

IOWA STATE UNIVERSITY

Strategic Plan Progress Report for 2007-2008

Following is the narrative to accompany the Benchmark Indicators for Iowa State University's Strategic Plan Progress report to the Board of Regents, State of Iowa, for 2007-2008 (through March 2008). The highlights are listed by priority areas of the ISU Strategic Plan, "Forward thinking 2005-2010," in support of its mission, to "create, share and apply knowledge to make Iowa and the world a better place," and its vision to be "the best at advancing the land-grant ideals and putting science and technology to work."

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

Enrollment: The Fall 2007 class included 4,347 new freshmen – the third-largest in ISU history, and 9.1% larger than last year's freshman class of 3,983. New nonresident freshman enrollment totaled 1,333 – an increase of 173, or 14.9%, over last year. The Fall 2007 class also included 1,527 new transfer students, including 948 from Iowa's community colleges, a 9% increase from Fall 2006. The Fall 2007 freshman class included 416 American ethnic minority freshmen, the largest number ever enrolled, and a 3.7% increase over last year, and they represent 9.6% of the entering freshman class, the third most ethnically diverse freshman class on record. Iowa State continues to enroll more Iowa high school graduates and more Iowa community college transfers than any other college or university. The strong enrollment numbers of new students, coupled with the increased retention of students living in the residence halls, highlighted a significant increase in the number of students living on-campus (8,543 in Fall 2007 compared with 8,112 in Fall 2006, a 4% increase) and on meal plans (7,510 in Fall 2007 compared with 6,843 in Fall 2006, a 9.75% increase).

Admissions partnership programs flourish: Iowa State University continued to develop academic Admission Partnership Programs (APP) in 2007-2008 with Iowa's community colleges, providing dual admission with Iowa State for students at those community colleges, if they so choose. New partnership programs were secured with the following community colleges: North Iowa Area, Iowa Central, Northwest Iowa, Western Iowa Tech, Kirkwood, Hawkeye and Indian Hills.

Learning Communities: The ISU learning community program, started in 1995, continues to be a powerful partnership between Student Affairs and Academic Affairs. Fall 2007 enrollment in learning communities increased by 272 over the previous year to 3,123. Of all first-year students, 55% were in a learning community. The program has annually been rated as one of the top 25 learning community programs in the nation by *US News & World Report*.

Establishment of the Engineering Policy and Leadership Institute: The goal of the EPLI is to increase the role of engineers in the public debate on the use of technology to address critical societal issues, and to provide leadership development opportunities for engineering students with public service as a long term goal. The EPLI was established with a \$500,000 gift from Jim and Julie Balloun. The student component, the

Engineering Leadership Program, is supported by 3M Inc. with a \$1 million gift over four years. Professor Edward Jaselskis serves as the inaugural director of EPLI.
(See <http://www.eng.iastate.edu/leadership/>)

Addition of a new Bachelors degree in Bioinformatics and Computational Biology: The demand for individuals trained in bioinformatics and computational biology has exploded in recent years as huge amounts of data have been created through the advances of genome sequencing. Thus, following BOR approval of the ISU proposal in June 2007, the Department of Genetics, Development and Cellular Biology is now offering the major in bioinformatics and computational biology which will prepare students for careers at the interfaces of biological, informational and computational sciences.

Veterinary Medicine capital improvements: In addition to recently receiving full accreditation from the American Veterinary Medical Association Council on Education, the College of Veterinary Medicine is boasting a record fundraising year and seeing significant progress on the construction of Phase II of the Veterinary Teaching Hospital, all to meet increased student and clinical service needs. The Veterinary Medicine complex is now home to the newly named Dr. W. Eugene and Linda Lloyd Veterinary Medical Center.

College of Design partners with K-12 schools and community colleges: Off-campus facilities in Perry and Sioux City are providing opportune venues for partnering with community colleges and high schools. Through Design West in Sioux City, the College of Design is talking to representatives from Western Iowa Technical Community College, Northeast Community College in South Sioux City, Nebraska, the University of South Dakota in Vermillion, and Morningside and Briarcliff Universities regarding academic cooperation relative to our undergraduate Core Design Program. Town/Craft, in Perry, is engaged in conversations with DMACC for similar cooperative education efforts and regarding joint use of the Perry facility. Public high school programs in both locations are also interested in the college's off-campus offerings. A two-day summer program for high school students at Design West will further these connections and opportunities for prospective students.

Solar Decathlon: The U.S. Department of Energy has selected ISU as one of 20 teams from four countries to compete in the fourth Solar Decathlon in fall 2009 in Washington, D.C. Faculty and students from 11 departments in five colleges at ISU make up the team, and more than 100 students are expected to participate in ISU's entry, the "Interlock House." Teams will design, build and operate attractive and energy-efficient solar-powered homes with the goal of reducing the cost of solar-powered homes and advancing solar technology. This event has developed into one of the premiere venues in the U.S. for research and development into green building technologies.
(See <http://www.public.iastate.edu/~nscentral/news/2008/jan/solar.shtml>.)

Great Ape Trust: The Department of Anthropology and the College of Liberal Arts and Sciences have signed a memorandum of agreement to establish the world's pre-eminent collaboration for primate studies with the Great Ape Trust of Iowa. The agreement increases opportunities for Iowa State students to collaborate with the Des

Moines facility on the origins and future of culture, language, tools, and intelligence of the great apes.

Gerdin Citizenship Program: The Gerdin Citizenship Program, launched in fall 2007, is a voluntary program aimed at early development of citizenship qualities among College of Business students. Students complete activities related to professional development, leadership, ethics, diversity, global awareness, community service, and public speaking. Approximately 125 students (freshmen and sophomores) have participated in the program during the inaugural year.

Faculty recognized nationally for excellence in teaching: Gail Nonnecke, professor of horticulture, was named the 2007 Carnegie Foundation for the Advancement of Teaching Iowa Professor of the Year, awarded through the Council for the Advancement and Support of Education. (The previous year, she was named Department of Agriculture Food and Agricultural Sciences Excellence in Teaching Award.) Amy Kaleita, assistant professor of agricultural and biosystems engineering, was awarded the 2007 U.S. Department of Agriculture Food and Agricultural Sciences Excellence in Teaching Award in the new teacher category, and Ann Marie VanDerZanden, associate professor of horticulture, received the North American Colleges and Teachers of Agriculture 2007 Teacher Fellow Award.

