

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 2010-2016 Strategic Plan priorities to provide “access, affordability, and student success; educational excellence and impact; and economic development and vitality.”

The university provosts will provide brief oral updates. The institutions’ progress reports are attached to this memo. (Attachments A-C, pages 13-28)

Background:

Board Policy (§3.4D) 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 targets for Goals 2 and 3 relating to graduation rates have not yet been fully met. This year’s progress report includes 2015-2016.

BOARD OF REGENTS GOALS¹

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

2015-2016	SUI	ISU	UNI
Target undergraduate financial aid for Iowa residents with need	\$13,982,689	\$21,287,317	\$5,877,646
Actual	\$18,051,904	\$20,948,986	\$7,031,932
Amount over (or under) of Goal 1 target - additional undergraduate financial aid allocated for Iowa residents with need	\$4,069,215 	\$338,331 	\$1,154,286 

¹ **Dashboard legend: Green = annual target met or exceeded; 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.

2015-2016	SUI	ISU	UNI
Target 6-Year graduation rates of minority students	64.9%	65.5%	56.9%
Actual 6-Year graduation rates of minority students	64.4% 	58.5% 	48.5% 

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

2015-2016	SUI	ISU	UNI
Target 4-Year graduation rates	52.0%	47.0%	39.9%
Actual 4-Year graduation rates	52.5% 	46.1% 	39.9% 

- ◇ 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.

2015-2016	SUI	ISU	UNI
Target number of students enrolled in credit courses available through distance education	13,376	6,269	8,801
Actual number of students enrolled in credit courses available through distance education	16,341 	8,859 	8,990 

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

2015-2016	SUI	ISU	UNI
Number of undergraduate academic programs (degree majors)	69	112	93 ²
Number of undergraduate programs that are collecting and using assessment results that include targets	61 (88.4%) 	96 (85.7%) 	93 (100.0%) 
Number of undergraduate academic programs with a student outcomes assessment plan but no established targets for collecting and using assessment results	5 (7.2%)	11 (9.8%)	0 (0.0%)
Number of undergraduate academic programs without a student outcomes assessment plan but which are in discussion	3 (4.3%)	5 (4.5%)	0 (0.0%)
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.

2015-2016	SUI	ISU	UNI
Target average annual increase of total sponsored funding ³	2% (\$458.6M)	2% (\$309.5M)	2% (\$33.0M)
Actual average annual increase of total sponsored funding (over/under target)	-4.9% \$436.0M 	31.3% (\$406.4M) 	18.5% (\$39.1M) 

- ◇ Goal 8. Iowa’s public universities and special schools shall be increasingly efficient and productive. Details of the efficiencies are included on pages 4 – 6.

2015-2016	Number of Projects		
	SUI	ISU	UNI
Target number of improvement projects per year	4	4	4
Actual number of institutional improvement projects	10 	19 	6 
Value of improvements*	NP	NP	NP

*Estimates. SUI does not include Projects 7, 8, and 10.
NP = Not provided.

² UNI has modified the calculation of this goal to reflect individual majors rather than broader programs in order to capture the assessment that occurs at the individual plan level.

³ Using a three-year rolling average.

UNIVERSITY OF IOWA

Efficiency Initiatives

Year Reported	Project	Category
2016	Transparent Inclusive Efficiency Review (TIER): Completed first two projects to improve efficiency in business intelligence and electronic file storage.	IT
2016	Transparent Inclusive Efficiency Review (TIER): Relocated or retired 360 servers allowing 17 data centers to be closed resulting over 4,000 sq. ft. of space to be reassigned and reducing energy costs by an estimated \$300,000 per year.	IT
2016	Transparent Inclusive Efficiency Review (TIER): Migrated over 600 web sites to cloud hosted provider. Estimated savings of \$200,000 per year.	IT
2016	Transparent Inclusive Efficiency Review (TIER): Migrated all faculty and staff from on-premise email system to cloud hosted system. This increased features available and provided additional storage capacity. Estimated savings \$125,000 per year.	IT
2016	Transparent Inclusive Efficiency Review (TIER): Migrated IT infrastructure for support of digital signs to a single low power platform allowing efficiency in both sign administration and energy savings. A single platform also allowed integration with the emergency alert system. Estimated savings \$25,000/year for each sign.	IT
2016	Transparent Inclusive Efficiency Review (TIER): Retired or refactored 120 IT applications reducing duplication and improving efficiency	IT
2016	Plant-wide Applicability Limit (PAL) Permit: Several years of collaboration between the University of Iowa and the Iowa Department of Natural Resources resulted in the creation of the first such air quality permit in Iowa. The landmark PAL permit (which allows for the expanded use and testing of locally available, environmentally friendly fuels at the University of Iowa Power Plant, helping to accelerate the UI's transition away from coal) caps UI air-pollutant emissions through 2026, while providing the UI with greater flexibility in managing utility operations to serve campus growth and offering a streamlined permitting process that will improve efficiency and reduce costs.	Facilities
2011-2016	Steam trap survey program: started in 2011 and upgraded through a quality control and improvement process in 2014, the program identifies failing or blocked steam taps and repairs or replaces them. The program has helped maintain system efficiency, conserve energy and avoid costs of approximately \$250,000 per year, with a current cumulative cost avoidance of approximately \$1.5M.	Facilities
2016	Reduction in air emissions: June 2016 fees paid to the DNR for the university's Title V permit were less than in 2015, despite an increase in the per ton fee, due to the Power Plant's significant reduction in air emissions between 2014 and 2015. The 419-ton decrease was largely the result of reduction in coal use and increased use of natural gas and biomass sources, which are more environmentally friendly fuels.	Facilities
2016	Energy Cost Avoidance: Implemented recommendations from an audit of the Chemistry Building's HVAC system that resulted in the annual total energy cost avoidance of \$505,000 and a rebate of \$31,000.	Facilities

IOWA STATE UNIVERSITY

Efficiency Initiatives

Institutional Improvement Projects	Target	Actual
	4	19
Information technology projects, including a joint Regent contract to purchase a Library Management System (LMS) solution; consolidate data servers into fewer campus locations; bulk laptop purchases; Regents joint software and support purchases; and the encryption of all university owned laptops.		5
Initiated electronic letter of intent (ELOI) process to streamline offering and hiring of positions.		1
Initiated multiple classroom improvement projects, prioritizing classrooms accommodating 75-100 students, with four additional classrooms and an auditorium scheduled to be back in service for fall 2016. Also funded and began major renovation of classrooms in Pearson Hall to address capacity, pedagogy, and infrastructure.		10
Refined the scope of the Course Availability Group. This effort includes working with the Faculty Senate to develop and modify practices pertaining to the approval and enforcement of course prerequisites, and other capabilities that will be enabled by new student information system software		1
Pilot tested in every academic college the Education Advisory Board Student Success Collaborative tools for predictive analytics (data-driven academic advising and degree planning). Full campus implementation occurred in Fall 2016.		1
Offered, through the College of Liberal Arts and Sciences, a coordinated package of summer online undergraduate courses to improve year-round utilization of facilities and staff, and help students stay on track for graduation.		1

UNIVERSITY OF NORTHERN IOWA

Efficiency Initiatives

Institutional Improvement Projects	Value
Reduced the peak demand further from the previous year	\$20,218 per year
Installed a control valve on the condense water feeding the Performing Arts Center chiller – this improve increases the efficiency and reliability of the chiller, assists with maintenance and prolongs the life of the chiller	
Upgraded several building automation control panels throughout campus that increases the efficiency of the equipment they serve, improves the maintainability and increases the general comfort as well	
Installed a VFD on the heating pump for Kamerick Art Building	\$2,700 per year
Purchased 101 LED site lights	\$2,900 per year
Completed the cooling season recommissioning of Latham Hall and corrected some deficiencies; do not have enough data to estimate savings	

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

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 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 expected to function over the period, the plan set high expectations and was designed to guide the University to take advantage of emerging opportunities and to meet developing challenges.

