



**University of Northern Iowa
Annual Economic Development and Technology Transfer Report
FY 2007**

Section 1. UNI's Economic Development Activities to Enhance Economic Growth in Iowa

UNI's economic development efforts are unique in the fact that they focus on, and excel in very specific areas. The niche strengths of UNI programs have allowed the University to focus its efforts in the areas of: community and economic development; market research; environmental research and service; metal casting; biobased lubricants; executive development; new Iowans; and entrepreneurship. Housed within the University's Business and Community Services (BCS) division, the University offers a variety of programs that emphasize hands-on assistance to meet the needs of both business and community clients. BCS employees are literally at the front door of clients across the state; utilizing the resources of the University community to address the needs of those they serve. During FY 2007, BCS programs:

- Provided service in all 99 counties to more than 2,880 business and community clients
- Involved 195 faculty members and 2,890 students in delivery of these services
- Leveraged each \$1 invested by the state with \$6 in federal or private support

Entrepreneurship, Business Incubation and Technology Transfer

Overall UNI's three incubator/accelerator programs and MyEntreNet helped start or expand 73 ventures, which have created more than 233 jobs. An additional 1,300 small businesses received counseling and training through the Small Business Development Center and John Pappajohn Entrepreneurial Center. In addition, six student entrepreneurs were tenants in the John Pappajohn Entrepreneurial Center's new Student Business Incubator this year and two launched a business in the Iowa economy. This year, UNI also initiated a statewide rollout of the MyEntreNet rural entrepreneurship program, as well as the launch of an urban MyEntreNet program in Northeast Waterloo. MyEntreNet now boasts more than 1,400 registered entrepreneurs and small business owners.

Technology Transfer and Research Projects

Technology transfer efforts were enhanced during FY 2007 with 26 new disclosures received, four new patents filed, seven patents received and two new license agreements negotiated. Thirteen research projects with substantial commercial potential were completed or launched with support from the GIVF and Battelle funds. All but one of the GIVF research projects have submitted disclosures and two of the early-stage Battelle research projects have already submitted disclosures.

Local Economic Development

Since its inception, the Institute for Decision Making (IDM) has served more than one-half of the communities in Iowa. In the last year alone, IDM added 25 new community clients to its Community Partners Program and assisted eight regional economic development groups with planning, marketing and capacity building. Community economic development organizations report that 1,500-2,000 jobs per year are created as a result of IDM's technical assistance. In addition, the highly regarded Heartland Economic Development Course, a nationally accredited economic development course created and directed by IDM, achieved record enrollment with 77 participants.



Waste Reduction and Environmental Assistance

The Iowa Waste Reduction Center (IWRC) continued its commitment of assistance to the Iowa economy, by providing environmental technical assistance and on-site reviews to more than 245 small businesses in the past year. In FY 2007, the IWRC also developed and commercialized a virtual reality painting and blasting training system; subsequently training 120 military personnel through the STAR4D program. The Center for Energy and Environmental Education assisted more than 300 educational institutions, food vendors and farmers with energy efficiency and environmental assistance.

Market Research

Strategic Marketing Services (SMS) continues to be in high demand, assisting 17 business clients with 31 diverse projects during FY 2007. These clients report an average employment increase of 16%, due in part to the information provided by SMS. In addition, market research was provided to six technology transfer projects at UNI.

Metal Casting/Foundry Assistance

UNI's Metal Casting Center (MCC) provided technical assistance to 24 foundries during FY 2007. In addition, the MCC conducted biobased binder research sponsored by the DOE, and also collaborated on a Department of Defense research project involving Iowa State University and the University of Iowa.

Biobased Lubricants

The National Ag-Based Lubricants (NABL) Center completed product enhancements to soy-based hydraulic fluid for the military, as well as to complex greases for industrial purposes. Laboratory enhancements were also made in order for NABL to better serve the biobased lubricants industry. NABL has developed more than 30 biobased lubricants for industrial uses.

Executive and Professional Development

In the past year, the Executive Development Center offered 75 professional development workshops to 917 business professionals from 78 separate businesses.

A complete listing of UNI economic development programs, including a summary of services and outcomes is included in Section 3.



Section 2. Technology Transfer and Intellectual Property

FY 2007

	UNI
a. Number of disclosures of intellectual property	26
b. Number of patent applications filed	4
c. Number of patents awarded	7
d. Number of license and option agreements executed on institutional intellectual property (both in Iowa)	2
e. Number of license and option agreements yielding income	11
f. Revenue to Iowa companies as a result of licensed technologies	\$4,560,000
g. Number of start up companies formed, in total and in Iowa (incubators & <i>MyEntreNet</i>) – plus 22 expanded	51/51
h. Number of companies in research parks and incubators	15
i. Number of <u>new</u> companies in research parks and incubators	10
j. Number of employees in companies in research parks and incubators	39
k. Royalties/license fee income	\$62,937
l. Total sponsored funding	\$29,200,607
m. Corporate-sponsored funding for research and economic development and revenue generation (excludes corporate philanthropy all in Iowa)	\$1,760,208
n. i. Annual appropriations for economic development	\$361,291
ii. Grow Iowa values appropriation	\$950,000
iii. Battelle appropriation	\$3,180,000

Section 3. Overview of UNI’s Economic Development Programs

In the past year, UNI’s economic development programs have collectively served approximately 2,880 communities, businesses, entrepreneurs and organizations. Specific details and insight into the community and economic development activities taking place in UNI’s various outreach programs are contained in the following five pages. The first three columns provide a brief overview of each program, including the services provided and the populations being served. The fourth column highlights specific outcomes for each program during FY 2007, with the fifth column illustrating cumulative results achieved since the program’s inception. This table provides a clear expression of the diverse and manifold benefits that UNI’s economic development programs have brought to the State’s economy.



Section 3. Overview of UNI's Economic Development Programs (continued)

Programs	Services	Those Typically Served	FY 2007 Results	Cumulative Results
National Ag-Based Lubricants (NABL) Center <i>Formerly ABIL</i>	Biobased lubricants research, testing services, performance standards and certification	Serving companies and individuals developing or using biobased lubricants	<ul style="list-style-type: none"> ✓ Increased laboratory resources to better serve biolubricants users and industry. ✓ Developed soy-based complex grease targeting NLGI GC-LB certification. ✓ Developed soy-based hydraulic fluid targeting military cold-temp specifications. ✓ Completed fuel savings study for non-lubricated railroad tracks vs. lubricated. 	<ul style="list-style-type: none"> ✓ Over 30 soy lubricants, greases, metalworking fluids and specialty products developed to date. ✓ Forming a national testing and certification center to become the national leader in biobased lubricants.
Institute for Decision Making (IDM)	Hands-on community and economic development guidance and research	Serving economic development organizations, chambers, communities and others	<ul style="list-style-type: none"> ✓ Hands-on community and economic development assistance and research provided to 47 community partners and 9 regional development groups. ✓ 6 economic impact and 4 Targeting Cluster Analyses were completed this year. 	<ul style="list-style-type: none"> ✓ Served 483 communities, counties and groups in nearly all of Iowa's counties to date. ✓ Community clients report 1,500 – 2,000 new jobs annually as a result of IDM assistance.
Iowa Waste Reduction Center (IWRC)	Free, confidential, non-regulatory environmental assistance for small businesses	Serving small businesses throughout Iowa	<ul style="list-style-type: none"> ✓ Environmental technical assistance and on-site reviews were provided to 245 small businesses. ✓ Approximately 120 military personnel received training at the STAR4D facility. 	<ul style="list-style-type: none"> ✓ Provided 3,831 on-site reviews to Iowa small businesses.



Programs	Services	Those Typically Served	FY 2007 Results	Cumulative Results
John Pappajohn Entrepreneurial Center (JPEC)	Research, education and linkage to seed and venture capital resources	Serving student and faculty entrepreneurs at UNI, new ventures and rapidly growing small companies	<ul style="list-style-type: none"> ✓ Two UNI student businesses were winners in the statewide business plan competition. ✓ 1,412 businesses and individuals participated in JPEC programs. ✓ Eight UNI students were selected to participate in the second Okoboji Entrepreneurial Institute. ✓ Six student-businesses were provided space and services in the new Student Business Incubator in May and June. 	<ul style="list-style-type: none"> ✓ The new Student Business Incubator (permanent facility) launched two new businesses into the Iowa economy on June 1 -- La Prensa Hispanic Newspaper (the largest Hispanic newspaper in Western Iowa) and CAAL Translations.
UNI Regional Business Center/ Small Business Development Center (RBC/SBDC)	Rural Entrepreneurship development system, online entrepreneurship resources, business consulting, business training, incubator	Small and medium sized business, entrepreneurs, service providers to entrepreneurs	<ul style="list-style-type: none"> ✓ Rural Entrepreneurship Development System (MyEntreNet) launched in Union and Jasper Counties. ✓ 1,098 community leaders/ entrepreneurs served with localized training or technical assistance in 25 Iowa counties. ✓ 378 entrepreneurs from 25 counties served with 1:1 technical assistance. 	<ul style="list-style-type: none"> ✓ MyEntreNet system is active in 12 Iowa counties. 1 in 5 participating entrepreneurs start or expand Iowa companies. ✓ 1,407 Iowa entrepreneurs registered in online community. ✓ RBC incubator has graduated 33 companies, creating 56 new FTE jobs, \$1.98 million in investment in Waterloo central business district.



Programs	Services	Those Typically Served	FY 2007 Results	Cumulative Results
Iowa Center for Immigrant Leadership and Integration (ICILI)	Helping Iowa communities and businesses accommodate the needs of newcomers	Serving communities, faith-based organizations and businesses	<ul style="list-style-type: none"> ✓ Jointly created a new manual for immigrant entrepreneurship in Iowa. ✓ Worked with 20 companies and communities to better meet the needs of newcomers. 	<ul style="list-style-type: none"> ✓ Assistance in accommodating the needs of newcomers has been provided to more than 100 Iowa companies. ✓ More than 20,000 copies of four different guides/manuals (and untold electronic copies) have been distributed throughout Iowa.
Tallgrass Prairie Center (TPC)	Research, techniques, education and source-identified seed for restoration and preservation of native vegetation	Serving Iowa counties, state and federal agencies, commercial native seed producers, the community, educators, students and others	<ul style="list-style-type: none"> ✓ Roadside vegetation research for restoring right-of-ways was provided to the Iowa Department of Transportation and native seeds distributed to 50 counties in Iowa. ✓ Initiated applied research project to determine prairie species mix for optimal biomass for electrical generation. 	<ul style="list-style-type: none"> ✓ More than 12,000 acres of roadway right-of-way have been restored to native vegetation.



Programs	Services	Those Typically Served	FY 2007 Results	Cumulative Results
Center for Energy and Environmental Education (CEEE)	Innovative educational and technical advice related to energy, environment and community-based agriculture	Serving Iowa classrooms, teachers, farmers, businesses, state agencies and citizens	<ul style="list-style-type: none"> ✓ Energy efficiency, environmental education assistance, and local economic development assistance was provided to 298 educational institutions, farmers, and food vendors in 125 different communities and 63 counties. ✓ Education programs reached 10,330 K-12 students, and 1,067 K-12 teachers ✓ Participating farmers in Buy Local/Buy Fresh program earned \$881,000. 	<ul style="list-style-type: none"> ✓ Since 1998, energy and environmental education programs in 72 counties have reached over 70,000 K-12 students, and 3,580 K-12 teachers. ✓ Since 1998, Buy Fresh/Buy Local program has facilitated purchase of \$3,626,000 worth of meat and produce from hundreds of area farmers by food vending institutions.
Executive Development Center (EDC)	Management and professional training workshops and certificate programs	Serving Iowa businesses and organizations	<ul style="list-style-type: none"> ✓ Specialized business management training provided in 75 workshops to 914 business professionals in 78 businesses during the past year. 	<ul style="list-style-type: none"> ✓ Since 1998, the EDC has provided training in 1,054 workshops to 18,169 business professionals.
Recycling and Reuse Technology Transfer Center (RRTTC)	Recycling and by-products research, education and outreach	Serving Iowa businesses the recycling industry and Iowa citizens.	<ul style="list-style-type: none"> ✓ Research project funding and outreach services related to recycling and reuse were provided to 40 companies and organizations. 	<ul style="list-style-type: none"> ✓ Over 37 RRTTC funded research projects. Over 170 reports and publications available. ✓ Outreach and services provided to more than 5,200 individuals this year, including business/industry, K-12 students and teachers, and Iowa citizens.



Programs	Services	Those Typically Served	FY 2007 Results	Cumulative Results
Metal Castings Center (MCC) and Center for Advanced Biobased Foundry Binders (CABB)	Metal casting technologies, applied research, testing and training	Serving Iowa casting users, foundries and foundry suppliers	<ul style="list-style-type: none"> ✓ Maintained active contracts with 24 companies, provided outreach projects to 2 Iowa foundries and technical assistance to 30 additional foundries. ✓ Conducted DOE sponsored research into bio-based foundry binders. ✓ Conducted Battelle sponsored commercialization of Bio-based foundry binders ✓ Collaborated with University of Iowa and Iowa State on DOD sponsored research. 	<ul style="list-style-type: none"> ✓ Over 50 industry funded research projects have been completed to date.
Strategic Marketing Services (SMS)	Market research and analysis	Serving businesses, entrepreneurs and non-profit organizations	<ul style="list-style-type: none"> ✓ Market research and analysis services were provided to 17 Iowa companies. 	<ul style="list-style-type: none"> ✓ Since 1990, market research and analysis services have been provided to 259 Iowa companies.
Sustainable Tourism and Environment Program (STEP)	Sustainable tourism planning and policy assistance	Serving businesses, government and non-government organizations, and special interest and community groups	<ul style="list-style-type: none"> ✓ Tourism training and technical assistance was provided to 5 county tourism groups and 1 multi-county regional sustainable tourism project. 	<ul style="list-style-type: none"> ✓ Market research feasibility and economic impact studies have been provided to more than 40 counties or communities.
Materials Innovation Service (MIS)	Mechanical, physical and chemical tests of metals, polymers and cementitious materials	Serving Iowa manufacturers and suppliers	<ul style="list-style-type: none"> ✓ Technical assistance provided to more than 160 individuals and testing contracts from five companies. 	<ul style="list-style-type: none"> ✓ Technical assistance or testing provided to approximately 160 individuals this year. Over 1,870 hours of testing provided since the beginning of the program.



Economic Development Report to the Board of Regents

Programs	Services	Those Typically Served	FY 2007 Results	Cumulative Results
Geoinformatics Training, Research, Education and Extension Center (GeoTREE)	Geospatial technologies, education, research, and outreach activities for federal, state, local and tribal agencies	Serving federal, state, local and tribal (FSLT) government agencies (NASA)	<ul style="list-style-type: none">✓ 4 educational workshops held at UNI in new computer teaching lab with more than 88 people in attendance.✓ Worked in conjunction with DNR and Public Health to apply geospatial data to solve problems.	<ul style="list-style-type: none">✓ GeoTREE has provided 9 training and educational workshops for about 210 federal, state, local and tribal government staff members.



Section 4. Grow Iowa Values Fund Projects

Overview: Pursuant to its FY 2007 Grow Iowa Values Fund proposal, the University of Northern Iowa used its expertise to expand and stimulate economic growth across the state in these areas:

- Technology Transfer and Business Incubation
- Rural Entrepreneurship
- Market Research
- Regional Development
- National Ag-Based Lubricants Center

GIVF Project 1: Technology Transfer and Business Incubation

Summary: By all accounts, FY 2007 has been a productive year for both technology transfer and business incubation efforts. The Technology Transfer team is creating a supportive community culture for entrepreneurial development on campus through a planned schedule of events and educational opportunities for students, faculty and staff in the coming year. The Student Business Incubator continues to be a popular resource for UNI students, and the Innovation Incubator is nearing full completion with two entrepreneurs taking early tenancy in the new facility. Additional late-stage researchers and spin-off companies from the Cedar Valley are scheduled to enroll in the incubator this fall, as construction is completed.

Primary Metrics: number of disclosures, patents and license agreements, new business starts, level of incubator tenancy and jobs created.

Outcomes and Accomplishments: The following are specific accomplishments and outcomes of Technology Transfer and Business Incubation projects:

Area 1: Technology Transfer

Highlights from the UNI Technology Transfer Team and staff include the following:

- 18 new disclosures from a variety of colleges across campus were accepted, from among the 26 that were submitted.
- Four of the five GIVF-funded, applied research projects submitted disclosures and two of the Battelle projects submitted disclosures.
- Four US patent applications were filed during the fiscal year, with three US patents and multiple foreign patents awarded to innovators across campus.
- Two new license agreements were secured.

Area 2: Business Incubation

Highlights from UNI's GIVF business incubation efforts include the following:

- Four students have started six early-stage companies in the new Student Business Incubator (located in the Business & Community Services Building).
- One student graduated from the Incubator, moving two companies to western Iowa.
- The John Pappajohn Entrepreneurial Center hired a new Program Associate in June to provide oversight for student incubator operations and serve student entrepreneurs with technical assistance and training.



- Two technology companies have become early tenants in the Innovation Incubator: an educational software development company serving the needs of public institutions; and a novel, three-dimensional prototyping company, offering competitively priced resin prototype services to mid-size manufacturing firms and inventors.
- A new partnership between the Technology Transfer Office, the Office of Sponsored Programs and the Price Laboratory School has created an Innovation Certification for Education program (ICE) to review and classroom-test new educational innovations which have the potential to improve educational software or web-based learning.
- The Regional Business Center incubator, located in downtown Waterloo, has graduated 33 businesses into the regional economy and remains full.

Matching Funds: Federal funds from the Department of Energy, Small Business Administration as well as program income.

GIVF Project 2: Rural Entrepreneurship

Summary: As of fiscal year end, twelve rural Iowa counties have launched MyEntreNet Rural Entrepreneurship Development Systems across the state. It was anticipated that MyEntreNet would serve 50 community leaders and 450 entrepreneurs (150 of them with advanced technical assistance or training) for a total of 500 rural participants during FY 2007. Those goals were exceeded across all segments, with over 900 community leaders and entrepreneurs receiving some kind of on-site technical assistance, training, mentoring or networking support during the past fiscal year, and a record 235 of these entrepreneurs receiving advanced technical assistance or training.

Primary Metrics: number of jobs created, new business starts and expansions, community leaders / entrepreneurs assisted, and leveraged investment.

Outcomes and Accomplishments during this project:

- Across all MyEntreNet regions, 167 new full time jobs were created by 45 new or expanding rural companies. An additional 32 jobs were saved by technical assistance provided to struggling companies in these regions.
- Of those entrepreneurs receiving advanced services, nearly 20% have opened or expanded a rural company in the past twelve months.

Rural Entrepreneurship Services	Community Leaders Served	Total Entrepreneurs Served	# of Entrepreneurs Receiving Advanced Services*	Total
Goals	50	450	150	650
Actual Outcome	270	642**	235	912

* Entrepreneurs participating in Fast Trac®, MicroEnterprise Training or receiving >4 hours of 1:1 consulting.