STEM (Science, Technology, Engineering, and Math) Initiative: ISU Extension facilitated the Corridor STEM Initiative (CSI) Summer Program, "Engineering is Elementary," in Linn and Johnson counties. The classes introduce students age 7-12 to hands-on science, technology, engineering, and math activities. Students also have an opportunity to meet and learn with professional engineers from Rockwell Collins and ISU Extension, and discover career opportunities. The STEM initiative is intended to help young Iowans become stronger science, technology, engineering and math students and to help them discover exciting career opportunities where these subjects are an important part of daily work.

Top student awards: Among the many national awards and scholarships received by ISU students are: Chris Deal, Rotary Ambassadorial Scholarship and *USA Today's* 2008 All-USA Academic Second Team; Rachael Cox, Truman scholarship finalist; Eric Pitzen, national greenhouse industry intern of the year; Grant Thompson, Communications Honor Award from the American Society of Landscape Architects; and five ROTC senior cadets who finished in the top 4% nationally in overall competition, including Matt Slykhuys, first place in Leadership Development and Assessment.

National recognition for student organizations: Among the many ISU student organizations receiving top awards are: Associated General Contractors Student Chapter, top national student chapter award for third consecutive year; Interfraternity Council, Sutherland Award; Collegiate Panhellenic Council, Jellison Award; Cyclone ROTC Battalion, ranked No. 3 in the nation; Turf Club, Turf Bowl champions for seventh consecutive year; American Meteorological Society Student Chapter, national runner-up in 2007 (top chapter in 2006); Dairy Cattle Judging Team, first place in national dairy judging contest; Soil Judging Team, first place in national soil judging contest; Material Advantage Student Chapter, Most Outstanding Chapter award for fourth consecutive

year; Society of Women Engineers Chapter, second place, outstanding collegiate section.

Daily honors: The *Iowa State Daily* student newspaper received both Gold Crown Award for the Spring 2007 semester and Silver Crown Award for the Fall 2006 semester from the Columbia Scholastic Press Association. Only four collegiate newspapers received Gold Crown Awards and only three received Silver Crown Awards for those semesters.

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.

Establishment of cluster research areas and first faculty recruitment: Cluster research areas have been established which align with the College of Engineering 2050 Challenge (<http://www.eng.iastate.edu/clusters/>) in areas of energy, information science, biotechnology, extreme events and sustainability. Hiring of interdisciplinary-minded faculty into these cluster areas is ongoing. Faculty “champions” for each cluster have been assigned, and they are also being “populated” from within by current faculty.

New degree programs: A new Ph.D. program in Business and Technology approved by the BOR in June 2007 will offer specializations in supply chain management, information technology, and customer relationship management. Implementation plans are proceeding with the first students expected to enter in fall 2009. Additional new graduate degree programs are under development, that build on university strengths, contribute to the Iowa economy and offer excellent career opportunities to students, including: Ph.D. in Science and Risk Communication, Master of Engineering in Materials Science and Engineering, M.S. in Textiles and Clothing, and M.S. in Financial Statistics.

New centers and institutes formed: The following new centers and institutes were established during the past year: Center for the Study of Violence, Bioeconomy Institute, Center for Carbon Capturing Crops, and Egg Industry Center. The Bioeconomy Institute is particularly noteworthy, as it is a five-year initiative with funding exceeding \$1 million in the first year. The new institute has elevated ISU to national prominence in the field of biofuels and bioenergy. Also, described in last year’s report as an institute proposal, the CyberInnovation Institute (described below) is now operational.

CyberInnovation Institute: In May 2007, the BOR approved a new CyberInnovation Institute at ISU with the goal to strengthen IT research and accelerate its commercialization. The institute was created with funding from State of Iowa’s Battelle Implementation and Platforms Grants Program, awarded in fall 2006. Leveraging existing on-campus facilities as well as new research space located near ISU’s Research Park, the institute brings together ISU’s IT-focused research centers, IT start-up companies, and major industrial partners, such as Rockwell Collins and Deere and

Company. The institute hosts events for its member centers, as well as workshops attended by industry representatives to explore potential collaborations on emerging IT trends that may impact business. It also provides seed funding to encourage new, collaborative research likely to attract substantial external grant funding.

Recruitment and retention of excellent and diverse faculty: The Office of the Executive Vice President and Provost has increased efforts to recruit and retain the best faculty. The top priorities remain: funding more faculty startup costs for the recruitment of faculty, funding of partner accommodations, and responding quickly and aggressively to competing job offers for the retention of faculty. Also, FY08 funding to target the retention of at-risk faculty allowed for additional mid-year base salary increases in the hopes of addressing the below-average salary situation for ISU faculty. The office has compiled and analyzed data from faculty exit surveys collected over the past five years in an effort to identify how best to support faculty success.

ISU Faculty member named National Geographic Emerging Explorer for 2008: Jill Pruetz, associate professor of anthropology, was selected as one of 11 National Geographic Emerging Explorers for 2008 for her discoveries on chimpanzee tool use. According to *National Geographic Magazine*, the program recognizes and supports uniquely gifted and inspiring young adventurers, scientists, photographers and storytellers – rising talents who are already making a difference early in their fields. Pruetz made global news in 2007 with her study reporting that chimpanzees from her site are using spear-shaped tools to hunt. The discovery was ranked second among Wired News' ["Top 10 Scientific Breakthroughs of 2007"](#).

National research award: Ravindra Singh, associate professor of biomedical sciences, received the 2006 Presidential Early Career Award for Scientists and Engineers, at a ceremony at the White House in November 2007.

New Century Farm to strengthen ISU's biorenewables portfolio: Development of ISU's New Century Farm west of Ames continues to make significant progress. The New Century Farm is a first-in-the-nation integrated research and demonstration devoted to biomass production and processing. The facility will be a model for U.S. biorenewable energy and bioproducts production and demonstrate the transformation of agriculture to become feedstock-ready. Biomass crops will be grown and issues of harvesting, storing, transporting and processing will be studied. The New Century Farm strengthens ISU's portfolio of biorenewables labs and facilities devoted to new discoveries, integration of science and real-world situations and preparation for commercialization.

State-of-the-art dairy science facility dedicated: The completion of the new ISU Dairy Farm provides a research and teaching facility that far surpasses the capabilities previously available. The new facility will enhance the education of hundreds of students each year in the College of Agriculture and Life Sciences, expand research and outreach activities, and expand collaborations with the College of Veterinary Medicine and the U.S. Department of Agriculture's National Animal Disease Center. For example, the Dairy Farm is equipped to study individual animal feed intake during lactation, which will greatly aid the study of metabolic diseases and genetic improvement for improving

feed efficiency. The facility will be a key resource for extension educational programs and for enhancing the economic viability of Iowa's dairy industry, which contributes \$1.5 billion annually to the state's economy.

