

UIU Strategic Initiatives

Progress Summary (*note: Italic means in progress*) as of December 2009

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.
- *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 below.*
- *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.*
- 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; procedures are under development.*
- Comprehensive assessment of gen ed requirements is complete, evaluation process in place via “The Tome”; *AQIP action project to align majors is underway.*
- The International Business major began in fall 2008, with the hiring of a full-time International Business faculty member.
- *CAO and Division Chairs are forming an AQIP team to define “global citizen” for purposes of all UIU instruction.*

3. Comprehensive quality enhancement of the academic program.

(Chown)

- Chief Academic Officer for entire university in place.
- Dean of Faculty in place.
- *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 roof steel erection and decking is complete. The project is 22% complete and on budget and on schedule to complete August 2010.*
- Science renovation/expansion programmatic planning complete. *Ready for fund raising phase.*
- Resource allocation for maintaining student faculty ratio resulted in five new faculty from spring 2008 to fall 2009.

- *Division of Education (Teacher Education Program) is currently preparing the Institutional Review in preparation for the site visit by the Department of Education to be done in April 2010. This will be done for the re-approval of licensing.*
- Renovations to upgrade the capabilities of the Tutor Center were completed April, 2009.
- *Smart Thinking on-line tutoring software, serving 40 students, is being evaluated.*

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 5th 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. Both students and staff are successfully programming for fundraising and a book drive. On campus fundraising includes a Chili Super Cinnamon Roll dinner on January 29 from 5 – 7pm in Dorman Gym before a wrestling match. Pre-departure cross-cultural training and orientation will be presented in January and February 2010.*
- *Student Union Building –Steel erection has begun on the east side of the building and underground utilities continue with the building being 12% complete to date. The project is on schedule and budget to complete January 2011.*
- *Student Housing –Footing and foundations continue to be installed and the building is 6% complete. The project is on schedule to be complete August of 2010*
- OSD staff members developing 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 18th. Completion September 18, 2009.
- *The Recreation Center is currently making plans to host an exposure to international sports event. Purpose of event is to expose all students of international sports; i.e., cricket, badminton, and ping pong. Established Fall 2009.*

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**
 - Training of remote staff continues both on campus and off. Randi Martinez (Milwaukee) and Meredith MacKay (Rockford) both received on-the-job training at National College Fairs in Minneapolis, Chicago, and Milwaukee.
 - Three staff members attended the College Board National Forum in New York. They took part in a wide variety of sessions dealing with recruitment, retention, and financial aid strategies.

- VP Morris accompanied Anne Fattig to Omaha, in order to acquaint her with this new territory and to facilitate introductions to the counselors with whom she will be working.
- Staff participated in UIU Professional Development Day activities.
- Staff attended the College Board National Forum
- Staff attended the National Orientation Directors Association National Conference
- **Improve search strategies**
 - We contract with Noel-Levitz and NRCCUA to create a predictive model to use with our searches. As we purchase names, they are scored through the model, allowing us to focus our efforts on students who are most likely to respond. We are creating an email campaign to reach out to our search pool that will be an HTML message with embedded video. The campaign is being created by Mudd Advertising, in Cedar Rapids.
 - In an effort to reach out to students who will be eligible to receive academic scholarships from UIU, our search criteria include those students who scored at least an 18 on the ACT, and who have a high school GPA of at least 2.75. This allows us to send them a message that carries the promise of money, and improves our “open rate”.
 - Met with a College Board representative at the National Forum in New York to discuss our use of Advanced Placement test scores, and means by which to contact prospective students as early as 9th grade through the strategic use of College Board products.
- **HUB Concept a 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.
 - Completed photo shoot for Hypercasting project with Mudd Advertising, which will push promotional videos to prospects via email.