** Some entrepreneurs attended more than one event



Year End Economic Impact	New/Expanded Businesses	Jobs Created	Businesses Saved	Jobs Saved	Commercial Investment
Goals	30	70	5	30	\$3M
Actual Outcome	45	167.5	4	32	\$6,139,116

January-June 2007 Rural Entrepreneurship Services	Community Leaders Served	Total Entrepreneurs Served**	# of Entrepreneurs Receiving Baseline Services*	Total
NE Iowa Counties	36	166	55	202
Carroll/Poweshiek Counties	33	47	0	80
Marion/ Decatur Counties	35	167	35	202
Jasper/ Union Counties	57	162	45	219
Total Served	161	542	135	703

* Entrepreneurs participating in Fast Trac®, MicroEnterprise Training or receiving >4 hours of 1:1 consulting

**Some entrepreneurs attended more than one event

Area 1: Technical assistance continues with the NE Iowa MyEntreNet six-county region and Carroll/Poweshiek Counties

The NE Iowa Business Network has assumed the lead for planning regional entrepreneurial support services, including educational offerings, counseling and networking for entrepreneurs throughout the six-county region. MyEntreNet staff continues to fill gaps in service delivery areas and provide training in entrepreneurial development strategies for community and professional leaders. We believe that the steady increase in locally-owned business starts and expansions, coupled with significant job creation in NE Iowa over the past four years, is a direct reflection of this comprehensive, partner-driven approach to entrepreneurial development.

Eighteen months into system launch, both Carroll and Poweshiek counties' MyEntreNet systems struggle to gain a foothold with local and regional development organizations. Work in these areas continues to be concentrated upon community empowerment; creating a supportive infrastructure for entrepreneurial development among the leadership and development staff in both counties. New partners, including ISU extension and the newly opened Ft. Dodge SBDC office are involved in discussions to improve the number and quality of services available to entrepreneurs in their region.



Area 2: The web resources of MyEntreNet will be made available to service providers and entrepreneurs at no charge through a statewide marketing campaign in 2006-07

As reported in January, a unique partnership was developed this past year with the statewide system of SBDC's, in order to merge their online presence with MyEntreNet's online community. However, the statewide marketing campaign has been moved back to FY 2008 in order to include the SBDC system. Thus, GIVF resources have primarily been spent to augment the array of online learning, networking and technical assistance tools available to entrepreneurs via MyEntreNet.

To date, more than 1,300 Iowa entrepreneurs have registered at www.myentre.net; 326 in the past six months alone. This represents nearly double the number of rural entrepreneurs registered online a year ago. This past year the customized features of MyEntreNet have been expanded into all 99 counties with nearly 100 professional Navigators trained to provide online, email counseling to rural Iowa entrepreneurs. Work has also been focused upon creating a regular set of online "webinars" on topics of interest to small businesses.

Area 3: Two additional counties in Iowa will launch MyEntreNet entrepreneurship development systems in the fall of 2006

Decatur and Marion counties, as reported in December, launched an aggressive array of activities and events for both community leaders and entrepreneurs this past fall, and continued their efforts during the spring of 2007. To date, 166 entrepreneurs received assistance and 35 community leaders were engaged in capacity building for entrepreneurial development in these new regions.

Area 4: Selection of two additional MyEntreNet regions in January of 2007

In response to continued demand for new regions, two additional counties were competitively selected by the MyEntreNet selection committee in January of 2007. From a pool of seven applicants, Union and Jasper counties were added, bringing the total number of MyEntreNet regions in rural Iowa to twelve. Listening Posts, Entrepreneurship Summits (Kickoffs) and Fast Trac® training were offered in the spring of 2007.

Matching Funds: Federal funds from the Small Business Administration, program income and community contributions to entrepreneurship.

GIVF Project 3: Market Research

Summary: Quality market intelligence can significantly increase a business's opportunity for success. The purpose of devoting GIVF funds to market research projects for start-up businesses, existing businesses and tourism/quality-of-life ventures, is to help expand and stimulate economic growth across Iowa by providing businesses with invaluable insight on their target markets. Strategic Marketing Services (SMS) has allocated GIVF support towards three primary areas: 1) Assistance to UNI's technology transfer program, 2) Market Research Projects, and 3) Market Research Plans and Assessments.

Primary Metrics: number of market research projects conducted, technology transfer projects assisted and moving forward, market research plans completed and percentage of increased jobs related to market research projects.



Outcomes and accomplishments during this project:

- Improved competitive intelligence for Iowa companies.
- Provided initial market screening and identified potential competitors for UNI faculty and staff research.
- Clients report an average employment increase of 16%, due in part to the research conducted by SMS.

Area 1: Assistance to UNI’s Technology Transfer Program

SMS conducted six Phase One research projects for UNI Technology Transfer opportunities during FY 2007. GIVF funding supported 50% of these Phase One projects, with the UNI Research Foundation (UNIRF) contributing the other 50%.

Area 2: Market Research Projects

SMS has successfully completed five market research projects for Iowa-based businesses in FY 2007 with one still underway. Additionally, four other entities have expressed a sincere interest in utilizing SMS for market research, and are still under consideration. Costs for market research projects are split between the client and GIVF investment, with maximum GIVF support of \$10,000 per project.

Projects Completed as of June 30, 2007

- Porta-Vet, Hudson
- UNI Metal Casting Center, Cedar Falls
- Technology Association of Iowa, Des Moines
- Development Resources of Iowa, Strawberry Point
- Plant Fiber Laminates, Cedar Falls

Projects Underway as of June 30, 2007

- Springboard Engineering, Newton

Projects Currently Under Consideration as of June 30, 2007

- ASI Modulex, Grinnell
- Northern Filter Media, Muscatine
- Heavy Equipment, Bellevue
- City of West Des Moines

Area 3: Market Research Plans and Assessments

SMS has also provided seven Iowa companies with Market Research Plans / Strategic Plans. These plans assess a company’s current market situation and provide a plan of action, as well as associated costs. These projects utilize a GIVF investment, along with a match from either the client or SMS.

Market Research Plans/Assessments Completed as of June 30, 2007

- Soy Products, Montezuma
- Lansing Housing Products, Lansing
- Innovative Lighting, Roland
- Tiremort, Northern Iowa
- Keith Fettketter Heating/Air Conditioning
- McKee Button, Muscatine
- Far Reach Technologies, Cedar Falls

GIVF Project 4: Capacity Building to Help Regions Succeed

Summary: During FY 2007, the Institute for Decision Making (IDM) and local/regional economic development leaders built upon growing levels of trust and collaboration in order to strengthen



partnerships and build capacity at the local level, thus enhancing the regional product. Specifically, IDM has focused its efforts in six regions and across multiple development initiatives. Steps have also been taken to prepare these regions for operating independent of state marketing money.

Primary Metrics: number of leads generated by each region, investment leverage by region, development of regional metrics (regions assessing progress – such as job creation and businesses added) and testimonial letters from each of the regions assisted.

Outcomes and accomplishments during this project: IDM solicited reports from a cross section of economic development organizations (collaborative partners) involved in regions. Over the last year, each partner averaged three business leads attributable to regional activity, with each lead having a one in six chance of a follow-up business visit. In a typical region, the average investment by each collaborative partner organization was roughly \$16,000 (53% monetary; 47% in-kind). Additionally, IDM has reviewed its partners' identification of regional metrics noting that *job creation* and *businesses added* were most often mentioned. Other highlights include two regions that developed concerted marketing and operating protocols and the receipt of testimonial letters from each region praising IDM's contributions.

Western Iowa Advantage Region (WIAD): Counties of Adair, Audubon, Carroll, Crawford, Greene, Guthrie, Sac, and Ida with Region XII Council of Governments serving as fiscal and administrative agent

- Completed regional economic development plan with priorities being: regional marketing, business retention and expansion, and entrepreneurial development.
- Increased economic developers' marketing capacity; helping them understand IDM's recommended targeted industries so they could formulate appropriate strategies.
- Updated Regional Economic Development plan; includes new strategies related to workforce development since the region received additional state funding for this.
- Assisted developers in exploring options for the establishment of a "shovel-ready site" designation for industrial sites in the region; provided useful information on what to consider.
- Provided feedback and technical assistance related to specific marketing strategies, such as approaches for a site-selector direct mail campaign.

Ida County Economic Development Corporation (ICEDC) within this region:

- Increased capacity of the ICEDC's newly formed volunteer-led organization to develop an operations plan with multi-year priorities.
- Provided technical assistance for implementation; increasing awareness about ICEDC in the county and region, thereby aiding its sustainability.
- Directly strengthened the ability of the WIAD to implement regional efforts since ICEDC is a volunteer-driven organization with no professional economic developer.
- Provided leadership through information and assistance, as needed.

Midwest Partnership Corporation, counties of Adair, Green and Guthrie, within this WIAD region and also within the Southwest Iowa Marketing Coalition region:

- Conducted two-day board planning session.
- Developed three-year business plan draft and conducted board review of plan to finalize.
- Mentored executive director to assist in developing implementation strategies and actions.



Northeast Iowa Business Network (NIBN): Counties of Allamakee, Chickasaw, Clayton, Delaware, Fayette, Howard, and Winneshiek

- Completed (in November) the *Research and Analysis for Regional Target Industries* for NIBN, which built upon the cluster analysis that Iowa Workforce Development completed in partnership with IDM.
- Increased marketing implementation capacity with ongoing technical assistance.
- Developed and provided company-specific contact information based on completed targeting study; approximately 3,000 provided in groups of 300-500.
- Implemented direct mail program and phone follow-up for each batch of targeted companies.
- Provided planning assistance/facilitation to develop annual business plan.
- Provided benchmarking assistance to identify impacts of regional efforts.
- Working to develop a searchable product data base to enhance local inter-regional business commerce.

Off-Shore Iowa: Communities of Oelwein, Osceola, Mt. Pleasant, and Harlan, which are located in the counties of Fayette, Clarke, Henry, and Shelby, respectively



- Expanded capacity through an RFP, resulting in the hiring of a marketing firm to develop promotional materials.
- Local matching dollars were received to trigger a \$20,000 IDED marketing grant.
- Guided development of logo, website and direct mail marketing materials.
- Identified specific trade shows for Off-Shore Iowa to participate in as attendees, in order to judge the merits of future sponsorship.
- Developing a database of site consultants specializing in back office locations.
- Working with a design-to-build firm to develop spec building proposals for two communities.

South Central Iowa Partnership (SCIAP): Counties of Clarke, Decatur, Lucas, Madison, Union, and Wayne

Decatur County Development Corp (DCDC):

- Leveraged first year of a two-year USDA grant to build capacity and sustainability of DCDC.
- Coordinated grant activity with that of the UNI Regional Business Center's MyEntreNet program to increase the capacity of DCDC and the county in support of entrepreneurship; led the community empowerment portion of the MyEntreNet initiative.
- Assisted the board and staff to increase their capacity for economic development organizational planning with the creation and adoption of a practical five-year strategic plan.
- Introduced and began applying the Malcolm Baldrige Criteria for Performance Excellence to improve sustainable organizational processes.
- Provided useful targets with a Targeted Industry Analysis.
- Trained and facilitated DCDC in executing an existing business initiative, including the use of the Synchronist Business Information System®.

Union County Development Association (UCDA):

- Built capacity for entrepreneurship by leading the community empowerment portion of the MyEntreNet program.



North Central Iowa Region (North Central Iowa Growth Partnership Marketing Alliance)

Counties of Cerro Gordo, Floyd, Franklin, Hancock, Mitchell, Winnebago, and Worth

Hancock County Economic Development Corporation within this region

- Built capacity with the board and staff of this newly reorganized corporation through direct technical assistance.
- Identified consensus-based board roles and responsibilities.
- Determined policy related to expansion and recruitment of new businesses.
- Developed a strategic plan with implementation strategies.
- Coordinated marketing initiatives with the regional alliance.

Iowa Connections Counties of Benton, Jasper, Tama, and Poweshiek; the communities of Marshalltown and Newton; and the Region VI Regional Planning Commission

- Increased the region's capacity to market intelligently: completed *Comprehensive Analysis of Potential Target Industries* for the region, which identified recommended industry targets; the research portion was completed in partnership with IWD, who provided industry and labor data.

Matching Funds: program income, US Department of Agriculture, Heartland Economic Development Course and Northwest Area Foundation.

GIVF Project 5: National Ag-based Lubricants (NABL) Center

Summary: The NABL Center has been a leader in the development of Iowa's biobased products industry for over 15 years. As the price of gasoline continues to surpass three dollars per gallon and the cost of petroleum-based lubricant products increases proportionately, the significance of developing a profitable, diverse, and well-accepted biobased industry within the state of Iowa has become paramount to Iowa's economic growth. To provide support for the growth of the state's biobased products industry, the NABL Center has worked to expand its scope by:

- Offering fee-based biobased lubricant testing services to entrepreneurs and biobased lubricant manufacturers.
- Adding fee-based biofuels testing capabilities to serve the State's biodiesel and ethanol producers, and to provide quality assurance for biofuels consumers.
- Leveraging NABL scientists' 17 years of vegetable oil-based expertise to provide biodiesel and ethanol troubleshooting services for producers.
- Consulting with various biobased industry partners, in order to assist in product development projects.

Primary Metrics: number of fee-based tests provided for biobased products, number of new laboratory cells constructed, level of engine oil testing capability, development of biobased engine oil and ISO certification.

Area 1: Engage in cooperative research and development activities involving major lubricants and additive companies to pursue the development of biobased diesel engine oil

This is a multi-year project, with the following progress achieved in FY 2007:



- Project partners were identified and invited to join the NABL Center in this research. Negotiations were successful, and confidentiality agreements have been signed; participating partners include John Deere, DuPont and Iowa State University.
- A dedicated testing area for biobased engine oil research and equipment was identified within the NABL facility. Engine dynamometers and diesel engine emissions testing equipment for this project were researched and identified, and bids have been received for their purchase.
- NABL has initiated the process of protecting intellectual property rights for new technology resulting from this research. Ownership will be shared with research partners.

Area 2: Augment existing test capabilities to include the sequence of tests needed to pass the requirements of two-stroke engine oils

- NABL investigated the necessary engines, additional test equipment, and potential modifications to existing equipment that would be required in order to achieve NMMA certification for conducting product testing on two-stroke engine oils.
- A new two-stroke engine test stand was designed, parts and materials were acquired, and the test stand was fabricated by NABL staff.

Area 3: Continue to expand the provision of fee-based testing services

Progress to date: In the last year, NABL has continued to provide fee-based testing to various private entities. Roughly, 169 tests were performed at the request of outside firms. Staff anticipates that this volume will increase significantly in the upcoming months due to the finalization of NABL's ISO certification and concerted marketing efforts.

- NABL added four new laboratory modules or "test cells" to better accommodate the Center's equipment and research needs. Original laboratory space has been re-allocated to enable the Center's testing operations to be more streamlined and to facilitate optimal handling of fee-based testing requests.
- NABL completed the writing and development of an ISO 17025 Procedures Manual, Quality Manual and Standard Operating Procedures (SOPs). NABL staff reviewed and edited all ISO documents in preparation for both the internal and external reviews. It is anticipated that the external review will take place at the end of this summer, and subsequently, official ISO certification achieved.

Area 4: New Research to investigate critical questions associated with biolubricant products

- NABL has established a methodology for more effectively controlling the bacteria which degrades biobased metalworking fluids. This methodology is a vast improvement to current fluid management practices and has the potential to improve the lifespan (and therefore cost-effectiveness) of biobased metalworking fluids.
- Samples of used metalworking fluid have been taken from NABL's machining center and initially tested. NABL anticipates the continuation of this research by extracting additional samples from the machining centers within the Metal Casting Center on the UNI campus.



Matching Funds: federal funding from the Department of Energy and US Department of Agriculture and fee generation.

****A complete accounting of all five UNI GIVF projects is included in the financial spreadsheet, a separate attachment.**

Section 5: Battelle Projects

Overview: The University of Northern Iowa was awarded \$3.18 million to develop research capacity related to key economic development clusters identified in the Battelle Reports. UNI invested these funds in key research programs that have the greatest potential to contribute to economic development in the state of Iowa. By supporting a portfolio of near, mid and long-term projects, UNI seeks to expand a pipeline of research that will create opportunities for technology transfer in the coming years.

This past year, UNI accelerated the research agendas of 13 projects in biosciences, information solutions and advanced manufacturing. The Battelle funding will not only make it possible for new products developed at UNI to reach the market, but it has also provided enhanced research opportunities for graduate and undergraduate students, and will contribute to an advanced workforce.

The Battelle Report, *Iowa's Bioscience Pathway for Development*, outlined the following three actions for building research capacity at the Regents Universities in Iowa.

Battelle Area 1. Undertake key recruitment, capacity building, and required investments to ensure rapid progress in the Battelle platforms.

Summary: UNI has allocated \$1 million in Battelle funds to provide salary support for faculty members engaged in research projects with the potential for commercialization.

Primary Metrics: New faculty supported, enhancement of research capacity in Battelle platforms

Outcomes: In 2006-7, faculty members received support to work on 12 projects. Seven of these projects were in the Biosciences. These funds supported 6 new faculty members whose primary research focused on creating new products related to the bioeconomy and advanced manufacturing. These funds were used to accelerate the establishment of their research programs of these key contributors to technology transfer. Funds were used to support new faculty on some of the research grants identified in Section 3, as well as for the following research:

- A "phase 2" orthotic insert for lower leg amputees.
- A patentable neural network-based and other data-mining algorithms for mining Enterprise Resource Planning (ERP) databases.
- The integration of UNI grapevine identification data with the international plant germplasm database.



Battelle Area 2. Invest in strategic technology development infrastructure to strengthen and accelerate the scientific and commercialization work of the core platforms.

Summary: UNI received \$1.36 million to renovate and equip research laboratories used in the Battelle projects.

Primary Metrics: Research infrastructure enhancements to support Battelle platforms

Outcomes: Renovations are currently underway to a greenhouse laboratory and two chemistry laboratories to support research to discover genes for drought resistance in barley and fungus resistance in corn, to develop and test bio-based foundry binders, and to improve the prediction of protein structures. Over all construction progress is at 85% complete for the Physics contract and 92% for the McCollum/Greenhouse contract. \$410,000 was invested this year to equip existing research laboratories involved in Battelle research grants outlined in Section 3.

Battelle Area 3. Institute a grant program to support research in the core platforms.

Summary: UNI held an internal competition to select applied research projects with the greatest potential for technology transfer and commercialization. With input from the Technology and Commercialization Resources Organization, 8 projects were funded. Eleven UNI undergraduate and 9 graduate students have participated in these research projects thus far.

Primary Metrics: Number of disclosures, number of patents, technology transfer

Outcomes: Within 24 months, some of the Battelle projects are expected to result in new products or services, such as corn-based biolubricants, a bio-based foundry binder, a software application for protein structure prediction, a commercial computing grid.

Bioeconomy

Ethanol & Biodiesel Byproducts as Base Oils for Biobased Industrial Lubricants. The intent of this research is to determine whether corn oil and glycerin, byproducts of ethanol and biodiesel production, respectively, have potential for use in the development of biolubricants. NABL secured 1:1 matching funds from the US Department of Energy to leverage the State's Battelle funding for this research. Tribological and performance testing were conducted to evaluate each of the samples collected within each category of byproduct, including byproduct corn oil, glycerin, and methyl esters. NABL scientists are currently investigating several interesting opportunities to use these biofuels byproducts in non-traditional biolubricant applications.

