

Contact: Diana Gonzalez

REQUEST TO APPROVE UNIVERSITIES' STRATEGIC PLANS

Action Requested: Consider approval of the strategic plans at the University of Iowa, Iowa State University, and the University of Northern Iowa.

Executive Summary: The Regent universities submitted new institutional strategic plans for Board review and approval. The university strategic plans are expected to include performance measures for each performance indicator and show alignment with the Board of Regents 2010-2016 Strategic Plan.

The institutional strategic plans address the Board of Regents Strategic Plan priorities to provide "access, affordability, and student success; educational excellence and impact; and economic development and vitality."

Background:

Board Policy (§6.05) indicates that the "Board shall help establish institutional direction, and monitor and evaluate progress toward achieving strategic goals. Each of the Regent institutions shall develop, maintain, and update a Board-approved strategic plan which describes its mission, vision, values, culture, and performance indicators and is consistent with the Board's strategic plan and performance indicators. Each of the Regent institutions shall include its current Board-approved strategic plan on its institutional website."

The Board of Regents 2010-2016 strategic plan, which was approved by the Board in April 2010, established the following priorities for the Board and its institutions:

- ◆ Access, affordability, and student success.
- ◆ Educational excellence and impact.
- ◆ Economic development and vitality.

Institutional Strategic Plans

- ◆ The University of Iowa identified the following strategic initiatives in its strategic plan for 2010-2016:
 - ✿ Access and enrollment growth – determine the desired size and mix of students for the University and increase undergraduate enrollment over five years to reach that goal.
 - ✿ Undergraduate student success – create the best student-centered experiences in a Big 10 public university.
 - ✿ Graduate and professional student success – enhance student success and focused excellence in graduate and professional programs.

- Scholarly inquiry and creative work – put knowledge into practice to address “grand challenges” of the 21st century, building on our existing and emerging strengths.
 - Arts synergies – build on the University's tradition of leadership in the arts by creating connections among arts programs.
 - Internationalization and diversity – enhance educational excellence by expanding domestic and international diversity and by bringing the world to Iowa and taking Iowa to the world.
 - Sustainability – integrate sustainability into all aspects of the university enterprise – academics, operations, and outreach.
 - Public outreach and civic engagement – create better futures for Iowans by extending the reach of the University's mission throughout the state.
 - Efficiency and effectiveness – maximize available resources by being more collaborative, enterprising, and innovative; align budget allocations and reallocations with strategic priorities.
- ◇ Iowa State University identified the following goals in its strategic plan for 2010-2015:
- Iowa State will be a magnet for attracting outstanding students who seek an education that prepares them to make a difference in the world.
 - Iowa State will be a magnet for attracting outstanding faculty and staff who create, share, and apply knowledge to improve the quality of life.
 - Iowa State will be internationally known for faculty, staff, and students who address the challenges of the 21st century.
 - Iowa State will be a treasured resource for Iowa, the nation, and the world.
- ◇ The University of Northern Iowa identified the following goals in its strategic plan for 2010-2015:
- Be a leading undergraduate public university that provides a strong liberal arts foundation.
 - Provide rigorous and relevant graduate education that meets the needs of graduate students, the university, and the community.
 - Lead the state and nation in pre K-12 education.
 - Create and maintain an inclusive educational environment that prepares students to thrive in a diverse global environment.
 - Enhance the economic, social, cultural, and sustainable development of the state.
 - Ensure accountability, affordability, and access.

Institutional leaders will provide brief presentations of their strategic plans. The institutions' strategic plans are attached to this memo.



RENEWING THE IOWA PROMISE:
“GREAT OPPORTUNITIES—BOLD EXPECTATIONS”
The Strategic Plan for The University of Iowa, 2010-2016

OVERVIEW

Mission:
EDUCATION
RESEARCH AND CREATIVE WORK
OUTREACH
HEALTH CARE

Expectations:
STUDENT SUCCESS KNOWLEDGE AND PRACTICE NEW FRONTIERS IN THE ARTS BETTER FUTURES FOR IOWANS

Opportunities: NEW FACILITIES AND COMPREHENSIVE CAMPAIGN

Foundational Commitments:
INCLUSION AND INTERNATIONALIZATION ♦ SUSTAINABILITY ♦ COLLABORATION, ENTERPRISE, INNOVATION

University Functions: BUSINESS SERVICES | CLINICAL ENTERPRISE | DEVELOPMENT | FACILITIES MANAGEMENT | FINANCIAL MANAGEMENT | HUMAN RESOURCES | INFORMATION RESOURCES AND TECHNOLOGY | INTERCOLLEGIATE ATHLETICS | LEGAL & RISK MANAGEMENT | STRATEGIC COMMUNICATIONS | STUDENT LIFE AND HOUSING

IDENTITY, MISSION, VALUES

Identity: The University of Iowa is a comprehensive research university with particular distinction in the arts, humanities, and sciences; a world-class academic health center; and a wide array of exceptional professional programs. While serving as the state’s most comprehensive institution of higher education, the University also enjoys a national and international reputation for excellence and competes at that level for the best faculty and the most talented graduate and professional students.

Mission: In pursuing its missions of teaching, research, and service, the University 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 educate students for success and personal fulfillment in a diverse world.