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

- Continue to develop virtualization environment and storage system. Ongoing.
 - **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.
 - The latest virtualization software was successfully installed which provides enhanced capabilities for utilization and performance monitoring.
 - 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.
 - **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.
 - *Trenching and the installation of the conduit began in October 2009. 80% complete.*
 - *Installation of fiber optic cabling began in October 2009. 80% complete.*
 - *Termination and installation of fiber optic system in campus buildings. 80% complete.*
 - **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.
 - *Have begun to configure and setup new switch equipment.*
 - **Improve critical server uptime**
 - *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)
- Created cross-functional Strategic Integrated Marketing (SIM) Team to begin year-long process of developing enterprise-wide brand identity.
 - Developed/distributed third quarter publications include Bridge and Feather Notes.

- Developed UIU and Team Peacock social networking site on Facebook.
- Created/placed 11 videos on Team Peacock Facebook site.
- Developing marketing/communications protocols for internal audiences.
 - Graphic identity standards (e.g. appropriate use of logo, seal and other university images).
 - Photo releases.
 - Style guide.
 - Web standards.
 - Press release policy.
- Developed/distributed fund-raising materials for Team Peacock members.
- Finalized direct mail campaign for prospective students and their families.
 - Three cards mailed to 12K prospective students (ACT list), parents/guardians.
- Growth in membership in Facebook Team Peacock.
- Campus tours to diverse audiences increasing in popularity.
- User surveys and interviews were conducted with more 3000 stakeholders in May and June. Survey results were used to create a web navigation system and architecture that's more user-friendly and targets the needs of seven key audiences: future students, military & veterans, adult learners, current students, alumni & friends, faculty & staff and business partnerships. Two concepts have been developed and in early September will be vetted with several critical groups, including the Strategic Integrated Marketing team.
- Marketing plan for groundbreaking was developed. Several key elements of the groundbreaking event including vinyl fence signs and 3-d animation of the three buildings will be used throughout the campaign. Live streaming of groundbreaking will be converted into a video for placement on the web.
- Developing "quick facts" brochure that will include pride points for RU and AE. First comprehensive UIU publication.
- Booth at Iowa State Fair. Estimated 50,000+ people visited the booth. Over 400 registrations each for the four-one year scholarships to the Fayette campus and for courses in Academic Extension
- Ceremonial Groundbreaking – live streaming of both "State of UIU" address and groundbreaking ceremony. Gov. Culver spoke at the event.
- Working with Samuels Group and other outside agencies to develop marketing plan for the new buildings to both drive enrollment and fundraising
- Prepared and distributed issues of FeatherNotes and the Faculty/Staff Newsletter
- Planning complete for the 25th anniversary celebration of the Des Moines Center

**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.
- 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 review of sample websites and information; meeting scheduled with Stelter 01/20/10*

- Major gift solicitation
 - Signed gift agreement and 125k cash gift
 - Ask: 20k gift of property
 - 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
 - Stewardship of donors
 - Held donor recognition event, President’s Society, for annual givers of \$1000 (+)
 - Homecoming weekend, ongoing events, culminating with Alumni Banquet
 - *San Antonio Alumni event planned in conjunction with 2/2010 BOT Retreat*
 - Management audit of office in final stages.
 - Alumni and Development Director hired; start date 11/16/09
 - Foundation and Corporate Relations Director hired; start date 11/02/09
 - *Foundation search for UIBD grantor*
 - GIVF proposal submitted with (A. Wenthe), \$60,000, 10/30/09
 - 12/2009 Proposals: John Deere (\$40,000)
 - *01/2010: 3 proposals prepared as of 1/15/2010 (2 private foundation, 1 federal grant)*
 - 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*
 - 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
- 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 continues \$238,000 earmark will be spent to further 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).
 - 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.
 - Completed first of three-year USDA Rural Community Development Initiative grant (\$139,500) to be used 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 Scheffemaier, new e-Center director, began duties October 26, 2009.

- e-Center/Upper Iowa Corridor asset inventory underway, website construction underway.
- 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.
- 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.
 - UIU administration met with potential housing developer to discuss residential housing opportunities in Fayette
- 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.*
 - *USDA Rural Development State Director visited UIU for site visit, very pleased with HITSC project*
 - HITSC working with several clients on improved web design and other IT projects.