

Iowa State University
Strategic Plan Progress Report for 2009-2010

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

Record Enrollment: ISU's Fall 2009 enrollment of 27,945 was the highest ever, and up more than 4 percent from the previous year. Iowa State gained 914 undergraduate students, 33 professional (veterinary medicine) students, and 142 graduate students. This was the fifth consecutive year with an increase in the number of new students attending Iowa State. In addition to the record total, other records include the most international students (3,017), the most graduate students (4,860), the most professional (veterinary medicine) (4,860), and the most U.S. minority students (2,533). The U.S. minority enrollment reflects 9.1 percent of the student body, which again exceeds the minority enrollment goal of 8.5 percent. This is the most diverse student body on record. The total international and U.S. minority enrollment is 5,550 students, or 19.9 percent of the total student enrollment. The previous high was Fall 2008, with 17.9 percent.

U.S. News Rankings: Iowa State remains among the top 25 percent of public national universities as reflected in the *U.S. News & World Report's* 2010 "America's Best Colleges" annual rankings. Iowa State tied for 39th among 164 best national public universities. This is up from 40th the previous year. For the eighth straight year, *U.S. News* has included Iowa State's learning communities among its "Programs to Look For."

Learning Communities: Learning communities, a partnership between Student Affairs and Academic Affairs, continue to be a great success. In fall 2008, there were 3,574 students in 70 learning communities, including 631 non-first year students. Sixty-five percent of all first-year students were in a learning community, a 10 percent increase over 2007. One-year retention rates average 8 percent higher, and six-year graduation rates 11-14 percent higher, for learning community students. Several learning community-sponsored service projects continue to be successful, including the award winning Skunk River Navy and Project Glean. This program is consistently ranked in the Top 25 in *US News and World Report*.

ISU Students at Solar Decathlon: ISU students designed and built a solar house so efficient that it will produce nearly twice as much energy as it consumes. The "Interlock House" was constructed, tested, unconstructed, moved to Washington, D.C., and reassembled for competition in the U.S. Department of Energy's 2009 Solar Decathlon. More than 75 students and 17 faculty members from 11 departments worked nearly two years on developing the house. Iowa State was one of 20 student teams to compete in the fourth Solar Decathlon competition. The teams were judged in 10 competitions. Iowa State placed 12th overall, third in marketability/livability/buildability, fourth in communications, fifth in engineering and sixth in net metering. Following the competition, the Iowa Department of Natural Resources purchased the home and plans to use it at Honey Creek Resort State Park at Rathbun Lake.

ISU Engineering Student Leadership on Water Conservation: Two Iowa State University students led a water conservation symposium as part of their project for ISU's Engineering Leadership Program. Leigh Crumpston and Allison Machtemes are two of 60 students in the ELP program which started in 2006 with grant funding from the 3M Corporation. The symposium was the first part of their project: public awareness and education. The second part is testing, including purchasing water-saving consumer products and dispersing them in areas of need in the U.S. The third component of the project will be to implement a water-conservation and treatment plan in another country. The two students have a 10-year timeframe for this project, which is completely voluntary (no payment or academic credit).

ISU Dairy Products Evaluation Team Resumes, Ranks 4th Nationally: The Iowa State University Dairy Products Evaluation Team was resumed this year, and placed fourth in a national student contest with 50 teams participating. The ISU team also placed third in individual categories of cottage cheese, cheddar cheese and butter. During the competition, team members taste test eight samples of each dairy product and score and describe them. The students' scores and descriptions are compared with those of professional dairy product evaluators. The competitors who evaluate the dairy products most closely to the professional's ratings win the awards. Stephanie Clark, team coach and associate professor in food science and human nutrition, revived the ISU team when she arrived on campus in August (the team had not been active for several decades).

Campaign Iowa State: "Campaign Iowa State: With Pride and Purpose," led by the ISU Foundation, has raised more than \$750 million in private donations since it began on July 1, 2002, which exceeds Iowa State's two previous campaigns combined. The \$800 million campaign goal is expected to be reached by late summer or early fall 2010, and the campaign concludes June 30, 2011. In FY 2010, more than \$127 million was contributed through the campaign, following \$135 million in FY 2009, the two largest fund-raising years in the university's history. The campaign has created nearly 140 endowed and named faculty positions, nearly double the 75 when the campaign began; and it has raised \$235 million for student scholarships, creating 650 new scholarship programs. In addition, the campaign has supported 15 major facility projects and several academic and research programs.

Global Ranking for HRIM: Iowa State's Hotel, Restaurant and Institution Management (HRIM) program was ranked 15th out of the top 100 programs in the world and 12th in the U.S., according to a 2009 ranking by the *Journal of Hospitality and Tourism Research*.

"Green" Recognition for Architecture Classes: the U.S. Green Building Council recognized two Iowa State architecture courses for advancing green building education. The Bridge Studio, which assistant professor Nadia Anderson developed and teaches on the design of affordable, sustainable housing, was one of five national winners of the 2009 Excellence in Green Building Education Recognition award in the higher education category. "SCI-TECH: A Technology Sequence for Generation Green," developed and taught by faculty members Jason Alread, Thomas Leslie and Rob Whitehead, received Honorable Mention.

MAP-Works: The Division of Student Affairs marked the second year of its successful retention program, MAP-Works (Making Achievement Possible), a 20-minute online assessment that first-

time, full-time freshmen are asked to complete in their first six weeks on campus. Each student taking the assessment receives personalized feedback and strategies for a successful academic career at Iowa State. The results help students see if they are making a successful transition and learn about resources in areas where they may not be transitioning as well. In 2009, new partners in the Colleges of Engineering and Liberal Arts and Sciences came on board to work with the Department of Residence and Academic Success Center in offering the program to students.

Health and Safety Initiatives: Students who are mentally and physically healthy are more likely to succeed. This year, a number of initiatives in Student Affairs have been aimed at increasing students' health and safety, including:

- In fall 2009, Student Counseling Services established a Biofeedback Center. Through biological sensors and multimedia platforms, students are trained to employ stress-reducing techniques such as controlled breathing, muscle relaxation, and mental imagery. Since its opening, the Biofeedback Center has provided over 200 appointments for 140 undergraduate and graduate students. These students experienced a reduction of approximately 45% in symptoms of distress.
- In summer 2009, the Division of Student Affairs contracted with consultant Jim Grizzell to assess current substance abuse and violence prevention efforts. As a result of his recommendations, Prevention Services is now housed in the Thielen Student Health Center. Prevention Services provides leadership for developing and implementing evidence-based prevention strategies to reduce substance abuse, sexual violence, and sexually transmitted diseases, and promote self-care and personal well-being.
- Working in partnership with other campus units, the Thielen Student Health Center and Dean of Students Office took the lead on responding to the outbreak of H1N1 on campus in fall 2009.
- Multiple Student Affairs units, led by the Dean of Students Office, created an education campaign to inform students about ISU's new sexual misconduct policy in fall 2009.
- The Margaret Sloss Women's Center now has advocates from ACCESS (Assault Care Center Extending Shelter and Support) available in the Sloss House three hours per week, to address students' concerns about sexual assault and relationship violence.
- LGBT Student Services has developed 15 presentation programs to increase awareness, education, and knowledge of resources with regards to sexual and gender identity/expression. LGBTSS also provides Safe Zone training to faculty, staff and student organizations to improve campus climate and support for students.

