

## UIU Strategic Initiatives

### Progress Summary (*note: Italic means in progress*) as of May 2010

#### 1. Introduce policies and programs that create the seamless movement of students and faculty.

##### (Aungst)

- State Department J-1 Program designation received in April 2008, allowing foreign nationals and exchange students from UIU campuses overseas to get temporary work and study visas to come to the United States.
- The CFO is now a member of the reconfigured AQIP Steering Committee (“ASC”). ASC realigning and integrating AQIP processes with strategic plan initiatives, based on systems appraisal feedback report from HLC. SI #1 will be the “pilot” case used to model how best to accomplish this integration.
- A lead implementation team (Aungst, Chown, Duffy, Frazier) has been formed to oversee the academic and administrative initiatives. *Several working groups with specific action plan objectives have begun work. Work in progress is reported monthly to the President’s cabinet*
  - Implemented a budget resource allocation model to consistently develop budgets across all modalities; *testing online voucher pilot system to purchase Fayette Campus textbooks; operational review of Peacock Connection underway; committee researching a university-wide document imaging system and managed print solution; plan to phase-out AE center enrollment form; developing a replacement system/process for our current centralized calling tree and create a decentralized call center for incoming calls.*
- AQIP action project on eCollege for CDE’s transition to web-based platform is complete for online modality. (SI 1.2.b)
  - *Features of the platform will enrich Center and Fayette Campus student learning experience with “high tech” enhancements for classroom based instruction.*
  - *CDE student account teams have completed training to better serve military-related programs and updates. (SI 1.2.c)*
  - *eCollege reporting improves efficiencies in financial aid disbursement (decreased to 5 days from 9+) and timely registration data; training continues by NACADA for CDE advising team. (SI 1.2.e)*
- *Implementation of systems, processes, and policies is in place to transform the UIU HK operations to similar, if not identical, to those at our domestic academic centers*
  - *Budget data conversion underway; plan to upgrade technology in alignment with AE awaiting approval.*
- Business majors are now aligned across the university.
- *Alignment of terms and registration for all modalities is in progress.*
  - CDE and NCR schedules in alignment with the Fayette campus beginning 09-10 academic year.

#### 2. Challenge the curriculum & pedagogy to achieve the vision objective of “developing global citizens.”

##### (Chown)

- Goal established to integrate multiple cultural learning perspectives into curriculum with faculty exchange program for Fayette Campus, and domestic/int'l centers; *program under way.*
  - Each term in the Hong Kong campus, one exchange faculty member conducts courses.
  - *Lead faculty member (psychology) hiring process is underway for Hong Kong center.*
- Comprehensive assessment of gen ed requirements is complete, evaluation process of outcomes in place via “The Tome”; *AQIP action project to align majors is underway; new AQIP action project to assess learning within the majors will be refined at May 2010 AQIP Strategy Forum. (SI 2.2.c)*

- LibArts passed resolution to include “global-ness” to enhance global mission. Anticipate meeting or exceeding market conditions/needs with new faculty hires, who bring personal and professional global-ness to the division. (SI 2.2.d)
  - *Courses in world history, art history, and communications are being added or updated for greater global content.*
- The International Business major began in fall 2008, with the hiring of a full-time International Business faculty member.
- *AQIP informal initiative team working on refining “global citizen” for use in assessment of majors and co-curricular activities.*

