

IOWA STATE UNIVERSITY

Strategic Plan Progress Report for 2006-2007

The 2006-2007 academic year is the second year under the 2005-2010 ISU Strategic Plan, "Forward thinking." This plan is the University's roadmap to fulfilling its mission, to "Create, share and apply knowledge to make Iowa and the world a better place," and to achieving its vision, to be "the best at advancing the land-grant ideals and putting science and technology to work." The plan identifies five priorities, and includes a set of goals within each priority.

The University's progress on key performance indicators is documented in the attached statistical report. Following is a brief narrative summarizing some of the key projects, initiatives and accomplishments during the past year that have contributed to the University's progress, listed by priority area of the Strategic Plan.

Priority: Education. Strengthen undergraduate, graduate, and professional education to enhance student success at Iowa State University and beyond.

Enrollment/application numbers strong: Iowa State University enrolled its largest freshman class in four years in the fall of 2006, with 5,726 new undergraduate students. ISU also set a record for minority students in fall 2006 with 2,154, marking the first time the university had reached its goal of 8.5% minority student enrollment. Applications for fall 2007 set a record in March with 10,900.

DMACC Admissions Partnership Program exceeds expectations, more agreements developed: More than 200 students have been admitted into the DMACC Admissions Partnership program with ISU, including 10 who are living on the ISU campus. A new partnership agreement was signed with the Iowa Valley Community College District in December 2006, and discussions are under way with NIACC to sign an APP sometime in the near future. An APP Logistics committee is meeting to discuss how best to expand the APP to include the entire Iowa Community College system.

New budget model implementation begins: ISU has moved forward with the implementation of a new budget model. Called the Resource Management Model, it is designed to give the university more flexibility in adapting to changing demands and budgetary conditions, and bring revenues, responsibilities, and expenses into better alignment in a way that will help Iowa State University more effectively accomplish its mission and reach its vision. The new budget model was developed following nearly two years of intense study and development involving hundreds of administrators, faculty and staff. ISU will continue with its existing budget process for FY2007-08, but a second, "parallel" budget using the new model will also be developed for FY08. This will give university leaders an opportunity to carefully review the new budget "in operation" to evaluate its effectiveness and identify changes that may need to be made. The goal is to fully implement the new model effective July 1, 2008.

State approval of a new Educational Administration Program, CAS: The Certificate for Advanced Study (CAS) in the College of Human Sciences' Department of Educational Leadership and Policy Studies has been completely redesigned to give candidates the best possible preparation as future school superintendents, AEA chief administrators, and central office personnel dedicated to increasing achievement for every learner. The revamped program includes a unique sequence of learning opportunities driven by practical clinical experiences in the field and supported by classroom instruction in a spiral curriculum that builds over 23 months' time by exploring "dilemmas of practice" that future school leaders will encounter.

WebCT Gold Course Management System: In fall 2006, Iowa State deployed the feature-rich WebCT Gold Course Management System (CMS). The system carries several new tools that aid learning and information delivery for students while improving efficiency and time savings for faculty. A key capability of WebCT Gold is support for communities of instructors to develop and publish learning objects (lessons/materials) in a shared repository. The new system also has the capability to interface with third-party teaching tools, further making WebCT the university's hub for learning technology.

International partnerships attract students: Continuing and Distance Education (CDE) is working to establish ISU as a leading university in international education. CDE is partnering with the University of Iowa and University of Northern Iowa to offer an online Bachelor of Liberal Studies program to overseas institutions. CDE also partners with Iowa's Community Colleges that offer fully online courses to meet the general education requirements for overseas institutions. ISU plans to further develop degree programs such as Business and Hotel, Restaurant, and Institution Management—two degrees that are in high demand in Asia, and is already partnering with University of Colima to offer a graduate degree in teaching English as a Second Language (ESL), with Korean universities and private companies to offer summer and winter cultural/English camps and year-long online ESL programs to students in middle and high schools, and with mainland China universities to offer 2+2 degree programs.

Full Accreditation for the College of Veterinary Medicine: Regaining full accreditation through a comprehensive two-phase, multi-year expansion, remodeling and renovation plan for the Veterinary Teaching Hospital (VTH), and establishing ISU as a leader in the regionalization of veterinary medical education through successful implementation of the ISU-UNL Cooperative Agreement are key successes for the College of Veterinary Medicine. Modernized facilities and the regional program will improve the engagement of faculty and students, and will ensure world-class educational opportunities in a modern hospital environment and modern production agriculture units for students.

Frontiers of the Discipline Seminars offered: The College of Liberal Arts and Sciences is offering a choice of seminars titled "Frontiers of the Discipline" in which undergraduates select areas of general interest (humanities, social sciences, mathematical and computational sciences, physical sciences or life sciences) where faculty from allied disciplines show students their career opportunities. The college welcomes all undecided undergraduate students (classified as "open-option") early in their college career and provides the necessary assistance to enable the student to choose a major.

Hosting the first ISU Community College Leadership Summit: First held in May 2006, and to be hosted at ISU again in May 2007, the Community College Leadership Summit is a day-long event for community college presidents and other leaders with ISU senior administrators and academic leaders intended to foster enhanced collaboration and articulation between ISU and Iowa community colleges.

Engineers as the next Generation of Public Leadership: The College of Engineering established the *Engineering Policy and Leadership Institute (EPLI)*, which has as its goals increasing the engagement of engineers in the development of national policies that involve the use of technology, and increasing the pipeline of engineers who serve in elected and appointed roles at all levels of government. The EPLI serves as an umbrella organization for three major components: Engineering Leadership Program (ELP), Engineering Faculty Fellowship Program (EFFF), and the EPLI Thematic Year. The mission of the ELP is to create an environment for the leaders of tomorrow to realize

their full potential and to recognize the responsibility to make the world a better place. (See <http://www.eng.iastate.edu/leadership/>)

Addition of a new Bachelors degree in Software Engineering: This new undergraduate degree offering, approved by the BOR in September 2006, is important for Iowa State University to remain at the forefront of engineering disciplines by providing education in a key emerging area of engineering. In January, ISU announced the creation of a new endowed faculty position, the Lanh and Oanh Nguyen Endowed Chair in Software Engineering, by 1975 ISU graduate Long Nguyen and his wife, Kimmy, in honor of Long's parents.

Design programs nationally ranked: Three programs in the College of Design were cited by *designintelligence*, a leading publication for design professionals, as among the best in the nation in the publication's ranking of "America's Best Architecture and Design schools." The graduate program in interior design tied for 10th; the undergraduate program in architecture tied for 14th; and the undergraduate program in landscape architecture tied for 15th.

National ranking for entrepreneurship, Pappajohn Center: A ranking by *Princeton Review* and *Entrepreneur* magazine placed Iowa State University and its Pappajohn Center for Entrepreneurship 24th nationally for students who want to be entrepreneurs. ISU offers an Entrepreneurship and Innovation Learning Community, located in Buchanan Hall, where members get hands-on experience in entrepreneurial activities. Twelve of the 25 students in the learning community launched the Barista Café, a new coffee shop that opened in Buchanan Hall in March 2007. Megan Todd, a junior in marketing, is president and CEO of the Barista Café. Along with operating the café, the 12 student shareholders each made a \$500 commitment to the project, which included \$100 in cash and either another \$400 in cash or labor hours. When members leave or graduate, they will sell their shares to younger students. A gift from a private donor helped the students launch the café.

