



 THE UNIVERSITY OF IOWA

STRATEGIC PLAN

2016-2021



OUR VISION

The University of Iowa has authored many great stories. Building on a remarkable legacy, the people of the UI are crafting new chapters of exploration, discovery, creation, and engagement.

Ours is a narrative of resilience that extends out from the heartland toward the future, inspired by a commitment to our state, nation, and global community. With a spirit of inclusiveness and collaboration, UI faculty, staff, and students pursue excellence guided by our institutional strengths and complexity. From the humanities to STEM fields and from the performing arts to professional schools and the medical complex, our collective will to excel, to create, and to heal motivates our work. Together, we unlock human potential and prepare citizens for the future. Our strategic plan establishes priorities for realizing our aspirations.

OUR PROCESS

In March 2016, Provost Barry Butler and Vice President Tom Rocklin charged the Strategic Plan Development Group (SPDG) with developing the University of Iowa Strategic Plan for 2016 to 2021. The charge was to:

1. Create a strategic plan that:

- a. Is crisp and time-sensitive
- b. Is inclusive of our university with a fast feedback cycle
- c. Facilitates change, innovation, and growth through annual review by the Strategy Implementation Team and expert faculty, student, and staff committees
- d. Acknowledges the UI's relationship to the citizens of Iowa, as well as financial considerations, as a "backbone" of the plan

2. Represent the "greater good" for the UI by recognizing the interests of the campus, the broader UI community, and Iowa in ways that:

- a. Retain our mission and modified pillar structure
- b. Chart a course for a more distinctive UI by integrating our strengths into opportunities for innovation and competitive advantage
- c. Result in a plan that is focused and promotes action

SPDG members began by reviewing more than 20 existing reports and datasets including strategic plans from peer institutions; the Office of the Provost Data Digest; issues lists from faculty, student, and staff governance groups; "state of" addresses re: diversity and graduate education; briefs on the current state of research; and more.

MEMBERS OF THE STRATEGIC PLAN DEVELOPMENT GROUP

Co-Chair: David Cunning, Associate Professor and Chair,
College of Liberal Arts & Sciences

Co-Chair: Sarah Hansen, Assistant Vice President,
Division of Student Life

Scott Arneson, Associate Dean, College of Dentistry

Erin Brothers, Sponsored Research Specialist,
Division of Sponsored Programs

Carolyn Colvin, Associate Professor, College of Education

Rita Frantz, Dean, College of Nursing

Russ Ganim, Professor, College of Liberal Arts & Sciences

Nicole Grosland, Professor, College of Engineering

David Gier, Professor, College of Liberal Arts & Sciences

Lena Hill, Associate Professor, College of Liberal Arts & Sciences

Nicole Jardine, Graduate Research Assistant,
College of Liberal Arts & Sciences

Lon Moeller, Associate Provost, Office of the Provost

Nicole Nisly, Clinical Professor, College of Medicine
(filled Alex Thomas's role)

Todd Pettys, Professor, College of Law

Cheryl Reardon, Associate Vice President,
Research & Economic Development

Ben Rogers, Senior IT Director, Information Technology Services

Jacob Simpson, Undergraduate student

Alexandra Thomas, Clinical Professor, College of Medicine (through July, 2016)

Tom Vaughn, Associate Professor, College of Public Health

Shawn Wax, Vice President, UI Foundation

Based on feedback from a variety of individuals and groups, the SPDG requested and received permission to modify the timeline in order to gather as much community input as possible. The modified timeline called for a draft submission on June 30, 2016, with a final document due October 1, 2016.

The working process used a “hub and spoke” model, with SPDG members at the center having responsibility to reach out to constituents and interest groups and bring feedback to the larger committee. Twelve open forums were held on campus across a variety of locations with more than 250 attendees. In addition, members of the SPDG held “road show” meetings with:

- International Programs Faculty Advisory Council
- Associate provosts
- Faculty Council
- Staff Council Executive Committee
- Council of Deans
- Lewis-Burke Consultants
- College of Law
- College of Dentistry
- Student leaders from UISG, GPSG, and ARH
- College of Liberal Arts & Sciences DEOs
- Talent@Iowa Task Force
- College of Public Health
- Diversity Charter Committee co-chairs
- Research Council
- College of Education
- College of Engineering DEOs
- College of Nursing
- College of Business
- Student Success Team
- Division of Student Life Directors
- Enrollment Management Staff
- College of Engineering Center Directors
- Graduate College
- College of Pharmacy
- Dean, College of Medicine
- Latino Council
- UI Libraries
- Multicultural student organization members
- Office of Sustainability

Notes from the forums and road show meetings were compiled, themed, and provided to SPDG subcommittees to incorporate into their documents. Each subcommittee presented its document multiple times to the entire SPDG for edits and suggestions.