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.

Over the past six years, *Renewing The Iowa Promise* has guided decision makers across campus in making focused investments of new and allocated resources, allowing us to reach or exceed many of our goals. We've set new records for enrollment, diversity, and retention and graduation rates. We launched several exciting new initiatives to support student success and promote academic engagement—among them a highly successful new immersion orientation program for incoming students—and built state-of-the-art collaborative learning spaces. We created new "degree in three," dual

2010-16 HIGHLIGHTS

- Largest and most diverse incoming classes ever
- Record graduation rates
 - Four-year graduation rate: 53.5% (2011 cohort)
 - Six-year graduation rate: 72.1% (2009 cohort)
- 7 active clusters, 71 new cluster faculty
- High quality graduate/professional programs: 24 programs and specialty areas ranked in top 25 overall
- 2015 Carnegie Community Engagement Classification
- Average combined public and private funding for research: \$438M
- Second lowest resident undergraduate tuition in Big Ten

degree, and 3+2 degree program options to help motivated and prepared students earn their degrees faster and at less cost. We inaugurated our innovative Cluster Hire Initiative, through which faculty are addressing scientific and societal "grand challenges" while also building the university's national reputation in several multidisciplinary areas. We have implemented new distance education options to serve students across the state, and are reaching out to the state in other new ways, many of them under the auspices of our new Office of Outreach and Engagement. We completed construction of the first new residence hall since 1968 and began construction of another; opened our largest research building, the Pappajohn Biomedical Discovery Building; and are fast approaching the end of our arts campus's long recovery from the flood of 2008, to be marked by the openings of the new Hancher

Auditorium, Voxman Music Building, and Visual Arts Building this fall. At the same time, we have maintained affordability, keeping our resident undergraduate tuition the second lowest in the Big Ten; and we have worked hard through the TIER project, administrative reorganizations, and other efforts large and small to increase efficiency and cost-savings.

This summer, following a period of collecting input from the university community and its constituents, the UI Strategic Plan Development Group unveiled a draft strategic plan for 2016-2021. The draft plan will be discussed at a series of open forums and finalized later this fall. *Renewing the Iowa Promise* has served us well, but we are excited to take a fresh look at the challenges, opportunities, and priorities in front of us today, and look forward to starting out on a new path forward—one on which we are sure we will continue to meet success as we advance our mission and our 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, 2016

STRATEGIC PRIORITY #1: STUDENT SUCCESS

Access and Enrollment Growth

- Projecting the largest class in university history (5,600; fall 2015 class was 5,241))
- Increased the number of transfer students
- Named a 2016 Military-Friendly School
- Petersen Residence Hall, first new residence hall since 1968, opened for fall 2015; Madison Street Residence Hall to open summer 2017; Daum Resident Hall to be renovated

Affordability

- Second lowest resident undergrad tuition in Big Ten
- Designated a “Best Buy” by *Fiske Guide to Colleges* for 12th straight year (July 2016)

Improved Retention and Graduation

- Record graduation rates effective fall 2015
 - Four-year graduation rate: 53.5%
 - Six-year graduation rate: 72.1%

Increased Students’ Academic Engagement

- Record number of students or alumni (15) awarded Fulbright Awards to go abroad to conduct research, attend graduate school, teach English, or pursue other creative endeavors abroad during 2016-17 – direct result of increased engagement between International Programs and colleges
- Program innovation
 - BSE in Computer Science and Engineering
 - BA in English and Creative Writing
 - BA/BS in Global Health Studies
 - BA/BS in Criminology, Law, and Justice
 - Public Health – first undergraduate degree-seeking students to start this fall
- Increased supplemental instruction for 23 undergraduate courses (13,621 student visits, an increase of 82% from last year)
- Created and implemented a required academic integrity training for all new undergraduate students
- Provided a summer academic workshop for incoming students at the Pappajohn Education Center in Des Moines

Graduate and Professional Student Success

- High quality programs: 24 programs/specialty areas ranked in top 25 of their kind overall

- Program innovation
 - MS and PhD in Biomedical Science
 - Internationalization of course work through the use of MOOCs and online learning

Academic Engagement

- Midwestern Association of Graduate Schools (MAGS) Distinguished Thesis Award winner for 2016
- Mellon-Sawyer grant-supported seminars, publications

STRATEGIC PRIORITY #2: KNOWLEDGE AND PRACTICE

Invested in Faculty Cluster Hires

- 7 clusters; 71 cluster faculty hired to date with new and matching funds
- Cluster Progress Highlights
 - Eight Water Sustainability Initiative (WSI) faculty were awarded 12 funded grants as PIs or co-PIs for more than \$2,231,600
 - WSI faculty generated more than 50 peer-reviewed publications
 - Obesity Research and Educative Initiative (OREI) faculty received 8 new RO1s in the past 18 months, including 4 in the past year
 - Enrollment in OREI undergraduate course on obesity has grown from 58 students in fall 2013 to 161 in fall 2015; new online offering of the course enrolled 49 students in spring 2016
 - Public Digital Arts conducted 4 successful searches, and developed a gateway course, “Digital Arts: An Introduction”
 - Informatics cluster faculty generated 63 new publications; secured 14 external funding grants from DOE, NSF, and NIH; and taught more than 20 informatics-related courses
 - Aging Mind and Brain Initiative (AMBI) faculty were awarded 17 funded grants as PIs or co-PIs for a total of \$1,723,283; 28 grant applications pending
 - AMBI faculty have assembled the chapters for a comprehensive text, the Wiley Handbook on the Aging Mind and Brain, to be submitted for publication 2016-2017
 - Public Humanities in a Digital World (PHDW) faculty generated 9 new publications and made 20 presentations in the U.S. and abroad in 2015-16

- 17 students are enrolled in the Public Digital Humanities Certificate program
- Genetics Cluster Initiative (GCI) faculty generated 79 new publications and were awarded 28 new external grants
- GCI implemented a “Big Crazy Idea” quarterly lecture series, with presentations by members of the GCI and Iowa Institute of Human Genetics (IIHG)

Best Practices

- Conducted review of all PhD programs
- Increased graduate student service offerings including teacher training and expanded career preparation

Enhanced Processes for Monitoring/Rewarding Faculty

- UI Academic and Professional Record (APR) project on track to migrate all colleges into a centralized database to capture and promote faculty activities by February 2017
- Using the APR, Carver College of Medicine is piloting a “research interest search” project to facilitate increased research collaboration

