

Contact: Diana Gonzalez

UNIVERSITY STRATEGIC PLAN PROGRESS REPORTS

Action Requested: Receive the reports.

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

Institutional leaders will provide brief oral updates. The institutions’ progress reports are attached to this memo. (Attachments A-C)




Background:

Board Policy (§6.05) directs the Regent institutions to present annual progress reports on their institutional strategic plans. Board Policy indicates that the “Board shall help establish institutional direction, and monitor and evaluate progress toward achieving strategic goals.” Annual progress reports are an opportunity for the Regent institutions to address the degree to which they have advanced the Board’s strategic objectives.

The goals identified with the common academic indicators were established by each Regent university. The performance data that met or exceeded the goal are identified in green.




BOARD OF REGENTS GOALS¹

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




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

¹ Dashboard legend: Green = annual target achieved; Yellow = progress toward achieving annual target; Red = no progress toward achieving annual target.




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

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




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

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




- ◇ Goal 4. Iowa’s public universities shall increase distance education opportunities for life-long learning especially for place-bound and non-traditional students in Iowa to support their educational and professional goals and enhance their quality of life.

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

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


2011-2012	SUI	ISU	UNI
Number of undergraduate academic programs (degree majors)	68	108	76
Number of undergraduate programs that are collecting and using assessment results	59 (86.8%) 	88 (81.5%) 	75 (98.7%) 
Number of undergraduate academic programs with a student outcomes assessment plan that includes targets of collecting and using assessment results	52 (76.5%)	63 (58.3%)	66 (86.8%)
Number of undergraduate academic programs with a student outcomes assessment plan but no established targets for collecting and using assessment results	7 (10.3%)	25 (23.1%)	9 (11.8%)
Number of undergraduate academic programs without a student outcomes assessment plan but which are in discussion	9 (13.2%)	20 (18.5%)	1 (1.3%)
Number of undergraduate academic programs without a student outcomes assessment plan	0 (0.0%)	0 (0.0%)	0 (0.0%)

- ◇ Goal 7. The public universities shall contribute to the expansion and diversification of the Iowa economy.

2011-2012	SUI	ISU	UNI
Target average annual increase of total sponsored funding ²	2% (\$423.6M)	2% (\$295.4M)	2% (\$33.0M)
Actual average annual increase of total sponsored funding	0.6% (\$453.7M) 	5.3% (\$363.6M) 	8.2% (\$41.0M) 

² Using a three-year rolling average.

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

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

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

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

⁴ Table 8 data source: Patrice Sayre.

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

STRATEGIC PLAN FOR THE UNIVERSITY OF IOWA, 2010-2016 EXECUTIVE SUMMARY, 2013

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

A VISION FOR THE FUTURE

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

As this third annual progress report indicates, *Renewing The Iowa Promise* has continued to provide focus for decision makers across campus in 2012-13. Focused investment of new and reallocated resources is enabling the university to advance its teaching, research, and service missions. Enrollment continues to grow, both on and off campus as well as through the various methods of distance education. Investment in new faculty cluster hiring is positioning the university to hold a competitive advantage when federal funding moves to support the grand challenges society needs to address. New and expanded outreach efforts by university faculty and staff are providing meaningful support to more Iowans. And, after five years of extraordinary effort, the rebuilding of the university's art campus is under way. University leaders look forward to the future as the seeds that have been planted over the past three years start to bear fruit for students and for all Iowans.

2012-13 HIGHLIGHTS

- Highest total enrollment ever: 31,498
- Most diverse incoming class: 16.2% minority
- 1-year retention and 4- and 6-year graduation rates close to record levels
- Second lowest resident undergraduate tuition in the Big Ten
- 82% of graduate programs ranked in the top 30 among like public programs
- 40 cluster hires made
- Third highest annual sponsored funding total

The university will continue to make selective strategic investments in 2013-14. New resources will be allocated to address the following strategic initiatives: \$2.0M for student success initiatives, including support for instructional costs associated with increasing enrollments, development of student registration systems, and improvement of learning spaces; \$0.5M for the expansion of faculty cluster hiring; \$2.0M for a new state-wide entrepreneurship initiative; and \$0.2M for the continuation of selected outreach programs. Colleges and other academic units will reallocate existing general fund budgets to advance outreach initiatives, restructure curricula, strategically rebuild departments to allow them to participate more actively in one or more of the newly founded clusters, improve and expand student support services, and increase administrative efficiency.