Two ISU students receive World Food Prize awards: Emma Flemmig, a junior majoring in genetics and agriculture, and Rachael Cox, a sophomore majoring in Agronomy, were honored for their work as Borlaug-Ruan International Interns at a ceremony at the Iowa State Capital Building in October 2006. Flemmig, who received the Ahmanson Intern award, completed her internship at the International Maize and Wheat Improvement Center in El Batan, Mexico. Cox, who received the John Chrystal Award, worked at the International Centre of Insect Physiology and Ecology in Nairobi, Kenya. As Youth Institute participants, they were able to interact with World Food Prize Laureates and Nobel Prize Laureate Norman Borlaug and discuss issues of world food security.

National recognition for student organizations: Several ISU student organizations received national recognition during the past year. Among the groups recognized were: ISU American Meteorology Society Club was named the top collegiate AMS club in the nation; the ISU Turf Bowl team won the Collegiate Turf Bowl for the sixth year in a row; the Cyclone ROTC Brigade named the top collegiate unit in the Western U.S. In addition, ISU's Associated General Contractor student chapter adviser, Larry Cormicle, was named AGC Educator of the Year.

Career Exploration Service reaches 2,500 students: This has been the first year of the implementation of the current Career Exploration Service, an academic/student affairs partnership between the College of Liberal Arts and Sciences and the Student Counseling Service in the Vice President for Student Affairs. The program was implemented in August 2006, and so far, about 2,500 students have received assistance in exploring a major field of study or an appropriate career given their major. A new structure for the first-year practicum curriculum has allowed a class of six Counseling Psychology practicum students to receive training and experiences that were not

available to this level trainee in the past including a full caseload of career clients, assessment experience, and numerous outreach and presentation opportunities. This Career Exploration Program has been cited as the 5th best in the country by researchers at a national university.

Comprehensive support for students: The Dean of Students Office Academic Success Center is cross-training other student services staff, such as residential life staff, and academic advisors on academic consulting strategies to provide “seamless and comprehensive support,” and improve intervention strategies for students experiencing difficulties, especially first year students. Many academic support programs and services were brought together and expanded in a new facility, the Hixson-Lied Student Success Center, which was dedicated in February 2007.

Morrill Hall reopened/rededicated to student learning: Morrill Hall, a fixture of the ISU campus since 1891 but closed since 1998 due to deterioration, was reopened in 2007 following a \$10 million renovation and restoration, with most of the funds raised privately. Morrill Hall now houses three programs directly involved with student learning—the Center for Excellence in Learning and Teaching, the Christian Petersen Art Museum, and the Center for Visual Learning in Textiles and Clothing, as well as several classrooms and learning areas. Morrill Hall was rededicated on April 20, 2007.

Impact of private support on ISU: In fiscal year 2006, the Iowa State University Foundation reported an increase of 139% in new gifts and future commitments for ISU since 2003, going from \$38 million in FY03 to \$92 million in FY06. During that same three-year time period, the ISU Foundation’s endowment increased 54% from \$240 million to \$370 million. During FY06, more than 9,800 new donors made commitments to ISU, 103 new scholarship and fellowship accounts were created; and the total number of endowed chairs, professorships and faculty fellowships increased to 95. For FY07, more than \$60 million in new gifts and future commitments have been secured toward a fundraising goal of \$100 million. Two major building projects were completed and dedicated during the past year, thanks to contributions from ISU supporters. The Hixson-Lied Student Success Center was built entirely through private gifts totaling \$10 million, and contributions from more than 3,300 donors accounted for the majority of the funds that gave new life to Morrill Hall, which originally opened on campus in 1891. Planning continues for Iowa State’s largest comprehensive fundraising campaign in history. The public launch date is Oct. 19, 2007.

Black Cultural Center renovated, rededicated: The Black Cultural Center, which originally opened at ISU in 1969 and was closed in 2003 because of deteriorating conditions, was renovated and reopened this past year. A rededication ceremony was held Feb. 14, 2007.

Success of ISU student-athletes: The grade-point average of student-athletes for Fall 2006 was 3.0, which was considerably higher than the all-university average, and the graduation rate for the most recent reporting period was 70%, which was also higher than the all-university average and 7% higher than the Division I-A average. One team (men’s basketball) fell below the national APR “cut score,” but the NCAA has granted ISU a conditional waiver of any penalties based on the impact the coaching change had on the retention of student-athletes in the program. ISU competitive successes included: four teams finishing in the upper half of the Big 12 standings (men’s cross country, volleyball, women’s basketball and wrestling; gymnastics yet to be determined), the wrestling team winning the Big 12 championship and finishing second in the NCAA tournament, and the women’s basketball team qualifying for the NCAA tournament.

Priority: Programs. Increase the number of graduate, professional and research programs that are among the very best – especially in areas that build on University strengths and address local and global critical needs.

Cluster hiring to address the 2050 Challenge: The College of Engineering has embarked on an aggressive faculty recruitment plan of “clusters” that build upon ISU strengths and address the most critical of society’s problems as described in the 2050 Challenge (<http://www.eng.iastate.edu/clusters/>). The clusters are: Biosciences and Engineering, Energy Sciences and Technology, Engineering for Extreme Events, Information and Decision Sciences, and Engineering for Sustainability.

BOREAS-Net (Broadband Optical Research, Education, and Science Network): BOREAS-Net, a regional optical network connecting ISU to national research networks through network hubs in Chicago and Kansas City, became operational in February 2007. It was jointly built by ISU, the University of Iowa, the University of Wisconsin-Madison, and the University of Minnesota-Twin Cities. The network is facilitating the sharing of large research datasets with collaborators around the world through dedicated high-capacity circuits (each about 64 times faster than ISU’s former research network connection). For example, it is now possible for researchers at ISU’s unique C6 virtual reality facility to process image data generated by collaborators elsewhere in the world, interactively and in real time.

New degree programs: Proposals are being developed for two new graduate degree programs that build on University strengths, contribute to the Iowa economy and offer excellent career opportunities to students. They are a Ph.D. program in Business and Technology, and a Ph.D. program in Science and Risk Communication.

Increased excellence in Research Programs: The Office of the Vice President for Research and Economic Development (VPRED) plays a critical role in helping the University increase the number of research programs that are among the very best. To do this, the VPRED has established several specific goals, and it has made significant progress on many of them during the past year. For example, one goal is to improve the University’s ability to negotiate contracts with industry. The office conducted a LEAN review and subsequently reorganized staffing for the Sponsored Programs Administration unit to focus on the priority of negotiating contracts with industry as well as to achieve overall efficiencies and improved capacity to carry out their research pre and post-award role. In addition, the office strives to further promote a culture of grantsmanship by offering new grant development workshops, and to increase its funding for new faculty start-up in order to grow the potential to develop strong grantsmanship skills for junior faculty and to increase retention funding for excellent faculty.

Sponsored funding to Interdisciplinary Centers and Institutes: Centers and institutes bring researchers from across campus together, promoting interdisciplinary thinking and new ideas, and increasing the opportunity for success in sponsored funding. The centers and institutes reporting to the Office of the Vice President for Research and Economic Development brought in an average of 11 times their cost to the state through grant funding in FY05.

