

# STRATEGIC PLAN FOR THE UNIVERSITY OF IOWA, 2010-2016

## ANNUAL PROGRESS REPORT, 2014

### STRATEGIC PRIORITY #1: STUDENT SUCCESS

#### Access and Enrollment Growth

- Fall 2014 incoming class
  - Largest ever (4,666)
  - Most diverse (19% minority)
- Military-friendly school (5<sup>th</sup> year)
- Ranked #6 among Best Colleges for Veterans by *U.S. News & World Report*

#### Affordability

- Second lowest resident undergrad tuition in Big Ten
- Undergraduate resident tuition freeze
- Continued listing as “Best Buy” in quality-to-cost ratio by major higher education publications
- Extended Summer Hawk Tuition Grant – full tuition scholarship for one summer session for Iowa residents

#### Improved Retention and Graduation

- Four-year graduation rate up to 51.1%
- Implemented Student Experience in the Research University (SERU) survey to gather data on student performance and satisfaction
- Expanded financial literacy services for undergraduates
- Expanded free tutoring service to additional gateway courses
- Placed nearly all students on the four-year graduation plan

#### Increased Students’ Academic Engagement

- Living-learning communities (LLCs)
  - Every first-year student in an LLC starting 2013
- Large investments in learning spaces
  - Opened 40,000 sq. ft. state-of-the-art learning commons with 24/5 access
- New undergraduate programs
  - Three new majors in CLAS: sport and recreation management, enterprise leadership, biomedical sciences
  - New tracks: anthropology for health professions (anthropology), engaged social innovation (interdepartmental studies)

- First new residence hall since 1968 under construction to help meet enrollment growth; focus on LLCs - additional new hall being planned
- Expanded entrepreneurship program to include more majors
- Substantially revised the Bachelor of Liberal Studies to meet the needs of place-bound working adults

#### Grad/Prof Student Success

- High quality programs: >76% in top 30 publics; 5 programs ranked in top 10 overall
- For 76 doctoral programs over 10 years (entering 2001-2005, completed 2007-2011)
  - Composite median time to degree decreased to 5.3 years
  - Composite degree completion improved to 57% (1/3 of programs > 67%, 1/4 of programs <50%)
  - Doctoral initial placement: 20% tenure track academic; 50% non-tenure track academic; 19% nonacademic; 11% unknown
- Post-comprehensive fellowship recipients achieved 90% degree completion (2008-2011)
- Continued review of programs – 12 program actions taken
- Created 3 new graduate certificates: online teaching, digital public humanities, business analytics
- Created 2 new dual degree programs: BA-MAT/Mathematics, BA-MPH with Grinnell
- Partnered with 9 colleges and universities in Iowa for new early matriculation 3+3 program in Law
- First year of Graduate Success Initiative involved more than 1,000 students
- “Careers Outside the Academy” conference – linking students to jobs in Iowa

### STRATEGIC PRIORITY #2: KNOWLEDGE AND PRACTICE

#### Invested in Faculty Cluster Hires

- 44 cluster faculty hired with new and matching funds
- Newest (7<sup>th</sup>) cluster announced: Informatics

## **Enhanced Processes for Monitoring/Rewarding Faculty**

- Implementing UI Academic and Professional Record (central database of faculty activities)

## **Sponsored funding for Research**

- \$515.8M in FY14 – up \$9.5M over previous year despite increased competition for funding
- Increased external funding from new sponsors (157 new sponsors in FY14)
- Industry/corporate funding up 13.2% over FY13

## **STRATEGIC PRIORITY #3: NEW FRONTIERS IN THE ARTS**

### **Rebuilding the Arts Campus**

- Working together to move forward on building, renovation, flood protection
- Meeting schedule for building, renovation, and mitigation of facilities; construction continuing on Hancher, School of Music, School of Art & Art History (2016 completion)
- Planning and partner selection process initiated to enable replacement of the Museum of Art
- Aligning campaign priorities with arts campus needs