There have been many competing priorities for new and reallocated resources during the recent recession. Continuing to follow the strategic path laid out in *Renewing The Iowa Promise* will help the university achieve some of its most important goals: to better prepare students for the world they will inhabit while offering Iowans (and beyond) vital resources for a better future.

STRATEGIC PLAN FOR THE UNIVERSITY OF IOWA, 2010-2016
ANNUAL PROGRESS REPORT, 2013

STRATEGIC PRIORITY #1: STUDENT SUCCESS

Access and Enrollment Growth

- Fall 2012
 - Highest total enrollment ever (31,498)
 - Most diverse incoming class (16.2% minority)
 - Record total international student enrollment (11.4%)
- Military-friendly school (4th year)
- Recruitment/Admission of Iowans
 - Applicants can now self-report high school transcript information
 - Review of Iowans a priority with goal to respond to application in 48 hours
 - 2012-13 first year undergraduate resident enrollment up 2.3% over 2011-12
- Recruitment of international students – new hire in Admissions to focus on recruitment in Asia
- Current projections indicate further growth in total incoming class and incoming Iowa residents

Affordability

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

Improved Retention

- 1-year retention and 4- and 6-year graduation rates remain close to record levels
- Implemented Student Experience in the Research University (SERU) survey to gather data on student performance and satisfaction
- Expanded financial literacy and outreach services for undergraduates
- Enhanced support for transfer students

Increased Students’ Academic Engagement

- Living-learning communities (LLCs)
 - Enhanced academic components
 - Every first-year student will live in an LLC starting 2013

- Large investments in learning spaces
 - TILE (Transform. Interact. Learn. Engage.) classrooms/learning commons spaces
 - Expansion of TILE to rhetoric and STEM fields
- First new residence hall since 1960s under construction to help meet enrollment growth; focus on LLCs
- Awarded first six John and Elsie Mae Ferentz Fellowships for Undergraduate Research

Student Success Initiative Funding

- Competitive proposal process, \$1M allocated to support student success initiatives in FY13

Grad/Prof Student Success

- High quality programs: >82% in top 30 publics; 5 programs ranked in top 10 overall
- For 76 doctoral programs over 10 years (entering 2001-2005, completed 2007-2011)
 - Composite median time to degree decreased to 5.3 years
 - Composite degree completion improved to 57% (1/3 of programs > 67%, 1/4 of programs <50%)
 - Doctoral initial placement: 20% tenure track academic; 50% non-tenure track academic; 19% nonacademic; 11% unknown
- Continued review of programs – 9 program actions taken
- Expanded distance degree programs
- Two new 3+2 programs approved to enroll students beginning fall 2013:
 - B.A. in Psychology to M.P.H. in Community Behavioral Health
 - B.A. in Biology to MPH in Epidemiology

STRATEGIC PRIORITY #2: KNOWLEDGE AND PRACTICE

Invested in Faculty Cluster Hires

- 5 active clusters, 40 hired with new and matching funds
- Newest (6th) cluster announced: Public Digital Arts

Enhanced Processes for Monitoring/Rewarding Faculty

- Implementing new post-tenure review policy

- Implementing UI Academic and Professional Record (central database of faculty activities)
- Redesigned and conducted initial survey for biennial Faculty Activity Report

Sponsored funding for Research

- Steady despite downturn in federal funding
- Third-highest annual total ever (\$438.1M) in FY12

STRATEGIC PRIORITY #3: NEW FRONTIERS IN THE ARTS

Rebuilding the Arts Campus

- Working together to move forward on building, renovation, flood protection
- Meeting schedule for building, renovation, and mitigation of facilities; construction started on Hancher, School of Music, School of Art & Art History
- Aligning campaign priorities with arts campus needs

Academics and Outreach

- Strengthened partnership between School of Art & Art History, Hancher, UI Museum of Art, and other academic departments through common website (www.arts.uiowa.edu) and visioning committee
- Mural exhibition at Des Moines Art Center and conservation partnership with Getty Museum – currently the most significant art restoration project in USA
- Launched *Iowa Literaria*, an online magazine promoting creative writing in Spanish

STRATEGIC PRIORITY #4: BETTER FUTURES FOR IOWANS

Educating Iowa

- Degree completion programs with 15/15 Iowa community colleges
- Partnership with Herbert Hoover Presidential Library – summer institute for teachers, gr. 5-12
- 43.5% of enrollments in for-credit continuing education at Regent universities are in UI programs
- Iowa Western Community College (IWCC) partnerships with the Regent Universities; will be a model for similar partnership with WITCC and NCC