The draft 2016-2021 Strategic Plan was published in July. The co-chairs also continued road show meetings. Well over 750 individuals provided feedback on the strategic plan.



RESEARCH & DISCOVERY

Our goal is to perform high-impact research.



Strategy

Create a university ecosystem that enables UI to be an international leader in confronting the grand challenges of the 21st Century.

Critical Tasks

- Identify and tackle the challenges that our singular and collective areas of strength are positioned to address
- Invest in research centers and infrastructures that make collaboration natural, sustainable, and seamless
- Create research partnerships with universities and institutes that complement our areas of strength
- Support curricular innovations that promote collaboration
- Enhance processes that enable students, staff, and faculty to locate collaborators and corresponding grant opportunities

Indicators for Success

- UI is a state, national, and international leader in addressing the grand challenges of the 21st Century
- Increased student, staff, and faculty participation in initiatives and events outside of their home unit
- Increased number of disciplinary and interdisciplinary research grant proposals submitted

Strategy

Recruit and retain faculty and staff who possess the broad diversity essential to our research mission.

Critical Tasks

- Create dissertation fellowship and post-doc opportunities for graduate and professional students who might be future colleagues at the UI and network with diverse faculty and staff in professional societies
- Implement data-driven methods to improve campus inclusivity, including regular surveys of the campus climate
- Establish mechanisms for regular and direct communication between the president and provost and representatives of students, staff, and faculty from underrepresented groups
- Ensure that the service workload of faculty and staff from underrepresented groups is sustainable, in part by hiring and retaining more such faculty and staff
- Energize campus and increase inclusion by creating opportunities for staff, students, faculty, and deans to advise on the implementation of strategic plans over their duration

Indicators for Success

- Increased hiring, retention, and mentoring of faculty and staff from diverse backgrounds and traditionally underrepresented groups
- Surveys of the campus climate reveal that staff, students, and faculty are energized to fulfill the university's research mission
- UI becomes a destination of choice for individuals seeking to obtain a diversity of skills and perspectives

Strategy

Foster a campus culture in which UI faculty, students, and staff can maximize their research productivity.

Critical Tasks

- Provide units with significant flexibility in such areas as effort allocation, retention, staff support, reporting procedures, and infrastructure
- Invest in our strength as a comprehensive research university as measured by AAU and other key metrics
- Work with our legislators and other public and private leaders to secure the funding that is critical to our research mission
- Coordinate the processes by which colleges and their units work with the UI Foundation to seek supplemental research support
- Recognize and credit faculty and staff (at all stages of review) for their achievements in research, collaboration, teaching, and engagement
- Invest in graduate and professional student research as integral to our mission as an R1 research university and increase the number of research opportunities for undergraduate students in a way that highlights the distinctiveness of a UI education

Indicators for Success

- Increased number of prestigious grants and research fellowships (e.g., NEH, ACLS, NIH, NSF, IES, Guggenheim, etc.)
- Increased National Academy and Advisory Council memberships
- Increased number of tenure-track faculty at UI
- Faculty, staff, and students have sufficient time to collaborate, research, and test original ideas and attend research talks and events on campus
- Increased research support for faculty, staff, and undergraduate, graduate, and professional students
- Increased number of prestigious student awards (e.g., Rhodes scholarships, Fulbright scholarships, Woodrow Wilson fellowships, etc.)
- More graduate and professional programs are nationally recognized

METRICS

Competitively funded federal research support

Three-year average of federal research expenditures (including S&E and non-S&E) adjusted to exclude ARRA and USDA formula-allocated research expenditures. This indicator includes obligations for the AFRI program funded by USDA.

2021 GOAL: Median of public AAU universities

Membership in the National Academies

Compiled from membership lists of each academy (National Academy of Sciences, National Academy of Engineering, and National Academy of Medicine).

2021 GOAL: Median of public AAU universities

Faculty awards, fellowships, and memberships

Faculty members receiving awards, fellowship, and memberships in the national Research Council (NRC) list of highly prestigious awards (http://sites.nationalacademies.org/PGA/Resdoc/PGA_044718). Data from the Faculty Scholarly Productivity (FSP) Database

2021 GOAL: Median of public AAU universities

Citation of faculty scholarly publications

Average citation data for the most recent three overlapping five-year increments from Thomson Reuters InCites™ citations database.

2021 GOAL: Median of public AAU universities

Faculty and staff diversity

Number of women and racial/ethnic minority faculty and staff per UI's Annual Affirmative Action Plan and Report of Activity guidelines on pool of available candidates.

2021 GOAL: Each College has developed and implemented an action plan to eliminate “significant disparities” with respect to the number of women and racial/ethnic minority faculty and staff.

Philanthropy in support of faculty research and discovery

Philanthropic support for faculty and research advancement (chairs and professorships, professional development, etc.).

