

1.A - Core Component 1.A

The institution's mission is broadly understood within the institution and guides its operations.

1. The mission statement is developed through a process suited to the nature and culture of the institution and is adopted by the governing board.
2. The institution's academic programs, student support services, and enrollment profile are consistent with its stated mission.
3. The institution's planning and budgeting priorities align with and support the mission. (This sub-component may be addressed by reference to the response to Criterion 5.C.1.)

Argument

1.A.1. The clearly stated [mission](#) of Iowa State University of Science and Technology, "Create, share, and apply knowledge to make Iowa and the world a better place," guides the institution's operations.

ISU is an international research and AAU land-grant university. It offers a creative and welcoming environment where students choose a custom-made "adventure" that combines academics and student experience. ISU students (including Fall 2015 enrollment of 36,001 students from 50 states and more than 100 countries) pursue education in hundreds of undergraduate, professional, and graduate programs; study with world-class scholars; conduct significant research; and enhance leadership skills in 800+ student organizations.

Since its founding in 1858, ISU's mission has supported the land-grant ideal that higher education should be accessible to all through the teaching of liberal and practical subjects. This ideal is integral to land-grant institutions, created by the 1862 Morrill Act. Iowa was the first state to accept the provisions of the Act, and subsequently pioneered the concept of Extension – extending knowledge to people throughout the state. ISU Extension and Outreach benefits Iowans in all 99 counties with research-based learning opportunities and relevant, needs driven resources creating statewide and international economic impact.

The State of Iowa Code affirms these ideals:

"Iowa State University of science and technology is a public land-grant institution serving the people of Iowa, the nation, and the world through its interrelated programs of instruction, research, extension, and professional services. With an institutional emphasis on areas related to science and technology, the university carries out its traditional mission of discovering, developing, disseminating, and preserving knowledge." Iowa Administrative Code 681-13.1 (262)

This land-grant mandate permeates our institutional culture and mission, with a clear focus on educating students and improving the lives of the citizens of Iowa and beyond. ISU is a member of the American Association of Universities (AAU), the Association of Public and Land-Grant Universities (APLU), and Universities Research Association (URA). The Carnegie Foundation for the Advancement of Teaching classifies ISU a Research University with Very High Research Activity (RU/VH). The Foundation describes ISU's graduate program as comprehensive doctoral and medical/veterinary; the undergraduate profile as full-time four-year, more selective; and the size and setting as large four-year and primarily residential. In 2010 and 2015, the Foundation awarded ISU

with the [Community Engagement Classification](#) designation.

The University's mission and vision provide the values and principles for institutional strategic planning, and also its teaching, research and extension and outreach programs. ISU uses the Board of Regents mission and strategic plan to inform the priorities of the institution. The [Board's mission](#) reflects a deep commitment to creating the best public education enterprise in the United States to serve the needs of Iowa, its citizens, and the world.

Since the last 2006 HLC re-accreditation review, two strategic plans have framed Iowa State's future. Both the [previous plan \(2005-2010\)](#) and the [current plan \(2010-2015\)](#) were developed through a public process.

In July 2008, President Gregory Geoffrey publicly announced the [strategic planning process](#) in a memo that identified four priority areas:

- Be a magnet for attracting truly outstanding students
- Be a magnet for attracting world-class faculty and staff
- Be known around the world for our significant impact in addressing the major problems facing our planet
- Be a treasured resource for Iowa, our nation and the world

The Executive Vice President and Provost oversaw a publicly transparent and inclusive planning development process. The plan was developed by 126 faculty, staff and students serving on [five committees](#). The University community was invited to participate in four open forums, review two public drafts of the report and provide feedback throughout the process.

Past President Geoffrey approved the [Iowa State University Strategic Plan \(2010-2015\)](#) and submitted it to the Board for required review and approval at its [September 2010 meeting](#).

As part of determining the next strategic planning process, current President Steven Leath decided to extend the current strategic plan through June 2016. He formally notified the three senior vice presidents of his decision in a [letter \(1-20-15\)](#) and then publicly announced it to the campus through an [article in Inside Iowa State for faculty and staff](#). The article included the following reasons for his extension:

- *The Board of Regents was scheduled to begin its own strategic planning process later in the year. Delaying the start of the university planning process will allow Iowa State's strategic plan to address board priorities.*
- *Aligning the strategic plan with the fiscal year - which begins on July 1 - better connects annual budget strategies to broader plans.*
- *The extra months provide time and opportunity to involve more stakeholders in the planning process.*
- *Iowa State continues to make progress on each of the four priorities in its current plan, which focuses on fulfilling the university's land-grant responsibilities.*

President Leath plans to provide a longer-term vision for the university to be used as a guide to develop the next strategic plan, as well as the framework for an inclusive planning process. The goal is for the committee to have a final plan completed and presented to the president by May 1, 2016.

1.A.2.

Academic Programs

Consistent with Iowa State's mission, seven academic colleges (Agriculture and Life Sciences, Business, Design, Engineering, Human Sciences, Liberal Arts and Sciences, Veterinary Medicine) and the Graduate College offer a broad and rich range of [degree programs](#), including 108 Bachelor degree programs, 1 professional program (Doctor of Veterinary Medicine), 113 Masters programs, and 81 Ph.D. programs. Several academic programs are jointly administered by multiple colleges and represent interdisciplinary or cross-disciplinary fields of study. Academic programs maintain their currency and rigor through regular program and accreditation reviews. New programs are developed to meet changing curricular needs.

