Improving Student Success

1. Strategic Plan
2. Who Pays?
3. Culture of Continuous Improvement
4. Increasing Productivity
5. The Path Forward
6. Questions
To improve student outcomes the UI will invest $155 - $165M into:

• The faculty
  • Retaining and hiring the best and brightest
  • Increasing research and scholarship
• Student outcome programs
  • Undergraduate research
  • Internships
  • Leadership development
  • Capstone project
Funding Student Outcomes

By SFY 22 the UI Will Have Funded ~1/3 ($55-60M) of the UI Strategic Plan through TIER/reallocated resources.

Undergrad Resident Tuition % Increase Per year until SFY 22

$11-12M/yr of UI TIER savings & reallocated resources invested in strategic plan

10.08%

7.08%

$0

Additional State Appropriation by SFY 22

$95 – $110M

$155 - $165M

$0

10.08%

7.08%

0%
Efficiency & Productivity

- Productivity is the efficiency in which resources are turned into outcomes.
- Increasing productivity is creating greater output from the same amount of input.
- Productivity is constrained based upon the quantity of the input.
- Inputs at the University of Iowa are constrained based upon the resources currently allocated to the university.
Pre-TIER/TIER/Post-TIER (Examples)

Late 1990s
- Workflow
- Procurement Cards

Early – Mid 2000’s
- MAUI
- Biofuels

Mid - Late 2000’s
- Kaizen Events
- Energy Center

2014
- Implementation of TIER
- Shared Services/Purchasing

2016
- Alignment to Strategic Plan
- Managing Insurance Costs
Efficiencies and Industry Partnerships

Energy Control Center as an industry model:

- NASA
- Bridgestone America
- UPS
- John Deere
- Kum & Go
- Burns & McDonnell
- ACT
- Integrated Power Corp
- Iowa Economic Development Authority
Efficiencies and Industry Partnerships

“UI Shared Services is a best practice”

“Microsoft partnership with the UI on FDD launch, first on major university research campus”
TIER/Reinvestment into 5 Year Strategic Plan

TIER@IOWA has allowed the UI to invest a projected:
• $16.6M since FY 16
  • $2.9M in FY 16
  • $6.6M in FY 17
  • $7.1M in FY 18 (projected)
Improving graduation rates while maintaining costs

Real General Education Fund Expenditures per Student (indexed for inflation) and 4-Yr Graduation Rates
UI Efficiency Benchmarked

- The UI operating O/H is **14.5% more efficient** than its Regents national peers
# Rankings and Reputation

<table>
<thead>
<tr>
<th>School</th>
<th>US News &amp; World Report Ranking - Public</th>
<th>US News &amp; World Report Ranking - Public/Private</th>
<th>Retention Rate</th>
<th>4 Year Graduation Rate</th>
<th>Earnings per year 10 years post freshman year</th>
<th>AAU</th>
</tr>
</thead>
<tbody>
<tr>
<td>UCLA</td>
<td>#1</td>
<td>#21</td>
<td>96%</td>
<td>74%</td>
<td>$59,600</td>
<td>Yes</td>
</tr>
<tr>
<td>Michigan</td>
<td>#4</td>
<td>#28</td>
<td>97%</td>
<td>75%</td>
<td>$57,400</td>
<td>Yes</td>
</tr>
<tr>
<td>UNC - Chapel Hill</td>
<td>#5</td>
<td>#30</td>
<td>97%</td>
<td>82%</td>
<td>$51,000</td>
<td>Yes</td>
</tr>
<tr>
<td>Wisconsin - Madison</td>
<td>#12</td>
<td>#46</td>
<td>95%</td>
<td>57%</td>
<td>$51,600</td>
<td>Yes</td>
</tr>
<tr>
<td>Illinois - Champaign Urbana</td>
<td>#14</td>
<td>#52</td>
<td>94%</td>
<td>71%</td>
<td>$56,600</td>
<td>Yes</td>
</tr>
<tr>
<td>Ohio State</td>
<td>#16</td>
<td>#54</td>
<td>93%</td>
<td>59%</td>
<td>$42,900</td>
<td>Yes</td>
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<tr>
<td>Texas - Austin</td>
<td>#18</td>
<td>#56</td>
<td>95%</td>
<td>52%</td>
<td>$53,000</td>
<td>Yes</td>
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<tr>
<td>Minnesota - Twin Cities</td>
<td>#25</td>
<td>#69</td>
<td>92%</td>
<td>59%</td>
<td>$48,300</td>
<td>Yes</td>
</tr>
<tr>
<td><strong>Iowa</strong></td>
<td><strong>#31</strong></td>
<td><strong>#78</strong></td>
<td><strong>86%</strong></td>
<td><strong>51%</strong></td>
<td><strong>$49,100</strong></td>
<td>Yes</td>
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<tr>
<td>Indiana</td>
<td>#39</td>
<td>#90</td>
<td>89%</td>
<td>60%</td>
<td>$44,700</td>
<td>Yes</td>
</tr>
<tr>
<td>Arizona</td>
<td>#58</td>
<td>#124</td>
<td>81%</td>
<td>43%</td>
<td>$44,000</td>
<td>Yes</td>
</tr>
</tbody>
</table>

