

From: Doyle, Sheila [BOARD]
Sent: Wednesday, October 22, 2008 11:38 AM
To: Bonnie Campbell; craiglangbor@ifbf.org; David Miles
(miles.david.w@gmail.com); Downer, Robert; Gartner, Michael; Harkin, Ruth;
Jack Evans (jackevans@hallperrine.org); Johnson, Greta A; Rose Vasquez
Cc: Donley, Robert [BOARD]
Subject: University Presidents' FY 2009 Goals
Importance: High

Attached are the FY 2009 weighted goals for Presidents Mason, Geoffroy, and Allen. This information will be released publicly by the close of business today.

Please let us know if you have any questions. Thank you.

<<Pres. Mason goals (weighting) 2009.doc>> <<Pres. Geoffroy goals (weighting)
Final 2009.doc>> <<Pres. Allen goals (weighting) 2009.doc>>

*Sheila Doyle
Policy and Operations Analyst - Communications and Facilities
Board of Regents, State of Iowa
11260 Aurora Avenue
Urbandale, IA 50322
(515) 281-3332*

2008-2009 Performance Goals
Sally Mason, President
The University of Iowa

Equal weight will be given to each goal. Additionally, a minimum threshold at which half of the incentive would be earned has been identified.

Goals will be completed by June 30, 2009.

Goal 1: Flood Recovery

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

A University mitigation plan must be coordinated with the plans of the Cities of Iowa City and Coralville. The Arts Campus, the Iowa Memorial Union (IMU), and the Iowa Advanced Technology Laboratories (IATL) will have separate mitigation plans.

Minimum threshold: A reliable utility service must be restored. Mitigation plans developed for Adler Journalism Building (AJB), English-Philosophy Building (EPB), and Main Library. Tentative mitigation plans developed for the Hancher Auditorium/Voxman Music Building complex, IMU, and IATL.

Goal 2: Leadership/Organizational Restructuring

Completion of four major searches critical to the leadership team: Vice President for Legal Affairs and General Counsel, Vice President for Student Services and Dean of Students, Vice President for Strategic Communications, and Director of Equal Opportunity and Diversity. Additionally, all members of the leadership team, including the President will continue to pursue professional development.

Completion indicated by accepted offer and start date.

Minimum threshold: Completion of three searches.

Goal 3: Strategic Initiatives and Planning

Development of several strategic initiatives from “The Iowa Promise” strategic plan, to be called “Fulfilling the Iowa Promise.”

Buy-in from the deans as well as the UI shared governance partners will be necessary for a successful plan. The plan will be fully integrated with the Board of Regents’ strategic plan.

Minimum threshold: Development of strategic initiatives without final buy-in from UI shared governance or integration with Board strategic plan.

Goal 4: Sustainability Initiative

Initiate searches for five faculty members to develop our focus on sustainability and establishment of the Office of Sustainability.

We have asked the state to match our efforts on faculty recruitment in sustainability. Recruitment will be initiated by identification of academic units for these faculty members and how they will be integrated into our sustainability efforts. Completion indicated by accepted offer and start date.

Minimum threshold: A plan to fund searches for five new faculty members in sustainability. Establishment of the Office of Sustainability and completion of a search for Director.

Goal 5: Campus Safety and a Culture of Respect

New sexual assault policy and sexual assault investigative process in place and fully integrated into UI administrative structure. Continuation of sexual harassment education of all UI employees. Establishment of a university/community task force on safety, with a focus on reducing harm from alcohol abuse.

Minimum threshold: New sexual assault policy and investigative process in place. Sexual harassment education for 1200 (75%) of 1600 Teaching Assistants, 5000 (42%) of 12,000 staff, 1000 (48%) of 2100 full-time faculty. Establish task force on safety.

Goal 6: Fundraising

Continue leveraging public support of the UI with a 5 percent increase in private support in a challenging financial environment.