Educational Gift Certificates: The Office of Business and Finance created and implemented the Iowa State University Educational Gift Certificate. The gift certificate allows friends and family to contribute to a student's education. Students can put the gift certificate on their wish list and help avoid borrowing money for school. It is a 100% electronic process in line with the university's "green" initiative.

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

Record year for Sponsored and Research Funding: Iowa State set a new record for sponsored funding for research, educational and outreach activities, receiving \$305.2 million in grants, contracts, and cooperative agreements in FY 2009. That's an increase of \$31.1 million, or 10%, over FY 2008. The two largest sources of funding for Iowa State were the U.S. Department of Agriculture (\$35.7 million) and the National Science Foundation (\$28.2 million).

Iowa State researchers win \$16.38 million in federal grants supported by stimulus funding: Iowa State University researchers won 30 grants worth a total \$16.38 million from federal agencies awarding money from the American Recovery and Reinvestment Act (ARRA). The grants range from \$4.37 million to study how algae can be used for advanced biofuel production, to \$1.33 million to build infrastructure and capacity for public health intervention programs, to \$351,513 to establish a 10-week summer program that gives undergraduates research experience in environmental sciences, to \$52,007 to develop new procedures to generate high-quality models of proteins. Nineteen of the awards are from the National Science Foundation (NSF), eight are from the National Institutes of Health (NIH), and one is from the U.S. Department of Energy (DOE).

Center for Biorenewable Chemicals (CBiRC): The Center for Biorenewable Chemicals (CBiRC) came on line this year with the award of a five-year, \$18.5 million grant from the National Science Foundation as one of five new NSF Engineering Research Centers and the only one focusing on biorenewable chemicals. There are 18 ISU investigators collaborating on this award, representing seven academic departments and three colleges. The goal of CBiRC is to develop the fundamental knowledge and technology and the academic and industrial partnerships needed to provide a foundation for U.S. industrial chemical production to be transformed from a petroleum-based industry to a renewable resource-based industry.

Training the Next Generation of Cyber Sleuths: Iowa State's nationally acclaimed program in information assurance received funding from the National Science Foundation's Scholarships for Service (SFS) program to provide 24 full-ride scholarships and stipends for students to earn a master's degree in information assurance. Graduates will help lead the nation's efforts in improving computer and cyber security.

Updating Business Education: In light of new government protections for business reform and consumer protection, the faculty of ISU's College of Business are reviewing ways to keep a business education relevant for ISU students, and to help graduates learn how to prevent another economic meltdown in the future. This includes encouraging students to be more entrepreneurial and emphasizing business sustainability, which includes leadership and social responsibility. Supply chain management skills will be increasingly important for business graduates as they remediate the global economic and environmental crisis on the business community.

Iowa State Becomes National Source of Community College Research: Iowa State University was named the research centerpiece of a new national community college clearinghouse, the Community College Policy Center. The Center is designed to be a national resource for state policymakers, community college leaders, policy analysts and researchers as they seek to fully leverage community colleges as critical mechanisms for achieving student attainment and workforce development goals. This is increasingly important, due to President Obama's promise to make community colleges the centerpiece of a plan to revitalize the American economy, part of a \$12 billion proposal. Linda Serra Hagedorn, professor of educational leadership and policy studies, will direct the center. Hagedorn is also president-elect of the national Association for the Study of Higher Education (ASHE).

Researchers Examine Bacterial Rice Diseases: Rice is one of the most important plants on earth, and ISU researchers are examining two bacterial diseases as part of a research project funded by the National Science Foundation. Kansas State University is the lead institution on the \$3 million award, yet \$2 million is coming to Iowa State for the project. One of the bacterial blights is the most important in rice, and can diminish yield by up to 50 percent. In addition to the benefits to rice, the research should be helpful in understanding and controlling diseases in other cereal crops.

ISU Researchers Publish National Study on Cyberbullying: According to a new national study by Iowa State University researchers, one out of every two lesbian, gay, bisexual, transgender (LGBT) and allied youths are regular victims of "cyberbullying," which causes psychological and emotional distress to victims – producing thoughts of suicide in some who are repeatedly victimized. In the online survey of 444 junior high, high school and college students between the ages of 11 and 22 – including 350 self-identified non-heterosexual subjects – 54 percent of the LGBT and allied youth reported being victims of cyberbullying in the 30 days prior to the survey. Cyberbullying includes attacks such as electronic distribution of humiliating photos, dissemination of false or private information, or targeting victims in cruel online polls.

Research on Video Games – Some Help; Some Hurt: ISU Psychologists found that some non-violent video games can teach children to be more cooperative and helpful to others. In a research project with youth of multiple ages in three countries (United States, Japan and Singapore), the ISU researchers found that students who played prosocial video games also behaved in a more prosocial manner. Parents need to pay attention to the types of games that children play. Conversely, Distinguished Professor of Psychology Craig Anderson researches how violent video game play affects youth behavior. He led a study analyzing 130 research reports on more than 130,000 subjects worldwide, proves conclusively that exposure to violent video games makes more aggressive, less caring kids – regardless of their age, sex or culture. The study was published in the March 2010 issue of the *Psychological Bulletin*, an American Psychological Association journal.

Anthropologist's Landmark Contributions Continue: Jill Pruetz, associate professor of anthropology, continues to make breakthroughs and be recognized internationally for her research on chimpanzees and other primates. In 2009-10, Pruetz co-authored a paper on a new study showing how savanna chimps in Senegal have a near-human understanding of wildfires and change their behavior in anticipation of a fire's movement. As a result of another landmark

study by Pruett on chimps' use of tools, the Smithsonian's National Museum of History is displaying a spear-shaped hunting tool made by chimps and provided by Pruett in its new exhibit on the discovery and understanding of human origins.

CyStorm Computer Power Unleashed: Iowa State has a powerful new computing tool to support the university's research efforts. CyStorm is a Sun Microsystems machine with 3,200 computer processor cores capable of performing 28.16 trillion calculations per second, or five times the computing power of the university's first supercomputer, CyBlue.

ISU, Ames Lab Researchers Named AAAS Fellows: Four ISU and Ames Laboratory researchers were named Fellows of the American Association for the Advancement of Science (AAAS), for their work in materials science, chemistry and agronomy recently: **Mufit Akinc**, professor of materials science and engineering, for using chemistry to prepare advanced inorganic materials with tailored properties, such as infrared transmission in high-temperature applications; **Mark Gordon**, Distinguished Professor and Frances M. Craig Chair in Chemistry, for outstanding achievement in the development of new computational models for research and education in the chemical, materials, and biological sciences; **Mei Hong**, John D. Corbett Professor of Chemistry, for distinguished contributions to the field of biophysical chemistry and solid-state NMR (nuclear magnetic resonance) spectroscopy, and for leadership in organizing scientific conferences advancing NMR; and **Michael L. Thompson**, Pioneer Hi-Bred Professor of agronomy, for investigations of the fate and transport of organomineral complexes, phosphorous, and anthropogenic organic compounds in soils.