Statewide Partners

- STEM engagement – Iowa Governor's STEM Advisory Council, Kirkwood Community College partnership
- Iowa Obesity Network (UI, ISU, UNI)
- Iowa Initiative for Sustainable Communities expanding to Muscatine and Cedar Rapids

Engaged Scholarship

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

Carnegie Community Engagement Classification

- Individual identified to lead preparation of application, due 2014

K-12 Engagement

- Every county in Iowa that has a high school is registered as part of the Iowa Online Advanced Placement Academy (IOAPA); 650 Iowa high school students registered for an online AP class this year

Entrepreneurship

- Created position of associate vice president for economic development to elevate status of entrepreneurship at UI
- Targeted FY13 investment in John Pappajohn Entrepreneurial Center for enhanced campus and statewide activities in entrepreneurship and entrepreneurial education
- Board of Regents approved \$2M for FY14 targeted investment in entrepreneurship

Office of Outreach and Engagement

- Created position of associate provost for outreach and engagement to promote collaboration with partners statewide

Better Futures for Iowans Initiative Funding

- Competitive proposal process, \$1M allocated to support better futures initiatives in FY13
- Five projects to receive additional funding FY14

Service Examples

- College of Engineering: Iowa Flood Information System has improved floodplain maps in 88 of Iowa's 99 counties
- College of Law: students offered 17 *pro bono* projects in Iowa
- College of Nursing: led statewide Future of Nursing Action Coalition, coordinated multiple task forces working on implementation of recommendations in the IOM report *The Future of Nursing: Leading Change, Advancing Health*
- College of Public Health: Partnered with Seeds of Hope to implement a service learning course in Centerville, Iowa

FOUNDATIONAL COMMITMENT #1: INCLUSION AND INTERNATIONALIZATION

Student and Faculty Diversity

- Record diversity of incoming class (16.2%)
- Positive trends in faculty diversity
 - Women: 33.3% of TT faculty, 39.1% of total
 - Minorities: 19.8% of TT faculty, 19.9% of total

International Students

- New course requirement for all incoming undergraduate international students beginning fall 2013
- UI international students and their dependents contribute \$101M to Iowa's economy

Study Abroad

- Positive impact on retention and success
- 2011-12: 932 undergraduate (highest total ever), 295 graduate/professional

FOUNDATIONAL COMMITMENT #2: SUSTAINABILITY

Operations

- Energy use remains level from 2010 to 2013 despite campus growth
- Renewable energy at 9%; new biomass efforts
- LEED Platinum buildings (two new)
- Waste diversion rate at 30%
- UIHC diverting food waste to composting, enhanced recycling opportunities
- Launched Zipcar program with City of Iowa City

Education and Research

- Wind Energy certificate
- National recognition for students' work in Dubuque
- Iowa Watershed Project

Outreach

- Iowa Initiative for Sustainable Communities
- Living with Floods – College of Education 3-day institute to help teachers in flood-affected areas incorporate environmental learning

Recognition

- 2013 APPA Sustainability Award to Facilities Management (5th award in 6 years) – recognizes integration of sustainability into the educational mission

FOUNDATIONAL COMMITMENT #3: COLLABORATION, ENTERPRISE, INNOVATION

Institutional Cost Savings and Efficiencies

- Sustainability efforts lead to efficiencies (e.g., energy conservation)
- Paperless "e-transactions" growing to one million per year
- Data Center consolidation accomplished by UIHC and General University IT organizations
- Lowest ratio of executive/administrative staff to total staff in the Big Ten

Inter-Institutional Cost Savings and Efficiencies

- Workers compensation decentralization to Regents
- Joint project to advance course materials rentals and use of e-textbooks through university book stores
- Direct UNI assistance includes investment management and software development such as developing and installing ProTrav and Jobs@UNI
- UI acting as administrative agent for student athlete health insurance plans for ISU and UNI

Facilities Innovation

- Privately financed and operated apartment housing to replace Hawkeye Court Apartments)
- Uses of construction managers as UI "agents" to increase Iowa contractor opportunities
- Developing private sector operated "Job Order Contracting" for the smallest and most numerous capital improvement projects
- Two design-build projects under way with Board of Regents approval



