

PRESIDENT'S STUDENT EXPERIENCE ENHANCEMENT COUNCIL

FISCAL YEAR 2014 REPORT

Tahira Hira and Beate Schmittmann, Co-Chairs*

May 7, 2014

** We would like to acknowledge the superb work of Glenda Webber, who compiled various subcommittee reports into this impressive looking final report. Thank you, Jim Reecy, for gifting Ms. Webber's time and talent for this Council's work.*

EXECUTIVE SUMMARY

The President's Student Experience Enhancement Council (SEEC) was charged with ensuring that high-quality educational experiences, both in and outside the classroom, continue as Iowa State University's enrollment grows. The Council examines the student experience from many perspectives – academics, internships, study abroad opportunities, leadership development, recreational activities, housing, and more.

Subcommittees were formed with co-chairs and multi-disciplinary faculty subcommittee membership from across the university. Subcommittees and co-chairs are as follows:

1. Academic Enrichment (Co-chairs Pamela Anthony and Karen Zunkel)
2. Academic Excellence (Co-chairs Arne Hallam and David Holger)
3. Infrastructure (Dave Biedenbach [budget planning], Jim Davis [technology], Robin Kelley [diversity], Margie Tabor [facilities], and Darin Wohlgemuth [enrollment planning])
4. Internal/External Relations (Co-chairs Pam Cain and Richard Reynolds)
5. Student Life (Co-chairs Pete Englin and Martino Harmon)

For this FY2014 report, each of the five subcommittees was asked to identify its most important accomplishments during the past year and to determine priority actions and budget requests for next year. A summary of this information follows. More details on other accomplishments and future plans are provided in the individual subcommittee sections of the full report.

Academic Enrichment Subcommittee

Accomplishments for FY14

1. Staff increases in specific areas to meet students' academic enrichment needs included full time equivalent increases of 15.2 FTE in Professional and Scientific academic advisers, 0.75 FTE in undergraduate business career services, 0.5 FTE in the Program for Women in Science and Engineering, 1 FTE in CELT, and a one-year Career Services position.
2. The Position and Responsibility Statements (PRS) for faculty are being reviewed by a Faculty Senate task force to determine how best to include recognition of faculty participation in student enrichment activities.

Priority Actions for FY15

1. Continue to increase staff to meet academic enrichment needs, especially in academic advising and career services.
2. Continue to increase faculty engagement with student enrichment activities and ensure that those efforts are recognized.

Priority Budget Requests for FY15

1. No dollar amount provided for multiple positions in six academic colleges in the

- areas of advising and career services.
2. No dollar amount provided for multiple positions in approximately 10 central units.

Academic Excellence Subcommittee

Accomplishments for FY14

1. Addressed space-related course capacity by adding basic science laboratory sections, extending biology lab section times from 7:00 a.m. until 10:00 p.m., repurposing existing spaces as lab space, and increasing capacity for online testing, especially for final exams.
2. Created an online/blended learning hub in the library with approximately \$300,000 in new central funding and established a 3/4-time faculty position at the Center for Excellence in Learning and Teaching (CELT) to provide support to faculty for developing alternatives to traditional classroom teaching, such as blended, online, and technology enhanced learning approaches.

Priority Actions for FY15

1. Full implementation and augmentation of the online/blended-learning hub in the library.
2. Collaborate with the Student Success Council, the Undergraduate Programs Council, CELT, academic colleges, and departments to address the success of students in high enrollment high D, R, W courses and to address disproportionate success of students from different demographic subgroups.

Priority Budget Requests for FY15

1. \$150,000 in additional funding for the online learning hub.
2. \$50,000 in one-time matching funds for FY15-16 to help colleges and departments redevelop high-enrollment high DFW courses.

Infrastructure Subcommittee

Accomplishments for FY14

1. Finalized the Classroom Improvement Study that will be used to identify classroom renovation projects based on pedagogical and capacity needs, as well as several planning studies that identified options for addressing critical academic space needs on campus.
2. Initiated a project to significantly increase the capacity and coverage of the campus wireless network by essentially tripling the number of access points and deploying emerging “gigabit” wireless technologies. Completed the engineering survey of the campus in FY14 in preparation for the build out.
3. Pioneered the Inclusive Classroom Project, an initiative targeted towards undergraduate minority students’ experiences, led and funded by the College of

- Liberal Arts and Sciences, with funding support from the Office of the Senior Vice President and Provost.
4. Expanded the schedule for summer orientation, increasing the number of students that are able to register for classes, as well as increased the number of Destination Iowa State Team Leaders to accommodate the anticipated increase in new students for Fall 2014.
 5. Priorities and action items from SEEC were incorporated into the priorities used to guide the university's FY15 budget process. Senior Vice Presidents included in their FY15 budget plans how they are investing and committing resources toward these priorities and action plans.

Priority Actions for FY15

1. Space optimization to address critical programmatic needs, improve classroom capacity and address pedagogical and technology needs through renovation and upgrades, and add corridor seating adjacent to instructional space. Address congested sidewalks and increase in conflicts between pedestrian, bikes, and vehicular traffic.
2. Begin build out of the campus wireless network using gigabit technologies. A separate wireless network upgrade initiative will focus on the Department of Residence spaces.
3. Utilize the outcomes of the university-wide diversity audit to support and promote diversity and inclusion on campus.
4. Expand space to host prospective student visitors and new student programs, and develop university-wide priorities for hosting summer events on campus with summer student orientation in mind.
5. Continue to incorporate priorities and action items from SEEC into the priorities that are being used to guide the university's FY16 budget process.

Priority Budget Requests for FY15

The following items were included as budget requests through the FY15 budget process:

1. \$264,000 to support an increased demand for custodial and campus services
2. \$98,000 for additional staff to support planning and space management
3. \$30,000 to support student sustainability initiatives
4. \$108,000 for additional staff to support recycling initiatives
5. \$264,000 for wireless network upgrade
6. \$177,000 for additional staff to support student recruitment, visits and orientation

Internal/External Relations Subcommittee

Accomplishments for FY14

1. Identified campus and community issues related to increasing enrollments – such as bus service, safety and transportation, and communications – and worked with Community and Regional Planning fourth-year students on recommendations for

- safety and transportation issues.
2. Capacity Visioning Group comprised of university and community representatives was formed to identify growth-related issues.

Priority Actions for FY15

1. Evaluate effectiveness of recommended solutions.
2. Increase collaboration and communication of university/city activities to address growth-related issues.

Priority Budget Requests for FY15

1. Priorities and action items from SEEC were incorporated into the priorities used to guide the university's FY15 budget process. Senior Vice President for Business and Finance included \$535,400 into the FY15 budget requests for the Department of Public Safety.

Student Life Subcommittee

Accomplishments for FY14

1. Using the data from the Student Experience survey and focus groups, the subcommittee identified and quantified facility, staffing, and operational costs to serve a university enrollment of 36,000.
2. Permission to plan for a 700-bed residence hall and a new food court in the former Friley Dining area was received from the Board of Regents, State of Iowa.

Priority Actions for FY15

1. Address student demand for University-owned/University-managed housing by leasing off-campus apartments and building a new residence hall.
2. Accommodate increased need for learning support services, staff to address student judicial concerns, and other student support services.

Priority Budget Requests for FY15

1. \$2.5 million to lease off-campus apartments.
2. \$55 million to build a new 700-bed residence hall.

Student Experience Enhancement Council Steering Committee

- Co-chairs: Tahira Hira and Beate Schmittmann
 1. Pamela Anthony – Dean of Students
 2. Dave Biedenbach – Assistant Vice President for Financial Planning and Budgets
 3. Pam Cain – Business and Finance
 4. Veronica Dark – Faculty Senate
 5. Jim Davis – Information Technology Services
 6. Pete Englin – Department of Residence

7. Arne Hallam – Liberal Arts and Sciences
8. Martino Harmon – Student Affairs
9. Tahira Hira – Office of the President
10. David Holger – Senior Vice President and Provost
11. Robin Kelley – Office of Equal Opportunity
12. Richard Reynolds – Memorial Union
13. Allan Schmidt – Professional and Scientific Council
14. Beate Schmittmann – Dean of the College of Liberal Arts and Sciences
15. Margie Tabor – Facilities Planning and Management
16. Darin Wohlgemuth – Enrollment Services
17. Karen Zunkel – Program for Women in Science and Engineering

Academic Enrichment Subcommittee

Accomplishments for FY14

1. Staff increases in specific areas to meet students' academic enrichment needs included full time equivalent increases of 15.2 FTE in Professional and Scientific academic advisers, 0.75 FTE in undergraduate business career services, 0.5 FTE in the Program for Women in Science and Engineering, 1 FTE in CELT, and a one-year Career Services position.
2. The Position and Responsibility Statements (PRS) for faculty are being reviewed by a Faculty Senate task force to determine how best to include recognition of faculty participation in student enrichment activities.