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

Two More R&D 100 Awards and National Innovator of the Year: Iowa State and Ames Laboratory researchers won two of the R&D 100 Awards presented in 2009 to the 100 most technologically significant inventions of the year, and the leader of one of those discoveries was also named R&D Magazine's Inventor of the Year. **Hans van Leeuwen**, professor of civil, construction and environmental engineering, led a team of 10 researchers that received an award for their work to use a microscopic fungus to produce biodiesel from plant processing wastes. This was Van Leeuwen's second R&D 100 Award, and he was named R&D's "Innovator of the Year" for 2009. He is also president and founder of Mycoinnovations, a company that is based on his inventions. **Mark Bryden** and **Doug McCorkle**, Ames Laboratory scientists and ISU faculty members, received an R&D 100 Award for their development of the Virtual Engineering Process Simulation Interface (VE-PSI), a software application that will help engineers design the next generation of highly efficient and low-emission power plants. Since 1990, Iowa State and Ames Lab scientists have received 32 R&D 100 Awards, called the "Oscars of invention."

Iowa's State and Local Tax Burden is Below National Average: An ISU researcher reports that Iowans pay less in total state and local taxes than residents of most other states. However, David Peters, assistant professor of sociology, says that tax rates may encourage businesses that are considering relocation to choose a state with lower tax rate.

ISU Develops New Free, Online Tool to Help Farmers Earn More, Waste Less: Software experts at Iowa State University created I-FARM, found at i-farmtools.org, to assist anyone interested in finding out more about farm management to understand how to get the most out the land at the least cost. The I-FARM program allows farmers to input various aspects of their operation along with the location of their farm. The computer software then predicts and compares farming outcomes.

Engineers Develop 3-D Software to Give Doctors, Students a View Inside the Body: Iowa State engineers developed software that can be used to put virtual reality to work helping doctors and patients, teachers and students. ISU researchers in the CyberInnovation Institute and a physician from Des Moines partnered on the Grow Iowa Values Fund project (with a grant of \$109,533) to develop the technology into a commercial software product through the company, BodyViz. The company won the \$25,000 top prize in the 4th Annual John Pappajohn Iowa Business Plan Competition, and was named Outstanding Startup Company of the Year as part of the Technology Association of Iowa's Prometheus Awards. The software was featured on the television show, "The Biggest Loser."

ISU Researchers' Findings Bring Hope for Possible Parkinson's Disease Cure: Researchers at ISU have found an essential key to the possible cure of Parkinson's disease. Anumantha Kanthasamy, Distinguished Professor of biomedical sciences and W. Eugene and Linda R. Lloyd Endowed Chair in Neurotoxicology at the ISU College of Veterinary Medicine, has been working to understand the complex mechanisms of the disease for more than a decade. Kanthasamy discovered that a novel protein – known as protein kinase-C (specifically PKC δ) –

is killing the dopamine-producing cells. Kanthasamy and his research staff discovered a compound that neutralizes the cell-killing kinase-C and allows the dopamine-producing cells to survive and function. Now, Kanthasamy's group is looking for additional compounds that also can serve to neutralize protein kinase-C. By identifying more compounds that perform the function of neutralizing kinase-C, researchers are more likely to locate one that works well and has few side effects. This discovery is expected to provide new treatment options to stop the progression of the disease or even cure it. The study is being funded by a Grow Iowa Values Fund grant.

ISU Chemist Synthesizes Carbohydrates, Launches Start-up Company: ISU associate professor of chemistry Nikki Pohl developed a synthesis technology that's predictable, automated and more efficient. The process can create a custom-order carbohydrate molecule in 24 hours, compared to the current commercial technology that requires up to a year and costs 10 times as much. Pohl launched a startup company, LuCELLa Biosciences Inc., to license the technology and use it to produce and market carbohydrate molecules for researchers at universities, government agencies and private pharmaceutical companies. There is potential for sales to grow to \$20 million or more.

ISU Business Experts Address Hottest Business Topics, Entrepreneurship: College of Business faculty provide valuable information on the most relevant business topics due to the current economy – for example, expertise on layoffs, Digital Demand/Social Networking, Customer Relationship Management (CRM), and motivation (with high unemployment nationally, many workers fear for their jobs, or are overwhelmed by new work they've been asked to do amid the downsizing). Entrepreneurship is also most relevant, and Howard Van Auken, the Bob and Kay Smith Fellow in Entrepreneurship, recently provided advice on starting a small business. He sees the economic situation offering new prospects for e-businesses due to the growing popularity of online shopping. Van Auken recently was listed 13th in a ranking of top entrepreneurship researchers from 1995-2006 by authors from Howard and Morgan State universities.

Sequencing the Soybean Genome: ISU faculty have played major roles in sequencing the corn, bovine and swine genomes, and now soybeans can be added to that list. Randy Shoemaker, USDA-ARS collaborating professor of agronomy, and Steven Cannon, USDA-ARS collaborating assistant professor of agronomy, are part of the national team that is sequencing the soybean genome, which will lead to significant improvements in the plant.

Hall of ISU Patents and Inventions: The Hall of ISU Patents and Inventions in the new ISU Alumni Center showcases 150 years of Iowa State discoveries and inventions that have become successful patented technologies as well as highlighting current-day discoveries, innovations, and research.

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

ISU Extension Restructured. A restructuring plan implemented in 2009 moved ISU Extension from a geographically based structure to an issue-based model to more effectively and efficiently meet Iowans' needs. The model has reduced administrative costs, increased local control of county funds allocated for Extension services, and increased research and staff engagement across university disciplines in order to address complex issues important to Iowa. Twenty regions were created to replace county offices throughout the state. This innovative and bold restructuring, in response to a \$4.15 million appropriation reduction, has created a flexible organization that is positioned to maintain its leadership role as one of the best Extension systems in the nation.

ISU Extension a Key Partner in Advancing Economic Development. Throughout Iowa, ISU Extension supports economic growth and works to improve quality of life by encouraging business development, helping to create jobs and expanding entrepreneurial activity. Extension's participation in more than 300 projects throughout the state (and in every Iowa county) is described in a recent report prepared for the Iowa General Assembly, which can be found at <http://www.extension.iastate.edu/communications/EconDev09/>.

Facts about Wind Energy. Iowa is the country's third-largest producer of wind energy, ranking behind only Texas and California. Iowans want facts about wind as a source of energy and about wind turbines as an investment. ISU Extension has sponsored regional conferences and seminars to get the issues in front of landowners, livestock producers, agribusiness professionals, utility company employees, and media representatives, elected officials and others with an interest in this renewable resource. In April 2010, Iowa State University will be host to the Iowa Alliance for Wind Innovation and Novel Development (IA WIND) Conference and the 2010 Iowa Wind Energy Association's (IWEA) Annual Meeting and Conference.

ISU Earns First Education LEED Platinum Certification: The King Pavilion addition to the College of Design has been awarded LEED Platinum certification by the U.S. Green Building Council (USGBC). Platinum is the highest rating given in the system for designing and constructing the greenest, most energy-efficient and high-performing buildings. Located on the north side of the College of Design building, the \$6.6 million, 23,735 square-foot King Pavilion features a central, two-story "forum" surrounded by instructional studios used by all freshmen in the college, as well as sophomores in architecture, landscape architecture and interior design.

Healthy Diets Avoid Eating Disorders: The mother of an Iowa State alumna who died after battling anorexia for 20 years presented a monetary gift during the ISU Student Counseling Service's National Eating Disorders Awareness Week. Her gift will help increase awareness of eating disorders and encourage those struggling with anorexia, bulimia or other eating disorders to seek early and ongoing treatment. During the week, recovered bulimic and bestselling author Jenni Schaefer offered a lecture at ISU on how to recover from an eating disorder and fall in love with life.