Core Values: In planning, setting priorities, and carrying out every aspect of its mission, The University of Iowa is guided by seven interdependent values:

Excellence | Learning | Community | Diversity | Integrity | Respect | Responsibility

VISION 2010-2016: A DISTINGUISHED RESEARCH UNIVERSITY FOCUSED ON STUDENT SUCCESS

The Iowa Promise, the University's strategic plan for 2005-2010, provided a framework to advance excellence across the University. As we look to the next planning period, we renew *The Iowa Promise* and reaffirm our commitment to excellence.

At the same time, we recognize that—taking into account recent and expected changes in our broader environment—we cannot pursue all of the initiatives we would like to pursue. This plan therefore builds on *The Iowa Promise* but emphasizes **focused excellence** in identifying new strategies for moving toward our chosen future. We will accelerate the University's advancement in strategically targeted areas that take advantage of emerging **opportunities** and in which we set for ourselves high **expectations**, while maintaining and contributing to the high quality in our core missions and our most central programs.

At the end of six years, continued distinction in teaching, research, and service—bolstered by transformational progress in the areas of strategic focus—will propel the University's ascendancy as one of the leading public research universities in the country. 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.

All academic and administrative units of the University share in the responsibility and opportunity to realize this vision.

GREAT OPPORTUNITIES: PLANNING CONTEXT

The University of Iowa continues to recover from the Great Flood of summer 2008, and—like the rest of the state and the nation—is gradually emerging from the Great Recession of 2008-10. The ongoing recovery from the physical and financial devastation wrought by these two crises will take time and effort. However, the cycle of destruction and renewal creates both opportunities and expectations as we forge a bold future.

Over the next several years the University will invest on an almost unprecedented scale in **major new facilities**—about \$890M. As Winston Churchill said, we shape buildings and then buildings shape us. The new construction will shape how we carry out education, research, service, and clinical care well into the 21st century. The rebuilding of our arts facilities in the wake of the flood presents a singular opportunity to strengthen the synergies between our outstanding arts programs, to enhance learning and to inspire creative work. The building of new facilities for biomedical discovery, public health, dentistry, and psychology—as well as the cyber-infrastructure to support cutting-edge research—creates opportunities for new ways of advancing knowledge and applying it (through outreach, engagement, and clinical service) to enhance the quality of life of Iowans and others. The design of new residence hall, learning commons, and interactive-learning classroom spaces gives us opportunities to envision improvements in teaching and learning to enhance student success. The relocation of the Obermann Center for Advanced Studies to the heart of the campus expands opportunities for interdisciplinary collaboration between the humanities and other scholarly fields.

The University suffered significant de-appropriations, as did most other public institutions, during the national and global economic crisis. We had to make extensive and painful reductions, resulting in a leaner University. The continuing trend of declining appropriations as a proportion of the General Education Fund portends a “new normal” of constrained public resources that may be long-term and structural. The massive and growing federal deficits, that will have an impact on state budgets, do not presage a quick return to the short-term and cyclical “old normal” economy. Going forward, we must use limited state resources to make targeted investments for focused excellence.

Our faculty and staff are talented and entrepreneurial. They are already leading our efforts to expand and diversify our revenue streams. They are also more effective and efficient than ever in their stewardship of resources. In addition, we have many loyal friends and supporters whose generosity contributes to the margin of excellence. We are embarking

on a multi-year **comprehensive fundraising campaign**, building on the success of the last \$1B campaign, that will allow us to preserve excellence in core areas and pursue new and innovations in research, education, and public engagement.

Opportunities like these engender high expectations for what we can accomplish. In turn, the expectations we set for ourselves lead us to create new opportunities for excellence, such as new investments to support our highest goals.

**BOLD EXPECTATIONS:
STRATEGIC PRIORITIES, 2010-2016**

The strategic priorities—the four complementary, mutually supporting areas in which we will invest for accelerated advancement—are:

- **Student success,**
- **Knowledge and practice,**
- **New frontiers in the arts, and**
- **Better futures for Iowans.**

These are areas in which we will build on ongoing strengths, seize new opportunities, and advance our core commitments for focused excellence.

Student success

Undergraduate student success

The increased success of our undergraduates is an educational imperative. There are three dimensions to this priority: Quality, access, and affordability.

Higher quality will be founded on student-centered educational experiences that raise academic expectations and better engage students with each other, with the faculty, and with their studies, resulting in increased retention and timely graduation.

We will expand access by increasing enrollment over the next five years, taking into account the impact of state demographics and globalization. Expanded access will increase the diversity and internationalization of the University and will help us serve the needs of the state.

We will preserve affordability by containing costs and by the most efficient and innovative use of existing resources.

Graduate and professional student success

We will continue to recruit the very best graduate and professional students from Iowa and beyond whose achievements and diversity will enrich the intellectual excellence of our programs. The total educational experience at the University will promote their academic and professional success. University funding for graduate programs will be linked to program quality and to student

success (including improved and timely degree completion).

Knowledge and practice

The University has a long and successful tradition of interdisciplinary and cross-college scholarship. We will build on that success and mobilize the University's scholarly capacities to address major societal challenges of our time—areas of national or global need and significance that require the collaborative efforts of multiple disciplines.

New frontiers in the arts

In the wake of the destruction caused by the flood of 2008, the University has a singular opportunity to re-imagine arts education, presentation, and performance for the 21st century. In addition to rebuilding our arts facilities—an effort that will extend throughout the 2010-2016 planning period—we will bring together the full range of our arts programs in innovative ways that will generate educational opportunities and stimulate creative work among students, faculty, staff, and visiting artists and scholars.