This year has shown a strong beginning in private fundraising (number of donors to the UI Foundation up 14 percent, number of gifts up 28 percent, and productivity up 48 percent in the first quarter over last year). However, the current national economic challenges will force us to take some time to understand fully the impact of the recent financial turbulence on philanthropy. Leading authorities on wealth and philanthropy suggest that there may be up to a one-year lag in the impact of the economy on philanthropic giving. 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 under way or just about to be under way.

Minimum threshold: continue development and expansion of contributors for projects underway or just about to be underway.

Goal 7: Sponsored Programs

Remain competitive in federal funding.

Federal support of research is the fundamental component of all university research budgets. However, federal support has not increased in recent years to match inflation. Nevertheless, the UI has remained competitive in sponsored programs even when federal funding is flat. The Office of the Vice President for Research will emphasize enhancing funding from the NSF and other federal agencies, augmented by the statewide EPSCoR initiative.

Minimum threshold: Remain at this year's level of federally sponsored research.

Goal 8: Strategic Communication

Build and enhance the image of the UI by demonstrating to external constituencies the UI's focus, goals, aspirations, and progress.

Direct contact regarding the University's strategic goals with legislators, statewide audiences, and national audiences will provide a foundation for building and enhancing the UI's image.

Minimum threshold: Start a strategic communication plan that includes, among other strategies, visiting communities and key legislators to share the strategic plan and initiatives; 6 community visits in the state.

**FY2009 Goals and Objectives for
Gregory L. Geoffroy, President
Iowa State University**

Note: These metrics were established before the national economic crisis reached its current state, and the ability to achieve many of these goals will be highly dependent upon the evolution of the economic condition of Iowa and our nation. I believe it important to stay the course with these particular metrics, but it is important to realize that many will be impacted by factors far beyond my control.

1. **Enrollments (20%)**. 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 2009 – 4,100 new freshmen; 1,500 new transfer students; total campus enrollment of 27,000 students).*
2. **Private Fundraising and Alumni Relations (15%)**. Almost 50% of my time is spent on private fundraising and alumni relations, and this must remain a very high personal priority. Our private fundraising goal this year is \$125 million. By June 30, 2009 we will aim to pass the \$700 million mark in our \$800 million comprehensive fundraising campaign. Throughout the year, I will participate in numerous alumni gatherings and individual meetings, in Iowa and across the U.S. *(Metrics: achieve our \$125 million annual goal and pass the \$700 million mark in our comprehensive campaign)*
3. **Leadership (15%)**. It is essential for Iowa State's success that I ensure that we maintain an outstanding and collaborative university leadership team, from the Vice Presidents through our Deans. Priorities this year are to appoint outstanding individuals to serve as Vice President for Research and Economic Development and Deans for the Colleges of Engineering, Human Sciences, and Design. *(metrics: by June 30, 2009 appoint outstanding individuals for these important leadership positions).*
4. **Budgeting and Capital Projects (20%)**. 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. Major objectives this year are to ensure that the final implementation of the new budget Resource Management Model (RMM) proceeds smoothly, that all major capital projects (Veterinary Medicine, Biorenewables Research Laboratory, Hach Hall {Chemistry Building}, Design addition, Maple-Willow-Large Dining Hall expansion, the New Century Farm, and the Jack Trice Stadium improvements) remain on schedule and within budget, , and 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 FY2009. *(metrics: full implementation of the RMM budgeting model by June 30, 2009; all of the listed capital projects completed on time and within budget; and balanced year-end budgets for the large auxiliary enterprises)*

5. **Research and Faculty Excellence (15%)**. Increase the university's sponsored funding to \$280 million with special attention to increasing the level of competitive research funding; 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: \$280 million sponsored funding achieved and a positive balance of recruiting a greater number of outstanding faculty over those who leave us for elsewhere)*.