Sponsored funding for Research

- Combined public and private funding for research: \$437.9M in FY16
- Total external funding, including gifts and grants through the UI Foundation: \$551.9M in FY16
- Federal support increased \$8.5M (4%) from previous year
- Grant proposals up 3% and total awards up 5% from previous year

STRATEGIC PRIORITY #3: NEW FRONTIERS IN THE ARTS

Rebuilding the Arts Campus

- Visual Arts Building, Music Building, Hancher Auditorium to open in 2016
- Art Museum design progressing

Enhancing the Arts

- Interdisciplinary efforts bring the Folger Shakespeare Library’s First Folio to campus
- International Writing Program’s organization of global workshops, cultural exchanges, and a system of micro-loans

STRATEGIC PRIORITY #4: BETTER FUTURES FOR IOWANS

Educating Iowa

- Increased the enrollment of Iowa freshmen by over 15% (390 students) in fall 2016 compared to fall 2015
- Launched the “Iowa for all 99” micro-scholarship program to help students in Iowa build an academic path to higher education
- STEM engagement – Kirkwood Regional Center opened fall 2015
- Former AIN campus in Des Moines now the Iowa Center for Higher Education – four programs offered fall 2016 (enterprise leadership, political science, sport and recreation management, social work)

Statewide Partners

- Iowa Initiative for Sustainable Communities announced 2016-17 partnerships with Mason City and the East Central Iowa Council of Governments

Entrepreneurship

- Fully implemented UI I-Corps program to accelerate commercialization of technologies developed by UI faculty inventors; 28 faculty-led teams received training, 6 teams selected to participate in national program and receive a \$50,000 commercialization grant
- Launched Iowa Startup Games – an intensive entrepreneurial program for student team; offered twice per year on the UI campus and expanded to Des Moines Area Community College in spring 2016
- Continued delivery of UI Venture School in Cedar Falls, Council Bluffs, Davenport, Iowa City, and Des Moines, with expansion into Sioux City this past year; 59 startup team received training and support
- Welcomed 25 Mandela Washington Fellows (the flagship program of the Young African Leaders Initiative to campus for a six-week entrepreneurship program)

K-12 Engagement

- Iowa Online Advanced Placement Academy (IOAPA):
 - 503 Iowa students (89 middle school, 414 high school), from 115 Iowa school districts (101 public, 14 nonpublic) enrolled in 657 IOAPA semester enrollments
 - 130 IOAPA-registered schools in 60 of Iowa’s 99 counties
 - 1,477 students registered for online AP Exam Review, participating in 1,820 exam review modules

Office of Outreach and Engagement

- Hawkeye Lunch & Learn lectures monthly in Des Moines and Iowa City; select lectures visited Rotary Clubs in state

- Theme Semester program
 - Spring 2016 “Just Living” (social Justice)
 - Spring 2017 topic “Our Lives Online”
- In 2014-2016, the Iowa Initiative for Sustainable Communities (IISC) managed 69 community development projects in 3 communities (Decorah, Iowa City, Sioux City); involved 15 colleges and departments; 390+ students and faculty completed more than 70,000 hours of work
- Resource Conservation & Development (RC&D) Partnership: 34 student projects completed in 2015-16, with roughly 10,000 hours of work completed by about 150 students
- Arts Share and the Grant Wood Art Colony (GWAC) joined the Office of Outreach & Engagement
 - Arts Share is now more institutionally connected, working with the International Writing Program, UI Museum of Art, Hancher, Department of History, IISC, RC&D, and GWAC as well as traditional partners Division of Performing Arts, School of Art & Art History, and Writers’ Workshop
 - Since joining the Office, GWAC staff and fellows have been in eight Iowa counties, engaging over 1,000 towns
- Website outreach.uiowa.edu launched September 2015 to serve as a portal for outreach efforts across campus

Graduate & Professional Student Outreach and Engagement

- Support and collaboration with Obermann Center’s Graduate Institute on Engagement and the Academy
- Student-prepared bike/pedestrian “active transportation plan” for Sioux City accepted

FOUNDATIONAL COMMITMENT #1: INCLUSION AND INTERNATIONALIZATION

Student and Faculty Diversity

- Record diversity of incoming fall 2015 class (20.6%)
- Positive trends in faculty diversity
 - Women: 32.8% of TT faculty, 39.6% of total
 - Minorities: 20.7% of TT faculty, 20.3% of total
- UI led a statewide initiative to form a regional chapter of the Higher Education Recruitment Consortium (HERC), a nationally recognized consortium of higher education employers and community partners committed to increasing the diversity of faculty and staff pools
- Central administration and collegiate partners launching faculty search committee training designed

- to address unconscious bias in faculty searches and promote best practice strategies
- Office of the Provost and Human Resources collaborating to develop a searchable “Work/Life Resources” web portal and brand UI’s strengths as a place to “Build a Career|Build a Life”

International Students

- International students from 113 foreign countries and territories comprised 14 percent of the total enrollment
- UI international students and their dependents contribute over \$137M to Iowa’s economy and created or supported 1,697 jobs in the state
- Graduation ceremonies are now narrated in four languages: Chinese, Korean, Spanish and Arabic
- A new online tool allows students to record the pronunciation of their names through a web browser, and makes the audio recording available to other applications so course instructors and advisors can access it.

Study Abroad

- Positive impact on retention and success - undergraduate students in the class of 2015 who studied abroad were 33% more likely to graduate in 4 years (or less) than those who did not study abroad
- 2014-15: 976 undergraduate, 408 graduate/professional

Increased Students’ Academic Engagement

- Jeffrey Ding was named as one of 32 American Rhodes Scholars; he also won the Udall scholarship and the Truman scholarship, becoming the first UI students to win all three

FOUNDATIONAL COMMITMENT #2: SUSTAINABILITY

Operations

- UI and Iowa Department of Natural Resources reached a landmark agreement for an innovative air quality permit that allows expanded use and testing of environmentally-friendly fuels at the main Power Plant, to accelerate the university’s transition off of coal

Education and Research

- Unique partnership with Honey Creek Resort State Park – students researching how the park’s sustainability measures compare against competitors, and how to leverage their success for additional market growth

Planning, Administration, and Engagement

- Iowa Initiative for Sustainable Communities (IISC) completed 10 projects in the Decorah, Iowa City, and Sioux City areas

Recognition

- UI Dedicated Energy Crop Project received the 2015 Iowa Governor's Environmental Excellence Award – Special Recognition in Energy
- UI consistently recognized by the U.S. Environmental Protection Agency as one of the top 30 on-site green power generators

**FOUNDATIONAL COMMITMENT #3:
COLLABORATION, ENTERPRISE, INNOVATION**

Institutional Cost Savings and Efficiencies - TIER

- In implementation phase of TIER (Transparent Inclusive Efficiency Review) project
- Academic cases:
 - Strategic space utilization: Have a comprehensive scheduling policy to increase classroom capacity.
 - Strategic space utilization: Assess, each academic term, opportunities to remove unneeded offerings from schedules by developing a more efficient schedule that is more aligned with student needs
 - Academic programs organizational excellence: Ensure cost-effective delivery of student learning outcomes through better programmatic configurations, faculty mix, and mix of class sizes so that students can expeditiously complete their programs.
 - Academic programs student success: Increase access and more effectively serve the non-traditional and place-bound student market through distance education online
- Business cases:
 - Finance: Create a Shared Services model for common financial transaction; estimated savings between \$1.4M and \$2.6M
 - Human Resources: Revised hiring process saved \$900,000 and 13.85 FTE in CY 2015
 - Information Technology: Created 16 projects to implement the IT recommendations adopted by the Board of Regents; one-third complete and \$2M saved
 - Sourcing and Procurement – streamlining the sourcing process to increase cost effectiveness
 - Student Services: Common application portal for students who wish to apply to multiple Regent institutions completed July 2015; standardized

manual calculation of Regent Admission Index at each of the 3 universities (completed February 2015)