New Centers and Institutes formed: A proposal is currently before the Board of Regents, State of Iowa, for a new CyberInnovation Institute to be funded from a \$1 million award from the Battelle Initiative. The institute will bring together six well-established but independent information technology research centers on campus to solve complex problems in information science and to enhance technology commercialization. Other new centers and institutes established during the

past year are: Engineering Policy and Leadership Institute, Center for Agricultural Law and Taxation, and the Grape and Wine Industry Institute.

Four Corners Research Alliance: The Vice President for Research and Economic Development is taking the lead for ISU in a new, regional collaborative effort known as the Four Corners Research Alliance. The universities involved (Nebraska-Lincoln, Kansas, Kansas State, Missouri, Iowa and ISU) are working to identify topics for future collaboration in six areas: Environmental Sciences, Life Sciences, Drug Discovery and Delivery and Bioprocessing, Materials Science and Nanotechnology, Food Safety and Security, and the Bioeconomy and Biorenewables (ISU is taking the lead in Bioeconomy and Biorenewables).

ISU ADVANCE Program: Last year, a team of ISU faculty members developed and submitted an NSF grant proposal for an initiative that has the goal of improving recruitment, retention and leadership of women in the science, technology, engineering and mathematics (STEM) fields. ISU was awarded a five-year, \$3.3M award for this proposal during fall 2006. The ISU ADVANCE Program will focus on institutional transformation in advancing the careers of women in the STEM fields. The Office of the Executive Vice President and Provost is also putting resources into the program.

Full Tuition Scholarship for all Ph.D. students: ISU has implemented a full tuition scholarship program for all Ph.D. students who are on assistantship as a mechanism to better compete for the best graduate students.

National Research Council (NRC) Doctoral Ranking Project: All 52 programs that are eligible to participate in the NRC Doctoral Ranking Project have submitted program information and their faculty have responded to faculty questionnaires to enable the programs to fully participate in the current ranking project. The faculty response rate at ISU exceeds the national average by approximately 10%.

Recruitment and retention of excellent and diverse faculty: The Office of Executive Vice President and Provost increased its efforts to recruit and retain the best faculty. For example, the Provost has prioritized the use of institutional excellence funds by funding more faculty startup costs for the recruitment of faculty. Also, funding partner accommodations continues to be a top priority. And because responding quickly and aggressively to competing job offers is critical for the retention of faculty, the office has developed a new data system so that college deans may request financial assistance and the Provost can reply as quickly as possible to a competing job offer. Of the faculty retention cases addressed already this fiscal year, 79% have resulted in successful retentions (the faculty chose to stay at ISU). The system will allow the office to better assess the areas of need, costs and outcomes.

Ames Laboratory contract renewed: Iowa State University won a competitive bid process with the U.S. Department of Energy for renewal of its contract to operate the Ames Laboratory. The contract, which begins July 1, 2007, is for \$30 million per year for five years, with the opportunity to extend the contract for incremental periods up to 15 years more as an incentive for superior performance. ISU has operated the Ames Laboratory as a federal government research facility since 1947.

C6 upgraded; most realistic vr room in the world: ISU's has enhanced its international leadership position in virtual reality technology and development by upgrading its C6 facility. The upgrade included \$5 million worth of new technology and control equipment. Now with 100 million pixels,

C6 is the highest-resolution virtual reality room in the world. The newly enhanced C6, which is part of ISU's Virtual Reality Applications Center, was unveiled in April 2007.

ISU Faculty member inducted in the National Academy of Engineering: The National Academy of Engineering recently announced the election of Karl A. Gschneidner Jr. as a member. Gschneidner is Anson Marston Distinguished Professor in the Department of Materials Science and Engineering and a senior scientist at the U.S. Department of Energy's Ames Laboratory at Iowa State. One of 64 members and nine foreign associates elected this year, Gschneidner was cited "for contributions to the science and technology of rare-earth materials."

ISU anthropologist's study is the first to report chimps hunting with tools: Chimpanzees in Senegal are regularly making and using spears to hunt other primates—without human assistance—according to research led by Iowa State University anthropologist, assistant professor of anthropology Jill Pruett. That study, funded by the National Geographic Society, is the first to report habitual tool use by non-humans while hunting other vertebrates. Pruett and Paco Bertolani, a biological anthropology graduate student with the Leverhulme Centre for Human Evolutionary Studies at the University of Cambridge, England, documented 22 cases of the chimps fashioning tools to use in hunting smaller primates in cavities of hollow branches or tree trunks. They made the discovery at their research site in Fongoli, Senegal, between March 2005 and July 2006.

Research produces new soybean varieties that improve production of healthy oils: Soybean farmers in 2007 can select from new Iowa State University soybean varieties that will promote the production of healthy oils for consumers. The new varieties, which are part of Iowa State's ongoing program to continually improve the yield and other agronomic traits that are important to farmers, were developed with support from the Iowa Soybean Association and the United Soybean Board in order to increase the production of oils desirable for human health.

Development of Engineering Research Center (ERC) proposals to the NSF: Groups of faculty conducting research in the highest priority disciplinary areas—such as biorenewable chemicals, and food safety and security—are currently developing ERC proposals for submission to the NSF in May 2007. The administration will commit a considerable amount for faculty resources and facilities in hopes of securing an award. Getting a first-ever ERC for ISU would be a significant accomplishment.

Impact of violent video games on young people: Research by ISU psychologists provides more concrete evidence of the adverse effects of violent video game exposure on the behavior of children and adolescents. The book, *Violent Video Game Effects on Children and Adolescents* (Oxford University Press, 2007), authored by Distinguished Professor Craig Anderson, Assistant Professor Douglas Gentile, and doctoral student Katherine Buckley, is the first to unite empirical research and public policy related to violent video games. Key findings included: 1) participants who played the violent video games punished their opponents with significantly more high-noise blasts than those who played the non-violent games; 2) habitual exposure to violent media was associated with higher levels of recent violent behavior, with the newer interactive form of media violence found in video games more strongly related to violent behavior than exposure to non-interactive media violence found in television and movies; 3) respondents who had more exposure to violent video games held more pro-violent attitudes, had more hostile personalities, were less forgiving, believed violence to be more typical, and behaved more aggressively in their everyday lives; and 4) children who played more violent video games early in the school year changed to see the world in a more aggressive way, and became more verbally and physically aggressive later in the school year. In addition, ISU's

Department of Psychology and Institute for Social and Behavioral Research co-hosted the National Summit on Video Games, Youth and Public Policy in October 2006.

ISU, Ames Lab researchers win R&D 100 Award: An invention by ISU researchers—new software described as a texture based engineering tool that takes large 3-D data sets and quickly converts them into pictures that engineers can analyze and work with—received national recognition with a 2006 R&D 100 Award. Mark Bryden, interim department chair and associate professor of mechanical engineering; Gerrick Bivins, an Iowa State graduate who manages a project in Bryden's lab; and Doug McCorkle, a doctoral student in mechanical engineering, received the award for developing the software that engineers can use to study ways to reduce emissions from power plants, decrease pollution from swine confinements and improve vehicle efficiency. Their work has been supported by nearly \$1.3 million from the U.S. Department of Energy's Ames Laboratory at ISU. R&D 100 Awards are presented annually by *R&D* magazine, and the *Chicago Tribune* has called them the "Oscars of applied science." This is the 29th R&D 100 Award won by ISU researchers.

