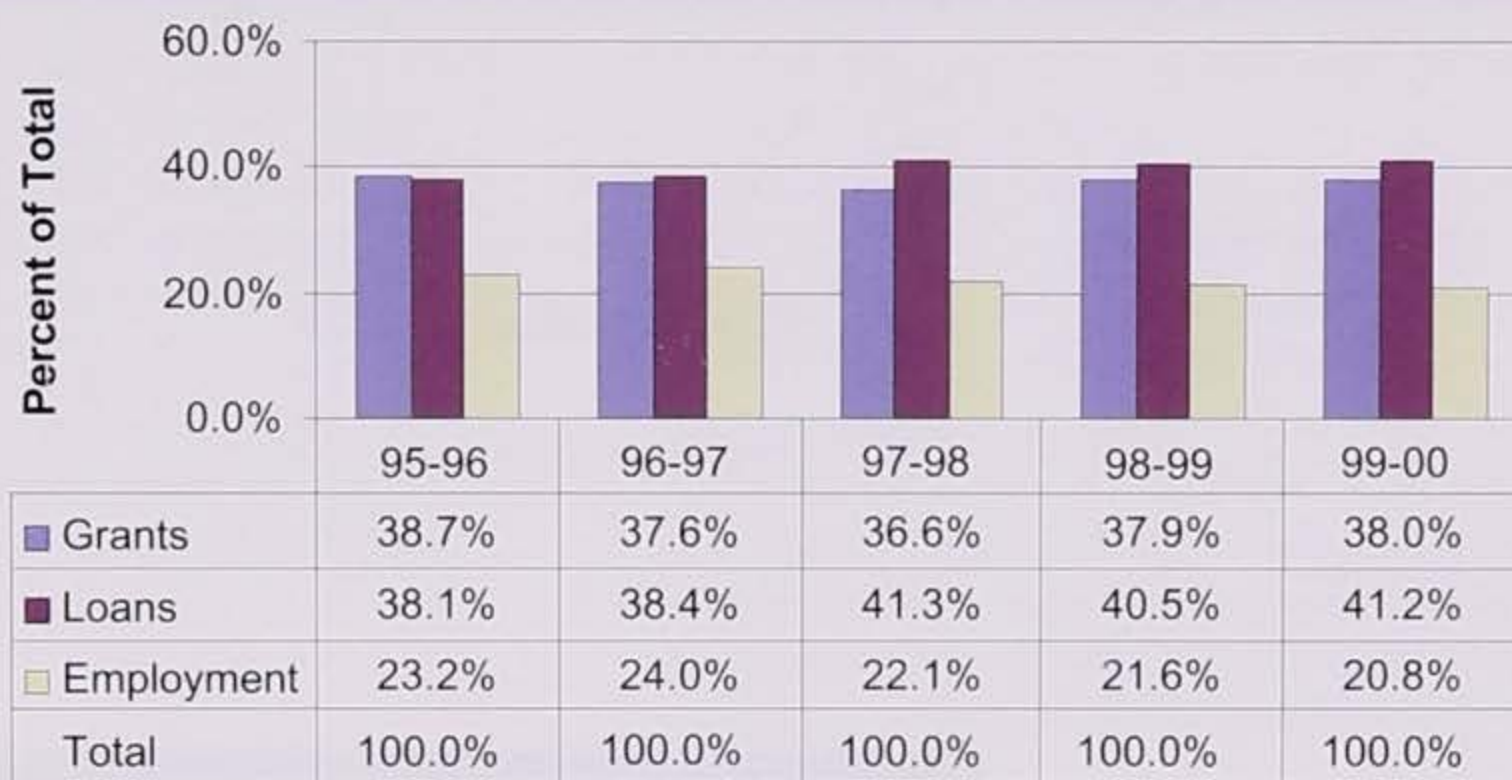
A Review of Our Returns

ACCESS

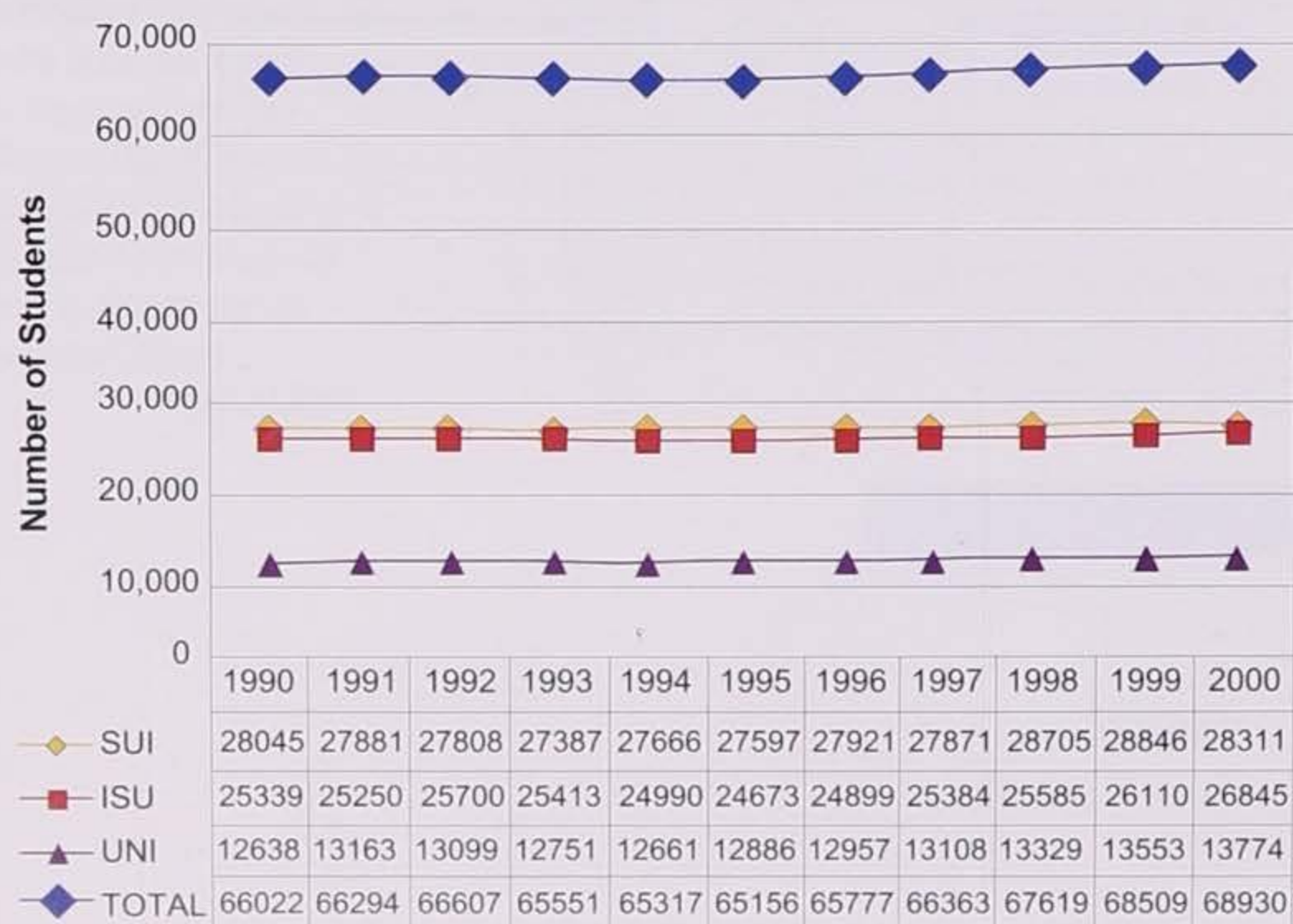
How Your Investment in Access Fared in 1999-2000:

Regent Universities

Five-Year Comparison of Student Financial Aid Awards at Regent Universities



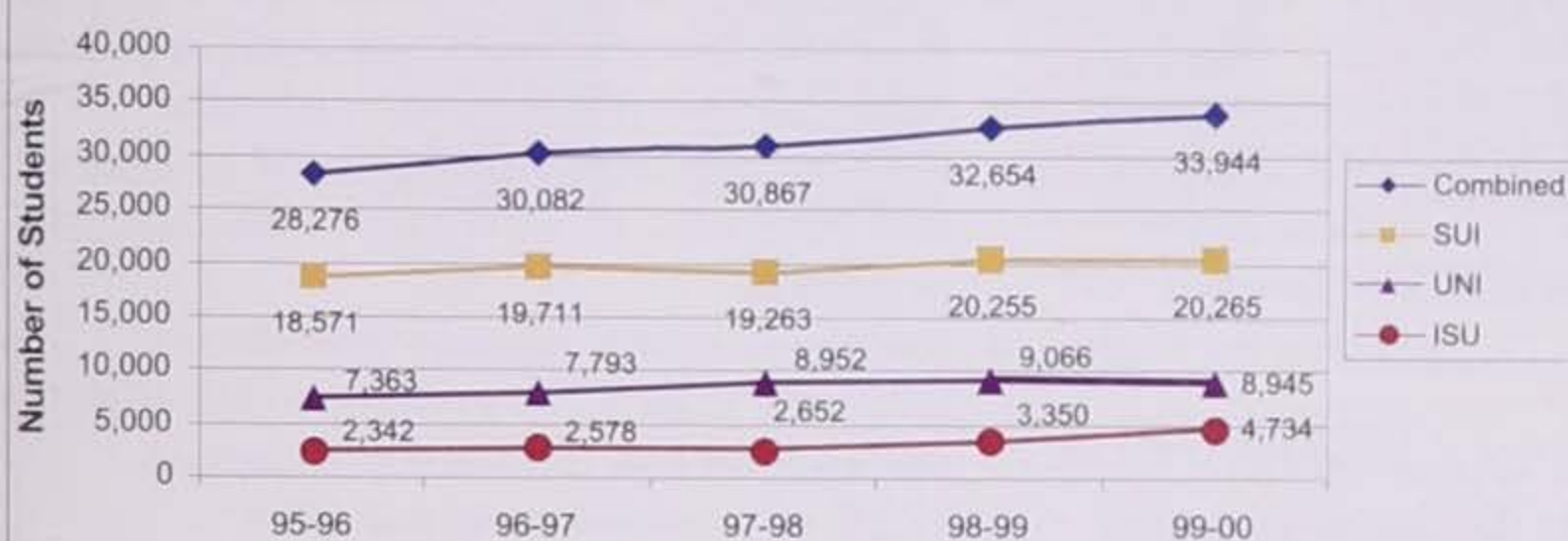
Fall Enrollment at Regent Universities



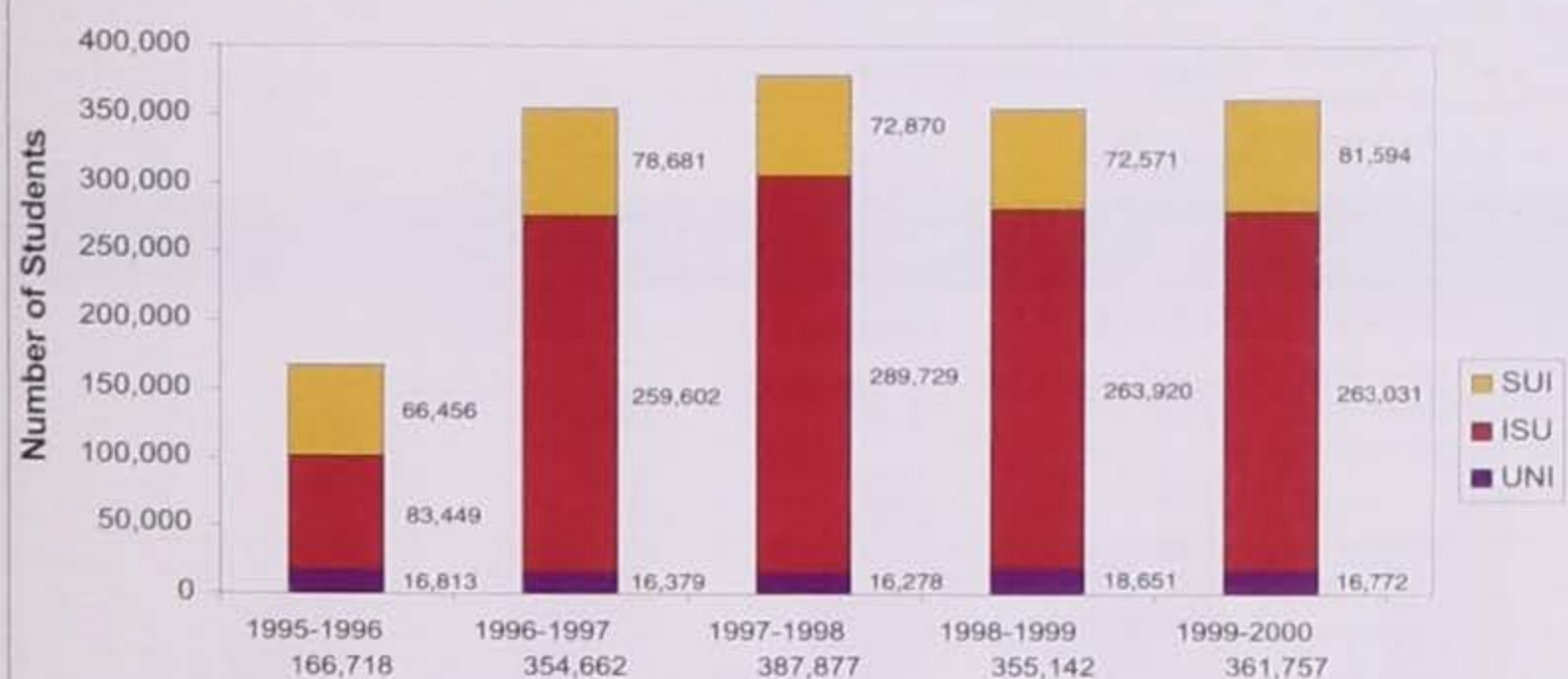
- Tuition and fees for FY '00, as a percentage of Iowa's per capita income for 1999 (11.7 percent), are less than the percentages for regional and peer states (which average 14.3 percent) and the national average (13.4 percent).
- According to a national study, students in Iowa assume lower levels of debt to pay for their educational expenses than do students in most states.
- During fiscal year 2000, Regent universities were awarded the most financial-aid funds ever, totaling nearly \$472 million.
- The average financial-aid award per student increased from \$2,917 to \$3,066 from FY 1999 to FY 2000.
- Financial-aid grants awarded during FY '00 totaled nearly \$5 million more than the previous year.
- Regent universities awarded more than 32,000 employment-based financial opportunities totaling nearly \$124 million.
- Regent distance education is provided in every county in the state of Iowa. A total of 2,542 courses (including sections of courses) were offered in 356 different cities. [See map, page 23.]
- Nearly 34,000 students were enrolled in distance education credit courses.
- The total non-credit enrollment for distance education courses was nearly 362,000.
- More than 4,500 students registered in classes using the Iowa Communications Network (ICN) uplink.
- Nearly 400 students were admitted to a bachelor of liberal studies program, a cooperative program of all three Regent universities.
- ISU Extension Service reached out to Iowans – more than 727,000 of them in FY '00.
- More than 120 sites now broadcast SUI's Hancher Auditorium programming via the ICN.
- The number of patient visits to SUI's University Hospitals and Clinics exceeded 765,000, well past the goal of 750,000.

Headcount Enrollments in Credit/Non-credit Courses Offered Through Extension and Continuing Education

Credit Course Enrollments in Distance Education Courses 1995-96 to 1999-2000



Non-Credit Course Enrollments in Distance Education Courses 1995-96 to 1999-2000



Number of Extension Clients - Iowa State University



"Distance education is the result of our learning that we do not have to build more campuses to reach people who are place-bound, family-bound or job-bound."
— Ellengray Kennedy

"I think the teaching is marvelous at all three state universities, and I think the investigative work is far stronger than at any comparable institutions."

— Clarkson Kelly

A Review of Our Returns

DIVERSITY

How Your Investment in Diversity Fared in 1999-2000:

"Two areas that needed strengthening as we entered FY 2000 were the diversity process and providing better access for minority students. Fortunately, a final diversity policy was established."

— Deborah Turner

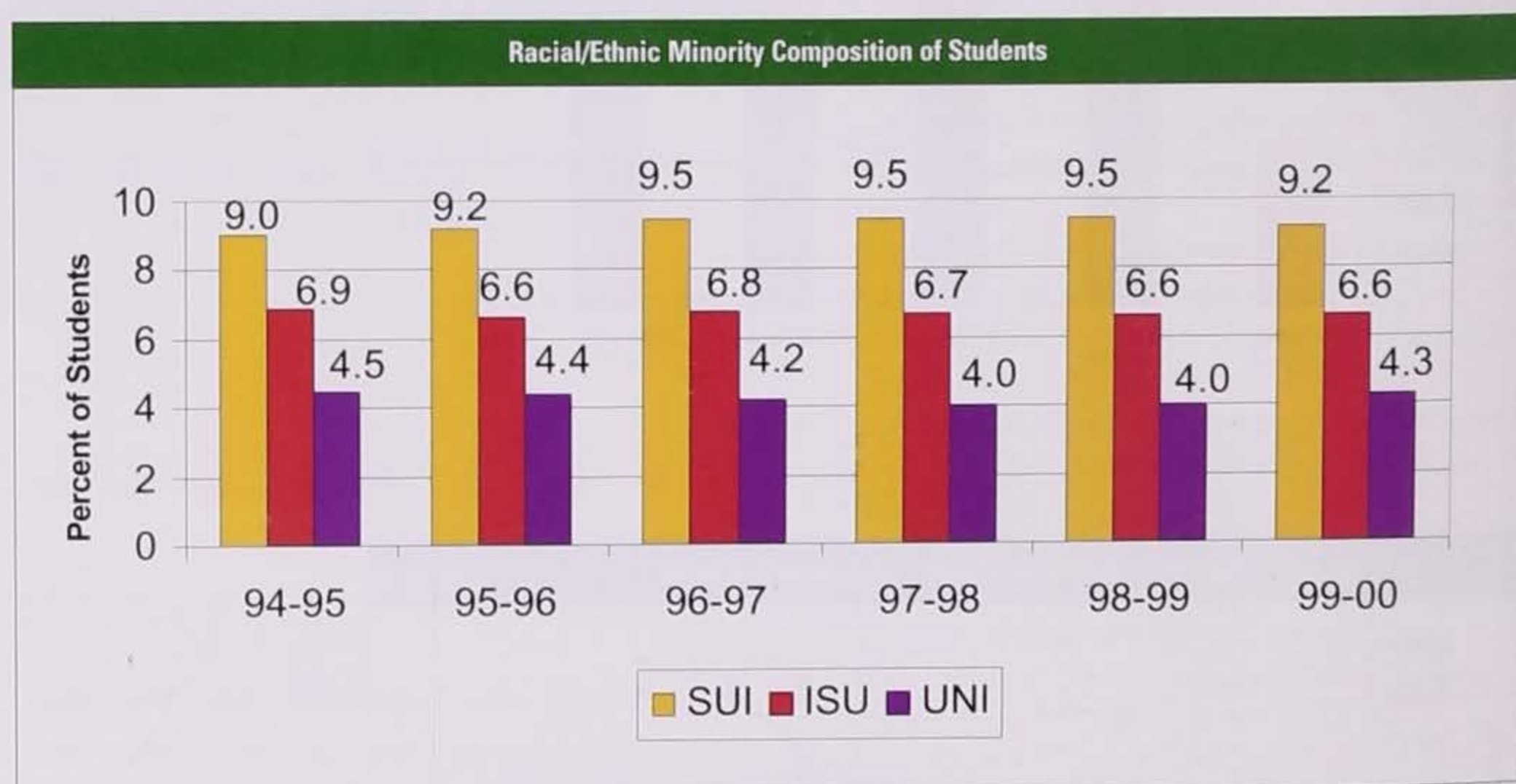
- Minority tenure-track faculty at Regent universities increased from 8.4 percent in 1990 to 13.0 percent in FY '00.
- In 10 years, female tenure-track faculty members increased from 21.8 percent to 29.8 percent.
- SUI added nine minority tenure-track faculty, the largest single-year gain in a decade.
- Both ISU and UNI surpassed their target goals in percentage of minority faculty members employed (12.7 percent for both universities).
- SUI's Faculty Diversity Opportunities Program helps support the first several years of employment of newly recruited minority faculty members.
- ISU provides women and minority faculty and staff members an opportunity to gain administrative experience through an internship program.
- UNI subscribes to an Internet referral service in its efforts to employ women and minorities.
- Fall enrollments at Regent universities included 4,672 students from 137 countries and territories, an increase of 4.5% from the prior year.
- Racial and ethnic minority enrollment increased from 3,730 students (5.6% of all students) in Fall 1999 to 4,979 students (7.2% of all students) in Fall 2000.

Racial/Ethnic Composition of Student, Faculty and Staff Populations in Percentages

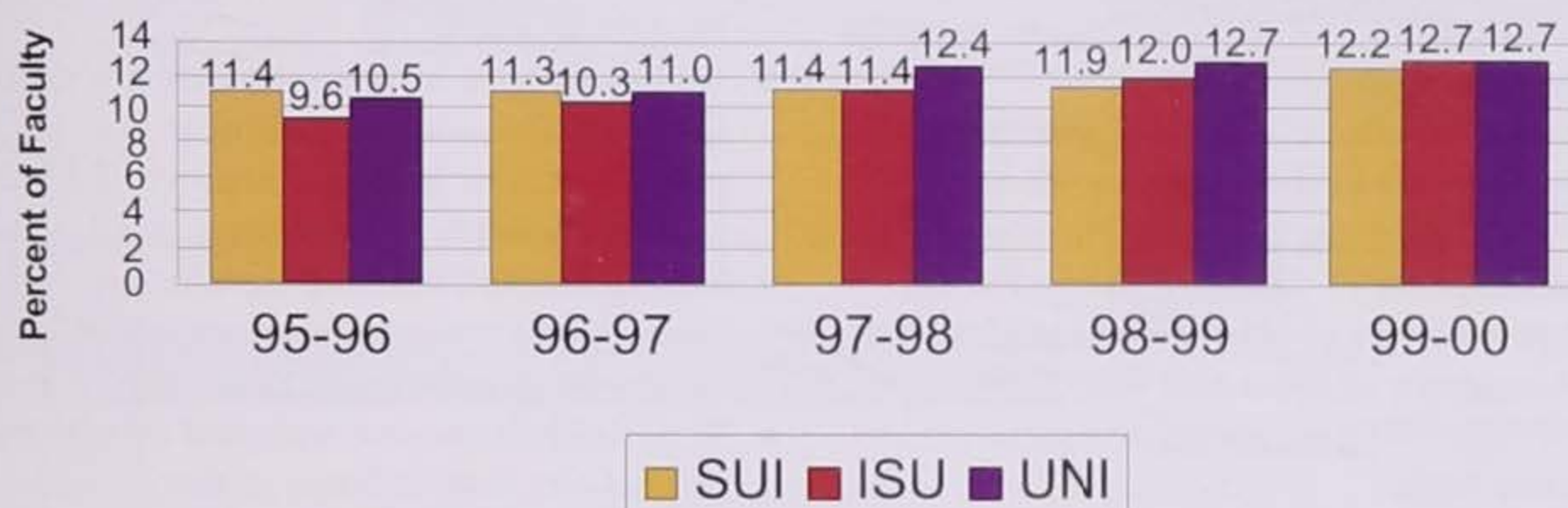
Regent Universities

"It is important for our institutions to continue to add value to the State of Iowa — not only in producing well-educated students, but in contributing to the economic growth of the state."