Academic Efficiencies

- 1-year retention and 4- and 6-year graduation rates remain close to record levels
- Time to degree for doctoral programs decreased to 5.3 years











Program Restructuring to Promote Efficiency

- International Programs reorganized to promote efficiency and coordination across IP units
- MFA program in translation and FLARE program moved to the Division of World Languages, Literatures and Cultures

Key:

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

University of Iowa Strategic Plan Scorecard

	Indicator	Base Actual (FY10 unless otherwise noted)	Year 2 Actual (FY13 unless otherwise noted)	Target	Progress
University of Iowa Indicators					
UI 1	As part of the University's current comprehensive campaign, through July 1, 2016, raise \$200 million in private gifts in support of student success (scholarships, graduate fellowships, study abroad scholarships, etc.).	\$0 (FY2008)	\$175,754,940 (FY2009 through FY2013)	\$200M	
UI 2	Maintain national stature as a research university by offering graduate and professional programs of which at least 75% are ranked in the top 30 among like public programs (as measured by <i>U.S. News & World Report</i> rankings).	N/A	82.4% (28/34)	At least 75%	
UI 3	By 2016, launch* 7 interdisciplinary faculty clusters focused on solving important scientific, social science and humanistic challenges and improving society through the production of new knowledge and creative work (*as measured by at least one faculty member having been hired into the cluster).	0	3 added FY12 = 4 total 1 added FY13 = 5 total	7	
UI 4	As part of the University's current comprehensive campaign, through July 1, 2016, raise \$200 million in private gifts in support of faculty excellence (chairs, professorships, visiting fellows, professional development).	\$0 (FY2008)	\$109,387,816 (FY2009 through FY2013)	\$200M	
UI 5	By 2016, 75% progress towards completing new facilities and educational offerings that transform arts education and outreach at The University of Iowa.	2%	20%	75%	
UI 6	Establish degree completion programs with all 15 Iowa community colleges.	8	15	15	
UI 7	By 2016, divert 40% of the university's waste through recycle, reduced production and food capture programs.	24%	33%	40%	
UI 8	By 2016, achieve 25% renewable energy consumption .	11%	9%	25%	
UI 9	By 2016, have more than 1M annual e-transactions .	633,356	777,695	1,000,000	
UI 10	By 2016, have 100% of all potential joint purchase opportunities competitively bid with large group rates.	95.0%	98.0%	100%	

IOWA STATE UNIVERSITY

Strategic Plan Progress Report / August 2013

Executive Summary

Managing record enrollment

- Student body represents all 99 Iowa counties, 50 U.S. states, and 101 countries
- A continuous improvement initiative in Iowa State's basic mathematics courses has increased student success rates (receiving an A, B, or C) by 30 percent in two years
- Student Experience Enhancement Council works to ensure students are both successful, and have a great experience at Iowa State

A catalyst for economic development

- \$234 million in external research funding in FY2013 (through May), faring better than many universities in sequestration
- Iowa companies using Iowa State-licensed technology generated more than \$45 million in sales in 2012
- Worked with 4,250 Iowa businesses and manufacturers, creating or retaining 7,500 jobs, and generating more than \$435 million in economic impact
- Helped create 187 new business start-ups
- The U.S. Department of Energy's Ames Laboratory, administered by Iowa State, won a five-year, \$120 million award to address the shortage of rare earth materials critical for U.S. energy security

Addressing affordability

- No tuition increase for Iowa undergraduate students for the 2013-2014 academic year
- No increase in mandatory student fees for 2013-2014
- Iowa State named a "top-50" affordable college offering a high return on investment by Affordable Colleges Online (#33)
- The College of Veterinary Medicine's resident and non-resident student expenses are among the nation's lowest, compared to peers
- Established a program with King and Moulton elementary schools in Des Moines to ensure students' access to higher education

Becoming more efficient

- New Internet-based phone system saves \$600,000 annually while improving service and functionality
- LEAN project with Boeing is streamlining the process by which graduate students develop programs of study, saving money and facilitating growth in graduate enrollment
- Recently launched software for financial services and research administration, developed jointly by a consortium of leading universities, will save \$8.5 million in licensing and consulting fees over the next 10 years
- A new county office accounting system, and the elimination of T1 lines, has resulted in an annual savings of \$40,000 for Iowa State's Extension and Outreach program
- Administrative initiatives in the College of Human Sciences have resulted in personnel savings of \$330,000 annually

A Magnet for Adventurous Students, Faculty & Staff



Mary Swander, distinguished professor of English and Iowa's Poet Laureate, worked with her graduate students, and students from the Iowa School for the Deaf, to create *Poetry in Motion*, a video project that shows deaf students' interpretation of poetry through movement.