Ames Lab, ISU Scientist named Iowa Inventor of the Year: The Iowa Intellectual Property Law Association named Iver Anderson, a senior metallurgist at the U.S. Department of Energy's Ames Laboratory and an ISU adjunct professor of materials science and engineering, as its 2006 Inventor of the Year. The award is given annually to an Iowa inventor who has made the most outstanding contribution to Iowa through his or her invention. The award, presented to Anderson in October 2006, was in recognition of his development of a lead-free solder alloy consisting of tin, silver and copper that was patented in the U.S. in 1996 and 2001. Licensed to more 50 companies worldwide, lead-free solder has generated royalties to date in excess of \$10 million.

Priority: Economic Impact. Translate discoveries into viable technologies, products and services to strengthen the economies of Iowa and the world.

Major support for biorenewables research/ConocoPhillips contract: ISU researchers have been very active in obtaining significant funding for biorenewables research: In April 2007, Iowa State received a contract from ConocoPhillips, totaling nearly \$23 million over the next eight years, to support research and development, primarily in the area of thermochemical conversion of biomass. The contract, administered by the Office of Biorenewables Programs, will provide \$1.75 million in the first year, and \$3 million each year thereafter through 2014. Researchers have also submitted proposals to the U.S. Department of Energy for a DOE/GTL Bioenergy Research Center, to the Alfred P. Sloan Foundation, and to the Iowa Legislature, and Iowa State was a finalist in the competition for a biofuels initiative by BP. Sponsored funding for biorenewables-related projects at ISU grew by 5% to \$15.8 million in FY2006.

Bioeconomy Summit: Iowa State University hosted a bioeconomy summit in November 2006, and invited state, industry and government leaders to help develop policy and investment recommendations that would help maintain the state's leadership in the bioeconomy. Another conference, "Community Futures 2007: The Small Town in the Bioeconomy," was held in April 10, 2007, to address issues small towns could face as the bioeconomy develops in the state. These include matters related to transportation and infrastructure, the environment, taxes and finance, land use and aesthetics. Iowa Governor Chet Culver presented the keynote address.

Engaging with Industry: ISU Extension's Center for Industrial Research and Service (CIRAS) helped facilitate industry engagement with ISU researchers to expand biorenewables research in 2006-2007. Visitors to campus included representatives from BP, Broin, ICM, Iowa Renewable Fuels Association, ADM, and ConocoPhillips.

Extension moves bioeconomy to forefront in Iowa: Iowans are looking to ISU Extension for information about the development of the bioeconomy and its potential impact on Iowa. This past year, ISU Extension assisted with five in-depth studies of biodiesel feasibility, and provided awareness and educational ethanol updates to service groups, producer associations, and others with an interest in understanding the implications of the bioeconomy. More than 350 people participated in a session exploring opportunities for expanding the beef industry to use the distillers coproducts coming from the ethanol industry. Extension's Center for Industrial Research and Service (CIRAS) developed a new BioPreferred website and launched it on the USDA website. More than 620 individuals attended the 2006 Biobased Industry Outlook Conference that CIRAS facilitated. Outcomes included building significant awareness of the ramifications of industry development, networking, and connecting individuals and firms with university personnel who can assist them. ISU Extension county education directors have formed a speakers' bureau and present programs to help county and regional development groups explore strategies for capitalizing on bioeconomic growth. More than 1,500 producers/investors have been provided with current and relevant information regarding biodiesel and ethanol potential in Iowa. Outcomes will continue to be measured over the next one to two years, as many of the groups assisted are still in the planning and evaluation stages. Additionally, the information gained from ISU Extension-hosted community discussions in more than 80 counties throughout Iowa this spring will form the basis for future ISU Extension programming as it relates to the emerging Iowa bioeconomy.

Battelle funding supports research in ISU priority disciplines: During the past year, ISU invested \$6.41 million in Battelle funds in research and infrastructure in the four bioscience platform areas (bioeconomy, advanced food and feed, biosecurity, and animal systems), information technology, and advance manufacturing. Examples of support the Battelle funds provided are: 14 research projects, the purchase of more than 25 pieces of equipment, start-up funds for eight new faculty members, and support for research staff positions, renovations, and support for the new CyberInnovation Institute.

Investment in Iowa – Update on Grow Iowa Values Funding: To date, \$2.6 million of an ISU appropriation from the Grow Iowa Values Fund has been allocated to sponsored research projects, with 14 projects funded in FY2006 and 16 funded in FY2007. These projects involve more than 30 Iowa companies located in 14 counties, as well as 10 companies outside Iowa. Four start-up companies are in various stages of formation as a result of these projects. One of the projects, led by computer scientists at ISU and relating to colonoscopy research, has received the 2006 ACG Governors Award for Excellence in Clinical Research, and an ethanol purification project has been nominated for the American Academy of Environmental Engineers Research Excellence Award.

International biotech company to open office at ISU Research Park: Novozymes, a Denmark-based biotechnology company that supplies enzymes for ethanol production and other applications, will open a new office at the Iowa State University Research Park in Ames. The company expects to open Ames operations in April 2007, and will lease a 2,000-square-foot facility for its Midwest Customer Solution Center for the Biofuels Industry. Approximately four new employees of the company will support customers in the ethanol industry and staff a regional training center for customers. Others will research and develop new technologies to help make ethanol production from plant fiber commercially viable. Some of those researchers may work with Iowa State scientists.

Ag Marketing Resource Center (AgMRC) is clearinghouse for Value Added Agriculture: ISU has established a strong foundation of case studies, feasibilities, outreach, training, and experience in

value added agriculture. ISU Extension and partners—the University of California and Kansas State University—have received, through grants and federal appropriations, more than \$11 million from USDA Rural Development to develop an electronic center for farmers on value added agriculture. The website www.AgMRC.org receives more than 3 million hits per month. It has more than 8,000 links and more than 250 detailed profiles on various products and commodities, links to all the relevant state laws for value added agriculture, in-depth features on business development, and information on markets and industries.

Big 12 Innovation and Capital Formation Conference: Surya Mallapragada, professor of chemical and biological engineering, was named a Big 12 “Rising Star” Innovator at this recent conference organized by the Center for Economic Development, Innovation and Commercialization and the Ewing Marion Kauffman Foundation. The award is granted to one scientist from each Big 12 university, who is leading some of the most promising technologies under development.

Priority: Iowa Life. Elevate the state’s appeal as a place to live, learn, work and play.

College of Human Sciences commitment to prepare teachers of science, technology, engineering and mathematics (STEM): The College of Human Sciences has a new strategic plan that focuses on “expanding human potential,” and has begun developing a series of new initiatives to enhance the college’s growth. One such initiative is to prepare teachers in the STEM fields, and involves the development of additional professional teacher-education workshops to enhance existing teachers’ technical skills. The initiative also includes providing assistance in upgrading pre-K through 16 curricula to expand the use of technology. The goal is to produce Iowa students who have better critical thinking and technical skills.