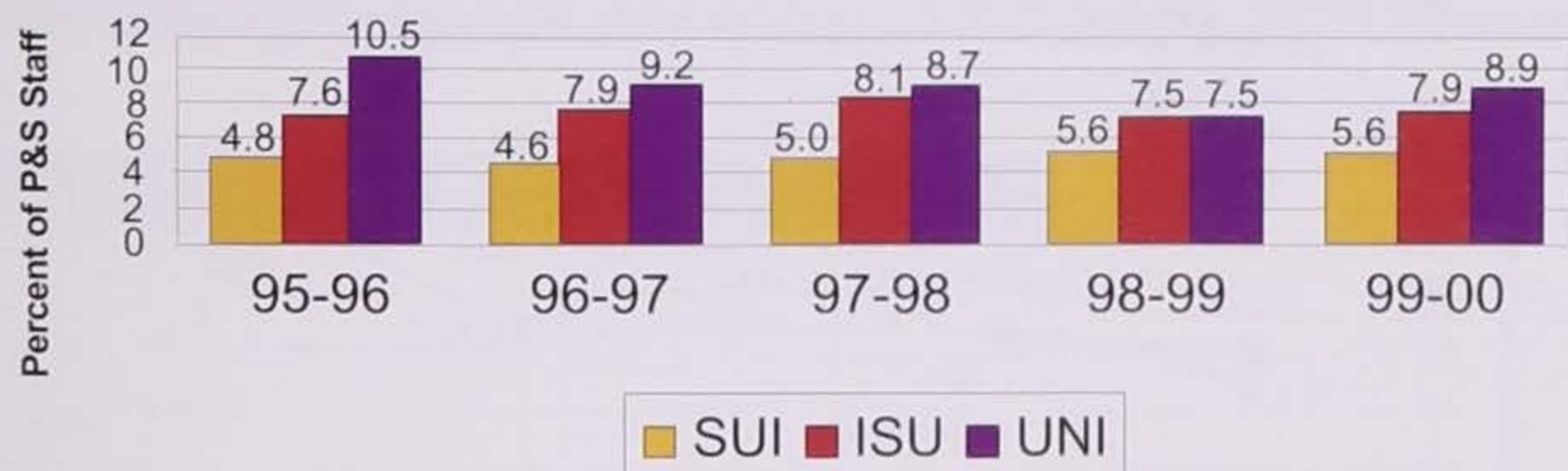
— Lisa Ahrens



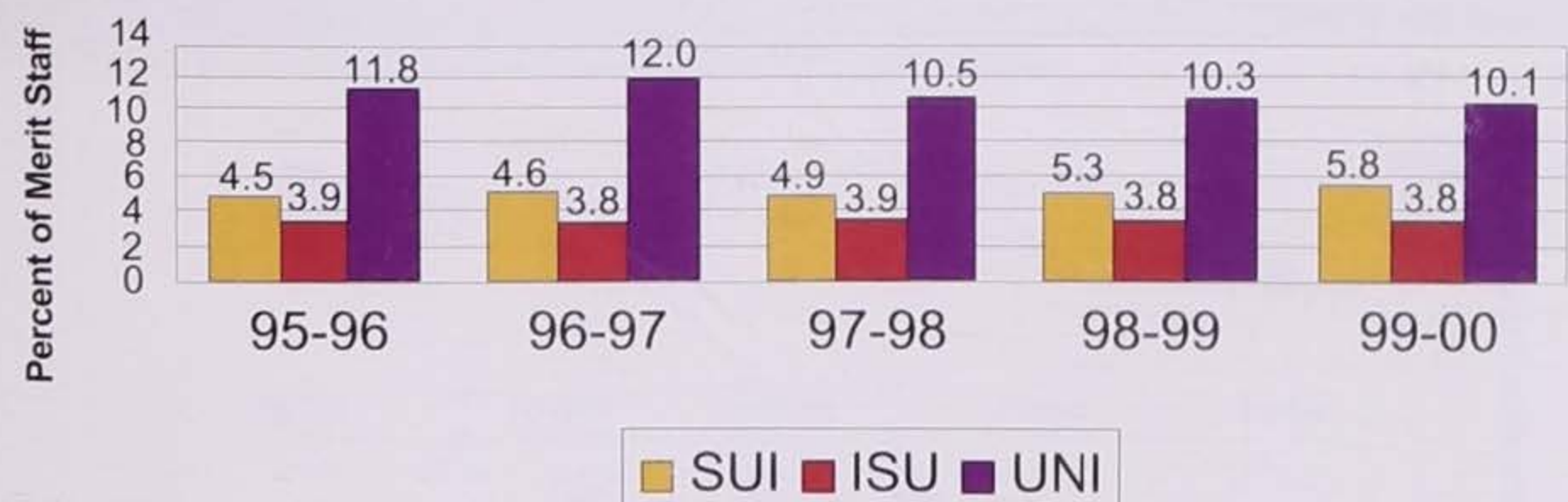
Racial/Ethnic Minority Composition of Faculty



Racial/Ethnic Minority Composition of Professional & Scientific Staff



Racial/Ethnic Minority Composition of Merit Staff



"We saw great accomplishments related to diversity, especially reflected in the increases of women and minorities on campus, both as staff members and students."

— Beverly Smith

A Review of Our Returns

ACCOUNTABILITY

How Your Investment in Accountability Fared in 1999-2000:

"Iowa taxpayers spend a lot of money on education. They expect high-quality education provided by hard-working, responsible administrators, faculty and staff. They get it."

— Roger Lande

- The Board of Regents approved a retention and graduation plan intended to improve the two-year retention rates and six-year graduation rates of undergraduate students at the Regent universities.
- The total number of degrees conferred at the three Regent universities during FY '00 increased by 3.6 percent over the year before, from 13,493 in FY '99 to 13,984 in FY '00.
- The percentage of professional students at the University of Iowa and Iowa State University who pass licensure examinations remains high.
- An impressive 100 percent of both dentistry and pharmacy graduates at the University of Iowa passed their licensure examinations.
- The number of private contributors increased at SUI, ISU, ISD and IBSSS.
- ISU secured nearly \$192 million in gifts and pledges in FY'00.
- All five Regent institutions met or exceeded their requirement to reallocate at least 2 percent of their budget resources. IBSSS reallocated the highest percentage at 4.1 percent.
- Regent institutions have significantly reduced their energy consumption on a BTU-per-square-foot basis.
- Regent institutions continued efforts to impact the Action Steps of the Board's strategic plan related to energy conservation, deferred maintenance, fire safety and internal/external audits.

Undergraduate Student Retention and Graduation Rates
Regent Universities

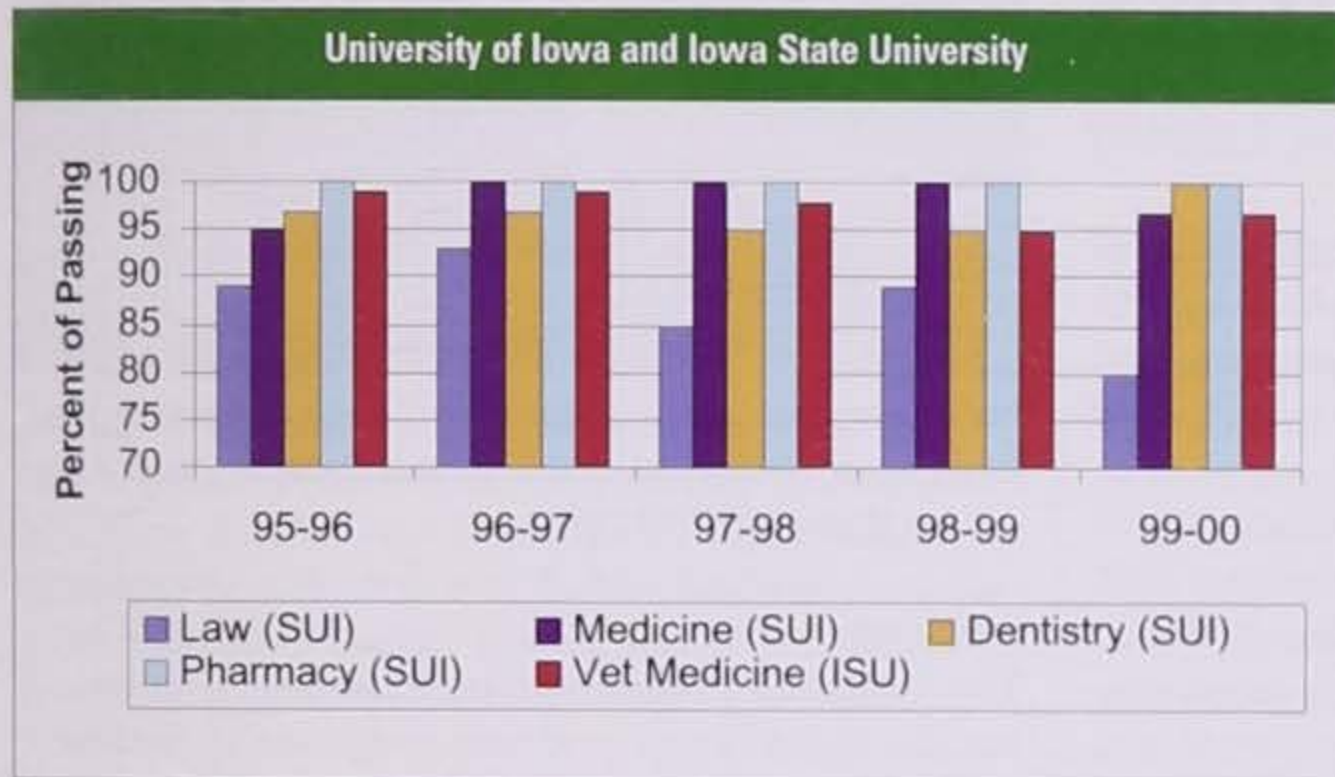
Six-Year Graduation Rates for Entering Classes of 1989-90 to 1993-94