Development and Commercialization of a foundry Binder System Based on Polysaccharide bio-feed stock. The overarching goal of the UNI Metal Casting Center's research in foundry binder systems is to find bio-based substitutes for the current petroleum based binder systems that hold sand in the shape of a mold in which to cast molten metal. The specific binder system is the phenolic urethane system, which currently holds about 80% of the foundry binder market. This system is composed of three parts:

- Part I: the phenol-formaldehyde resin
- Part II: the isocyanate resin



- Part III: the tertiary amine catalyst, which could be in either gaseous or liquid form

Battelle research completed thus far indicates the best prospect for commercialization is a Part I replacement consisting of corn syrup with a solvent package involving an alcohol (such as methanol, ethanol, or isopropanol). Pullulan is being explored as an additive to improve reaction time, as are conventional adhesion promoters already used in the binder industry. Testing is underway to determine the optimum percentages of corn syrup, solvents, adhesion promoters, isocyanate resin, and catalyst. A provisional patent is currently in process for a biobased foundry binder from this research.

Biodefense and Biosecurity

Robotics-Deployed Detection of Biological Agents. Following reconsideration of the market potential, intellectual property value, prototype design and proof-of-concept constraints and following consultations with local engineers, Michael Walter altered his research focus to a more productive and profitable development of a sensor, rather than on narrow robotics deployment of the original proposal. More specifically, Walter is developing a prototype anthrax detection sensor based upon phage affinity reagent (PAR-), QCM based sensing capabilities. The prototype will be used to achieve proof of concept for the sensor with live anthrax agent (at approved BSL3 facilities).

Post Genomic Medicine

Commercialization of protein structure prediction technology. Aleksandar Poleksic and Mark Fienup proposed to develop novel and improved methods for computational protein structure determination from the sequence of amino acids, and commercialize a software package based on their innovations.

A database of protein models has been created and loaded with approximately 20,000 representative protein structures to serve as templates in the protein modeling process. They have performed the research necessary to identify a representative set of protein structures and are working on the development of JAVA routines for building the test set that will be used in the benchmark. Lastly, Fienup and Poleksic have also developed and are currently testing the first version of the protein structure prediction algorithm.

Advanced Food and Feed

Identifying drought tolerance genes in the reproductive structures of barley. Tilahun Abebe and colleagues plan to discover genes for drought tolerance in barley flowers that can be used to develop new Iowa crops resistant to drought in the sensitive reproductive stage. The project has two main objectives 1) determine gene expression at the transcription (mRNA) level in drought-stressed tissues using the Affymetrix Barley1 GeneChip, and 2) analyze gene expression in drought-stressed tissues at the proteome (protein) level using two-dimensional protein gel electrophoresis (2-D protein gel).

A postdoctoral research associate was hired to assist with this project. We have completed the growth of barley plants in a controlled environment chamber, exposed them to drought, collected tissues (husk, awn and seed) and extracted ribonucleic acid (RNA) from drought-stressed and non-stressed (control) tissues.



Faculty/Student Collaboration on Commercializable Research. Two UNI faculty proposed to work with students to discover plant genes that would be used to develop plant-made pharmaceuticals and fungus resistant crops.

The research team grew fungi free prairie plants to be exposed to *Fusarium verticillioides* to determine if any plants are resistant. Plants that were grown without fungal contamination were treated with a spore suspension of *Fusarium verticillioides* to determine if the plants would be infected and killed by the fungus. These experiments produced some very positive results. The presence of resistant individual plants has been observed in populations of seedlings from several plant species, notably Tall dropseed. Plates of Tall dropseed have shown a roughly 1% occurrence of plants that survive *F. verticillioides* infection while all other plants are killed. Researchers have observed individual plants that show resistance to the fungal infection in Big Bluestem and Little Bluestem. Presently we are in the process of cultivating these resistant plants in order to obtain a genetic line of these plants that show this resistance.

Since Tall dropseed has exhibited the most specific resistance to infection, cultivation of larger numbers of Tall dropseed plants were made to obtain large enough amount of resistant plant tissue for DNA extraction. These plants were then used for DNA extraction and the DNA was used as a template for the amplification of R type genes. We have isolated 8 DNA sequences that resemble fungal resistance genes present in other agronomic crops. A PCR reaction was completed on extracted DNA using primers for known resistance gene markers. This PCR product was inserted into plasmids and transformed into *E. coli*. The bacterial colonies with inserted genes were cultured. Plasmids were isolated and resistance gene fragments were cut back out to be used for gene sequencing. It is planned to repeat this process with other plant species once it is completed for Tall dropseed to find a larger number of possible resistance genes for *F. verticillioides*.

Information Solutions

Commercial Computing Grids. Paul Gray proposed to create a High Performance Computing grid to provide academia and industry with accessible, secure, and scalable computing infrastructure. This statewide resource will provide a computing fabric needed to support new economic development in financial services, engineering and biotechnology in Iowa.

The assembly and move of the High Performance Computing Grid to the TEAM data center was completed in February. A major connection was made with the Shodor Education Foundation and minor connections with the corporations Cisco and VIA. Robert Panoff from the Shodor Education Foundation, Durham N.C. has a working relationship with the National Science Foundation which can potentially be leveraged for this project. The role of Dr. Panoff will be to market the resources of the UNI Battelle cluster to institutions that are seeking to purchase clustering equipment within their own NSF grants, and work with these institutions to lower their infrastructural costs, time commitments, and administration overhead by contracting out the resources of the UNI Battelle cluster.

Earlham College, Richmond IN, is a full partner in these ongoing discussions. Clustering resources at Earlham and UNI are to be combined for fault tolerance and to extend the resource capabilities. The Shodor Education Foundation is expected to market the combined resources to academic institutions seeking NSF funding for research projects. Cisco Systems Inc. has donated equipment to expand our systems' networking infrastructure to include Infiniband. VIA Technologies Inc., has donated eight



mini-ITX (small form factor) low-power motherboards for the purpose of promoting clustering capabilities using the LittleFe environment.

Faculty/Student Collaboration on Commercializable Research. A faculty team proposed to work with students to develop a novel system for automatically reading utilities meters using wireless mesh networks. Automatic Meter Reading (AMR) is an electronics system that provides remote meter reading of usage rate of electricity, gas, water and other related information. The primary goal of this project was to build an IEEE 802.15.4-compliant wireless mesh network based AMR system that is more cost-efficient and able to implement real-time data collection. This utility data collection system will utilize the two-way communication between AMR nodes to forward the readings back to a collection center or AMR server and therefore minimize the use of other infrastructures.

Implementation of the module prototype is expected to be completed in the laboratory by the end of this year. At this point, researchers anticipate seeking external research grant funds from NSF and Department of Energy to support the early phase operations of the project for single site mesh network deployment.

Advanced Manufacturing

Commercialization of Leading Edge Paint Removal Technologies. The Iowa Waste Reduction Center (IWRC) staff have developed a VirtualBlast system based on their existing VirtualPaint™ virtual reality training tool. Research and development was completed on VirtualBlast this past year, disclosed, and patented. Licensing is in process.

An additional tool to aid in paint removal, a laser-guided depainting attachment (LaserBlast) was patented. Initial talks with Marco (of Davenport, IA) have taken place regarding integrating IWRC developed technologies into their product line. Preliminary market research has been initiated to determine the potential market segments and avenues to pursue to gain the most exposure of these developed technologies.

Faculty/Student Collaboration on Commercializable Research. Three faculty teams will work with students to enhance the properties of materials used for novel nanoscale devices and miniaturization of components; to prove the utility of a novel laser interferometer for non-contact measurement of nanoscale surface vibrations; and to compare the performance of bio-based with petroleum-based cutting fluids during machining.

Novel nanoscale devices

The three separate projects related to nanoscience research initiated during the past year include:

- Utilizing quantum dots for improving the efficiency of solar cells—Researchers hope to develop a solar cell prototype far more efficient than the present standard. The two materials were chosen for their ability to create multiple electrical carriers from a single photon of light. Collaboration has been developed with Dr. Vikram Dalal at Iowa State to assist with optical characterization and synthesis techniques.
- The study of transition metal dichalcogenide materials—these are layered materials which can reversibly incorporate organic molecules and metal ions. They have shown promise for many



applications, including ion storage for batteries, lubricants, sliding electrical contacts, nanoscale mass storage, atomic scale memory applications, and possible hydrogen storage devices. Researchers have been successful in creating both powder and single crystals of one such material, TiSe_2 . They have also been successful in incorporating Mn ions into this system, for study of possible electro-magnetic properties. Initial results also indicate that gold may be incorporated into this material, a feat which has not yet been accomplished elsewhere. Initial studies using scanning tunneling microscopy indicate that the inter-layer coupling may be weaker in TiSe_2 than in any other studied dichalcogenide system. This may indicate that it has superior lubrication properties than the present standard, MoS_2 .

- Using nanoscale films to reduce corrosion in metals—these films could be economically viable for use in situations where standard techniques can not be applied. Initial investigations used gold films of thickness no greater than 100 nm. The films were initially applied in vacuum with no post deposition heat treatment. Researchers then explored the oxidation process in 316 stainless steel both heated in air and exposed to saltwater (concentration similar to that in seawater) at elevated temperatures. This will be useful as a standard of comparison for future film studies. The research will continue by utilizing different films, introducing post vacuum heat treatments, and more easily corroded steels.

Performance of biobased versus petroleum based cutting fluids during machining

Literature review by all three faculty researchers has been completed. To fully assess the effectiveness of a cutting fluid, it is necessary to develop a mathematical model of the process taking all the aspects into consideration. Presently the researchers are developing that model.

The use of a novel miniature laser interferometer for two commercial applications

Researchers have demonstrated the ability to detect very minute vibrations of solid surfaces by laser interferometry. Specifically, they can detect, with no contact with the surface, the amplitude of vibrations to better than ± 5 nanometer. Nanoscale detection of surface vibrations has possible applications in early detection of miniature cracks and other surface defects. A patent disclosure has been submitted to the UNI Intellectual Property Committee.

Researchers have also been able to excite and measure the resonance frequencies of a very small volume of fluid. The data yields the surface tension with no contact with the fluid. Our test measurements on pure water and a number of other fluids and mixtures are quite promising. A patent disclosure has been submitted to the UNI Intellectual Property Committee.

Section 6. Collaboration for Economic Development

IDM and the Iowa Valley Community College District Employer Survey

The Institute for Decision Making (IDM) has pursued a collaborative relationship with the Iowa Valley Community College District for the completion of an extensive survey involving potential new jobs in the district and identifying the specific technical needs of its future workforce. The goals of this project were to:



- ✓ Gather data on the number of potential new jobs, number of replacement workers needed, skills necessary for new jobs, and the skills preferred by major employers in the college district (a four county area)
- ✓ Identify industry-specific technical skills needed for workforce development within Iowa's targeted industry clusters
- ✓ Develop a survey tool/process that meets the Community College's need for planning future programs and funding future training efforts.
- ✓ Strengthen the Community College's business retention and recruitment efforts

Tallgrass Prairie Center and Iowa Department of Transportation (IDOT)

In cooperation with the Iowa DOT, the Tallgrass Prairie Center (TPC) reconstructed a 20-acre prairie in Plainfield Iowa (Bremer County). Once the prairie is fully established, the long-term effects of mowing, haying and burning on native plant composition will be monitored. An additional study being jointly pursued by the TPC and the Iowa DOT examines the effect of Canada Wild Rye on native plant establishment and growth, when seeded as a nurse crop in a reconstructed prairie.

Tallgrass Prairie Center and Cedar Falls Municipal Utilities

A cooperative joint project involving alternative energy production has been initiated between the TPC and Cedar Falls Municipal Utilities (CFU). The TPC is conducting an applied research and demonstration project to determine what mixture of prairie species will result in optimal production of biomass for electricity generation. The experimental biomass mixtures will be burned in a stocker furnace at CFU and monitored for their potential as an energy feedstock.

NABL and Iowa State University

The National Agriculture-Based Lubricants (NABL) Center's ongoing research partnership with researchers at Iowa State University continues to provide new opportunities in biobased product development. Among several collaborative projects, one in particular focuses on the creation of economically-viable methods to improve the oxidative stability of vegetable oils, thereby enabling their use as base oils in engine crankcase lubricants and other industrial lubricant applications. In addition to ISU and UNI, two major Iowa-based industry partners are contributing to the early stages of this major project.

IWRC and the Iowa Department of Natural Resources

The Iowa Waste Reduction Center (IWRC) worked in conjunction with the Iowa Department of Natural Resources and the Iowa Department of Economic Development to create a series of five C&D Workshops at five separate locations: Ankeny, Burlington, Council Bluffs, Mason City and Spencer. Workshop participation totaled 235 attendees and 86 speakers/staff. Forty-four (44) Real Estate Agents and Appraisers requested 8 Continuing Education Units as a result of this workshop, and 111 evaluation forms were received, comments/suggestions compiled and results shared with Business Assistance Partners.

CEEE Collaborates with Local Farmers and Food Vending Institutions

The CEEE program, Buy Fresh/Buy Local, facilitates food purchases among farmers and food vending institutions in 14 counties. In the academic year 2006-2007, institutions purchased \$881,000 worth of food directly from farmers; an increase of \$210,000 from the previous year. Restaurants, colleges, hospitals, retirement homes, and grocers were among the purchasers of meat and produce raised by



hundreds of area farmers. Since its inception in 1998, annual purchases in the Buy Fresh/Buy Local program have increased at an average of roughly 25% per year, with cumulative farmers' earnings totaling about \$3,626,000.

Regents JPECs and Iowa Lakes Corridor Development Corporation

In the 2006/2007 academic year, the three Regent institutions' John Pappajohn Entrepreneurial Centers, in conjunction with the Iowa Lakes Corridor Development Corporation and the Iowa Department of Economic Development, developed an intensive, week-long entrepreneurial institute and simulation. This week-long simulation brought eight students from each of the Regent institutions together to the Okoboji Lakeside Lab for the advanced study of entrepreneurship. Activities included an entrepreneurial simulation; seminars with successful entrepreneurs, business leaders and community leaders; and networking to enhance the students' understanding of opportunities throughout the State. Each student received three hours of academic credit for his/her participation in the Okoboji Entrepreneurial Institute.

Metal Casting Center (MCC) Develops Foundry Binder Systems from Iowa Agricultural Products

Managed by the MCC, the Center for Advanced Biobased Binders (CABB) has been funded by the Department of Energy to research the development of new foundry binder systems utilizing renewable resources. Over 15 researchers have been working to develop new polymers based on bio-renewable materials. To date, the MCC and CABB have developed six new types of industrial sand binders and hope to license the technology to their industry partners. These binders have the potential to compete favorably with existing products, helping to reduce dependence on foreign oil and lessen environmental impact. The MCC is working with the University of Iowa and Penn State University on advanced computer simulations to predict air emissions based on binder components. These tools will help to determine the potential environmental effects of the new binder systems, as well as assisting researchers in the optimization of their experimental formulations. A related research project is examining the use of computer simulation to aid in heat-treat quenching operations.



Section 7: Emerging Trends and Observations

a. Emerging Trends in university economic development and technology transfer

Over the past decade, economic development in Iowa and across the country has dramatically and fundamentally changed. Globalization, technology and the decline of core industries, such as agriculture, natural-resource extraction and manufacturing, have led community and development leaders nationwide to seek new, innovative strategies in order to remain competitive. In Iowa, this effort has led to the development of programs focusing on renewable energy, biobased products and technology. In addition, substantial emphasis has been placed on entrepreneurship through the creation of new programs and support for business incubators and accelerators.

Business incubation has been an economic development strategy for the past three decades. However, technical services offered by incubators are recognized as being equally important to entrepreneurial success, as the space being provided to budding entrepreneurs. Leadership in business incubation, whether it be bricks and mortar or virtual incubation, has continually gravitated toward universities, and has subsequently resulted in the development of support systems and infrastructure to support emerging businesses. Activities within university-based incubators and research parks enables these institutions to not only reach out to the communities around them, but to also reach in and harness the knowledge of university faculty and staff to further benefit these growing businesses.

Student business incubation is a more recent trend and provides an opportunity for Iowa's college students to act on their entrepreneurial visions prior to graduation, and launch a new business. Iowa's Regent Universities are proud to boast some of the strongest and most successful student entrepreneur and business incubation programs in the nation.

New emphasis has been directed toward rural entrepreneurs; those who are geographically isolated from technical assistance and networks. UNI's MyEntreNet program has found a way to touch these individuals by providing a comprehensive rural entrepreneurship system, in which web-based programming connects entrepreneurs with community leaders, business resources and education. MyEntreNet also allows entrepreneurs to cultivate their business skills, locate resources within their communities and apply their efforts toward increased economic vitality for an entire region. Other entrepreneurial service providers are now working with MyEntreNet in order to create "the" statewide system for entrepreneurship.

Funding support for economic development and research programs has experienced some dramatic changes in the past two years. For decades, universities could count on federal funds to support early-stage economic development research projects. Many of these projects led to successful and self-sufficient programs that have fostered growth in the national economy. However, Congressionally-directed funding was eliminated in the 2008 federal budget, leaving many important programs in limbo. Even if Congressionally-directed funding returns in 2009, it is expected that the number of programs supported will be substantially reduced.

Another trend in economic development and technology transfer has been the expansion of partnerships. Many universities are now working more closely than ever to leverage their unique intellectual strengths and to collaborate on research and economic development projects. Partnerships and collaborative



projects are being pursued across academic disciplines and between universities, thus creating more comprehensive outcomes than could be achieved by any partner operating independently.

b. Availability of start-up capital and venture capital for technology entrepreneurs.

Two primary funding gaps exist for new ventures in Iowa. First, acquiring early stage, seed capital for prototype development or proof of concept is a major challenge for many entrepreneurs. This is primarily due to the fact that most angel and venture capital in Iowa is available only to companies that have existing sales, a solid management team, equity from the entrepreneur, and an exit strategy for investors. Thus, many potential ventures must turn to other sources of capital in order to launch their company and achieve sales.

Second, there is a significant gap in new venture funding in Iowa – somewhere in the range of \$25 million to \$50 million and beyond. Larger projects are generally forced to seek capital from established venture funds located on either the east or west coast. However, a few new Midwest funds have been established in the past few years and others are in the process of creation. These funds have helped to somewhat close the larger deal funding gap, although the biggest deals still seek funding from a small group of major venture capital firms. For example, medical technology and drug discovery are two categories of projects requiring substantial venture capital and therefore beyond the capacity of Midwest investors.

It is important to note that most high-quality projects in Iowa can obtain sufficient funding to be successful. The angel networks in Iowa are linked, communicate regularly, and frequently work together to syndicate deals for achieving substantial investment while spreading risk among funds. The venture capital sector in Iowa is still maturing and will become more efficient as deal quality and flow improve.

c. New programs to enhance the impact of technology transfer and service on the creation of jobs and wealth in Iowa.

UNI is not proposing any new economic development or technology transfer programs. Rather, the restoration of base state funding to UNI's economic development programs is an institutional priority that will have an immediate and long-term impact on Iowa's economy. For example, restoring funding to the Institute for Decision Making (IDM) will result in enhanced economic activity at the local and regional level, as IDM is able to provide more rural communities across the state with economic development technical assistance. IDM has its core infrastructure in place and maintains strong relationships with economic development entities throughout Iowa, thereby creating extremely efficient mechanisms for the delivery of economic development services. Professional Developers of Iowa echo this faith in IDM's ability to build the state's capacity for economic growth, having made restored funding for IDM one of the organization's top Legislative priorities for the past five years. Similarly, restored funding is being pursued for UNI's Metal Casting Center, with an emphasis toward the Center's biobased binder project.