Himar Hernandez, community and economic development specialist in Iowa State's Extension and Outreach program, is helping Iowa communities adapt to changing populations, revitalize their main streets, and help Latino entrepreneurs start their own businesses. Last year, his work was featured on NBC's *TODAY* show, *The Wall Street Journal*, and *The Chronicle of Higher Education*.

A Magnet for Outstanding Students

Well-prepared for growth

- Estimated hiring of more than 60 faculty for fall 2013
- Additional sections of core classes planned for 2013-2014 academic year
- Investments in academic advising for new and current students
- Expanding on- and off-campus housing to ensure new students can participate in learning communities and other success initiatives

Improving student retention and graduation rates

- New Writing and Media Center helps students with oral, written, visual, and electronic communication skills
- Center for Excellence in Learning and Teaching helps new instructors create optimal learning environments
- First-year students participating in the MapWorks program, which identifies students having trouble academically, achieved better grade point averages and retention rates

Offering an exceptional student experience

- 1,300 students studied abroad in 54 countries in FY13, gaining experience to help them succeed on a global scale
- Nearly 35,000 students, faculty, and community members attended 134 presentations offered by Iowa State's lectures program
- 800 organizations provide students with leadership skills; Team LunaCy won NASA's annual Lunabotics Mining Competition
- Iowa State's Army ROTC Cyclone Battallion named the best unit among 40 programs in the midwest
- History major Melvin Ejim named inaugural Big 12 Conference men's basketball Scholar-Athlete of the Year

A rigorous and varied curriculum

- Launched a doctoral program in wind energy
- DesignIntelligence ranks Iowa State's architecture program 9th, and its landscape architecture program 11th, nationally
- A new, one-year graduate program in translational biomedical research offered by the College of Veterinary Medicine prepares students for professional school, Ph.D. programs, or industry
- 153 students enrolled as first athletic training majors in fall 2012

Great faculty a key to student success

- Sarah Rajala and David Spalding named deans of engineering, business colleges
- Thomas Peterson, professor of genetics, development and cell biology, and Arun Somani, distinguished professor of electrical and computer engineering, were named fellows in the American Association for the Advancement of Science
- Architecture Professor Thomas Leslie received the prestigious Rome Prize from the American Academy in Rome
- Manjit Misra, agriculture and biosystems engineering, named chair of the USDA's National Genetic Resources Advisory Council
- April Eisman, assistant professor of art history, named a 2012-2013 American Fellow by the American Association of University Women
- James Andrews, professor of history, named a senior policy expert by the Woodrow Wilson International Center for Scholars



Computer science majors **Cassidy** and **Camryn Williams** were two of only 10 students selected by the National Center for Women and Information Technology to speak at the White House Tech Inclusion Summit in Washington, DC. The sisters shared their experiences as Hispanic women pursuing careers in a traditionally male-dominated field.

Cyclones on your corner: 2012 graduates enjoyed a 94 percent placement rate within six months of graduation; 67 percent of Iowa students, and 23 percent of nonresident students, remained in Iowa to begin their careers.



Gross Renewables, incorporated in 2012 as a spin-out from the ISU Center for Crops Utilization Research, is developing a biofilm-based algae cultivation system. The start-up, led by student **Martin Gross** with assistance from **Zhiyou Wen, Kurt Heiar**, and the NSF Center for Biorenewable Chemicals, is part of the Center's biobased foundry program, which helps students become entrepreneurs.

Addressing Society's Challenges

External funding

- \$234 million in external research funding in FY2013 (through May)
- Presidential research initiatives awarded for interdisciplinary work in global food security, vaccine development, and crop engineering
- The College of Veterinary Medicine has doubled its research revenues in the last five years, and ranks among the top four colleges for USDA funded research

An engine for economic activity

- A new, flexible IP option allows industry to negotiate exclusive licenses for breakthroughs that stem from their partnerships with ISU researchers, providing additional funding for researchers while increasing the rate of technology transfer to the private sector
- \$2 million Big Data grant helps researchers develop high performance computing tools