Strategic Planning and Path Forward

- Draft plan unveiled by Strategic Plan Development Group July 2016; to be finalized fall 2016
- Support and management of institutional vision and goals moving forward
 - Strategy Implementation Team: 1 to 5 year timeline
 - Operations Team: 0 to 18 month timeline
 - Continuous, collaborative process (including input from UI community, subject experts, president's cabinet)

New Budgeting Process

- Collaborative effort in spring 2016 to create a new, value-based budgeting process – guiding principles:
- Student Success
 - Increased retention and 4-year graduation rates
 - Creation and expansion of a high-impact and well-rounded student experience
 - A campus-wide culture of diversity and active inclusion
 - Increasing the value/return-on-investment of choosing our institution
- Quality Indicators
 - Increased attention to key AAU/Research indicators
 - New and increased faculty/interdisciplinary collaborations
 - Accenting the balance necessary between “an AAU aim” and success in our core values of teaching and well-rounded student success
 - Development and use of key performance indicators (for teaching, research, students)
- Our Values
 - Protection of and investment in existing areas of excellence and unique advantage
 - Exploration of new areas that will shape and build a successful and sustainable UI future
 - Disinvestment in other areas as necessary to enable success in areas of strength
 - Collaboration and alignment of efforts, in order to be effective stewards of our resources, build the scale of our excellence, and add value
- Our Future
 - The creation of transformative societal impact
 - True interdisciplinary collaboration, aligned to maximize our shared success
 - The quality and strategic mix of student – the drive for life-long leaders and learners

- Exploration and celebration of risk-taking that enable short- and long-term excellence

Strategic Investment

- The FY 2017 General Fund budget allowed \$10.8M incremental dollars for strategic investments – examples include
 - Student Success
 - Additional academic advisors
 - Interactive tools allowing students to build personalized academic plans
 - Enhanced analytics to increase retention and better position students for success in graduate and professional programs
 - Quality Metrics
 - Mentoring for faculty who are competing for large interdisciplinary grants
 - Technical support for faculty who are excelling in creative endeavors
 - Targeted hire in Engineering/Pappajohn Biomedical Institute
 - Adding resources to critical research support functions that allow the University to compete nationally for the best researchers
 - Our Values
 - Ensuring university classrooms and laboratories are well maintained
 - Hiring of 12 faculty into the Informatics cluster
 - Our Future
 - Continuing to invest in energy conservation
 - Providing competitive recruitment packages to bring top faculty to Iowa

Data Availability and Transparency

- Inaugural Data Digest
- Business Intelligence Shared Services Center – Admissions dashboards completed, additional dashboards in development
- Education Advisory Board – Academic Performance Solutions project with Education Advisory Board
- OneIT Business Intelligence Team data needs assessment

Administrative Reorganization

- Reorganized Division of Continuing Education into University College

UNIVERSITY OF IOWA STRATEGIC PLAN SCORECARD

Key:



Satisfactory progress toward target



Unsatisfactory or no progress toward target

	Indicator	Base Actual (FY10 unless otherwise noted)	Year 6 Actual (FY16 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 (FY 2008)	\$280,141,402 (FY 2009 through FY 2015)	\$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	75.0% (27/36)	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	11 hires into existing clusters no hires into new clusters 3 resignations 7 clusters total (58 hires)	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 (FY 2008)	\$302,519,904 (FY 2009 through FY 2015)	\$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%	75%	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%	42%	40%	
UI 8	By 2016, achieve 25% renewable energy consumption	11%	18%	25%	
UI 9	By 2016, have more than 1M annual e-transactions	633,356	1,033,150	1,000,000	
UI 10	By 2016, have 100% of all potential joint purchase opportunities competitively bid with large group rates	95.0%	99.0%	100%	

IOWA STATE UNIVERSITY

Strategic Plan Progress Report / October 2016

Ensuring an Exceptional Experience

Offering practical, global and leadership experiences to shape well-rounded citizens and critical thinkers.

- 75 new faculty hired for Fall 2016, part of a record 2,000 total faculty
- 8 consecutive years of record enrollment; nearly half of undergraduates are pursuing degrees in STEM disciplines
- The number of women studying in STEM fields has increased 46% since 2010, and represents 34% of total STEM enrollment
- Investments to enhance students' experience, including residence facilities, advising, testing centers, and student health services
- Biosciences facilities project will dramatically expand biology teaching labs, and provide state-of-the-art classrooms, research labs
- Student Innovation Center, to break ground in 2017, will provide "maker spaces" and foster interdisciplinary collaborations
- Multiple classroom improvement projects, with a focus on pedagogical and technology upgrades to general university classrooms
- Predictive advising analytics was implemented campus wide in 2016 to improve retention and graduation rates for at-risk students
- New Co-curricular Transcript will help students track high-impact educational activities such as internships, campus leadership roles

Addressing Local and Global Challenges

Iowa State research addresses society's most pressing needs.

- A record \$425.8 million in external funding in FY2016; research awards up 12%, to \$252.5 million, including five-year highs from industry, nonprofits, and the National Science Foundation (NSF)
- The Presidential Initiative for Interdisciplinary Research has led to \$437 million in grant applications, and \$43 million in new funding; current projects include using big data to develop new treatments for Alzheimer's and Parkinson's diseases, rapidly identify swine influenza, and create sustainable cities
- Iowa State recently completed a joint construction project with the U.S. Department of Energy (DOE) Ames Laboratory for a \$10 million Sensitive Instrumentation Facility
- The Ames Laboratory was selected to lead CaloriCool, a \$40 million DOE research consortium to develop innovative cooling technologies
- A \$2 million NSF award will help transform teaching and learning approaches in electrical and computer engineering
- Scholarly and creative works in the University Library's Digital Repository have been downloaded more than 7.4 million times since 2012. Among universities in the Digital Commons Network, Iowa State's open-access repository is the largest contributor in the engineering, life sciences, and medicine and health categories; the second largest contributor in business, and physical sciences and mathematics; and third in arts and humanities



Iowa State was re-accredited in 2015 for a new 10-year period by the **Higher Learning Commission**. The university has been continuously accredited by the Commission and its predecessor organization for 100 years.



Diane Birt, Distinguished Professor of Food Science and Human Nutrition, was elected to the National Academy of Medicine in 2015, recognizing 40 years of research on topics such as the relationship between diet and cancer, and the investigation of plant components that may help prevent disease. She is the second Iowa State faculty member to be elected to the Academy of Medicine.

Serving Iowans

Improving the quality of life for all Iowans through services and programs dedicated to communities and economic development.

