

2009-2010 Performance Goals
Sally Mason, President
The University of Iowa

Goals will be completed by June 30, 2010.

Goal 1: Fundraising

Continue leveraging public support of the UI with a 2.5 percent increase in private support in a challenging financial environment.

This year has shown strong support in private fundraising even in light of the current national and state economic challenges. The UI Foundation retains its stance as a long-term investor, however, and stands by its commitment to diligent work in fundraising. As well, we must not let go of projects either underway or just about to be underway.

Minimum threshold: Begin an Arts Campus campaign with a \$30M goal and begin the planning for the next university-wide capital campaign.

Goal 2: Student Success

Strengthen existing and create new programs to support the success of all students.

University of Iowa students succeed when they achieve personal and institutional educational goals. Students succeed by active engagement in educationally purposeful activities in an atmosphere of safety and respect.

Minimum threshold: Twenty-five percent of incoming students enrolled in faculty-taught first year seminars; all incoming students trained in sexual assault prevention; increase University Honors Program membership by ten percent; one thousand students trained in bystander violence prevention.

Goal 3: Flood Recovery

Continued restoration and re-opening of facilities and implementation of comprehensive mitigation plan.

Site selection and preliminary design work for HVC and Art East complexes must be developed and presented to the Board for its approval. A process or planning needs to be established for the future Museum of Art and its collection.

Minimum threshold: Approval by FEMA of each flood recovery project and each project underway.

Goal 4: Sponsored Programs

Remain competitive in federal funding.

With six consecutive record years of federally sponsored research, and strong continued success anticipated with the National Institutes for Health and with continuing focus on increasing funding from other federal agencies, including the National Science Foundation, NASA and the Department of Energy, we must remain a national leader in sponsored research.

Minimum threshold: Increase federally sponsored research by 2%.

Goal 5: Hospital Governance

Establish an oversight/advisory committee for the University of Iowa Hospitals and Clinics.

Given the quickly changing face of health care and health care finance, a comprehensive understanding of the operations, finances and challenges facing UIHC must be reviewed and discussed.

Minimum threshold: Develop with the Board a structure for UIHC oversight that enhances governance of UI Healthcare, by the President of the University and the Board of Regents.

Goal 6: Budget

Meet budget requirements to reduce General Education Fund spending \$34 million by June 30, 2010, while capitalizing on ARRA grant opportunities offered through the state or directly from federal agencies.

The University of Iowa presented a quarter-by-quarter plan to reduce \$34 million in recurring General Education Fund expenditures during fy-2010. This plan will be accomplished during the course of the year using \$19 million in non-recurring State ARRA stimulus funds for transition. The University of Iowa is also applying \$15.5 million of its State ARRA appropriations to fund longer term improvements to the University through a very competitive process of selecting the best ideas from deans and vice presidents. Funded ideas will promote longer term efficiencies, improve the experience – and therefore retention – of students, increase the University's ability to attract external grants and contracts, and help in recruiting and retaining faculty.

Minimum threshold: A 20% return on the projects and programs funded with the pool of competitive ARRA funds at the UI.

**FY2010 Goals and Objectives for
Gregory L. Geoffroy, President
Iowa State University**

1. **Enrollments.** The financial health of the university and the demographics of Iowa require us to keep a strong focus on student recruitment and retention to ensure that our enrollments are maintained at the level appropriate for the university and our aspirations. This requires a strong focus on recruiting out-of-state students and underserved Iowans, strengthening our partnerships with Iowa's community colleges to enhance transfer student recruitment, and increasing the retention of currently enrolled students. It requires my strong leadership and involvement, through my personal leadership of the university's Enrollment Leadership Council, my recruiting visits to Iowa's high schools, and my work at building strong relationships with Iowa's Community Colleges, especially my personal relationships with each of the community college presidents. *(Metrics: achieve the following enrollment targets for Fall 2010 – 4,100 new freshmen; 1,550 new transfer students; total campus enrollment of 27,670 students).*