Better futures for Iowans

Public research universities evolve by addressing the needs of each generation in each state. We will expand our public engagement to contribute to economic and cultural vitality and to the health and quality of life of the people of Iowa. We will help place-bound Iowans achieve their educational aspirations. We will align University resources with important state needs.

FOUNDATIONAL COMMITMENTS

Inclusion and internationalization

Across the strategic focus areas and in all that we do, the University will continue to advance the core values and priorities of inclusion and internationalization. Domestic and global diversity are essential to excellence across all parts of our mission.

Sustainability

The University has committed to make sustainability a central priority of all aspects of the enterprise, from the academic mission to daily operations. Our goal is to lead change and to be a meaningful resource to all Iowans in the promotion of sustainability. We will build on successes to date that include highly ranked sustainability-related academic focus areas, the establishment of an Office of Sustainability, an undergraduate certificate in sustainability and a sustainability-focused living-learning community, an interdisciplinary “cluster hire” focused on water sustainability (the Water Sustainability Initiative), new buildings designed to LEED standards, significant cost savings through energy audits, leadership in the development of renewable energy systems, and many others.

Collaboration, enterprise, innovation

Given the fiscal context, it is more important than ever that we operate in the most collaborative, enterprising, and innovative ways possible. We have to collaborate and share resources to be more efficient while maintaining quality. We have to be more entrepreneurial and maximize and diversify revenue streams. And we have to implement innovative and better ways to carry out our various missions to contain costs and enhance quality.

The goal of this strategic plan is not to do more with less; it is to move forward by doing things differently. We will concentrate new and reallocated resources on the areas of strategic focus where we can and will achieve substantial enhancements in excellence over the next five years, while protecting central programs and continuing to carry out all of our missions with commitment to the highest quality.

THE PLANNING PROCESS

Six task forces composed of some 80 faculty and staff developed, over an 8-month period, recommendations for strategic priorities and initiatives. The task forces informed the development of this strategic plan, as did the campus feedback received during and after they finished their work. (See <http://provost.uiowa.edu/work/strategic-initiatives/> for the full task force reports.)

STRATEGIC INITIATIVES

The following initiatives form the roadmap for realizing the vision of *Renewing The Iowa Promise 2010-2016: “A Distinguished Research University Focused on Student Success.”* Each initiative is followed by a representative (not comprehensive) list of action items.

Access and enrollment growth

Determine the desired size and mix of students for the University and increase undergraduate enrollment over five years to reach that goal.

- Ensure access for every qualified Iowa resident and increase enrollment of resident and non-resident undergraduates, underrepresented domestic students, veterans, and international students;
- Plan for expanded student housing, classrooms, and staffing to accommodate the targeted enrollment growth;
- Consider innovations to maximize use of facilities by students on a year-round basis.

Undergraduate student success

Create the best student-centered experiences in a Big 10 public university.

- Enhance the first-year undergraduate experience and expand “living-learning communities” in residence halls so that every first-year student can participate;
- Convert residence halls into “residential colleges,” each led by a faculty director;
- Recruit and reward tenured professors who make significant contributions to student success, and recruit new tenure-track faculty positions dedicated to student success;
- Provide more opportunities for upper-level students to participate in undergraduate research, study abroad, internships, service learning, capstone courses, and other enriching learning activities;
- Create “learning commons” spaces in the Main Library, in new academic buildings, in new residence halls, and in selected other locations;
- Build high-tech interactive classrooms;
- Create a safer and healthier living and learning environment by working to reduce underage and high-risk drinking and their negative academic and social consequences (for example, by providing new and



additional outlets for physical and recreational activities).

Graduate and professional student success

Enhance student success and focused excellence in graduate and professional programs.

- Support curricular innovations that promote educational quality and timely degree completion;
- Align graduate program enrollments, program resources, and market demand for graduates;
- Link University funding of graduate programs to program quality, centrality, and student success;
- Strengthen graduate education through realignments that promote new intellectual synergies and ensure a critical mass necessary for program quality and program sustainability;
- Enhance career advising and improve placement in academic and non-academic jobs;
- Augment inter-professional education in the health sciences.

Scholarly inquiry and creative work

Put knowledge into practice to address “grand challenges” of the 21st century, building on our existing and emerging strengths.

- Retain and attract outstanding faculty and staff who provide the leadership and capacities for advancing knowledge and applying it to improve society and the human condition;
- Promote a culture in which every academic unit undertakes scholarship and/or creative work at the highest level in its field, by setting goals and formulating a plan for achieving a specified level of excellence by 2016;
- Create 100 tenure track faculty “cluster” positions to address the major societal issues of our time (*e.g.*, environmental sustainability, aging, etc.; these are new faculty hired by departments who collaborate with colleagues in other departments and colleges on problems that require cross-disciplinary expertise);
- Implement policies and practices that promote successful interdisciplinary research, scholarship, creative work, and engagement.

Arts synergies

Build on the University’s tradition of leadership in the arts by creating connections among arts programs.

- Explore opportunities to bring together the full range of UI arts programs to generate new educational opportunities; stimulate creative work among faculty, staff, students; attract visiting artists and scholars; and provide exceptional cultural events for community audiences;
- Consider innovations to enhance interdisciplinary strength in teaching, scholarship, and artistic presentation and performance in the digital arts.

Internationalization and diversity

Enhance educational excellence by expanding domestic and international diversity and by bringing the world to Iowa and taking Iowa to the world.