- Iowa State's Veterinary Diagnostic Laboratory continues to be top-ranked center, nationally. Its caseload has doubled in the last five years to more than 1.5 million tests, annually
- Iowa State's Research Park now contains 600,000 square feet of building space, serving more than 70 tenants and 1,700 staff
- 1,561 businesses from 95 Iowa counties worked with the Center for Industrial Research and Service in 2015, generating \$424 million in total economic impact, and adding or retaining 5,400 jobs
- The Small Business Development Center worked with more than 3,100 clients in FY2015, helping start 322 new businesses, add 1,580 jobs, increase sales by \$62.7 million, and raise \$62.5 million in capital
- ISU Extension and Outreach serves more than one million Iowans annually through its youth and community programs
- Iowa State's 2015 bachelor's graduates enjoyed an overall 95% placement rate within six months of graduation; of those who were employed, 63% of Iowa students, 24% of nonresidents, and 28% of international students remained in Iowa to begin their careers
- Master's and Ph.D. graduates enjoyed 96% and 97% placement rates, respectively. Of Master's graduates who were employed after graduation, 47% are employed in Iowa, including 82% of Business graduates and 68% of Human Sciences graduates

Serving Diverse Students, Faculty & Staff

Iowa State offers a safe and welcoming campus environment.

- Average student debt has declined 14% since 2006, to \$27,571, thanks in part to Student Loan Education Office, mandatory financial counseling for borrowers, and increased focus on scholarships with through the ISU Foundation Moving Students Forward campaign
- ISU 4U Promise enrolled its second cohort of 5th grade students from King and Moulton elementary schools in Des Moines. The program, which provides scholarships for low-income and racial and ethnic minority students has received \$2 million in funding
- Record U.S. multicultural and international enrollment in Fall 2016 of 8,748 students (24% of student body). Iowa State also set a record with first-year multicultural enrollment of 946 students
- An inclusive classroom workshop - developed by faculty, staff and students - helps foster welcoming, positive learning environments
- Iowa State recently hired a vice president for diversity and inclusion, as well as coordinators focused on the experiences and concerns of Latino(a) and LGBTQ+ students
- ISU Police expanded its safety escort program, including an additional vehicle and a mobile app, and hired three multicultural liaison officers who work with multicultural student groups
- *Juntos: Together for a Better Education*, a partnership between the Department of Human Development and Human Sciences Extension and Outreach, serves Latino(a) youth and parents through workshops focused on academic success and exploring higher education

Helping Iowa Grow



The Association of Public and Land Grant Universities named Iowa State one of only 54 **Innovation and Economic Prosperity Universities**. The designation reflects our history of, and commitment to, economic development, including such items as the CyBiz Lab, Cultivation Corridor, ISU Research Park, and initiatives of ISU Extension and Outreach.



Ajay Nair, assistant professor of horticulture, travels the state to help Iowa vegetable growers improve their operations. Nair's work on behalf of Iowans includes projects to develop better tomato grafting techniques, using high tunnels to control growing environments, and taking advantage of cover crops to strengthen soil and reduce erosion.

Charting the Course Forward

2017-2022 Strategic Plan brings Iowa State's mission to life.

- 8-month planning process launched by President Steven Leath in 2015, and completed in tandem with the Board of Regents and Iowa State University Foundation strategic plans
- Fiscal year implementation to better align strategic planning and budget priorities
- More than 100 students, faculty, staff, and external stakeholders served on committees that drafted portions of the plan; open forums were also held to encourage feedback from campus community
- Various actions and performance metrics to measure progress, and ensure alignment with university resources
- The new plan may be accessed/viewed at:
<http://www.strategicplan.iastate.edu>

Thematic highlights of the new plan:

- Increasing retention and graduation rates for all students, while closing gaps in student success based on race, gender and income
- Focus on high-impact educational activities such as learning communities, Study Abroad, Honors Program, internships, student research projects, capstone projects, and service learning opportunities
- Increase the number of students engaged in activities that benefit Iowa's public, private, and non-profit sectors
- Continuing to drive down student debt through education and counseling, and by generating external funding for student scholarship programs
- Enhance efforts to recruit, hire, and retain diverse employees, recruit diverse students, and promote inclusion both on and off campus
- Growing the impact and scope of Iowa State's graduate programs
- Diversifying research funding, both among federal and state funders, as well as from industry, foundations, and other public/private sources
- Increased faculty hiring, including Presidential High Impact Hires program to support top faculty in key program areas
- Modernizing research infrastructure
- Expanding the impact of economic development programs, including technology transfer for student and faculty discoveries, and support for start-up activities
- Continue to expand Iowa State University Extension and Outreach programming in all 99 Iowa counties, including focused programs in the areas of agriculture and natural resources, community, families, youth, and economic development; increasing participation among diverse and under-represented Iowans; and supporting minority owned businesses



Mission & Vision

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

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

2017-2022 Strategic Plan Goals

Goal 1: Ensure access to the Iowa State University experience - including an exceptional education offering practical, global, and leadership experiences that shape the well-rounded citizens and informed critical thinkers needed in the 21st century.

Goal 2: Enhance the University's research profile by conducting high impact research that addresses the grand challenges of the 21st century.

Goal 3: Improve the quality of life for all Iowans through services and programs dedicated to economic development and the promotion of healthy communities, people, and environments.

Goal 4: Continue to enhance and cultivate the ISU Experience where faculty, staff, students, and visitors are safe and feel welcomed, supported, included, and valued by the University and each other.



2015-2016
UNI Strategic Plan Accomplishments





University of Northern Iowa

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

UNI continues to provide an excellent educational experience for students and to 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.”

2015-2016 UNI Strategic Plan Accomplishments

GOAL 1:

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

The University of Northern Iowa *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.



FACULTY EXCELLENCE EXAMPLES

- Two UNIBusiness professors, Dr. Richard Followill and Dr. Brett Olsen (Finance), have been recognized nationally for their outstanding paper "A Closed-Form, After-Tax, Net Present Value Solution to the Mortgage Refinancing Decision" which was published in the journal *The Engineering Economist*. Their paper received the Grant award from the Engineering Economy Division of the American Society for Engineering Education. The award is given to the paper that displays the most originality, logic, problem relevance, and sufficiency of proposed solution.
- Josh Sebree is an accomplished chemist who spent several years working for NASA. The University of Northern Iowa is benefiting from Sebree's knowledge and expertise as he serves as an assistant professor in the Department of Chemistry and Biochemistry. Sebree and assistant professors Alexa Sedlacek and Xinhua Shen in UNI's earth science department are currently conducting research on aerosol particles in atmospheres. They received a three-year STEM grant from the Iowa Space Grant Consortium to conduct a multi-tiered study.
- Michele Devlin, professor of health promotion and chair of the Division of Health Promotion and Education, was named to the 2016 Iowa Women's Hall of Fame.
- Sarah Diesburg, Computer Science, made advances in her research on motion virtual manipulatives, with Adam Feldhaus, Mathematics, and two outstanding Computer Science students. This work turns a mobile device and any wall into a smartboard.
- Kyle Gray, Earth Science and Science Educator, received the Biggs Outstanding Teaching Award for the Geoscience Education Division of Geological Society of America which is the highest teaching award for this organization.
- Leisl Carr Childers, assistant professor of history, was awarded a 2016 Spur Award in Best Western Contemporary Nonfiction by Western Writers of America for "The Size of the Risk: Histories of Multiple Use in the Great Basin." The Spur Awards are one of the most prestigious awards in American literature.
- The National Science Foundation (NSF) awarded the Faculty Early Career (CAREER) grant to Physics faculty member Dr. Rui He. The CAREER grant is one of the most prestigious awards from NSF. The CAREER Grant is awarded to junior faculty members who exemplify the role of teacher-scholars through outstanding research, excellent education and the integration of education and research within the context of the mission of their institutions. She is the first UNI faculty member in any department to receive a CAREER grant.
- Anne Marie Gruber (Library Services) was one of only 21 librarians from across the country chosen to participate in the 2016 Institute for Research Design in Librarianship. The IMLS funded Institute brought librarians together for nine days at Loyola Marymount University to receive education in social science research methods and scholarly inquiry. Professor Gruber is studying faculty perceptions of students' research skills and library instruction for service-learning courses.

