

OFFICE OF THE PROVOST

STRATEGIC PLAN 2000-2005

I. ASPIRATION

The University of Iowa aspires to be recognized among the ten most distinguished public research universities in the nation.

II. MISSION STATEMENT

The Office of the Provost provides academic leadership to the University. Its fundamental mission is to champion innovation and excellence in teaching, research, creative production, and service.

III. CORE VALUES

For guidance in planning, setting priorities, and making decisions, the Office of the Provost looks to the five interdependent commitments that are The University of Iowa's Core Values:

- ◆ Learning
 - ◆ Integrity
 - ◆ Community
 - ◆ Quality
 - ◆ Responsibility
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IV. GOALS

Listed below are The University of Iowa's five strategic goals as outlined in *New Century Iowa*, the University's Strategic Plan (see Appendix A). Because the University will reach these goals through the efforts of departments, colleges, and administrative units, the Office of the Provost has adopted them as its own strategic planning goals.

For each strategic planning goal, the Office of the Provost has identified a set of "themes" that define the Office's strategic objectives related to that goal. Under each of the themes are a few examples of strategic planning initiatives the Office of the Provost will undertake—some in concert with other vice presidential units—in 2000-2005.

GOAL #1 – AN UNDERGRADUATE EXPERIENCE THAT ENABLES STUDENTS TO FULFILL THEIR INTELLECTUAL, SOCIAL, AND CAREER OBJECTIVES

Theme 1: Foster a more personalized, welcoming environment for new students

1. Support development of living-learning centers
2. Refine summer orientation program
3. Complete development of Web-based student access to records

Theme 2: Utilize our resources as a research university to enhance teaching and learning

1. Create new opportunities for innovative teaching and learning
2. Expand opportunities for undergraduate students to participate in research and creative activities
3. Enhance the Honors Program

Theme 3: Enrich the undergraduate experience through diversity

1. Improve recruitment, retention, and graduation of a diverse undergraduate student body, particularly Iowa minority students
2. Expand cultural diversity in the undergraduate curriculum
3. Increase the number of ethnically diverse, distinguished faculty

Theme 4: Expand international experiences for students

1. Expand opportunities for study, research, and work abroad
2. Increase number of undergraduate international students
3. Support initiatives to internationalize the curriculum

Theme 5: Promote planning for life after graduation

1. Develop preparation workshops for graduate/professional school and other life-after-graduation plans
2. Strengthen programs that effect an extended relationship with the University following graduation
3. Expand career planning/counseling and placement services

GOAL #2 - PREMIER GRADUATE AND PROFESSIONAL PROGRAMS IN A SIGNIFICANT NUMBER OF AREAS

Theme 1: Improve the quality and diversity of graduate/professional students and faculty

1. Improve competitiveness of admissions and financial aid offers to prospects
2. Enhance diversity within each graduate and professional department or program
3. Increase opportunities for interdisciplinary and international/global research

Theme 2: Improve graduate/professional education programs, utilizing recommendations of recent national reports

1. Develop enrollment management plans that balance resources and goals with placement and career opportunities
2. Expand professional development opportunities for graduate students
3. Develop selected graduate and professional degree programs and certificates that address critical societal needs and capitalize on unique Iowa strengths
4. Improve intellectual exchange, nurturing social and cultural environments, and strong mentoring relationships within colleges, departments and programs

Theme 3: Promote preparation for a career and life after graduation

1. Provide information on careers and placement of graduates to students in each graduate and professional program

2. Expand career planning and placement services and develop job search workshops for graduate and professional students
3. Promote post-graduation relationships with the University through participation in career development services, UI alumni and Foundation activities, advisory councils, and cultural and entertainment activities

GOAL #3 - DISTINGUISHED RESEARCH, SCHOLARSHIP, AND ARTISTIC CREATION*

Theme 1: Cultivate a distinguished and diverse research active community of scholars