- Strengthen recruitment and retention of talented underrepresented domestic minority students and international students and scholars;
- Infuse international and multicultural perspectives in our institutional missions;
- Expand the proportion of students who study abroad;
- Expand the University’s global reach through active partnerships with institutions abroad.

Sustainability

Integrate sustainability into all aspects of the university enterprise – academics, operations, and outreach

- Provide students with educational opportunities to increase their knowledge of and problem-solving skills in environmental, social, and economic sustainability;
- Support the workforce development needs of green industries in Iowa;
- Support and grow interdisciplinary research in sustainability-focused areas;
- Achieve aggressive improvements in energy conservation, renewable energy reliance, waste reduction, and CO2 reduction.

Public outreach and civic engagement

Create better futures for Iowans by extending the reach of the University’s missions throughout the state.

- Expand non-traditional paths for earning baccalaureate and graduate degrees for place-bound adults in Iowa, by establishing partnerships with community colleges throughout the state to provide on-site and online degree completion programs;
- Expand and enhance transfer and articulation agreements with community colleges, such as “2+2”/dual enrollment programs;

- Expand our public leadership and public contributions to economic and cultural vitality, and to the health and quality of life of the people of Iowa, by forging partnerships with local communities.

Efficiency and effectiveness

Maximize available resources by being more collaborative, enterprising, and innovative; align budget allocations and reallocations with strategic priorities.

- Practice budget discipline and realize cost savings through ongoing administrative and academic streamlining;
- Review curricular, procedural, and policy requirements that impede progress to degree, and consider innovations that would help students complete their degrees faster;
- Offer alternative educational delivery models that maintain quality and lower costs;
- Incentivize units to increase enrollment, retention, and extramural and clinical revenues;
- Reallocate a set percentage each year from all units to support University strategic priorities (*i.e.*, grow by substitution as well as addition of resources);
- Reorganize programs and activities for increased excellence and synergies;
- Continually evaluate programs to guide investment in those that are or have the potential to be of the highest quality, and/or are most central to the University's missions;
- Ensure that all building and space planning takes into account the need to accommodate enrollment growth.

**SUPPORT FOR THE STRATEGIC PRIORITIES:
UNIVERSITY FUNCTIONS**

Every faculty and staff member on campus shares in the opportunity and the responsibility for implementing *Renewing the Iowa Promise 2010-2016*. The University's eleven colleges play a central role in carrying out the University's academic mission, but our success in realizing the vision of focused excellence also depends on the work performed by people in non-academic as well as academic units across campus.

Business Services

Productivity opportunities will be provided through constantly improving CAMBUS as well as other

transportation services. Units supporting purchasing, accounts payable, and similar services will continue with electronic innovation for faculty and staff, making UI exemplary among the Regents universities and among its peer institutions. Risk Management functions will provide the technical leadership in seeking FEMA and insurance proceeds to make possible the overall \$750 million in flood recovery.

Clinical enterprise and translational research

UI Health Care—comprising the UI Roy J. and Lucille A. Carver College of Medicine, UI Hospitals and Clinics, and UI Physicians—collaborates closely with other University colleges to achieve shared goals. As Iowa's only comprehensive academic medical center, UI Health Care sets high standards for excellence in the provision of quaternary level patient care, in the education of medical and allied health professionals, and in the advancement of significant leading edge biomedical research—including groundbreaking clinical and translational science. A focus on assuring access to health care services in local communities, extensive outreach, and community benefit programs supplement these efforts, all aimed at enhancing the health and well-being of the people of Iowa and beyond.

Development

The UI's strategic plan for 2010-2016 and the next University-wide comprehensive campaign being planned by the UI Foundation together present an opportunity to align the University's aspirations with the passions and interests of donors. Private gift support will play a critical role in the University achieving new levels of distinction and excellence in the education of its students, development of its faculty, discovery of knowledge that will improve lives, creation of outstanding learning environments, and service to a wide variety of constituents in Iowa and far beyond. The UI Foundation not only provides essential resources in donor prospecting and acquisition, fundraising, stewardship, and management of gift funds, but also is a key partner in overall University advancement, along with the Alumni Association and others on campus who are involved in outreach and telling the UI's compelling story.

Facilities

Major capital projects in 2010-15 – totaling \$890 million – will transform teaching, research, clinical practice, and student housing well into the 21st century, and will

emphasize environmental/energy sustainability. This will be accomplished while lowering unit energy consumption and providing effective stewardship for the existing inventory of UI buildings.

Financial Management

The University is integrated financially and will continue to be so that individual enterprises (*e.g.*, UIHC, Student Housing, Telecommunications) can have all the advantages of larger scale while innovating within their individual units. Budgeting, accounting, investment, and debt financing will be coordinated to the advantage of University units and to support decentralized decision-making and accountability. As University enterprises, financial accountability will be in place to serve the Regents, grantors, donors, students, and others to whom we are responsible.

Human resources

Human Resources will attract and support a healthy and engaged workforce to maximize productivity, reduce costs, and achieve excellence. A comprehensive health management program will focus on individual improvement and campus culture. A 12 month on-boarding program for new staff and faculty will enable higher productivity sooner and stronger retention later. HR will implement the Professional & Scientific classification and compensation redesign, and create a fully integrated talent management system to ensure the development and retention of our most productive employees. LEAN process improvement leadership will be available to implement additional administrative efficiencies.