Promoting discovery

- Animal science faculty received a \$3 million USDA grant to study genetic resistance to porcine reproductive and respiratory syndrome; the Veterinary Diagnostic Laboratory recently identified the first cases of porcine epidemic diarrhea virus in the U.S.
- Researchers from the engineering and veterinary medicine colleges received funding from the Bill and Melinda Gates Foundation to develop new drug delivery platforms with the potential to improve the lives of millions in the developing world
- Iowa State faculty played prominent roles in sequencing the genomes of cotton, barley, pigs, and turtles, helping improve agriculture and addressing animal and human health concerns
- Kaitlin Bratlie received a grant from the Roy J. Carver Charitable Trust to develop new materials to deliver chemotherapy drugs while strengthening the immune response to cancer
- Jason Chan and colleagues in the Department of Psychology were featured in the *Proceedings of the National Academy of Sciences* for their work on "rewriting" human memory

Growing the ISU Research Park

- New gateway building approved by Iowa legislature in 2013
- HarrisVaccines, an Iowa State start-up company, received a \$1 million contract from the U.S. Department of Homeland Security to develop a vaccine for foot and mouth disease
- PK Biosciences, a new start-up biotechnology company, is developing oral medicines for neurodegenerative conditions like Parkinson's, Alzheimer's, and Huntington's diseases
- WebFilings completed the Phase 1 building on their Ames campus, and has added 148 jobs in Ames in the last 12 months. WebFilings also employs more than 50 Iowa State interns
- OmegaChea Biorenewables LLC, founded by an Iowa State graduate student to develop bio-based materials to improve detergents and lubricants, took top honors in the Pappajohn Center for Entrepreneurship New Venture Student Business Plan contest



A research team led by **Sanjeevi Sivasankar**, assistant professor of physics and electrical and computer engineering, and a research associate in the U.S. Department of Energy's Ames Laboratory, received a grant from the American Cancer Society to study the bonds between cells. His work to examine how cancer cells spread could lead to more effective treatments for the disease.



Margaret Smith, an extension specialist in the Value Added Agriculture Program, and **Tom Brumm**, associate professor of agriculture and biosystems engineering, received a grant from the Bill and Melinda Gates Foundation to study the use of portable, hand-operated soybean seed cleaners for Ugandan farmers. The cleaners, developed by Iowa State mechanical engineering students, are helping provide improved nutrition for rural families.

A Treasured Resource for Iowans

Extension and Outreach helps one in three Iowans

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

Helping Iowa businesses, manufacturers

- The Center for Industrial Research and Service worked with 1,600 companies last year, adding or saving 5,600 jobs, and generating \$389 million of total economic impact
- The Small Business Development Center counseled 2,600 clients, created or saved 1,800 jobs, helped raise \$48 million in capital, and helped create 187 new business start-ups in 2012
- MBA students in the College of Business worked with eight central Iowa nonprofits, including the American Red Cross, Heartland Senior Services, and the Evelyn Davis Center for Working Families

Helping Iowa communities

- For every dollar spent on Extension and Outreach's Strengthening Families Program, nearly \$10 is saved by reducing substance abuse and other risky youth behaviors
- Faculty in the College of Agriculture and Life Sciences worked with multiple state departments to create the Iowa Nutrient Reduction Strategy, a science-based approach to reduce farm nutrients in Iowa waterways leading to the Gulf of Mexico
- Students and faculty in the Department of Apparel, Events, and Hospitality Management worked with Iowa Prison Industries to provide technical skills to their Sewing Industry Program
- Students and faculty from the design and engineering colleges are collaborating with the Rural Health and Safety Clinic of Greater Johnson County to prevent tractor rollover fatalities

Sharing information

- More than one million Iowans connected with Iowa State University Extension and Outreach through its website and online educational materials
- 2,400 Iowans participated in financial management education programs; 93 percent of participants improved their financial skills, and 86 percent made progress toward financial goals
- The colleges of agriculture and life sciences, and veterinary medicine, helped establish the Iowa Farm Animal Care Coalition to ensure animals receive proper and humane care
- A volunteer income tax program generated more than \$1 million for Iowa communities

Serving young Iowans

- One in five Iowa K-12 youth participated in 4-H programs last year
- Iowa State's Biotechnology Outreach Education Program received the Friend of Science Award from the Iowa Academy of Science for its contributions to science education



Christopher Seeger, associate professor of landscape architecture in the College of Design, earned a 2013 National Planning Achievement Award for Transportation Planning for developing the I-WALK program, which helps communities create Safe Routes to School programs.