2021 GOAL: A total of \$200 million in FY17 through FY21

Economic development

Number of faculty, staff, and students participating in disclosure, patent, licensing, and startup processes.

2021 GOAL: Increase by 10% over FY16 value



STUDENT SUCCESS

Our goal is to provide a transformative educational experience that educates all UI students to be engaged citizens.



Strategy

Create a more inclusive campus culture.

Critical Tasks

- Recruit and retain a more diverse faculty, staff, and student body
- Increase opportunities that advance student, faculty, and staff understanding of diversity
- Design curricula that emphasize diverse contexts and the value of global citizenship
- Maximize effectiveness of programs that support first-generation, international, underrepresented, and nontraditional students
- Invest in cultural centers and identity specific spaces to foster effective social, academic, and service opportunities

Indicators for Success

- Increased diversity of UI faculty, staff, and students
- Improved retention and graduation rates of first-generation, underrepresented, and nontraditional students
- Increased student participation in study abroad, study away, alternative spring break, service learning, or other programs that promote meaningful engagement with diverse cultures

Strategy

Prepare students to be experts in their disciplines and leaders in their fields.

Critical Tasks

- Invest in high-impact practices (HIPs) that promote critical thinking, problem solving, discipline-based knowledge, analysis, creativity, synthesis, and perspective taking
- Ensure that all undergraduate students can articulate their leadership competencies by the time they graduate
- Embed more career-readiness, alumni engagement and mentoring, and capstone courses within majors
- Promote academic and co-curricular experiences that develop citizenship, including responsibilities to society and to the environment

Indicators for Success

- Increased percentage of undergraduates who have at least three HIPs by the time they graduate
- Expanded participation in the Be Better@Iowa initiative
- Increased student participation in service learning, sustainability, and community engagement activities



Strategy

Optimize campus environments to support holistic student success.

Critical Tasks

- Create technological tools and cohesive four-year success messages that empower students to chart their own course along pathways to success
- Increase course-linked academic support and encourage course redesign for high failure rate and gateway courses
- Ensure that critical academic spaces such as classrooms, libraries, and help centers are optimized for 21st century learning
- Invest in pedagogical development for instructors at all levels for both in-classroom and online delivery modes
- Maximize efforts to reduce non-tuition financial burdens through affordable and accessible on-campus student housing, meal plans, and course materials
- Expand the campus-wide mental health support network for students
- Increase the number of UI faculty & staff working with at-risk first-year students

Indicators for Success

- Improved on-time graduation rates
- Increased first-year retention rate
- Cost maintained at rates similar to peer institutions

Strategy

Invest in graduate and professional student support.

Critical Tasks

- Expand flexible models of sustained student funding for research, teaching, and professional development
- Ensure that graduate and professional students interested in academic careers have sufficient competence in grant writing, teaching, and publishing or artistic production to be competitive
- Minimize barriers to enrollment in interdisciplinary, cross-listed courses

Indicators for Success

- Improved placement of graduate and professional students in academic and alternative-to-academic careers
- Increased financial support for graduate and professional students
- Expanded opportunities for interdisciplinary learning and engagement

Strategy

Become a Research I institution of choice for undergraduate students aspiring to pursue graduate or professional education.

Critical Tasks

- Capitalize on the rich synergies of UIHC, the health sciences, and the professional schools to provide an extraordinary student experience
- Expand undergraduate research programs and faculty-student mentoring in health science and professional colleges
- Promote undergraduate-to-graduate/professional programs

Indicators for Success

- Expanded interdisciplinary and research opportunities for students
- Increased student enrollment in undergraduate-to-graduate programs

METRICS

Doctoral education

Percentage of doctoral candidates who complete degree within six years.

2021 GOAL: 75%

Undergraduate four-year graduation rate

Four-year graduation rate for BA and BS degrees.

2021 GOAL: 60%

Philanthropy in support of student success

External philanthropy in support of student success (programmatic, graduate fellowships, scholarships, study abroad, student research support, etc.).

2021 GOAL: A total of \$200 million in FY17 through FY21

Global/cultural diversity

Student participation in programs that promote meaningful engagement with diverse and global cultures (international study, alternative spring break, internship, service learning, etc.) per Senior Exit Survey.

2021 GOAL: 50% of graduating seniors report participating in at least one of the identified programs

Success of non-majority students

Graduation rates of first-generation, underrepresented, and nontraditional students.

2021 GOAL: Equal to rates of entire student body

High impact practices (HIPs)

Student participation in programs that demand integrating learning across contexts (research, capstone project, service learning, internships, writing-intensive courses, academic campus employment, leadership development) per Senior Exit Survey.

2021 GOAL: 60% of graduating seniors report participating in three or more HIPs

Prestigious student awards

Rhodes, Fulbright, Goldwater, Woodrow Wilson, Boren, Gates Cambridge, Critical Language, etc.