Priority Actions for FY15

1. Continue to increase staff to meet academic enrichment needs, especially in academic advising and career services.
2. Continue to increase faculty engagement with student enrichment activities and ensure that those efforts are recognized.

Priority Budget Requests for FY15

1. No dollar amount provided for multiple positions in six academic colleges in the areas of advising and career services.
2. No dollar amount provided for multiple positions in approximately 10 central units.

Charge

Iowa State encourages students to “Choose Your Adventure,” as a means to personalize their university experience to fit their career interests and personal aspirations. The programs and opportunities within the Academic Enrichment pillar represent the primary ways in which students can personalize or choose their academic adventure, thus making their academic experiences unique. These academic enrichment experiences also provide many opportunities for undergraduate students to connect individually or within small groups with faculty and staff, making a large institution feel small. Examples of academic enrichment experiences include, but are not limited to the following:

- Gaining experiential experience (internship and co-op)
- Studying abroad
- Participating in and leading academic or career-related student organizations
- Being part of a learning community
- Graduating from the Honors Program

- Meeting experts and leaders through the Lectures program
- Conducting research with a faculty member

As the undergraduate student population grows, the Academic Enrichment Subcommittee is identifying and addressing areas of concern to ensure that Iowa State students continue to have the breadth of opportunities that enhance their academic experiences.

Significant Outcomes

PRIORITY 1: Increase Staff in Specific Areas to Meet Academic Enrichment Needs of Students

The committee has identified academic advising and career services within colleges and several central units as priorities for hiring staff to meet student academic enrichment needs. The following increases have occurred from FY 13 through FY 14.

Within Academic Colleges:

- 15.2 FTE increase in P&S Academic Advisers: Global Resource Systems (1), Ag Business (1), Mechanical Eng. (2), Aerospace Eng. (1), Industrial Eng. (0.5), Chemical Eng. (1), Electrical and Computer Eng. (1), Undeclared Eng. (1.5), Event (1), Kinesiology (11 month), School of Education (0.8, 11 month), Biology (1), Computer Science (0.5), Greenlee (0.5), LAS (1), and Math/Statistics (0.5).
- 0.75 FTE – Undergraduate Business Career Services

Within Central Units:

- 0.5 FTE – added to Program for Women in Science and Engineering
- 1 FTE – Academic Advising Coordinator position in CELT
- One time funding to support Career Services position for one year to provide education/training for staff across the university career services offices on CyHire system

PRIORITY 2: Increase Faculty Engagement with Student Enrichment Activities and the Reflection of those Efforts within Faculty PRS

For many student enrichment activities, faculty member engagement/participation is critical and faculty members make choices to engage in such activities. Often these activities are not recognized within the scope of a faculty member's Position Responsibility Statements (PRS). It is important that faculty engagement related to academic enrichment be recognized in departmental governance documents and included in discussions/reviews between department chairs and faculty members. Examples of academic enrichment responsibilities that are often undertaken by faculty members include academic advising, mentoring, facilitating undergraduate research, advising student organizations, teaching Honors seminars, leading a study

abroad experience, etc. Progress this year:

- In Spring 2014, Faculty Senate established a task force to review the Position Responsibility Statements. Discussions of how to appropriately recognize and include faculty engagement with student enrichment activities in the PRS is one of the topics that the task force will address.
- The topic has been added to the content of a department chair professional development workshop offered by the Office of the Senior Vice President and Provost.
- A new slide addressing the importance of faculty engagement with undergraduates for enrichment purposes has been added to the new faculty orientation offered by the Office of the Senior Vice President and Provost.

Future Goals/Priorities

The top two priorities for FY15 are the same as from FY14.

PRIORITY 1: Increase Staff to Meet Academic Enrichment Needs

- **Academic Advising** is still the top priority for academic enrichment. Advisers need to have time to get to know their students and connect them to enrichment experiences. Colleges and departments need to continue to review the student to adviser ratios, given all the other expectations placed on academic advisers. As a benchmark, for public, doctoral institutions, the NACADA median adviser load for individuals with 100% advising responsibilities is 285 students. Most academic advisers at Iowa State have additional non-direct advising responsibilities (e.g. teaching orientation courses, coordinating learning communities, meeting with prospective students, etc.).
- **Career Services** was highlighted in the SEEC student survey as being very highly valued by students (39% rating as very valuable and 23% as moderately valuable) and used by a very high percentage of students (70%). It is critical that academic colleges consider the staffing levels within their career services offices and add positions to meet growing student and employer demands. Across the various colleges, directors have identified the following anticipated staffing needs in career services over the next year or two to handle increased student and employer demand:
 - CALS: a half-time Program Coordinator
 - Engineering: an additional P&S Program Assistant II
 - LAS: an additional Program Coordinator I and an additional support staff position

- Human Sciences: converting a half-time graduate assistant into a full time Program Coordinator I
- Business: an additional support staff person and an additional P&S career coordinator
- Design: an additional half-time Program Assistant
- **Within Central Units** the following positions have been identified as priorities for FY15:
 - Graduate College – one P&S position that could provide career services to masters, doctoral, and post-doc students and also guidance for undergraduate students interested in pursuing graduate/professional school options. College-based offices would still be a resource to all students in the college, but the primary contact for certain types of questions/resources would be this new position. This graduate level position also enhances the graduate student experience, while allowing us to better meet the needs of the growing undergraduate student population.
 - Undergraduate Research Position – one P&S position to focus on supporting students and faculty with undergraduate research, the research symposium, etc. (This position also helps out the University Honors Program, by freeing up half-time from a current position.)
 - Study Abroad – one P&S position to develop opportunities in the Far East and work with faculty on expanding participation in Study Abroad.
 - Program for Women in Science and Engineering – one P&S position to support second-year learning community, and transfer learning community programming for female STEM students across four colleges.
 - Lectures – one half-time 9-month technical/logistical support position to coordinate more than 130 lectures during the academic year.

PRIORITY 2: Increase Faculty Engagement with Student Enrichment Activities and the Reflection of those Efforts within Faculty PRS

- Implement the recommendations/changes resulting from the Faculty Senate PRS review task force, which anticipates completing its efforts in December 2014.
- The Office of the Senior Vice President and Provost should continue to create awareness and recognition of faculty involvement with student enrichment activities via various venues with faculty and administrators.

Budget Requests/Updates

The positions in central units listed above have been included in the FY15 budget request process. The college positions (academic advising and career services) will need to be

addressed through the prioritizations within the academic colleges.

For FY16 and beyond, the following additional central positions have been identified:

- CELT – a P&S position and Graduate Assistants to support service learning and learning communities
- PWSE – state funding for three Graduate Assistants, that serve as the primary student contact for learning community and PWSE undergraduate student leaders
- Honors – additional Graduate Assistant to work with upper-division programs and the first-year mentor research program
- Study Abroad – shifting a 9-month support position to a 12-month position
- Hixson – a P&S position to work with students and their diverse and complex needs
- Lectures – a P&S staff position 12-month full-time to handle the expansion of these out-of-class opportunities that were highly valued by students in the SEEC survey

PRIORITY 3: Increase Programmatic and Student Funding for Student Enrichment Programming

Once staffing levels were addressed, many academic enrichment programs and activities have experienced increased costs to handle a growing number of students without a parallel increase in programmatic funding (e.g. Learning Communities have grown significantly, but the funds available for peer mentors have not increased with the demand.) In addition, engagement of students in student enrichment activities has been constrained for some students due to affordability. We need to prioritize requests for student enrichment funding within the university budget allocation and fundraising processes.