1. Create significant number of new endowed chairs and professorships
2. Refine clinical-track faculty policy, and explore possibility of developing a research-track faculty policy
3. Increase the number of ethnically diverse, distinguished faculty

Theme 2: Upgrade the infrastructure supporting teaching, research, scholarship and creative activities

1. Revitalize the University Libraries
2. Collaborate with ITS to improve the information technology infrastructure supporting instruction and research
3. Support the development of museums and galleries that meet the highest priority instructional and research needs of students and faculty
4. Increase support for faculty interdisciplinary and international research

Theme 3: Broaden the University's relations with external constituencies

1. Create and strengthen external partnerships
2. Promote research, scholarship and artistic creation that benefit Iowans and address societal needs

Theme 4: Increase sponsored and non-sponsored research and creative activity

1. Increase proposals for external funding
2. Increase external funding for sponsored programs
3. Increase faculty productivity in sponsored and non-sponsored research and creative activity

GOAL #4 - INTERDISCIPLINARY INTERACTION AS A CORE FOCUS OF THE UNIVERSITY OF IOWA IN TEACHING, RESEARCH, AND SERVICE

Theme 1: Lower administrative barriers to participation in interdisciplinary activities

1. Develop clearer guidelines for review, promotion, and tenure for joint appointments and interdisciplinary research and scholarship
2. Develop better mechanisms for appointing faculty to interdisciplinary programs

* Please refer to the Strategic Plan of the Office of the Vice President for Research for additional details about the University's efforts to meet this goal. See Appendix A for information about obtaining the VP Research and other University of Iowa strategic plans.

Theme 2: Develop new and strengthen existing interdisciplinary initiatives

1. Seek campus-wide consultation to identify interdisciplinary initiatives and topics that transcend traditional disciplines
2. Identify resources to support interdisciplinary activities
3. Provide incentives to departments for creating new or strengthening existing interdisciplinary and international programs
4. Ensure broad based interdisciplinary involvement in implementing the new College of Public Health

Theme 3: Expand interdisciplinary opportunities for students

1. Encourage collegiate and departmental plans that provide students with opportunities for international and interdisciplinary study and learning
2. Establish scholarships and assistantships for interdisciplinary teaching/research

GOAL #5: HIGHLY PRODUCTIVE WORK AND LEARNING ORGANIZATION THAT SUPPORTS THE MISSION AND VALUES OF THE UNIVERSITY

Theme 1: Streamline University policies and procedures

1. Simplify collegiate review procedures
2. Standardize definitions and categories for personnel management
3. Establish guidelines for and monitor progress of postdoctoral appointments
4. Promote electronic form usage

Theme 2: Capitalize on faculty and staff strengths

1. Monitor Post-tenure Effort Allocation Policy implementation and disseminate information about effective and creative uses
2. Recognize and promote staff contributions to the academic mission of the University

Theme 3: Foster an efficient and effective Office of the Provost organization

1. Increase office responsiveness
2. Develop a technology plan for the Office

Theme 4: Provide effective development opportunities for academic administrators and faculty

1. Create development opportunities for deans and other unit leaders
2. Expand DEO workshops and other training opportunities
3. Strengthen mentoring programs for probationary faculty
4. Strengthen developmental opportunities for tenured faculty
5. Identify and develop potential administrative leaders

V. ACHIEVING DISTINCTION

The Office of the Provost recognizes four specific academic areas in which it intends to build on strengths to help the University become a national leader over the coming five-year planning period. The Office of the Provost is committed to introducing innovation, augmenting strengths, and building distinction in the following areas:

- ◆ Interdisciplinary Interaction. In addition to augmenting opportunities for interdisciplinary interaction for all faculty and students, The University of Iowa will seek to establish a select few interdisciplinary research and instructional initiatives for which it will become internationally known.
- ◆ Comprehensive Writing Excellence. The University of Iowa intends to build upon the strength of programs like the Writers' Workshop, the playwriting workshop, the nonfiction-writing program, the College of Law's commitment to making its students the best writers among law school graduates across the country, and many others to become nationally recognized as "the writing University."
- ◆ University Libraries Revitalization. The excellence of the University of Iowa Libraries is recognized nationwide, but recent reviews of the Libraries system have identified "signs of distress." The University of Iowa intends to address those concerns and step up its efforts to reinvigorate the Libraries, focusing on raising the status of the Libraries among the top public research university libraries in the country.
- ◆ Communication Skills Development. Communication competency in the 21st century will increasingly require crossing boundaries of space, time, culture, language, and method. The University of Iowa will build on its strength in writing and on existing programs like speech communication, foreign languages, rhetoric, health informatics, telemedicine, and many others to become known as the university that teaches its graduates to communicate well using a variety of media and methods.

VI. ENVIRONMENTAL ASSESSMENT AND BUDGETARY SUPPORT OF THE STRATEGIC PLAN

In developing its strategic plan for 2000-2005, The Office of the Provost has worked under the assumptions about the environment that are outlined in the University's strategic plan (see Appendix A).

SOURCES OF BUDGET SUPPORT

In order to meet its strategic planning goals and to become recognized as one of the top ten public research universities in the country, The University of Iowa must focus existing resources and undertake an aggressive effort to add to its existing resource base during the 2000-2005 planning period. The Office of the Provost's ability to achieve its strategic planning goals will depend on how effectively it helps the University do these two things, and on how effectively it ties allocation of new and existing resources to efforts that promote the strategic plan's advancement.

The Office of the Provost will align its resource allocation decisions with strategic planning goals and efforts to build areas of distinction. Possible sources of budget support for each of the goals and areas of distinction are listed in the following table.

Strategic Goal	Source(s) of Budgetary Support
Undergraduate Experience	<ul style="list-style-type: none"> • Internal Reallocations • Legislative Requests • Comprehensive Campaign • Tuition and Fees • Budget Pools
Graduate and Professional Programs	<ul style="list-style-type: none"> • Internal Reallocations • Legislative Requests • Comprehensive Campaign • Tuition and Fees • Budget Pools
Distinguished Research, Scholarship and Artistic Creation	<ul style="list-style-type: none"> • Internal Reallocations • Comprehensive Campaign • Direct and Indirect Cost Returns • Budget Pools
Interdisciplinary Interaction	<ul style="list-style-type: none"> • Internal Reallocations • Legislative Requests • Comprehensive Campaign • Budget Pools
Productive Work and Learning Organization	<ul style="list-style-type: none"> • Internal Reallocations
Area of Distinction	Source(s) of Budgetary Support
Interdisciplinary Interaction	<ul style="list-style-type: none"> • See above
Comprehensive Writing Excellence	<ul style="list-style-type: none"> • Internal Reallocations
University Libraries Reinvigoration	<ul style="list-style-type: none"> • Internal Reallocations • Legislative Requests • Comprehensive Campaign • Budget Pools
Communication Skills Development	<ul style="list-style-type: none"> • Internal Reallocations • Legislative Requests • Budget Pools

- ◆ Internal Reallocations. The Office of the Provost anticipates that during the 2000-2005 planning period many colleges will have opportunities to reinvest existing resources due to faculty and staff retirements. The Office of the Provost will use its budget resources to advance the plans of units that can demonstrate effective use of these flexible resources.
- ◆ Legislative Requests. The Office of the Provost will focus its legislative requests to a relatively small number of initiatives in the 2000-2005 planning period. These proposals, more comprehensive than in the past, will outline multi-year strategies for acquiring legislative support.
- ◆ Comprehensive Campaign. The University has initiated its most aggressive fundraising campaign ever. The campaign will generate new resources to help provide endowed chairs and professorships, scholarships and fellowships, program support, and facilities and equipment.