The Midwest Grape and Wine Industry Institute, led by **Murli Dharmadhikari**, adjunct associate professor of food science and human nutrition, provides support for one of Iowa's fastest-growing industries. Iowa has 101 wineries, and 300 vineyards, and generates \$300 million in economic impact annually.



Iowa State students, led by professors **Julia Badenhop** and **Tim Keller** from landscape architecture, helped identify landscape-based strategies in the rebuilding of Mapleton, Iowa, devastated by a tornado in 2011. Similar projects have aided residents in Elkader and the Lake Delhi area.



University of Northern Iowa STRATEGIC PLAN HIGHLIGHTS – AUGUST 2013

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

RANKINGS & HONORS

- Richard O. Jacobson gives UNI \$15 million for teacher education
- Second among Midwest Best-Regional Publics in *U.S. News & World Report* ranking
- 100 Best Values in Public Colleges by *Kiplinger's Personal Finance* magazine (2013)
- “Best Business School” by *Princeton Review* for seventh consecutive year
- Finalist for Presidential Award in the 2013 President's Higher Education Community Service Honor Roll (730,000 service hours to special projects)
- The *Princeton Review's Guide to 322 Green Colleges*; one of the most environmentally responsible colleges in the U.S. and Canada
- Gold Star rating in recognition of sustainability achievements from the Association for the Advancement of Sustainability in Higher Education (AASHE) (second consecutive year)
- *G.I. Jobs Magazine* designated UNI as a Military Friendly School for third year

FACULTY EXCELLENCE

- *The Chronicle of Higher Education*, “UNI Named a Top Producer of U.S. Fulbright Scholars”
- UNI cited as one of the outstanding physics teacher education programs in the nation in the *National Report on Teacher Education in Physics*
- UNI the only university in Iowa to offer a 4-year real estate program – only 3rd in nation to receive qualification from The Appraisal Foundation
- New interactive digital studies (IDS) major a finalist in the Innovation in Teaching category of the Technology Association of Iowa

STUDENT SUCCESS

- UNI marketing fraternity was named 2013 Lewis F. Gordon Top Gold Chapter
- Outstanding Chapter Award to UNI's chemistry students by American Chemical Society
- Athletic training students have a pass rate of 100% on their Board of Certification (BOC) exams, compared to the national average of 70%
- NCAA reported 5 UNI sports teams posted multi-year Academic Progress Rates in the top 10% of all squads in their respective sports – the most of any school in the conference
- UNI accounting students' CPA exam pass rate is consistently among the highest in the nation
- Six UNI real estate students won first place honors at national association's university challenge

ACCESS & AFFORDABILITY

- Continuing & Distance Education recipient of 2013 Innovators Award by Iowa Distant Learning Association (IDLA)
- UNI's economic development initiatives reach all 99 Iowa counties
- Student loan default rate well below the average default rates for state, national and 4-year public universities
- *Imagine the Impact* campaign exceeded \$150 million campaign goal a year ahead of schedule (\$62 million was raised to support scholarships)



University of Northern Iowa

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

University of Northern Iowa Strategic Plan Report

Academic excellence is a crucial component of the University of Northern Iowa’s strategic plan and an integral element of the university fabric. This year our faculty, staff and students continued the trajectory of excellence as evidenced by our numerous awards and accolades. As we conclude the third year of our strategic plan, the key words in our title continue to ring true. **Leadership** and **innovation** by our faculty, staff, students and administrators have transformed opportunities into realities which are chronicled in this report. UNI continues to provide an excellent educational experience for students and fulfill our mission to “provide transformative learning experiences that inspire students to embrace challenge, engage in critical inquiry and creative thought, and contribute to society.”