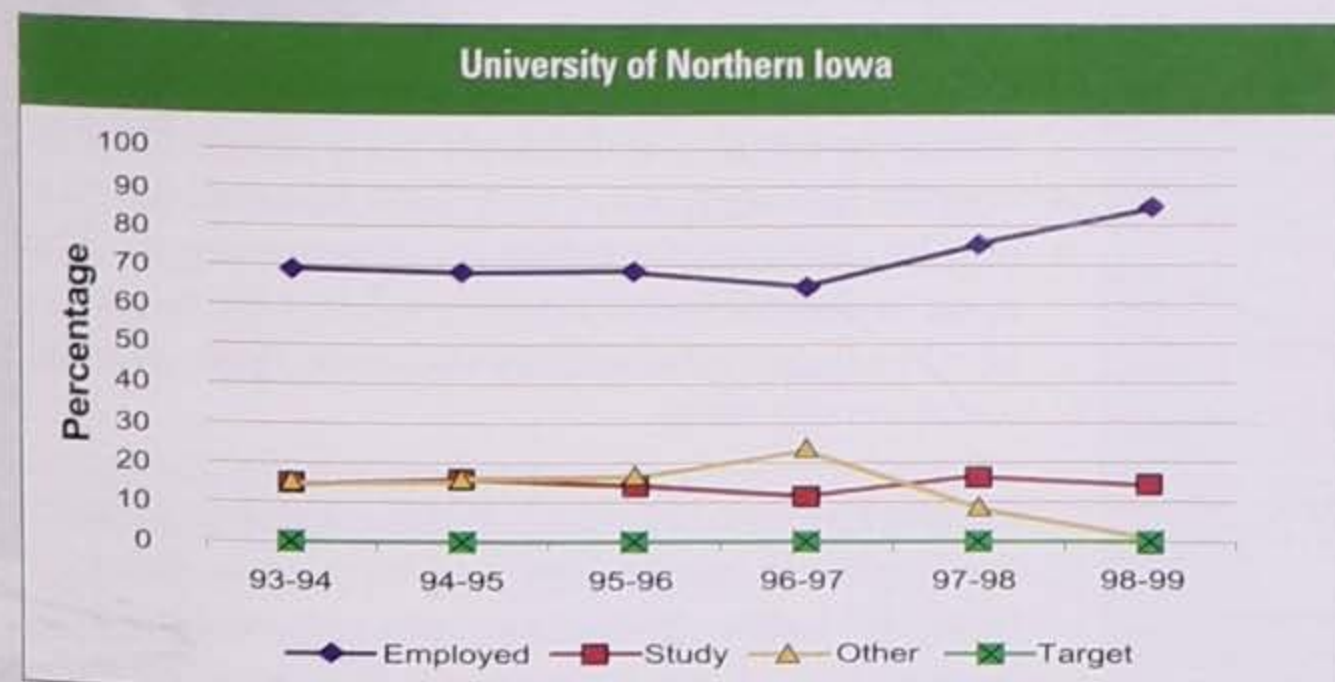
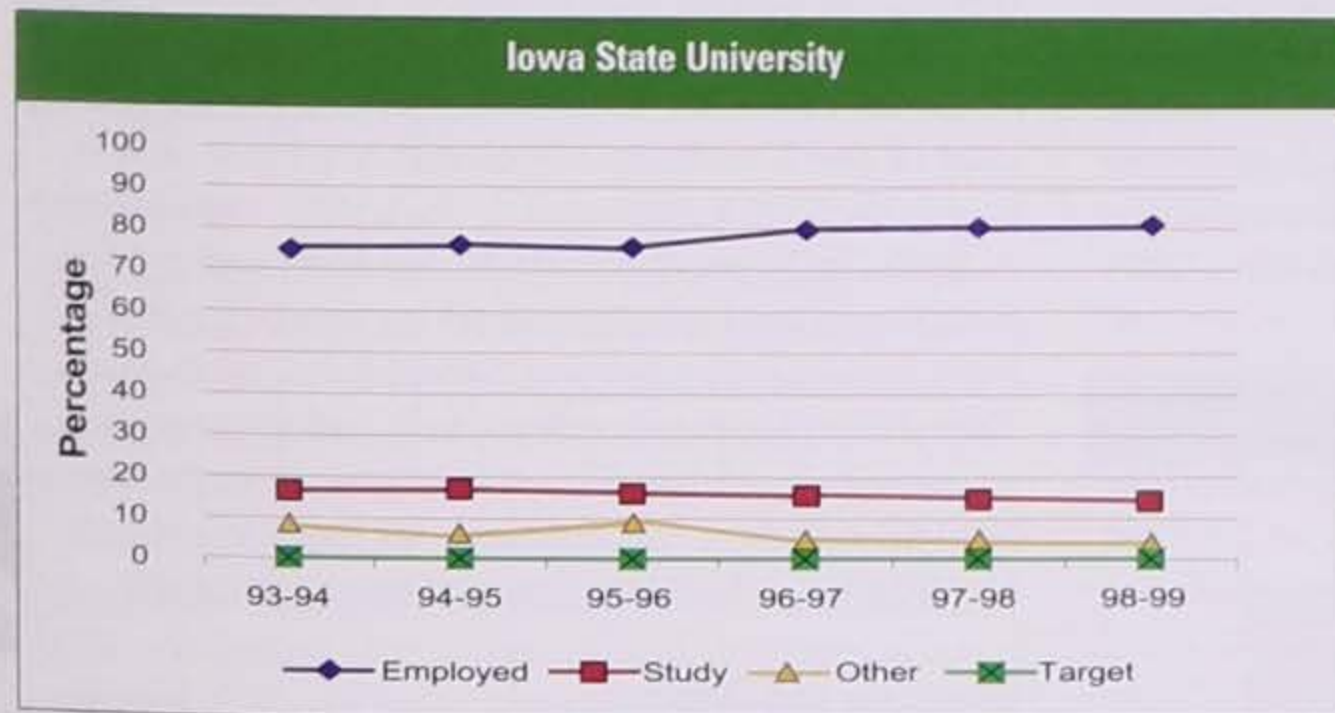
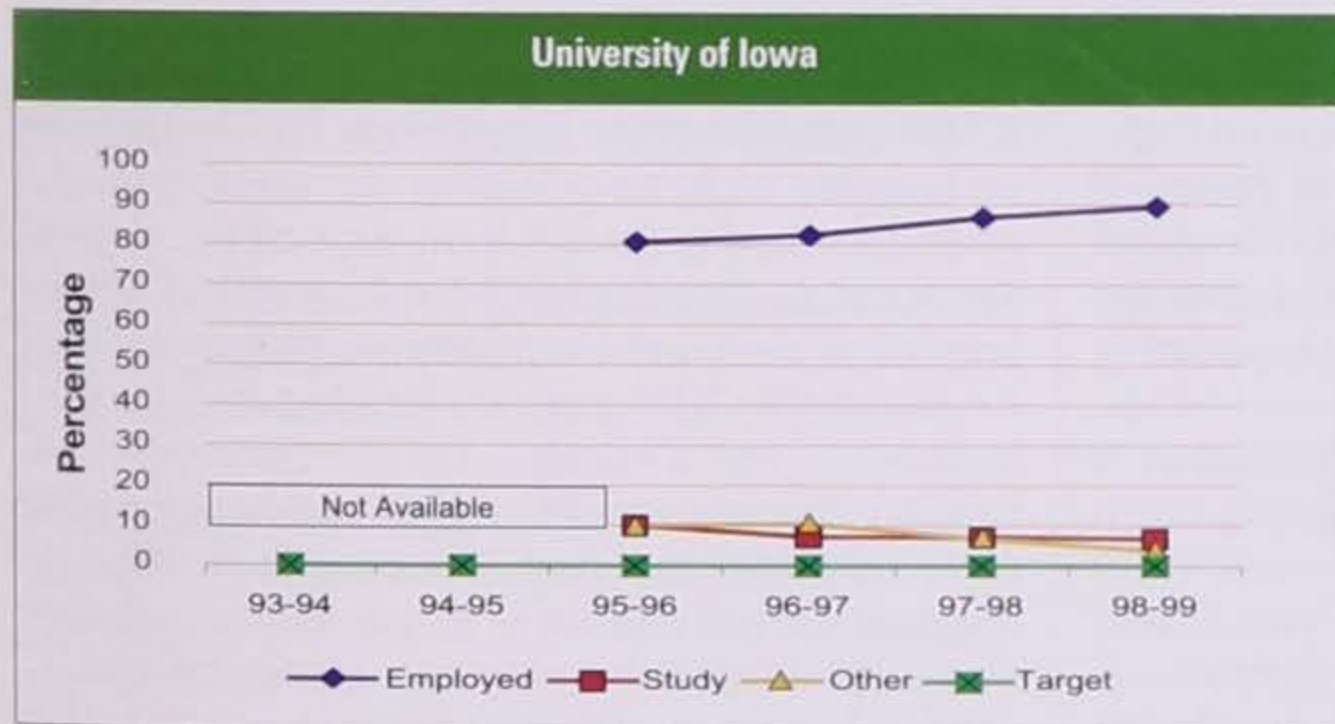
Two-Year Retention Rates for Entering Classes of 1993-94 to 1997-98



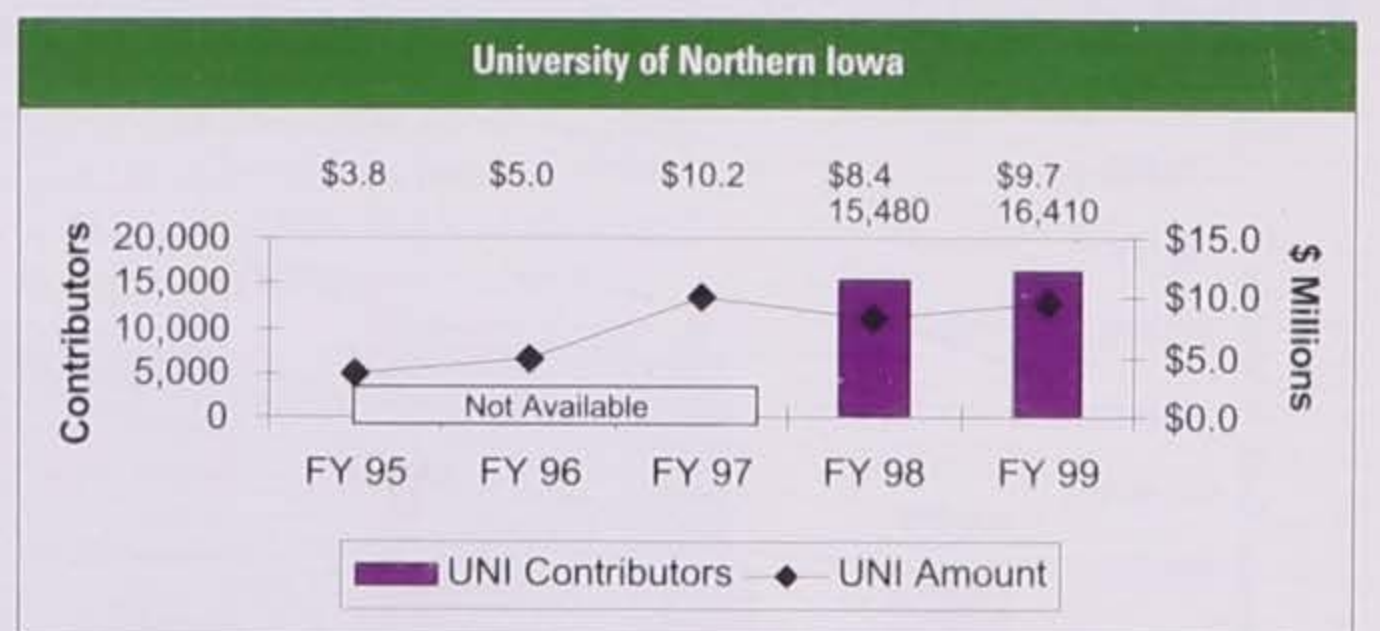
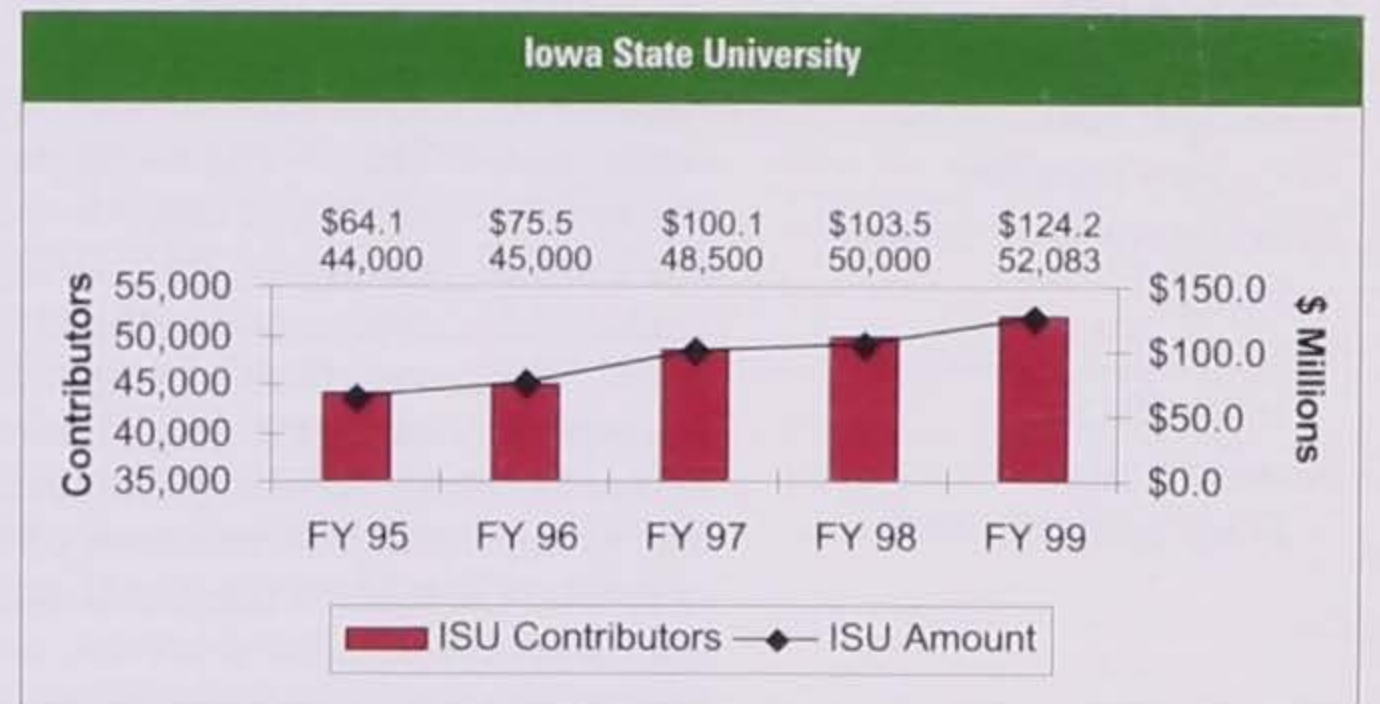
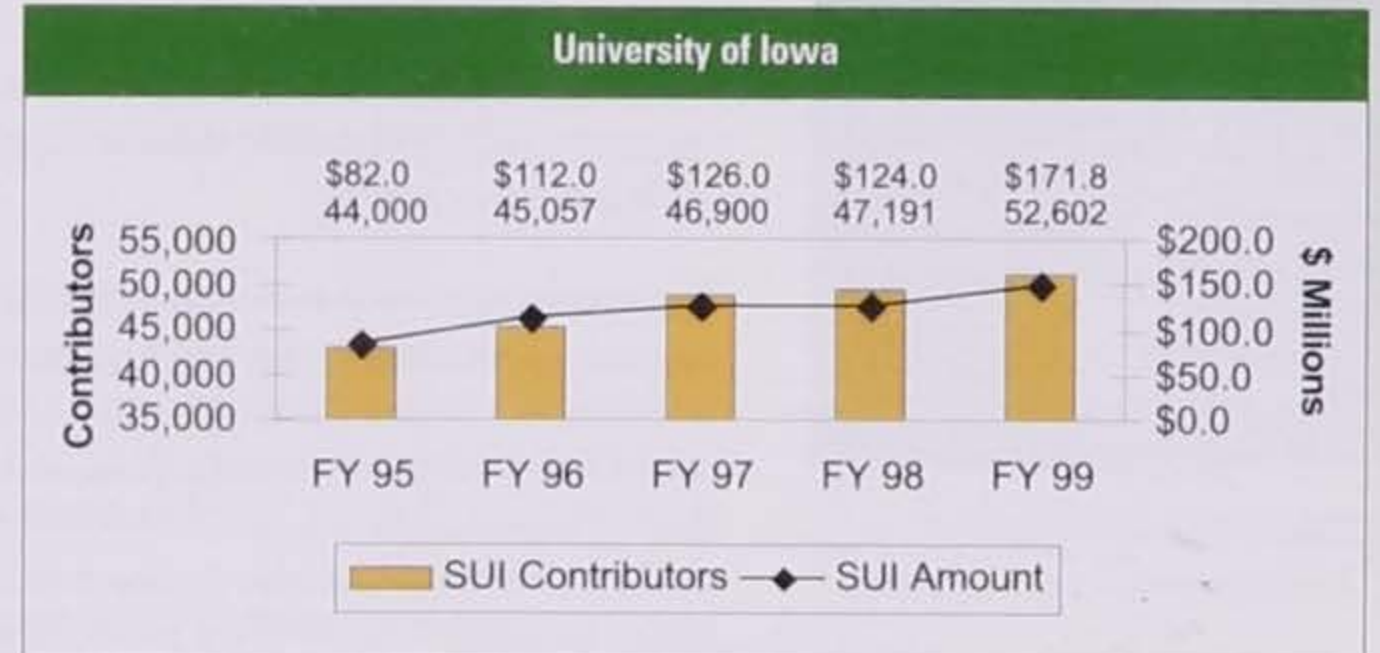
Percentage of Professional Students Passing Licensure Examinations