Iowa's Poet Laureate: Iowa Governor Chet Culver named Mary Swander, Distinguished Professor of English, the Iowa Poet Laureate for the next two years. Swander is nationally recognized for such works as her book of poetry on homesteading in Iowa, "Driving the Body Back," her book on the Loess Hills, "Land of the Fragile Giants," and her Civil War musical "Dear Iowa." Also, she led her English 557: Writing about Environmental Issues class to study the plight of the contemporary Iowa farmer for a class project. Through their research and interviews with current Iowa farmers, they wrote a play titled "Farmscape: Documenting the Changing Rural Environment." Because of the play's message, Iowa State's Leopold Center for Sustainable Agriculture provided Swander grant money to have "Farmscape" performed outside of campus.

'Science Café' Addresses Lessons Learned from Disasters: An ISU engineer who was part of a team from the Institute for Building Technology and Safety helped city inspector evaluate the safety of homes and apartment buildings following the 2008 flooding in Cedar Rapids, then shared the information with the public during a "Science Café." The idea for Science Cafes is for scientists and engineers to share their research through informal conversations in a friendly setting. The ISU chapter of Sigma Xi sponsors multiple Science Cafes at Iowa State each academic year.

Physicists Discuss the Science of Hollywood: ISU physicists respond to the high-energy physics portrayed in the movie "Angels & Demons," starring science, religion and Tom Hanks. While scenes depicting CERN, the European Organization for Nuclear Research near Geneva, Switzerland, and its Large Hadron Collider, the \$8 billion, 17-miles-around particle accelerator, may be unrealistic, the ISU scientists who conduct research there say it is introducing high-energy physics to millions of people. Soeren Prell and Jim Cochran are part of an Iowa State team contributing to ATLAS, one of the collider's two general-purpose particle detectors. It is a huge instrument – 46 meters long and 25 meters high – designed to track the paths, energies and identities of everything that flies from particle collisions.

International Student Programs: The International Students and Scholars Office plays a huge role in the internationalization of ISU and Iowa. There are over 3,500 international students and scholars at ISU for the spring 2010 semester. ISSO has many programs for these students that integrate them with the ISU and Ames Community, such as Friendships International, World Soccer Tournament, International Food Fair during VEISHEA, events with the Ames Public Library, etc. This year a goal of the International Student Council is to collaborate with more international and American groups for programs and events so as to blend more with all people, rather than within their individual country groups. During International Week this year more events were focused on awareness with a 12-hour famine program ending the week. And more groups were invited to participate in the International Night performances. For the first time an African American fraternity participated in International Night.

Replica of World's First Computer in Computer History Museum: The full-scale working replica of the Atanasoff-Berry Computer (ABC), the world's first electronic digital computer designed and built in the late 1930s and early 1940s at Iowa State by physics and mathematics professor John Atanasoff and graduate student Clifford Berry, is part of a major new attraction at the Computer History Museum in Mountain View, Calif. The original ABC was dismantled in

the 1950s and some doubt existed about whether it actually performed computations. The replica was built to disprove those doubts, which it did at its unveiling in Washington, D.C., in 1997, by correctly performing an algebraic computation.

Top Attraction: Reiman Gardens exhibited its first national traveling display, which helped to increase attendance by 63%, rental income by 42% and membership by almost 10%.

ExPERT Program: Environmental Health and Safety's (EH&S) Exercise, Preparedness, and Environmental Resources and Training (ExPERT) program was developed to provide assistance to businesses and government agencies throughout Iowa. EH&S has highly qualified and experienced safety professionals, whose advice and assistance are direly needed throughout the state. In less than a year of existence:

- Iowa Public Health Region 5 awarded a contract to ExPERT to develop a public health emergency response functional exercise for its 17-county membership;
- ExPERT, through a partnership with Center for Industrial Research and Service (CIRAS), received a matching grant to develop and provide Hazardous Materials Management Training to Iowa manufacturers;
- Environmental Health & Safety (EH&S) training courses that were previously closed to the public are now available to Iowa companies for a fee; and
- EH&S developed a formal partnership with Extension's Continuing Education and Professional Development to provide relevant EH&S online courses to businesses in Iowa with environmental health and safety training needs.

The goal of the ExPERT Program is to not only serve Iowa industries through outreach, but also to provide new challenges and professional development opportunities to EH&S staff in areas that are outside routine university operations. An immediate benefit of the ExPERT Program was the ability to minimize EH&S staff losses during recent budget cuts by temporarily using funding from grants and fees collected.

Osher Lifelong Learning Institute: The Osher Lifelong Learning Institute enhances the state of Iowa's appeal as a place for lifelong learning. Administered by the ISU Alumni Association, the institute provides courses in the fall, winter, and spring for individuals 50 years of age and older. Courses range from watercolor painting to contemporary religious studies to the history of jazz to digital photography.

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

University Survey: The Office of the Executive Vice President and Provost conducted the University Life Survey in spring 2009. This was the second survey, and as in 2007, the 2009 survey results show that a majority of faculty, staff and students think Iowa State is a great place to learn and work. Respondents selected the same top three sub goals in both surveys. These focus on recruitment and retention, work/life balance and sustainability.

ADVANCE Program Improves Campus Climate: In the fourth year of a five-year grant from the National Science Foundation, the ISU ADVANCE Program has conducted research on how to change departments, and is making this available to the university community.

“Live Green! Initiative Takes Off: Iowa State University’s Live Green! initiative, toward leadership in energy efficiency and sustainability, has included a diversity of engagement areas and individuals in 2009. Areas of focus and achievements have included:

- energy savings (a reduction in 60% in campus buildings, including nearly \$120,000 during the 11-day winter break);
- commitment to renewable energy (entering into a joint wind energy contract with the City of Ames resulting in approximately 10% of electric energy being provided by wind and reducing our coal usage by 9,000 tons/year);
- addition of 16 campus “Green Teams” (27 to date); approval and funding of eight Live Green Revolving Loan Fund projects (11 to date with an average ROI of \$179,000);
- establishment of a multi-commodity recycling program for all residence hall floors and student apartment buildings (spearheaded through a partnership between Department of Residence and a student organization, The GreenHouse Group – collecting 18.5 tons of recyclables in the first six months of service); commitment to trayless dining in one residential dining facility (resulting in a 50% food waste reduction – all three residential dining facilities are scheduled for trayless dining starting August 2010);
- expansion of food waste composting to the current feedstock of the University Compost Facility (all composted material is reused on campus projects);
- completion of the second annual Symposium on Sustainability that included the presentation of Live Green Excellence Awards (presented to three recipients);
- participation in the international Solar Decathlon event, held in Washington DC (the interdisciplinary student team was among 20 international applicants chosen to complete, finished 12th overall, and scored in the top 10 in four of 10 competition areas); and
- achievement of LEED platinum certification for the College of Design’s King Pavilion (the first education platinum building in Iowa and 1 of 8 national public education buildings).

Beyond the goals of LEED gold certification for all new construction and major renovation, Iowa State has also adopted specific LEED credits as ISU requirements that must be achieved as well as gold certification. Five projects are currently listed as LEED registered and their level of certification will be determined after they are completed: Chemistry Facilities (Hach Hall), Biorenewables Complex-Biorenewables Research Lab, Recreation Facilities Expansion and

Renovation, College of Veterinary Medicine Ph.2 – Small Animal Hospital Renovation and Addition, and Biorenewables Complex-Agriculture and Biosystems Engineering.