Believing that Great Places = Great Design: Sioux City, Iowa, is investing in design education to help revitalize its downtown. With a grant from the state’s Great Places program, the business and design community is collaborating with ISU’s College of Design to provide an off-campus location (a 7,800 square-foot building, a renovated steam-boiler facility) which will house space for 20 or more ISU design students. The students, when they arrive this summer or fall, will become contributing members of the community, working with locals on a variety of projects. The project web site is at: <http://www.metropolismag.com/cda/story.php?artid-2542>

Iowa’s Living Roadways Community Visioning Program: This award-winning program is sponsored by the Iowa Department of Transportation in partnership with the ISU College of Design and Trees Forever, an Iowa-based nonprofit environmental advocacy organization. It integrates technical landscape planning and design techniques with sustainable community action to assist community leaders and volunteers in making sound and meaningful decisions about the local landscape. Communities selected to participate in 2007 are: Balltown, Franklin, Guttenberg, Lake View, Lamoni, Manly, Marble Rock, Monona, Palo, Silver City, Tipton, Wellman. The program web site is at: <http://www.iastate.edu/~nscentral/news/2007/jan/visioning.shtml>

Hosting the Special Olympics USA National Games: In July 2006, ISU and Ames hosted the first-ever Special Olympics USA National Games, an event that involved 3,000 athletes, 2,000 coaches and officials, and 40,000 families and spectators. More than 8,000 people from ISU, Ames and surrounding communities volunteered for the event.

Helping OMER: ISU’s Central Stores personnel played significant roles in planning and hosting several events, which brought diverse groups of individuals to Iowa. The largest and most

significant of these events were the 2006 Odyssey of the Mind (OM) World Finals and the 2006 National Special Olympics. As part of the OM World Finals, Central Stores personnel were responsible for receiving and distributing to various campus locations more than 1,500 crates and packages containing participants' props and weighing more than 11 tons. Central Stores personnel were recognized by OM for their efforts with the 2006 OMER Award. This was only the second time in the history of the competition that this award has been given to an entity outside of the OM organization. As part of the National Special Olympics, Central Stores was responsible for receiving and collecting items from across the United States for event participants.

Dancing up a storm: ISU's student-run Dance Marathon raised a record \$161,000 for the Children's Miracle Network. The funds raised by nearly 550 ISU students in the dance marathon exceeded last year's total by \$60,000, and are directed by CMN to the Children's Hospital of Iowa at the University of Iowa Hospitals and Clinics.

Priority: University Life. Ensure that the University is a great place to learn and work.

COACHE survey: Last year, the Provost's Office asked all assistant professors to participate in a survey administered by Harvard University. The COACHE survey on tenure-eligible faculty satisfaction is designed to better understand what assistant professors, particularly minority and female assistant professors, desire in their professional lives. The Provost's Office is analyzing the initial results of the survey, and will be using the survey data to understand the best way to retain faculty.

Sloan Foundation grant awarded to ISU: ISU was recently selected as one of two universities for a \$25,000 award for innovative practices from the Alfred P. Sloan Foundation. The ISU award, also directed at faculty retention, will allow the Provost's Office to design a more sophisticated way to track faculty careers, so that ISU can understand the costs and benefits of particular career paths.

New Part-Time Faculty Appointment Policy implemented: ISU has implemented a new policy to further support new parents in the early years of their academic careers. Called the Part-Time Appointments for Tenure-Eligible and Tenured Faculty Policy, this policy should improve our efforts to recruit and retain excellent faculty, particularly women and men who have made it a priority to balance career and family. Additional information can be found at <http://www.provost.iastate.edu/faculty/careers/doc/Part-timeappts.pdf>

Developing a new category of faculty appointment – Research Faculty: This academic year, a Faculty Senate task force has investigated the extent to which non-tenure-eligible faculty are conducting independent research, and assessed the need to establish a new faculty title to recognize the contributions of such persons and to allow academic departments more flexibility in hiring practices. The Provost's Office is currently considering the report of the task force and implementation details. The resulting new title would aid the university in the recruitment of outstanding faculty.

Restructured Diversity Committees: President Geoffroy has established two new committees, an Executive Steering Committee, and an Advisory Committee for Diversity Program Planning and Coordination, to better facilitate the coordination of diversity efforts across campus. The new structure should allow the ISU administration to better assess progress in meeting university goals to make the campus a more diverse and inclusive place.

Campus survey: The 2007 University Life Survey, an online survey probing the opinions of all faculty, staff and students at ISU regarding a strategic goal of the university, netted a total of 4,879 respondents during the fielding period in the spring of 2007. Particular questions were asked regarding Strategic Plan Goal No. 5, to "Ensure that the university is a great place to learn and work." A clear majority of respondents agreed or strongly agreed that ISU is a great place to learn (85.4%) and that ISU is a great place to work (67.2%).

Establishment of the Ombuds Office: The Ombuds Office was created and opened in August 2006 with two part-time staff members hired to serve as resources for employees. The ombuds officers provide unbiased, confidential help with work-related problems and disputes to ISU faculty, staff, and graduate and professional students. Through the first eight months of the year, the ombuds officers received 251 contacts.

Safeguarding the university: ISU's Department of Public Safety was recently reaccredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) after being found to be in compliance with all applicable standards. This process is designed to ensure the most ethical, professional and effective delivery of services, and addresses all aspects of law enforcement administration, operations and support. The department was additionally designated as one of seven flagship agencies in recognition of its outstanding dedication and leadership in this area.

50,000 members and growing: The ISU Alumni Association surpassed 50,000 members at the end of 2005-06, making it the second-largest dues-paying alumni organization in the Big 12 Conference. The ISU Student Alumni Association, with more than 5,000 members, is the largest student alumni membership program in the nation.

ISU's 150th birthday celebration/new history book: ISU will observe the sesquicentennial of its founding in 1858 with a year-long celebration during the 2007-2008 academic year. The official kick off was held April 20, 2007, during VEISHEA weekend. Earlier in the year, a new ISU history book, *Iowa State University: Tradition and Transformation*, was unveiled. It documents the history of Iowa State since the last history book was written in 1942.

New strategic vision for the Department of Athletics: The Department of Athletics issued its new strategic vision, "Taking the Next Big Step," in August 2006, and has been using it as a guide to elevate the department's overall academic and athletic performance levels. The department has embarked on an aggressive program involving the improvement and expansion of facilities, creation of new premium seating (courtside seats, football suites and club seats), increasing football season ticket prices, modifying donor benefits (e.g., parking), modifying donor seating requirements in both Jack Trice stadium and Hilton Coliseum, and increasing the number of donors to the National Cyclone Club.

Record support for Cyclone athletics: Season ticket sales for football and private fund-raising have reached all-time records, and membership in the National Cyclone Club is expected to set a new record. As a result, the Athletic Department is on schedule to begin the first phase of the Jack Trice Stadium facility project at the conclusion of the 2007 football season.

Regents Common Academic Indicators

1, 2 Enrollment - Headcount	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	Goal
Undergraduate - Fall	19,941	20,100	20,717	21,035	21,503	22,087	23,060	22,999	22,230	21,354	20,732	20,440	20,500
<i>% of goal</i>	97%	98%	101%	103%	105%	108%	112%	112%	108%	104%	101%	100%	
Graduate & Professional - Fall	4,732	4,799	4,667	4,550	4,607	4,758	4,763	4,899	5,150	5,026	5,009	5,022	5,500
<i>% of goal</i>	86%	87%	85%	83%	84%	87%	87%	89%	94%	91%	91%	91%	
All Students - Fall	24,673	24,899	25,384	25,585	26,110	26,845	27,823	27,898	27,380	26,380	25,741	25,462	26,000
<i>% of goal</i>	95%	96%	98%	98%	100%	103%	107%	107%	105%	101%	99%	98%	

The university's goal is to enroll 20,500 undergraduate students and 5,500 professional and graduate students for a total enrollment of 26,000. This target balances the realities of declining enrollment of international students at universities across the United States and a decline in the number students graduating from Iowa high schools with continual improvements in initiatives to recruit new students and increase existing students' success.