Information resources

The university library of the past was designed, for the most part, to collect and process print collections. Today's library must be an extension of the classroom, fostering collaborative and interactive learning. The library will support student success by developing a campus "learning commons" where new and emerging technologies are accessible in an inviting, user-focused, service-rich environment where students can learn from working together, and where the key support services for learning are accessible. At the same time, the University Libraries will also be a full collaborative partner in the research and creative endeavors of the University.

Information technology

Rapidly changing technology trends will undoubtedly continue at an accelerated rate. When strategically implemented, technology increasingly adds value, innovation, and opportunity for The University of Iowa. Technology has also proven invaluable by significantly improving personal productivity and learning.

IT will enhance student success through expansion, adoption, and support of e-learning systems, and will also enhance the cyber-infrastructure needed to meet the evolving needs of research, scholarly work, and the creative arts. A major effort during this planning period will be to collaboratively leverage the IT skills and resources of the campus community to accelerate progress towards all areas of the strategic plan.

Intercollegiate athletics

Intercollegiate Athletics plays a vital role at The University of Iowa. It has often been described as the "front porch" of the campus and, as such, provides an entrance for current and future students, friends and fans, citizens of Iowa, and people around the world. Whether they are playing host to thousands of young people in summer sports camps or appearing on television to the delight of millions of viewers across the country, the Hawkeyes foster an *esprit de corps* that inspires students and potential contributors alike.

The Intercollegiate Athletics Department is committed to all aspects of the University Strategic Plan. In particular, Hawkeye Athletics will continue to partner with the campus in its efforts relative to student recruitment and retention, public outreach and engagement, diversity, and campaign fundraising initiatives.

Legal & risk management

The Office of the General Counsel (OGC) will continue to provide and/or coordinate responsible legal services on issues facing all sectors of the University, and will assist the colleges and departments in developing policies, practices and procedures that reduce the risk of legal problems. The OGC will assist in training of faculty and staff in areas of legal risk. Working through the complex legal and regulatory issues relating to the rebuilding the arts campus will remain a high priority.

The Office of Risk Management, Insurance and Loss Prevention will continue to minimize the risk of human, operational, financial and reputational loss to the University through the identification and analysis of risk, implementation of loss control programs and contractual transfer or other risk reduction and financing techniques, in particular maintaining constant vigilance in pursuing available resources to recover losses of resources. Coordinating the processes with FEMA for authorization to repair and replace the damaged building on the arts campus continues as a top priority.

Strategic communications

The goal of strategic communications is to inform and inspire our varied internal and external constituents. Current and planned efforts to better reach and engage our audiences using traditional and emerging communication tools should help the University more effectively convey the strategic scope of student success, research strength, and creative excellence that collectively serve Iowa and the world. Such efforts also should help refine the University's focused excellence in these areas and overall brand through consistency and absorption of message.

Student life and housing

The Division of Student Services supports the strategic plan by serving as committed partners in expanding participation in Living-Learning Communities, creating educationally purposeful experiences that promote student success, and continuing innovation in addressing crucial health needs such as alcohol safety.

Academic affairs-student affairs partnerships maximize our ability to enhance student success. Connecting classroom learning with student involvement, leadership, service, and multicultural experiences, while promoting coordinated assessment of learning outcomes, creates a seamless environment that transforms the student experience.



INDICATORS

The University monitors a wide variety of performance measures annually, many of which are shared in governance reports to the Board of Regents, State of Iowa (and elsewhere). In 2010-2016, these will include the indicators associated with [the Board's own strategic plan for 2010-2016](#). **The University is developing a set of institutional indicators to supplement those measures and to help track progress in the priority areas the University has identified for 2010-2016.** A preliminary list of potential institutional indicators is included below.

Indicators associated with the strategic plan of the Board of Regents, State of Iowa

| Indicator | Target |
|--|---|
| Trend data on the percentage of undergraduate resident tuition set-aside revenue allocated to students who demonstrate need (especially those students eligible to receive the maximum Pell award). | Increase commensurate with tuition increases and by an additional 6% at each of Iowa's public universities by 2016 |
| Trend data of the six-year graduation rates of Iowa's public university underrepresented racial/ethnic minority students compared to non-minority students. | Close the gap between the six-year graduation rates of underrepresented minority students and non-minority students by 50% at each of Iowa's public universities by 2016 |
| Trend data of percent of students in each year's cohort who graduate from each of Iowa's public universities in four years . | Increase the rate at each of Iowa's public university to the median of its peer group or 40%, whichever is greater, by 2016 |
| Trend data of the number of students enrolled in credit courses available through distance education . | Increase the number of students enrolled in credit courses available through distance education at each of Iowa's public universities by 15% by 2016 |
| Trend data on the results of student outcomes assessment programs at Iowa's public universities and special schools | By June 20, 2011, Iowa's public universities and special schools, in collaboration with faculty, will develop student outcomes assessment plans for each academic program and establish targets for collecting and using assessment results |
| Trend data of total sponsored funding by fiscal year, in millions of dollars, at each public university | Increase by 2% on average each year through 2016 at each of Iowa's public universities |
| Inter-institutional efficiencies and cost-savings resulting from collaborative initiatives within and between the Regent institutions | By January 1, 2011, the Board Office and institutions will define accountability measures, set a baseline of performance, and establish targets for inter-institutional efficiencies and cost savings. |