### 3. Comprehensive quality enhancement of the academic program.

#### (Chown)

- Chief Academic Officer and Dean of Faculty in place (SI 3.2.e).
  - The formation CC/GCC provides unified cross-representation for curricular matters. AGCC reviews non-curricular policy, Facilities Committee tracks space/housing support (SI 3.2.b, SI 3.2.f).
  - *The Division of Mathematics and Science Restructuring Initiative is underway. Fayette Campus and AE stakeholders are developing process to coordinate information via adjunct liaisons. (3.2.f)*
  - *Integration of Project 1100 and Strategic Initiative 3 underway (SI 3.2a).*
  - *Specialized program review and outcome assessment to begin upon completion of “global citizen” refinement (SI 3.2.b).*
- *Academic Extension continues to integrate full-time faculty into centers and distance education programs (seven fulltime faculty currently, four positions to be filled).*
- New Liberal Arts Building-Exterior finishes have begun with stone and brick. Roofing is complete. The interior raised floor is complete with walls and ceilings being installed. The building is 62% complete and is on schedule to complete August 2010.
- Science renovation/expansion programmatic planning complete. *Ready for fund raising phase.*
- Funding secured for an endowed Honors Program.
- Resource allocation for maintaining student faculty ratio resulted in 19 net new faculty from spring 2008 to fall 2010.
- Division of Education (Teacher Education Program) successfully completed the state’s Institutional Review in spring 2010.
- Renovations to upgrade the capabilities of the Tutor Center were completed April, 2009.
- Design teams and working groups in place to align building/classroom technology with global citizen concept.
  - AE successfully completed eCollege conversion for online courses.
  - *Transition scheduled to support face-to-face courses on Fayette Campus for next academic year.*
  - SmarThinking in use as on-line tutoring for modalities.
  - Email transition allowing online adjunct faculty to new domain; *other adjunct faculty to follow.*
  - Online facilities management work order system in place at Fayette Campus; *under evaluation for use by AE.*

4. Contribute to the development of “global citizens” by providing co-curricular learning opportunities that complement the formal academic program.

(Frazier)

- Development of the English as a Second Language (ESL) Program through the Division of Liberal Arts and Office of International Programs; approved through academic pipeline in February 2009. The ESL program is fully operational with the first cohort of student. The program continues to develop various ways to engage students in English speaking opportunities. The second cohort for ESL commenced on January 11, 2010 with 20 students enrolled.
- Implemented a new cultural awareness plan that includes monthly International Food Dinners at the Fayette Campus, a revamped International Programs website and a quarterly International Programs Newsletter. Completion date was March 1, 2009 .
- *The Office of Student Development in conjunction with Academic Extension has developed a Student Needs Assessment and surveyed AE students using their peacock and their privately held email addresses. Awaiting results.*
- Student Government has met with VP for AE, Dr. Duffy to receive information about the AE organizational structure. From that discussion, they are developing officer job descriptions and process of information flow that will address the needs of AE students to Student Government.
- Research scheme in place to analyze the co-curricular needs of students at the domestic and international sites and define “global citizen” as it relates to the student development for all students. Projected completion date for research is May 1, 2010.
- Athletics Department has developed internal policies to help enhance the enrollment of international students, including implementation of tryouts for ESL students and campus visit programs from international sports delegation (i.e. Japan). Established Fall 2009.
- A new task force for the Strategic Initiative 4: Co-Curricular (TF-SICC) was formed with representatives from across all UIU modalities and operations including student representation for Fayette and the Academic Extension. Established October 2009.
- Clubs formed on Malaysia campus: Psychology; Finance (selected as finalist to compete in the Future Leadership Program – Business Challenge 2009, sponsored by Asian Wall Street Journal and the CIMB, one of the largest banks in Malaysia; club placed 5<sup>th</sup> in competition); Communication; Human Resource Management; Business Administration, Management, Marketing; Photography; Fayette House, CHEER Team.
- The Office of Student Development with International Programs, Athletics, AE and Food Service have formed a team to develop a common programming effort that will increase our partnerships and broaden our “global citizen” programming efforts to all students. Established Fall 2009.
- The TF-SICC is evaluating possibilities for international opportunities for adult learners and AE and IP are reviewing recent reports and studies on engagement of non-traditional learners in study abroad.
- The Office of International Programs hosted Mr. Frank Garbutt, President of St. John’s College, Belize. Upper Iowa University and St. John’s College has signed a Memorandum of Understanding that will result in service learning and study abroad opportunities for students from both institutions. Established November 2009.
- Creation of the International Student Association (ISA) on campus in Fayette for international and domestic students interested in global understanding and communication. Created August 28, 2009.