2. **Campus Budgeting and Capital Projects.** The President has overall responsibility for ensuring that the university operates with balanced budgets and a sound budgeting process that incorporates appropriate incentives for achieving university priorities. For the current fiscal year, we have incorporated the \$38.3 million reduction in our state appropriations and developed plans to put to effective use the \$31.5 million in federal stimulus funds. This year, we must ensure that the ARRA funds are used in accordance with the federal guidelines, and we must prepare for the "cliff" that will result when those funds are exhausted. As a result of Governor Culver's recently announced 10% across-the-board budget cut, we must also now develop plans to accommodate that \$24.5 million reduction, along with the possibility of further reductions in our FY11 state appropriations. We must also ensure that all major auxiliary units (e.g., ISU Dining, Department of Residence, Department of Athletics) operate with sound business plans and with fully balanced budgets for FY2010 and that all capital projects are completed within their budgetary framework and timeline. Major objectives this year are Veterinary Medicine – Phase II; Biorenewables Research Laboratory; Hach Hall; and the Bio-Century Farm. *(metrics: full compliance with federal guidelines in the use of the ARRA funds; development of an FY11 university budget that incorporates changes in tuition revenues and state appropriations, along with the many cost increases over which we have little control; balanced year-end budgets for the large auxiliary enterprises; and all of the listed capital projects completed on time and within budget).*

3. **Strategic Planning.** A major focus this year will be to develop the university's Strategic Plan for 2010-2015. Provost Hoffman is leading this effort, with the goal of delivering a final plan by June 30, 2010. I have given overarching directives for what I want to see in the plan, and I will continue to have strong personal input as the plan is drafted and evolves over the course of the year. *(Metric: complete the strategic planning process by June 30, 2010).*

4. **Private Fundraising and Alumni Relations.** Private fundraising and alumni relations must remain a very high priority for my activities, and our private fundraising goal for this year is \$115 million. By June 30, 2010 we will also aim to pass the \$780 million mark in our \$800

million comprehensive fundraising campaign. (*Metrics: achieve our \$115 million annual goal and pass the \$780 million mark in our comprehensive campaign by June 30, 2010*)

5. **Research and Faculty Excellence.** Sponsored funding is a measure of the confidence that external funding organizations have in Iowa State, in our faculty, and in our programs, and it is thus an important measure of our success. This year we aim to achieve sponsored funding of \$311 million, a 2% increase over last year's goal, with special attention to increasing the level of competitive research funding. We must also ensure a continued strong focus on faculty recruitment, retention, and development and maintenance of a culture that values diversity and individual and collective excellence and distinction (*metrics: \$311 million sponsored funding achieved and a positive balance of recruiting a greater number of outstanding faculty over those who leave us for elsewhere*).
6. **Student Success.** Most undergraduate students come to Iowa State with the goal of graduating with a bachelor's degree, and currently about 68% of our entering freshmen do so. There are many reasons why some do not, including insufficient academic preparation, family and personal matters, changes in academic interests, and insufficient finances. We want to do all we can to provide a highly supportive environment that will allow those who truly want to succeed at Iowa State to do so. Two important measures for student success are the 1-year retention rate and the 6-year graduation rate, and of course these are correlated. At this point in time, there is little that we can do to influence the 6-year graduation rate of the class that entered in 2004, but we can impact the 1-year retention rate of the fall 2009 entering class. Our long term goal is to achieve a 90% one-year retention rate. Given that we are already part way through the current year, it would be unrealistic to set that as a goal for this year's class, but it is important that we make progress toward that goal, beginning with the 84% 1-year retention rate for the Fall 2008 entering class. (*metrics: improve the 1-year retention rate for this fall's entering class to at least 84.5%, with the long-range goal of 90%, and continue to make progress toward the 70% 6-year graduation rate goal*).
7. **Student Debt.** Students who graduated from Iowa State last academic year had the following levels of student debt: a) Iowa residents - 76% graduated with debt which averaged \$30,001; b) non-Iowa residents - 56% graduated with debt which averaged \$34,617. We intend to work to reduce the numbers for both residents and non-residents, but with a prime focus on Iowa residents, which we believe we can bring below \$30,000 for those graduating this year. (*metrics: reduce the debt for this year's graduating Iowans to \$29,100 or less*)