Academic Enrichment Subcommittee Members

- Co-chairs: Pamela Anthony and Karen Zunkel
 1. Pamela Anthony – Dean of Students
 2. Khayree Fitten – Student, Political Science and Global Resources
 3. Manimaran Govindarasu – Ross Martin Mehl and Marylyne Munas Mehl Computer Engineering Professor in Electrical and Computer Engineering
 4. Jane Jacobson – Director, Student Services, College of Liberal Arts and Sciences
 5. Laurie Smith Law – Administrative Director, Honors Program
 6. Pat Miller – Director, Lectures Program
 7. Trevor Nelson – Director, Study Abroad Center
 8. Loni Pringnitz – Director, Career Services, College of Human Sciences

9. Ann Marie VanDerZanden – Director, Center for Excellence in Learning and Teaching/Learning Communities; Professor, Horticulture
10. Karen Zunkel – Director, Undergraduate Programs and Academic Quality; Office of the Senior Vice President and Provost

Academic Excellence Subcommittee

Accomplishments for FY14

1. Addressed space-related course capacity by adding basic science laboratory sections, extending biology lab section times from 7:00 a.m. until 10:00 p.m., repurposing existing spaces as lab space, and increasing capacity for online testing, especially for final exams.
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Priority Budget Requests for FY15

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2. \$50,000 in one-time matching funds for FY15-16 to help colleges and departments redevelop high-enrollment high DFW courses.

Preface

The Academic Excellence subcommittee of the SEEC has had productive meetings and electronic discussions during FY 2014, with a focus on implementation and refinement of priority initiatives identified during the previous year. There have also been productive discussions with and among a wide variety of stakeholder groups regarding the priorities developed by the subcommittee during FY 2013, and those discussions are reflected in this report, including accomplishments related to our priorities that are the result of initiatives by the various stakeholders. Groups and units with which subcommittee priorities have been discussed and from which suggestions and input have been received include the Course Availability Group, the Undergraduate Programs Council, the Student Success Council, the Articulation Coordination Council, the Associate Deans and Directors for Distance Education, the Department Chairs Cabinet, the Provost's Council, the Faculty Senate Leadership, CELT, and

the Space and Scheduling unit of FP&M. The subcommittee also considered the results of the SEEC student survey that was conducted in Fall 2013. We are pleased to report that substantial progress regarding our priorities has been made, and believe that continuing efforts aligned with the initiatives of FY 2014, with some evolutionary refinements, will be the most productive approach for FY 2015. Communication and coordination with academic colleges and the stakeholder groups and units noted above will continue to be important to further success pertaining to our priorities, and it is anticipated that implementation and institutionalization of many of the subcommittee initiatives will continue to transition to various stakeholder groups throughout FY 2015.

Objectives Articulated by the Academic Excellence Subcommittee of SEEC (April 2013)

- **Develop systematic processes to enhance coordination among standing committees, councils, and units within student affairs and academic affairs (including colleges and departments) to enhance the academic excellence of undergraduate programs and the undergraduate academic experience at ISU.**
 - Enhance the excellence and learning effectiveness of the ISU in-class experience
 - Refine systematic approaches to program review, outcomes assessment, and course evaluation processes to continuously improve the quality of undergraduate courses and curricula, to identify new courses and curricula that should be considered for initiation, and to identify outdated courses, curricula or programs that should be updated or potentially eliminated
 - Improve the availability and increase the effectiveness of academic support policies, processes, and programming
 - Enhance student success as measured by retention, completion, time to degree, and initial career success
 - Develop and implement more efficient and effective processes, especially electronic and web-based, to enhance the undergraduate experience
 - Create a more nurturing, success, personal development, and productivity focused, environment on campus for undergraduate students

Core Scope Elements Articulated by the Subcommittee (April 2013)

- **Course Related**
 - Course Availability – 1st, 2nd, 3rd, 4th, and 5th year course availability to graduation
 - Faculty Planning – course backlogs, areas of future need/pipeline
 - Classroom Availability – room availability, course planning
 - Class Size Issues – larger course sizes, alternative instructional scenarios
 - Instructional quality, course/instructor evaluation, outcomes assessment

- Evaluation and continuous improvement of curricula and degree programs to enhance quality
 - Faculty/Graduate Student Training – pedagogy/teaching and learning
 - High Failure Rate Courses – bottlenecks, gaps, remediation
 - On-Line Courses – availability, increasing demand, quality
 - Accommodations – universal design, exam accommodations
 - Instruction – pedagogy, class sizes, project based classes, lab classes
- **Academic Support**
 - Tutoring – central and departmental tutoring and help rooms, alternative delivery methods
 - Supplemental/Specialized Instruction – current utilization and increasing demands for additional courses/sections
 - Academic Policies – course withdrawals, course attendance, placement exams
 - Academic Standards – course pass/failure standards, minimum GPA for majors/courses
 - Student Financial Aid – scholarships, student loan debt, accounts receivables
 - Academic Transition – Orientation/Destination Iowa State, college and department orientation courses, first year experience, transition to second year experience
 - Undergraduate/Peer Academic Leader Training – tutors, supplemental or specialized instruction tutors, LC mentors, community assistants
- **Student Success**
 - Retention and completion – gaps in academic achievement (retention, academic success, graduation) by sub-populations, targeted populations, special populations, college completion
 - Early Alert and Intervention – pre-entry characteristics assessment, college readiness, predicted 2.0, midterm interventions, satisfactory academic progress
 - Learning analytics
 - MAP-Works – survey results distribution, student data utilization, interventions
 - Community College and Transfer Experience – APP Program, transfer learning communities, transfer orientation, department and college transfer programming

FY 2014 Action Priority Item Accomplishments

PRIORITY 1 – Address Critical Space Related Course Capacity Issues That Diminish the Student Experience, Negatively Impact Academic Quality, and Potentially Increase Time to Degree

- Address space needs for critical first year basic science laboratories for which projected demand exceeds current capacity.
- Provide professional development and support to allow faculty members to easily implement flipped classroom and other pedagogical approaches that would allow effective and efficient use of existing classroom space while maintaining course and program quality.
- Increase capacity to meet growing demand for online testing, especially for final exams.

Accomplishments since May 2013 Pertaining to Priority 1

- Basic science laboratory capacity needs were met for Fall 2013 by scheduling additional laboratory sections and by extending the laboratory times of offering for an introductory biology laboratory to include section times from 7:00 am until 10:00 pm Monday through Thursday.
- A 3/4-time faculty associate director of CELT for online learning position was funded and filled to lead efforts to provide faculty programming support in the development and implementation of blended, online and technology enhanced learning approaches.
- A proposal for the creation of an ISU blended learning innovation hub to be housed in the Parks Library was developed by CELT and has been funded for implementation during FY 2014. Initial funding, including new and reallocated funding within CELT, is approximately \$300,000 in FY 2014. Implementation is proceeding by renovating space that has been identified, relocating CELT learning technology support personnel to the hub, augmenting learning technology support staff by appointing four additional graduate assistants, acquiring the Quality Matters software package to support continuous quality improvement of technology assisted learning, and implementing selected blended learning initiatives.
- Online testing capacity has been increased by approximately 80 seats for final exam week and other peak demand periods. Additional increased capacity is being created for Spring 2014 final exam week.
- The Biosciences Facilities Planning Study was completed in January 2014 and has provided refined space and capacity need projections for biosciences teaching and laboratory spaces. The detailed space programming effort for Biosciences Facilities is underway and scheduled to be completed by August 2014.
- Academic colleges, in collaboration with FP&M, have identified a variety of projects to improve the quality and increase the capacity of classroom and laboratory teaching spaces.
- Provided an institutional commitment of \$300,000 per year for FY 2014 and FY 2015 to enable ISU participation in the development of the Quali Student open source software package.

- LAS has identified spaces in Bessey Hall, Physics, and Gilman Hall and is planning renovations during Spring 2014 that will create an additional biology teaching laboratory in Bessey and an additional physics laboratory in Physics for Fall 2014, as well as an additional chemistry laboratory in Gilman for Fall 2015.
- FP&M and academic colleges are continuing evaluation of additional laboratory and teaching space repurposing to better meet anticipated capacity needs.
- The results of the LEARN project to analyze student, faculty, and staff perceptions of learning related technology needs at ISU have been received and will be incorporated into the Faculty Conference on “Online Learning at ISU” to be held April 22, 2014.
- Efforts continued, in collaboration with academic colleges, to identify capacity stressed courses that are good candidates for blended and technology assisted learning initiatives.
- A Quali Student steering committee has been established, and work has begun with primary stakeholders to initiate more comprehensive participation in the development and implementation of Quali Student software.
- The Office of Room Scheduling and the Office of the SVPP are conducting an analysis of classroom utilization by time and day, disaggregated by college, in order to identify potential approaches to better utilize “non-prime-time” class periods.
- The Classroom Improvement Planning Study that was funded by the Senior Vice President and Provost was completed and the final report from that effort will serve as a roadmap for further investments in classroom improvements, upgrades and expansion.