- *Alternate Spring Break in Rancho Dolores, Belize through collaboration between IP and OSD will occur March 6 – 13, 2010. Twelve students and three staff members will participate in the program. Fundraising is completed with students raising money for travel and supplies for service projects. Staff and students continue to participate in pre-departure cross-cultural training and orientation. A blog on UIU's website has been started detailing preparation for the trip, as well as events and updates during and after spring break.*
- *Student Union Building –Well drilling has been complete for the geothermal wells. The second floor framing and drywall have begun with the building being 30% complete to date. The project is on schedule to complete January 2011.*
- *Student Housing – The exterior finishes are 80% complete with stone and brick. The second and third floors have been painted with finish floors and ceilings being installed. The building is 67% complete and is on schedule to be complete August of 2010.*
- *Sustainability--- Organization of a committee is underway, to include faculty, staff and students, addressing UIU's responsibility as a global environmental citizen.*
- *Wellness awareness---Improved Fayette Campus menus will be published daily, online and during food service hours.*
- OSD staff members developed skill sets/programming and timetable to allow students to achieve “global citizenship”. Established Fall 2009.
- The first annual International Education Week was celebrated at UIU from September 13-18, 2009. The week was highlighted by international dinners at the Fayette Campus Cafeteria, an international panel on “global citizenship “and the International Education Fair on September 18<sup>th</sup>. Completion September 18, 2009.
- The Lunar New Year was truly a global celebration at UIU. UIU students across the globe celebrated the Lunar New Year in Malaysia, Hong Kong and Fayette. From Ang Pow in Hong Kong, Pete the Peacock dressed in red in Malaysia & a celebration in the cafeteria in Fayette. The Lunar New Year was the featured UIU digital view on March 3, 2010.
- The Recreation Center is hosted various international sports event. Purpose of event is to expose all students of international sports; i.e., cricket, badminton, and ping pong. Established Fall 2009.
- A Martin Luther King Day celebration was organized by the Fayette House club in Subang Jaya, Malaysia January 18-22, 2010. The Fayette House club in addition to the rest of the student body was able to participate in various events celebrating and increasing awareness of Martin Luther King. On campus events included a short video presentation of the famous “I have a Dream” speech, distribution of informational flyers and a board to display student’s dreams. This event was held to raise awareness of Martin Luther King and the impact he had on American history/culture.
- Student Government has created and elected a position which is titled Academic Extension Officer. Establish Spring 2010.
- The Food Service committee has worked to provide more International themed meals for the University community. Some include Cuban, Czech and Spanish.
- OSD sponsored “Influential Women at UIU’ during Women’s History Month. This program acknowledged women at all the University domestic sites.
- From May 11 – 18, 10 students and two faculty/staff members will participate in a service learning trip to Port-au-Prince, Haiti to help with relief efforts as part of a May Term course – BA 250, The People, Culture and Economy of Haiti. Dr. Eric Eller (creator) and Kit Klepinger are leading the trip. Fundraising

efforts are being organized by students in the community and on campus. The group meets every Wednesday in April and May before the trip for class presentations and discussions. Follow-up discussions and final reflection paper will occur after the group returns.

- Alternate Spring Break in Rancho Dolores, Belize through collaboration between IP and OSD occurred March 6 – 13, 2010. Twelve students and three staff members participated in the program, along with one student and one staff member from St. John’s College from Belize City. Projects completed include painting of school buildings, building partitions for the school building, improving out buildings and updating recreation areas. A blog on UIU's website has been detailing preparation for, happenings during and feedback after the trip.

5. Recommend policies and programs that strengthen the enrollment, financial aid, registration and advising services that contribute to the development of “global citizens.”