Measures reported in annual governance reports to the Board of Regents, State of Iowa

| Indicator | Annual Governance Report |
|---|--|
| Enrollment of first-year, first time undergraduate students by resident/non-resident | Fall Enrollment Report |
| Racial/ethnic minority student enrollment by residence as a percentage of resident, non-resident, and total enrollment | Fall Enrollment Report |
| International student enrollment as a percentage of total enrollment | Fall Enrollment Report |
| Enrollment of transfer students | Fall Enrollment Report |
| One-year retention rate of new, direct-from-high school freshmen | Report on Student Retention and Graduation Rates |
| One-year retention rate of racial/ethnic minority students | Report on Student Retention and Graduation Rates |
| Four-year graduation rates of new, direct-from-high school freshmen | Report on Student Retention and Graduation Rates |
| Six-year graduation rates of new, direct-from-high school freshmen | Report on Student Retention and Graduation Rates |



| | |
|---|---|
| Racial/ethnic minority tenured/tenure-track faculty as a percentage of total tenured/tenure track faculty | Diversity Report |
| Women tenured/tenure-track faculty as a percentage of total tenured/tenure-track faculty | Diversity Report |
| Women in executive positions | Diversity Report |
| Racial/ethnic minorities in executive positions | Diversity Report |
| Racial/ethnic minority P&S staff as a percentage of total P&S staff | Diversity Report |
| Total sponsored funding by fiscal year, in millions of dollars | Economic Development and Tech Transfer Report |
| Number of options and licenses of UI intellectual property | Economic Development and Tech Transfer Report |
| Faculty salaries as compared to peer institutions | Comprehensive Human Resources Report |
| [Measure for contributions to health and well-being of state residents] | [UIHC Governance Report] |

Preliminary list of potential institutional indicators

| Indicator | Target |
|---|--------|
| Percentage of first-year students participating in living-learning communities | TBD |
| Percentage of undergraduates in high-impact activities (undergraduate research, etc.) | TBD |
| Percentage of students who study abroad | TBD |
| Annual surveys of high risk drinking rates , administered to a representative sample | TBD |
| Completion rate of the Ph.D. degree | TBD |
| Graduate student time to degree | TBD |
| Graduate student placement rate in academic and non-academic positions | TBD |
| Percentage of funded graduate students (via TA-ships or fellowships) | TBD |
| Graduate assistant salary and tuition scholarship levels as compared to peers | TBD |
| Number of cluster hires , by cluster area | TBD |
| Attainment of scholarly/creative work goals by each academic unit | TBD |
| Student enrollment in sustainability-related courses and programs | TBD |
| Exceed current energy conservation and renewable energy goals by 2013 | TBD |
| Create and attain progress toward meeting 2020 sustainability goals | TBD |
| Number of place-bound students enrolled in degree completion programs | TBD |
| [Measure for contributions to state economic vitality] | TBD |
| Number of projects undertaken by the Iowa Flood Center | TBD |
| Amount purchased by UI annually within the state of Iowa | TBD |
| Deferred maintenance and safety improvements | TBD |
| Total gift productivity | TBD |
| Creation of capacity to absorb for one to two years the financial impact of non-resident undergraduate reversion to 10-year mean | TBD |
| Complete the universal workflow for electronic administrative systems (increase annual e-transaction flows from \$530,0000 to \$1M) | TBD |
| Achieve faculty/staff to executive/administrative headcount above 25:1 | TBD |
| Span of control measures meet progressive state statute requirements | TBD |
| P&S salaries comparable to peers in biennial survey | TBD |

Meeting the Challenges of the 21st Century
Integrating Basic Research, the Design of New Technologies, and Entrepreneurial Applications
The Iowa State University Strategic Plan (Draft)
2010-2015

The challenges of the 21st century demand that we focus on what we do best. To ensure that Iowa State University is a leading research university in 2050, we must recruit, support, and retain students, faculty, and staff who are committed to excellence, integrity, the free exchange of ideas, and collaboration. It is imperative that the creation, sharing, and application of knowledge be a global effort characterized by a profound respect for the diversity of people and ideas. These are the values that enrich our work and guide Iowa State's Strategic Plan.

Mission: Create, share, and apply knowledge to make Iowa and the world a better place.

We must prepare the leaders of our nation and the world. To make the world a better place, Iowa State will call upon its great strengths in student-centered education, global collaboration, and transformational basic and applied research. Iowa State will lead in developing more sustainable ways to produce and deliver safe and nutritious food, water, materials, and energy; integrate the protection of plant, animal, and human health; and care for our environment. We will design tools and infrastructure that will create entrepreneurial opportunities. The major changes sweeping the world are creating extraordinary opportunities for Iowa State to capitalize on its land-grant mission and be at the forefront in addressing our common, global challenges.

To create knowledge, Iowa State must be a magnet for attracting outstanding students, faculty, and staff who will learn, work, and conduct world-class research and scholarship that address the challenges of the 21st century.

To share knowledge, Iowa State's faculty, staff, and students must be able to communicate with and learn from diverse populations. The University must maintain a strong focus on student success and provide exceptional undergraduate, graduate, professional, and outreach programs that prepare students and citizens for leadership and success.

To apply knowledge, Iowa State's faculty, staff, and students must be able to develop global partnerships to convert what they know into products, services, and information that will improve the quality of life for the citizens of Iowa, the nation, and the world.

Vision: Iowa State University will lead the world in advancing the land-grant ideals of putting science, technology, and human creativity to work.