New lab provides atom-scale close-ups: The new W.M. Keck Laboratory for High Throughput Atom-Scale Analysis includes a Local Electrode Atom Probe microscope capable of gathering data and producing images at the atomic scale of billionths of a meter and one of only four at U.S. universities. The lab supports research in materials, biological processes, catalysis and other related areas.

Petascale Computing: In 2007, ISU joined the Great Lakes Consortium for Petascale Computation organized by the National Center for Supercomputing Applications of the University of Illinois at Urbana-Champaign. ISU membership supported the consortium's proposal to the National Science Foundation for the creation of a petascale computer. Only one \$200 million NSF grant to build and operate a petascale supercomputer was awarded, and the Great Lakes Consortium won it. ISU will contribute to the consortium through high-performance computing projects in computational chemistry, genomics and systems biology, materials science and nanotechnology, and climate modeling, and also through our own specialized computing facilities such as its Blue Gene/L computer, other large multicore clusters, as well as its unique infrastructure and expertise in large-scale visualization. ISU's C6 is one of the world's few completely immersive six-surface virtual reality facilities. At 100 million pixel resolution, the image quality and level of immersion far exceeds any other device in the world, making this an ideal cyberenvironment to understand the models and simulations afforded by petascale computing.

Contributions to national projects: ISU faculty continue to make major contributions to national research efforts. Faculty members Ray Arritt, professor of agronomy; Bill Gutowski and Gene Takle, both professors of geological and atmospheric sciences; were contributors to the Intergovernmental Panel on Climate Change, the international collaboration that was awarded a share of the 2007 Nobel Peace Prize. Patrick Schnable, Baker Professor of Agronomy and director of the Center for Plant Genomics, and Srinivas Aluru, Stanley Chair and professor of electrical and computer engineering, helped write the first draft of the corn genome sequence and presented their findings at the 50th annual Maize Genetics Conference.

PROSPER project extended: The National Institute on Drug Abuse has added \$11.6 million to an earlier \$21.1 million award to ISU's Partnerships for Prevention Science Institute (PPSI) to continue its Promoting School-University-Partnerships to Enhance Resilience (PROSPER) project to strengthen families and communities, promote positive youth development, and reduce youth substance abuse and other problem behaviors. The project, involving 14 communities and 6,000 young people in Iowa and Pennsylvania and led by PPSI Director Richard Spoth, is now funded for an additional five years.

Caucus coverage: Iowa State was highly visible throughout 2007 as interest and activity continued to build for the Jan. 3, 2008, Iowa political caucuses. Aided by ISU's Office of University relations, Iowa State political science faculty members were involved in

nearly 500 news media interviews that resulted in more than 700 caucus-related news articles and radio and television broadcasts, two-thirds of which were in national or international media. Iowa State's experts were visible in the nation's largest circulation newspapers, the major news magazines and television and radio networks.

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

ISU a "licensing powerhouse": The 2007 report *Technology Transfer and Commercialization Partnerships* by Innovation Associates, Inc., and supported by the National Science Foundation, identified Iowa State University as a model of economic development activity and a "licensing powerhouse" in terms of its ability to license university-developed technologies to companies.

Bioeconomy Institute: The expanding bioeconomy offers substantial opportunities for ISU to develop new research programs with support from state, federal, and industrial sources. The past year has seen substantial growth in research activities, most prominently a \$22.5 million, seven-year contract with ConocoPhillips. ISU has established several other collaborations with companies, including the Harvest, Storage, and Transportation Consortium with ADM, DuPont, Hawkeye Renewables and the Center for the Biobased Industry Products (14 member companies). The institute is assisting Iowa agricultural producers and companies with the goal of Iowa playing a leadership role in meeting the national mandate of 16 million gallons of cellulosic biofuels by 2022. Victor Lin, professor of chemistry and director of the Center for Catalysis, is leading an effort to develop an integrated system of thermochemical and catalytic technologies to efficiently produce ethanol from plant biomass that recently received a \$945,000 grant from the U.S. Department of Energy.

Veterinary Medicine College aids in creation of swine circovirus vaccine. The college's support of Iowa's \$8 billion-plus agricultural animal industry continues to be very significant. More than 12 million doses of Suvaxyn PCV2, a swine circovirus vaccine created through a joint effort with Virginia Tech and Fort Dodge Animal Health, have been sold with an economic impact of approximately \$18 million in sales and millions more in reduced animal mortality and improved animal performance.

Technology transfer successes: *Catilin, Inc.*, is a new biofuels company that has resulted from the work of Victor Lin, professor of chemistry. Lin has developed new catalysts that will convert soybean oil, corn oil, and waste animal fats into biodiesel at a fraction of the cost of conventional techniques and by eliminating the hazardous wastes produced by standard processes. This new catalyst is now entering commercial production and by cutting processing costs could significantly increase the competitiveness of biodiesel on the world market, thus increasing the demand for Iowa soy and corn oil. *EndoMetric, LLC*, is a new company founded by computer science faculty members Wallapak Tavanapong and Johnny Wong. The company's product is a new system for recording and analyzing the results of endoscopic examinations. The computer system is now in use at the Mayo Clinic and will soon be used at the

University of Iowa Hospitals. This system will not do away with colonoscopies, but it will help derive maximum benefit from this procedure.

Timely economic analyses of biofuels industry: Economists in ISU's Department of Economics and the Center for Agricultural and Rural Development have been extensively involved in analyzing the rapid expansion in the Iowa and global biofuels industry. Economics research has produced some of the earliest and most influential projections so far in measuring the impact bio-renewables will have on agriculture. The results have been shared with Congress, business and commodity group leaders, and state and national news reporters. Robert Wisner, extension economist in grain marketing and University Professor (emeritus) of economics, evaluated the biofuels industry's potential impact on grain prices and the required adjustments in crop and livestock sectors of U.S. and foreign agriculture to accommodate the dramatically increased demand for grain and oilseeds. He also assessed risk management implications for producers and agribusinesses dealing with grain, oilseeds, and their products. The results of these analyses have been widely distributed around the nation as well as in the European Union, Brazil, Argentina, and Japan.