3 U.S. Students of Color	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	Goal
Percent of Total Fall Enrollment	7.4%	7.6%	7.4%	7.3%	7.3%	7.3%	7.7%	8.1%	8.4%	8.5%	9.0%	9.2%	10.0%
<i>% of goal</i>	74%	76%	74%	73%	73%	73%	77%	81%	84%	85%	90%	92%	

Students of color as a percentage of the total enrollment has steadily increased over the past five years. The university is resolute in its desire to continue this trend and has set a goal of 10.0%. "U.S. Students of Color" includes students who are U.S. citizens, immigrants, or refugees who have identified themselves as African American, American Indian/Alaskan Native, Asian/Pacific Islander, or Hispanic.

4 Tenured & Tenure Eligible Faculty	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	Goal
Total FTE T/TE Faculty, October Payroll	1,413	1,405	1,405	1,392	1,376	1,377	1,351	1,318	1,331	1,305	1,317	1,278	1,400
<i>% of goal</i>	101%	100%	100%	99%	98%	98%	97%	94%	95%	93%	94%	91%	

The number of tenured and tenure-eligible faculty has decreased during the past five years resulting in higher than optimal student-to-faculty ratios. The goal of 1,400 tenured/tenure-eligible faculty coupled with an overall enrollment of 26,000 would bring the student-to-faculty ratio back into proper alignment.

5 Faculty of Color	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	Goal
Percent of FT T/TE Faculty, October Payroll	10.0%	na	11.5%	na	11.9%	na	13.8%	na	13.9%	14.1%	18.3%	17.5%	18.0%
<i>% of goal</i>	56%		64%		66%		77%		77%	78%	102%	97%	

Faculty diversity, as measured by the percent of total faculty who are faculty of color, decreased last year after increasing the previous five years. The university remains resolute in its commitment to increase the diversity of its faculty and has set five year goals of increasing the percentage of tenured/tenure-eligible faculty who are faculty of color to 18%.

6 Women Faculty	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	Goal
Percent of FT T/TE Faculty, October Payroll	20.6%	na	23.1%	na	24.9%	na	25.9%	na	26.4%	26.8%	27.6%	27.9%	33.0%
<i>% of goal</i>	62%		70%		75%		78%		80%	81%	84%	85%	

Faculty diversity, as measured by the percent of faculty who are women has increased during the last five years. The university remains resolute in its commitment to increase the diversity of its faculty and has set five year goals of increasing the percentage of tenured/tenure-eligible faculty who are women to 33%.

Regents Common Academic Indicators

7 One-Year Retention Rate	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	Goal
First Time Freshmen (Total), Summer & Fall Entry, Percent Who Returned for Second Year - Entry Fall	81.5%	81.5%	82.8%	83.6%	84.4%	85.1%	83.7%	83.4%	84.2%	84.7%	85.5%	83.4%	90.0%
<i>% of goal</i>	91%	91%	92%	93%	94%	95%	93%	93%	94%	94%	95%	93%	
First Time Freshmen (Students of Color), Summer & Fall Entry, Percent Who Returned for Second Year - Entry Fall	78.2%	81.0%	74.5%	82.4%	83.9%	83.9%	85.5%	82.9%	80.9%	84.9%	84.7%	83.6%	90.0%
<i>% of goal</i>	87%	90%	83%	92%	93%	93%	95%	92%	90%	94%	94%	93%	

Considerable progress has been made on increasing the number for freshmen who return for their second year. The five-year target is to have 90% of all undergraduate students regardless of background return for the second year.

8 Six-Year Graduation Rate	1989	1990	1991	1992	1993	1994	1995	1996	1997	1998	1999	2000	Goal
First Time Freshmen (Total), Summer & Fall Entry, Percent Who Graduated in Six Years - Entry Fall	61.6%	60.0%	60.1%	61.1%	60.4%	62.4%	63.7%	65.3%	65.7%	66.5%	68.0%	65.8%	72.0%
<i>% of goal</i>	86%	83%	83%	85%	84%	87%	88%	91%	91%	92%	94%	91%	
First Time Freshmen (Students of Color), Summer & Fall Entry, Percent Who Graduated in Six Years - Entry Fall	45.7%	40.0%	40.4%	38.6%	40.7%	51.3%	49.2%	48.2%	55.4%	48.0%	56.5%	55.2%	72.0%
<i>% of goal</i>	63%	56%	56%	54%	57%	71%	68%	67%	77%	67%	78%	77%	

Steady progress has been made on increasing the percentage of undergraduate students who graduate in six years. The university has set a goal of having 72% of all undergraduate students regardless of background receive a degree before or by the end of their sixth year.

9 Student-to-Faculty Ratio	1998	1999	2000	2001	2002	2003	2004	2005	2006	Goal
Fall FTE Enrollment : Total FTE Faculty, October Payroll	14.3	13.7	16.0	16.2	16.3	15.6	15.5	14.8	14.8	15.0
<i>% of goal</i>	95%	91%	107%	108%	109%	104%	103%	99%	99%	

The ratio of students-to-faculty is larger than optimal resulting in larger class sizes and less faculty time available per student. The university is making a concerted effort to increase the number of faculty thus reducing the ratio to 15:1 by 2010. This measure includes all faculty not just tenured and tenure/eligible faculty.

10 Class Size - Under 50	1998	1999	2000	2001	2002	2003	2004	2005	2006	Goal
Percent of All Class Sections - Fall	81.7%	82.7%	81.2%	78.7%	79.0%	80.6%	79.8%	83.0%	83.6%	85.0%
<i>% of goal</i>	96%	97%	96%	93%	93%	95%	94%	98%	98%	

Faculty-student interaction is at the heart of a university education and the quality of these interactions is often enhanced by smaller classes. The university has a goal of increasing the percent of classes geared for fewer than 50 students to 85% as a means of continuing to improve the quality of the education students receive.

Regents Common Academic Indicators

11 Class Size - Under 20	1998	1999	2000	2001	2002	2003	2004	2005	2006	Goal
Percent of All Class Sections - Fall	31.9%	36.8%	36.0%	32.8%	35.1%	35.4%	33.0%	36.1%	37.7%	40.0%
<i>% of goal</i>	80%	92%	90%	82%	88%	89%	83%	90%	94%	

Faculty-student interaction is at the heart of a university education and the quality of these interactions is often enhanced by smaller classes. The university has a goal of increasing the percent of classes geared for fewer than 50 students to 40% as a means of continuing to improve the quality of the education students receive.

Items 12 - 16 are from the National Survey of Student Engagement (NSSE). NSSE annually assesses the extent to which undergraduate students are involved in educational practices empirically linked to high levels of learning and development. In an effort to make it easier for people on and off campus to talk productively about student engagement and its importance to student learning, collegiate quality, and instructional improvement, NSSE created five clusters of measures or benchmarks of effective educational practice:

- Level of academic challenge,
- Active and collaborative learning,
- Student-faculty interactions,
- Enriching educational experiences, and
- Supportive campus environment.