PRIORITY 2 – Address Critical Student Success Issues that Decrease Retention and Graduation Rates, Increase Time to Degree, and Increase Student Indebtedness

- During Fall Semester 2012 there were 22 courses in which at least 40% of the students registered either withdrew (dropped), or received a grade of either D or F.
- Students often struggle in courses that have substantial writing or communication components.
- Employers continue to emphasize the importance of strong writing and communication skills.

Accomplishments since May 2013 Pertaining to Priority 2

- The Student Success Council was formed as a collaborative effort of the SVPSA and SVPP from the prior Student Retention Task Force to broadly address student success issues and to develop institutional student success initiatives. The SSC is co-chaired by Associate Vice President Harmon and Associate Provost Holger and includes representation from student affairs stakeholder units, academic affairs units, and academic colleges.

- The budget of the Writing and Media Center was increased by approximately \$50,000 for FY 2014 to enable increased staffing and expanded programming.
- The Supplemental Instruction program budget was increased by approximately \$50,000 for FY 2014 to enable hiring of 18 additional supplemental instruction leaders and to support additional SI programming by increasing capacity and scope of courses included in SI.
- The Office of the SVPP hired an academic data analyst to provide additional capability to analyze disaggregated data on student success and to allow implementation of enhanced learner analytic approaches to identifying students who are becoming academically at-risk.
- The theme of the ISU institutional quality initiative for our next Higher Learning Commission institutional reaccreditation scheduled in FY 2016 focuses on processes to systematically gather information about and enhancement of initial success of our graduates and was approved by the HLC during summer 2013. A pilot data gathering effort is being conducted during Spring 2014, with full implementation planned for Summer 2014. The initiative is well-leveraged with the broad student success efforts of this priority action item.
- The Library improved access and enhanced public safety with expanded hours, additional security, and expanded space for collaborative learning.
- 9.3 additional academic advisors were hired by academic colleges and departments and this will enable greater capacity to intervene in ways that increase student success.
- A University Academic Advising Committee led initiative to provide broad-based professional development opportunities for advisors was provided ongoing funding of \$100,000 for FY 2014 and beyond.
- CELT continued to provide programmatic and staff support for the analysis of student learning outcomes for internal student success enhancement purposes and external reporting purposes.
- A Student Success Summit was held April 3, 2014, and was well attended by stakeholders from student affairs and academic affairs with over 170 participants. A specific emphasis was the reduction of student success differentials among student subpopulations, and the development of specific priorities and action plans to enhance student success, retention, and completion.
- Specific high D, F, W rate courses have been identified as likely to benefit from substantial redevelopment.
- The Student Affairs and Academic Affairs divisions are collaborating to implement learner analytic approaches to provide earlier identification of potential academically at-risk students with a particular focus on second and third year students. Both divisions are members of the respective units of the Education Advisory Board and are considering becoming members of the EAB Student Success Collaborative to gain

access to more powerful learner analytic tools.

- Colleges continue to develop and implement initiatives to provide increased student support services pertaining to student success, tutoring in advanced undergraduate courses, learning outcomes assessment, communication centers, and experiential learning.

Future Goals and Priorities

A continuing goal for FY 2015 is to transition implementation and refinement of subcommittee identified initiatives to appropriate standing committees, councils, organizational units of stakeholder groups so that the ongoing refinement and improvement process is institutionalized.

Specific High Priority Action Plans and Strategies Pertaining to Priority 1 for FY 2015

- Continue efforts to address critical space needs for capacity stressed/limited courses, including introductory laboratory courses as well as monitoring impending needs associated with more advanced courses.
- Augment programming and staffing associated with the Blended Learning Innovation Hub to enable faculty members, departments, and colleges to efficiently and effectively implement technology assisted learning approaches that alleviate course capacity and space constraints.
- Identify additional spaces that can be converted for use as online testing centers during peak and final exam periods with a goal of adding 100 additional seats during peak times.
- Provide augmented long term support for ISU engagement with development and implementation of the various Quali Student open source software package elements (new for FY 2015).
- Identify additional spaces that can be utilized to accommodate growing numbers of students with special needs such as distraction free spaces for exams (new for FY 2015).
- Work with faculty stakeholders and classroom scheduling personnel to refine processes to better match teaching styles with classroom assignments (new for FY 2015).
- Consider competency based prior learning assessment approaches that may allow increased capacity in some space-critical introductory courses (new for FY 2015).
- Participate in the LEARN project report recommendation that mechanisms to make the 10 minute classroom changeover time between classes more efficient (new for FY 2015).
- Investigate space-related capacity issues for supplemental instruction, tutoring, departmental help rooms, and meeting space for student organizations (new for FY 2015).

2015).

- Consider scheduling recitations for some high enrollment classes during evening hours to relieve classroom capacity issues during the day (new for FY 2015).

Specific High Priority Action Plans and Strategies Pertaining to Priority 2 for FY 2015

- The Student Success Council, Undergraduate Programs Council, and CELT should continue to collaborate with academic colleges and departments to identify 6 to 10 high D, F, W courses with enrollments of more than 100 students per semester for intensive investigation and pedagogical redevelopment.
- Provide funding for additional expansion of the Writing and Media Center to provide increased capacity to meet growing demand for services.
- Provide additional funding for Supplemental Instruction to enable increased capacity to meet growing demand for services.
- Continue efforts to reduce gaps in academic achievement by subpopulations of students.
- Develop new and refine current orientation/transition to ISU programming for new entering international students in collaboration with the Council on International Programs and International Students and Scholars (new for FY 2015).
- Continue implementation of learner analytics to allow earlier interventions with academically at-risk students. Consider either joining the EAB Student Success Collaborative or the internal development and implementation of more effective learner analytic approaches to augment student success (new for FY 2015).
- Continue implementation of the HLC institutional quality initiative on initial success of graduates (new for FY 2015).
- Identify majors in which student success is low as evidenced by relatively higher percentages of students leaving ISU and investigate causes of such attrition (new in FY 2015).
- Develop more systematic approaches to better informing students of available academic assistance (new for FY 2015).

Budget Requests / Updates

- An additional \$25,000 of funding for the advisor professional development initiative.
- One-time matching funding of \$50,000 for each of FY 2015 and FY 2016 to match college and department efforts to redevelop high-enrollment high DFW courses (funding to redevelop 10 courses).
- One-time funding of \$25,000 for development and initial implementation of enhanced orientation/transitional programming for new international students. Long term sustainable funding will be proposed to be provided by the Regents approved, but yet-to-be implemented international matriculation fee.

- Increase the budget for supplemental instruction by \$25,000 with a focus on lower division High DFW courses.
- An increase of \$150,000 in funding for the new online learning hub.
- \$185,000 ongoing and \$70,000 one-time funding to join the EAB Student Success Collaborative (access to sophisticated, data-based learner analytic and intervention software).
- \$50,000 to fund increased online capacity (100 additional seats at approximately \$500 per seat).
- \$500,000 to be used in collaboration with deferred maintenance funds and department/college funding to renovate spaces to better meet needs in capacity limited courses.