Farm leasing and crop insurance seminars provide timely information to producers and service providers: In late summer and early fall of 2007, ISU Extension Farm Management Specialists conducted a series of seminars in 69 counties, involving 7,000 attendees, focusing on farm leasing arrangements. As a result of these meetings and information dissemination, an estimated 1,100 farm lease arrangements were adjusted to reflect current economic conditions, resulting in competitive returns to landowners and market driven costs to tenants. These farm leasing seminars were supported by the Iowa Farm Bureau Federation (IFBF). In addition, a series of one-day continuing education seminars were conducted for crop insurance agents. As a result of these seminars, crop insurance agents are giving more informed advice regarding the basic crop policies, conflict of interest considerations, choosing insurance units, and the potential sustainment of recent increases in corn yields.

Rolls-Royce licenses ISU discovery: Rolls-Royce Corp. acquired exclusive rights to use an R&D 100 Award-winning coating material invented by ISU researchers Daniel Sordelet and Brian Gleeson that significantly increases the life of turbines in jet engines.

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

Iowa State University's 150th birthday: Iowa State celebrated its 150th birthday on March 22, 2008, marking the sesquicentennial of the signing of state legislation that established the institution on March 22, 1858. The celebration was launched during VEISHEA 2007 and has continued throughout the 2007-08 academic year. Projects and activities were led by an all-university committee, with administrative direction from the President's Office, support from University Marketing, and involvement from nearly every university college, department and unit. Major projects included: publication of a sesquicentennial history of the university, proclamations passed by the U.S. Congress recognizing the university's 150-year history, ISU service projects in all 99 Iowa counties

organized by Extension, an "ISU Sesquicentennial Day" at the Iowa Legislature, creation of a commemorative seating area on central campus, an Iowa State Fair exhibit and traveling display of ISU's history, a three-hour special on ISU history produced by Mediacom for its Iowa cable subscribers, a sesquicentennial quilt and quilt block competition and auction at the Iowa State Fair, a commemorative art mural and lithograph project titled "What We Love About Iowa State," a sesquicentennial supplement in the *Des Moines Sunday Register*, and an electronic birthday card with virtual fireworks sent out to ISU e-mail lists worldwide on the university's actual birth date. In addition, a new gateway entrance was constructed as a sesquicentennial project on the street leading to the university from U.S. Highway 30, and the street was renamed "University Boulevard."

Environmentally sustainable campus addition: Construction will start April 2008 on the Foundations Pavilion addition to the College of Design, the first new "green" structure on the ISU campus. The addition will use energy-saving techniques such as natural ventilation, daylighting, storm-water control with a "living" roof, unique site design and recycled building materials. When completed, it will not only accommodate the community of all beginning design students, but the pavilion and surrounding gardens will provide a living laboratory for the study of sustainable design practices and help establish the principles of environmental stewardship within the collegiate and university culture. Upon completion of the addition, the college will seek certification from Leadership in Energy and Environmental Design (LEED) for implementation of green building practices. (See <http://www.design.iastate.edu/KingPavilion/index.php>.)

Study provides perspective on practices to improve Iowa water quality: A team of ISU researchers with the Center for Agricultural and Rural Development conducted a study to provide a benchmark for current farm management conservation practices and to help establish viable solutions for future conservation efforts. The study estimated that \$435 million annually is invested in agricultural conservation practices in Iowa. The major conservation practices used on Iowa farms are estimated to remove 11-38% of the total nitrogen, 6-28% of the nitrate and 25-58% of the phosphorus that otherwise would be present in the large-scale watersheds that cover most of the state. In order to reach specific standards used in the analysis, the annual estimated cost to implement a variety of conservation practices would be \$613 million statewide, in addition to funding existing conservation practices. The researchers concluded that the most cost-effective measures for improving water quality are different across different watersheds, and targeting different pollutants will mean choosing different land use options.

ISU Extension serves as the delivery organization for Horizons: Twenty-five communities have qualified for the leadership training program, "Horizons," following community spotlights across the state. The program develops citizens and new community leaders who are focused on strengthening Iowa communities by building individual, family, and community capacity. Twenty-three of these communities will participate in the second stage (Study Circles and Action Forums) and 21 communities further advanced into the LeadershipPlenty® programs. In all, 20 communities are working on implementing community visions to reduce poverty and will complete the entire program. This project is funded by the Northwest Area Foundation and Iowa State University Extension to Families.

Training programs for precinct election officials: ISU Extension educators recently completed training programs for precinct election officials in 64 counties, training more than 2,700 precinct election officials across the state over the past two years. The six-hour certification training delivered jointly by the county auditor and Extension staff is part of a three-year, statewide training effort to enhance the skills, knowledge, and confidence of front-line polling place officials. Election officials learn how to better serve voters, open and close the polls, handle special situations such as provisional and spoiled ballots, use new voting equipment, and assist those voters with disabilities and special needs. The training is funded primarily by federal Help America Vote Act (HAVA) grant money along with some county funds.

Sustainable gardens: Reiman Gardens' mission statement was revised to embrace stewardship of resources and sustainability. Following this new mission, staff designed and planted one of the first rose gardens in the country using sustainable concepts and low-maintenance roses and companion plants, with a primary asset being ISU's own Buck Rose. This rose garden has been reinvigorated, labor to maintain it has been cut by half, and no fungicide was applied in 2007. Reiman Gardens' low-maintenance rose garden was one of 20 gardens in the nation represented in a six-month exhibit at the U.S. Botanic Gardens on the Mall in Washington, D.C. from May to October 2007.

Connecting alumni, students and friends: The university has constructed a new \$13 million, 33,000-square-foot Alumni Center that will become a centerpiece of student life, alumni homecomings, and community engagement when it opens in June 2008. In addition, the ISU Alumni Association recently established a 14-member Young Alumni Council to create communications and events to tap into the unique expectations and talents of the more than 52,000 alumni who have graduated in the past 10 years, and launched "CySpace," an online service to ISUAA members that allows users to search for classmates and friends, find a mentor, link to Iowa Staters in their communities, submit and read class notes, and post business listings.

Filling a public radio void: WOI Radio, in partnership with Iowa Public Radio, established two new stations in Ottumwa, an area underserved in its reception of public radio, bringing news and information and classical and alternative music to the people in southeast Iowa.

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

Campaign Iowa State: On October 19, 2007, Iowa State publicly launched "Campaign Iowa State: With Pride and Purpose," a historic comprehensive fundraising endeavor to advance the university's role in creating a sustainable and prosperous future for people everywhere. The campaign goal is to raise \$800 million by the end of 2010 to support four key areas:

- Faculty Support (\$215 million) to retain and attract world-class faculty by offering endowed chairs, professorships and fellowships.

- Student Support (\$235 million) to increase scholarships to help support merit and need-based students in all programs.
- Program Support (\$195 million) for academic and out-of-classroom programs and campus organizations.
- Facilities Support (\$155 million) for state-of-the-art facilities that help attract the best and brightest students and faculty.