2012-13 UNI Strategic Plan Accomplishments

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

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

RANKINGS AND HONORS

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- Second among Midwest Best-Regional Publics in *U.S. News & World Report* Ranking
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- Gold Star rating in recognition of sustainability achievements from the Association for the Advancement of Sustainability in Higher Education (AASHE) (second consecutive year)
- *‘G.I. Jobs Magazine’* designated UNI as a Military Friendly School for third year

FACULTY EXCELLENCE

- *The Chronicle of Higher Education*, “UNI Named Top Producer of U.S. Fulbright Scholars”
- Lindsay Cohn, assistant professor of political science, has been awarded an International Affairs Fellowship (IAF) with the Council of Foreign Relations
- Scott Peters awarded the “Outstanding Advising Award – Faculty Academic Advising” by the National Academic Advising Association
- UNI cited as one of the outstanding physics teacher education programs in the nation in the *National Report on Teacher Education in Physics*
- UNI is the only university in Iowa to offer a 4-year real estate program – only 3rd in nation to receive qualification from The Appraisal Foundation
- New interactive digital studies (IDS) major a finalist in the Innovation in Teaching category of the Technology Association of Iowa



STUDENT SUCCESS

- Angela Wrage only Iowa student to participate in Posters on the Hill in Washington, D.C. for her research in bio-chemistry
- Libby Hurder claimed top spot at this year's Durkan D*scovey Design for carpet design
- UNI marketing fraternity was named 2013 Lewis F. Gordon Top Gold Chapter
- Outstanding Chapter Award to UNI's chemistry students by American Chemical Society
- Athletic training students have a pass rate of 100% on their Board of Certification (BOC) exams, compared to the national average of 70%
- NCAA reported 5 UNI sports teams posted multi-year Academic Progress Rates in the top 10% of all squads in their respective sports – the most of any school in the conference
- UNI accounting students' CPA exam pass rate is consistently among the highest in the nation
- Six UNI real estate students won first place honors at national association's university challenge



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

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

- Graduate degrees awarded in the last three years have seen UNI's highest numbers
- One-third of all serving principals and superintendents in the state of Iowa received their degrees from UNI
- As a result of its selective MBA program, the *'Princeton Review'* has recognized the College of Business Administration as a "Best Business School" for six consecutive years



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

The University of Northern Iowa proudly acknowledges its lead in the state in pre-K through 12 education as evidenced by numerous accomplishments and accolades. Other awards and recognitions support our reputation as an emerging national leader.

- Carver Trust funds \$2 million project to establish the Center for Educational Transformation
- UNI cited as one of the outstanding physics teacher education programs in the nation in the *National Report on Teacher Education in Physics*
- Field experience coordinators embedded in teacher education field experiences provide support and guidance to UNI students and assistance to mentor teachers
- National Science Foundation (NSF) awarded \$1.2 million grant to support the project, "Iowa STEM Education Evaluation: Navigating the Iowa STEM Roadmap"



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

Diversity and inclusion remain a significant institutional goal and core value. Campus-wide, faculty, staff and students work to create a more inclusive, welcoming environment for all. UNI also has intensified efforts in Study Abroad and the recruitment of international students.

- Study Abroad Center recognized in the national 2012 Open Doors Report; ranked 15th among master's colleges and universities for the total number of study abroad students
- Faculty, staff and students continue to complete diversity training and certification through the National Coalition Building Institute; campus also participates in other opportunities to engage diverse populations



- UNI student awarded National Security Education Program Boren Scholarship for international study
- The Adapted Sports Camp held at UNI for young athletes with lower limb disability who use wheelchairs for adapted sports
- The Iowa Center for Immigrant Leadership and Integration (ICILI) provides assistance to Iowa communities and businesses in bridging language and culture in schools, churches, healthcare, and workplaces

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

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

- UNI's economic development outreach extends to all 99 Iowa counties aiding more than 300 start-up businesses
- Started by the UNI Regional Business Center, the "Dream Big Grow Here" program received first place in the Mid-America Economic Development Council's annual Economic Development Awards' online marketing category in the small market division
- UNI's second annual Conference on African-American Children and Families was held and featured faculty, staff and students and national speakers
- The Gallagher-Bluedorn Performing Arts Center used focus groups, audience surveys and improved marketing and ticketing technologies to increase their attendance by 7% (in a year when national performing arts attendance decreased 5-7%)
- By inserting engaging activities into athletic events, UNI saw general attendance growth of 23% in a year when national college sports attendance grew at 8%

Goal 6: Ensure accountability, affordability and access.

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

- Continuing & Distance Education recipient of 2013 Innovators Award by Iowa Distant Learning Association (IDLA)
- Student loan default rate well below the average default rates for state, national and 4-year public universities
- Imagine the Impact campaign exceeded \$150 million campaign goal a year ahead of schedule (\$62 million was raised to support scholarships)
- UNI continues to partner with Regent institutions including the Jobs@UNI system; this system is used for faculty and P&S staff searches which has resulted in significant efficiencies