Under the provisions of the Morrill Act of 1862, the State of Iowa designated Iowa State as the nation's first land-grant institution. The Act established the land-grant ideals that higher education should be accessible to all, regardless of race, gender, or economic circumstance, and that the university should teach liberal arts and practical subjects to provide an outstanding quality of life for future citizens. Iowa State pioneered the nation's first extension service and remains a leader in realizing the promise of the land-grant vision. The university enjoys a number of internationally known and prestigious assets that provide a unique foundation for continued growth and productivity. Iowa State and the city of Ames are home to a U.S. Department of Energy national laboratory; five U.S. Department of Agriculture research laboratories; the nation's finest

genomic-based agricultural breeding, health, and biotechnology programs; world-renowned virtual reality, plant science, and bioeconomy institutes; and one of the nation's most successful technology transfer programs. Major recent investments in new research and educational facilities and an outstanding tradition of cross-disciplinary research bring all of Iowa State's colleges and departments together with global partners. The student experience emphasizes outstanding practical, international, and leadership opportunities, as well as a focus on student success. Iowa State alumni and friends are deeply engaged and invested in improving Iowa State. Over the next five years, Iowa State will continue to enhance its campus, capitalize on and leverage its strengths, and engage with partners to realize the goals of this Strategic Plan and create a better future for all.

Iowa State will be a magnet for attracting outstanding students who seek an education that prepares them to make a difference in the world.

Goals:

- Recruit, support, retain, and graduate a diverse group of outstanding undergraduate, graduate, and professional students dedicated to making a difference in the world.
- Provide accessible residential and distance educational programs that build on Iowa State's strengths and excellence in science and technology integrated with design, business, education, arts, humanities, and social sciences.
- Provide a high quality student life that engages and challenges students to collaboratively learn, grow, and succeed as resilient global citizens and involved alumni.

Iowa State will be a magnet for attracting outstanding faculty and staff who create, share, and apply knowledge to improve the quality of life.

Goals:

- Recruit, support, and retain a diverse group of outstanding faculty and staff.
- Foster a university culture and work environment that rewards faculty and staff for their contributions, supports a balance between work and life, and inspires individuals to work together to achieve at the highest level of their abilities.
- Collaborate with Ames and surrounding communities to provide a premier living environment.

Iowa State will be internationally known for faculty, staff, and students who address the challenges of the 21st century.

Goals:

- Produce and disseminate transformational basic and applied research and creativity to improve the quality of life. Focus the resources of Iowa State on developing the basic knowledge and designing new technologies to create entrepreneurial solutions to the challenges of 2050 and beyond.
- Build and enhance outreach and global partnerships to promote scientific advances, economic growth, creative thinking, and improvement of the human condition.

Iowa State will be a treasured resource for Iowa, the nation, and the world.

Goals:

- Incorporate research and engagement in the student experience to produce civic-minded graduates who are well prepared to address complex societal problems.
- Build partnerships with communities of place and interest to solve problems and create opportunities.
- Involve citizens of Iowa and the world in collaborative interactions through extension, outreach, and engagement.

Iowa State University Strategic Plan 2010-2015 Draft Measures

| Measure | Source |
|---|--|
| 1. Fall enrollment (by undergraduate, graduate, professional, college, gender, ethnicity, and location*) (*location is student origin in-state, out-of-state, or international) | 1. Institutional Research (IR) |
| 2. Undergraduate retention and graduation rates (4- and 6-year by college, gender, and ethnicity) | 2. IR |
| 3. Post-graduation status of degree recipients (placement percentage, location) and accreditation status of accredited programs | 3. IR (via Career Services) and EVPP |
| 4. Widespread recognition of faculty accomplishments | 4. Faculty awards counted by AAU, IR collects |
| 5. External funding for research, educational, and outreach projects (total expenditures and expenditures per FTE) | 5. VPR/OSPA |
| 6. Faculty salaries by discipline compared to peers | 6. IR |
| 7. Staff salaries compared to market by classification | 7. Human Resources/IR |
| 8. NSF sponsored funding ranking | 8. NSF |
| 9. Scholarly publications/citations | 9. Institute for Scientific Information and IR |
| 10. Number of partnerships; number of clients served locally and globally | 10. Extension and Outreach |
| 11. Number of ISU students taking courses involving distance education techniques; number of students taking courses at a distance; number of distance education courses and programs | 11. Registrar |

Concurrence with Board of Regents Strategic Plan:

- ◇ BOR goal 1 on access is implicit in our goal 1 on recruiting and retaining outstanding students. We will report the data requested by the Board on tuition set aside every year.
- ◇ BOR goals 2 and 3 are also explicit in our goal 1 and captured by our measure 2 on graduation rates.
- ◇ BOR goal 4 on distance education is captured by our measure 11, which also refers to our goal of recruiting and retaining outstanding students.
- ◇ BOR goal 6 on outcomes assessment is also explicit in our goal of recruiting and retaining outstanding students and is captured in our measure 3 on post-graduation status. We will also abide by the Regents directive on developing outcomes assessments. The good news is that all our accredited programs already have outcomes assessment programs and we had to develop preliminary programs for the recent NCA accreditation. We will begin that task in earnest after the outgoing assessment coordinator is replaced.
- ◇ BOR goal 7 on sponsored funding progress is replicated in our goal 3 on high-impact research and goal 4 on economic development and extension. Our measures 5 and 10 on total sponsored funding partnerships and clients served reflect that goal.
- ◇ BOR goal 8 on efficiency is not currently contained explicitly in our strategic plan, but the Finance Offices Group team that is working on efficiency measures will respond to that item.