Battelle funding is another example of a short-term, state-supported program that, with restored funding, will enable UNI to significantly enhance its long-term applied research and technology transfer capability. Battelle funds were appropriated for only one year, but in that year, UNI strengthened its



applied research infrastructure in key and diverse areas, such as advanced manufacturing, crop plant genetics, biobased foundry products, biosecurity, distributed financial information and computational systems, physical rehabilitation devices and therapies, and geoinformatics. Commercializable inventions in all of these areas are currently being developed by UNI faculty and staff, with Iowa-based commercial partners engaged in each project. Patent applications are being prepared for several of these innovative technologies, with more to follow throughout the next several months

In addition, the Battelle funding for UNI, though modest by traditional standards, has stimulated considerable interest by researchers throughout the university. Resuming Battelle-type funding would have a tremendous impact on UNI's applied research efforts; allowing for important new areas of exploration and commercial opportunity.

Section 8: Client and Project Summary

***See attached spreadsheet of UNI's client and project summary for 2007*

8. Client and Project Summary

University of Northern Iowa

Service to Iowa

Fiscal Year 2007

Key to Acronyms

CEEE - Center for Energy and Environmental Education

EDC - Executive Development Center

GeoTREE - GeoInformatics Training, Research, Education,

ICILI - Iowa Center for Immigrant Leadership and

IDM - Institute for Decision Making

IWRC - Iowa Waste Reduction Center

JPEC - John Pappajohn Entrepreneurial Center

MCC - Metal Casting Center

NABL - National Ag-Based Industrial Lubricants

RBC/SBDC - Regional Business Center/Small Business Development Center

RRTTC - Recycling and Reuse Technology Transfer Center

MIS - Materials Innovation Services

SMS - Strategic Marketing Services

STEP - Sustainable Tourism and the Environment Program

TPC - Tallgrass Prairie Center

IRVM - Integrated Roadside Vegetation Management

Community or Business	County	State	Industry	Counseling Provided	Program
Sunflower Fields - Postville	Allamakee	IA	Farm Shares	Buy Fresh/Buy Local Campaign	CEEE
Audubon School - Audubon	Audubon	IA	Elementary School	Energy Education	CEEE
AnnaBeth's Gardens - Garrison	Benton	IA	Fruits & Vegetables & Garden Center	Buy Fresh/Buy Local Campaign	CEEE
Applecourt Orchard - Vinton	Benton	IA	Fruits & Vegetables & Garden Center	Buy Fresh/Buy Local Campaign	CEEE
Belle Plaine	Benton	IA	Farmers Market	Buy Fresh/Buy Local Campaign	CEEE
Cedar Valley Farm - Vinton	Benton	IA	Egg & Poultry Producers, Meat Prod	Buy Fresh/Buy Local Campaign	CEEE
Fred's Strawberry Acres - Shellsburg	Benton	IA	Fruits & Vegetables, Garden Centers	Buy Fresh/Buy Local Campaign	CEEE
Little Red Barn - Vinton	Benton	IA	Fruits & Vegetables, Egg & Poultry Prod	Buy Fresh/Buy Local Campaign	CEEE
Pheasant Run Farm	Benton	IA	Fruits & Vegetables, Egg & Poultry Prod	Buy Fresh/Buy Local Campaign	CEEE
Vinton	Benton	IA	Farmers Market	Buy Fresh/Buy Local Campaign	CEEE
Youngville Café	Benton	IA	Farmers Market	Buy Fresh/Buy Local Campaign	CEEE
Vinton-Shellsburg	Benton	IA	K-12	Environmental Issues Instruction	CEEE
Conservation Board	Benton	IA	Conservation Education	Content knowledge re: waste	CEEE
Vinton-Shellsburg Schools	Benton	IA	Elementary School	Content knowledge re: waste	CEEE
Vinton-Shellsburg Schools	Benton	IA	Middle School	Content knowledge re: waste & service	CEEE
Friends of Hartman	Black Hawk	IA	non-gov't, non-profit conservation org	Ass't on grant project requirements, etc.	CEEE
Allen Memorial Hospital - Waterloo	Black Hawk	IA	Health Care	Buy Fresh/Buy Local Campaign	CEEE
Barn Happy - Cedar Falls	Black Hawk	IA	Grocers	Buy Fresh/Buy Local Campaign	CEEE
Beck's Sports Brewery - Waterloo	Black Hawk	IA	Restaurants	Buy Fresh/Buy Local Campaign	CEEE
Beck's Sports Grill - Cedar Falls	Black Hawk	IA	Restaurants	Buy Fresh/Buy Local Campaign	CEEE
Bourbon Street - Cedar Falls	Black Hawk	IA	Restaurants	Buy Fresh/Buy Local Campaign	CEEE
Cedar Falls	Black Hawk	IA	Farmers Market	Buy Fresh/Buy Local Campaign	CEEE
Cedar Falls Lutheran Home - Cedar Falls	Black Hawk	IA	Senior Citizens Home	Buy Fresh/Buy Local Campaign	CEEE
Cedar Heights ES - Cedar Falls	Black Hawk	IA	Elementary School	Energy Education	CEEE
Cedar Valley Farmers Market - Waterloo	Black Hawk	IA	Farmers Market	Buy Fresh/Buy Local Campaign	CEEE
Central Echoes Class - Waterloo	Black Hawk	IA	Middle School	Energy Education	CEEE
CFU Energy Fair - Cedar Falls	Black Hawk	IA	Utility	Energy Education	CEEE
Cup of Joe - Cedar Falls	Black Hawk	IA	Restaurants	Buy Fresh/Buy Local Campaign	CEEE
Evansdale	Black Hawk	IA	Farmers Market	Buy Fresh/Buy Local Campaign	CEEE
Ferrari's Ristorante - Cedar Falls	Black Hawk	IA	Restaurants	Buy Fresh/Buy Local Campaign	CEEE

8. Client and Project Summary

University of Northern Iowa

Service to Iowa

Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
Friendship Village - Waterloo	Black Hawk	IA	Health Care	Buy Fresh/Buy Local Campaign	CEEE
Gary Tedore Orchard - LaPorte City	Black Hawk	IA	Fruits & Vegetables	Buy Fresh/Buy Local Campaign	CEEE
Hansen ES - Cedar Falls	Black Hawk	IA	Elementary School	Energy Education	CEEE
Hansen's Farm Fresh Dairy - Hudson	Black Hawk	IA	Dairy Producers	Buy Fresh/Buy Local Campaign	CEEE
Hoffman Produce - Waterloo	Black Hawk	IA	Fruits & Vegetables	Buy Fresh/Buy Local Campaign	CEEE
Holmes MS - Cedar Falls	Black Hawk	IA	Middle School	Energy Education	CEEE
Hometown Foods - Waterloo	Black Hawk	IA	Grocers	Buy Fresh/Buy Local Campaign	CEEE
Hoover Echoes Class - Waterloo	Black Hawk	IA	Middle School	Energy Education	CEEE
Hy - Vee - Waterloo	Black Hawk	IA	Grocers	Buy Fresh/Buy Local Campaign	CEEE
IC-St Joseph - Gilbertville	Black Hawk	IA	Elementary School	Solar Energy Education	CEEE
Jefferson Greenhouse & Orchard - Dunkerton	Black Hawk	IA	Fruits & Vegetables	Buy Fresh/Buy Local Campaign	CEEE
Kiwanis Presentation - Cedar Falls	Black Hawk	IA	Nonprofit Org.	Energy Education	CEEE
La Porte City	Black Hawk	IA	Farmers Market	Buy Fresh/Buy Local Campaign	CEEE
Learning after 50 - Hawkeye Community College, Waterloo	Black Hawk	IA	Community College	Energy Education	CEEE
Lincoln ES - Cedar Falls	Black Hawk	IA	Elementary School	Energy Education	CEEE
Logan ECHOES - Waterloo	Black Hawk	IA	Elementary School	Energy Education	CEEE
Logan MS - Waterloo	Black Hawk	IA	Middle School	Solar Energy Education	CEEE
Mooroo Waterloo	Black Hawk	IA	Restaurants	Buy Fresh/Buy Local Campaign	CEEE
Orchard Hill ES - Cedar Falls	Black Hawk	IA	Elementary School	Energy Education	CEEE
Pablo's Mexican Café - Cedar Falls	Black Hawk	IA	Restaurants	Buy Fresh/Buy Local Campaign	CEEE
Price Lab School - Cedar Falls	Black Hawk	IA	Elementary School	Energy Education	CEEE
Price Lab School - Cedar Falls	Black Hawk	IA	Middle School	Solar Energy Education	CEEE
Root's Market - Cedar Falls	Black Hawk	IA	Grocers	Buy Fresh/Buy Local Campaign	CEEE
Rose Hill Farm - Hudson	Black Hawk	IA	Fruits & Vegetables, Garden Centers	Buy Fresh/Buy Local Campaign	CEEE
Rudy's Tacos - Waterloo	Black Hawk	IA	Restaurants	Buy Fresh/Buy Local Campaign	CEEE
Sash's Garden Varieties - Cedar Falls	Black Hawk	IA	Fruits & Vegetables	Buy Fresh/Buy Local Campaign	CEEE
Soho Sushi Bar & Deli - Cedar Falls	Black Hawk	IA	Restaurants	Buy Fresh/Buy Local Campaign	CEEE
Southdale ES - Waterloo	Black Hawk	IA	Elementary School	Energy Education	CEEE
Steamboat Gardens - Waterloo	Black Hawk	IA	Restaurants	Buy Fresh/Buy Local Campaign	CEEE
St Patrick's School - Cedar Falls	Black Hawk	IA	Elementary School	Energy Education	CEEE
Sunnyside Country Club - Waterloo	Black Hawk	IA	Restaurants	Buy Fresh/Buy Local Campaign	CEEE
UNI Dining Services - Cedar Falls	Black Hawk	IA	University	Buy Fresh/Buy Local Campaign	CEEE
Waterloo	Black Hawk	IA	Farmers Market	Buy Fresh/Buy Local Campaign	CEEE
Western Home - Cedar Falls	Black Hawk	IA	Health Care	Buy Fresh/Buy Local Campaign	CEEE
Cedar Falls Community Schools	Black Hawk	IA	Middle School	Content knowledge re: waste	CEEE
University of Northern Iowa - Cedar Falls	Black Hawk	IA	University	Techical Education/Nanotechnology	CEEE
University of Northern Iowa - Cedar Falls	Black Hawk	IA	University	Techical Education/Sustainability	CEEE

8. Client and Project Summary

University of Northern Iowa

Service to Iowa

Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
Columbus High School - Waterloo	Black Hawk	IA	High School	Technical Education/Energy Efficiency	CEEE
Recycling, & Reuse Technology Transfer Center - Cedar Falls	Black Hawk	IA	Technology Outreach Center	Technical Education/Nanotechnology	CEEE
Walnut Ridge Baptist - Cedar Falls	Black Hawk	IA	Elementary School	Energy Education	CEEE
Boone MS - Boone	Boone	IA	Middle School	Environmental Issues Instruction	CEEE
Howe ES - Boone	Boone	IA	Elementary School	Energy Education	CEEE
Ogden Municipal - Ogden	Boone	IA	Utility	Energy Education	CEEE
United Community ES - Boone	Boone	IA	Elementary School	Environmental Issues Instruction	CEEE
Bartels Lutheran Home - Waverly	Bremer	IA	Health Care	Buy Fresh/Buy Local Campaign	CEEE
Bremer County Field Days	Bremer	IA	County Conservation	Energy Education	CEEE
Clausing Cattle Co. - Waverly	Bremer	IA	Meat Producers	Buy Fresh/Buy Local Campaign	CEEE
Genuine Faux Farm - Tripoli	Bremer	IA	Fruits & Vegetables	Buy Fresh/Buy Local Campaign	CEEE
Lions Club - Janesville	Bremer	IA	Service Organizatin	Technical Education/Ethanol Fuels	CEEE
Pablo's Mexican Café - Waverly	Bremer	IA	Restaurants	Buy Fresh/Buy Local Campaign	CEEE
Real World	Bremer	IA	Nonprofit Org.	Electric Vehicle Education	CEEE
Roth Family Farm & Gardens - Janesville	Bremer	IA	Fruits & Vegetables	Buy Fresh/Buy Local Campaign	CEEE
Tripoli	Bremer	IA	Farmers Market	Buy Fresh/Buy Local Campaign	CEEE
Washington Irving ES - Waverly	Bremer	IA	Elementary School	Energy Education	CEEE
Washington Irving ES - Waverly	Bremer	IA	Elementary School	Solar Energy Education	CEEE
Waverly	Bremer	IA	Farmers Market	Buy Fresh/Buy Local Campaign	CEEE
Waverly Festival on the Green	Bremer	IA	Utility	Energy Education	CEEE
Waverly Health Center - Waverly	Bremer	IA	Hospital	Buy Fresh/Buy Local Campaign	CEEE
Waverly Light & Power - Waverly	Bremer	IA	Utility	Energy Education	CEEE
Waverly-Shellrock ES - Waverly	Bremer	IA	Elementary School	Energy Education	CEEE
Waverly-Shellrock MS - Waverly	Bremer	IA	Middle School	Solar Energy Education	CEEE
Bagge Strawberries - Independence	Buchanan	IA	Fruits & Vegetables	Buy Fresh/Buy Local Campaign	CEEE
Buchanan County Field Days	Buchanan	IA	County Conservation	Energy Education	CEEE
Clampitt Beef - Independence	Buchanan	IA	Meat Producers	Buy Fresh/Buy Local Campaign	CEEE
Independence	Buchanan	IA	Farmers Market	Buy Fresh/Buy Local Campaign	CEEE
Independence MS - Independence	Buchanan	IA	Middle School	Solar Energy Education	CEEE
Independence Light & Power - Independence	Buchanan	IA	Utility	Energy Education	CEEE
Jennifer & Lonnie Brewer -Hazelton	Buchanan	IA	Fruits & Vegetables	Buy Fresh/Buy Local Campaign	CEEE
Jessup	Buchanan	IA	Farmers Market	Buy Fresh/Buy Local Campaign	CEEE
West Elementary - Independence	Buchanan	IA	Elementary School	Environmental Issues Instruction	CEEE
Aplington-Parkersburg Schools - Parkersburg	Butler	IA	Elementary/Middle School	Prairie tour	CEEE
Daley's Shamrock Acres - New Hartford	Butler	IA	Egg & Poultry Producers, Meat Producers	Buy Fresh/Buy Local Campaign	CEEE

8. Client and Project Summary

University of Northern Iowa

Service to Iowa

Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
Dean's Grocery & Natural Foods - Aplington	Butler	IA	Grocers	Buy Fresh/Buy Local Campaign	CEEE
Martzahn's Poultry Processing - Greene	Butler	IA	Meat Lockers	Buy Fresh/Buy Local Campaign	CEEE
Pleasant Valley Farm - Aplington	Butler	IA	Fruits & Vegetables, Egg & Poultry Prod	Buy Fresh/Buy Local Campaign	CEEE
Shell Rock Honey & Flowers - Shell Rock	Butler	IA	Garden Centers, Honey Farms	Buy Fresh/Buy Local Campaign	CEEE
Manson Northwest HS - Webster	Calhoun	IA	High School	Electric Vehicle Education	CEEE
Pomeroy HS - Palmer	Calhoun	IA	High School	Electric Vehicle Education	CEEE
Carroll Schools - Carroll	Carroll	IA	K-12	Environmental Issues Instruction	CEEE
Fairview -Carroll	Carroll	IA	Elementary School	Energy Education	CEEE
Kuemper Catholic - Carroll	Carroll	IA	High School	Energy Education	CEEE
Kuemper Catholic - Carroll	Carroll	IA	High School	Environmental Issues Instruction	CEEE
Kuemper Catholic - Carroll	Carroll	IA	High School	Solar Energy Education	CEEE
CAM MS - Massena	Cass	IA	Middle School	Energy Education	CEEE
Scattergood - West Branch	Cedar	IA	Middle School	Solar Energy Education	CEEE
Clear Lake MS - Clear Lake	Cerro Gordo	IA	Middle School	Solar Energy Education	CEEE
North Iowa Area CC - Mason City	Cerro Gordo	IA	Community College	Electric Vehicle Education	CEEE
Aurelia Community School - Aurelia	Cherokee	IA	Middle School	Solar Energy Education	CEEE
Cherokee MS - Cherokee	Cherokee	IA	Middle School	Solar Energy Education	CEEE
Bloomin Wooley Acres Market Garden - Nashua	Chickasaw	IA	Farm Shares	Buy Fresh/Buy Local Campaign	CEEE
Burns Angus Farm - Lawler	Chickasaw	IA	Meat Producers	Buy Fresh/Buy Local Campaign	CEEE
Groothuis Farm -Nashua	Chickasaw	IA	Meat, Eggs & Poultry	Buy Fresh/Buy Local Campaign	CEEE
Clayton County Community Schools	Clayton	IA	Elementary/Middle School	Content knowledge re: waste	CEEE
MFL MarMac HS - Monona	Clayton	IA	High School	Electric Vehicle Education	CEEE
Adel MS - Adel	Dallas	IA	Middle School	Solar Energy Education	CEEE
Waukee HS - Waukee	Dallas	IA	High School	Electric Vehicle Education	CEEE
Davis County MS - Bloomfield	Davis	IA	Middle School	Energy Education	CEEE
Davis County Schools - Bloomfield	Davis	IA	Elementary School	Energy Education	CEEE
Eastern Iowa Reading Council	Delaware	IA	Schools	Intro to Select Environmental Books	CEEE
Independence MS - Independence	Delaware	IA	Middle School	Content knowledge re: waste	CEEE
St. Mary School - Manchester	Delaware	IA	Elementary School	Energy Education	CEEE
West Delaware Community Schools - Manchester	Delaware	IA	Middle/High School	Content knowledge re: waste	CEEE
West Delaware Community Schools - Manchester	Delaware	IA	Elementary School	Energy Education	CEEE
Burlington HS - Burlington	Des Moines	IA	High School	Environmental Issues Instruction	CEEE
Great River Christian - Burlington	Des Moines	IA	Elementary School	Energy Education	CEEE
Oak St. Middle School - Burlington	Des Moines	IA	Middle School	Environmental Issues Instruction	CEEE
Okoboji Reading Conference	Dickinson	IA	K-12	Intro to Select Environmental Books	CEEE