As of March 2008, the campaign had received more than \$560 million in gifts and commitments of all amounts from more than 100,000 donors. Several major gift announcements took place in the past 12 months, including: \$10 million and \$4.5 million commitments to the new chemistry building, a \$3 million gift to establish the first endowed deanship in the College of Agriculture and Life Sciences, a \$1 million commitment to the College of Business endowment, \$1.5 million to create the first endowed chair in the Department of Mechanical Engineering, and \$2 million to establish an endowed egg industry program.

New policy initiative to support faculty: A faculty and administrative task force is currently developing a draft policy to modify faculty duties when faculty become new parents. If adopted, this new policy would be particularly helpful in recruiting and retaining faculty with young families.

Part-Time Faculty Appointment Policy implemented: The Part-Time Appointments for Tenure-Eligible and Tenured Faculty Policy, designed to further support new parents in the early years of their academic careers, was implemented last year. This policy should improve efforts to recruit and retain excellent faculty, particularly women and men who have made it a priority to balance career and family.

(See: <http://www.provost.iastate.edu/faculty/careers/doc/Part-timeappts.pdf>.)

Approval of a new category of faculty appointment – Research Professor: Last year, a Faculty Senate task force investigated the extent to which non-tenure-eligible faculty are conducting independent research and assessed the need to recognize the contributions of such persons by title. The proposal to establish new titles of Research Assistant Professor, Research Associate Professor, and Research Professor has been forwarded for BOR approval, following the affirmative vote of the Faculty Senate in February 2008. During the remainder of spring semester of 2008, members of the Faculty Senate will work with the Office of the Executive Vice President and Provost to develop a plan for implementation of this new policy. The new category would allow ISU departments more flexibility in their hiring practices.

Campus survey: Results of the University Life Survey (conducted in spring 2007) were shared broadly with faculty and staff in fall 2007. 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%).

New Petersen Art Museum opens: In its inaugural year, the Christian Petersen Art Museum presented the major exhibitions *Christian Petersen, Urban Artist* and *Albert Paley: Portals and Gates*. In addition, the museum curated and organized the exhibition, *Morrill Act of July 2, 1862: The Land Grant Act and the People's College*, featuring the original Morrill Act on loan from the National Archives, the first time the original act has

been exhibited outside Washington D.C. Iowa was the first state in the nation to accept the terms of the Morrill Act establishing the nation's land-grant colleges and universities.

ISU Alert: ISU Alert is Iowa State's emergency notification system. When there is an immediate threat or danger to the safety of the campus community, the system will be activated and messages will be delivered via phone, text messaging, and email to the ISU community of 35,000 students, staff, and faculty. The project was a collaborative effort between several campus entities, including the Department of Public Safety, University Relations, the Dean of Students Office, IT Services, and the Registrar's Office.

Community Gathering Place: The Memorial Union renovation will be completed in early fall 2008. The current renovation has included expanding the ISU Bookstore, Food Court, and the Great Hall. A new Multicultural Center will provide approximately 4,000 square feet of space for events, study, and informal interaction among members of the Iowa State University community. A new Admissions Visitor Center will provide additional space for group visits, provide a "street front" presence for the Admissions Office and convenient parking for guests in the Memorial Union Parking Ramp. It is expected that 20,000 to 25,000 people will attend presentations in the space throughout the course of a year. The addition of a new Market and Café will complete the renovations in the Memorial Union.

Student-athletes' academic success: Student-athletes at Iowa State registered a 70% graduation rate in 2007, the highest mark on record for the university and better than the overall undergraduate rate (68%). Student-athletes also recorded a higher grade-point average than undergraduates overall in spring 2007 and fall 2008, marking the sixth and seventh consecutive semesters that they surpassed the all-university gpa.

Competitive performance: The Iowa State wrestling team won its second straight Big 12 team title in 2008 and tied for fifth in the NCAA Championships with seven All-Americans (the most since 1993). The men's cross country, volleyball and women's basketball teams qualified as teams for NCAA Championship play, with the volleyball team advancing to the "Sweet 16" for the first time ever. The women's indoor track team, led by two-time All-American Lisa Koll, placed 25th at its national championship. And Iowa State won the annual Hy-Vee Cy-Hawk Series all-sports competition with Iowa by the largest winning margin in series history.

Fan support: Fans attended ISU sports in record numbers in 2007-08 as the school set all-time records for season tickets sold in football (36,610), men's basketball (10,257) and wrestling (1,313). The women's basketball team ranked fifth nationally in home attendance (9,388), and the women's volleyball team attracted 6,705 fans for a home match against Nebraska, the largest crowd to witness a college volleyball game in state history. The Cyclone Club also established new records for donors (7,445) and private donations (\$19.5 million) in 2007.

Cyclone power: Iowa State won two online fan polls in 2007-08. "Hilton Magic" earned first place in an ESPN.com poll for the nation's best student spirit for men's

basketball, and Cy took top honors in a CBS Sportsline.com vote for the nation's Most Dominating Mascot. Additionally, a season-long celebration of "100 years of men's basketball" culminated with an event that attracted more than 150 former Cyclone players and coaches in February.

Recycling efforts: Facilities Planning and Management led numerous recycling efforts, including:

- Taking advantage of a manufacturer's recycling program by disposing of nearly two and one-half semi truckloads of "e-waste" (computers, monitors and televisions);
- Turning waste oil into a revenue stream;
- Identifying chemicals during waste collection that can be reused and redistributed to researchers;
- Reducing campus waste to landfill, through recycling, by the following amounts:
 - Cardboard 200 Tons
 - Newspaper 59 Tons
 - Phone Books 9 Tons
 - White paper 132 Tons
 - Confidential paper 52 Tons
 - Scrap Metal 150 Tons
- In addition, 2,000 tons of compost were generated from yard waste and 32,000 tons of boiler ash was used as a quarry reclamation material.

Using renewable energy: ISU Transportation Services completed installation of a 5,000-gallon, above-ground tank for ethanol, which allows the university to fuel its flex-fuel vehicles on site with E-85 fuel; nearly 36% of the university fleet are now flex-fuel vehicles. In addition, FP&M Utilities and the City of Ames are jointly participating in a wind energy study by the Iowa Association of Municipal Utilities, which includes the prospect of constructing a wind farm near Ames looks promising. It is estimated that wind energy could provide about 7% of the electricity used by the campus annually.