Green Energy: The City of Ames and Iowa State University started buying wind-generated electricity from a new wind farm north of Zearing. Ames and Iowa State officials will buy enough wind power to supply 30 megawatts of output for Ames and six megawatts for ISU. That's more than 15 percent of Ames' electricity needs and approximately 10 percent of Iowa State's needs. The electricity comes from a 100-turbine, 150-megawatt farm recently constructed by NextEra Energy Resources, the top generator of wind power in North America. The new wind farm is the second such farm that NextEra has built in the area and the firm's eighth in Iowa. Also, the public transit system in Ames will add hybrid electric buses. The 12 buses will run on biodiesel and electric engines. This will reduce carbon emissions while improving mileage, thus cutting fuel costs.

Sustainability Program, Speakers Inspire University Community: The "Live Green!" program at Iowa State University continues. Program successes were highlighted during the second annual Sustainability Symposium Feb. 24, which featured international expert Leith Sharp. This year, many speakers invited to campus included a theme of sustainability. The audience for the founder of Patagonia was one of the largest ever for a university lecture. Other speakers throughout the year who shared sustainability ideas included the director of the National Football League's Environmental Program in February, and several speakers for the Wildness, Wilderness symposium, Jan. 29-31, including Rick Bass, Terry Tempest Williams, Patricia Smith, Ben Percy and Noah Hutton.

New "Front Door" for Prospective Students, Families: The Soultz Family Visitor Center, located in the Memorial Union, is the new "front door" for 24,000 students and family members who visit campus each year. The 25,000 square foot facility opened in 2009, and includes a multimedia theater that seats up to 90 guests, large flat screen monitors, computers for guest use, and a sophisticated lighting and sound system. Construction began on the west campus recreational facilities renovation and expansion project.

Student Facility Improvements: The Department of Residence enhanced safety by completing an access door project throughout the department's facilities, installing state-of-the-art heat and smoke detection systems in two facilities and installing fire suppression in three facilities. Plans for the remainder of the year include refurbished, painted and carpeted in four apartment buildings; completed flooring and painting in Friley Hall; painting in Maple Hall; and wireless communication installed in all residence hall facilities. Other facilities projects in the Division include renovation of the Oak-Elm residential dining facility, due to open in August 2010; improvements to Thielen Student Health Center that improved patient privacy; and the recreation facilities renovation and expansion project, now in its second phase (interior improvements to the existing State Gym and Beyer Hall).

Sustainability Efforts: Units throughout the Division of Student Affairs partner on efforts that support the university's Live Green! initiative. Two units, ISU Dining and the student GreenHouse Group from the Department of Residence, were recognized for their efforts at the 2010 Sustainability Symposium. Recent accomplishments of these groups include creation of a

comprehensive, student-led recycling program in all the residence halls; trayless dining at the new Seasons Marketplace, which has greatly reduced food waste; composting food waste from residential dining programs; and the Farm to ISU program, through which \$500,000 worth of local food was purchased for campus dining. The Union Drive Marketplace dining facility will go trayless in fall 2010.

Keeping Student Health Insurance costs down: The student health insurance program supports student success by providing access to affordable and effective health insurance coverage. With health costs trending at increases of 10–12 percent per year, comprehensive contract management was necessary to achieve our goal of keeping program cost increases to a minimum. The Purchasing Department’s contract management efforts and knowledge of the industry resulted in no increase in student health insurance premiums in 2010-11. Based on the number of graduate students and post-docs covered by the Graduate College, that is a savings of \$397,000 to the university and a savings of approximately \$363,000 to students not on assistantships, when compared to industry trends.

Affordable textbooks: University Book Store (UBS) continues to focus on the affordability of textbooks in higher education. The textbook department applied for a rental grant through the U.S. Department of Education last August, and in November 2009, UBS was notified by Senator Grassley’s office that it would be one of 30 recipients to receive a \$300,000 award to be used over two years to launch and grow a rental program. Negotiating with several used book vendors to offer students special value-priced books has been an increased focus for UBS. This program identified 45 courses in fall 2009 and 60 courses in spring 2010 where books for those specified courses were sold well below regular used price, saving students more than \$200,000 in the fall and \$275,000 in the spring. In addition to the special valued-priced books, UBS continues to offer a large selection of used textbooks that exceed industry averages among comparable institutions. The fall 2009 UBS used book ratio was 41 percent, compared to an industry average of approximately 32 percent. Because of the growing debt and shrinking financial aid for ISU students, UBS continues to make extraordinary efforts to provide affordable course materials. The efforts include a strong used book program, buyback, electronic books, and in the near future, textbook rental.

Energy initiatives: Iowa State continues to implement energy conservation and sustainability initiatives. In January 2010, in cooperation with the City of Ames, Iowa State initiated a long-term commitment to purchase wind energy with a goal of providing at least 100% of its energy consumption from alternative sources. Iowa State also implemented a successful semester break reduced schedule of operations saving significant energy and operating costs.

Student-athlete academic success: Student-athletes recorded a 79% graduation rate, which is the university’s highest ever graduation rate, No. 1 in the Big 12 and 13% higher than the overall ISU graduation rate. More than 26% of Iowa State’s student-athletes recorded a 3.5 or higher grade point average during the fall semester and over 50% recorded a grade point average higher than 3.0.

National Competitiveness: The ISU athletics program finished the fall semester ranked 22nd in the National Directors’ Cup all-sports standings, Iowa State’s highest-ever ranking and the third-

highest ranking in the Big 12 Conference. Four of the five fall sports advanced to post-season competition, highlighted by the volleyball team finishing the year ranked 6th in the country, women's cross country team 15th and men's cross country 16th. Also, Iowa State became the first program in the nation to record 1,000 wrestling victories.

Marching Band Uniforms: The Athletic Department contributed \$125,000 toward the purchase of new uniforms for the marching band from its allocation from the Insight Bowl in an agreement between the department and the marching band students to have the students travel to the bowl by bus and the resulting savings be contributed to the uniform fund. .

Regents Common Academic Indicators

1, 2 Enrollment - Headcount	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Goal
Undergraduate - Fall	21,035	21,503	22,087	23,060	22,999	22,230	21,354	20,732	20,440	21,004	21,607	22,521	20,500
<i>% of goal</i>	103%	105%	108%	112%	112%	108%	104%	101%	100%	102%	105%	110%	
Graduate & Professional - Fall	4,550	4,607	4,758	4,763	4,899	5,150	5,026	5,009	5,022	5,156	5,249	5,424	5,500
<i>% of goal</i>	83%	84%	87%	87%	89%	94%	91%	91%	91%	94%	95%	99%	
All Students - Fall	25,585	26,110	26,845	27,823	27,898	27,380	26,380	25,741	25,462	26,160	26,856	27,945	26,000
<i>% of goal</i>	98%	100%	103%	107%	107%	105%	101%	99%	98%	101%	103%	107%	

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 decline in the number students graduating from Iowa high schools with continual improvements in initiatives to recruit new students and increase existing students' success. The undergraduate figure continues to exceed the target and the graduate figure continues to approach the target.