8. Client and Project Summary

University of Northern Iowa

Service to Iowa

Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
Spirit Lake MS - Spirit Lake	Dickinson	IA	Middle School	Solar Energy Education	CEEE
Beckman HS - Dyersville	Dubuque	IA	High School	Content knowledge re: waste & service	CEEE
Beckman HS - Dyersville	Dubuque	IA	High School	Environmental Issues Instruction	CEEE
Dubuque Catholic Schools - Dubuque	Dubuque	IA	Elementary School	Content knowledge re: waste & service	CEEE
Dubuque Community Schools - Dubuque	Dubuque	IA	Elementary School	Content knowledge re: waste	CEEE
Dubuque Hempstead High - Asbury	Dubuque	IA	High School	Environmental Issues Instruction	CEEE
Eleanor Roosevelt Middle School - Dubuque	Dubuque	IA	Middle School	Environmental Issues Instruction	CEEE
Hoover ES - Dubuque	Dubuque	IA	Elementary School	Energy Education	CEEE
Schaepe Homeschool	Dubuque	IA	Elementary School	Energy Education	CEEE
Iowa Lakes REC - Estherville	Emmet	IA	Utility	Energy Education	CEEE
Oelwein	Fayette	IA	Farmers Market	Buy Fresh/Buy Local Campaign	CEEE
Rawson Berries - West Union	Fayette	IA	Fruits & Vegetables	Buy Fresh/Buy Local Campaign	CEEE
Charles City	Fayette	IA	Farmers Market	Buy Fresh/Buy Local Campaign	CEEE
North Fayette Community Schools	Fayette	IA	Elementary School	Content knowledge re: waste	CEEE
Oelwein Middle School - Oelwein	Fayette	IA	Middle School	Environmental Issues Instruction	CEEE
Wings Park Elementary - Oelwein	Fayette	IA	Elementary School	Environmental Issues Instruction	CEEE
Lincoln Elementary - Charles City	Floyd	IA	Elementary School	Environmental Issues Instruction	CEEE
Charles City MS - Charles City	Floyd	IA	Middle School	Solar Energy Education	CEEE
Nora Springs MS - Nora Springs	Floyd	IA	Middle School	Solar Energy Education	CEEE
Homeschool	Franklin	IA	Elementary School	Energy Education	CEEE
Conrad	Grundy	IA	Farmers Market	Buy Fresh/Buy Local Campaign	CEEE
Grundy Center	Grundy	IA	Farmers Market	Buy Fresh/Buy Local Campaign	CEEE
Grunklee's Greenhouse - Reinbeck	Grundy	IA	Fruits & Vegetables, Garden Centers	Buy Fresh/Buy Local Campaign	CEEE
Gladbrook-Reinbeck - Reinbeck	Grundy	IA	High School	Environmental Issues Instruction	CEEE
AGWSR MS - Wellsburg	Grundy	IA	Middle School	Solar Energy Education	CEEE
Grundy Center MS - Grundy Center	Grundy	IA	Middle School	Solar Energy Education	CEEE
Stevens Homeschool	Guthrie	IA	Middle School	Solar Energy Education	CEEE
AGWSR - Ackley	Hardin	IA	Elementary School	Energy Education	CEEE
Eldora/New Providence ES - Eldora	Hardin	IA	Elementary School	Energy Education	CEEE
Hershey Family Nursery - Ackley	Hardin	IA	Fruits & Vegetables, Garden Centers	Buy Fresh/Buy Local Campaign	CEEE
Homeschool	Hardin	IA	Elementary School	Energy Education	CEEE
Lean Pork Lane - Eldora	Hardin	IA	Egg & Poultry Producers, Meat Prod	Buy Fresh/Buy Local Campaign	CEEE
Hubbard-Radcliffe HS - Hubbard	Hardin	IA	High School	Electric Vehicle Education	CEEE
Riverbend Middle School - Iowa Falls	Hardin	IA	Middle School	Environmental Issues Instruction	CEEE
Mt. Pleasant MS - Mount Pleasant	Henry	IA	Middle School	Energy Education	CEEE
Mt. Pleasant MS - Mount Pleasant	Henry	IA	Middle School	Solar Energy Education	CEEE
Salem ES - Salem	Henry	IA	Elementary School	Energy Education	CEEE

8. Client and Project Summary

University of Northern Iowa

Service to Iowa

Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
Van Allen ES - Mount Pleasant	Henry	IA	Elementary School	Energy Education	CEEE
Winfield/Mt Union - Winfield	Henry	IA	Middle School	Energy Education	CEEE
Natvig Family Farm - Cresco	Howard	IA	Meat, Eggs & Poultry	Buy Fresh/Buy Local Campaign	CEEE
Battle Creek-Ida Grove Schools - Ida Grove	Ida	IA	Middle School	Content knowledge re: waste & service	CEEE
Conservation Board	Ida	IA	Conservation Education	Content knowledge re: waste & service	CEEE
H-L-V ES - Victor	Iowa	IA	Elementary School	Energy Education	CEEE
Mary Welsh ES - Williamsburg	Iowa	IA	Elementary School	Energy Education	CEEE
Briggs ES - Maquoketa	Jackson	IA	Elementary School	Energy Education	CEEE
Gateway Natural Meats - Bellevue	Jackson	IA	Egg & Poultry Producers	Buy Fresh/Buy Local Campaign	CEEE
Gateway Natural Meats - Bellevue	Jackson	IA	Meat Producers	Buy Fresh/Buy Local Campaign	CEEE
Pekin Community School District - Packwood	Jefferson	IA	Elementary School	Energy Education	CEEE
Pekin Community HS - Packwood	Jefferson	IA	High School	Electric Vehicle Education	CEEE
Coralville Reading Conference	Johnson	IA	Schools	Intro to Select Environmental Books	CEEE
Iowa City Community School District - Iowa City	Johnson	IA	Elementary School	Content knowledge re: waste	CEEE
Iowa City Community School District - Iowa City	Johnson	IA	Elementary School	Content knowledge re: waste & service	CEEE
Iowa City West - Iowa City	Johnson	IA	High School	Environmental Issues Instruction	CEEE
Iowa City West - Iowa City	Johnson	IA	High School	Electric Vehicle Education	CEEE
Lakeview ES - Solon	Johnson	IA	Elementary School	Solar Energy Education	CEEE
Anamosa Community Schools - Anamosa	Jones	IA	Elementary School	Content knowledge re: waste & service	CEEE
Monticello High School - Monticello	Jones	IA	High School	Environmental Issues Instruction	CEEE
Hawthorne ES - Keokuk	Lee	IA	Elementary School	Energy Education	CEEE
Alliant Energy - Cedar Rapids	Linn	IA	Utility	Energy Education	CEEE
Cedar Rapids Community Schools Cedar Rapids	Linn	IA	Elementary School and Middle School	Content knowledge re: waste	CEEE
Coggon Elementary Center - Coggon	Linn	IA	Elementary School	Energy Education	CEEE
Jefferson High School - Cedar Rapids	Linn	IA	High School	Environmental Issues Instruction	CEEE
Kennedy - Cedar Rapids	Linn	IA	High School	Electric Vehicle Education	CEEE
Linn-Mar Community Schools Marion	Linn	IA	Middle School	Content knowledge re: waste	CEEE
Linn-Mar Excelsior - Marion	Linn	IA	Middle School	Environmental Issues Instruction	CEEE
Linn-Mar Excelsior - Marion	Linn	IA	Middle School	Solar Energy Education	CEEE
Oak Ridge MS - Marion	Linn	IA	Middle School	Environmental Issues Instruction	CEEE
Prarie -Cedar Rapids	Linn	IA	High School	Electric Vehicle Education	CEEE
Running Buffalo Ranch - Center Point	Linn	IA	Meat, Eggs & Poultry	Buy Fresh/Buy Local Campaign	CEEE
Speer Family	Linn	IA	High School	Electric Vehicle Education	CEEE

8. Client and Project Summary

University of Northern Iowa

Service to Iowa

Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
St. Matthew's School - Cedar Rapids	Linn	IA	Elementary School	Energy Education	CEEE
Trees Forever - Cedar Rapids	Linn	IA	non-gov't, non-profit conservation org	Ass't on grant project requirements, etc.	CEEE
West Lyon Community School District	Lyon	IA	Elementary School	Energy Education	CEEE
West Lyon MS - Inwood	Lyon	IA	Middle School	Solar Energy Education	CEEE
Pella MS - Pella	Marion	IA	Middle School	Energy Education	CEEE
Pella Middle School - Pella	Marion	IA	Middle School	Environmental Issues Instruction	CEEE
Pella Municipal Utility - Pella	Marion	IA	Utility	Energy Education	CEEE
Alliant Energy - Marshalltown	Marshall	IA	Utility	Energy Education	CEEE
Marshalltown Community Schools - Marshalltown	Marshall	IA	Elementary School and High School	Content knowledge re: waste	CEEE
Marshalltown Community College - Marshalltown	Marshall	IA	Community College	Technical Education/Sustainability	CEEE
Fisher ES - Marshalltown	Marshall	IA	Elementary School	Solar Energy Education	CEEE
Rogers ES - Marshalltown	Marshall	IA	Elementary School	Solar Energy Education	CEEE
West Marshall CDS - State Center	Marshall	IA	Middle School	Solar Energy Education	CEEE
West Marshall MS - State Center	Marshall	IA	Middle School	Energy Education	CEEE
Woodbury ES - Marshalltown	Marshall	IA	Elementary School	Energy Education	CEEE
Woodbury ES - Marshalltown	Marshall	IA	Elementary School	Solar Energy Education	CEEE
Osage Municipal Utility - Osage	Mitchell	IA	Utility	Energy Education	CEEE
Riceville HS - Riceville	Mitchell	IA	High School	Electric Vehicle Education	CEEE
Sacred Heart ES - Osage	Mitchell	IA	Elementary School	Energy Education	CEEE
Washington ES - Osage	Mitchell	IA	Elementary School	Energy Education	CEEE
Loess Hills Alliance	Monona	IA	non-gov'tal, non-profit land trust org	Ass't on grant project requirements, etc.	CEEE
Colorado ES - Muscatine	Muscatine	IA	Elementary School	Energy Education	CEEE
Dreamcatchers - West Liberty	Muscatine	IA	Middle School	Solar Energy Education	CEEE
Franklin ES - Muscatine	Muscatine	IA	Elementary School	Energy Education	CEEE
Grant ES - Muscatine	Muscatine	IA	Elementary School	Energy Education	CEEE
Jefferson ES - Muscatine	Muscatine	IA	Elementary School	Energy Education	CEEE
Madison ES - Muscatine	Muscatine	IA	Elementary School	Energy Education	CEEE
McKinley ES - Muscatine	Muscatine	IA	Elementary School	Energy Education	CEEE
Mulberry ES - Muscatine	Muscatine	IA	Elementary School	Energy Education	CEEE
Muscatine HS - Muscatine	Muscatine	IA	High School	Electric Vehicle Education	CEEE
Muscatine Power & Water - Muscatine	Muscatine	IA	Utility	Energy Education	CEEE
Washington ES - Muscatine	Muscatine	IA	Elementary School	Energy Education	CEEE
Hartley-Melvin-Sanborn MS - Sanborn	O'Brien	IA	Middle School	Solar Energy Education	CEEE
Ben Franklin ES - Sibley	Osceola	IA	Elementary School	Energy Education	CEEE
Essex Community Schools - Essex	Page	IA	Middle School	Solar Energy Education	CEEE
Conservation Board	Polk	IA	Conservation Education	Ass't on grant project requirements, etc.	CEEE
City of Pleasant Hill - Pleasant Hill	Polk	IA	K-12	Environmental Issues Instruction	CEEE

8. Client and Project Summary

University of Northern Iowa
Service to Iowa
Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
Des Moines Public Schools/Gifted & Talented - Des Moines	Polk	IA	K-12	Solar Energy Education	CEEE
Growing Green Community	Polk	IA	non-gov't green development org	Ass't on grant project requirements, etc.	CEEE
Iowa Environmental Council - Des Moines	Polk	IA	non-gov't, non-profit conservation org	Ass't on grant project requirements, etc.	CEEE
Iowa Recycling Assoc - Des Moines	Polk	IA	non-gov't, non-profit waste org	Ass't on grant project requirements, etc.	CEEE
Southeast Polk High School - Pleasant Hill	Polk	IA	High School	Environmental Issues Instruction	CEEE
Urbandale MS - Urbandale	Polk	IA	Middle School	Solar Energy Education	CEEE
Crossroads Park ES - West Des Moines	Polk	IA	Elementary School	Solar Energy Education	CEEE
Willowbrook Elementary - Altoona	Polk	IA	Elementary School	Environmental Issues Instruction	CEEE
Conservation Board	Pottawattamie	IA	Conservation Education	Ass't on grant project requirements, etc.	CEEE
Cody ES - Pleasant Valley	Scott	IA	Elementary School	Solar Energy Education	CEEE
Davenport	Scott	IA	Middle School	Solar Energy Education	CEEE
Rivermont Collegiate - Bettendorf	Scott	IA	Elementary School	Energy Education	CEEE
St. Paul the Apostle School - Davenport	Scott	IA	Middle School	Environmental Issues Instruction	CEEE
Spalding Catholic Middle School - Granville	Sioux	IA	Middle School	Energy Education	CEEE
Unity Christian HS - Orange City	Sioux	IA	High School	Solar Energy Education	CEEE
Western Hills Area Education Agency - Sioux City	Sioux	IA	government education agency	Ass't on grant project requirements, etc.	CEEE
Iowa 4-H Foundation	Story	IA	Foundation	Ass't on grant project requirements, etc.	CEEE
Iowa State University - Ames	Story	IA	institute for higher education	Ass't on grant project requirements, etc.	CEEE
Practical Farmers of Iowa	Story	IA	non-gov't, non-profit agriculture org	Ass't on grant project requirements, etc.	CEEE
Adolph's Produce and Bakery - Traer	Tama	IA	Fruits & Vegetables	Buy Fresh/Buy Local Campaign	CEEE
Dreesman Buffalo Ranch - Tama	Tama	IA	Meat Producers	Buy Fresh/Buy Local Campaign	CEEE
Dysart	Tama	IA	Farmers Market	Buy Fresh/Buy Local Campaign	CEEE
Heritage Farm - Clutier	Tama	IA	Fruits & Vegetables	Buy Fresh/Buy Local Campaign	CEEE
Hometown Foods - Gladbrook	Tama	IA	Grocers	Buy Fresh/Buy Local Campaign	CEEE
Lorenz Produce - Traer	Tama	IA	Fruits & Vegetables	Buy Fresh/Buy Local Campaign	CEEE
Monat Natural Beef - Traer	Tama	IA	Meat Producers	Buy Fresh/Buy Local Campaign	CEEE
Porkland Farms, Inc. - Buckingham	Tama	IA	Fruits & Vegetables	Buy Fresh/Buy Local Campaign	CEEE
South Tama County MS - Toledo	Tama	IA	Middle School	Solar Energy Education	CEEE
Toledo	Tama	IA	Farmers Market	Buy Fresh/Buy Local Campaign	CEEE
Traer	Tama	IA	Farmers Market	Buy Fresh/Buy Local Campaign	CEEE
North Tama Community Schools - Traer	Tama	IA	High School	Content knowledge re: waste & service	CEEE
Ottumwa HS - Ottumwa	Wapello	IA	High School	Solar Energy Education	CEEE
Ottumwa Community Schools - Ottumwa	Wapello	IA	Middle School	Content knowledge re: waste	CEEE
Ottumwa Community Schools - Ottumwa	Wapello	IA	Middle School	Content knowledge re: waste & service	CEEE

8. Client and Project Summary

University of Northern Iowa

Service to Iowa

Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
Indianola Middle School - Indianola	Warren	IA	Middle School	Environmental Issues Instruction	CEEE
Mid-Prairie MS - Wellman	Washington	IA	Middle School	Solar Energy Education	CEEE
Washington HS - Washington	Washington	IA	High School	Content knowledge re: waste & service	CEEE
Butler ES - Fort Dodge	Webster	IA	Elementay School	Energy Education	CEEE
Fair Oaks MS -Fort Dodge	Webster	IA	Elementay School	Energy Education	CEEE
Iowa Central CC - Fort Dodge	Webster	IA	Community College	Electric Vehicle Education	CEEE
Iowa Central CC - Fort Dodge	Webster	IA	Community College	Solar Energy Education	CEEE
Forest City MS - Forest City	Winnebago	IA	Middle School	Solar Energy Education	CEEE
Homeschool	Winnebago	IA	Elementay School	Energy Education	CEEE
UNI/RHR	Winnebago	IA	Individual	Electric Vehicle Education	CEEE
Decorah Community Schools - Decorah	Winneshiek	IA	High School	Environmental Issues Instruction	CEEE
Lawton-Bronson Jr./Sr. High School - Lawton	Woodbury	IA	Middle School	Solar Energy Education	CEEE
Sergeant Bluff-Luton HS - Sergeant Bluff	Woodbury	IA	High School	Electric Vehicle Education	CEEE
Bishop Energy Engineering - Northwood	Worth	IA	Energy Consultant	Energy Education	CEEE
Northwood-Kensett ES - Northwood	Worth	IA	Elementay School	Energy Education	CEEE
Northwood-Kensett Jr./Sr. High School - Northwood	Worth	IA	Middle/High School	Solar Energy Education	CEEE
Belmond-Klemme Community School - Belmond	Wright	IA	Middle/High School	Solar Energy Education	CEEE
Clarion ES - Clarion	Wright	IA	Elementay School	Energy Education	CEEE
Lincoln ES - Eagle Grove	Wright	IA	Elementay School	Energy Education	CEEE
Robert Blue MS - Eagle Grove	Wright	IA	Middle School	Energy Education	CEEE
Advanced Heat Treat - Waterloo	Black Hawk	IA	Manufacturing	Training	EDC
Allen Health System - Waterloo	Black Hawk	IA	Health Care	Training	EDC
Aviands (BH County Jail) - Waterloo	Black Hawk	IA	Service	Training	EDC
Bossard - Cedar Falls	Black Hawk	IA	Manufacturing	Training	EDC
Cedar Falls Fire & Rescue - Cedar Falls	Black Hawk	IA	Service	Training	EDC
Cedar Falls Utilities - Cedar Falls	Black Hawk	IA	Service	Training	EDC
City of Cedar Falls - Cedar Falls	Black Hawk	IA	Government	Training	EDC
ConAgra Grocery Products - Waterloo	Black Hawk	IA	Manufacturing	Training	EDC
CUCCC - Cedar Falls	Black Hawk	IA	Service	Training	EDC
Doerfer Companies - Cedar Falls	Black Hawk	IA	Manufacturing	Training	EDC
Dyton, Inc. - Cedar Falls	Black Hawk	IA	Service	Training	EDC
Eagle Ottawa- Waterloo	Black Hawk	IA	Manufacturing	Training	EDC
Exceptional Persons, Inc. - Waterloo	Black Hawk	IA	Service	Training	EDC
Ferguson - Waterloo	Black Hawk	IA	Service	Training	EDC
Grainger Parts - Waterloo	Black Hawk	IA	Service	Training	EDC
Iowa Metal Spinners - Cedar Falls	Black Hawk	IA	Manufacturing	Training	EDC

