

**President's Forum  
Iowa Theater, Iowa Memorial Union  
April 3, 2014**

Thank you for joining us today at this academic year's final President's Forum. Although we have six weeks left in the semester, I think I can safely say that it has been an eventful year, one that has presented us at the university with a number of challenges and opportunities. I thank our university community for meeting all of these with excellence and mutual support. We don't always agree on how to move forward, but I am always impressed by how the University of Iowa always comes together to place excellence in our mission of education, research, and service at the top of our priorities.

**Efficiency and Transformation: Rising to the Next TIER**

As you no doubt know, last week we kicked off the Board of Regents' efficiency and transformation initiative called "Rising to the Next TIER." As state funding continues to challenge public higher education across the country, we are embarking on a historic review of the operations of Iowa's public universities in order to maximize resources, improve efficiencies, and contain rising costs. Our goal in this effort is to transform our organization into one that is sustainable for the long term and true to our core academic mission of education, research, and service. This effort, which is called Rising to the Next TIER underscores our commitment to transparency and inclusiveness in the efficiency review. It will look at all three of Iowa's universities and examine possible efficiencies across the institutions—in administration, programs, and academics. Deloitte Consulting has been retained to do this efficiency study. Deloitte has reviewed the operations and implemented improvements at dozens of universities – for private universities as well as for public higher education institutions in Michigan, Illinois, Indiana, California, Texas, and Florida.

We at the University of Iowa have had a strong commitment to be good stewards of our resources for many years. In recent years, we have been proud to make important and significant strides in maximizing the resources that the state, our students and their families, our granting agencies, and our donors have shared with us.

Two very important points need to be made as we embark on this initiative. First, this is an inclusive effort. We respect the diverse views of the students, faculty, and staff on our campus, which is why we are encouraging our entire university community to share their ideas with us. And second, it is important to emphasize that any savings that result from this review will stay with the individual universities to be reinvested locally. The ultimate goal from these reinvestments will be to strengthen our core missions of teaching and research and to keep our high-quality public education affordable to Iowa students and their families.

At the open forum last week, I shared a few of the ways that we at the UI have implemented a number of successful efficiencies already on our campus in recent years. Let me reiterate those:

Our UI Energy Center, which manages campus-wide energy usage and controls from a single site, plus the work of our Energy Hawks team in Facilities Management, have saved us about a half million dollars in energy costs annually. Those numbers are expected to increase as we implement more of our sustainability plan.

Building a consolidated computer server center for both the UI and the UI Hospitals and Clinics has resulted in more than \$800,000 in savings in annual hardware and software costs.

We have evaluated a number of our academic programs and have closed some low-demand programs and consolidated others.

Our new fully integrated student information system, MAUI, has created significant efficiencies in registration, work-flow, admissions, student records, financial aid, and billing.

And we have reduced fringe benefit costs through innovation in our UI health plans by \$20 million annually.

These and other initiatives indicate the University of Iowa's strong commitment to making the best, most prudent use of our resources, and they demonstrate our responsibility to operate as efficiently as possible so that our university thrives long into the future.

Well over two hundred interviews with people across campus have been scheduled this week while the Deloitte team has been with us, and the website remains open for all to submit ideas and comments online. Many of you here are no doubt on the interview list, and some have already been interviewed. And I urge you to encourage your colleagues, departments, and units to participate in this important initiative by offering their feedback online.

### **Sexual Assault Six-Point Plan**

At our last Presidential Forum, I addressed the issue of sexual assault. We all agree that the safety and well-being of every student is an absolute priority. The University of Iowa will do everything in its power to prevent sexual violence, support survivors, and hold offenders responsible, and I have invited all members of our campus to play a role in confronting this issue.

Since the last President's Forum, we have entered into a significant and fruitful conversation across campus about how to combat this crime on our campus. We held an open and productive listening session here in the IMU on February 27, at which a number of people voiced their stories and concerns.

Shortly after that, I presented to the Board of Regents a six-point plan to combat sexual assault, which is represented here in the slide. Our priorities in this plan are to:

- Crack down on offenders,
- Increase support for survivors,
- Improve prevention and education,
- Improve communication,
- Add funding, and
- Listen more and report back.

I was pleased to report recently to the Regents—and now to you—that we have already made a good deal of progress.

First, I have authorized funding for a second van for our popular Nite Ride service, which gives female students a safe ride home during late night hours. In January and February alone, nearly 2,400 women used Nite Ride. The new van's service started March 21 and covers the same hours and route as the original van. A central dispatcher is being used to communicate with both vehicles.