Each year, approximately 200,000 students at 650 four-year colleges and universities participate in NSSE. Iowa State's targets for each of the five NSSE benchmarks have been set just above the mean score achieved at doctoral-extensive universities who participated in the survey. A brief explanatory note accompanies each of the benchmarks.

12 Academic Challenge: NSSE	2001	2002	2003	2004	2005	2006	Goal
Seniors - 100 Points Possible - Fall Report	50	52	51	na	52	52	55
<i>% of goal</i>	91%	95%	93%		95%	95%	

Challenging intellectual and creative work is central to student learning and collegiate quality. College and universities promote high levels of student achievement by emphasizing the importance of academic effort and setting high expectations for student involvement. This benchmark measures senior students' perception of the extent to which Iowa State is an academically challenging university.

13 Active & Collaborative Learning: NSSE	2001	2002	2003	2004	2005	2006	Goal
Seniors - 100 Points Possible - Fall Report	46	46	45	na	47	47	49
<i>% of goal</i>	94%	94%	92%		96%	96%	

Students learn more when they are intensely involved in their education and are asked to think about and apply what they are learning in different settings. Collaborating with others in solving problems or mastering difficult material prepares students to deal with the messy, unscripted problems they will encounter daily, during and after college. This benchmark measures senior students' perception of the extent to which Iowa State has engaged them in active and collaborative learning experiences.

14 Student-Faculty Interaction: NSSE	2001	2002	2003	2004	2005	2006	Goal
Seniors - 100 Points Possible - Fall Report	39	41	39	na	41	40	41
<i>% of goal</i>	95%	100%	95%		100%	98%	

Students learn firsthand how experts think about and solve practical problems by interacting with faculty members inside and outside the classroom. As a result, their teachers become role models, mentors, and guides for continuous, life long learning. This benchmark measures senior students' perception of the quality of their interactions with Iowa State faculty members.

Regents Common Academic Indicators

15 Enriching Education: NSSE	2005	2006	Goal
Seniors - 100 Point Possible - Fall Report	39	39	41
<i>% of goal</i>	95%	95%	

Complementary learning opportunities inside and outside the classroom augment academic programs. Experiencing diversity teaches students valuable things about themselves and others. Technology facilitates collaboration between peers and instructors. Internships, community service, and senior cap-stone courses provide opportunities to integrate and apply knowledge. This benchmark measures senior students' perception of the richness of the learning environments and opportunities available at Iowa State University. NSSE significantly reworked this cluster making comparisons with data collected in previous years impossible. Thus, data is only shown for 2005 and 2006.

16 Supportive Campus Environment: NSSE	2001	2002	2003	2004	2005	2006	Goal
Seniors - 100 Points Possible - Fall Report	52	55	55	na	53	54	55
<i>% of goal</i>	95%	100%	100%		96%	98%	

Students perform better and are more satisfied at colleges that are committed to their success and that cultivate positive working and social relations among different groups on campus. This benchmark measures senior students' perception of the extent to which Iowa State is a supportive campus.

17 Sponsored Funding Awards	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	Goal
Millions of Dollars - Fiscal Year	\$168.9	\$142.9	\$185.5	\$156.2	\$199.2	\$211.2	\$217.7	\$225.4	\$230.4	\$274.2	\$286.9	\$279.7	\$300.0
<i>% of goal</i>	56%	48%	62%	52%	66%	70%	73%	75%	77%	91%	96%	93%	

Sponsored funding reflects the level of the university's funded research and scholarly activity. Sponsored funding at Iowa State University has grown steadily the previous five years with a slight decrease in 2006. The university expects this level of funding to increase as it recruits and retains outstanding faculty. The 2010 goal is \$300 million per year in sponsored funding.

18 Faculty Articles and Citations	1998-2002	1999-2003	2000-2004	2001-2005	Goal
Total Articles Published by ISU Faculty - Rolling 5 Year Average	7,719	8,003	8,288	8,628	9,000
Total Citations of Articles Published by ISU Faculty - Rolling 5 Year Average	36,780	39,266	43,465	46,469	50,000

Another measure of the quality and impact of faculty scholarship is the extent to which it is cited by other scholars. Thompson Scientific is a comprehensive source of data on citations and publications. Their Institute for Scientific Information (ISI) Database contains counts of citations taken from over 8,500 peer-reviewed journals: 5,500 in sciences, 1,800 in social sciences, and 1,200 in arts and humanities. Iowa State University recently subscribed to ISI and will set a meaningful goal after a few years of monitoring data.

19 Doctorate Degrees Awarded	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	Goal
Total Degrees Awarded - Academic Year	318	287	255	300	257	238	232	239	228	228	246	281	275
<i>% of goal</i>	116%	104%	93%	109%	93%	87%	84%	87%	83%	83%	89%	102%	

The doctorate is the highest degree offered by most disciplines and represents subject mastery. The number of doctorate degrees awarded is a measure of both students' attraction to the university based on the quality of its programs and the university's ability to mentor and support students while providing them with the most advanced level of higher education. The five year goal was to increase the number of doctorates awarded to 275 per year. That goal was surpassed in 2006.

Regents Common Academic Indicators

20 Faculty Salaries	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	Goal
Comparative Index - Percent of Peer Mean	101%	101%	99%	100%	99%	99%	98%	97%	96%	96%	95%	95%	102%
<i>% of goal</i>	<i>99%</i>	<i>99%</i>	<i>97%</i>	<i>98%</i>	<i>97%</i>	<i>97%</i>	<i>96%</i>	<i>95%</i>	<i>94%</i>	<i>94%</i>	<i>93%</i>	<i>93%</i>	

While not a direct measure of program quality, competitive faculty salaries are critical to attracting and retaining outstanding faculty. As such, it is important to monitor and improve salary competitiveness as compared to peer universities. Data for this performance indicator is derived from the AAUDE (Association of American University's Data Exchange). Iowa State's goal is to increase faculty salaries to 102% of the peer mean which would bring faculty salaries to the 66th percentile of the university's peer group. 100% equals the peer mean.

21 Royalties/License Fee Income	1998	1999	2000	2001	2002	2003	2004	2005	2006	Goal
Millions of Dollars - Rolling 3 Year Average	\$4.9	\$4.5	\$2.7	\$2.9	\$5.9	\$7.5	\$7.2	\$4.8	\$5.2	\$10.0
<i>% of goal</i>	<i>49%</i>	<i>45%</i>	<i>27%</i>	<i>29%</i>	<i>59%</i>	<i>75%</i>	<i>72%</i>	<i>48%</i>	<i>52%</i>	

Iowa State is one of the most successful universities in applying new technologies in ways that benefit society. The university has set a goal of increasing the income from royalties and license fees to \$10 million by 2010.

22 Iowan Served by ISU Extension	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	Goal
Total People Served - Fiscal Year	377,036	353,361	468,043	499,537	727,370	657,316	665,354	766,268	757,852	754,546	795,667	800,000
	47.1%	44.2%	58.5%	62.4%	90.9%	82.2%	83.2%	95.8%	94.7%	94.3%	99.5%	

"Iowan's Served" measures the number of contacts made by University Extension with Iowa's citizens while providing information, services, and programs that benefit youth, families, adults, businesses, and organizations. The university has set a goal of making 800,000 such contacts per year by 2010.

