

**Presidential Forum  
IMU Iowa Theater  
December 11, 2014**

Thank you for joining us this morning for the second Presidential Forum of the year. As we near the end of the semester, it is always a good time to reflect on where we have been and what we have accomplished. And certainly this semester (again, as always) has been an eventful one.

This morning, however, we are going to spend our time together looking forward. Some major opportunities and challenges lie in front of us, and we are working hard to prepare for the changes at the university that we will be contending with. As I have often said in recent months, change has always been a part of what we do, and whether those changes are major or minor, the University of Iowa community has always come together, met the changes head-on, and come out stronger as an institution. The changes we are working on now are certainly big ones. But we are doing what we have always done: collaborated in rising to the challenge with the goal of making the UI the best university it can be.

Many of these challenges and opportunities we are working on are interrelated, and I would like to briefly discuss one major aspect of these future changes to the university: enrollment growth. With the passage of the Performance Based Funding Model by the Board of Regents, a renewed priority of increasing resident enrollment has taken center stage in the university's efforts. The good news is that as we move closer toward full recovery from the flood of 2008, the university is well-positioned for growth.

The Regents Performance Based Funding Model will fund the institutions based on a variety of metrics, the largest being resident undergraduate enrollment. Residency will be established at the time of student admission, and the resident FTE will be determined on a three-year rolling average using the most current available Fall enrollment report numbers.

A reminder of a couple of crucial points on the Regents Performance Based Funding Model: First, the approved funding model is set to roll out over a three-year period beginning in the 2016 budget year. And it will cap the amount of money that can move from university to university each year at two percent of the 2013 budget. Given our current budget, that amounts to \$12.9 million a year at the UI. The Regents will be seeking that \$12.9 million from the state legislature for ISU and UNI next year to help offset any potential redistribution as we transition to the new model, which is why I have supported the Regents' proposal.

It is also very important to remember that the amount of money we would "lose" under the new model is based on an assumption that the Regent universities' enrollment proportions remain the same. So given the model and our current circumstances, moving resident enrollment is our only option to change the reallocation. This is where

the opportunities for growth come in, and it's important to emphasize that the growth we're talking about includes both in-state and out-of-state students.

Our top priority is to provide a high-quality, affordable education to Iowa residents, as it has always been. But we also recognize that a diverse campus is part of that high quality, providing the University of Iowa with much of its dynamism and special character. Our students who come from every state in the nation and many countries throughout the world are crucial to who and what we are, so our goal is to increase nonresident as well as resident enrollment.

Obviously, we have a number of practical issues to contend with besides just getting more students here. Once they're here, we must provide the same or a better educational experience we have always been known for, and we must make sure our campus facilities can accommodate the larger student body.

First and foremost is making sure we maintain the high-quality education we provide to our students, and that always predominantly involves our people, our personnel. Who will teach these students, and who will support them? We are now looking at our needs for both faculty and staff in support of these additional students.

As I have said publicly in recent weeks, in terms of faculty, we will need to hire lecturers to plug some holes along the way. Obviously, if we're depending on savings that will come a little further down the road through upcoming efficiency measures or new tuition dollars that will come when the students arrive, we must take some steps that will be a little quicker than hiring all the tenure-track faculty that we're going to need. I would consider this a temporary fix, however. As a major doctoral university, we know that tenure-track faculty are a critical component to the stability and excellence of the university.

Housing is another major issue that we will face. Our current capacity for housing students is 5,850 beds in UI-owned buildings and 220 beds in UI-leased buildings. Ninety-five percent of first-year students choose to live in UI housing, and 20 percent of residents currently in the residence halls are beyond the first year. Clearly, even now our housing system is undersized.

Of course, some of the issue is being addressed in the near term. Our new 500-bed Mary Louise Petersen Residence Hall will be opening next fall. Additional capacity will come as quickly as possible with the recently-approved new residence hall to be built near Burge on the east side, but we also need to look at a future additional new dorm, most likely on the west side.

The UI-owned capacity we expect beginning in Fall 2015 is sufficient for a class of about 6,100. If we grow at 500 students per year, we run out of room in UI-owned buildings in the fourth year of growth, so we also need to be working on increasing our leased capacity.

Fortunately, as you've no doubt seen in the news, private developers and the City of Iowa City are also moving forward on plans to increase the number of apartments nearby geared toward students.