| Average               | 19                                     | 57                                           | 93%           | 63%                    | $50,910                                       |     |

| UI vs Average (2018)  | 12                                     | 21                                           | -7%           | -12%                   | ($1,810)                                      |     |

| UI vs Average (2017)  | 14                                     | 26                                           |               |                        |                                               |     |
Definition of an Institution & Faculty

The Carnegie Classification™

• The leading framework recognizing, describing, and measuring institutional differences

• The University of Iowa and Iowa State University are defined as an R1 Doctoral Universities – Highest Research Activity

• As an R1 university, tenured and tenure-track faculty are expected to have active research/scholarship activities. Typical UI faculty portfolio:
  • 40% teaching (16 hours)
  • 40% research/scholarship (16 hours)
  • 20% service (8 hours)
UI Faculty Effort Allocation per Type

Tenure-track/Tenured
- Teaching: 40%
- Research: 40%
- Service: 20%

Research-track
- Research: 90%
- Service: 10%
UI Faculty Effort Allocation per Type

Clinical-track
- Professional Productivity (Clinical/Teaching/Scholarship): 80%
- Service: 20%

Instructional-track
- Teaching: 90%
- Service: 10%
# UI Faculty Productivity

<table>
<thead>
<tr>
<th>Faculty Effort</th>
<th>Historical UI Average (Hrs/Week)</th>
<th>Projected 40/40/20 Effort (Hrs/Week)</th>
<th>UI vs Projected (Hrs/Week)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Student Instruction</td>
<td>21.07</td>
<td>16</td>
<td>5.07</td>
</tr>
<tr>
<td>Scholarship/ Research/ Creative Work</td>
<td>22.78</td>
<td>16</td>
<td>6.78</td>
</tr>
<tr>
<td>Subtotal of Teaching &amp; Research</td>
<td>43.85</td>
<td>32</td>
<td>11.85</td>
</tr>
<tr>
<td>Clinical Work</td>
<td>3.41</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Community Engagement, Outreach, or Extension</td>
<td>1.76</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Professional Development</td>
<td>0.95</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administration/ Service</td>
<td>7.30</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Subtotal of Service &amp; Other Effort</td>
<td>13.42</td>
<td>8</td>
<td>5.42</td>
</tr>
<tr>
<td>Total Hours Per Week</td>
<td>57.27</td>
<td>40</td>
<td>17.27</td>
</tr>
</tbody>
</table>
Faculty Productivity

Citations per Tenured/Tenure Track Faculty, FY 2007-2014

- 2007: [Citation Value]
- 2008: [Citation Value]
- 2009: [Citation Value]
- 2010: [Citation Value]
- 2011: [Citation Value]
- 2012: [Citation Value]
- 2013: [Citation Value]
- 2014: [Citation Value]
Faculty Productivity

The UI, on the whole, is failing to keep up due to a lack of tenure & tenure track faculty, not a lack of productivity.
Predictable Resources = Better Student Outcomes

✓ The Plan

• Control overhead and ensure current expenditures are in alignment with strategic plan
• Establish a predictable/affordable 5 year plan for tuition increases
• Maximize aid opportunities for need-based and merit-based students
• Invest in strategic plan to deliver on student success goals
Questions?