RANKINGS AND HONORS

- UNI is second among Midwest Best-Regional Publics in U.S. News & World Report 2016 Ranking.
- UNI is one of the best colleges and universities in the Midwest, again making it on to the list of America's top colleges in The Princeton Review for 2016.
- The UNI College of Business Administration has been consistently ranked one of the Best Business Schools by The Princeton Review, making it on to their list again this year for the 10th straight year.
- UNI is one of the Top 50 Green Colleges recognized by The Princeton Review.
- Rentapplication.com named the UNIBusiness Real Estate Program 12th among the top 30 best universities for real estate studies.
- UNI was named a "College of Distinction" for having engaged students, great teaching, a vibrant community and successful student outcomes by CollegesofDistinction.com.
- TeachTomorrow.org ranked UNI No. 13 in the nation on its 2015 list for Best Online Master's in Education Degrees
- UNI was named to the Military Times "Best for Vets: Colleges 2016" rankings.
- Rod Library won the 2016 American Library Association Gale Cengage Learning Financial Development Award for its Microsoft Surface Hub Crowdfunding Campaign. This national award consisting of \$2,500 and a 24k gold-framed citation is presented annually to a library organization to recognize an innovative, creative, well-organized project which successfully developed income from alternative sources.
- UNI was awarded the 2015 Carnegie Community Engagement classification, one of only 47 public institutions in the nation to be selected for this honor.

STUDENT ACHIEVEMENT EXAMPLES

- Shelby Yates, a junior majoring in leisure, youth and human services, was one of 218 students nationwide who received the 2016 Newman Civic Fellows Award from Campus Compact.
- Three UNI Public Relations undergraduate students created a short video titled Carrying Hope: One Education at a Time that won second place in a national video contest sponsored by The PR Council, an organization that connects PR students with PR professionals for networking and educational purposes. Brittany Holthaus, Tobias Henderson, and Kathryn Storey created the video that focused on an organization called Esperos. Esperos sells backpacks and bags and they donate part of their profits to help provide access to education for children in need. They received their award at a special ceremony held in New York City.
- Nine UNI ROTC cadets attended a Cadet Summer Training course in Fort Knox, Kentucky. Cadets Timothy Logemann, Nicole Duschen, Joshua Mixdorf, Jayme Edmund, Cody Nolan, Curtis Ege and Trey Roosa attended a 30-day Cadet Leader Course. The purpose of the course is to hone their leadership skills prior to their last year in the program. Cadet Colin Johnson also attended the course and will commission as an officer in the Iowa National Guard upon completion.
- Sunny Teeling, a graduate student in the Clinical Health Counseling Program, was selected to be a Chi Sigma Iota Leadership Fellow, a competitive award granted to only 10 students in the world. She received the award because of her demonstrated commitment to and talents in leadership and academic excellence.
- Vanessa McNeal (graduate student in Social Work) produced a documentary entitled I AM: The Vanessa McNeal Story aimed at educating others about sexual assault and providing a better understanding of the issues survivors experience.
- Several UNI Debate Team members received awards at the Cross Examination Debate Association (CEDA) Nationals in spring 2016. Undergraduate debater Abbie Shew was named a 2016 Cross Examination Debate Association All American; debaters Tatiana Rice and Kayleen Berg won Summa Cum Laude National Debate Scholar Awards; and graduate student Megan Mapes was named North Central Critic of the Year.
- Five UNI students in the UNI Opera program were selected as Promising Young Artists of the 21st Century and performed throughout Costa Rica, including a performance with the Costa Rica National Symphony Orchestra.
- UNI's Gamma Sigma Chapter, a national honor society in the earth sciences, received the 2016 Sigma Gamma Epsilon Quality Chapter Award for the fifth year in a row. The chapter was also awarded the 2016 Sigma Gamma Epsilon Chapter Service Award.
- Joseph Tibbs, a sophomore majoring in biochemistry and physics, was named a 2016 U.S. Presidential Scholar.

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.

- UNI offers over 50 graduate programs offered on-campus, online, or through blended instruction (online with some on-campus requirements) to serve constituencies throughout the state and the world.
- The UNI MBA program is accredited by the Association to Advance Collegiate Schools of Business (AACSB International), the gold standard of business school accreditation, and has been named a “Best Business School” by The Princeton Review for ten consecutive years.
- Students who graduate from UNI’s Master of Social Work (MSW) program pass the state licensing exam at a rate that is 10% higher than the national average.
- UNI Master of Accounting students’ first-time CPA pass rate on all four sections of the Uniform CPA Examination is more than six times the national average.
- The UNI School Psychology Program is the only program in Iowa emphasizing preparation of specialist level school psychologists to work in school settings. Approximately one in three Iowa school psychologists are UNI graduates.
- This year’s graduating class of the History M.A. program had a 100% employment placement rate.
- UNI Speech-Language Pathology master’s students have had on the average a 98% pass rate on the required American Speech-Language-Hearing Association National Praxis Examination. The placement rate was 100%.
- Sixty-eight graduate students presented their research and creative works at the 9th Annual UNI Graduate Student Symposium with 28 graduate faculty serving as judges.
- UNI’s Clinical Mental Health Counseling and School Counseling Programs have been nationally accredited by the Council for Accreditation of Counseling and Related Education Programs (CACREP) since 1990, with the most recent eight-year period re-accreditation decision in July, 2015. The students have a 98% pass rate on both the Counselor Preparation Comprehensive Exam (CPCE) and the National Counselor Exam (NCE).
- The Rod Library offers a credit course, “Beyond Google,” twice a semester to introduce students about the social, ethical, legal, and political issues associated with the use, abuse, and ownership of information. Last year, over 280 students completed the course.
- In efforts to meet educational needs across the state, during the 2015-2016 academic year, UNI developed new distance education graduate programs in Art Education (MA), Social Work (MSW), Public Policy (MPP) and Special Education (MAE).
- UNI Speech-Language Pathology master’s students have had a 100% pass rate on the required exams for clinical competence by the American Speech-Language-Hearing Association National Praxis Examination.
- UNI’s Metal Casting Center was awarded funding through America Makes to advance additive manufacturing technologies.
- In response to the new requirements for faculty qualifications prescribed by the Higher Learning Commission (HLC) and the Iowa Department of Education (IDOE), UNI has reached an agreement with 11 of Iowa’s community colleges to make graduate course work at UNI available to their faculty.
- Graduate students have presented their research at such conferences as the Missouri Valley History Conference, American Psychological Association, Midwest Psychological Association, International Association for Relationship Research, American Speech-Language and Hearing Association, West Lake Division of the Association of American Geographers, and the Institute of Electrical and Electronic Engineers Consumer Communications and Networking Conference.