(Morris)

- **Improve staff training and productivity**
  - Staff have been traveling into new markets to begin their development, and have been traveling into established territories to continue mining for students.
  - Anne Fattig and VP Morris attended the ACT Iowa State Meeting in Ames, IA.
  - Selected staff will be attending the Midwest ACAC regional conference in Minneapolis in May.
  - *Developing a Direct Lending implementation plan*
- **Improve search strategies**
  - Two hypercasts were sent to search lists, one focusing on campus visits, the other encouraging students to file the FAFSA. To date, 54 applications have been submitted directly from the hypercast emails.
  - *Evaluation in process of CDE options for “lead optimization,” to improve various vendor lead conversion rates, as well as efficiencies of admissions advisors. (SI 5.2.a and 5.2.f)*
- **HUB Concept a new Student Center**
  - *Developing an implementation plan for the University one-stop-shop or Hub that will be located in the new student center.*
- **Implement the integrated marketing strategies/initiatives through MARCOM**
  - Over the past several months, we have worked closely with MARCOM to design and implement marketing campaigns that will appeal to students and families.
  - We have worked closely with MARCOM to revise and redesign specific publications to make them more informative and visually appealing.
  - We are currently involved with MARCOM’s redesign of the university website.
  - We work closely with MARCOM to advertise in high school newspapers in selected markets.
  - *AE is maximizing marketing resources to cross-promote all modalities.*
- **Work closely with MARCOM to improve the focus of target marketing on Fayette campus prospects (other than prospective student-athletes) and achieve better results**
  - We are currently working with MARCOM on a number of initiatives, as noted above, and will continually monitor the effectiveness of the campaigns we conduct.
  - Each initiative we develop is targeted very specifically, whether to prospective students, parents, or other influencers.

6. Strengthen the IT infrastructure to provide security and the communications and administrative capacities for a seamless global campus.

(Smid)

- **Interactive Video Services**

- Interactive Video conferencing installations have been completed and are operational (ready to use) at Waterloo, Des Moines, and Fayette. Completed 04/2009. *Procedures and training for use underway.*

- **Server Virtualization**
  - All major and critical servers have been successfully virtualized as part of the disaster recovery plan has allowed us to reduce the number of physical servers in the data center. Completed 3/2009
- **Network Analysis Tools**
  - A network analysis tool was acquired and installed to assist with network traffic examination, infrastructure device analysis and documentation. Completed 02/2009
- **Hong Kong Center**
  - Recent testing allowed the Hong Kong staff to connect and access campus resources on the university's network. Completed 4/2009. However, further capacity planning is needed to support the entire Hong Kong center. Ongoing.
  - An inventory of technology equipment at the Hong Kong center has been completed. 04/2009.
  - Hong Kong staff members are now a part of the UIU email staff distribution lists. Completed 04/2009.
- **Server and Storage Technology**
  - Two new physical servers were purchased and installed; five new virtual servers were created and several existing physical servers were successfully upgraded. Completed 08/2009.
  - The latest virtualization software was successfully installed which provides enhanced capabilities for utilization and performance monitoring. Completed 09/2009.
  - For data storage, three new trays and fifty-two additional hard drives were successfully installed to the existing SAN (storage area network) which allows for the creation of new virtual servers, data storage for end-users, and enhanced data backup capabilities. Completed 09/2009.
- **Fiber Optic Network**
  - A new fiber optic network was designed and approved to overcome the existing fiber network weaknesses. This design will require new conduit to be installed that will house the fiber optic cabling. Completed October 2009.
  - Bids were reviewed and vendors selected for the installation of the conduit and fiber optic cabling. Completed October 2009.
  - Completed installation of new conduit and fiber optic cable for all existing buildings on the Fayette campus. Termination and testing of the new cabling for the existing buildings has been completed as of April 2010.
- **Core Network Data Switches**
  - The Fayette campus core network switches are five years old need to be upgraded to provide greater flexibility, make use of new switch technology and redundancy. Redundant fiber paths and core switches are very important for our disaster recovery plan.
  - New equipment was identified and the I.T. department reviewed competitive bids, selected a vendor, ordered and took delivery of equipment. Completed December 2009.
  - Implementation of equipment began in January 2010 and was completed in March 2010. Updated existing building network equipment software to be compatible with new core equipment; completed April 2010.
- **Improve critical server uptime**
  - Server upgrades – additional memory and new operating systems have been successfully installed and upgraded.
  - *Began process to introduce server clustering in an effort to improve server uptime.*

7 [Develop the practices and programs to effectively communicate the UIU mission and vision to all constituent stakeholders .](#)