Regents Common Academic Indicators

1, 2 Enrollment - Headcount	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	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	21,004	20,500
<i>% of goal</i>	97%	98%	101%	103%	105%	108%	112%	112%	108%	104%	101%	100%	102%	
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	5,156	5,500
<i>% of goal</i>	86%	87%	85%	83%	84%	87%	87%	89%	94%	91%	91%	91%	94%	
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	26,160	26,000
<i>% of goal</i>	95%	96%	98%	98%	100%	103%	107%	107%	105%	101%	99%	98%	101%	

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	2007	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%	9.3%	10.0%
<i>% of goal</i>	74%	76%	74%	73%	73%	73%	77%	81%	84%	85%	90%	92%	93%	

Students of color as a percentage of the total enrollment (minus international students) 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	2007	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	1,254	1,400
<i>% of goal</i>	101%	100%	100%	99%	98%	98%	97%	94%	95%	93%	94%	91%	90%	

The number of tenured and tenure-eligible faculty has decreased over the 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	2007	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%	17.5%	18.0%
<i>% of goal</i>	56%		64%		66%		77%		77%	78%	102%	97%	97%	

Faculty diversity, as measured by the percent of faculty who are faculty of color, is the same as 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	2007	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%	27.9%	33.0%
<i>% of goal</i>	62%		70%		75%		78%		80%	81%	84%	85%	85%	

Faculty diversity, as measured by the percent of faculty who are women is the same as last year, but had increased during 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 women to 33%.

Regents Common Academic Indicators

7 One-Year Retention Rate	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	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%	85.8%	83.4%	84.9%	90.0%
<i>% of goal</i>	91%	91%	92%	93%	94%	95%	93%	93%	94%	94%	95%	93%	94%	
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%	82.7%	90.0%
<i>% of goal</i>	87%	90%	83%	92%	93%	93%	95%	92%	90%	94%	94%	93%	92%	

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 freshmen 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	2001	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%	65.6%	72.0%
<i>% of goal</i>	86%	83%	83%	85%	84%	87%	88%	91%	91%	92%	94%	91%	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%	55.6%	72.0%
<i>% of goal</i>	63%	56%	56%	54%	57%	71%	68%	67%	77%	67%	78%	77%	77%	

Steady progress has been made on increasing the percentage of undergraduate students who graduate in six years, although there is a slight decrease in recent 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	2007	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	15.8	15.0

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	2007	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%	82.8%	85.0%
<i>% of goal</i>	96%	97%	96%	93%	93%	95%	94%	98%	98%	97%	

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	2007	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%	35.4%	40.0%
<i>% of goal</i>	<i>80%</i>	<i>92%</i>	<i>90%</i>	<i>82%</i>	<i>88%</i>	<i>89%</i>	<i>83%</i>	<i>90%</i>	<i>94%</i>	<i>89%</i>	

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 20 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	2007	Goal
Seniors - 100 Points Possible - Fall Report	50	52	51	na	52	52	52	55
<i>% of goal</i>	<i>91%</i>	<i>95%</i>	<i>93%</i>		<i>95%</i>	<i>95%</i>	<i>95%</i>	

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	2007	Goal
Seniors - 100 Points Possible - Fall Report	46	46	45	na	47	47	48	49
<i>% of goal</i>	<i>94%</i>	<i>94%</i>	<i>92%</i>		<i>96%</i>	<i>96%</i>	<i>98%</i>	

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	2007	Goal
Seniors - 100 Points Possible - Fall Report	39	41	39	na	41	40	41	41
<i>% of goal</i>	<i>95%</i>	<i>100%</i>	<i>95%</i>		<i>100%</i>	<i>98%</i>	<i>100%</i>	

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	2007	Goal
Seniors - 100 Point Possible - Fall Report	39	39	41	41
<i>% of goal</i>	95%	95%	100%	

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 through 2007.

16 Supportive Campus Environment: NSSE

	2001	2002	2003	2004	2005	2006	2007	Goal
Seniors - 100 Points Possible - Fall Report	52	55	55	na	53	54	56	55
<i>% of goal</i>	95%	100%	100%		96%	98%	102%	

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	2007	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	\$272.0	\$300.0
<i>% of goal</i>	56%	48%	62%	52%	66%	70%	73%	75%	77%	91%	96%	93%	91%	

Sponsored funding reflects the level of the university's funded research and scholarly activity. Sponsored funding at Iowa State University had grown steadily the previous five years with a slight decrease in 2006 and 2007. 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	2002-2006	Goal
Total Articles Published by ISU Faculty - Rolling 5 Year Average	7,719	8,003	8,288	8,628	8,934	9,000
<i>% of goal</i>	86%	89%	92%	96%	99%	
Total Citations of Articles Published by ISU Faculty - Rolling 5 Year Average	36,780	39,266	43,465	46,469	48,513	50,000
<i>% of goal</i>	74%	79%	87%	93%	97%	

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. Both articles and citations have been steadily increasing and 2010 goals are set at 9,000 and 50,000, respectively.

19 Doctoral Degrees Awarded

	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	Goal
Total Degrees Awarded - Academic Year	318	287	255	300	257	238	232	239	228	228	246	281	296	275
<i>% of goal</i>	116%	104%	93%	109%	93%	87%	84%	87%	83%	83%	89%	102%	108%	

The doctorate is the highest degree offered by most disciplines and represents subject mastery. The number of doctoral 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	2007	Goal
Comparative Index - Percent of Peer Mean	101%	101%	99%	100%	99%	99%	98%	97%	96%	96%	95%	95%	94%	102%
<i>% of goal</i>	99%	99%	97%	98%	97%	97%	96%	95%	94%	94%	93%	93%	92%	

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. ISU faculty salaries have become less competitive over the years.

21 Royalties/License Fee Income	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	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	\$7.0	\$10.0
<i>% of goal</i>	49%	45%	27%	29%	59%	75%	72%	48%	52%	70%	

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	2007	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	871,067	800,000
	47.1%	44.2%	58.5%	62.4%	90.9%	82.2%	83.2%	95.8%	94.7%	94.3%	99.5%	108.9%	

"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. The latest figure has surpassed that goal.

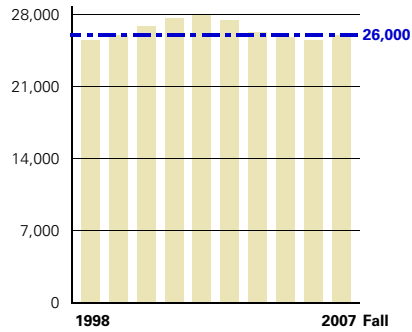
23 University Life Survey	2007	Goal
ISU is a great place to learn (<i>agree or strongly agree</i>)--all respondents	86.5%	
ISU is a great place to work (<i>agree or strongly agree</i>)--faculty and staff	75.6%	

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 (86.5%) and that ISU is a great place to work (75.6%).