GOAL 3:

Lead the state and nation in preK through 12 education.

The University of Northern Iowa proudly acknowledges its lead in the state in preK through 12 education as evidenced by numerous accomplishments and accolades.

- In November 2015, faculty from UNI's College of Education (COE) and Teacher Education programs traveled across the state to visit professional settings in Iowa, observing many of the great practices that are taking place in our early childhood through 12 schools and related settings. The purpose of the initiative was for COE faculty to gain greater insight into the current state of the teaching profession in Iowa, including engaging in meaningful dialogue (e.g. the challenges practitioners encounter in their respective professional settings) to better inform practices within the COE.
- More than one quarter (28%) of all of Iowa's school principals and superintendents earned their credentials at UNI.
- UNI offered over 20 summer camps for K through 12 students in 2016, in topics as diverse as music, robotics, athletics, tall-grass prairies, digital storytelling, and leadership.
- The Sturgis Youth Theatre hosted The Spectrum Theatre again in 2015-2016. Each session was carefully designed to enhance creative expression of children with Autism Spectrum Disorder (ASD).
- UNI hosted the 52nd annual Iowa High School Model United Nations Spring Conference.
- The Department of Physics faculty and students again hosted the State of Iowa Physics Competition for high school students, as well as the AEA 267 Regional Physics Competition.
- During the 2015-2016 academic year, UNI created the Associate Vice President for Educator Preparation position, the first of its kind at the university. This position will more fully coordinate and enhance educator preparation across campus.
- The FIRST Robotics Competition (FRC) Iowa Regional was held on the UNI campus in March 2016. This event attracts top students from across the region and builds technical skills, including engineering and computer programming. It engages students in leadership, communication, problem-solving, and other broad-based skills.
- In partnership with a local elementary school, the Teaching Educators about Mathematics (TEAM) student organization held its 10th annual Math Fair for 4th-6th graders in April 2016.
- Ben Schafer, Computer Science, taught 22 Code.org workshops in all AEAs of Iowa, reaching 421 K through 12 faculty. Ben was inducted into the "500 Club" early in the year, a Code.org affiliate for trainers who trained more than 500 teachers in the first year of the program.
- The University of Northern Iowa's College of Education hosted the second annual Education Summit in April 2016. International, national, and regional scholars and leaders in education met to discuss current research, practices and policies. This year's summit theme, "Necessary Connectedness: The New Edge of Education," focused on four primary strands: literacy education, STEM (science, technology, engineering and mathematics) education, teacher leadership and diversity.
- UNI Research and Sponsored Programs helped secure \$2.6 million in preK through 12 education support funds, in addition to \$9.9 million awarded in FY15.
- The Center for Economic Education, part of the Department of Economics in the College of Business Administration, supplies K through 12 teachers with educational support to improve economics education in their classroom. The center is one of approximately 250 centers nationwide, and the only center in the state of Iowa.
- During the 2015-2016 academic year, the UNI Science Education Resource Center (SERC) checked out 252 elementary and 45 middle school science kits for a total of 297 kits to 109 teachers from 39 different community school districts within Area Education Agency (AEA) 267.



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. Campuswide, faculty, staff and students work to create a more inclusive, welcoming environment for all. UNI hosts multiple events and trainings related to diversity every year for faculty, staff and students. We also present Diversity Matters awards in our annual Town Hall on diversity every year for persons on campus who are making a difference in creating and maintaining an inclusive environment at UNI.

- A group of UNIBusiness students visited Italy this summer to earn Six Sigma Green Belt certification, a highly sought after certification for business students. Not only did students receive this training, they gained experience working for international companies. This gave them a better global perspective to apply to problem solving. Last summer the students traveled to Ireland.
- The Tutoring Center, housed at UNI's Center for Urban Education (UNI-CUE), located in downtown Waterloo, Iowa, serves Black Hawk County students in grades K through 12. The center was started in 2009 when parents who had seen older children assisted by various UNI-CUE programs wanted help for their younger students. The learning environment at the Tutoring Center is success oriented and offers opportunities for learners to succeed academically, increase their self-esteem and become more productive citizens within their community. The center not only benefits K through 12 students but also gives UNI students, typically upper-level undergraduate students, a chance to hone their skills as well as earn two hours of college credit.
- In February 2015, the STEM in the Arts Urban Outreach Initiative introduced the world of science, technology, engineering and mathematics to underrepresented junior high school girls in the Cedar Valley. The initiative proved to be so successful that the UNI Textiles and Apparel Program, in partnership with the Waterloo YWCA and Target, offered the Wise Girlz UNI Day Camp over the summer. Activities during the camp included using computer-aided design to create prints, printing custom fabric, textile materials testing, and construction of custom print bow ties and hair ribbons.
- In an effort to establish relationships between UNI minority students and minority alumni, the College of Business Administration sponsored a two-day event in Chicago this past April. The Chicago Connection focused on building relationships and reuniting old classmates, creating a pathway for deeper relationships between alumni and students. Multicultural students have started to plan more alumni-related events like this in an effort to rekindle memories for alumni and make connections with their predecessors. In total, 24 students and 82 alumni attended the event.
- UNI hosted its 10th annual African-American Read-In for UNI students and Cedar Valley youth, as well as the 5th annual Conference on African-American Children and Families in February 2016.
- The Adapted Sports Camp was again held at UNI for young athletes, second grade through high school, with various lower limb disabilities who use wheelchairs for adapted sports.
- For the second year, the Department of Political Science, along with AAUW-Cedar Falls and NISG's Diversity Matters initiative, sponsored the Elect Her – Panther Women Win workshop, designed to encourage and equip students to consider running in student government elections. During the daylong training, participants garnered hands-on campaign skills, heard from inspiring local speakers, discussed research on women in government, participated in engaging breakout sessions, and had a chance to network with female leaders from both UNI and various agencies throughout the community. Featured 2016 speakers included U.S. Sen. Joni Ernst, State Rep. Timi Brown-Powers, State Rep. Abby Finkenauer and Claire Celsi of The Public Relations Project.
- UNIBusiness extended a 2+2 agreement with Shanghai DianJi University (SDJU). The 2+2 program, one of the first programs of its kind, works by allowing SDJU students to complete the first two years of their post-secondary education in Shanghai, and then finish their final two years at UNI. Upon completion of their UNIBusiness courses, the DianJi students return to Shanghai to finish their last requirement then receive a degree from both institutions. In addition to the undergraduate program, the agreement includes faculty exchanges and a seamless transition for SDJU's business graduates into UNI's MBA program.



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 departments and student organizations also contribute to the social and cultural development of Iowa.