Academic Excellence Subcommittee Members

- Co-chairs: Arne Hallam and David Holger
 1. Katie Baumgarn – Coordinator of Instructional Facilities (Course Availability Group)
 2. Tom Brumm – Associate Professor, Agricultural and Biosystems Engineering, Professor-in-Charge, Engineering-LAS Online Learning, Director of Assessment, College of Engineering (Online learning; outcomes assessment)
 3. Jonathan Compton – Senior Research Analyst, Records and Registration
 4. Ana-Paula Correia – Associate Professor, School of Education
 5. Laura Doering – Registrar (Course Availability Group)
 6. Arne Hallam – Associate Dean, College of Liberal Arts and Sciences; Professor, Economics
 7. David Holger – Associate Provost for Academic Programs, Dean of the Graduate College
 8. Gary Mirka – Associate Dean for Academic Affairs, College of Engineering (Undergraduate Programs Council, Orientation Committee)
 9. Jay Newell – Associate Professor, Journalism and Communication (CELT Advisory Board)
 10. Sree Nilakanta – Professor and Chair, Department of Supply Chain and Information Systems, College of Business (Department Chairs)
 11. Susan Rhoades – Director, Academic Success Center
 12. Cris Salinas – Multicultural Liaison Officer, College of Design
 13. Brad Skaar – Associate Professor, Animal Science (Chair, Faculty Senate Outcomes Assessment Committee)
 14. Ann Wessman – Program Coordinator, Student Financial Aid

Infrastructure Subcommittee

Accomplishments for FY14

1. Finalized the Classroom Improvement Study that will be used to identify classroom renovation projects based on pedagogical and capacity needs, as well as several planning studies that identified options for addressing critical academic space needs on campus.
2. Initiated a project to significantly increase the capacity and coverage of the campus wireless network by essentially tripling the number of access points and deploying emerging “gigabit” wireless technologies. Completed the engineering survey of the campus in FY14 in preparation for the build out.
3. Pioneered the Inclusive Classroom Project, an initiative targeted towards undergraduate minority students’ experiences, led and funded by the College Liberal Arts and Sciences, with funding support from the Office of the Senior Vice President and Provost.
4. Expanded the schedule for summer orientation, increasing the number of students that are able to register for classes, as well as increased the number of Destination Iowa State Team Leaders to accommodate the anticipated increase in new students for Fall 2014.
5. Priorities and action items from SEEC were incorporated into the priorities were used to guide the university’s FY15 budget process. Senior Vice Presidents included in their FY15 budget plans how they are investing and committing resources toward these priorities and action plans.

Priority Actions for FY15

1. Space optimization to address critical programmatic needs, improve classroom capacity and address pedagogical and technology needs through renovation and upgrades, and add corridor seating adjacent to instructional space. Address congested sidewalks and increase in conflicts between pedestrian, bikes, and vehicular traffic.
2. Begin build out of the campus wireless network using gigabit technologies. A separate wireless network upgrade initiative will focus on the Department of Residence spaces.
3. Utilize the outcomes of the university-wide diversity audit to support and promote diversity and inclusion on campus.
4. Expand space to host prospective student visitors and new student programs, and develop university-wide priorities for hosting summer events on campus with summer student orientation in mind.
5. Continue to incorporate priorities and action items from SEEC into the priorities that are being used to guide the university’s FY16 budget process.

Priority Budget Requests for FY15

(continued on next page)

Priority Budget Requests for FY15

The following items were included as budget requests through the FY15 budget process:

1. \$264,000 to support an increased demand for custodial and campus services
2. \$98,000 for additional staff to support planning and space management
3. \$30,000 to support student sustainability initiatives
4. \$108,000 for additional staff to support recycling initiatives
5. \$264,000 for wireless network upgrade
6. \$177,000 for additional staff to support student recruitment, visits and orientation

Charge

Provide the necessary infrastructure and support services to ensure a welcoming, diverse, and safe campus environment

Facilities Priority – Address the impact of enrollment on campus facilities and grounds, classroom scheduling, and project work that optimizes space utilization.

Continue to maintain campus facilities and grounds; improve instructional space availability and scheduling; and address increased demand for planning and project work to accommodate additional instructional and research lab space, as well as office space for faculty, graduate students and staff.

FY14 Outcomes and Accomplishments

- Facilities Planning and Management received additional funding in FY 14 for buildings and grounds that was directly related to increased enrollment and the corresponding increases in services and supplies. Evening custodial and maintenance staff expanded to address work that could no longer occur during the day due to extended building use.
- Increased dumpster trash pickups in Department of Residence areas and on campus to address the increase in the amount of trash generated.
- Additional project management staff added to deal with increased project workload; some of the projects directly related to increased enrollment and research activity are: Biosciences Facilities, Friley Residence Hall Dining Renovation, Buchanan Residence Hall expansion, and the Hach Hall research lab build-out.
- Deferred maintenance funding has increased from \$1.5M in FY 2011 to \$4.5M in FY 2014. Deferred maintenance funding increases the functionality and quality of existing buildings and has been strategically allocated to roofs, elevators, HVAC, exterior envelopes, windows, and capital renewal associated with major renovation projects.
- Modifications are planned to improve public spaces, focusing on buildings with high

student traffic. Improvements will include exterior and interior aspects of the buildings and adjacent grounds, such as front doors, first floor corridor materials, sidewalk repairs, and landscaping.

- The Classroom Improvement Study will be finalized in April. In conjunction with the study, classrooms are being identified for renovation based on pedagogical and capacity needs.
- The Marston Hall remodeling project will improve the functionality and capacity of three classrooms in the building; the auditorium will also be renovated.
- Additional benchmarking data for General University Classroom utilization and availability will be finalized in April. Prime time availability is very limited, especially in classrooms and auditoriums with a capacity of 100 or more. There are some times during the week when there are no classrooms with a capacity greater than 50 available.
- A classroom in Bessey Hall will be converted to a Biology teaching lab and space in the Physics Building will be remodeled to provide an additional Physics teaching lab; both will be ready for classes in fall 2014. Concepts and associated costs have been developed for additional Chemistry teaching labs, which would be needed by fall 2015.
- Overall planning efforts to address critical space issues have been on-going over the last year. The goals of the planning efforts have been to identify and summarize a variety of options that will expand the amount of space available to meet academic space needs on campus. Several planning studies will be completed by May and will be forwarded to senior administration for review and next steps.

Priorities and Strategies for FY 2015

- Additional custodial and grounds services. Funding requested to address the issue of more trash and more cleaning due to expanded capacity and use; consumption of bathroom paper products is up over 8% in the first six months of this fiscal year versus same period last year. Expanded and extended special event activities will also impact central campus grounds.
- Planning staff. Additional planning staff requested to deal with the record number of requests to evaluate both existing space and address additional space needs, driven by enrollment and research increases. The institution is also responding to aging infrastructure, program/technology obsolescence, and the need to repurpose existing space.
- Recycling staff. Additional staff and one student position requested to coordinate recycling initiatives and to address students' increased requests to expand recycling efforts.
- Additional corridor seating. Development is underway of several potential seating styles to be placed adjacent to instructional space in a variety of buildings to

accommodate students waiting for their next class.

- Classroom improvements. Planning is underway to identify classroom renovation projects that would improve seating capacity and address pedagogical and technology needs.
- Space utilization and optimization strategies. The results of planning studies and the implementation of current planning efforts will help address some of the critical programmatic space needs through reallocation, renovation, and repurposing of existing space, new development, recently acquired space, and leasing space.
- Increased pedestrian activity. Sidewalks are inadequate to carry the pedestrian flow (ex. north side of Osborn Drive) and the increased activity in the Bissell Road corridor. Certain crosswalks are more congested than others; more frequent conflicts with bike, pedestrian, and vehicular traffic are anticipated.

Information Technology Priority – Increase capacity for IT infrastructure and learning technologies to support a larger student body and changes in course delivery.

This effort has four activities: (1) increase the capacity of the campus wireless network to meet the demands of a large student body and increasing use of video in instruction; (2) improve learning technologies for blended and online learning; (3) replace legacy student information systems with contemporary applications from the Quali community; and (4) support rising costs for services and software licenses that scale up with university headcount.

FY14 Outcomes and Accomplishments

- **Wireless Network.** Project funding has been committed by ISU and the student technology fee committee (Computation Advisory Committee, CAC). Wireless network consultants will complete a survey of campus buildings and common spaces April 2014 and a network design will be developed that better meets the demand for wireless capacity. A few campus buildings surveyed early have been upgraded and several more are moving through project planning to implementation. Full scale implementation will begin summer 2014. As a separate project, the Department of Residence is partnering with ITS to significantly upgrade the capacity of the wireless network in residence halls. That project will also leverage new technologies available early summer 2014 to improve coverage in each student room.
- **Learning Technologies for Blended Learning.** A campus committee recently completed the Learning Ecosystem Needs Assessment, a broad and inclusive engagement of faculty, staff, and administrators to determine needs related to face to face and online learning. The steering committee has reviewed the recommendations and several IT tasks have emerged.
- **Replacing Legacy Information Systems.** Iowa State migrated to Quali financial and Quali research grant accounting applications July 2014. We have received approval to

replace legacy student systems with the Kualu Student project modules as they become available. Funding for the first steps of the project was approved for FY14 and FY15.

- Increased Service Costs. Cost escalations for campus software and services resulting from increases in the campus census have been handled through the FY15 university budget process.

Priorities and Strategies for FY 2015

Maintaining adequate wireless network capacity, utilizing technologies for supporting blended learning, moving forward with the Kualu Student project, and addressing increased service costs will continue to be the top IT priorities for FY2015.