Within the graduate programs, Master's degree programs cover a broad range of disciplinary and interdisciplinary fields. Ph.D. programs strongly correlate with the University's long-standing historic mission tied to science, technology, agriculture, veterinary medicine, and the former home economics fields. Ph.D. programs in the other areas typically have strong programmatic ties to science, technology, and mathematical sciences.

ISU offers a growing number of undergraduate and graduate online courses and degree programs, available to both on- and off-campus students. As documented in the Board of Regents report on Distance Education, in the 2013-2014 academic year, ISU offered 56 different certificate and degree programs via distance education ([pages 22-23](#)), with a total course enrollments of 18,633 ([page 2](#)).

Student Support Services

An extensive range of student support services are administered by units within the divisions of Student Affairs, Academic Affairs, and Business and Finance; the colleges (including the Graduate College); academic departments, University Library, Extension and Outreach, research, and information technology. These services support goals to improve and promote recruitment, retention, time for degree completion, financial literacy/affordability, information literacy, academic success through formal and informal advising and tutoring, diversity and multicultural experiences, intellectual life, leadership, and personal enrichment/success/growth. They provide campus career services, student housing options, healthy and sustainable dining experiences, recreational centers, and CyRide bus services and parking facilities. Important service partners include Student Government, Graduate and Professional Student Senate, City of Ames, and State of Iowa.

Enrollment Profile

Overall Enrollment Profile Changes since Last HLC Review

ISU has experienced significant growth since the last HLC review. Fall 2015, ISU had a total student enrollment of 36,001 students, compared to 25,741 in Fall 2005 (a growth of 40%). At the time of the submission of this Assurance Argument, not all enrollment variables had been analyzed for Fall 2015. Therefore, the remainder of this section reflects the enrollment demographics of the University for last year (Fall 2014), when the overall student enrollment was 34,742. As a state institution, Iowa residents continued to comprise the largest residency group for the university (representing 59% of the total student population in Fall 2014). While ISU has seen an increase in the number of Iowa residents enrolled since Fall 2005 (from 18,290 to 20,260, there has been more significant growth in enrollment from students from outside of Iowa (including international students). Domestic non-resident enrollment grew from 5,343 students in Fall 2005 to 10,195 students in Fall 2014.

International student enrollment grew from 2108 to 3980 students in the same time period. Domestic minority student enrollment increased by 91%, growing from 2,123 to 4,065 students. There has been no change in gender balance since the last review, with males comprising 56% of the student population. The representation of undergraduate students as a percentage of the total student population grew slightly since the last review (from 81% to 83%).

[Fall 2014 Overall Enrollment Profile](#)

The university mission defines ISU as a comprehensive research institution that supports students from Iowa and beyond. Fall 2014 enrollment included students from all 99 Iowa counties, every U.S. state, and 100 foreign countries. Even though ISU is a research university, the majority of the student population (83%) is at the undergraduate level. Graduate students are 14% of student population, and DVM and post-doctoral students account for the remainder.

ISU is primarily a [residential campus/community](#), with 35% of the total student population living in university housing, 45% living in off-campus housing in Ames, and 2.6% living in fraternities or sororities. Less than 17% of the students are commuters (living outside the Ames area), and 1437 were enrolled as distance-only students. ISU is also a [traditional-aged campus](#), with 84% of students under age 25. Ninety-four percent of undergraduates are enrolled as [full-time students](#) (12 or more credits) and 51% of the graduate students are enrolled full-time (9 or more credits).

For the 2013-2014 academic year, 23% of undergraduates qualified for a Pell Grant and 84.5% of undergraduates received some level of financial aid.

Provided below are additional enrollment characteristics for various student populations.

Fall 2014 Undergraduate Student Profile:

- 28,893 total undergraduate students
- 18,478 Iowa residents (64.0%)
- 2,202 international students (7.6%)
- 16,349 male (56.6%)
- 3,562 U.S. ethnic/racial minority students (12.3%)
- 22.5% transfer students
- 30.7% first-generation college students
- Of the new incoming students Fall 2014:
 - Average ACT score of 25 direct-from high school, incoming class
 - 58% were in top 15% of high school graduating class, 91% were in top half of class

Fall 2014 Graduate Student Profile:

- 4,950 total graduate students
- 1,539 Iowa residents (31.1%)
- 1,775 international students (35.9%)
- 2,802 male (56.6%)
- 474 U.S. ethnic/racial minority students (9.6%)

Fall 2014 DVM Student Profile:

- 592 total students
- 453 female (76.5%)

- 243 Iowa residents (41%)
- 30 U.S. ethnic/racial minority students (5.1%)
- 52 Nebraska students (who transferred from University of Nebraska-Lincoln as a part of a collaborative program, since the state of Nebraska has no veterinary college)

1.A.3. ISU systematically aligns planning and budget priorities with the mission and strategic plan priorities of the Board and University. Over the past decade, there has been an increased effort to align operational, budget, and capital planning with the University's Strategic Plan. Details of the processes used to ensure alignment are provided in 5.C.1.

Sources

- 2015 Community Engagement Reclassification Letter
- Board of Regents Distance Education Report 2013-2014
- Board of Regents Minutes - September 2010
- Board of Regents Strategic Plan - 2010-2016
- Degree Programs by College
- Fall 2014 Enrollment Report by Race and Gender
- Iowa State University Strategic Plan 2005-2010
- Iowa State University Strategic Plan 2010-2015
- ISU Strategic Plan - Extension - 01-20-15 Letter
- ISU Strategic Plan - Extension - Inside ISU Announcement
- Planning Process for Developing the 2010-2015 Strategic Plan
- Strategic Planning 2010-2015 Committee Memberships
- Student Age Demographics
- Student Full-and Part-Time Demographics
- Student Housing Demographics