Career Status of All Graduates Within One Year of Graduation — Employed/Continued Study/Other



Number of Annual Contributors and Dollar Value of Contributions



The Regents' Portfolio

UNIVERSITY OF IOWA



MARY SUE COLEMAN
President

Fact File

Founded: 1847
Location: Iowa City
Enrollment (Fall 2000):
28,311
Degrees granted since
1858: 274,261
Annual budget:
\$1.531 billion (FY 2000)

The University of Iowa seeks to advance scholarly and creative endeavor through leading-edge research and artistic production; to use this research and creativity to enhance undergraduate, graduate, and professional education, health care, and other services provided to the people of Iowa, the nation and the world; and to conduct these activities in a culturally diverse, humane, technologically advanced and increasingly global environment.

Entrusted with a three-fold mission of teaching, research and service, the University of Iowa is rooted in a culture that values education. The University seeks to engage all members of its community in their responsibilities not only to their disciplines and professions but also to the institution and the state. In planning, setting priorities and making decisions, the University is guided by five interdependent commitments, or "core values": learning, community, responsibility, integrity and quality.

Because the University wishes to be judged as a community of learners by the highest public standards, it has established objective milestones to mark advances under its third strategic plan, *New Century Iowa: Bridges to the Next Horizon, 2000-2005*. *New Century Iowa* is designed, above all, to promote innovations through interdisciplinary bridge-building and disciplinary experimentation. The strategic plan's 24 indicators offer a core sample of activities that accelerate the University's progress toward its five strategic goals and reinforce the five fundamental principles that, along with the core

values, define the University's institutional character.

Here are just a few examples of the University of Iowa's accomplishments, new initiatives and successes during 1999-2000.

Teaching

Top Graduate Programs: The University of Iowa has the nation's top graduate programs in creative writing, printmaking, audiology, nursing service administration and speech-language pathology, according to rankings by *U.S. News & World Report* for the 2001 edition of its annual guide to America's best graduate schools.

A Different Classroom Experience: For the past two years, some of Rahima Wade's elementary social studies methods students have skipped the tropics and spent their spring break working with children in some of the toughest, poorest neighborhoods in the Windy City. The program is called the Chicago Experience, and it's designed to give future teachers hands-on experience different from that of a traditional teaching practicum. The program fulfills two important requirements of the elementary education curriculum: the community service-learning project that is part of Wade's methods course and a related classroom practicum.

Students Enter the University Early: The inaugural class of the University's National Academy of Arts, Sciences, and Engineering (NAASE) arrived on campus in September 1999. NAASE, a program developed and administered by the Belin-Blank International Center for Gifted Education and Talent Development, offers early college entrance to outstanding high school students. In its first year, NAASE received 338 applications from interested candidates and selected the 10 most promising.

Research and Creativity

Drug Company Signs License Agreement: The University of Iowa Research Foundation granted IDEC Pharmaceuticals Corp. exclusive worldwide license to use the SUI-discovered antibody 5E10 in conjunction with some of its own therapeutics to develop immunotherapies for prostate cancer. The hope is that someday doctors will be able to use 5E10 to help better deliver radiation doses directly to cancerous tissue.

Faculty Honors: Michael J. Welsh, professor of internal medicine/physiology and biophysics and a Howard Hughes Investigator, was inducted into the National Academy of Sciences. Willard L. Boyd,

Number of Annual Visits to University of Iowa Health Sciences Centers





professor emeritus of law, was inducted as a fellow of the prestigious American Academy of Arts and Sciences. Bruce Gronbeck, the A. Craig Baird Distinguished Professor of Public Address, won the 1999 Samuel L. Becker Distinguished Service Award from the National Communication Association.

Genetic Research: University of Iowa Health Care and College of Engineering researchers received a three-year, nearly \$6 million grant renewal to continue their work identifying and locating genes on the rat genome. The National Heart, Lung, and Blood Institute, along with the National Eye Institute, renewed the grant to investigators Val C. Sheffield, professor of pediatrics and a Howard Hughes Medical Institute associate investigator; M. Bento Soares, associate professor of pediatrics and physiology and biophysics; and Thomas L. Casavant, professor of electrical and computer engineering.

Flying High: Mark Weiger, oboist and School of Music faculty member, learned that selections from "Fantasy for WiZARDS!," a compact disc recording that he made with WiZARDS! (a double-reed quartet he helped found), are being featured on the American Airlines Audio Performance program "Command Performance" with a potential audience of 6 million passengers.

Student Life

Helping Students Recognize, Avoid Risks: The Department of Public Safety appointed Brad Allison as its new crime prevention officer. Allison was certified as a campus crime prevention specialist by the national Campus Crime Prevention Program.

New Menu Options: Students in the residence halls are dining like international travelers after changes made in meal services. The new Hillcrest Market Place offers entrees ranging from Asian to south-of-the-border fare. The food court features individual "shops," including the Big Ten Bakery, Grand Avenue Grill, Field of Greens, Soups of the Day, the Westside Deli and Piazza Café. At Burge Hall, the Clinton Street Deli has been installed, where students may choose from a variety of sandwich breads, meats, cheeses, and toppings.

A Student-Centered Campus: Student Services relocated to the Iowa Memorial Union to be in closer proximity to the Office of Student Life. It was one of the first steps toward making the IMU the campus town square. Over the next decade,

Student Services will implement a master plan that includes a town square, with the IMU serving as the hub; a new east campus wellness/recreation facility; remodeling of the west campus wellness/recreation facility; and marketplace food service centers that serve east, west and north campus residence neighborhoods.

Service/Outreach

Alumni Association: The Alumni Association had a banner year in which membership topped 52,000, its highest enrollment ever.

Public Radio Stations Go Worldwide: KSUI (91.7 FM) and WSUI (910 AM) began broadcasting via the World Wide Web. Listeners can log on to the web radio service at wsui.uiowa.edu and ksui.uiowa.edu.

Outreach Database: University Communications and Outreach created the Community Partnerships and Outreach database, a searchable listing of more than 370 statewide services available to Iowans border to border.

University Services

Bricks and Mortar: Several major construction projects were completed or made significant progress. The Newton Road Parking Ramp opened in time for the beginning of fall classes. A pedestrian overpass on Highway 6 now connects the Health Sciences Campus at the parking ramp to the International Center. Construction also continued on the Medical Education and Biomedical Research Facility. A major expansion of the Seamans Center for the Engineering Arts and Sciences opened for fall classes. The addition provides facilities for teaching and research. The entire complex is named for engineering graduate Gary Seamans and family, whose \$3 million contribution assured its completion. In addition, the complete interior renovation of the Biology Annex and construction of an addition to the biology complex were completed.

More Residence Halls Wired: The University pledged to wire every residence hall room on campus with a data port by the end of January 2001. Every residence hall student now has a ready-made connection to the campus Ethernet network.



Entrusted with a three-fold mission of teaching, research and service, the University of Iowa is rooted in a culture that values education.

The Regents' Portfolio

IOWA STATE UNIVERSITY



MARTIN C. JISCHKE
President

Fact File

Founded: 1858
Location: Ames
Enrollment (Fall 2000):
26,845
Number Living Alumni:
184,033
Annual Budget:
\$762,969,046 (FY 2000)

Since the adoption of Iowa State University's first strategic plan in 1990-91, Iowa State's aspiration has been to become the nation's best land-grant university. In the 10 years since the adoption of that plan, Iowa State has made consistent, significant and measurable progress toward that aspiration. The report that follows is organized according to the three primary parts of Iowa State's mission as Iowa's land-grant university, which are also the goals of Iowa State's new strategic plan for the years 2001-2005.