- ◆ Tuition and Fees. The University of Iowa will work closely with the Board of Regents to develop tuition and fee levels commensurate with the University's strategic aspirations. The University recognizes that with changes in tuition and fee levels will come increased accountability to tuition and fee-paying students and parents.
- ◆ Budget Pools. The Office of the Provost plans to increase the size of its flexible budget pools. Based on recent budget requests from the units that report to the Provost, approximately \$10 million is needed in these pools to address critical needs in instructional equipment, faculty start-up, undergraduate education, faculty diversity, graduate and professional education, academic technology, and interdisciplinary programs.

GUIDING PRINCIPLES FOR RESOURCE ALLOCATION DECISIONS

During the 2000-2005 planning period, the following overarching principles will guide the Office of the Provost as it makes decisions about how best to allocate resources to high-priority strategic planning initiatives. The Office of the Provost will promote and support academic unit plans that:

- emphasize academic excellence, giving highest priority to efforts that improve the quality of the students and faculty, introduce innovative curricula, and create dynamic learning environments.
- propose bold academic advancement.
- build distinctive programs.
- establish partnerships throughout the University and beyond.
- embrace diversity in the University community, in the curriculum, and in all areas of academic endeavor.
- provide students with international as well as interdisciplinary experiences.

VII. UNIVERSITY-WIDE STRATEGIC PLANNING INDICATORS

This section of the Strategic Plan will be completed when final decisions have been made about University-wide indicators for 2000-2005.

VIII. OFFICE OF THE PROVOST UNIT-SPECIFIC STRATEGIC PLANNING INDICATORS

The Office of the Provost is considering the adoption of some of the following indicators as measures of academic progress in 2000-2005:

- Number of active exchange programs/international linkages
- Number of visiting international faculty
- Number of joint appointments
- Number of appointments to interdisciplinary programs
- Number of faculty jointly involved in grants
- Number of distinctive interdisciplinary centers and institutes
- Number of DEOs participating in training programs
- Increase recurring budget pools for academic support from \$3 million in FY 2000 to \$10 million in FY 2005

APPENDIX A: UNIVERSITY-WIDE STRATEGIC PLANNING RESOURCES

[NOTE Some addresses below may not be current. Please check with individual units as necessary.]

The University of Iowa Strategic Plan: New Century Iowa

New Century Iowa is available on the Web at <http://www-apps.uiowa.edu/presidents-office/>, or see the University's strategic planning page (<http://www.uiowa.edu/~our/strategic-plan/>). University of Iowa faculty, staff, and students may request a paper copy by contacting campus-communications@uiowa.edu.

Office of the Provost Strategic Plan

The Office of the Provost Strategic Plan for 2000-2005 is available on the Web via the strategic planning page <http://www.uiowa.edu/~provost/plan>, or call 335-3565 to request a paper copy.

Office of the Vice President for Research Strategic Plan

The Strategic Plan of the Office of the Vice President for Research is available at <http://www.uiowa.edu/~vpr/research/vpr.htm>, or call 335-2119 to request a paper copy.

Academic Unit Strategic Plans

Web addresses for the collegiate and other academic unit strategic plans are listed below. To obtain a paper copy of any of these plans, please contact the unit directly.

College of Business Administration - <http://www.biz.uiowa.edu/>

College of Dentistry - <http://www.uiowa.edu/~dows/straplan.html>

College of Education - <http://www.uiowa.edu/~coe2/>

College of Engineering - <http://www.engineering.uiowa.edu/welcome.html>

Graduate College - <http://www.uiowa.edu/~gradcoll/strategic.html>

College of Law - <http://www.uiowa.edu/~lawcoll/>

College of Liberal Arts - <http://www.uiowa.edu/~libarts/news/strplan.htm>

College of Medicine - <http://www.medicine.uiowa.edu/about/plans.html>

College of Nursing - <http://www.nursing.uiowa.edu/>

College of Pharmacy - <http://www.uiowa.edu/~pharmacy/>

University Libraries - <http://www.lib.uiowa.edu/lib/strategic-plan.html>

Division of Continuing Education - <http://www.uiowa.edu/~dvconted/>