Strategic Plan 2010-2015

Leadership and Innovation for the Future: Transforming Opportunities into Reality

VISION STATEMENT

The University of Northern Iowa will be nationally known for innovative education, preparing students for success in a rapidly changing, globally competitive, and culturally diverse world.

MISSION STATEMENT

The University of Northern Iowa provides transformative learning experiences that inspire students to embrace challenge, engage in critical inquiry and creative thought, and contribute to society.

VALUES

As a university community we are guided by the following core values:

Academic Freedom – freedom of inquiry by students, faculty, and staff

Access – an affordable, inclusive educational environment

Accountability – integrity, responsibility and the highest ethical standards of students, faculty and staff

Community – an ethical, caring, and safe community characterized by civility

Diversity – a welcoming community that celebrates pluralism, multiculturalism, and the unique contributions of each person and group

Engagement – characterized by challenge, transformation, and lifelong learning in a global society

Excellence – in teaching and learning, scholarship and creative work, and service

Sustainability – an attractive, well-maintained campus environment that enhances the living and learning experience with an emphasis on environmental stewardship



Strategic Plan 2010-2015

Leadership and Innovation for the Future: Transforming Opportunities into Reality

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

G1.Objective 1 – Provide a rigorous and relevant undergraduate educational experience that prepares students for the future

G1.Objective 2 – Provide a transformative learning experience that inspires student responsibility for their learning

G1.Objective 3 – Recruit, develop, and retain faculty distinguished by their creative and intellectually rigorous teaching and scholarship

G1.Objective 4 – Infuse an interdisciplinary approach into teaching, scholarship, and engagement

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

G2.Objective 1 – Hold graduate programs accountable to standards for rigor, relevance, and excellence

G2.Objective 2 – Promote innovation in graduate education

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

G3.Objective 1 – Focus educator-preparation programs on developing 21st century leader practitioners at all levels

G3.Objective 2 – Expand the ownership of educator preparation to the entire university community

G3.Objective 3 – Expand and improve the network of external partners involved in educator-preparation programs



Strategic Plan 2010-2015

Leadership and Innovation for the Future: Transforming Opportunities into Reality

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

G4.Objective 1 – Ensure students are prepared to live and work successfully in a diverse world

G4.Objective 2 – Enhance the international and domestic diversity of students, faculty, and staff

G4.Objective 3 – Equip students, faculty, and staff to engage positively and productively in diverse communities of learning

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

G5.Objective 1 – Expand the university culture of community-engagement to increase the depth and breadth of participation

G5.Objective 2 – Provide support for the economic, social, and sustainable development priorities of Iowa

G5.Objective 3 – Promote a broad range of artistic, athletic, cultural and other opportunities to Iowa citizens

Goal 6. Ensure accountability, affordability, and access

G6.Objective 1 – Ensure accountability in all university operations

G6.Objective 2 – Increase the number of non-traditional and distance learners

G6.Objective 3 – Ensure affordability for university students



Strategic Plan 2010-2015
Leadership and Innovation for the Future:
Transforming Opportunities into Reality

UNI Institutional Indicators

| Indicator | Target |
|---|--------|
| One-year retention rate of new undergraduate direct-from-high-school freshmen | 85% |
| Six-year graduation rate of new undergraduate direct-from-high-school freshmen | 70% |
| Percentage of undergraduate student credit hours taught by full-time faculty | 75% |
| Enrollment | 14,000 |
| Education-related sponsored funding | +3%/yr |
| Rate of enrollment of racial/ethnic minority students as a percentage of overall enrollment | 8.5% |
| Rate of racial/ethnic minority tenured/tenure-track faculty employment as a percentage of overall tenured/tenure-track faculty employment | 14% |
| NSSE benchmark - Level of Academic Challenge – freshmen | 55 |
| NSSE benchmark - Level of Academic Challenge – seniors | 60 |
| Proportion of non-academic units/departments with assessment and continuous improvement plans | 100% |

UNI and BOR Strategic Plans

BOR Goal 1: Iowa's public universities shall be affordable to all academically qualified Iowa residents.

See: UNI Goal 6: Ensure accountability, **affordability** and access

BOR Goal 2: Iowa's public universities will increase the degree attainment of underrepresented minority students.

See: UNI Goal 4: Objective 1. Strategy 3: Increase graduation rates for minority students and close the gap between minority and non-minority student graduation rates.

BOR Goal 3: Iowa's public universities will increase the percent of undergraduate students who graduate within four years.

See: UNI Goal 6: Objective 3: Strategy 2: Increase four-year graduation rates.

BOR 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.

See: UNI Goal 6: Objective 2: Increase the number of non-traditional and distance learners; also see **G2.O2.S1:** Develop select graduate distance-education programs to meet the needs of 21st century alternative and distance learners.

BOR Goal 5: The Iowa Braille and Sight Saving School and the Iowa School for the Deaf shall meet or exceed state academic standards in reading and mathematics

UNI: Not applicable

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

See: UNI Goal 1. Objective 1 – Provide a rigorous and relevant undergraduate educational experience that prepares students for the future (assessment will be an important metric); also

Goal 6: Ensure **accountability**, affordability and access; **G6.O1.S1:** Implement consistent process-improvement and risk management strategies across all university units.

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

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

BOR Goal 8: Iowa's public universities and special schools shall be increasingly efficient and productive.

See: UNI Goal 6: Objective. Strategy 1: Implement consistent process-improvement and risk-management strategies across all university units; also **G6.O1.S3:** Increase Regents inter-institutional collaboration.