3 U.S. Students of Color	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Goal
Percent of Total Fall Enrollment	7.3%	7.3%	7.3%	7.7%	8.1%	8.4%	8.5%	9.0%	9.2%	9.3%	9.5%	10.2%	10.0%
<i>% of goal</i>	73%	73%	73%	77%	81%	84%	85%	90%	92%	93%	95%	102%	

Students of color as a percentage of the total enrollment (minus international students) has steadily increased over the past eight years. The university is resolute in its desire to continue this trend and has set a goal of 10.0%. At 10.2%, the percentage for fall 2009 has surpassed the target. "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	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Goal
Total FTE T/TE Faculty, October Payroll	1,392	1,376	1,377	1,351	1,318	1,331	1,305	1,317	1,278	1,254	1,281	1,310	1,400
<i>% of goal</i>	99%	98%	98%	97%	94%	95%	93%	94%	91%	90%	92%	94%	

The number of tenured and tenure-eligible faculty had 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. The number has increased in the last two years and is now at 94% of the target.

5 Faculty of Color	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Goal
Percent of FT T/TE Faculty, October Payroll	na	11.9%	na	13.8%	na	13.9%	14.1%	18.3%	17.5%	17.5%	18.6%	18.4%	18.0%
<i>% of goal</i>		66%		77%		77%	78%	102%	97%	97%	103%	102%	

The university remains resolute in its commitment to increase the diversity of its faculty. Faculty diversity, as measured by the percent of faculty who are faculty of color, has increased over the years, to surpass in fall 2008 the five year goal of attaining 18% and stands at 18.4% in fall 2009.

6 Women Faculty	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Goal
Percent of FT T/TE Faculty, October Payroll	na	24.9%	na	25.9%	na	26.4%	26.8%	27.6%	27.9%	27.9%	27.7%	28.7%	33.0%
<i>% of goal</i>		75%		78%		80%	81%	84%	85%	85%	84%	87%	

Faculty diversity, as measured by the percent of faculty who are women is higher than last year. At 28.7%, it represents an increase of over two percentage points from six years ago. 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	1997	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	Goal
First Time Freshmen (Total), Summer & Fall Entry, Percent Who Returned for Second Year - Entry Fall	83.6%	84.4%	85.1%	83.7%	83.4%	84.2%	84.7%	85.8%	83.4%	84.9%	83.5%	84.0%	90.0%
<i>% of goal</i>	93%	94%	95%	93%	93%	94%	94%	95%	93%	94%	93%	93%	
First Time Freshmen (Students of Color), Summer & Fall Entry, Percent Who Returned for Second Year - Entry Fall	82.4%	83.9%	83.9%	85.5%	82.9%	80.9%	84.9%	84.7%	83.6%	82.7%	80.2%	79.6%	90.0%
<i>% of goal</i>	92%	93%	93%	95%	92%	90%	94%	94%	93%	92%	89%	88%	

The five-year target is to have 90% of all freshmen regardless of background return for the second year. There has not been a steady increase in the percentage of freshmen who return for their second year.

8 Six-Year Graduation Rate	1992	1993	1994	1995	1996	1997	1998	1999	2000	2001	2002	2003	Goal
First Time Freshmen (Total), Summer & Fall Entry, Percent Who Graduated in Six Years - Entry Fall	61.1%	60.4%	62.4%	63.7%	65.3%	65.7%	66.5%	68.0%	65.8%	65.6%	67.7%	69.3%	72.0%
<i>% of goal</i>	85%	84%	87%	88%	91%	91%	92%	94%	91%	91%	94%	96%	
First Time Freshmen (Students of Color), Summer & Fall Entry, Percent Who Graduated in Six Years - Entry Fall	38.6%	40.7%	51.3%	49.2%	48.2%	55.4%	48.0%	56.5%	55.2%	55.6%	57.7%	64.8%	72.0%
<i>% of goal</i>	54%	57%	71%	68%	67%	77%	67%	78%	77%	77%	80%	90%	

Overall 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	2007	2008	2009	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	15.6	16.3	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 has been making a concerted effort to increase the number of faculty and reduce the ratio to 15:1 by 2010. Unfortunately, budget constraints of recent years have limited the effort. 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	2008	2009	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%	81.8%	81.0%	85.0%
<i>% of goal</i>	96%	97%	96%	93%	93%	95%	94%	98%	98%	97%	96%	95%	

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. Again, budget constraints have made attainment of this goal difficult.

Regents Common Academic Indicators

11 Class Size - Under 20	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	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%	34.4%	32.6%	40.0%
% of goal	80%	92%	90%	82%	88%	89%	83%	90%	94%	89%	86%	82%	

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. Again, recent budgets have made attainment of this goal difficult.

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	2008	2009	Goal
Seniors - 100 Points Possible - Fall Report	50	52	51	na	52	52	52	53	55	55
% of goal	91%	95%	93%		95%	95%	95%	96%	100%	

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. The goal of 55 has been attained this year.

13 Active & Collaborative Learning: NSSE	2001	2002	2003	2004	2005	2006	2007	2008	2009	Goal
Seniors - 100 Points Possible - Fall Report	46	46	45	na	47	47	48	49	51	49
% of goal	94%	94%	92%		96%	96%	98%	100%	104%	

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. The goal of 49 set for 2010 has been surpassed.

14 Student-Faculty Interaction: NSSE	2001	2002	2003	2004	2005	2006	2007	2008	2009	Goal
Seniors - 100 Points Possible - Fall Report	39	41	39	na	41	40	41	42	44	41
% of goal	95%	100%	95%		100%	98%	100%	102%	107%	

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. The goal of 41 set for 2010 has been surpassed.

Regents Common Academic Indicators

15 Enriching Education: NSSE	2005	2006	2007	2008	2009	Goal
Seniors - 100 Point Possible - Fall Report	39	39	41	41	43	41
<i>% of goal</i>	95%	95%	100%	100%	105%	

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 2009. The figures for the most recent three years indicate the goal of 41 has been reached and surpassed.

16 Supportive Campus Environment: NSSE	2001	2002	2003	2004	2005	2006	2007	2008	2009	Goal
Seniors - 100 Points Possible - Fall Report	52	55	55	na	53	54	56	57	57	55
<i>% of goal</i>	95%	100%	100%		96%	98%	102%	104%	104%	

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. Again, the figures for recent years show that the goal of 55 has been surpassed.

17 Sponsored Funding Awards	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Goal
Millions of Dollars - Fiscal Year	\$156.2	\$199.2	\$211.2	\$217.7	\$225.4	\$230.4	\$274.2	\$286.9	\$279.7	\$272.0	\$274.1	\$305.2	\$300.0
<i>% of goal</i>	52%	66%	70%	73%	75%	77%	91%	96%	93%	91%	91%	102%	

Sponsored funding reflects the level of the university's funded research and scholarly activity. Sponsored funding at Iowa State University had grown steadily from 1998 to 2005, slightly decreased in 2006 and 2007, but rebounded in 2008 and has surpassed the goal of \$300 million this year. The university expects this level of funding to increase as it recruits and retains outstanding faculty.

18 Faculty Articles and Citations	1998-2002	1999-2003	2000-2004	2001-2005	2002-2006	2003-2007	2004-2008	Goal
Total Articles Published by ISU Faculty - Rolling 5 Year Average	7,719	8,003	8,288	8,628	8,934	9,572	9,851	9,000
<i>% of goal</i>	86%	89%	92%	96%	99%	106%	109%	
Total Citations of Articles Published by ISU Faculty - Rolling 5 Year Average	36,780	39,266	43,465	46,469	48,513	55,404	61,179	50,000
<i>% of goal</i>	74%	79%	87%	93%	97%	111%	122%	

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 9,800 peer-reviewed journals: 6,650 in sciences, 1,950 in social sciences, and 1,200 in arts and humanities. Both articles and citations have been steadily increasing, now well surpassing the 2010 goals set at 9,000 and 50,000, respectively.