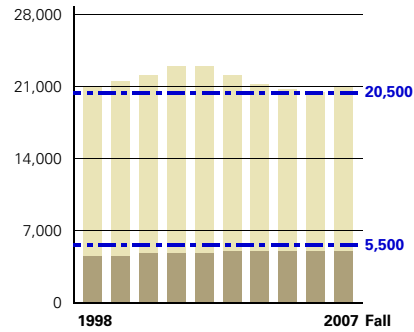
24 Financial Need Met	2003	2004	2005	2006	Goal
Percentage of Total Student Financial Aid Funded by ISU	85.0%	85.5%	83.8%	86.0%	100%

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.

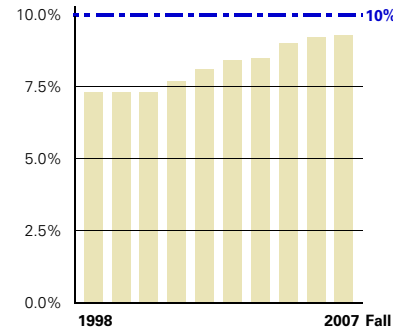
Targets are shown in blue



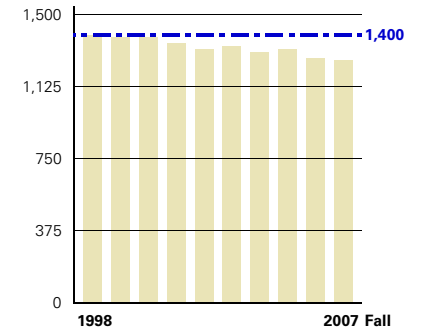
1 Enrollment - Headcount
All students



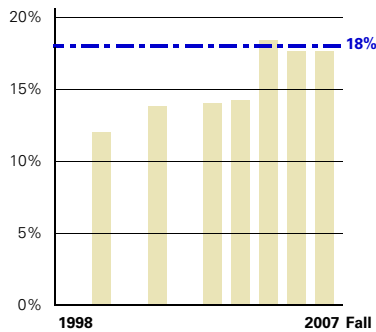
2 Enrollment - Headcount
Undergraduate target: 20,500 (light color)
Graduate & Prof. target: 5,500 (dark color)



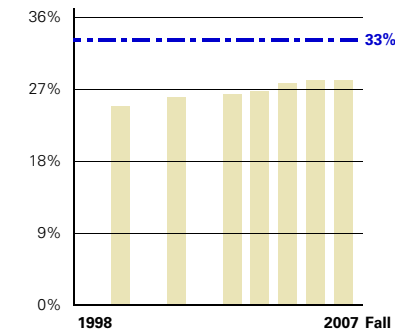
3 U.S. Students of Color
Percent of total enrollment
African American, American Indian/Alaskan Native, Asian/Pacific Islander, & Hispanic



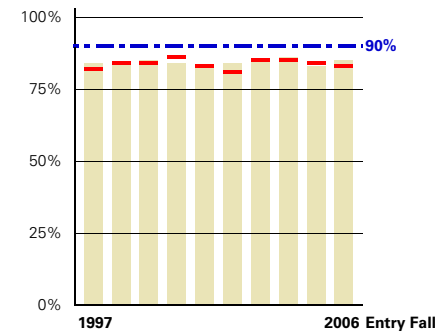
4 Tenured & Tenure Eligible Faculty
Full time equivalent



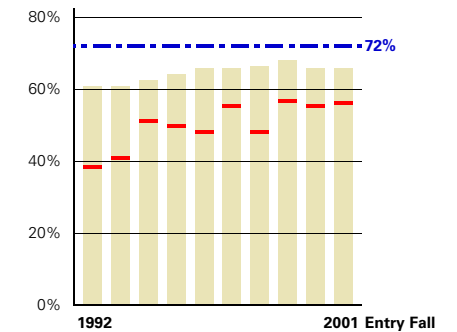
5 Faculty of Color
Percent of Tenured & Tenure Eligible Faculty
African American, American Indian/Alaskan Native, Asian/Pacific Islander, & Hispanic



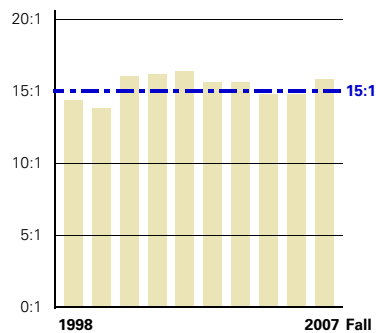
6 Women Faculty
Percent of Tenured & Tenure Eligible Faculty



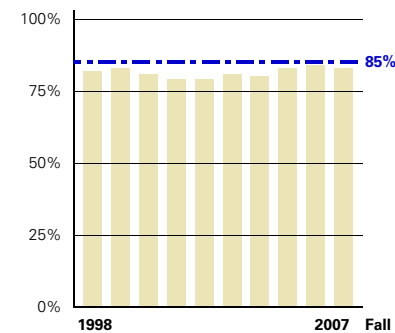
7 One-Year Retention Rate
Direct from high school undergraduates
All students (light color)
Students of color (red lines)



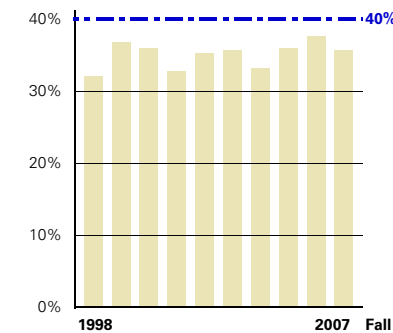
8 Six-Year Graduation Rate
Direct from high school undergraduates
All students (light color)
Students of color (red lines)



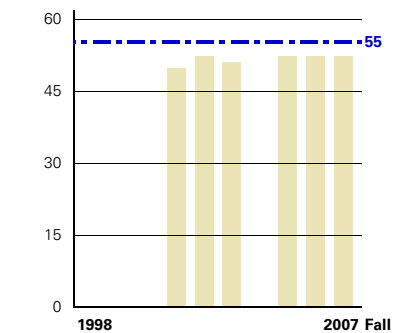
9 Student-to-Faculty Ratio
All full time equivalent students
All full time equivalent instructional faculty