### **Academics and Outreach**

- CLAS Frank N. Magid Center for Undergraduate Writing partnership with Iowa Youth Writing Project – writing, tutoring, creative learning, and publishing opportunities for Iowa youth
- International Writing Program: first two MOOCs, “Every Atom: Walt Whitman’s *Song of Myself*” (1,700+ registrants) and “How Writers Write: Talks on Craft and Commitment”; open-application courses; outreach courses developed in collaboration with international institutions
- “Book Wings” theatre project with international partners
- College of Public Health partnered with Hancher and Working Group Theater on *Out of Bounds* (a play about bullying) with workshop performance in February, 2014; developed companion curriculum tool kit for junior high school teachers

## **STRATEGIC PRIORITY #4: BETTER FUTURES FOR IOWANS**

## **Educating Iowa**

- Degree completion programs with 15/15 Iowa community colleges
- 43.3% of enrollments in for-credit continuing education at Regent universities are in UI programs
- New certificates and degrees serving Iowans: online teaching certificate, executive MHA
- College of Nursing developed statewide online nurse residence program in collaboration with Future of Nursing Iowa Action Coalition
- Teacher-Librarian program – MA degree for working teachers interested in becoming school librarians

### **Statewide Partners**

- STEM engagement – Iowa Governor’s STEM Advisory Council, Kirkwood Community College partnership
- Iowa Obesity Network (UI, ISU, UNI)
- Iowa Initiative for Sustainable Communities expanding to Sioux City, Decorah, Iowa City, Storm Lake, and Maquoketa
- College of Public Health Business Leadership Network fostering relationships with business and community leaders across the state
- College of Nursing continues to lead the statewide Future of Nursing Action Coalition, established Task Force on Advanced Practice
- College of Engineering partnered with more than 150 Iowa-based companies on employee recruitment, research, faculty consulting, etc.
- University Libraries, in collaboration with the State Library of Iowa, participated in a White House initiative to educate more than 300 public librarians across the state about the Affordable Care Act’s Health Insurance Marketplace

### **Entrepreneurship**

- Launched Venture School, an advanced entrepreneurial training program based on the Lean Launchpad and Business Model Canvas; two pilot cohorts with 15 entrepreneurial teams completed initial program in FY 2014; expanding to several locations across Iowa in FY 2015 including Des Moines, Cedar Falls, Council Bluffs and the Quad Cities
- Created the Iowa Innovation Associates student internship program designed to connect UI

- students with Iowa-based startup and early stage companies; 45 interns placed during the first year
- Expanded the Entrepreneurial Management Institute program that provides faculty/student business consulting services to Iowa organizations; 55 projects completed last year
- Launched the STEMInnovator Institute for Iowa secondary educators to incorporate entrepreneurship and innovation into K-12 STEM curriculum; 36 educators from 20 Iowa school districts participated in the first year program

#### **Engaged Scholarship**

- Faculty clusters - serving Iowans
- Digital Studio for the Public Humanities
- Public Digital Arts Cluster
- DeLTA Center/Obermann Center school readiness initiative "Get Ready, Iowa: Partnering to Enhance the School Readiness of Iowa's Children"

#### **Carnegie Community Engagement Classification**

- Application submitted April 2014

#### **K-12 Engagement**

- 126 Iowa high schools registered with the Iowa Online Advanced Placement Academy (IOAPA); 639 online AP courses completed by Iowa high school students (and almost 2,000 students registered for AP Exam Review)
- STEM-Entrepreneurship training for K-12 teachers
- Leadership training for Iowa K-12 principals and superintendents

#### **Office of Outreach and Engagement**

- Outreach and Engagement web site (<http://discover.uiowa.edu>) started and under continued development
- Engagement with Iowa regional Resource Conservation & Development (RC&D) councils
- Hawkeye Lunch & Learn events in Des Moines and Iowa City; expanding to other parts of the state through Rotary/service organization talks
- First theme semester, spring 2015: "Food for Thought"
- Discussions with colleges started re: outreach and engagement in the promotion & tenure process
- Medical student community involvement program

#### **Outreach and Service Examples**

- Iowa Flood Center serving Iowa communities; at halfway point of six-year project to develop updated floodplain maps for 85 Iowa counties
- College of Law class of 2014 logged more than 12,000 hours of *pro bono* legal and community service
- Dentistry, Medicine, Pharmacy mobile clinics
- Center for the Book traveling exhibit, "History of the Book"
- Tippie College of Business students logged almost 4500 hours of tax return support for low-income residents of Johnson County, and built their 7<sup>th</sup> annual Habitat for Humanity House