Learning/Undergraduate Education

The number one goal of Iowa State's strategic plan is enhancing undergraduate education, including the learning and living environment that Iowa State provides for its students. Among the measures of success and key accomplishments during 1999-2000 were these:

- Fall 1999 enrollment topped 26,000 for only the fourth time in the university's history. Included was the fourth consecutive top-10 class of freshman National Merit Scholars among all public universities.
- Undergraduate student retention reached all-time highs at 85.1 percent for first-year students and 76.5 percent for second-year students.
- Graduation rates also increased consistently throughout the five-year period, reaching 28.4 percent after four years, 56.7 percent after five years and 62.4 percent after six years.
- Placement of graduates after one year – either in jobs or continuing their education – rose to 95.9 percent.
- Minority enrollment increased by 55 students from the previous year, with the percentage remaining at 6.6. Significant gains were made in diversifying the faculty, with minority tenure and tenure-track faculty reaching 12.7 percent of the total.
- The first phase of a \$100-million renovation and expansion of residence facilities concluded with the opening of the remodeled Maple Hall and new apartment units in Hawthorne Court.
- Two new facilities for undergraduate education were opened – Howe Hall, which is the first phase of the Engineering Teaching and Research complex, and the Palmer Building for Human Development and Family Studies.
- Iowa State launched the Multicultural Visioning Program (MVP), which uses the model of the Hixson Opportunity Awards Program to help improve success for minority students.

- Charles Stewart became the first student to graduate from Iowa State through Science Bound, a program that offers minority school children in Des Moines full-tuition scholarships to attend Iowa State University.
- Iowa State's Learning Communities program, started in 1995 with 340 freshmen, increased to 1,700 in 1999-2000. Its impact is being felt in the university's dramatic increase in retention rates.
- The College of Education's Project Opportunity Program for preparing teachers was cited by the American Association of College Teacher Educators with its "Best Practice in Technology" award.
- International opera star and native Iowan Simon Estes was Iowa State's artist-in-residence during 1999-2000. The visit proved so popular that he accepted a permanent part-time position on the music faculty in 2000-01.
- "Campaign Destiny: To Become the Best," concluded on June 30, 2000, as Iowa State's most successful private fund-raising campaign, raising more than \$458 million in gifts, pledges and commitments, including \$110 million for undergraduate scholarships.
- At the invitation of the Greenlee School for Journalism and Mass Communication, Public Television's "Washington Week in Review" originated its program from Stephens Auditorium the week of the Iowa Caucuses. This was only the second time in the program's 20-year history that it has left the Washington, D.C., "Beltway."
- Iowa State had a banner year in intercollegiate athletics, winning five Big 12 Conference championships (two each in men's and women's basketball and one in women's gymnastics), advancing to the "elite eight" in NCAA men's basketball and the "sweet sixteen" in NCAA women's basketball; placing second nationally in wrestling and eighth nationally in gymnastics. Iowa State's student-athletes also set records on the student side of the ledger, continuing to lead the Big 12 in graduation rates and scoring a record number of student-athletes achieving academic recognition.
- The most students ever (966) participated in study-abroad programs, and a record number participated in community service programs, including thousands who raised \$34,000 for a Habitat for Humanity house and more than 500 who helped build it.

Advancing technology
to become the best.





- Iowa State was 19th on the 1999-2000 list of "Most Wired" universities compiled by *Yahoo! Internet* magazine. Iowa State has been on the list since it was first compiled in 1997.

Discovery/Graduate, Professional and Research Programs

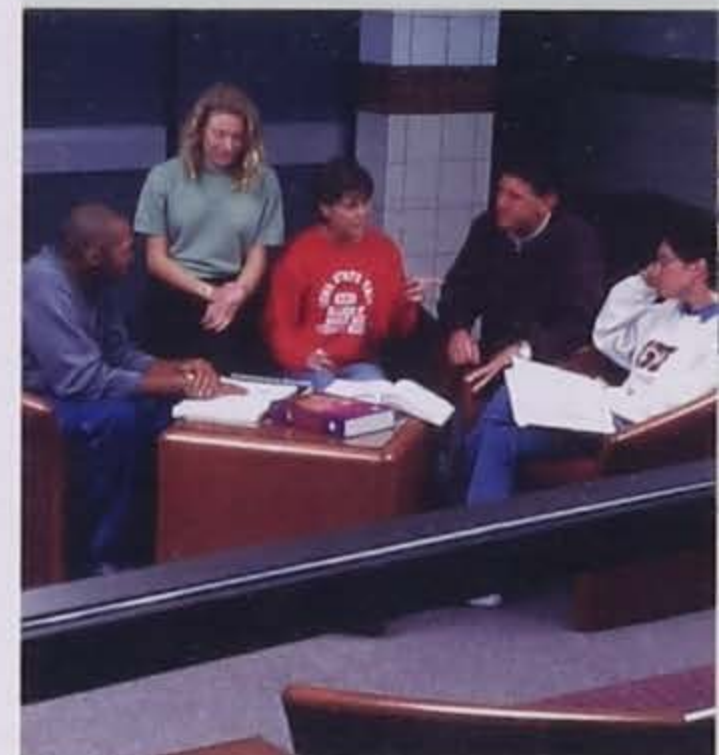
- Sponsored funding hit a record \$211.2 million, as did sponsored funding per FTE faculty of \$153,500.
- Iowa State's Plant Sciences Initiative, launched in 1998-99, continued to grow. Several new faculty were hired. The Plant Sciences Institute was created with five new and three existing centers (a ninth was added in 2000-01). Several major research grants were received, including a \$2.9 million NSF grant for the Maize Genome Project. And three major gifts were announced – \$5 million (anonymous) to endow the Seed Science Center; \$10 million to endow the Laurence H. Baker Center for Bioinformatics and Biological Statistics from the Baker family; and \$3 million for a Plant Sciences "co-laboratory" facility from the Roy J. Carver Trust.
- C6, the first virtual reality theater in the nation with the capability for total immersion – meaning all four sides, top and bottom – in images and sound, was unveiled in June 2000 to an international audience attending a VR conference at Iowa State.
- The National Swine Research and Information Center was opened after a 20-year operational agreement was reached with the USDA Agricultural Research Service.
- Iowa State became the lead institution in the new National Food Technology Commercial Space Center to create smaller, more nutritious, better tasting and longer shelf-life food.
- The College of Veterinary Medicine moved into its new Livestock Infectious Disease Isolation Facility.
- Iowa State continued its impressive record in R&D 100 Awards. Associate professor of chemistry Jacob Petrich and microbiologists Mark Rasmussen and Tom Casey earned Iowa State's 22nd award for their development of a hand-held detector that illuminates contamination on meat.

Engagement/Extension and Outreach

- Enrollment in credit courses increased 42 percent over the previous year to a record 4,734. In

the five years of the 1995-2000 strategic plan, enrollment in these courses more than doubled.

- Enrollment in non-credit courses totaled 263,000, and the number of clients served by Extension reached 727,370, an increase of more than 45 percent over the previous year.
- Three eastern Iowa residents received B.S. degrees in electrical engineering without setting foot on the ISU campus, thanks to a partnership launched in 1996 with Kirkwood Community College. Also in 1999-2000, a new, similar partnership was launched with Kirkwood to offer a four-year degree program in agriculture.
- The Martha Ellen Tye Institute for the Performing Arts, created with a private gift, had a banner inaugural season in terms of outreach, offering educational and entertaining programs in the performing arts to more than 4,000 Iowa school students.
- For the third year in a row, Iowa State adopted a theme for the year to show how Iowa State is working to become the nation's best land-grant university. The 1999-2000 theme was "Advancing Technology to Become the Best," which highlighted Iowa State's leadership in the land-grant mission of putting science to practical use, and included scores of campus events and visits to several Iowa communities.
- The Biotechnology Outreach Education program for teachers, students, industry representatives and the general public was expanded and given new facilities in the Molecular Biology Building so that more people could learn about this exciting new area of science.
- In terms of Iowa State's outreach in support of economic development: By the end of June 2000, 108 companies were located in the ISU Research Park, with more than 1,400 employees; the Center for Advanced Technology Development brought Iowa companies and ISU researchers together in 28 projects involving new products or processes; the Iowa Companies Assistance Program worked with 70 Iowa companies to control manufacturing costs; and the Iowa Demonstration Laboratory provided technical assistance to 50 Iowa businesses.
- Iowa State launched several new outreach education programs, including several in the Des Moines metropolitan area – an Information Systems Certificate program at the John Deere Des Moines Works in Ankeny, and in other locations, Executive MBA, Master of Public Administration and Master of Educational Leadership programs.
- The College of Design's Community Outreach Partnership Center in Des Moines was cited by the U.S. Department of Housing and Urban Development as a model local program for community development.



By achieving excellence in the three areas of the land-grant mission – learning, discovery and engagement – and by working to meet the needs of Iowans in these areas, Iowa State University is working to become the nation's best land-grant university.

The Regents' Portfolio

UNIVERSITY OF NORTHERN IOWA



ROBERT D. KOOB
President

Fact File

Founded: 1876
Location: Cedar Falls
Enrollment (Fall 2000):
13,774
Library: 870,000 volumes
3,250 periodicals
Annual budget:
\$210,420,000 (FY 2000)



The University of Northern Iowa is a comprehensive institution distinguished by its focus on undergraduate education. The university supports exemplary undergraduate programs founded on a strong liberal arts curriculum characterized by excellence in teaching, scholarship and service, and offers selected master's, doctoral and other graduate programs that provide students with specialized educational experiences.

Hallmarks of UNI's success include: an environment that places "Students First," a commitment to Great Learning through Great Teaching, and a broad range of services designed to enhance the lives and livelihoods of Iowans.

For the past several years, under the direction of President Robert Koob and with broad campus involvement, the university has been operating under a strategic plan that emphasizes intellectual vitality, community, resources and external relationships. During FY 2000, work was completed on development of a new strategic plan for 2001-2006, based on building both nationally recognized quality and enhanced sense of community. The UNI community values: excellence in all its endeavors; intellectual vitality; intellectual and academic freedom; dialogue and the free exchange of ideas; individualized learning; an ethical, caring and diverse community; the wellbeing of its students, faculty and staff; and service to the citizens of the state of Iowa, the nation and the world.

The new strategic plan goals are:

1. Provide intellectually stimulating and challenging experiences for students that broaden and deepen their perspective and awareness.
2. Support creative and intellectually rigorous teaching and scholarship.
3. Expand the involvement of the university in addressing critical local, state, national and global needs that also enrich the educational experiences offered by the university.
4. Strengthen a university culture characterized by diversity, collegiality and mutual respect.
5. Foster a supportive living, learning and working environment with services and programs that promote individual wellbeing and organizational effectiveness.
6. Enhance the quality, diversity and number of human resources available to meet the needs of the university.
7. Continue to improve capital, physical and informational resources at the university.
8. Establish strong, mutually beneficial relationships with external constituencies.

Under a new integrated marketing plan, university faculty and staff are working together to ensure achievement of these goals and objectives.

Students First

The University of Northern Iowa puts students at the top of its priority list, striving always to provide an academically challenging environment that is strengthened by a continuous commitment to quality classroom experiences; provision of scholarships for talent, opportunity and academics; top-level extracurricular programs and organizations; and a diverse faculty with a commitment to teaching.

Highlights of UNI's efforts to dedicate resources to students first include:

- **Data Access Program.** The program brings central data and processes to faculty, staff and students, including grade reports, degree audits, forms, financial aid and scholarship information, enrollment data and budget information.
- **Gallagher-Bluedorn Performing Arts Center.** This acoustically outstanding facility, opened in the spring of 2000, brings world-class artists to the greater student population, as well as practice/performance facilities to School of Music students.
- **Students First Scholarship Campaign.** The Northern Iowa Foundation raised approximately \$14 million in a special "Students First" scholarship effort. The two-year project exceeded its \$10 million goal in just one year. The University solidified its pledge to put "Students First" when the UNI Foundation Board of Trustees approved a broader, \$75 million "Students First" capital campaign, the largest fundraising campaign in the institution's history. Nearly two-thirds of the funds will go directly to meet the needs of students through scholarships and academic programs. The remaining one-third will support students through construction of new facilities, equipment upgrades and renovation of existing facilities.

Great Learning through Great Teaching

Solid principles and a commitment to classroom instruction are the hallmarks of the university's 800 faculty members. Established as a teaching institution 125 years ago, the university continues its tradition of great teaching through several programs and initiatives, developed by world-class teachers and routinely lauded nationally or internationally. Examples include:

Division of University Continuing Education and Special Programs. During FY 2000, UNI courses were provided in 126 communities in 74 Iowa counties. Off-campus programs include 14 different master's degrees and four certificate programs. Our total off-campus enrollment of more than 7,300 students includes 1,268 enrollments via the Iowa Communications Network, making UNI the fourth-largest ICN user in terms of total hours.