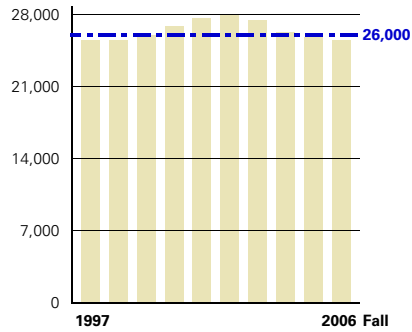
23 Faculty / Staff Survey

The university recently completed a faculty/staff survey that will assist the university in assessing the quality of the working environment that exists and gaining insights into needed improvements. A clear majority of respondents agreed or strongly agreed that ISU is great place to learn (85.4%) and that ISU is a great place to work (67.2%).

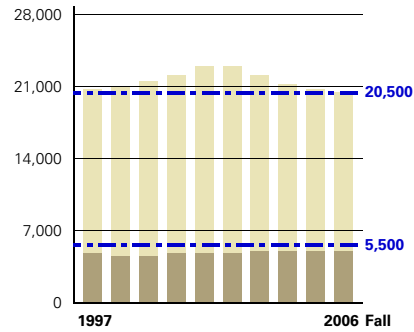
24 Financial Need Met	2003	2004	2005	Goal
Percentage of Total Student Financial Aid Funded by ISU	85.0%	85.5%	83.8%	100%

The Board of Regents included "Financial Need" in its set of common indicators to be reported by each Regent university. The percentage reported for the first time in 2004 is the proportion of total financial need for all students (as defined by the Free Application for Federal Student Aid) that Iowa State University funded through scholarships and grants.

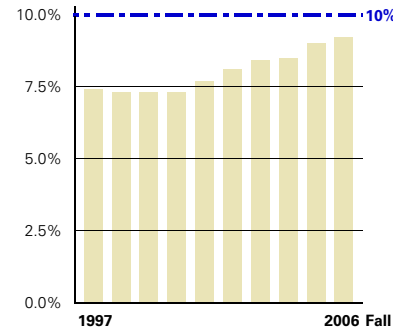
Targets are shown in blue



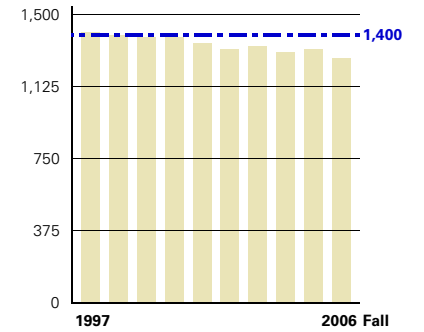
1 Enrollment - Headcount
All students



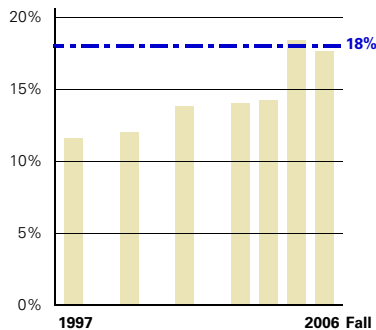
2 Enrollment - Headcount
Undergraduate target: 20,500 (light color)
Graduate & Prof. target: 5,500 (dark color)



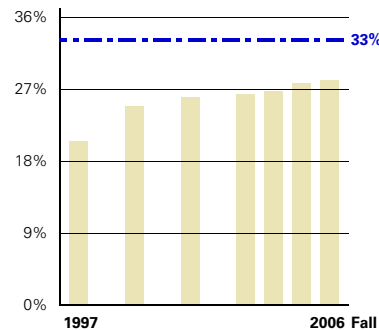
3 U.S. Students of Color
Percent of total enrollment
African American, American Indian/Alaskan Native, Asian/Pacific Islander, & Hispanic



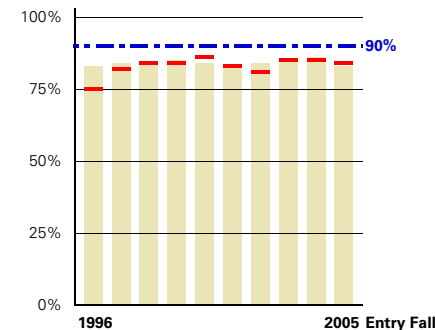
4 Tenured & Tenure Eligible Faculty
Full time equivalent



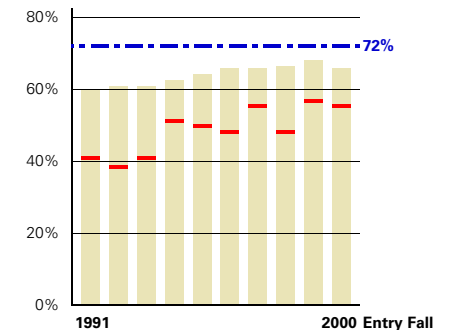
5 Faculty of Color
Percent of Tenured & Tenure Eligible Faculty
African American, American Indian/Alaskan Native, Asian/Pacific Islander, & Hispanic



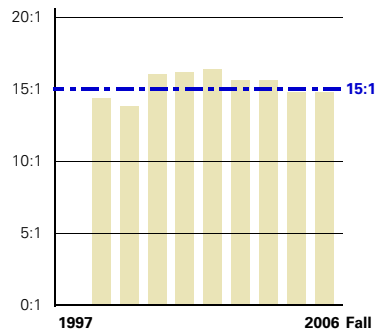
6 Women Faculty
Percent of Tenured & Tenure Eligible Faculty



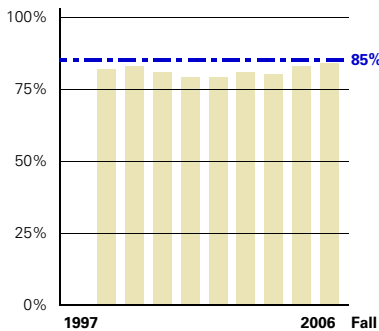
7 One-Year Retention Rate
Direct from high school undergraduates
All students (light color)
Students of color (red lines)



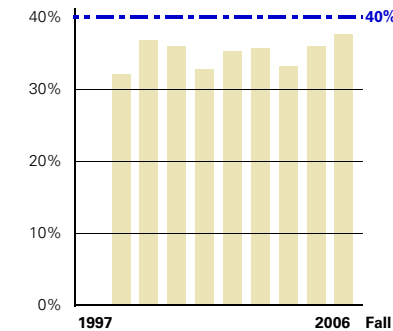
8 Six-Year Graduation Rate
Direct from high school undergraduates
All students (light color)
Students of color (red lines)



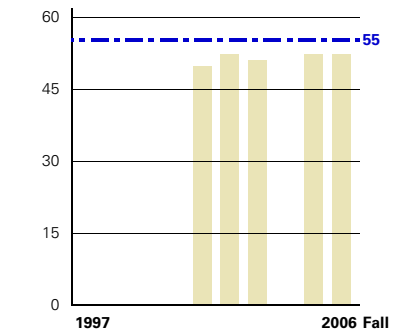
9 Student-to-Faculty Ratio
All full time equivalent students
All full time equivalent instructional faculty



10 Class Size - Under 50
Percent of total class sections



11 Class Size - Under 20
Percent of total class sections



12 Academic Challenge
Summary score from the National Survey of Student Engagement