Diversity Priority – Provide training and educational opportunities for faculty to learn effective ways to positively and respectfully deal with differences in the classroom.

Based on research of students of color experiences at Iowa State, results showed that some of the students' negative experiences revolved around classroom issues such as expectation to serve as the sole representative of their race or ethnicity, a sense of isolation due to reluctance from majority students to have them join their group, stereotyping from both professors and students, or lack of cultural competence of certain instructors.

FY14 Outcomes and Accomplishments

- College of Liberal Arts and Sciences pioneered the Inclusive Classroom Project with funding from a diversity grant from the Office of the SVP and Provost as well as matching funds from the LAS College.
 - On January 30, 2014, a workshop was held with 18 participants, with two academic advisors from Greenlee School and English, two graduate students, and Luiza Dreasher totaling 22 in attendance. There were 3 facilitators: Luiza Dreasher, Joel Geske, and Lisa Larson which are included in the 22 in attendance total.
 - The workshop was 3 hrs. in duration, targeted towards undergraduate minority students' experiences. The impact of the workshop was approximately 11,169 students. Participants received a 44-page handbook with workshop materials and a certificate of completion.
 - The climate study questions were shared with several MLO's in other colleges.
 - Ongoing discussion on how to implement campus wide through the Center for Excellence in Learning and Teaching (CELT) or potential resources from the president and provost offices.
 - College of Liberal Arts and Sciences may potentially hold another workshop during the next academic year.

Priorities and Strategies for FY 2015

- Utilize the outcomes of the university-wide diversity audit to support and promote diversity and inclusion on campus.
- Develop learning opportunities to help faculty, advisors, and support services personnel to work more effectively across differences. Possible training topics include understanding cultural differences and the impact of those differences in the department, differences in communication styles, steps for developing cultural competence skills, etc.

Enrollment Planning Priority - Continue to engage in campus wide discussions around integrated long-term enrollment planning to inform the recruitment efforts.

Provide resources to support growth in campus visits and number of new students participating in summer orientation. Continue to support central and college efforts to maintain the quality of the prospective students' campus visit experience, Summer Orientation and Destination Iowa State.

FY14 Outcomes and Accomplishments

- The Administration continues to support and fund strategic recruitment initiatives and need based financial aid strategies.
- The schedule for summer orientation has been expanded, presentations have been moved to larger lecture hall rooms, and the number of students able to register each day was increased throughout June to accommodate the anticipated increase in new students for Fall 2014. The number of Destination Iowa State Team Leaders has also been increased this year. While we are accommodating more guests, the experience is moving to larger, less personalized interactions between students/families and university faculty/staff.

Priorities and Strategies for FY 2015

- Engage the members of the campus community in long-term enrollment planning discussions.
- Continue to support strategic recruitment initiatives and need based financial aid strategies.
- Expand space to host prospective student visitors (Visitors Center 2).
- Expand support for New Student Programs (NSP) in light of growing enrollment.
- Expand flexible flat space that could be used for meetings and training (1000-1200 seats).
- Develop university-wide priorities for hosting summer events on campus with summer student orientation in mind.

- Increases in the number of new freshmen with college credit is putting pressure on transfer credit evaluation process making the response to new transfer credit evaluations slower than it has been.

Financial Planning and Budgeting Priority - Ensure that the outcomes of the university's enrollment planning align with financial planning and budgeting process.

Utilize recommended action plans from SEEC as another source to guide the annual budget process.

FY14 Outcomes and Accomplishments

- Priorities and action items from SEEC were incorporated into the priorities that are being used to guide the university's FY15 budget process.
- Senior Vice Presidents have included in their FY15 budget plans how they are investing and committing resources toward the priorities and action plans recommended by SEEC.

Priorities and Strategies for FY 2015

Continue to incorporate priorities and action items from SEEC into the priorities that are being used to guide the university's FY16 budget process.

Infrastructure Subcommittee Members

1. Budget Planning – Dave Biedenbach, Assistant Vice President for Financial Planning and Budgets
2. Technology – Jim Davis, Vice Provost and Chief Information Officer
3. Diversity – Robin Kelley, Director, Equal Opportunity Office
4. Facilities – Margie Tabor, Assistant Director of Facilities Planning and Management
5. Enrollment Planning – Darin Wohlgenuth, Interim Director of Enrollment Services

Internal/External Relations Subcommittee

Accomplishments for FY14

1. Identified campus and community issues related to increasing enrollments – such as bus service, safety and transportation, and communications – and worked with Community and Regional Planning fourth-year students on recommendations for safety and transportation issues.
2. Capacity Visioning Group comprised of university and community representatives was formed to identify growth-related issues.

Priority Actions for FY15

1. Evaluate effectiveness of recommended solutions.
2. Increase collaboration and communication of university/city activities to address growth-related issues.

Priority Budget Requests for FY15

1. Priorities and action items from SEEC were incorporated into the priorities used to guide the university's FY15 budget process. Senior Vice President for Business and Finance included \$535,400 into the FY15 budget requests for the Department of Public Safety.

Subcommittee Charge

Gather input from a broad community constituency, explore the impacts/issues of changes in student enrollment, and develop strategies to strengthen the experiences for students as well as the community at large.

Accomplishments

Identified numerous campus and community issues related to changing student enrollments, established groups to evaluate each issue and develop strategies to address the concerns

- Sufficient Bus Service – CyRide and its Transit Board added more hours of service per week day to handle the increased ridership, will provide additional Sunday stops on the Blue Route, met with concerned constituents, are evaluating bus routing options, are closely working with the university on alternatives, are seeking additional funding sources, and are acquiring additional buses.
- Safety and Transportation
 - Fourth-year Design students in a Community Planning Studio Class have been researching and preparing recommendations for Spring 2014 presentations (more details will be available soon) regarding the following:

- A Sustainable Public Service Campaign for Transportation/Pedestrian Safety in consultation with the sub-task force to address transportation related safety issues both on and off campus.
 - Structural transportation infrastructure on the ISU campus to improve pedestrian/bicycle/vehicle/long board safety, information, and communication.
 - Comprehensive safety and communication plan focused on the three major Lincoln Way construction projects that will significantly impact people traveling to and from the Campustown area.
 - General evaluation and impact issues of traffic patterns (pedestrian/ bicycle/vehicle/long boards) between campus and city boundaries.
- Presented budget recommendations for FY 2015 regarding ISU Department of Public Safety for additional police officers, dispatchers, community service officers, and vehicles needed to address safety concerns from increased enrollments and related law enforcement services and activities. City of Ames has expressed a similar need for additional officers.
- Communications
 - Capacity Visioning Group was formed to identify issues related to growth on campus/around Ames and develop plans to resolve the identified issues. Group includes broad representation from campus, students, city officials, Chamber, ACVB, and community groups, including an ISU community planning faculty member.
 - Its vision statement: A strong bond unites the Ames community and the students, faculty, staff, and alumni of Iowa State University. As growth and change impacts our joint community, we will build on our unique culture of collaboration to foster positive momentum and actions to improve the quality of the student experience at Iowa State and the overall quality of life of Ames.
 - A subgroup evaluated best practices information provided by the Research Group regarding what kind of meaningful rental information should be provided to students and the community. Suggestions included rental rates, lease terms, fine/penalties, security, floor plans, utilities, bus routes, maintenance, ratings, frequently asked questions, rights and legal services, roommates, what to ask landlords, comments and feedback. Many rental websites are available in the Ames area, but other university towns offer coordinated, one-stop sites for renters. Next steps were assigned to group members.
- Other – Investigations into staggering employee work hours and class times was met with great resistance.

Future Goals/Priorities

- Continue:
 - Evaluation of effectiveness for recommended solutions.
 - Promotion of solutions to issues already identified, especially adequate bus service, safety, transportation, and rental information until decisions are made.
 - Enhancement of collaborative relationships between the University, the City of Ames, and the entire community.
 - Discussions for campus and community growth.
- Focus on research of successful town/gown relationships regarding communications, transportation, and land use policies.
 - Continued discussions and development of action plans regarding congestion issues, lack of appropriate arterial roads, needed links with Research Park, better interactions between City and University.
 - Develop a one-stop electronic information portal (mobile & online) for the ISU/Ames/community linking multiple sources of information for calendars, student jobs, business openings, central system for connecting faculty to community projects, etc.
 - Continued discussions and evaluation of campus and city activities that could be better coordinated.
- Develop communication strategies for more transparency regarding growth issues with our students, faculty, staff, and community.
 - KASI has requested an on-air update on the activities of this subcommittee to inform the community of the above.
- Conduct town hall meetings to gather additional information on community capacity issues such as shopping, entertainment venues, mental health services, affordable housing, private/public partnerships opportunities, etc.