8. Client and Project Summary

University of Northern Iowa

Service to Iowa

Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
John Deere Waterloo Works - Waterloo	Black Hawk	IA	Manufacturing	Training	EDC
Kay Park Industries - Janesville	Black Hawk	IA	Manufacturing	Training	EDC
KWWL TV - Waterloo	Black Hawk	IA	Service	Training	EDC
Liberty Bail Bonds - Waterloo	Black Hawk	IA	Service	Training	EDC
Manatts - Elk Run Heights	Black Hawk	IA	Service	Training	EDC
MidAmerican Energy - Waterloo	Black Hawk	IA	Utility	Training	EDC
NE Family Practice - Waterloo	Black Hawk	IA	Health Care	Training	EDC
Rabo AgriFinance - Cedar Falls	Black Hawk	IA	Financial	Training	EDC
Omega Cabinets- Waterloo	Black Hawk	IA	Manufacturing	Training	EDC
Porta-Vet - Hudson	Black Hawk	IA	Manufacturing	Training	EDC
Shoff Consulting Engineers - Cedar Falls	Black Hawk	IA	Service	Training	EDC
UNI Facilities Svcs - Cedar Falls	Black Hawk	IA	Service	Training	EDC
UNI Physics Dept. - Cedar Falls	Black Hawk	IA	Education	Training	EDC
United Concrete - Elk Run Heights	Black Hawk	IA	Service	Training	EDC
University Book & Supply - Cedar Falls	Black Hawk	IA	Retail	Training	EDC
Veridian Credit Union - Waterloo	Black Hawk	IA	Financial	Training	EDC
Viking Pump, Inc - Cedar Falls	Black Hawk	IA	Manufacturing	Training	EDC
Waterloo Implement - Hudson	Black Hawk	IA	Retail	Training	EDC
Waterloo Industries, Inc - Waterloo	Black Hawk	IA	Manufacturing	Training	EDC
Wheaton Franciscan Healthcare - Waterloo	Black Hawk	IA	Service	Training	EDC
CUNA Mutual - Waverly	Bremer	IA	Service	Training	EDC
GMT Corporation - Waverly	Bremer	IA	Manufacturing	Training	EDC
Larabee Center - Waverly	Bremer	IA	Service	Training	EDC
Nestle USA Beverage Div. - Waverly	Bremer	IA	Manufacturing	Training	EDC
Northern Iowa Therapy - Waverly	Bremer	IA	Health Care	Training	EDC
Waverly Health Center - Waverly	Bremer	IA	Service	Training	EDC
Buchanan Cty. Health Ctr - Independence	Buchanan	IA	Health Care	Training	EDC
Geater Machining & Mfg- Independence	Buchanan	IA	Manufacturing	Training	EDC
Cambrex Charles City - Charles City	Franklin	IA	Manufacturing	Training	EDC
Lincoln Savings Bank - Reinbeck	Grundy	IA	Financial	Training	EDC
Holden's Foundation Seeds	Iowa	IA	Agriculture	Training	EDC
ACT - Iowa City	Johnson	IA	Service	Training	EDC
Alliant Energy - Cedar Rapids	Linn	IA	Service	Training	EDC
Big Brothers Big Sisters - Cedar Rapids	Linn	IA	Service	Training	EDC
Gazette Communications - Cedar Rapids	Linn	IA	Publishing	Training	EDC
Intermec Technologies - Cedar Rapids	Linn	IA	Manufacturing	Training	EDC
Linn Area Credit Union - Cedar Rapids	Linn	IA	Financial	Training	EDC

8. Client and Project Summary

University of Northern Iowa

Service to Iowa

Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
Midland Forge - Cedar Rapids	Linn	IA	Manufacturing	Training	EDC
Rockwell Collins - Cedar Rapids	Linn	IA	Manufacturing	Training	EDC
St. Luke's Hospital - Cedar Rapids	Linn	IA	Health Care	Training	EDC
United Fire & Casualty Co - Cedar Rapids	Linn	IA	Service	Training	EDC
Worley Warehousing - Cedar Rapids	Linn	IA	Service	Training	EDC
Black Hawk County	Black Hawk	IA	County Government	Education & Research activities in Geospatial technologies	GeoTREE
City of Cedar Falls	Black Hawk	IA	City Government	Education & Research activities in Geospatial technologies	GeoTREE
City of Evansdale	Black Hawk	IA	City Government	Education & Research activities in Geospatial technologies	GeoTREE
City of Waterloo	Black Hawk	IA	City Government	Education & Research activities in Geospatial technologies	GeoTREE
Natural Resources Conservation Services	Black Hawk	IA	US Government Agency	Education & Research activities in Geospatial technologies	GeoTREE
Iowa Department of Natural Resources	Statewide	IA	State Government	Education & Research activities in Geospatial technologies	GeoTREE
Iowa Department of Natural Resources	Statewide	IA	State Government	Education & Research activities in Geospatial technologies	GeoTREE
US Fish and Wildlife Service and NASA	Statewide	IA	US Government Agency	Education & Research activities in Geospatial technologies	GeoTREE
Radio La Buena	Black Hawk	IA	Workforce Development	Newcomer Worker Orientation	ICILI
El Centro Latinoamericano	Black Hawk	IA	Community Services	Training	ICILI
Covenant Hospital	Black Hawk	IA	Health Care	Cultural Competency Training	ICILI
Evangelical Lutheran Church of America	Black Hawk	IA	Community Services	Training	ICILI
Cedar Valley Hospice	Black Hawk	IA	Health Care	Cultural Competency Training	ICILI
UNI-Cedar Valley Roundtable	Black Hawk	IA	Education	Training	ICILI
Waterloo-Cedar Falls Chambers of Commerce	Black Hawk	IA	Community Services	Training	ICILI
Cedar Valley Leadership Institute	Black Hawk	IA	Economic Development	Training	ICILI
Sartori Hospital	Black Hawk	IA	Health Care	Measuring Diversity in the Workplace Training	ICILI
Allen Health System - Waterloo	Black Hawk	IA	Health Care	Cultural Competency Training	ICILI
Buena Vista Regional Hospital	Buena Vista	IA	Health Care	Cultural Competency Training	ICILI
BRIDGES Mental Health Project	Buena Vista	IA	Health Care	Cultural Competency Training	ICILI
Mercy Hospital	Cerro Gordo	IA	Health Care	Cultural Competency Training	ICILI
Hampton Chamber of Commerce	Franklin	IA	Economic Development	Training	ICILI
Hamilton County Health Department	Hamilton	IA	Health Care	Cultural Competency Training	ICILI

8. Client and Project Summary

University of Northern Iowa
Service to Iowa
Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
University of Iowa College of Public Health	Johnson	IA	Health Care	Training	ICILI
Iowa City Foreign Relations Council	Johnson	IA	Community Services	Training	ICILI
Catherine McCauley Center	Linn	IA	Education	Training	ICILI
Diversity Focus	Linn	IA	Education	Training	ICILI
Iowa Business Council	Marion	IA	Business and Industry	Training	ICILI
Marshalltown Community College	Marshall	IA	Education	Training	ICILI
Iowa Department of Public Safety	Polk	IA	Iowa State Patrol	Cultural Competency Training	ICILI
Des Moines Higher Education Collaborative	Polk	IA	Downtown Employers	Measuring Diversity Training	ICILI
Iowa Department of Economic Development	Polk	IA	Economic Development	Immigration & Workforce in Iowa	ICILI
Iowa Department of Public Health	Polk	IA	Health Care	Network Development	ICILI
Planned Parenthood of Greater Des Moines	Polk	IA	Health Care	Cultural Competency Training	ICILI
Central Iowa Hospice	Polk	IA	Health Care	Cultural Competency Training	ICILI
Iowa Public Health Association	Polk	IA	Health Care	Cultural Competency Training	ICILI
Des Moines University	Polk	IA	Education	Cultural Competency Training	ICILI
Iowa Department of Education	Polk	IA	Education	Training	ICILI
Western Iowa Community College	Pottawattamie	IA	Education	Training	ICILI
Western Iowa Caregivers Association	Pottawattamie	IA	Health Care	Training	ICILI
Sioux Center Community Hospital	Sioux	IA	Health Care	Cultural Competency Training	ICILI
Iowa Workforce Development	Tama	IA	Community Services	Cultural Competency Training	ICILI
Upper Des Moines Opportunity	Webster	IA	Community Services	Cultural Competency Training	ICILI
St. Luke's Hospital - Sioux City	Woodbury	IA	Health Care	Cultural Competency Training	ICILI
Quad Cities Interfaith Alliance	Scott	IA	Community Service	Training	ICILI
Sioux County Hospital	Sioux	IA	Health Care	Cultural Competency Training	ICILI
Western Iowa Advantage	Adams	IA	Economic Development	Economic Development Assistance	IDM
Northeast Iowa Business Network	Appanoose	IA	Economic Development	Economic Impact	IDM
Western Iowa Advantage	Benton	IA	Economic Development	Economic Development Assistance	IDM
Goodwill Industries	Black Hawk	IA	Non-Profit Organization	Economic Development Assistance	IDM
Greater Cedar Valley Alliance - Waterloo & Cedar Falls	Black Hawk	IA	Economic Development	Economic Development Assistance	IDM
Iowa Connections	Black Hawk	IA	Economic Development	Economic Development Assistance	IDM
Opportunity Works - Multi-community	Black Hawk	IA	City Government	Economic Development Assistance	IDM
Waterloo Neighborhood EDC	Black Hawk	IA	Economic Development	Economic Development Assistance	IDM
Waterloo, City of	Black Hawk	IA	Economic Development	Economic Development Assistance	IDM
Boone's Futures	Bremer	IA	Economic Development	Economic Impact	IDM
Opportunity Works - Multi-community	Bremer	IA	Economic Development	Economic Development Assistance	IDM

8. Client and Project Summary

University of Northern Iowa

Service to Iowa

Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
Opportunity Works - Multi-community	Butler	IA	Economic Development	Economic Development Assistance	IDM
Opportunity Works - Multi-community	Carroll	IA	Economic Development	Economic Development Assistance	IDM
Western Iowa Advantage	Cass	IA	Economic Development	Economic Development Assistance	IDM
Prosperity Eastern Iowa	Cedar	IA	Economic Development	Economic Development Assistance	IDM
Clear Lake Economic Development	Cerro Gordo	IA	Economic Development	Economic Development Assistance	IDM
Tipton Economic Development	Cerro Gordo	IA	Economic Development	Economic Development Assistance	IDM
DevelopSource	Clarke	IA	Economic Development	Economic Development Assistance	IDM
Northeast Iowa Business Network	Clarke	IA	Economic Development	Economic Development Assistance	IDM
Elkader, City of	Clayton	IA	City Government	Economic Development Assistance	IDM
Iowa Great Lakes	Clayton	IA	Economic Development	Economic Development Assistance	IDM
Offshore Iowa Communities-Osceola	Clayton	IA	Economic Development	Economic Development Assistance	IDM
Northeast Iowa Business Network	Clinton	IA	Economic Development	Economic Development Assistance	IDM
Prosperity Eastern Iowa	Clinton	IA	Economic Development	Economic Development Assistance	IDM
Western Iowa Advantage	Dallas	IA	City Government	Economic Development Assistance	IDM
Waukee, City of	Davis	IA	Economic Development	Economic Development Assistance	IDM
Decatur County Economic Development	Decatur	IA	Economic Development	Economic Development Assistance	IDM
MyEntreNet Regional & Local Entrep	Decatur	IA	Economic Development	Economic Development Assistance	IDM
Prosperity Eastern Iowa	Delaware	IA	Economic Development	Economic Development Assistance	IDM
Iowa Great Lakes	Dickinson	IA	Economic Development	Economic Development Assistance	IDM
Prosperity Eastern Iowa	Dubuque	IA	Economic Development	Economic Development Assistance	IDM
Iowa Great Lakes	Emmett	IA	Economic Development	Economic Development Assistance	IDM
DevelopSource	Fayette	IA	Economic Development	Economic Development Assistance	IDM
Elgin Race America	Fayette	IA	Non-Profit Organization	Economic Development Assistance	IDM
Fayette County Economic Development	Fayette	IA	Economic Development	Economic Development Assistance	IDM
Northeast Iowa Business Network	Fayette	IA	Economic Development	Economic Development Assistance	IDM
Oelwein Chamber & Area Development	Fayette	IA	Economic Development	Economic Development Assistance	IDM
Offshore Iowa Communities-Oelwein	Floyd	IA	Economic Development	Economic Development Assistance	IDM
Franklin County Economic Development - Hampton	Franklin	IA	Economic Development	Economic Development Assistance	IDM
Mid West Partnership	Greene	IA	Economic Development	Economic Development Assistance	IDM
Western Iowa Advantage	Grundy	IA	Economic Development	Economic Development Assistance	IDM
Mid West Partnership	Guthrie	IA	Economic Development	Economic Development Assistance	IDM
Opportunity Works - Multi-community	Guthrie	IA	Economic Development	Economic Development Assistance	IDM
Hancock County Economic Dev Corp	Hancock	IA	Economic Development	Economic Development Assistance	IDM
Western Iowa Advantage	Hancock	IA	Economic Development	Economic Development Assistance	IDM
Iowa Valley Community College District	Hardin	IA	Economic Development	Economic Development Assistance	IDM
DevelopSource	Henry	IA	Economic Development	Economic Development Assistance	IDM
Offshore Iowa Communities-Mount Pleasant	Henry	IA	Economic Development	Economic Development Assistance	IDM

8. Client and Project Summary

University of Northern Iowa
Service to Iowa
Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
Ida County Economic Develop Corp	Ida	IA	Economic Development	Economic Development Assistance	IDM
Northeast Iowa Business Network	Ida	IA	Economic Development	Economic Development Assistance	IDM
Prosperity Eastern Iowa	Jackson	IA	Economic Development	Economic Development Assistance	IDM
Western Iowa Advantage	Jackson	IA	Economic Development	Economic Development Assistance	IDM
Iowa Connections	Jasper	IA	Economic Development	Economic Development Assistance	IDM
Fairfield Economic Development Association	Jefferson	IA	Economic Development	Economic Development Assistance	IDM
Iowa City Area Development Group	Jones	IA	Economic Development	Economic Development Assistance	IDM
Prosperity Eastern Iowa	Jones	IA	Economic Development	Economic Development Assistance	IDM
Algona	Kossuth	IA	Economic Development	Economic Development Assistance	IDM
Keokuk Chamber of Commerce	Lee	IA	Economic Development	Economic Development Assistance	IDM
MyEntreNet Regional & Local Entrep	Linn	IA	Economic Development	Economic Development Assistance	IDM
Offshore Iowa Communities-Algona	Linn	IA	Utility	Economic Development Assistance	IDM
Prosperity Eastern Iowa	Linn	IA	Economic Development	Economic Development Assistance	IDM
Prosperity Eastern Iowa	Marion	IA	Economic Development	Economic Development Assistance	IDM
Green Tree Partners	Marshall	IA	Economic Development	Economic Development Assistance	IDM
Iowa Valley Community College District	Marshall	IA	Higher Education	Economic Development Assistance	IDM
Iowa Connections	Mitchell	IA	Economic Development	Economic Development Assistance	IDM
Muscatine Economic Development	Muscatine	IA	Economic Development	Economic Development Assistance	IDM
Sibley, City of	Osceola	IA	City Government	Economic Development Assistance	IDM
Council Bluffs Chamber of Commerce	Poweshiek	IA	Economic Development	Economic Development Assistance	IDM
Iowa Valley Community College District	Poweshiek	IA	Economic Development	Economic Development Assistance	IDM
MyEntreNet Regional & Local Entrep	Poweshiek	IA	Economic Development	Economic Development Assistance	IDM
Iowa Connections	Ringgold	IA	Economic Development	Economic Development Assistance	IDM
Western Iowa Advantage	Scott	IA	Utility	Economic Development Assistance	IDM
Offshore Iowa Communities-Harlan	Shelby	IA	Economic Development	Economic Development Assistance	IDM
Iowa Board of Regents	Statewide	IA	Economic Development	Economic Development Assistance	IDM
Iowa Department of Economic Development	Statewide	IA	State Agency	Economic Development Assistance	IDM
Iowa Great Places	Statewide	IA	Economic Development	Economic Development Assistance	IDM
Iowa Workforce Development	Statewide	IA	Economic Development	Economic Development Assistance	IDM
Iowa Connections	Tama	IA	Economic Development	Economic Development Assistance	IDM
Professional Developers of Iowa	Tama	IA	Economic Development	Economic Development Assistance	IDM
Tama County Economic Development	Tama	IA	Economic Development	Economic Development Assistance	IDM
Opportunity Works - Multi-community	Taylor	IA	Economic Development	Economic Development Assistance	IDM
Warren County Economic Dev Corp	Warren	IA	Economic Development	Economic Development Assistance	IDM
Northeast Iowa Business Network	Woodbury	IA	Economic Development	Economic Impact	IDM
Adair	Adair	IA	Manufacturing (20-39)	Air Assistance	IWRC
New Albin	Allamakee	IA	Manufacturing (20-39)	Air Assistance	IWRC

8. Client and Project Summary

University of Northern Iowa

Service to Iowa

Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
New Albin	Allamakee	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Waukon	Allamakee	IA	Manufacturing (20-39)	Air Assistance	IWRC
Waukon	Allamakee	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Centerville	Appanoose	IA	Transportation and Public Utilities (40-49)	Air Assistance	IWRC
Vinton	Benton	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Vinton	Benton	IA	Construction (15-17)	Air Assistance	IWRC
Cedar Falls	Black Hawk	IA	Retail Trade (52-59)	Air Assistance	IWRC
Cedar Falls	Black Hawk	IA	Retail Trade (52-59)	On-Site Assistance	IWRC
Cedar Falls	Black Hawk	IA	Agriculture, Forestry, and Fishing (01-09)	On-Site Assistance	IWRC
Cedar Falls	Black Hawk	IA	Retail Trade (52-59)	On-Site Assistance	IWRC
Cedar Falls	Black Hawk	IA	Retail Trade (52-59)	On-Site Assistance	IWRC
Cedar Falls	Black Hawk	IA	Manufacturing (20-39)	Air Assistance	IWRC
Cedar Falls	Black Hawk	IA	Services (70-89)	On-Site Assistance	IWRC
Evansdale	Black Hawk	IA	Wholesale Trade (50-51)	On-Site Assistance	IWRC
Evansdale	Black Hawk	IA	Wholesale Trade (50-51)	Air Assistance	IWRC
Waterloo	Black Hawk	IA	Wholesale Trade (50-51)	On-Site Assistance	IWRC
Waterloo	Black Hawk	IA	Retail Trade (52-59)	Air Assistance	IWRC
Waterloo	Black Hawk	IA	Transportation and Public Utilities (40-49)	On-Site Assistance	IWRC
Waterloo	Black Hawk	IA	Services (70-89)	Air Assistance	IWRC
Waterloo	Black Hawk	IA	Services (70-89)	On-Site Assistance	IWRC
Waterloo	Black Hawk	IA	Wholesale Trade (50-51)	Air Assistance	IWRC
Waterloo	Black Hawk	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Waterloo	Black Hawk	IA	Construction (15-17)	On-Site Assistance	IWRC
Waterloo	Black Hawk	IA	Manufacturing (20-39)	Air Assistance	IWRC
Waterloo	Black Hawk	IA	Construction (15-17)	On-Site Assistance	IWRC
Waterloo	Black Hawk	IA	Retail Trade (52-59)	On-Site Assistance	IWRC
Waterloo	Black Hawk	IA	Services (70-89)	On-Site Assistance	IWRC
Waterloo	Black Hawk	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Waterloo	Black Hawk	IA	Wholesale Trade (50-51)	On-Site Assistance	IWRC
Waterloo	Black Hawk	IA	Retail Trade (52-59)	On-Site Assistance	IWRC
Boone	Boone	IA	Manufacturing (20-39)	Air Assistance	IWRC
Boone	Boone	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Denver	Bremer	IA	Manufacturing (20-39)	Air Assistance	IWRC
Denver	Bremer	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Janesville	Bremer	IA	Services (70-89)	On-Site Assistance	IWRC
Janesville	Bremer	IA	Services (70-89)	Air Assistance	IWRC
Readlyn	Bremer	IA	Transportation and Public Utilities (40-49)	On-Site Assistance	IWRC
Sumner	Bremer	IA	Services (70-89)	On-Site Assistance	IWRC
Sumner	Bremer	IA	Manufacturing (20-39)	Air Assistance	IWRC