(Khoury)

- **Marketing**
  - *RFP issued to develop an Integrated University-wide Marketing Campaign; proposals have been received and are being evaluated prior to vendor selection.*
    - *Three companies chosen to present on campus in May*
  - *Continued exploration of feasibility and advisability of developing a 3-D interactive virtual UIU website for use in recruiting*
  - *Collaboration with AE on a variety of image-enhancing marketing/advertising initiatives.*
- **Advertising**
  - *First phase completed of multi-media production/ buy promoting Fayette Campus construction; includes one completed TV ad, newspaper advertisement, three web banners and three website pre-roll elements; second TV ad is in production; third TV ad will be short, produced, and placed this spring; radio ads are in development.*
  - *Currently reviewing proposals from production companies for high-quality, all-University advertising campaign (1 image-building; 3 for more targeted marketing use).*
- **Media Relations**
  - *Focused media relations consultant on enhancement of UIU's national reputation by highlighting President Walker; regional interviews conducted; in development on several additional stories with regional and national media outlets.*
    - *Secured a one year commitment with partner to ensure continued public relations and non-paid media presence.*
- **Website Redesign and Launch**
  - *Continued enhancement of redesigned website, additional elements, and working with other departments to strengthen and update website content*
    - *Created a departmental timetable to ensure all areas are updated by July 1st 2010*
- **Social Media**
  - *Introduction of social media as a key part of UIU online communications; currently using Flickr, Facebook, and blogging. 11 blogs to date, more scheduled to begin and end on staggered calendar, due to topical nature of blogging.*
    - *Initiated a Facebook redesign to incorporate call to action for recruitment and advancement, expected launch June 2010.*
  - *Twitter will be integrated with pre-RAGBRAI communications and during event;*
- **Reputation Enhancement Project**
  - *Collaborative effort to redefine Common Data set complete; provided updated UIU data to significant third-party websites (Peterson's, Princeton, US News & World Report, etc.) for more accurate reporting about UIU on the web and in publications; have also updated information on other third-party websites, such as Wikipedia.*
  - *University-wide effort to address departmental gaps in data collection that feed peer-review sites.*
- **Policy Development**
  - *Policies to support a consistent, integrated marketing approach to all activities, publications, and productions are posted online.*

## 8 Develop a comprehensive UIU advancement resource

(Rettig)

- Wealth analysis and giving capacity overview of database complete.
  - Updated review of selected top tier prospects, 11/09.
  - Researching potential trustees
- Evaluation of major gift potential and major gift prospects.
  - *Initial meetings with prospective donors are occurring (5/09 forward)*
  - Capital campaign gift chart completed (names entered), 7/09.
  - *WE screening of potential BOT members (7/09 forward)*
  - *Planned Giving pages (draft) developed for new website*
- Major gift solicitation
  - Signed gift agreement and 125k cash gift
  - 12/2009 Gift Proposals: \$250,000 (deferred); \$21,000 (cash and pledge) endowed scholarship
  - 12/2009 Signed gift agreements: \$21,000 (cash and pledge) – noted above
  - Closed Honors Program; \$75,000 pledge and \$750,000 deferred gift
  - *Ask: \$100,000+ Name UIU as a Trustee (2/2010); meeting scheduled 3/2010)*
- Stewardship of donors
  - Homecoming weekend, ongoing events, culminating with Alumni Banquet
  - Held donor recognition event, President's Society, for annual givers of \$1000 (+)
  - San Antonio Alumni event planned in conjunction with 2/2010 BOT Retreat
  - Honors and Awards Banquet for scholarship donors, 3/2010
- *Foundation search for UIBD grantor*
  - GIVF proposal submitted with (A. Wenthe), \$60,000, 10/30/09
    - 1. \$55,200 funded
  - 12/2009 Proposals: John Deere (\$40,000)
  - 01/2010: 3 proposals prepared as of 1/15/2010 (2 private foundation, 1 federal grant)
  - *AmeriCorps and Emergency Management proposals underway, due 5/2010*
- Month-by-month outline for campaign presented to Advancement Committee (5/09-6/09).
  - *Plan details and responsible person(s) taking place (6/09 forward)*
  - *Gift Acceptance Policy document drafted and under review*
  - *Internal audit and review of procedures, reports and infrastructure underway (3/2010 forward)*
- Grant Writing and Submission Guidelines developed, faculty accepted, and document posted to myUIU on Faculty tab and Staff tab.
- Grants Working Group established 6/09
  - *Procedures for review (notification across the enterprise)*
- Alumni Programming
  - *Outreach events – review of current annual outreach calendar (1/10 forward)*
    - 1. *Goal is to schedule at least 8 new events this year.*
  - *Chicago Alumni Function, 4/2010*
  - *Commencement Open House, 5/2010*
  - *Armed Forces Day, 5/2010*