The College of Business Administration reaccreditation. The college has been re-accredited for 10 years, one of just 340 out of 1,200 business colleges nationally that gain accreditation. The college is also home to the Department of Accounting, whose graduates were recently ranked third nationally for their pass-rate on the CPA exam in the 1990s.

Master of Accounting. The UNI Department of Accounting received approval from the Regents to expand its educational role with the addition of a master of accounting degree (M.Acc.), with classes beginning in the fall of 2000. UNI's M.Acc. program has been designed to ensure that graduates comply with the Iowa 150-hour requirement for licensing as a CPA (certified public accountant) that went into effect Jan. 1, 2001.

Master of Social Work. The university offers the largest undergraduate social work program in the state and recently, following approval of the Board of Regents, State of Iowa, developed a master's in this field. Classes for the 60-hour program began in the fall of 2000.

Speech Pathology Program. *U.S. News and World Report* ranked UNI's graduate-level speech pathology program among the top 25 of its type in the country.

Public Relations Program. UNI's public relations major was cited as one of 23 premier public relations education programs in the United States in the national publication, "Preparing for a Career in Public Relations: Profiles of 110 Top College PR Programs."

Service to Iowa

Among UNI's greatest contributions to the state of Iowa are those made by its graduates. According to the most recent placement survey, 74.62 percent of the university's students accept their first jobs in Iowa.

UNI also provides comprehensive assistance and economic development for Iowa's communities and small businesses. These "Service to Iowa" programs provide a tangible link between the university and the needs of Iowa. UNI's programs have served more than 3,500 business and community clients in all 99 of Iowa's counties. Approximately 1,400 students and 57 faculty members actively participated in economic development and technology transfer projects during FY 2000. More than 3,200 new jobs were created and several thousand more retained, at least partially due to these outreach programs:

Agriculture-Based Industrial Lubricants (ABIL) program has licensed and commercialized two new soy-based lubricants and is expected to commercialize several more products during FY 2001. The program's success and recognition nationwide has attracted major industrial partners with commitment

to help transfer ABIL's technology and to expand the market for non-food uses of soybeans, thereby stabilizing and improving soybean prices.

Institute for Decision Making (IDM) has reported services to over 390 community clients, which reported the creation of 3,000 jobs, a result they credited in large part to the efforts of the IDM. IDM also received a \$60,000 special appropriation to transfer its laborshed methodology to Iowa Workforce Development. **John Pappajohn Entrepreneurial Center (JPEC)** provided research, consultation and services to 40 businesses and direct financial support to 20 new businesses. JPEC, through its support of the UNI SBDC (see next entry), assisted over 500 businesses in such areas as market development, operations and information technology.

Small Business Development Center (SBDC) served 546 clients with technical assistance at the Waterloo office, provided e-commerce workshop training to an additional 379 women statewide, and delivered 76 training programs for 310 entrepreneurs on a variety of small-business-related topics.

Iowa Waste Reduction Center (IWRC), in its 11 years since inception, has worked with 2,000 small businesses to assess environmental compliance and outline options for waste reduction, thereby ensuring not only improved compliance, but also saving small business clients millions of dollars in reduced hazardous and solid waste disposal costs. A highlight from FY 2000 was the U.S. EPA verification of the Laser Touch™ targeting device for spray-painting guns. User of the device can improve spray-painting transfer efficiency by an average of 11 percent.

Iowa Training Opportunities Program (ITOP) has launched an 18-month program to provide incumbent worker training in the area of Quality Technician, Understanding Bindery Operations and Computer Numerical Controls (CNC) programming. Seventy-two workers in 13 Iowa companies were trained in FY 2000. ITOP is providing short-term focused technical training to meet the needs of incumbent workers and their employers. Potentially helping to improve up to 1,500 workers' skills, representing over 30 companies is ITOP's long-term goal and contribution to Iowa's economy.

Good Stewardship

The University of Northern Iowa also prides itself on being a good steward of state resources. For example:

Financial Reporting. For the eighth consecutive year, UNI has received a Certificate of Achievement for Excellence in Financial Reporting from the Government Finance Officers Association of the United States and Canada – just one of 38 universities nationally to receive this distinction.

Modern Executive Management and Financial Information System (MEMFIS). This cutting-edge software system, which will be completely phased in by 2003, will replace all of the university's core financial systems.

For more information about UNI programs and services, visit www.uni.edu.



UNI's culture has been established through the development of an open, ethical and caring community that promotes diversity, honesty, integrity, respect, fairness, trust and civility among its members.

The Regents' Portfolio

IOWA SCHOOL FOR THE DEAF



WILLIAM P. JOHNSON
Superintendent

The mission of the Iowa School for the Deaf is to enable deaf and hard-of-hearing children to attain personal excellence by providing comprehensive and appropriate educational programs and services.

Fact File

Established: 1855
(in Iowa City)
Location:
Council Bluffs (since 1870)
Enrollment (Fall 2000):
139 on-campus
104 off-campus
Annual budget:
\$13,574,888

The Iowa School for the Deaf (ISD) is a public facility that offers a special learning environment for deaf and hard-of-hearing students from Iowa and Nebraska. Academic and vocational day classes, mainstream programming, residential services and extracurricular activities are provided by professional faculty and staff.

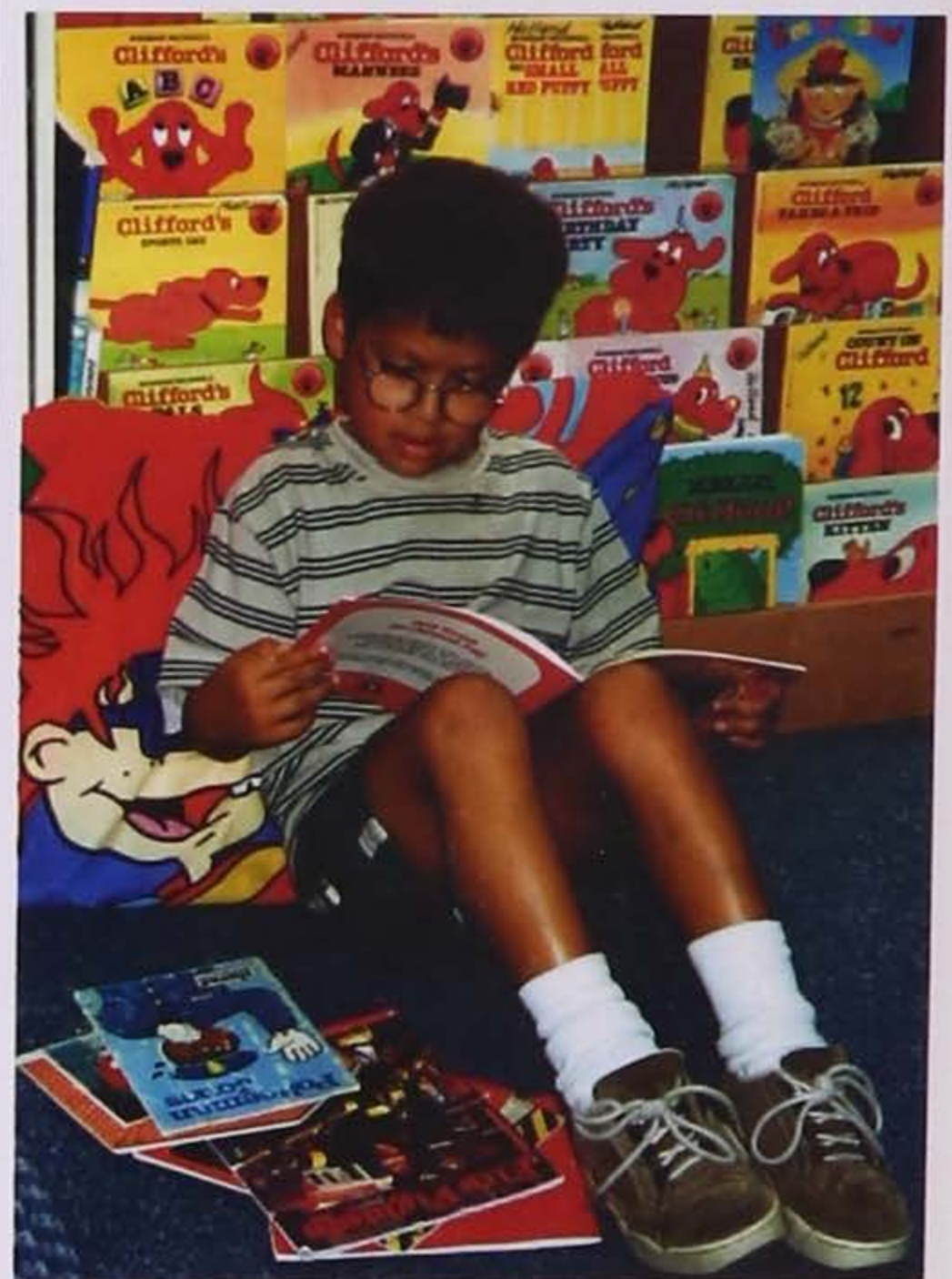
Situated on a beautiful 115-acre campus on the southeast edge of Council Bluffs, the School's education program is designed to provide successful and satisfying learning experiences that promote intellectual and social growth.

The mission of the Iowa School for the Deaf is to enable deaf and hard-of-hearing children to attain personal excellence by providing comprehensive and appropriate educational programs and services. The school also is committed to serve a leadership and resource role in statewide efforts to meet the needs of the deaf and hard-of-hearing community.



A total communication philosophy ensures students are trained in the use of sign language, oral speech, residual hearing, speechreading, writing and reading. In an effort to help students make the transition to adulthood with confidence, they are encouraged to be flexible and utilize strategies that enable effective communication to occur.

The Iowa School for the Deaf is a referral agency – students are not recruited for enrollment. Parents can approach ISD to request admission for their children but ultimately the local school where the family resides must make a student referral. ISD is open to every deaf and hard-of-hearing child in Iowa and Nebraska from birth to age 21. There is no charge for enrollment or room and board.



The Regents' Portfolio

IOWA BRAILLE AND SIGHT SAVING SCHOOL

For nearly 150 years, the Iowa Braille and Sight Saving School (IBSSS) has provided direct educational services to children and youth with visual impairments in the State of Iowa. It also has served both a leadership and resource role in statewide efforts to meet the needs of all Iowa children with this disability.

The educational programs of the Iowa Braille and Sight Saving School are consistent with the philosophy, reflected in federal and state legislation, that disabled and nondisabled children and youth should be educated together to the greatest extent possible. IBSSS assumes responsibility for providing education to the visually impaired, including those with additional disabilities, for whom the comprehensive educational programs of the School are most appropriate.

IBSSS educational programs are based on the premise that the School exists to serve its students by providing a learning environment that maximizes each child's potential to become a contributing member of society. Areas integrated within that educational program include the development of communication skills, knowledge, self-realization, human relationships, economic independence and a sense of civic and social responsibility. The needs of each child are determined with a team comprised of parents, appropriate professional staff members, school leadership personnel and others working with the child.

IBSSS educational programs work with students who are blind or visually impaired, from early childhood through secondary education. Students may enroll in one of several options: full-time school-year placement, day placement, summer programming and other short-term choices. Students have activities and experiences available on a 24-hour basis when residing in a dormitory setting.

Outreach services are also accessible through the Iowa Braille and Sight Saving School. The School maintains a central and vital mission to the statewide education of students with visual impairments, and provides training to other educators, related field professionals, parents and other interested Iowans. Other outreach services include:

- Educational Services
- Instructional Materials
- Low-Vision Services
- Assistive Technology
- Infant and Preschool Services
- Large-Print Materials
- Orientation and Mobility Services
- Itinerant Teachers
- Workshops for Parents and Teachers



DENNIS THURMAN
Superintendent

Fact File

Founded: 1852
Location: Vinton
Enrollment (Fall 2000):
308 students served
through outreach
programs
33 students enrolled
on campus
Annual budget:
\$4,456,387

IBSSS educational programs are based on the premise that the School exists to serve its students by providing a learning environment that maximizes each child's potential to become a contributing member of society.