Second, I am forming a student advisory group that will meet regularly with me and my senior staff. We issued a mass e-mail to students seeking volunteers and nominees, and we received a very robust response and approximately 175 applications. The group will consist of twelve members, which will start meeting before the end of the semester. They will meet monthly.

Third, we have changed the language of our timely warning alerts in response to student requests. The new message has been very well-received. The e-mail now includes a trigger warning at the beginning, keying readers in to the content of the message. The National Sexual Violence Resource Center has said that a trigger warning is important because without it, survivors may read information that would cause them to remember their assault. Information on obtaining help is listed at the top of the email, and we have highlighted early on that “the only person responsible for sexual misconduct is the perpetrator.” The second paragraph is also relatively neutral, informing readers of the legality of sharing this information with students and faculty. The language in the message that describes the assault being reported avoids anything that could be used to identify the victim. Transparency while protecting the victim is a major aim of these new timely warnings.

Fourth, we have adopted a new online educational course for incoming students called Every Choice. The new course will begin this fall and will be coupled with in-person workshops that teach bystanders how to safely intervene. These are two changes that our students have specifically asked for.

And finally, we have improved our websites to make sure students can more easily and quickly find information about sexual assault reporting, support services, and options for survivors.

While we have made good progress on the six-point plan, there is still much to be done. I thank our university community, especially our students, for their suggestions, guidance, and support as we continue to fight sexual assault.

### **“For Iowa. Forever More” Campaign Update**

I would also like to update you today on our “For Iowa. Forever More” comprehensive campaign. To date, the campaign has raised more than \$1.2 billion toward our \$1.7 billion goal. As you may recall, this comprehensive campaign is made up of individual college and unit goals to support our students, faculty, and research.

In December, the Iowa First campaign—the campaign for our academic medical center—came to a successful conclusion with more than \$520 million in gift commitments. What an incredible accomplishment! We will hold our campaign celebration event on May 2<sup>nd</sup> as part of our Presidents Club weekend. Congratulations to all those involved in the Iowa First campaign...and they aren’t done yet. They will extend their goal through the end of the “For Iowa. Forever More.” campaign.

In addition, I’m pleased to congratulate Dean Chaden Djalali on a significant milestone. The College of Liberal Arts and Sciences has raised more than \$100 million so far in this campaign from more than 15,000 alumni and friends. They have a \$140 million goal, and I have no doubt they will exceed it.

Another important part of this campaign is our own campus effort—“We Are Phil,” the faculty/staff campaign that was launched last fall with great success. Although we won’t have the final count until the end of the fiscal year, thus far we are at 14.1% participation, with more than 2,300 faculty and staff members making a gift this year. We have already surpassed last year’s participation with three more months to go. This says so much about our campus—that we invest in ourselves.

Our students are generous, too. As you may have heard, Dance Marathon held their “Big Event” in February and raised more than \$1.8 million! Our students’ hard work and dedication are incredible. They are a tremendous inspiration to the entire university community and to all of our donors and friends.

We will be celebrating the philanthropy of our Dance Marathon students and all of our donors on May 1, this year’s Phil’s Day, so please mark your calendars. Our good friend Henry Tippie will be our keynote speaker that afternoon, and there will be a number of activities to celebrate Phil that day. I hope you’ll plan to attend and participate.

The “For Iowa. Forever More.” campaign is already making an impact on our campus. The support we receive from our alumni, our friends, and our entire university community is heartening and inspiring. I am not surprised by the enthusiastic and generous support that we receive, though, as there is so much great work happening on our campus.

### **Introduction of John Culshaw**

I am now delighted to introduce to you our special presenter today, our new University Librarian, John Culshaw.

John came to us this academic year from the University of Colorado, Boulder, where he rose through the ranks over twenty years to become Senior Associate Dean of Libraries there.

The big news this year at the library, as I’m sure you know, is the opening of the Learning Commons, which has been a spectacular success with our students. John is no stranger to a learning commons, as he played a key role in the design and construction of a 16,000-square-foot learning commons that opened in CU-Boulder’s Norlin Library in 2009.

John is a leader in moving university research libraries forward into the twenty-first century. At Boulder, he collaboratively led efforts to develop and implement a new organizational framework for the changing library there, and he was a member of the 2011-12 cohort of the Association of Research Libraries’ Research Libraries Leadership Fellows program.

We are absolutely thrilled that John has come to the University of Iowa, and I am absolutely delighted to welcome him to the podium now.