19 Doctorate Degrees Awarded	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Goal
Total Degrees Awarded - Academic Year	300	257	238	232	239	228	228	246	281	296	308	316	275
<i>% of goal</i>	109%	93%	87%	84%	87%	83%	83%	89%	102%	108%	112%	115%	

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 and currently stands at 316.

Regents Common Academic Indicators

20 Faculty Salaries	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Goal
Comparative Index - Percent of Peer Mean	100%	99%	99%	98%	97%	96%	96%	95%	95%	94%	95%	97%	102%
<i>% of goal</i>	98%	97%	97%	96%	95%	94%	94%	93%	93%	92%	93%	95%	

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 and currently stand at 95% of the goal.

21 Royalties/License Fee Income	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	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	\$10.3	\$11.9	\$12.3	\$10.0
<i>% of goal</i>	49%	45%	27%	29%	59%	75%	72%	48%	52%	103%	119%	123%	

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. The 2007 to 2009 figures indicate that the goal has been surpassed.

22 Iowan Served by ISU Extension	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009	Goal
Total People Served - Fiscal Year	468,043	499,537	727,370	657,316	665,354	766,268	757,852	754,546	795,667	871,067	980,888	1,191,815	800,000
	58.5%	62.4%	90.9%	82.2%	83.2%	95.8%	94.7%	94.3%	99.5%	108.9%	122.6%	149.0%	

"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 indicates the goal has been surpassed.

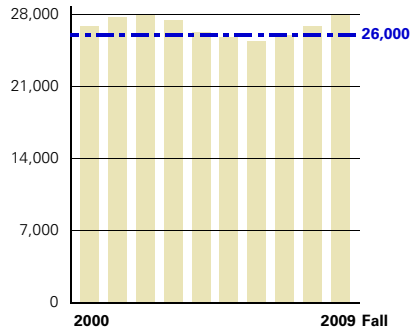
23 University Life Survey	2007	2009	Goal
ISU is a great place to learn (agree or strongly agree)--all respondents	86.5%	89.3%	
ISU is a great place to work (agree or strongly agree)--faculty and staff	75.6%	82.1%	

The university recently completed another 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 (89.3%) and that ISU is a great place to work (82.1%).

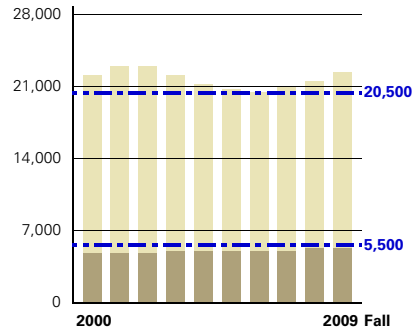
24 Financial Need Met	2004	2005	2006	2007	2008	2009	Goal
Percentage of Total Student Financial Aid Funded by ISU--Academic Year	85.0%	85.5%	83.8%	86.0%	84.0%	84.0%	100%

The Board of Regents included "Financial Need" in its set of common indicators to be reported by each Regent university. The percentage reported, currently 84.0%, 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.

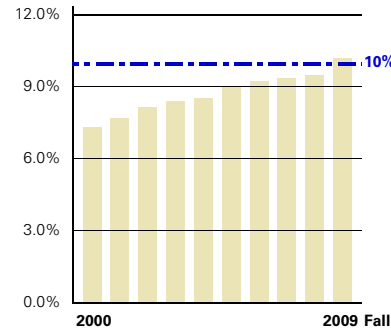
Targets are shown in blue



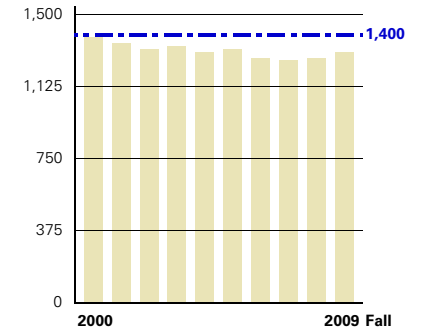
1 Enrollment - Headcount
All students



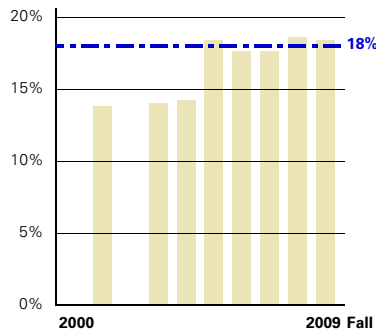
2 Enrollment - Headcount
Undergraduate target: 20,500 (light color)
Graduate & Prof. target: 5,500 (dark color)



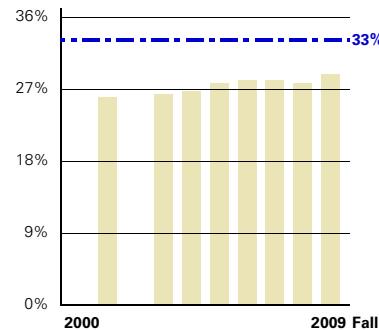
3 U.S. Students of Color
Percent of total enrollment
African American, American Indian/Alaskan Native, Asian/Pacific Islander, & Hispanic



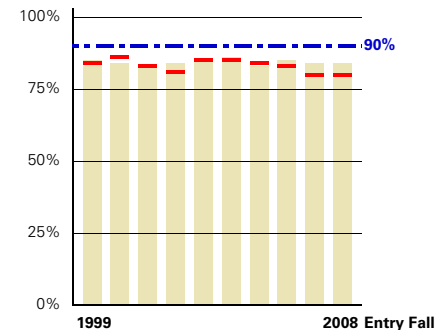
4 Tenured & Tenure Eligible Faculty
Full time equivalent



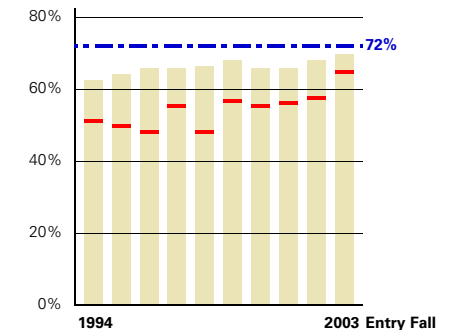
5 Faculty of Color
Percent of Tenured & Tenure Eligible Faculty
African American, American Indian/Alaskan Native, Asian/Pacific Islander, & Hispanic



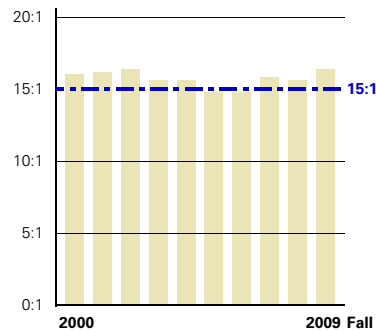
6 Women Faculty
Percent of Tenured & Tenure Eligible Faculty



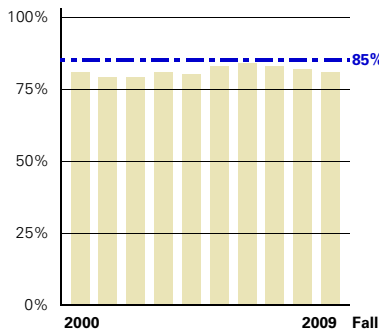
7 One-Year Retention Rate
Direct from high school undergraduates
All students (light color)
Students of color (red lines)