Aside from additional housing, we also must contend with the need for additional campus facilities. Right now, we are working on classroom utilization issues and determining the amount of additional classroom space needed to accommodate growth. Assumptions in our planning include that academic and student-related functions should be located near the campus core. We realize that addressing classroom needs will most likely require, for example, higher use efficiency and incorporating more academic spaces into such areas as the Iowa Memorial Union and University Capitol Center. The TIER project and Ad Astra are looking at these issues as well, and we look forward to ideas and recommendations from these quarters.

Obviously, enrollment management as we seek to grow our student body is critical. This past summer, two admissions professionals were hired to do a high-level review of our student recruitment strategies and tactics, enrollment goals, institutional messaging related to student recruitment, and financial aid leveraging. This review has been crucial in determining the best options for moving forward.

As well, the Provost's Office has reorganized the management and coordination of admissions and financial aid under a new Associate Vice President for Enrollment Management. We are very fortunate that this new Associate VP, Brent Gage, will start here at the university next week. Brent comes to us most immediately from the University of Alabama-Birmingham, where he has been the Associate Provost for Enrollment Management since August 2009. During that time, he increased the number of enrolled freshman into UAB by 39 percent and bumped the first-year class's average ACT. We look forward to welcoming Brent and working with him very soon, and we are ready to have him hit the ground running.

Another crucial area of our enrollment management plan is communication and recruitment. We are ramping up our efforts to engage with several key audiences through communications that foster the supportive relationships necessary to grow our student body. These audiences include prospective students and those who influence them (that is, parents, family, teachers, counselors, and so forth); alumni and friends of the university; and elected and appointed officials.

Regarding prospective students specifically, our top goals are to make sure that they understand the UI's value, that they view Iowa as a desirable choice, and that they feel wanted by the university. You no doubt have seen that we have implemented new and increased communication strategies with the students we want to come to Iowa in recent months.

A new statewide, and beyond, "University *for* Iowa" marketing campaign was launched this past summer. Key messages of this campaign include our academic quality, impact on the state, and job placement. Other components include stories of people in local

communities, such as alumni whom we're calling Hometown Hawkeyes, as well as other folks who are benefiting from the university, such as, for example, high school students attending entrepreneurship camp here at the UI.

We are also encouraging more campus visits and implementing new campus visit programs. Prominent among these is the new "You@UI" open house, the first of which was held on Saturday, October 25. An unprecedented 2,600-plus prospective students and families were on campus on that day to experience our largest and most in-depth campus visit experience ever. Activities included sample lectures and interactive sessions with our world-renowned faculty, student life staff, and current UI students to get a real sense of what it's like to be a University of Iowa student.

We are also creating new campus events geared specifically to such populations as Iowa Top Scholars. And, as I suggested earlier, we are reaching out across the state to visit schools in all 99 of Iowa's counties, as well as engaging with our Alumni Association and I-Clubs. Our goals for our alumni and friends are to encourage them to express pride in and affection for the university, as well as to make sure they understand how their support helps the university and how much we value them.

I am very pleased to share with you that our efforts are already starting to pay off. As you can see on the first page of the data sheet, on the right side toward the bottom under "Undergraduate Applications & Admissions," our applications are already up by over 8 percent, with a healthy 10.2 percent increase among Iowa residents. Our admissions and acceptances are up as well at this early stage in the recruitment process.

A larger, more diverse, and better prepared student body is the future for the UI. These are goals we have long held and have continued to accomplish. Those goals have not changed. As we look to and plan for the future, we will grow a larger student body, which in many ways is a strategy to help us meet these overarching aspirations that we have always aimed for.

I thank all of those directly involved in the efforts I've described here and who have done such remarkable work, and have done it so quickly and well, in the last few months as we have turned our attention to this important priority of enrollment growth. And I thank everyone gathered here and everyone across campus for supporting us, as our campus community has always done, in these efforts to make the University of Iowa the best it can be.

Obviously, our relationship with the state legislature and our state leaders is always important, and it is especially critical now as we work on these priorities that depend so much on our state appropriations. I am very pleased, then, that our state relations officer, Keith Saunders, is joining us this morning to give us a preview of the upcoming legislative session. Please welcome Keith Saunders.