8. Client and Project Summary

University of Northern Iowa

Service to Iowa

Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
Sumner	Bremer	IA	Wholesale Trade (50-51)	Air Assistance	IWRC
Waverly	Bremer	IA	Services (70-89)	On-Site Assistance	IWRC
Waverly	Bremer	IA	Manufacturing (20-39)	Air Assistance	IWRC
Brandon	Buchanan	IA	Wholesale Trade (50-51)	On-Site Assistance	IWRC
Fairbank	Buchanan	IA	Wholesale Trade (50-51)	On-Site Assistance	IWRC
Independence	Buchanan	IA	Manufacturing (20-39)	Air Assistance	IWRC
Independence	Buchanan	IA	Wholesale Trade (50-51)	Air Assistance	IWRC
Dumont	Butler	IA	Wholesale Trade (50-51)	On-Site Assistance	IWRC
Coon Rapids	Carroll	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Tipton	Cedar	IA	Wholesale Trade (50-51)	On-Site Assistance	IWRC
Tipton	Cedar	IA	Manufacturing (20-39)	Air Assistance	IWRC
Tipton	Cedar	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
West Branch	Cedar	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Mason City	Cerro Gordo	IA	Manufacturing (20-39)	Air Assistance	IWRC
Mason City	Cerro Gordo	IA	Services (70-89)	Air Assistance	IWRC
Rockwell	Cerro Gordo	IA	Services (70-89)	Air Assistance	IWRC
Cherokee	Cherokee	IA	Nonclassified Establishments (99-99)	Air Assistance	IWRC
Cherokee	Cherokee	IA	Manufacturing (20-39)	Air Assistance	IWRC
Fredericksburg	Chickasaw	IA	Manufacturing (20-39)	Air Assistance	IWRC
Nashua	Chickasaw	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
New Hampton	Chickasaw	IA	Construction (15-17)	Air Assistance	IWRC
New Hampton	Chickasaw	IA	Manufacturing (20-39)	Air Assistance	IWRC
New Hampton	Chickasaw	IA	Retail Trade (52-59)	Air Assistance	IWRC
New Hampton	Chickasaw	IA	Transportation and Public Utilities (40-49)	Air Assistance	IWRC
New Hampton	Chickasaw	IA	Retail Trade (52-59)	On-Site Assistance	IWRC
Osceola	Clarke	IA	Manufacturing (20-39)	Air Assistance	IWRC
Osceola	Clarke	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Dickens	Clay	IA	Manufacturing (20-39)	Air Assistance	IWRC
Spencer	Clay	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Spencer	Clay	IA	Manufacturing (20-39)	Air Assistance	IWRC
Edgewood	Clayton	IA	Manufacturing (20-39)	Air Assistance	IWRC
Elkader	Clayton	IA	Wholesale Trade (50-51)	Air Assistance	IWRC
Guttenberg	Clayton	IA	Manufacturing (20-39)	Air Assistance	IWRC
Guttenberg	Clayton	IA	Retail Trade (52-59)	On-Site Assistance	IWRC
McGregor	Clayton	IA	Services (70-89)	Air Assistance	IWRC
Monona	Clayton	IA	Transportation and Public Utilities (40-49)	Air Assistance	IWRC
Monona	Clayton	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Camanche	Clinton	IA	Services (70-89)	Air Assistance	IWRC
Clinton	Clinton	IA	Wholesale Trade (50-51)	Air Assistance	IWRC

8. Client and Project Summary

University of Northern Iowa

Service to Iowa

Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
Clinton	Clinton	IA	Services (70-89)	Air Assistance	IWRC
De Witt	Clinton	IA	Mining (10-14)	Air Assistance	IWRC
Denison	Crawford	IA	Transportation and Public Utilities (40-49)	On-Site Assistance	IWRC
Denison	Crawford	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Denison	Crawford	IA	Manufacturing (20-39)	Air Assistance	IWRC
Adel	Dallas	IA	Manufacturing (20-39)	Air Assistance	IWRC
Bloomfield	Davis	IA	Wholesale Trade (50-51)	On-Site Assistance	IWRC
Earlville	Delaware	IA	Manufacturing (20-39)	Air Assistance	IWRC
Burlington	Des Moines	IA	Manufacturing (20-39)	Air Assistance	IWRC
Milford	Dickinson	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Milford	Dickinson	IA	Manufacturing (20-39)	Air Assistance	IWRC
Spirit Lake	Dickinson	IA	Manufacturing (20-39)	Air Assistance	IWRC
Spirit Lake	Dickinson	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Spirit Lake	Dickinson	IA	Services (70-89)	On-Site Assistance	IWRC
Cascade	Dubuque	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Cascade	Dubuque	IA	Manufacturing (20-39)	Air Assistance	IWRC
Cascade	Dubuque	IA	Public Administration (91-97)	Air Assistance	IWRC
Dubuque	Dubuque	IA	Services (70-89)	Air Assistance	IWRC
Dubuque	Dubuque	IA	Wholesale Trade (50-51)	Air Assistance	IWRC
Dubuque	Dubuque	IA	Services (70-89)	On-Site Assistance	IWRC
Dubuque	Dubuque	IA	Services (70-89)	On-Site Assistance	IWRC
Dubuque	Dubuque	IA	Public Administration (91-97)	Air Assistance	IWRC
Dyersville	Dubuque	IA	Manufacturing (20-39)	Air Assistance	IWRC
Dyersville	Dubuque	IA	Retail Trade (52-59)	On-Site Assistance	IWRC
Epworth	Dubuque	IA	Wholesale Trade (50-51)	On-Site Assistance	IWRC
Farley	Dubuque	IA	Manufacturing (20-39)	Air Assistance	IWRC
Peosta	Dubuque	IA	Manufacturing (20-39)	Air Assistance	IWRC
Peosta	Dubuque	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Sherrill	Dubuque	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Sherrill	Dubuque	IA	Nonclassified Establishments (99-99)	Air Assistance	IWRC
Worthington	Dubuque	IA	Wholesale Trade (50-51)	On-Site Assistance	IWRC
Oelwein	Fayette	IA	Transportation and Public Utilities (40-49)	Air Assistance	IWRC
Oelwein	Fayette	IA	Manufacturing (20-39)	Air Assistance	IWRC
Conrad	Grundy	IA	Manufacturing (20-39)	Air Assistance	IWRC
Reinbeck	Grundy	IA	Manufacturing (20-39)	Air Assistance	IWRC
Garner	Hancock	IA	Manufacturing (20-39)	Air Assistance	IWRC
Garner	Hancock	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Logan	Harrison	IA	Wholesale Trade (50-51)	Air Assistance	IWRC
Missouri Valley	Harrison	IA	Transportation and Public Utilities (40-49)	Air Assistance	IWRC

8. Client and Project Summary

University of Northern Iowa

Service to Iowa

Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
Mount Pleasant	Henry	IA	Manufacturing (20-39)	Air Assistance	IWRC
Mount Pleasant	Henry	IA	Services (70-89)	Air Assistance	IWRC
Mount Pleasant	Henry	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Mount Pleasant	Henry	IA	Transportation and Public Utilities (40-49)	Air Assistance	IWRC
Mount Pleasant	Henry	IA	Services (70-89)	On-Site Assistance	IWRC
Mount Pleasant	Henry	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
New London	Henry	IA	Public Administration (91-97)	Air Assistance	IWRC
Cresco	Howard	IA	Wholesale Trade (50-51)	On-Site Assistance	IWRC
Cresco	Howard	IA	Agriculture, Forestry, and Fishing (01-09)	On-Site Assistance	IWRC
Gilmore City	Humboldt	IA	Mining (10-14)	Air Assistance	IWRC
Maquoketa	Jackson	IA	Transportation and Public Utilities (40-49)	Air Assistance	IWRC
Sully	Jasper	IA	Construction (15-17)	Air Assistance	IWRC
Fairfield	Jefferson	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Fairfield	Jefferson	IA	Manufacturing (20-39)	Air Assistance	IWRC
Fairfield	Jefferson	IA	Services (70-89)	Air Assistance	IWRC
Fairfield	Jefferson	IA	Construction (15-17)	Air Assistance	IWRC
Lockridge	Jefferson	IA	Wholesale Trade (50-51)	On-Site Assistance	IWRC
Coralville	Johnson	IA	Manufacturing (20-39)	Air Assistance	IWRC
North Liberty	Johnson	IA	Retail Trade (52-59)	Air Assistance	IWRC
Anamosa	Jones	IA	Wholesale Trade (50-51)	Air Assistance	IWRC
Monticello	Jones	IA	Manufacturing (20-39)	Air Assistance	IWRC
Monticello	Jones	IA	Wholesale Trade (50-51)	Air Assistance	IWRC
Keota	Keokuk	IA	Manufacturing (20-39)	Air Assistance	IWRC
What Cheer	Keokuk	IA	Wholesale Trade (50-51)	On-Site Assistance	IWRC
Fort Madison	Lee	IA	Wholesale Trade (50-51)	On-Site Assistance	IWRC
Fort Madison	Lee	IA	Services (70-89)	On-Site Assistance	IWRC
Keokuk	Lee	IA	Nonclassified Establishments (99-99)	Air Assistance	IWRC
Keokuk	Lee	IA	Services (70-89)	On-Site Assistance	IWRC
Cedar Rapids	Linn	IA	Services (70-89)	On-Site Assistance	IWRC
Cedar Rapids	Linn	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Cedar Rapids	Linn	IA	Transportation and Public Utilities (40-49)	On-Site Assistance	IWRC
Cedar Rapids	Linn	IA	Services (70-89)	On-Site Assistance	IWRC
Cedar Rapids	Linn	IA	Mining (10-14)	Air Assistance	IWRC
Cedar Rapids	Linn	IA	Wholesale Trade (50-51)	Air Assistance	IWRC
Cedar Rapids	Linn	IA	Manufacturing (20-39)	Air Assistance	IWRC
Hiawatha	Linn	IA	Manufacturing (20-39)	Air Assistance	IWRC
Marion	Linn	IA	Manufacturing (20-39)	Air Assistance	IWRC
Marion	Linn	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Marion	Linn	IA	Wholesale Trade (50-51)	Air Assistance	IWRC

8. Client and Project Summary

University of Northern Iowa

Service to Iowa

Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
Mount Vernon	Linn	IA	Manufacturing (20-39)	Air Assistance	IWRC
Springville	Linn	IA	Manufacturing (20-39)	Air Assistance	IWRC
Wapello	Louisa	IA	Manufacturing (20-39)	Air Assistance	IWRC
George	Lyon	IA	Manufacturing (20-39)	Air Assistance	IWRC
Cedar	Mahaska	IA	Agriculture, Forestry, and Fishing (01-09)	Air Assistance	IWRC
Knoxville	Marion	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Knoxville	Marion	IA	Construction (15-17)	Air Assistance	IWRC
Knoxville	Marion	IA	Transportation and Public Utilities (40-49)	Air Assistance	IWRC
Pella	Marion	IA	Manufacturing (20-39)	Air Assistance	IWRC
Malvern	Mills	IA	Manufacturing (20-39)	Air Assistance	IWRC
Malvern	Mills	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Onawa	Monona	IA	Manufacturing (20-39)	Air Assistance	IWRC
Moscow	Muscatine	IA	Manufacturing (20-39)	Air Assistance	IWRC
Muscatine	Muscatine	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Muscatine	Muscatine	IA	Services (70-89)	On-Site Assistance	IWRC
Muscatine	Muscatine	IA	Transportation and Public Utilities (40-49)	Air Assistance	IWRC
Muscatine	Muscatine	IA	Manufacturing (20-39)	Air Assistance	IWRC
West Liberty	Muscatine	IA	Manufacturing (20-39)	Air Assistance	IWRC
Wilton	Muscatine	IA	Manufacturing (20-39)	Air Assistance	IWRC
Emmetsburg	Palo Alto	IA	Manufacturing (20-39)	Air Assistance	IWRC
Emmetsburg	Palo Alto	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Le Mars	Plymouth	IA	Services (70-89)	Air Assistance	IWRC
Le Mars	Plymouth	IA	Services (70-89)	On-Site Assistance	IWRC
Laurens	Pocahontas	IA	Manufacturing (20-39)	Air Assistance	IWRC
Altoona	Polk	IA	Retail Trade (52-59)	On-Site Assistance	IWRC
Ankeny	Polk	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Des Moines	Polk	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Des Moines	Polk	IA	Services (70-89)	On-Site Assistance	IWRC
Des Moines	Polk	IA	Services (70-89)	On-Site Assistance	IWRC
Des Moines	Polk	IA	Manufacturing (20-39)	Air Assistance	IWRC
West Des Moines	Polk	IA	Services (70-89)	On-Site Assistance	IWRC
Council Bluffs	Pottawattamie	IA	Manufacturing (20-39)	Air Assistance	IWRC
Neola	Pottawattamie	IA	Wholesale Trade (50-51)	On-Site Assistance	IWRC
Brooklyn	Poweshiek	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Grinnell	Poweshiek	IA	Manufacturing (20-39)	Air Assistance	IWRC
Montezuma	Poweshiek	IA	Manufacturing (20-39)	Air Assistance	IWRC
Early	Sac	IA	Manufacturing (20-39)	Air Assistance	IWRC
Bettendorf	Scott	IA	Manufacturing (20-39)	Air Assistance	IWRC
Blue Grass	Scott	IA	Manufacturing (20-39)	Air Assistance	IWRC

8. Client and Project Summary

University of Northern Iowa

Service to Iowa

Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
Davenport	Scott	IA	Wholesale Trade (50-51)	Air Assistance	IWRC
Davenport	Scott	IA	Construction (15-17)	Air Assistance	IWRC
Davenport	Scott	IA	Manufacturing (20-39)	Air Assistance	IWRC
Davenport	Scott	IA	Public Administration (91-97)	Air Assistance	IWRC
Davenport	Scott	IA	Services (70-89)	Air Assistance	IWRC
Davenport	Scott	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Davenport	Scott	IA	Services (70-89)	On-Site Assistance	IWRC
Davenport	Scott	IA	Wholesale Trade (50-51)	On-Site Assistance	IWRC
Eldridge	Scott	IA	Manufacturing (20-39)	Air Assistance	IWRC
Le Claire	Scott	IA	Manufacturing (20-39)	Air Assistance	IWRC
Harlan	Shelby	IA	Agriculture, Forestry, and Fishing (01-09)	Air Assistance	IWRC
Harlan	Shelby	IA	Mining (10-14)	Air Assistance	IWRC
Harlan	Shelby	IA	Wholesale Trade (50-51)	On-Site Assistance	IWRC
Rock Valley	Sioux	IA	Manufacturing (20-39)	Air Assistance	IWRC
Ames	Story	IA	Manufacturing (20-39)	Air Assistance	IWRC
Ames	Story	IA	Construction (15-17)	Air Assistance	IWRC
Ames	Story	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Huxley	Story	IA	Services (70-89)	On-Site Assistance	IWRC
Nevada	Story	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Nevada	Story	IA	Construction (15-17)	Air Assistance	IWRC
Nevada	Story	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Creston	Union	IA	Services (70-89)	Air Assistance	IWRC
Creston	Union	IA	Services (70-89)	On-Site Assistance	IWRC
Eddyville	Wapello	IA	Manufacturing (20-39)	Air Assistance	IWRC
Ottumwa	Wapello	IA	Services (70-89)	On-Site Assistance	IWRC
Ottumwa	Wapello	IA	Wholesale Trade (50-51)	On-Site Assistance	IWRC
Ottumwa	Wapello	IA	Services (70-89)	Air Assistance	IWRC
Indianola	Warren	IA	Services (70-89)	On-Site Assistance	IWRC
Indianola	Warren	IA	Services (70-89)	Air Assistance	IWRC
Lacona	Warren	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Washington	Washington	IA	Manufacturing (20-39)	Air Assistance	IWRC
Allerton	Wayne	IA	Manufacturing (20-39)	Air Assistance	IWRC
Fort Dodge	Webster	IA	Retail Trade (52-59)	Air Assistance	IWRC
Fort Dodge	Webster	IA	Wholesale Trade (50-51)	On-Site Assistance	IWRC
Fort Dodge	Webster	IA	Wholesale Trade (50-51)	On-Site Assistance	IWRC
Fort Dodge	Webster	IA	Manufacturing (20-39)	Air Assistance	IWRC
Fort Dodge	Webster	IA	Services (70-89)	On-Site Assistance	IWRC
Fort Dodge	Webster	IA	Services (70-89)	Air Assistance	IWRC
Fort Dodge	Webster	IA	Services (70-89)	On-Site Assistance	IWRC

8. Client and Project Summary

University of Northern Iowa

Service to Iowa

Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
Buffalo Center	Winnebago	IA	Wholesale Trade (50-51)	On-Site Assistance	IWRC
Lake Mills	Winnebago	IA	Manufacturing (20-39)	Air Assistance	IWRC
Lake Mills	Winnebago	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Sergeant Bluff	Woodbury	IA	Manufacturing (20-39)	On-Site Assistance	IWRC
Sioux City	Woodbury	IA	Services (70-89)	On-Site Assistance	IWRC
Sioux City	Woodbury	IA	Services (70-89)	On-Site Assistance	IWRC
Sioux City	Woodbury	IA	Services (70-89)	Air Assistance	IWRC
Kensett	Worth	IA	Wholesale Trade (50-51)	On-Site Assistance	IWRC
Manly	Worth	IA	Wholesale Trade (50-51)	Air Assistance	IWRC
Shellsburg	Benton	IA	Photography	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Homebased Bakery	Start-up	JPEC
Cedar Falls	Black Hawk	IA	E-commerce	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Import/Export	Start-up	JPEC
Cedar Falls	Black Hawk	IA	E-commerce	Start-up	JPEC
Cedar Falls	Black Hawk	IA	E-commerce	Start-up	JPEC
Cedar Falls	Black Hawk	IA	E-commerce	Start-up	JPEC
Cedar Falls	Black Hawk	IA	E-commerce	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Trucking	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Media	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Accounting	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Financial Planning	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Real Estate	Start-up	JPEC
Cedar Falls	Black Hawk	IA	E-commerce	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Import/Export	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Manufacturing	Start-up	JPEC
Cedar Falls	Black Hawk	IA	E-commerce	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Real Estate	Start-up	JPEC
Cedar Falls	Black Hawk	IA	E-commerce	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Music	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Information Technology	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Homebased Catering	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Monogramming/Embroidery	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Recording Studio	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Home Inspection	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Art	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Retail	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Retail	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Gym	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Manufacturing	Start-up	JPEC

8. Client and Project Summary

University of Northern Iowa

Service to Iowa

Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
Cedar Falls	Black Hawk	IA	Public Relations	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Restaurant	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Cemetery	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Human Resources	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Real Estate	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Web Design	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Veterinary	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Bar	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Restaurant	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Manufacturing	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Retail	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Restaurant	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Photography	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Accounting	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Restaurant	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Restaurant	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Financial Services	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Funeral Business	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Retail	Start-up	JPEC
Cedar Falls	Black Hawk	IA	E-commerce	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Import/Export	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Construction	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Restaurant	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Import/Export	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Interior Design	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Graphic Design	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Trucking	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Personal Training	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Fundraising	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Highway Rest Stops	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Bed & Breakfast	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Retail	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Art Retail	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Computer Consulting	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Real Estate	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Publishing Company	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Homebased Bakery	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Restaurant	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Sales	Start-up	JPEC