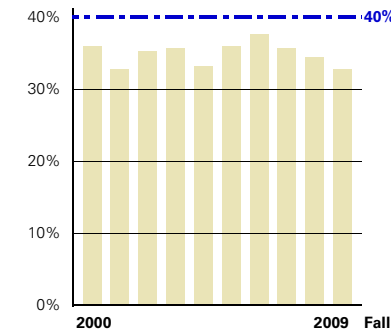
8 Six-Year Graduation Rate
Direct from high school undergraduates
All students (light color)
Students of color (red lines)



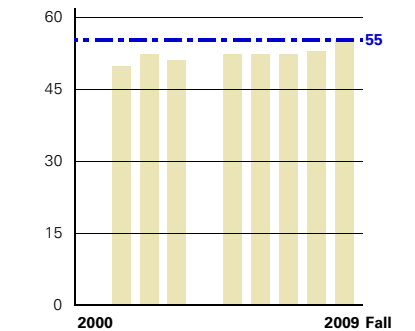
9 Student-to-Faculty Ratio
All full time equivalent students
All full time equivalent instructional faculty



10 Class Size - Under 50
Percent of total class sections

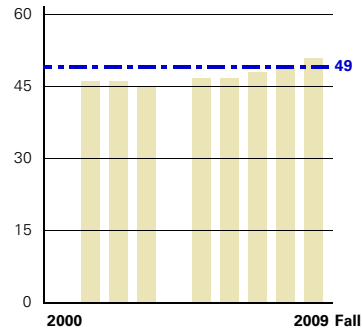


11 Class Size - Under 20
Percent of total class sections



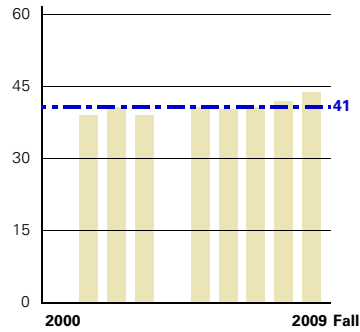
12 Academic Challenge
Summary score from the National Survey of Student Engagement

Targets are shown in blue



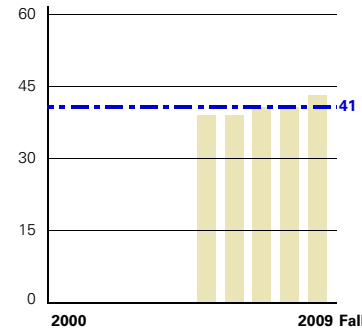
13 Active & Collaborative Learning

Summary score from the National Survey of Student Engagement



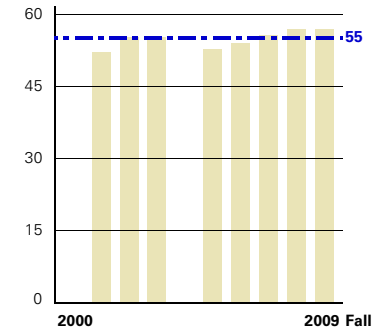
14 Student-Faculty Interaction

Summary score from the National Survey of Student Engagement



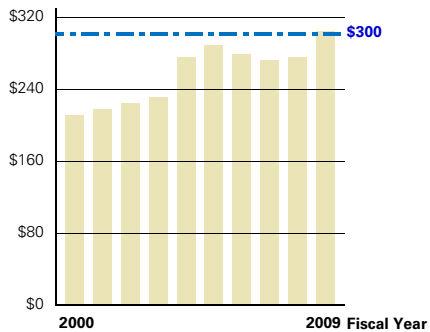
15 Enriching Education

Summary score from the National Survey of Student Engagement



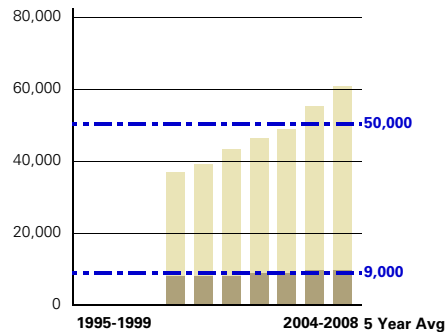
16 Supportive Campus

Summary score from the National Survey of Student Engagement



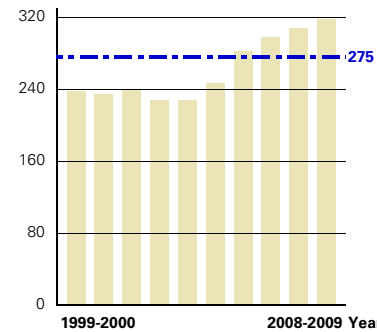
17 Sponsored Funding Awards

Millions of dollars



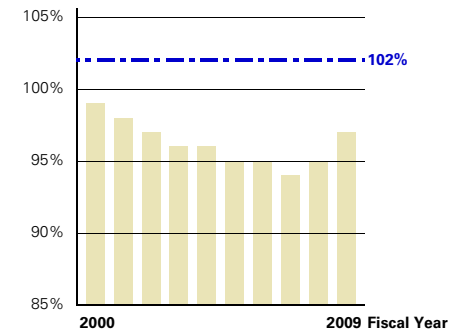
18 Faculty Articles & Citations

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



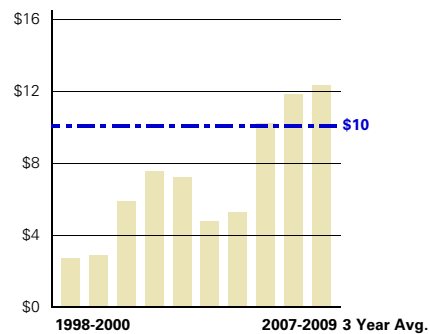
19 Doctorate Degrees Awarded

Total for fall, spring, and summer



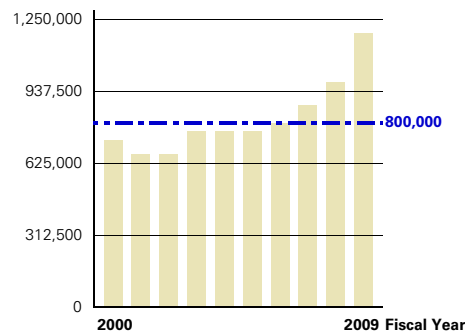
20 Faculty Salaries

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



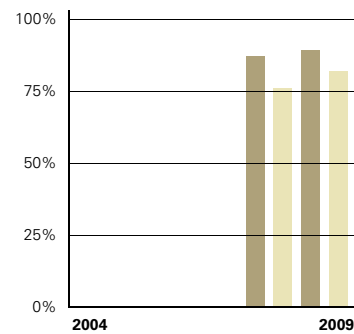
21 Royalties/License Fee Income

Millions of dollars



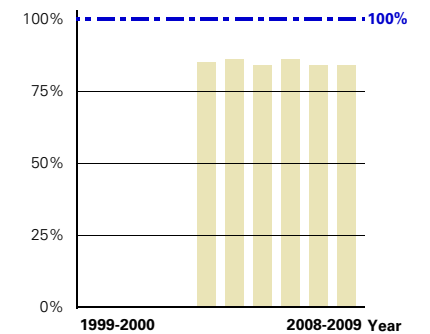
22 Iowans Served by ISU Extension

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