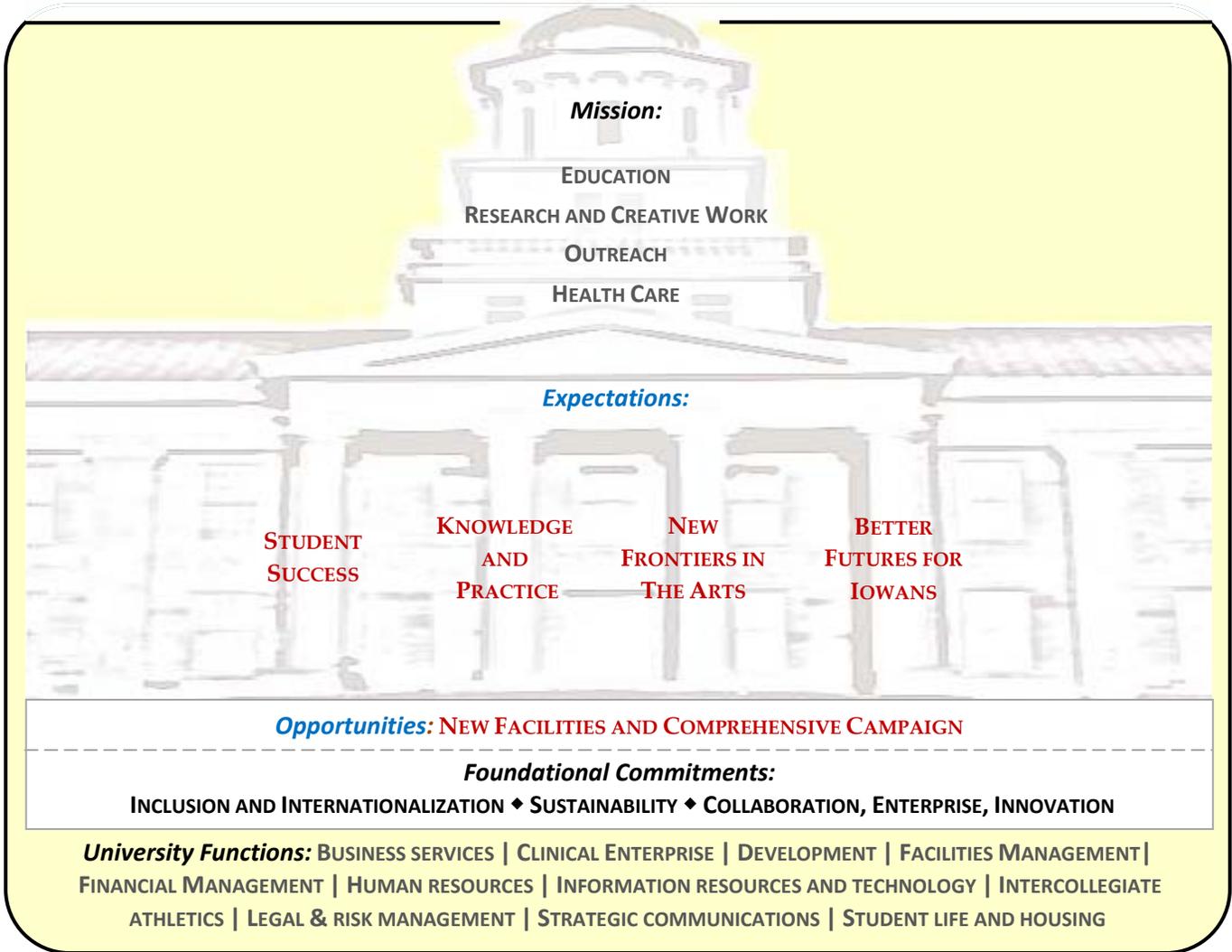


**RENEWING THE IOWA PROMISE:**  
**“GREAT OPPORTUNITIES—BOLD EXPECTATIONS”**  
*The Strategic Plan for The University of Iowa, 2010-2016*

**OVERVIEW**



**Mission:**

EDUCATION  
 RESEARCH AND CREATIVE WORK  
 OUTREACH  
 HEALTH CARE

**Expectations:**

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

**Opportunities: NEW FACILITIES AND COMPREHENSIVE CAMPAIGN**

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**Foundational Commitments:**

INCLUSION AND INTERNATIONALIZATION ♦ SUSTAINABILITY ♦ COLLABORATION, ENTERPRISE, INNOVATION

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

**IDENTITY, MISSION, VALUES**

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

**Mission:** In pursuing its missions of teaching, research, and service, the University seeks to advance scholarly and creative endeavor through leading-edge research and artistic production; to use this research and creativity to enhance undergraduate, graduate, and professional education, health care, and other services provided to the people of Iowa, the nation, and the world; and to educate students for success and personal fulfillment in a diverse world.

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

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

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

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

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

At the end of six years, continued distinction in teaching, research, and service—bolstered by transformational progress in the areas of strategic focus—will propel the University's ascendancy as one of the leading public research universities in the country. The animating strategic vision for 2010-2016 is of a distinguished research university of global reach and impact that has, at its core, vibrant programs for student success.

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

## GREAT OPPORTUNITIES: PLANNING CONTEXT

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

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

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

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

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

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

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

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

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

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

**Student success**

**Undergraduate student success**

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

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

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

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

**Graduate and professional student success**

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

success (including improved and timely degree completion).

**Knowledge and practice**

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

**New frontiers in the arts**

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

**Better futures for Iowans**

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

**FOUNDATIONAL COMMITMENTS**

**Inclusion and internationalization**

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

## Sustainability

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

## Collaboration, enterprise, innovation

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

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

## THE PLANNING PROCESS

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

## STRATEGIC INITIATIVES

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

### Access and enrollment growth

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

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

### Undergraduate student success

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

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

additional outlets for physical and recreational activities).

### **Graduate and professional student success**

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

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

### **Scholarly inquiry and creative work**

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

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

### **Arts synergies**

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

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

### **Internationalization and diversity**

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

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

### **Sustainability**

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

- Provide students with educational opportunities to increase their knowledge of and problem-solving skills in environmental, social, and economic sustainability;
- Support the workforce development needs of green industries in Iowa;
- Support and grow interdisciplinary research in sustainability-focused areas;
- Achieve aggressive improvements in energy conservation, renewable energy reliance, waste reduction, and CO<sub>2</sub> reduction.

### **Public outreach and civic engagement**

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

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

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

### **Efficiency and effectiveness**

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

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

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

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

### **Business Services**

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

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

### **Clinical enterprise and translational research**

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

### **Development**

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

### **Facilities**

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

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

### **Financial Management**

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

### **Human resources**

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

### **Information resources**

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

### **Information technology**

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

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

### **Intercollegiate athletics**

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

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

### **Legal & risk management**

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

The Office of Risk Management, Insurance and Loss Prevention will continue to minimize the risk of human, operational, financial and reputational loss to the University through the identification and analysis of risk, implementation of loss control programs and contractual transfer or other risk reduction and financing techniques, in particular maintaining constant vigilance in pursuing available resources to recover losses of resources.

Coordinating the processes with FEMA for authorization to repair and replace the damaged building on the arts campus continues as a top priority.

### **Strategic communications**

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

### **Student life and housing**

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

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

**INDICATORS**

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

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

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

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

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

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

### Preliminary list of potential institutional indicators

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