2021 GOAL: A total of 50 in FY17 through FY21

Entrepreneurship

Number of students exposed to entrepreneurial and innovation activities.

2021 GOAL: Increase by 20% over FY16 value



ENGAGEMENT

Our goal is to engage with Iowa and the world to broaden education, improve health, and enhance economic development.



Strategy

Enhance UI's statewide visibility and increase access to UI expertise.

Critical Tasks

- Leverage our strengths by creating internally or externally funded partnerships in every Iowa county
- Utilize technology to increase engagement, especially with rural Iowa

Indicators for Success

- Increased UI presence in every Iowa county

Strategy

Create lifelong learning opportunities that broaden UI's reach across Iowa.

Critical Tasks

- Assemble data on educational needs across the state
- Expand certificate and degree programs available beyond the main UI campus
- Host Iowa education leaders in discussions of critical educational issues
- Address gaps in articulation agreements and access

Indicators for Success

- More Iowans engaged in lifelong learning
- Increased number and variety of learning opportunities for Iowans

Strategy

Create pathways for students to pursue health careers and remain in Iowa.

Critical Tasks

- Bring K-12 and community college students to campus for immersion experiences in health-related fields
- Improve mentoring for first-generation and underrepresented minority students interested in health careers
- Make UI graduates aware of opportunities for career success and community leadership in Iowa and explore mechanisms to encourage graduates to practice in Iowa

Indicators for Success

- More health professions graduates practicing in Iowa
- Increased diversity among applicants to UI health sciences programs

Strategy

Enhance health partnerships.

Critical Tasks

- Foster UI health programs as a state of the art teaching resource for practitioners
- Lead the state and the nation with accessible, nationally recognized health care
- Ensure that health care programs and communications networks are responsive to the needs of a changing populace

Indicators for Success

- UI health programs have a positive and measurable impact on health care delivery and outcomes
- UI health programs are a model beyond Iowa

Strategy

Support the translation of intellectual work into applications to enhance economic development.

Critical Tasks

- Explore increased opportunities for entrepreneurial education, new venture creation, technology transfer, and innovation
- Connect faculty, staff, and students to organizations to solve social, technical, and business problems

Indicators for Success

- More faculty, staff, and students licensing intellectual property, participating in community engagement, or creating new businesses

Strategy

Create a model to engage the time and talents of alumni.

Critical Tasks

- Establish baseline measures of alumni involvement in engagement and develop strategies to strengthen that involvement

Indicators for Success

- More alumni involved in UI outreach and engagement



Strategy

Position UI Outreach and Engagement as the hub to identify and promote research and engagement.

Critical Tasks

- Develop strategic communication to inform Iowans about UI's strengths, value, and excellence
- Disseminate a unified engagement message
- Increase awareness of engagement opportunities for faculty, staff, and students
- Create a campus-wide engagement reporting mechanism
- Promote recognition of faculty, staff, and student participation in engagement
- Utilize the assets of UI Athletics in reaching out to alumni, supporters, and prospective students
- Assess engagement programs to determine their impact

Indicators for Success

- Increased number of opportunities to recognize engagement efforts
- Improved documentation of engagement activities.
- Carnegie designation renewed

METRICS

Alumni engagement

Annual percentage of alumni supporting the University of Iowa through philanthropy.

2021 GOAL: 15%

Community engagement

Annual number of outreach and engagement activities per the Office of Outreach and Engagement annual report.

2021 GOAL: 700

Iowa engagement

Number of Iowa county partners per Office of Outreach and Engagement annual report.

2021 GOAL: 99

Global engagement

Number of significant global programs per Office of International Programs annual report.

2021 GOAL: 20% increase over FY16 value

Workplace engagement

Faculty and staff satisfaction per Working at Iowa engagement survey.

2021 GOAL: Exceed 85% agreement on Question 17: "I would recommend the UI to a friend seeking employment"

OTHER METRICS

Faculty compensation

Average faculty salary.

2021 GOAL: Median of peer group

Graduate student support

Level of RA and TA stipends.

2021 GOAL: Top 25% of BOR-defined peer group



 THE UNIVERSITY OF IOWA

The University of Iowa prohibits discrimination in employment and in its educational programs and activities on the basis of race, national origin, color, creed, religion, sex, age, disability, veteran status, sexual orientation, gender identity, or associational preference. The University also affirms its commitment to providing equal opportunities and equal access to University facilities. For additional information on nondiscrimination policies, contact the Coordinator of Title IX, Section 504, and the ADA in the Office of Equal Opportunity & Diversity, 319/335-0705 (voice) or 319/335-0697 (text). The University of Iowa, 202 Jessup Hall, Iowa City, Iowa 52242-1316.