10 Class Size - Under 50
Percent of total class sections

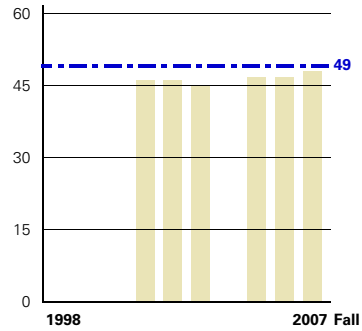


11 Class Size - Under 20
Percent of total class sections



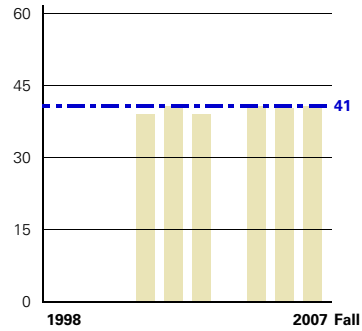
12 Academic Challenge
Summary score from the National Survey of Student Engagement

Targets are shown in blue



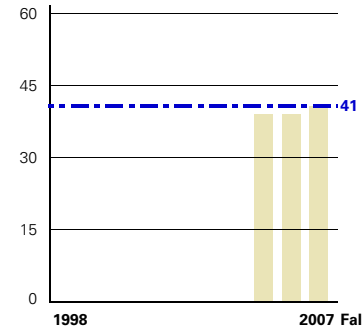
13 Active & Collaborative Learning

Summary score from the National Survey of Student Engagement



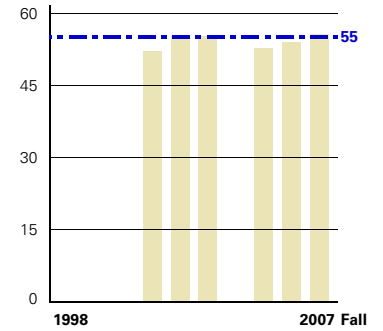
14 Student-Faculty Interaction

Summary score from the National Survey of Student Engagement



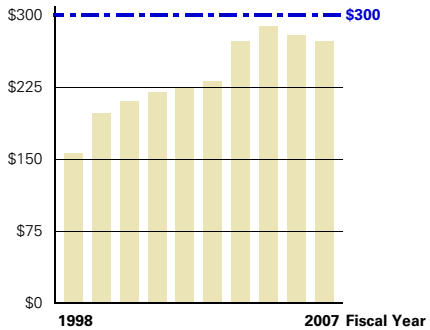
15 Enriching Education

Summary score from the National Survey of Student Engagement



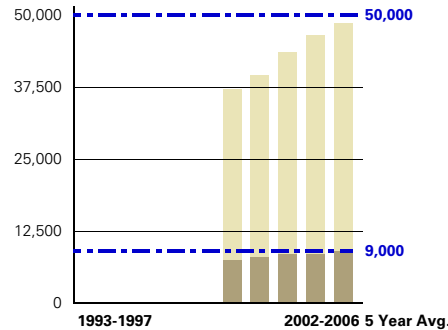
16 Supportive Campus

Summary score from the National Survey of Student Engagement



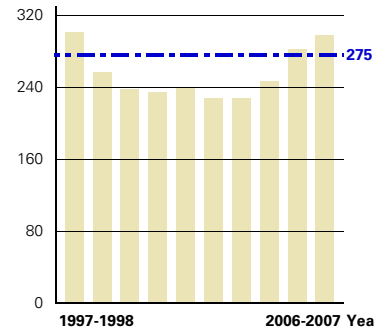
17 Sponsored Funding Awards

Millions of dollars



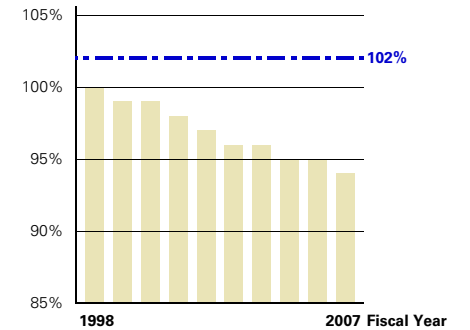
18 Faculty Articles & Citations

Articles published by ISU faculty & citations reported in ISI Index
Citations (light color)
Articles (dark color)



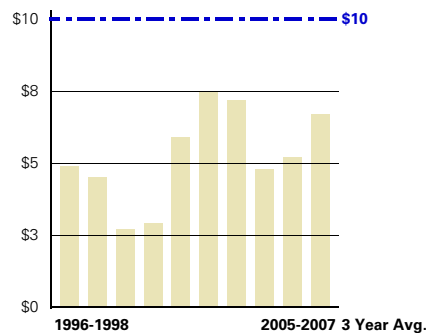
19 Doctoral Degrees Awarded

Total for fall, spring, and summer



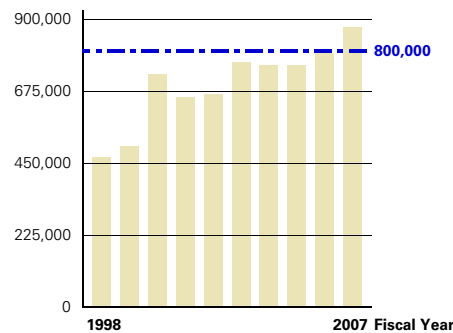
20 Faculty Salaries

Comparative index
At 100%, mean faculty salaries at ISU equal mean faculty salaries at peer institutions



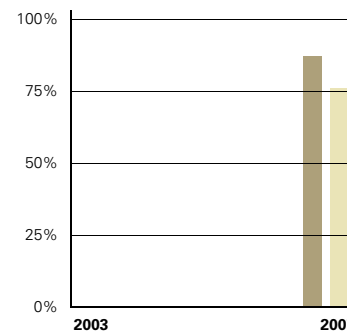
21 Royalties/License Fee Income

Millions of dollars



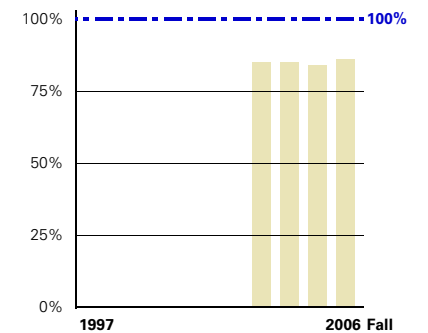
22 Iowans Served by ISU Extension

Total people



23 University Life Survey

Percent that agree or strongly agree that ISU is:
a great place to learn (dark color)
a great place to work (light color)



24 Financial Need Met

Percentage of total student financial need funded by ISU