6. **Sustainability (15%)**. Our goal is to be an exemplary university in promoting energy efficiency and sustainability and minimizing our impact on global climate change, through education, research, & extension, and collaborating where appropriate with UNI, SUI, and the special schools. Success will require my strong personal involvement and leadership, through my personal promotion of the university's Live Green initiative and my chairing the university's Advisory Committee on Energy Conservation and Global Climate Change. *(Metrics: establish the Office of Sustainability Programs and appoint an outstanding individual to serve as its Director by Dec 1, 2008; implement the Revolving Loan Fund for energy conservation and sustainability programs with the goal of investing at least \$1 million this fiscal year in worthy projects; continue to identify energy conservation measures for the campus and effectively engage the entire university community in energy conservation initiatives)*

FY2009 Goals and Objectives
Benjamin J. Allen, President
University of Northern Iowa

Enrollment (15%): One of my goals since assuming the presidency of the University of Northern Iowa is to reverse the decline in enrollment from the recent past and to grow the student population. For the last two years we have experienced an increase in enrollment. We need to increase recruitment from high schools and transfer students from community colleges. We need to have more diversity among our student population and more out-of-state students. I will continue my personal leadership of the Enrollment Council. Pricing/tuition structures need to be studied and developed for FY2011. *(Metrics: Increase overall enrollment by .5 percent from Fall 2008 to Fall 2009; increase in minority students by one percent from Fall 2008 to Fall 2009; add at least two more community colleges to the group of community colleges with which we have Admissions Partnership Program; host meeting at UNI of all community college presidents to develop stronger relationships with each; establishment of tuition/pricing alternatives task force)*

Development of Leadership Team (10%): Developing an outstanding university leadership team is essential for building the excellence of the university and achieving our goals. This year several key leadership positions need to be filled with outstanding individuals who have the strong commitment to our vision for the University of Northern Iowa. At the top of this list is the Executive Vice President for Academic Affairs and Provost. We also need to hire a dean of the College of Social and Behavioral Sciences. *(Metrics: Hire and have on campus an Executive Vice President and Provost by July 1, 2009; hire and have on campus a Dean of the College of Social and Behavioral Sciences by July 1, 2009)*

Fundraising (20%): The University of Northern Iowa announced its “Imagine the Impact” campaign to raise \$150 million over the next five years. 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 by July 1, 2009)*

Note: This goal was established before the national financial and economic crisis that we now face. The ability to reach this goal will be somewhat dependent upon how the economic conditions change over the course of the year.

Efficiency and Effectiveness Efforts (40%): Given the scarcity of resources and the importance of affordability and accessibility, to make progress on the two top priorities of the university (to offer the premier undergraduate program in the State of Iowa and among the best in the Midwest and to be the premier teacher education program in the State of Iowa and among the very best in the nation), all programs, academic and non-academic need to be reviewed. To achieve and maintain an acceptable level of excellence, resources must be focused. I will devote considerable amount of time on Pre-K through 12 issues and projects. For FY2009, all academic programs will be assessed. As part of this effort, a limited number of programs will be identified as signature programs. In addition, a review of all courses will take place to determine which courses need to be eliminated because of lack of demand. Issues related to sustainability, particularly with respect to the use of energy, and information technology will be included in this effort. (*Metrics: identification of limited number (less than 10) of signature programs; net reduction of 50 courses; developing a base line for energy use on campus; decision made with respect to hardware and software for Student Information System*).

Note: The national financial and economic crisis that we now face makes this goal even more important.

Diversity (15%): The efforts on campus with respect to diversity and gender equity need to be enhanced. Diversity and gender equity needs to be addressed across campus including in the Department of Intercollegiate Athletics. We need to assess the campus climate and develop appropriate structures and strategies to advance diversity and gender equity. We also need to increase the international student enrollment. These various programs and efforts need to be coordinated so that we can work more effectively to spend the funds for recruitment more effectively. (*Metric: Campus climate survey completed; establishment of Diversity Council and restructuring of Diversity Committee to establish more accountability and effectiveness; increase enrollment of minority students by one percent from Fall 2008 to Fall 2009*)