FY2010 Goals and Objectives
Benjamin J. Allen, President
University of Northern Iowa

Enrollment: One of my goals since assuming the presidency of the University of Northern Iowa (UNI) is to reverse the decline in enrollment from the recent past and to grow the student population. In order to maintain the increase in enrollment of the past two years, we need to increase recruitment from high schools and transfer students from community colleges. In addition, we need to have more diversity among our student population and more out-of-state students and international students. I will continue my personal leadership of the Enrollment Council. In addition, new pricing/tuition structures developed by the Tuition subcommittee of the Revenue-Enhancement Task Force will be reviewed and proposed as appropriate. Enrollment efforts will be helped by developing the university brand that will provide the framework for marketing the university. *(Metrics: Increase overall enrollment by one percent from Fall 2009 to Fall 2010; increase in minority students and international students by two percent from Fall 2009 to Fall 2010 (the percentage as figured by the number of new minority students in the Fall of 2010 divided by the number of minority students in Fall of 2009); increase in out-of-state, non-international students by one percent (see calculation method for minority students and international students) add at least one more community colleges to the group of community colleges with which we have Admissions Partnership Program; propose new kind out-of-state tuition model; complete the process of developing the brand or image of the university)*

External Funds: The culture of the university needs to continue its move toward entrepreneurship and away from entitlement. The university will increase its efforts to augment its resources through sponsored funding, private fundraising and partnerships. I will increase the amount of time I devote to fundraising and to alumni events across the state and nation. *(Metric: Raise at least \$25 million in gifts, pledges and estate commitments; generate \$28 million in sponsored, external funding; develop one new, major partnership opportunity).*

Efficiency, Effectiveness, Accountability and Quality: To position the university so that it can offer stronger academic programs and address affordability and accessibility issues, we will complete the process of the assessment of academic programs initiated during FY2009. The quality of our academic programs must be maintained. To achieve and maintain excellence in academic programs, resources must be focused. Intensify and expand the review key financial systems and processes for compliance and implementation of best practices. Recommendations generated by several task forces,

e.g., cost containment task force, during FY2009 will be reviewed and implemented as appropriate. *(Metrics: identification of limited number (less than 10) of signature academic programs; elimination/reorganization of academic programs identified by the assessment process involving faculty and administrators; implementation of selected recommendations from the Cost Containment, Revenue Enhancement, and Information Technology task forces and recommendations generated by the workshop on sustainability; expenditure of ARRA funds in full compliance with federal and state guidelines; development of FY11 budget that further reduces use of general funds for auxiliary units; examples of financial systems reviewed and improved; maintenance of ranking as number two public university and improvement in rankings for all state comprehensive universities in the Midwest (U.S. News and World Report rankings); improvement in the National Survey of Student Engagement (NSSE) and in the Measure of Academic Proficiency and Progress (MAPP) scores .*

Diversity: The efforts on campus with respect to diversity and gender equity need to be enhanced. The campus climate survey conducted last year suggests areas where we need improvement. The organization change we put in place to increase the effectiveness of our diversity efforts will be reviewed and further modified as needed. We will put added focus on international students. We will also need to assess the diversity of our staff and faculty and the mechanisms and programs for diversity of our campus in this area. *(Metric: See enrollment growth metrics for minority and international students in the Enrollment section above; an assessment of our current position and current programming to increase the diversity of our faculty and staff).*

Strategic Direction of University: One of the major efforts this year will be on setting the direction of the university by developing the 2010-2015 strategic plan. I have asked Provost Gibson to lead this important effort but I will be working closely with her on this effort. We will continue the priority of being the leader in the state on Pre-K-12 education issues and to be among the leaders nationally. This effort is connected to the ongoing academic program assessment effort. *(Metrics: Develop a new strategic plan; successful efforts to transition to the Research and Development School).*