Internal/External Relations Subcommittee Members

- Co-chairs: Pam Cain and Richard Reynolds
 1. Carlton Basmajian – Assistant Professor, Director of Graduate Education, Community and Regional Planning
 2. Zachary Bauer – GSB Senator, UROC, Public Relations Committee Chair
 3. Michelle Boettcher – Assistant Dean of Students
 4. Julie Bright – Senior Associate AD/Administration, ISU Athletics
 5. Cathy Brown – Assistant Director for Campus Physical Planning, Facilities Planning and Management

6. Pam Cain – Associate Vice President for Business and Finance and University Secretary
7. Chuck Cychosz – Chief of Police, City of Ames
8. Pete Englin – Director, Department of Residence
9. Judi Eyles – Assistant Director, Pappajohn Center for Entrepreneurship
10. Kimberly Hanna – Director, Campustown Action Association
11. Presha Kardile – Student, Management
12. Sheri Kyras – Transit Director, CyRide
13. Kevin Merrill – Leadership and Service Coordinator, Student Activities Center
14. Melissa Mundt – Assistant City Manager
15. Mark North – General Manager, Iowa State Center
16. Richard Reynolds – Director, Memorial Union
17. Jerry Stewart – Director, ISU Public Safety
18. Jason Tuttle – Lieutenant, Ames Police Department
19. Julie Weeks – Director, Ames Convention and Visitors Bureau

Student Life Subcommittee

Accomplishments for FY14

1. Using the data from the Student Experience survey and focus groups, the subcommittee identified and quantified facility, staffing, and operational costs to serve a university enrollment of 36,000.
2. Permission to plan for a 700-bed residence hall and a new food court in the former Friley Dining area was received from the Board of Regents, State of Iowa.

Priority Actions for FY15

1. Address student demand for University-owned/University-managed housing by leasing off-campus apartments and building a new residence hall.
2. Accommodate increased need for learning support services, staff to address student judicial concerns, and other student support services.

Priority Budget Requests for FY15

1. \$2.5 million to lease off-campus apartments.
2. \$55 million to build a new 700-bed residence hall.

SEEC Student Life Charge

Large University, small feel. The foundation of the Iowa State student experience is the delivery of a caring, personal, individualized journey that provides for unlimited choices at a large, world class, research-oriented, AAU, and Big 12 institution. As enrollment grows to 36,000 students, delivery on the personal experience that communicates each student matters must be sustained through the scaling up of services, staff, faculty, and facilities.

Most significant outcomes/accomplishments that have been obtained over the year

1. Using the data from the Student Experience survey and focus groups, the Student Life Subcommittee has identified and quantified what is needed to scale up “student life” centered facilities, staffing levels, and operational costs to serve a university enrollment of 36,000.
2. Permission to plan for a 700 bed residence hall and a new food court in the former Friley Dining area was received from the Board of Regents, State of Iowa.

Future Goals/Priorities: (details by department are included in sections below)

PRIORITY 1: Address the short and long-term staffing, resource, and facility needs which impact co-curricular and extra-curricular departments charged with maintaining and enhancing the quality of the student experience. Aspects of the student experience addressed in priority one include:

- Recruitment: (campus visit resources, staff, and facilities)
- Orientation: (facilities, Cyclone Aids, and Team Leaders for orientation and Destination Iowa State)
- Sorority and fraternity recruitment and programming: (facilities for sorority recruitment, staff and programming resources to support the Greek life experience)
- Learning support: (staff, peer mentors, and Graduate Assistants for Supplemental Instruction and Learning Communities, as well as facilities for tutoring and low distraction testing)
- Student diversity: (staff and programming to address the needs of a growing number of students from diverse/underrepresented populations, e.g. international, multicultural, Lesbian-Gay-Bisexual, Transgender)
- Student conduct: (staff and resources for education, outreach, and case management related to student judicial concerns)
- Student health and safety: (facilities, staff, and programmatic resources to address the growing demand for psychological and health services, and campus safety)
- Registration and financial assistance: (facilities, professional and student staff to address the growth in demand of registration and financial aid services)

PRIORITY 2: Address growth in the short and long-term demand for University-owned/University managed housing and on-campus dining/retail services by continuing the approved planning process for new housing and renovated dining, as well as researching the potential need for additional housing and dining/retail services in future years. Maintaining and enhancing the residence and dining experience are critical to Iowa State's ability to meet our enrollment goals on a yearly basis.

PRIORITY 3: Address critical space needs for student programs and meetings, staff in departments, campus visits, health services, and large general University programs. Several space needs can be addressed with two new and or expanded facilities. The committee recommends exploration into the following new/expanded facilities:

- Expanded Memorial Union and or new student union/multipurpose facility which would address space needs associated with student meeting/programming, relocation of departments which experienced growth, larger Soult's Family Visitor Center, and large University programs and events
- Expansion of the Thielen Student Health Center would provide additional space to meet the growing demand for student health services, and allows for the option to consider combining Student Counseling Services in the same facility

Budget Requests/Updates

Detailed budget request by department and timeframe are included below. Although the committee recommends careful consideration of all identified items, the top budget priorities are

italicized in the sections below.

FY15 Student Life Subcommittee Priorities

1. Student demand for University-owned/University-managed housing is projected to be at 1,328 beds above permanent capacity for Fall 2014.

Action steps

1. A total of 1,064 apartments are proposed to be leased off campus. Cost estimated at approximately \$2.5M to be paid by the department.
2. New residence hall building of 700 beds has received permission to plan from the Board of Regents, State of Iowa. Cost is \$55M to be paid by the department.

2. Accommodate the growth in demand for learning support services

Learning Communities and Supplemental Instruction (SI) needs additional student Peer Mentors and SI Leaders, as well as Graduate Assistants to maintain the optimal size level of Peer Mentor to student contact and to provide academic support to the growing number of students attending SI sessions.

Action step

Additional funding support requested through the FY 15 budget process.

3. Additional staff required to address student judicial concerns through education, outreach, and case management.

Action step

Additional funding support requested through the FY 15 budget process.

4. Additional support services, programs, and staff (P & S, and Graduate Assistants) needed to support the growing number of students seeking support services provided by International Students and Scholars, the Lesbian-Gay-Bisexual-Transgender Student Services (LGBTSS), and Multicultural Student Services.

Action step

Additional funding support requested through the FY 15 budget process.

FY16 and Beyond – Budget Requests and Updates

The subcommittee has identified a variety of Student Life pinch points, assuming 36,000 students. The following items have been quantified for staffing, facilities, and operational funding levels:

A. Admissions

1. Facilities

- a. Visitor Center II: Additional space in MU to host campus visitors \$7M (may already be included in MU renovations).
- b. Orientation Scheduling – Priority in scheduling of summer orientation programs.
- c. Orientation Space – large group meeting space 1,000-1,200 seats for guests & large flexible/flat space for training \$7,000,000 @ 8 sq. ft per seat (may already be in MU expansion or other academic building expansions).
- d. Office space for 4-6 admissions staff (currently sharing offices) – (\$350,000 - \$7,350,000)

2. Staffing

Record Analyst II who can assist in completing Transfer Credit Evaluations.
(\$59,594)

3. Operations

- a. Increases in programming expenses for New Student Programs costs. (Support needed for a request to increase in new student matriculation fee.) (\$100,000)
- b. Funding to maintain and possibly increase (depending on competition) the recruitment value of the Strategic Recruitment (scholarship) Initiatives (\$2,000,000 – \$8,000,000)
- c. Increase in budget for additional marketing material and postage to expand prospect pool in the face of increased competition \$50,000

Total \$2,150,000 - \$8,150,000

B. Alumni Association

No changes proposed.

C. Athletics

No changes proposed. After reviewing student ticket usage and receiving feedback from students, Athletics reported that the demand for student seating is not a pinch point.