### **FOUNDATIONAL COMMITMENT #1: INCLUSION AND INTERNATIONALIZATION**

#### **Student and Faculty Diversity**

- Record diversity of incoming class (17.1%)
- Positive trends in faculty diversity
  - Women: 32.8% of TT faculty, 39.0% of total
  - Minorities: 20.6% of TT faculty, 20.3% of total

#### **International Students**

- Record number of international students (4,049)
- New course requirement for all incoming undergraduate international students started fall 2013
- Hired new Global External Relations Coordinator and created position of International Support and Retention Coordinator
- College of Engineering hired new Director of Global Experiences
- UI international students and their dependents contribute \$101M to Iowa's economy

#### **Study Abroad**

- Positive impact on retention and success
- 2012-13: 888 undergraduate, 360 graduate/professional

#### **Student Success and Mentoring**

- UI awarded \$1.2M Sloan Foundation grant to establish one of five University Centers of Exemplary Mentoring in the nation (enhancing diversity of graduate students in STEM disciplines)
- Graduate diversity scholarship recipients achieved 70% degree completion (2001-2005)
- CIC Summer Research Opportunities Program (SROP) providing underrepresented undergraduate students with in-depth research experiences

- Created Friends Without Borders friendship matching program for new international and current domestic undergraduate students, to begin fall 2014

#### **Outreach**

- Engaging international alumni, students, and parents through social media
- May 2014 commencement streamed online and translated into Chinese for the benefit of international students' families and friends

### **FOUNDATIONAL COMMITMENT #2: SUSTAINABILITY**

#### **Operations**

- Energy use remains level from 2010 to 2014 despite campus growth
- Renewable energy at 12% (EPA Top 30 list of on-site green power users for 5<sup>th</sup> year)
- Waste diversion rate at 38%
- Second year of competition in RecycleMania: 2<sup>nd</sup> place among Big Ten schools
- Received LEED Platinum certification for new data center, the first building on campus and first educational institution data center to be LEED Platinum certified
- Received LEED Platinum certification for new College of Public Health building

#### **Education and Research**

- Two sustainability-related living-learning communities offered in FY14

#### **Planning, Administration, and Engagement**

- Iowa Initiative for Sustainable Communities focused on Cedar Rapids, Muscatine, Washington
- AASHE STARS Gold rating, among top 18%

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

#### **Institutional Cost Savings and Efficiencies**

- Short payback project investments and UI Energy Control Center – accumulated savings of over \$1M annually and growing
- Biomass Fuel project, in collaboration with Dr. Heaton of ISU's Biomass Crop Production & Physiology lab, launched in pilot phase
- Completed expansion of electronic workflow to approach one million transactions per year
- Mainframe computers retired - \$800,000 savings

- At or under budget for all major flood recovery construction projects
- Activated MAUI student information system and received innovation award from *University Business Magazine*
- Streamlined applicant processing reduced admissions decision time from two weeks to 48 hours for 15,000 applicants
- Implemented paperless course drop/add process
- Engaged Accenture to review and provide input into shared services model for business, IT, and HR functions on campus
- 3<sup>rd</sup> consecutive year of declining UI fringe benefit costs
- Eduroam wireless service enabled efficiencies for faculty and staff while traveling, and relieved IT staff of supporting campus visitors

#### **Inter-Institutional Cost Savings and Efficiencies**

- Business and HR systems installations for UNI – continued conversion of UI systems with UNI brand
- Hosting UNI computing services in UI data center
- UI-led effort to joint negotiate Mathematica license
- UI serving as administrative agent for student athlete health insurance plans for ISU and UNI
- Assessing Worker's Compensation decentralized to Regents for savings
- UI and UNI collaborated on joint contract for selected green cleaning supplies; UI annual savings more than \$100,000

#### **Facilities Innovation**

- Privately financed and operated apartment housing have replaced Hawkeye Court Apartments and were opened on August 1, 2014; 100% filled, savings of \$31M in foregone construction and financing costs
- First public entity in Iowa to use design-build construction delivery approach (Hawkeye Tennis Center Addition and the Oakdale Biomedical Research Support Facility)
- Unique partnership with Microsoft to pilot a fault detection and diagnostic methodology that represents the future of how higher education building operations will benefit from use of Big Data analytics