8. Client and Project Summary

University of Northern Iowa

Service to Iowa

Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
Cedar Falls	Black Hawk	IA	Phone Service	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Restaurant	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Gym	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Retail	Start-up	JPEC
Cedar Falls	Black Hawk	IA	E-commerce	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Marketing	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Finance	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Financial Planning	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Martial Artsw	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Software	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Homebased Business	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Construction	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Software	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Retail	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Software	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Personal Training	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Advertising	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Human Resources	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Restaurant	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Personal Service	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Massage Therapy	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Public Relations	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Retail	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Imports	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Sales	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Technology	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Online Networking	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Non-profit	Start-up	JPEC
Cedar Falls	Black Hawk	IA	E-commerce	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Health Club	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Advertising	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Travel Agency	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Manufacturing	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Bounty Hunting	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Daycare	Start-up	JPEC
Cedar Falls	Black Hawk	IA	Biotechnology	Start-up	JPEC
Cedar Falls/Waterloo	Black Hawk	IA	Residential Painting	Start-up	JPEC
Evansdale	Black Hawk	IA	Taxidermy	Start-up	JPEC
Waterloo	Black Hawk	IA	Exercise Science	Start-up	JPEC

8. Client and Project Summary

University of Northern Iowa

Service to Iowa

Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
Waterloo	Black Hawk	IA	Retail	Start-up	JPEC
Sumner	Bremer	IA	Economic Development	Start-up	JPEC
Independence	Buchanan	IA	Software	Start-up	JPEC
Grundy Center	Grundy	IA	Farming	Start-up	JPEC
Reinbeck	Grundy	IA	Farming	Start-up	JPEC
Garner	Hancock	IA	Website Development	Start-up	JPEC
Ft. Madison	Lee	IA	E-commerce	Start-up	JPEC
Clarinda	Page	IA	Correctional Facility	Start-up	JPEC
Urbandale	Polk	IA	Information Technology	Start-up	JPEC
Corydon	Wayne	IA	Manufacturing	Start-up	JPEC
Dublin		OH	Franchising	Start-up	JPEC
John Deere Waterloo Works	Black Hawk	IA	Foundry, Metal Casting	Technical Assistance	MCC
Roskamp	Black Hawk	IA	Foundry, Metal Casting	Consulting	MCC
Viking Pump, Inc - Cedar Falls	Black Hawk	IA	Foundry, Metal Casting	Technical Assistance	MCC
Plastic Professionals	Cass	IA	Foundry, Metal Casting	Consulting	MCC
Progress Foundry	Chickasaw	IA	Foundry, Metal Casting	Technical Assistance	MCC
Sivier Steel Casting	Scott	IA	Foundry, Metal Casting	Technical Assistance	MCC
Clow Valve	Mahaska	IA	Foundry, Metal Casting	Technical Assistance	MCC
AY McDonald	Dubuque	IA	Foundry, Metal Casting	Technical Assistance	MCC
GMT	Bremer	IA	Foundry, Metal Casting	Technical Assistance	MCC
Wellman Dynamics / Fansteel	Union	IA	Foundry, Metal Casting	Technical Assistance	MCC
Benton Castings	Benton	IA	Foundry, Metal Casting	Technical Assistance	MCC
University of Iowa	Johnson	IA	Foundry, Metal Casting	Technical Assistance	MCC
Iowa State University	Story	IA	Foundry, Metal Casting	Technical Assistance	MCC
American Colloid Co	Blackhawk	IA	Foundry, Metal Casting	Technical Assistance	MCC
Bentonite Performance Materials	Blackhawk	IA	Foundry, Metal Casting	Technical Assistance	MCC
Bender Foundry Service	Keokuk	IA	Foundry, Metal Casting	Technical Assistance	MCC
Clear Creek	Black Hawk	IA	Manufacturing	Materials Testing	MIS
Standard Golf	Black Hawk	IA	Manufacturing	Materials Testing	MIS
City Carton Recycling	Johnson	IA	Recycling Products	Materials Testing	MIS
Greystone Manufacturing	Scott	IA	Manufacturing	Materials Testing	MIS
Cedar Falls City Parks & Trails - CF	Black Hawk	IA	Manufacturing	Testing/Research	NABL
UNI Metal Casting Center - CABB	Black Hawk	IA	Manufacturing	Testing/Research	NABL
Viking Pump	Black Hawk	IA	Manufacturing	Testing/Research	NABL
Environmental Lubricants Manufacturing - Plainfield	Bremer	IA	Manufacturing	Testing/Research	NABL
Iowa DOT- Waverly	Bremer	IA	Public Works	Testing/Research	NABL
Waverly City Parks - Waverly	Bremer	IA	Public Works	Testing/Research	NABL
Hawkeye Tool & Die	Buchanan	IA	Metalworking	Testing/Research	NABL

8. Client and Project Summary

University of Northern Iowa

Service to Iowa

Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
Iowa Northern Railroad	Butler	IA	Railroad	Testing/Research	NABL
Renewable Energy Group	Carroll	IA	Biodiesel	Testing/Research	NABL
Golden Grain Energy, LLC	Cerro Gordo	IA	Ethanol	Testing/Research	NABL
Compass Instruments	Kane	IL	Instrumentation	Testing/Research	NABL
Falex	Kane	IL	Instrumentation	Testing/Research	NABL
TIG Distributing	Marshall	IA	Packaging	Testing/Research	NABL
Milwaukee School of Engineering	Milwaukee	MI	Education	Testing/Research	NABL
Norfolk Southern Railroad	Norfolk City	VA	Railroad	Testing/Research	NABL
Barton Solvents	Polk	IA	Chemicals	Testing/Research	NABL
Shimadzu	Polk	IA	Instrumentation	Testing/Research	NABL
Iowa State University: Office of Biorenewable Programs	Story	IA	Research	Testing/Research	NABL
Celebrating Entrepreneurship	Black Hawk	IA		National Entrepreneurship Week Event	RBC/SBDC
CF City Council Working Session	Black Hawk	IA		Entrepreneurship Education Training	RBC/SBDC
Ebay Basics	Black Hawk	IA		Entrepreneurship Training	RBC/SBDC
FastTrac Training	Black Hawk	IA		Entrepreneurship Training	RBC/SBDC
FastTrac Training	Black Hawk	IA		Entrepreneurship Training	RBC/SBDC
FastTrac Training	Black Hawk	IA		Entrepreneurship Training	RBC/SBDC
FastTrac Training	Black Hawk	IA		Entrepreneurship Training	RBC/SBDC
FastTrac Training	Black Hawk	IA		Entrepreneurship Training	RBC/SBDC
FastTrac Training	Black Hawk	IA		Entrepreneurship Training	RBC/SBDC
FastTrac Training	Black Hawk	IA		Entrepreneurship Training	RBC/SBDC
Financial Basics	Black Hawk	IA		Entrepreneurial Educational Workshop	RBC/SBDC
Financial Basics FastTrac	Black Hawk	IA		Entrepreneurial Educational Training	RBC/SBDC
Financial Basics II FastTrac	Black Hawk	IA		Entrepreneurial Educational Training	RBC/SBDC
Growth Opportunities & Market Research					
Fast Trac	Black Hawk	IA		Entrepreneurial Educational Training	RBC/SBDC
KBBG Public Presentation	Black Hawk	IA	Retail/Manufacturing/Service/Tech	MyEntreNet Presentation	RBC/SBDC
KBBG Public Presentation	Black Hawk	IA		MyEntreNet Presentation	RBC/SBDC
KBBG Public Presentation	Black Hawk	IA		MyEntreNet Presentation	RBC/SBDC
KUNI Public Presentation	Black Hawk	IA		Introduction of the MyEntreNet Program	RBC/SBDC
Main Street Waterloo MyEntreNet Overview	Black Hawk	IA		Introduction of the MyEntreNet Program	RBC/SBDC
Making Strategic Marketing Decision					
FastTrac	Black Hawk	IA		Entrepreneurial Educational Training	RBC/SBDC
Micro-Enterprise	Black Hawk	IA		Entrepreneurial Educational Workshop	RBC/SBDC
Micro-Enterprise and Fast Trac Graduation	Black Hawk	IA		Networking Event	RBC/SBDC
Mini Business Expo FastTrac Graduation	Black Hawk	IA		Entrepreneurship Training	RBC/SBDC

8. Client and Project Summary

University of Northern Iowa

Service to Iowa

Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
MyEntreNet Kickoff	Black Hawk	IA		Entrepreneurship Training	RBC/SBDC
MYEntreNet Presentation at Neighborhood Hub Comm. Meal	Black Hawk	IA	Retail/Manufacturing/Service/Technology	Introduction of the MyEntreNet Program	RBC/SBDC
MyEntreNet Presentation to Iowa Voc Rehab Services	Black Hawk	IA	Education	Entrepreneurship Basics	RBC/SBDC
Navigator Training	Black Hawk	IA		Navigator Training	RBC/SBDC
Opportunity Works MYE Overview	Black Hawk	IA		MyEntreNet Presentation	RBC/SBDC
Planning to Move Forward	Black Hawk	IA		Entrepreneurial Educational Workshop	RBC/SBDC
Presentation to NE Iowa Ind. Auto Repair - MYE Overview	Black Hawk	IA		MyEntreNet Presentation	RBC/SBDC
RBC Bankers Meeting	Black Hawk	IA		Micro-Loan Development Planning Session	RBC/SBDC
Rural Entrepreneurship Roundtable	Black Hawk	IA	Economic Development	Entrepreneurial Service Providers Training	RBC/SBDC
Sizing Up Your Business Cont.- FastTrac	Black Hawk	IA		Entrepreneurial Educational Training	RBC/SBDC
Sizing Up Your Business- FastTrac	Black Hawk	IA		Entrepreneurial Educational Training	RBC/SBDC
Smart Start - Waterloo MYE	Black Hawk	IA		Entrepreneurial Educational Workshop	RBC/SBDC
Smart Start Workshop	Black Hawk	IA	Retail/Manufacturing/Service/Technology	Entrepreneurial Educational Workshop	RBC/SBDC
Smart Start Workshop	Black Hawk	IA		Entrepreneurial Educational Workshop	RBC/SBDC
Smart Start Workshop	Black Hawk	IA		Entrepreneurial Educational Workshop	RBC/SBDC
Smart Start Workshop	Black Hawk	IA		Entrepreneurial Educational Workshop	RBC/SBDC
Smart Start Workshop	Black Hawk	IA		Entrepreneurial Educational Workshop	RBC/SBDC
Smart Start Workshop	Black Hawk	IA		Entrepreneurship Training	RBC/SBDC
Smart Start Workshop	Black Hawk	IA		Entrepreneurial Educational Workshop	RBC/SBDC
UNI Non Business Majors Entrepreneur Class	Black Hawk	IA		Entrepreneurship Basics	RBC/SBDC
Waterloo - Waterloo FT	Black Hawk	IA		SWOT Analysis and overview of Fast Trac	RBC/SBDC
Waterloo MYE Community Discussion	Black Hawk	IA		Facilitated discussion among services providers	RBC/SBDC
Waterloo MYE Kickoff: Expansion Strategies	Black Hawk	IA		Expansion Strategies	RBC/SBDC
Waterloo MYE Kickoff: Smart Start	Black Hawk	IA		Start Up Session	RBC/SBDC
Waterloo MYE: Task Force Training and Planning Session	Black Hawk	IA		Review of MyEntreNet Plan	RBC/SBDC
Waterloo MyEntreNet Task Force Meeting	Black Hawk	IA		Review of MyEntreNet Plan	RBC/SBDC
Waterloo MyEntreNet Kickoff	Black Hawk	IA		Kickoff of Waterloo MYE	RBC/SBDC
Oelwein City Council Training	Buchanan	IA		Entrepreneurship Training for Oelwein City Council	RBC/SBDC
Carroll County Task Force	Carroll	IA	Municipality	Review of MyEntreNet Plan	RBC/SBDC
Carroll Entrepreneurship Association MYE Training	Carroll	IA		Introduction of the MyEntreNet Program	RBC/SBDC
Navigator Training	Carroll	IA		Navigator Training	RBC/SBDC

8. Client and Project Summary

University of Northern Iowa
Service to Iowa
Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
Annual Deb Dalziel Entrepreneurship Awards	Chickasaw	IA		Keynote Presentation	RBC/SBDC
Clayton County Networking event wheres the money	Clayton	IA		Networking Event and Entrepreneurial Edcatio	RBC/SBDC
Entrepreneurship Service provider review	Clayton	IA		MyEntreNet Region Service Provider Training	RBC/SBDC
Exploring Entrepreneurship	Clayton	IA		Entrepreneurial Educational Workshop	RBC/SBDC
Fast Trac Kick Off	Clayton	IA		Networking Event and Entrepreneurial Edcatio	RBC/SBDC
Marketing Your Business' Image	Clayton	IA		Entrepreneurial Educational Workshop	RBC/SBDC
MYE Mixer in Elkader	Clayton	IA		Networking Event	RBC/SBDC
MYE Mixer in Guttenberg	Clayton	IA		Networking Event and Entrepreneurial Edcatio	RBC/SBDC
MYE Mixer in McGregor	Clayton	IA		Networking Event	RBC/SBDC
MYE Mixer in Monona	Clayton	IA		Networking Event	RBC/SBDC
MyEntrenet Instruction and Navigation	Clayton	IA		Entrepreneurial Educational Workshop	RBC/SBDC
Smart Start Workshop	Clayton	IA		Entrepreneurial Educational Workshop	RBC/SBDC
Decatur County Business Assistance Planning	Decatur	IA		Review of MyEntreNet Plan	RBC/SBDC
Decatur County DC Board	Decatur	IA	Retail/Manufacturing/Service/Technology	Introduction of the MyEntreNet Program	RBC/SBDC
Decatur County Smart Start	Decatur	IA		Entrepreneurial Educational Workshop	RBC/SBDC
Decatur County Task Force Training	Decatur	IA		Review of MyEntreNet Plan	RBC/SBDC
Developing an online presence	Decatur	IA		Entrepreneurial Educational Workshop	RBC/SBDC
Ebay Workshop for Decatur County	Decatur	IA		Entrepreneurial Educational Workshop	RBC/SBDC
Fast Trac	Decatur	IA		Entrepreneurial Educational Training	RBC/SBDC
MyEntrenet Navigator Training	Decatur	IA		Navigator Training	RBC/SBDC
Navigator Training	Decatur	IA		Navigator Training	RBC/SBDC
Navigator Training Session	Decatur	IA		Navigator Training	RBC/SBDC
NE Iowa Developers Smart Start Training	Fayette	IA		Train the Trainer- NE Iowa Economic Develop	RBC/SBDC
Starmont High School Entrepreneurship Summit - Fayette Co.	Fayette	IA		Entrpreneurship Summit including tours of bus	RBC/SBDC
Grundy County Client Strategic Counseling	Grundy	IA		MyEntreNet Region Service Provider Training	RBC/SBDC
Howard County Economic Development Corporation Annual Dinner	Howard	IA		Keynote Presentation	RBC/SBDC
Marketing Your Business' Image	Howard	IA		Marketing image class in Clayton County as p	RBC/SBDC
Entrepreneurial Fair	Jasper	IA		Networking Event	RBC/SBDC
Entrepreneurs Panel - Newton	Jasper	IA		Newton	RBC/SBDC
FastTrac Training on MYE	Jasper	IA		Entrepreneurship Training	RBC/SBDC
FastTrac Training on MYE	Jasper	IA		Entrepreneurship Training	RBC/SBDC

8. Client and Project Summary

University of Northern Iowa

Service to Iowa

Fiscal Year 2007

Community or Business	County	State	Industry	Counseling Provided	Program
Jasper County Kick Off	Jasper	IA		New MyEntreNet Region Kick Off	RBC/SBDC
Jasper County Listening Post	Jasper	IA		Needs Assessment	RBC/SBDC
Jasper County MyEntrenet Annoucement	Jasper	IA		Press Event	RBC/SBDC
Marshalltown Entrepreneurship Symposium	Jasper	IA		Keynote Presentation	RBC/SBDC
Marion County Business Assistance Planning	Marion	IA		Review of MyEntreNet Plan	RBC/SBDC
Marion County Listening Post	Marion	IA		Needs Assessment	RBC/SBDC
Marion County Listening Post	Marion	IA		Entrepreneurial Educational Workshop	RBC/SBDC
Marion County Listening Post	Marion	IA		Needs Assessment	RBC/SBDC
Marion County Smart Growth	Marion	IA		Entrepreneurial Educational Workshop	RBC/SBDC
Marion County Smart Start	Marion	IA		Entrepreneurial Educational Workshop	RBC/SBDC
Marion County Smart Start	Marion	IA		Entrepreneurial Educational Workshop	RBC/SBDC
MyEntrenet Instruction and Navigation	Marion	IA		Entrepreneurship Training	RBC/SBDC
MyEntreNet: A Four Point Approach to Rural Revitalization	Marion	IA		Renew Rural Iowa Entrepreneurship Seminar	RBC/SBDC
Iowa Legislature Economic Development Committee Meeting	Polk	IA		MyEntreNet Rural Entrepreneurship Developm	RBC/SBDC
Fast Trac	Poweshiek	IA		Entrepreneurial Educational Training	RBC/SBDC

Service to Iowa

	County Specific	Statewide	Total
Adair	4	17	21
Adams	2	17	19
Allamakee	7	17	24
Appanoose	6	17	23
Audubon	2	17	19
Benton	25	17	42
Black Hawk	228	17	245
Boone	6	17	23
Bremer	55	17	72
Buchanan	26	17	43
Buena Vista	4	17	21
Butler	25	17	42
Calhoun	3	17	20
Carroll	5	17	22
Cass	2	17	19
Cedar	3	17	20
Cerro Gordo	17	17	34
Cherokee	4	17	21
Chickasaw	12	17	29
Clarke	3	17	20
Clay	6	17	23
Clayton	10	17	27
Clinton	10	17	27
Crawford	2	17	19
Dallas	13	17	30
Davis	4	17	21
Decatur	4	17	21
Delaware	9	17	26
Des Moines	9	17	26
Dickinson	6	17	23
Dubuque	12	17	29
Emmet	4	17	21
Fayette	28	17	45
Floyd	5	17	22
Franklin	10	17	27
Fremont	1	17	18
Greene	5	17	22
Grundy	18	17	35
Guthrie	1	17	18
Hamilton	2	17	19
Hancock	7	17	24
Hardin	12	17	29
Harrison	1	17	18
Henry	8	17	25
Howard	6	17	23
Humboldt	5	17	22
Ida	4	17	21
Iowa	8	17	25
Jackson	9	17	26
Jasper	8	17	25
Jefferson	4	17	21
Johnson	13	17	30

Jones	11	17	28
Keokuk	8	17	25
Kossuth	9	17	26
Lee	6	17	23
Linn	35	17	52
Louisa	2	17	19
Lucas	4	17	21
Lyon	2	17	19
Madison	1	17	18
Mahaska	11	17	28
Marion	5	17	22
Marshall	8	17	25
Mills	1	17	18
Mitchell	6	17	23
Monona	1	17	18
Monroe	3	17	20
Montgomery	1	17	18
Muscatine	18	17	35
O'Brien	1	17	18
Osceola	0	17	17
Page	4	17	21
Palo Alto	4	17	21
Plymouth	2	17	19
Pocahontas	0	17	17
Polk	33	17	50
Pottawattamie	3	17	20
Poweshiek	12	17	29
Ringgold	1	17	18
Sac	4	17	21
Scott	19	17	36
Shelby	9	17	26
Sioux	15	17	32
Story	19	17	36
Tama	27	17	44
Taylor	2	17	19
Union	3	17	20
Van Buren	1	17	18
Wapello	5	17	22
Warren	2	17	19
Washington	6	17	23
Wayne	5	17	22
Webster	6	17	23
Winnebago	8	17	25
Winneshiek	11	17	28
Woodbury	9	17	26
Worth	5	17	22
Wright	4	17	21
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	1035	1683	2718
Multi-County	4		
Statewide	17		
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	1056		