- *Rockford Baseball Outing, 6/2010*
- *Team Peacock/RAGBRAI meeting town events, 7/2010*
- *Homecoming 2010 (3/-10 forward)*
- *Team Peacock Hosts – Email solicitation sent, personal contact underway (3/10 – 7/10)*

**9 Develop strategies and plans to enhance the quality of greater-Fayette as the residential, life-style and economic center of UIU's future.**

**(Wenthe)**

- *FY 2009 Congressional Appropriation secured - \$238,000 federal earmark for “e-Center equipment.”*
  - *FIPSE funds approved, to be drawn down prior to 07/31/10.*
  - *FIPSE implementation team, consisting of eight initiative working groups, continues work - \$238,000 earmark being spent to advance strategic initiatives six and nine*
- *Two funding requests submitted to Congressional delegation for FY 2010 – submissions are for technology/equipment and e-Center construction (not funded)*
- *FY 2011 appropriations requests submitted (\$1 million dollars through Transportation budget bill – Economic Development Initiatives account and \$830,000 through Labor/HHS/Education budget bill – FIPSE account)*
- *First two Upper Iowa Business Development (UIBD) grants awarded (\$15,000 to Fayette Flooring and \$40,000 to funeral home/real estate start-up). Construction has started on both Main Street, Fayette businesses.*
  - *Third annual UIBD grant application released – 18 inquiries for restaurant/sports lounge RFP*
  - *Iowa Department of Economic Development Grow Iowa Values Fund grant of \$55k secured, to be used to offset UIU contribution to FY10 and FY11 UIBD grants*
- *Completed second of three-year USDA Rural Community Development Initiative grant (\$139,500) to develop a highly optimized website marketing the assets and businesses along the Highway 150 corridor from Oelwein to West Union, assist area businesses with website development, market the UIU e-Center, and hire an e-Center director to perform these and other duties.*
  - *Dr. Gerry Scheffellaier, new e-Center director, began duties October 26, 2009.*
  - *e-Center/Upper Iowa Corridor asset inventory complete, website soft launch in April 2010*
  - *Business assistance seminars have begun on Fayette campus*
- *Engaged City of Fayette stakeholders in conversation regarding how city can capitalize on Upper Iowa's growth – stressing importance of developing housing and retail opportunities in Fayette.*
  - *UIU purchased land from City of Fayette as part of agreement to use previously owned property for construction of 10 housing units prior to October 2011*
- *Expanded scope of facilities master planning to include office and service functions on Main Street.*
  - *Revitalization grants (\$10k) approved by City.*
- *UIU master planners drafting building frontage sketches for two UIBD grant awardees, and strategic planning with City of Fayette has begun.*
  - *Community forum held to discuss downtown planning, master planners now working with these ideas. City council approved comprehensive strategic plan funding for City of Fayette.*
  - *City Council approved downtown master plan*
- *E-Center: programmatic planning for facility.*
- *E-center and IT student/grad collaborative “Heartlanding” initiative underway, which will provide web and IT support for local businesses.*
  - *USDA Rural Business Enterprise Grant proposal awarded, two-year, \$99,000 grant began 10/01/09.*

- *Site visit by USDA Rural Development State Director*
- HITSC completed work with 5 clients, currently working with 5 (including two revenue generating clients)