CONCLUSION

CHARTING THE CHALLENGES

Successful investors share common traits. They believe in the potential of their ventures. They anticipate growth from their interests. And they accept that risk is a part of the deal, that from risk comes reward.

Those Iowans with a vested interest in education have witnessed an upsurge in the success of the Regent institutions during the past several years, especially during fiscal year 2000. Many have bided their time, trusting that stellar performances are the result of thoughtful planning and execution. And most would agree that the subsequent gains have been worth the wait.

While the rates of return have been impressive, but lower than predicted, Iowans' expectations for their Regent institutions remain high. Accustomed to strong performances, Iowans anticipate continued impressive dividends.

And so the work continues.

Your Board of Regents remains a committed partner in this new economy. Its history of innovation and perseverance will be its strength as it persists in doing more with less. Its vision for the future of Iowa's educational system prevails, and its ambition for the state's three public universities and two special schools has not been curtailed.

The highest budget priority for upcoming years remains full funding of salary increases from state appropriations for faculty, professional and scientific, and merit staffs at the three state universities and two special schools. Quality faculty and staff are the key ingredients for implementation of the Board's and institutions' strategic plans. The universities compete in a global marketplace; therefore, competitive salaries are required across the disciplines.

The Regent universities generate significant revenues from resources outside the state. In 2000, for example, for every state dollar invested in the Regent universities, faculty and staff generated 80 cents in national competition for research from gifts, grants and contracts.

Future capital projects, estimated at more than \$327 million, are contained in the Regents' blueprint for the fiscal years 2002 through 2006. The Board's five-year plan identifies and provides for critical needs related to the missions of each institution and reflects institutional strategic planning. The plan emphasizes major renovation and remodeling, with a focus on academic/instructional facilities. The needed funds include \$296 million to be requested from the state, through capital appropriations or bonding authorizations.

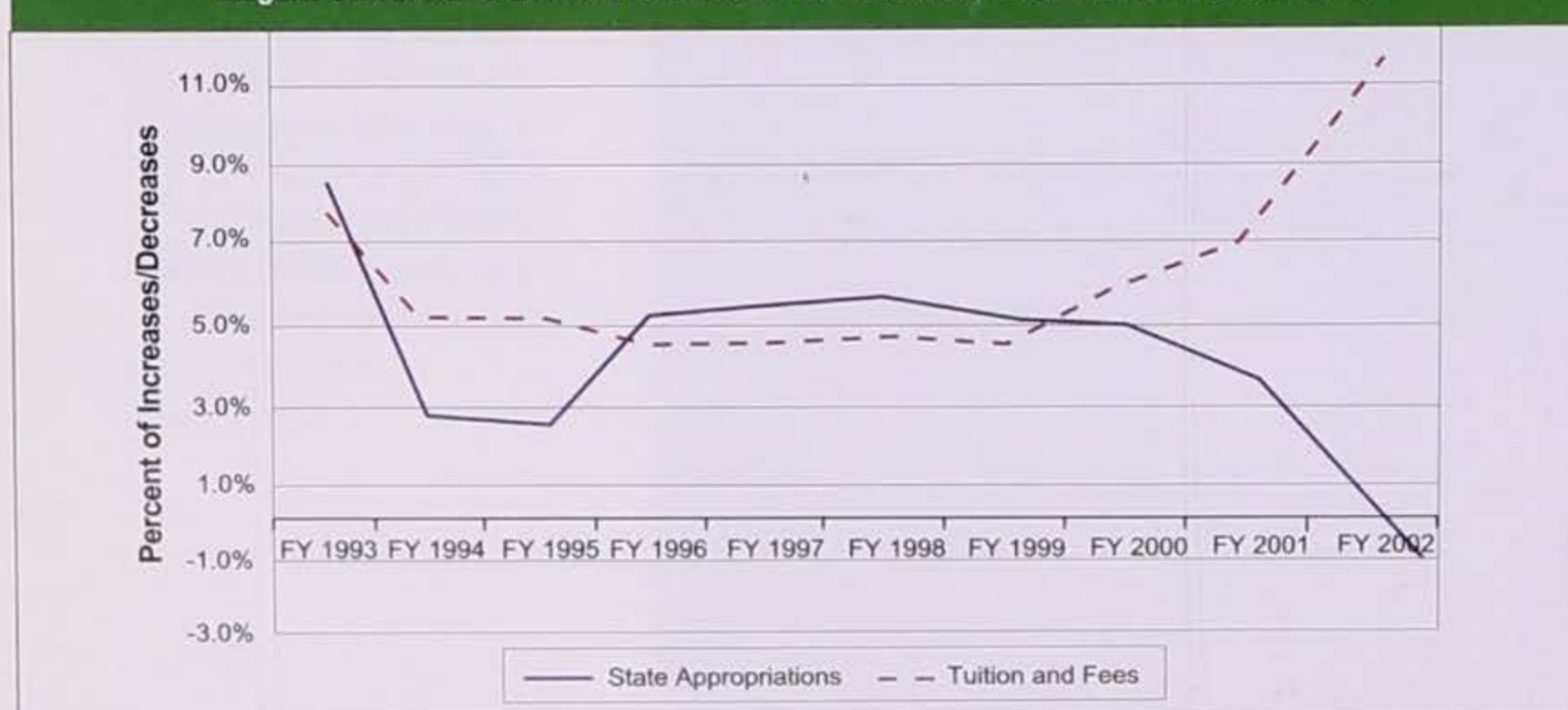
The Regent universities' tuition and fees continue to be among the lowest in each university's respective peer group of comparable institutions. The fact that Iowa's per capita income has risen faster than Regent tuition means that Iowans do have increased resources to purchase and invest in higher education. In striving to achieve the Board's aspirations of excellence, the universities will continue to use the revenues from tuition and fee increases to improve the quality of undergraduate and graduate education for students, enhance student academic programs and provide other enrichments to students' educational experiences.

Increasingly, the special schools are working with families, local school districts, and area education agencies to help students with disabilities to have a more fulfilling life as students and adult citizens. One focus will be on improving transitional programs to better prepare students to succeed in higher education and/or the world of work.

Partnerships linking Regent universities with state and local governments, businesses, and civic organizations will continue to grow and thrive. Literally every county in the state of Iowa is served through university outreach efforts. Companies will persist in creating and refining products and processes spawned at university-sponsored research parks. Discipline-specific centers will keep on advising Iowa companies and businesses in areas such as technology, operations and marketing.

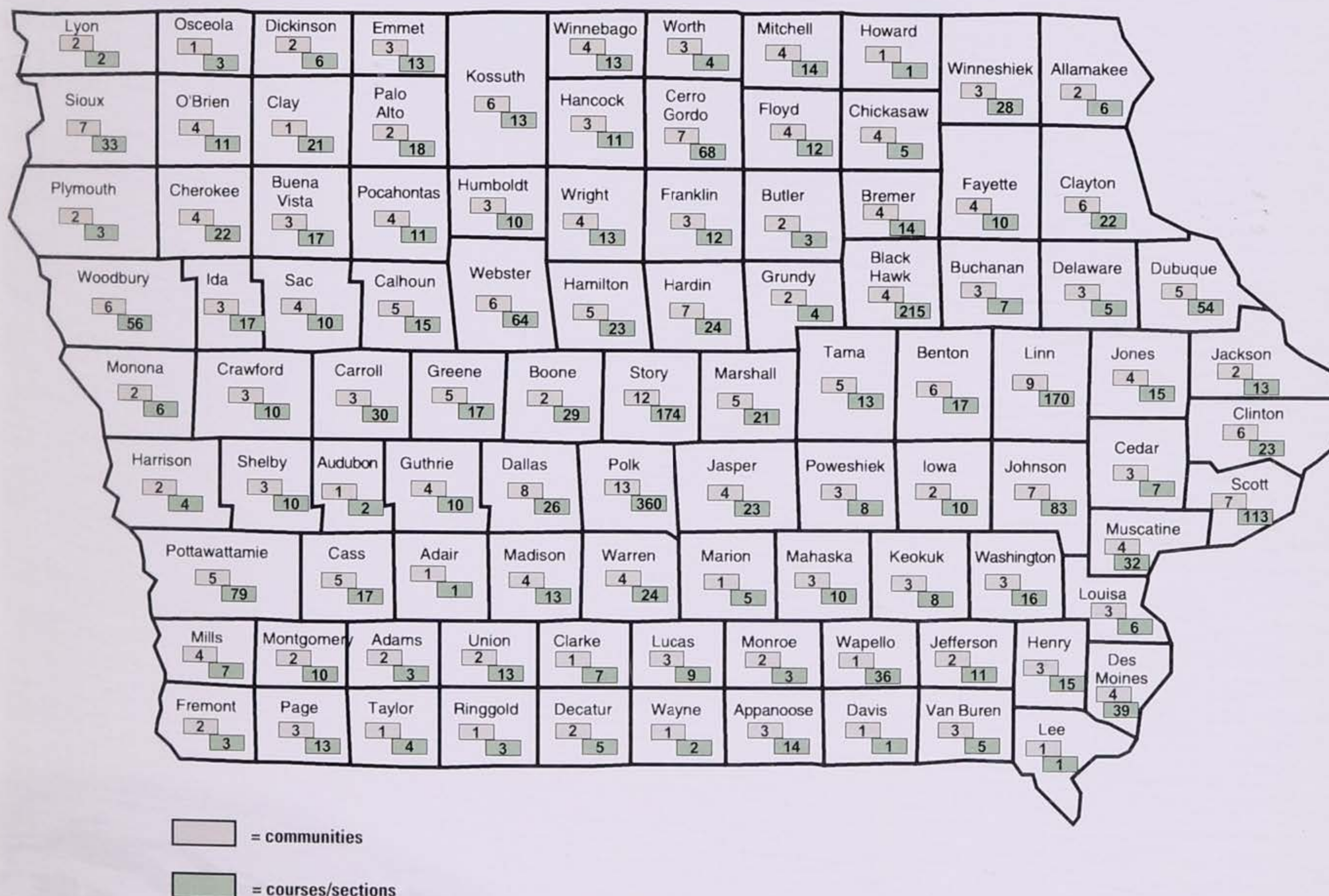
Leading the charge for all these educational initiatives will be your Board of Regents, comprised of Iowans like you who have a vested interest in the future well-being of their state. New board members appointed in 2001 to help direct these many enterprises are Sue Nieland of Sioux City, Dr. Amir Arbisser of Davenport and Mary Ellen Becker of Oskaloosa. Under the guidance of the entire Board, your stake in Iowa's academic opportunities will continue to prosper and grow.

Regent Universities General Education Percent Increases/Decreases in Revenues



NO MATTER WHERE YOU LIVE, WE'RE THERE

One way the Regent universities serve the state is through offering distance education courses. In 1999-2000, every county in Iowa had at least one course or course section. A total of 2,542 courses or sections of courses were offered in 356 different cities.



Dividends Data

7.2%

Percentage of minority students in total enrollment of three state universities (Fall 2000)

17.8%

Percentage of graduate students in total enrollment of three state universities (Fall 2000)

36.5%

Percentage of all Iowa college and university students enrolled in Regent universities (Fall 2000)

74%

Percentage of Iowa residents enrolled at three state universities (Fall 2000)

4,672

Number of international students enrolled at three state universities (Fall 2000)

10,353

Number of new freshmen at three state universities (Fall 2000)

\$11,046/year

Average cost of attending a Regent university (FY 2001)

42,457

Total number of employees at Regent institutions

68,930

Most recent total enrollment at Regent institutions (Fall 2000)

70,229

Projected total enrollment for three state universities in Fall 2003

30.6 million

Number of gross square feet covered by campus-owned buildings

\$5.3 billion

Building replacement value of all campus-owned facilities