- UNI's chapter of Dance Marathon raised over \$370,000 for Children's Miracle Network Hospitals.
- UNI hosted the Midwest Summer Institute on Inclusion and Communication again for all for educators, families, support personnel, and researchers.
- UNI continues to host the Iowa High School Athletic Association football playoffs.
- The Iowa Thespian Festival is an annual event sponsored by the Iowa Educational Theatre Association. For the past six years, the Department of Theatre has hosted the event, at various locations on the UNI campus, for over 1,000 theatre students across the state of Iowa.
- UNI's TRiO Program housed at UNI-CUE was selected as one of only two recipients in the State of Iowa to receive a TRiO Educational Opportunity Center Grant from the U.S. Department of Education to Improve Adult College Readiness.
- The on-campus recycling efforts in 2015-2016 diverted 310.25 tons of materials from local landfills.
- In March 2016, the university hosted UNI CARES (UNI Creating A Responsible Environment Showcase), a campus-wide event to showcase diverse projects, research, curricula, and initiatives that contribute to building a responsible environment. Faculty, staff, centers, departments/programs, and student groups shared how they are creating a responsible environment. Participants shared courses, student work, research projects, creative work, and various sites and centers.
- Three UNI Seniors — Shelby Miller, George Ahrenholz and Lauren Turbett — are inaugural participants in the Western Home Communities' Students-in-Residence Program. The students moved in to the facility in May and spent the summer living in the senior living communities. They will continue their residence through the 2016-17 academic year.
- The Geographic Alliance of Iowa (GAI), the National Geographic Society's (NGS) UNI based education branch in the state, integrates teacher education students into its outreach to Iowa educators and students. Supporting two NGS National Initiatives in 2016, the GAI enlisted the support of UNI pre-service teachers to provide direct, field-based support to enhance the learning of 977 Grade 4 through 12 students who participated in citizen science activities in Iowa county parks. The new initiative for the current academic year includes a gift from NGS, a 15 foot by 20 foot Giant Traveling Map of Iowa. UNI pre-service teachers are working together to develop a trunk of Iowa-themed items to place on the map so students can learn about our state's geography. The map is already in the Iowa City Public Schools and will travel to as many as 13 different elementary schools in that district before traveling westward to rural schools in central and north-central Iowa.
- The Advance Iowa program at UNI, a part of Business & Community Services, directly assisted 85 different clients in all corners of the state through many forms. Services are specifically tailored to meet individual client needs and include everything from strategic planning and financial benchmarking, to market intelligence and succession planning.
- In March 2016, the UNI Accounting Club partnered with representatives of KPMG, the international Big 4 audit, tax and advisory firm, to raise \$1,200 in support of children's literacy for First Books. First Books is a part of KPMG's Families for Literacy campaign that provides reading material in the Des Moines area for children who could not otherwise afford to purchase their own books.
- The UNI Center for Violence Prevention (CVP), a regional training center for active, bystander education and intervention strategies, is gaining national attention for its Mentors in Violence Prevention (MVP) program. Now recognized as a leader in the field, the CVP has implemented MVP training at more than 30 Iowa high schools, community colleges and universities, as well as working with ROTC cadets at UNI, Iowa State University, the University of Iowa and the University of Dubuque.
- Green Iowa AmeriCorps offers comprehensive energy services to underserved populations across the state of Iowa. UNI is serving as the headquarters for the program for the eighth consecutive year.



- Laura Jackson, professor of biology and director of UNI's Tallgrass Prairie Center, was invited to speak in December 2015 at the Transportation Leadership Summit in Washington, D.C. The purpose of the summit was to call attention to the role of state departments of transportation in the conversation regarding pollinators and monarch butterflies. Jackson spoke about the cost and benefits of managing roadside ecologically and reducing costs of high quality native seed. UNI's participation shows the university is recognized nationally as a leader in applied ecological research, education and technology transfer.
- In FY16 UNI received the National Science Foundation (NSF) CAREER grant, one of NSF's most prestigious and competitive early career research grants, demonstrating that basic scientific research at UNI is on the cutting edge and nationally recognized.
- In April 2016, the University of Northern Iowa John Pappajohn Entrepreneurial Center (JPEC) was recognized for its unparalleled work in student entrepreneurship with the first award for Student Entrepreneurship Program of the Year by the International Business Innovation Association (InBIA). Last year alone, the JPEC served 2,531 clients, primarily students, with various programs such as student business incubation, academic classes, competitions, conferences and a student organization.
- UNI Interactive Digital Studies students went live in Spring 2016 with an interactive website called Imagine Iowa (<http://uni.edu/imagineiowa/>) that focuses on ways that we can be more proactive in protecting the environment in Iowa. The website demonstrates the harm we are doing to our environment and climate, and suggests ways to protect us from further damage.



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. Increasing accountability and efficiency are integral to the functioning of UNI, as is providing affordable access to higher education and community services.

- UNI's student loan indebtedness has been decreasing steadily since 2010. The overall decline in borrowing can be attributed to three primary factors: additional loan counseling for students who consider private lending options; the number of teaching majors taking advantage of the Federal TEACH Grant Program; and various financial literacy initiatives on campus.
- UNI assists students in money management and responsible borrowing through a course called "Live Like a Student."
- During the 2015-2016 academic year, over 4,000 UNI students were employed in various positions on-campus.
- Almost 500 UNI students took advantage of the Federal TEACH Grant Program for students planning to teach in a high-need field.
- UNI's Center of Urban Education (UNI-CUE) continues to help students learn about and prepare for college. UNI-CUE collaborates with other University departments and community programs to match its resources with community needs.
- The UNIBusiness Points Plus program allows alumni and friends to earn travel miles for UNIBusiness students participating in College-sponsored travel. The removal of airfare costs allows students to take advantage of travel opportunities they may not have otherwise been able to. Travel opportunities can include study abroad programs, international internships, and student organization competitions - experiences designed to enhance students' classroom learning. During the Fall 2015 semester Andrew Washburn (Management) used Points Plus miles to spend the semester studying in Florence, Italy, while Jacob Vollmar (Accounting & Supply Chain Management) used Points Plus miles to study at the University of Chichester in England.
- Overall credit enrollment in Continuing and Distance Education courses in 2015-2016 was 15,378, a record number. This marked the 10th consecutive year of enrollment growth. Continuing and Distance Education courses were taken by students in each of Iowa's 99 counties, providing a tangible presence in more than 500 cities.
- UNI was ranked one of the top 100 "Best Values in Public Colleges" by Kiplinger's Personal Finance for 2016, because of its high four-year graduation rate, low average student debt at graduation, financial aid options, and overall great value.
- The Washington Monthly College Guide ranks UNI 50th in the nation on their list of Master's universities that are the Best Bang for the Buck.
- AffordableCollegesOnline.org ranked UNI #1 in Iowa during the 2015-2016 academic year, based on affordability and quality of distance education offerings.
- UNI was one of only 24 institutions in the nation to receive the highest score (99 out of 99) on the Princeton Review's 2016 Green Rating Honor Role.
- UNI is now accepting applications for a Bachelor of Arts in Technology Management degree program for community college AAS degree recipients.
- Sponsored funding secured at UNI contributed \$4.3 million for direct student support in the form of student wages, assistantships, travel, participant costs, stipends, scholarships, and project supplies. Thirty-three percent of UNI's sponsored funding focused on Iowa outreach (public service projects); 52 percent benefited academics and student aid and nearly \$3 million were awarded to UNI to support research activities.