D. Dean of Students

1. Facilities

- a. 12 tutoring rooms/low distraction testing spaces
- b. 1 conference room

- c. Large classrooms across campus
 - d. 7 offices
 - e. Conference room
 - f. Greek Chapter Facilities
(\$418,000)
2. Staffing
- a. 35 additional student staff
 - b. 7 additional Graduate Assistants
 - c. 4 additional P&S staff
(\$587,000)
3. Operations
- Annual costs of increased P&S Staff
(\$4,800)
- Total \$1,009,800

E. International Students & Scholars

1. Facilities
- a. Four offices – 600 sq. feet total
 - b. One conference room – 600 square feet
 - c. Space – existing or new
 - d. New – estimate
(\$390,000)
2. Staffing
- a. Two additional student staff
 - b. Two additional GA's
 - c. Two additional P&S staff
 - d. Two merit staff
(\$230,160)
3. Operations
- Six additional scanners and computers
(\$20,000)
- Total \$640,160

F. ISU Dining

1. Facilities
- a. *Received approval to plan for Friley Windows Food court. Bonded \$5,000,000. Potential need for an additional \$2,500,000 or more to do all 4 venues to meet potential student demand. Architectural designs*

will begin in April and number will firm up.

- b. Support Services – New facility to accommodate Commissary, Bakery, Foodstores in one space to better manage increased demand \$30 million*
- c. New ABE Café Opening 2015 Service Equipment budget impact \$40,000*
- d. Residential Renovations: Additional Seating @ UDM addition of 80 seats \$2.5 million*
- e. Added WEB foods at Conversations for Online ordering \$8,000 to speed up service*
- f. Wallace Wilson Towers – Combine Southside Market and Storms Renovate upper level of WW into one facility \$4.5 million*
- g. Bookend’s expansion into larger space \$1 million*
- h. MU Renovation additional 3 services – including sit down restaurant \$3.5 million*
- i. Hawthorne Market Café Renovation Expansion of seating & service \$2 million*
- j. Old Ag Pavilion-renovated into a new venue – BBQ Concept with Meal Bundle Service with Farm Store \$3 million (\$54,048,000)*

2. Staffing

- a. Managers & Chefs (7)*
- b. Assistant Managers (12)*
- c. Student Assist Managers (7)*
- d. Cooks, Kitchen Helper & Bakers (35)*
- e. Coordinators (4)*
- f. Student workers (100) (\$3,208,500)*

3. Operations

- a. Infrastructure, Smallwares*
- b. FP&M systems; Contracts Utilities (Water, sewer, gas, electricity, steam)*
- c. Facilities Reinvestment*
- d. Supplies (\$350,000)*

Total \$57,606,500

G. ISU Public Safety

1. Facilities

Renovation and expansion needed. Recommend a new building and

furnishings to house ISU Public Safety. Due to safety and security requirements, this building should not be shared with academic programs.

(\$12,000,000)

2. Staffing

Officer, dispatch, and support staff positions.

(\$720,000)

3. Operations

Supplies, operations and training budget

(\$300,000)

Total \$13,020,000

H. Memorial Union

1. Facilities

153,708 sq. ft. new construction & renovation @ \$420 per square foot

(\$64,565,614)

2. Staffing

a. Program Coordinator 1 (4)

b. Custodial 1 (3)

c. Graduate Assistant (3)

d. Student Staff (10)

(\$407,856)

3. Operations

a. Maintenance

b. FP&M Systems; Snow Removal, Groundskeeping, Contracts

c. Utilities (water, sewer, gas, electricity, steam)

d. Supplies

e. Expand "ISU Afterdark" program to twice monthly

f. National Concert Series

g. Expand Service Learning Programs

(\$742,178)

Total \$65,715,648

I. Registrar

1. Facilities

a. Remodel space in Enrollment Services, room 10 to accommodate moving Fees Assessment staff from Beardshear to ESC allowing for greater efficiency with the merger of two internal units.

- b. Create two new student employee work stations.
 - c. Increased labor and facility expenses for commencement in Hilton Coliseum. (\$222,000)
2. Staffing
- a. Administrative Specialist I, add 1.0 FTE
 - b. Program Coordinator I, add 2.0 FTE
 - c. Communications Specialist position increase from .5 to 1.0 FTE
 - d. Increase Clerk II-Reception/Certifications from .5 to 1.0 FTE (\$237,830)
3. Operations
- Annual cost of increasing new P & S staff
(\$3,600)
- Total \$463,430

J. Residence, Department of

1. Facilities

- a. *700 beds @ \$70,500 each adjacent to existing Buchanan Hall (in planning phase)*
\$50,000,000
- b. *1,000 beds @ \$70,500 (in addition to the proposed 700 residence hall bed addition next to Buchanan Hall)*
\$71,500,000
- c. *1,700 total beds including proposed 700*
\$121,500,000

2. Staffing

- a. *For 700 beds*
 - i. Hall Directors (2)*
 - ii. Community Assistants (16)*
 - iii. Hall Desk Graduate Assistant (1)*
 - iv. Custodians (10)*
 - v. Facilities Mechanics (2)*
 - vi. Hall Desk student staff (24)*
(\$952,548)
- b. *For additional 1,000 beds*
 - i. Hall Directors (2)*
 - ii. Community Assistants (20)*
 - iii. Hall Desk Graduate Assistant (1)*
 - iv. Custodians (14)*
 - v. Facilities Mechanics (2)*

vi. *Hall Desk student staff (30)*

(\$1,238,312)

c. *For 1,700 beds total*

(\$2,190,860)

3. *Operations*

Communication Systems, Insurance, Fire Protection, FP&M Systems; Snow Removal, Groundskeeping, Contracts Utilities (Water, sewer, gas, electricity, steam) Facilities Reinvestment, Supplies

(\$2,569,946 for 700 beds)

(\$3,340,929 for 1,000 beds)

(\$5,910,975 for 1,700 beds)

Total \$53,522,494 (700 beds)

\$76,079,241 (1,000 beds)

\$129,601,835 (1,700 beds)

K. Student Counseling Services

1. Facilities

- a. Convert a two group rooms to a counselor offices, buy modular conference room table
- b. Possible combined facility expansion with Student Health and SCS (\$19,000 or included in combined Thielen Student Health Center expansion)

2. Staffing

- a. Two Post-Doctorate counselors, add 2.0 FTE
- b. Staff Psychologists, add 2.0 FTE
- c. Clinical Care Coordinator, add 1.0 FTE
- d. Summer GA's (four half-time, three months)
(\$382,710)

3. Operations

Annual cost for professional development to accommodate new staff
(\$4,000)

Total \$405,710

L. Student Financial Aid

1. Facilities

- a. Office space for 2 FT staff
- b. Space for call center
- c. Furnishings for above
(\$125,000)

2. Staffing
 - a. Four additional P&S staff: \$192,920
 - b. Five additional student staff: \$28,800
(\$221,720)
3. Operations

Annual costs of increased staff
(\$2,000)

Total \$348,720

M. Thielen Student Health Center

1. Facilities
 - a. Create addition on existing Thielen Student Health Center.
 - b. Estimated Cost: \$16.8 mil (rough estimate based on 40,000 sq. ft. addition. Plans require architectural review for a more accurate cost projection).
 - c. Recommend including Student Counseling Services in any building project, to free up space in the already-crowded Student Services Building, and to promote optimum collaboration and business synergy between Student Health and Student Counseling.
(\$16,800,000)
2. Staffing
 - a. Provider staff: 1.6 FTE - \$241,000
 - b. Clinical Support Staff: 4.2 FTE \$255,000
 - c. Upgrades and XH staff: \$100,000
 - d. \$596,000 less offsetting revenue production of \$317,000
(\$279,000)
3. Operations
 - a. Annual costs of increased P&S Staff: \$5,000
 - b. Increased supplies and equipment to expand clinical service delivery capacity: \$150,000
(\$155,000)

Total \$17,234,000

Student Life Subcommittee Members

- Co-chairs: Pete Englin and Martino Harmon
 1. Kurt Beyer – Alumni Association
 2. Katy Cran – Greek Affairs

3. Lauri Dusselier – Thielen Student Health Center
4. Pete Englin – Residence
5. Elliott Florer – Public Safety
6. Martino Harmon – Associate Vice President for Student Affairs
7. Roberta Johnson – Student Financial Aid
8. Chris Jorgensen – Athletics
9. Japannah Kellogg – Student Support Services Program SSSP
10. George Micalone – Student Activities-Memorial Union
11. Keith Robinder – Dean of Students Office
12. Drew Sherman – Student
13. Corey Williamson – Memorial Union