

UIU Strategic Initiatives

Progress Summary (*note: Italic means in progress*) as of July 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 has been formed to oversee the academic and administrative initiatives. Several working groups with specific action plan objectives will begin work shortly after commencement.*
- *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.*
- International business majors are now aligned with RU/EU.
- *Alignment of terms and registration for all modalities is in progress.*

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 RU, 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.

3. Comprehensive quality enhancement of the academic program.

(Chown)

- Chief Academic Officer for entire university in place.
- *Dean of Faculty search underway.*
- *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 is under construction; anticipated completed 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.

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 Program through the Division of Liberal Arts and Office of International Programs; approved through academic pipeline in February 2009. ESL program is slated to commence in August 2009, interim director in place.
- *Construction Design teams continue to meet. Basic floor plan for the Student Center has evolved; floor plans are being developed for a student housing unit to be built on campus for fall 2010. A guaranteed maximum price for construction from the Samuels group will be presented to the board of trustees on April 30. Student center site work complete; student housing construction plan in progress.*
- 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
- *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.*
- 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.

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**
 - Hiring of Milwaukee, Des Moines staff hired extended/strengthened UIU’s presence in key strategic locations, including western Iowa and Omaha.
 - Search for a transfer coordinator is underway.
- **Improve search strategies**
 - Noel-Levitz and NRCCUA created a predictive search model, which concentrates effort on students most likely to respond.
 - Search criteria include a minimum 18 ACT, and minimum high school GPA of 2.75, allowing an improved “open rate” as the message include the promise of scholarship money.
 - Cedar Rapids marketing firm RuffaloCody helped telequalify inquiry and search pools, targeting contacts with prospective students, trimming the pool to 400 strong candidates for enrollment as new freshmen
 - Silent shop and review our visitation process/day.
 - *HUB Concept at new Student Center*

- **Implement the integrated marketing strategies/initiatives through MARCOM**
 - Finalized direct mail campaign for prospective students and their families.
 - Three cards mailed to 12K prospective students (ACT list).
 - Three cards mailed to 12K parents/guardians.
 - Developed final component of direct mail campaign for prospective students.
 - One card featuring “quick application.”
 - Developed dedicated landing pages for postcard campaign to better evaluate ROI.
 - Developed one-page, web-based “quick application” for late admits.
 - Responded to nearly two dozen inquiries for support of post-prom parties.
 - Developing fall direct mail campaign.
 - Developing retention strategies and summer communications plan for currently enrolled students.
 - *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)

- ***Fiber optic site survey complete, results review will determine next steps.***
- **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.

7 Develop the practices and programs to effectively communicate the UIU mission and vision to all constituent stakeholders .

(Reinig)

- 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. October 2009 launch of site projected.
- 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.

8 Develop a comprehensive UIU advancement resource

(Rettig)

- Wealth analysis and giving capacity overview of database complete.
- 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) July 2009.
- Management audit of office in final stages.
Realignment of duties and restructuring of positions are occurring; alumni and advancement officer search underway.
- *Foundation search for UIBD grantor.*
- Month-by-month outline for campaign presented to Advancement Committee (5/09-6/09).
Plan details and responsible person(s) are taking place (6/09).

- 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."
- Two funding requests submitted to Congressional delegation for FY 2010 – submissions are for technology/equipment and e-Center construction.
- First Upper Iowa Business Development (UIBD) grant awarded (\$15,000 to Fayette Flooring) and second offered pending final business plan (\$40,000 to funeral home/real estate start-up). Both businesses located on Fayette's Main Street.
- Second year of UIBD grant – three applications received as of 4-27-09.
- 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 technical manager to perform these and other duties.
- 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.
- *UIU master planners drafting building frontage sketches for two UIBD grant awardees, and strategic planning with City of Fayette is in its initial stages.*
- FIPSE paperwork submitted; reviewers will approve in 4-6 weeks. (238k)
 - *FIPSE funds approved, to be drawn down prior 07/31/10.*
 - *FIPSE implementation team created.*
- *USDA Rural Business Enterprise Grant proposal pending notification.*
- 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.*