



May 21, 2009

Dear colleagues,

We're writing to update you on strategic planning and budgeting, 2009 - 2014.

You've received President Mason's [letter](#) on the fiscal challenges and opportunities ahead. Starting in July 2009, the University's appropriations will be substantially cut, but this reduction will be offset for one year with federal stimulus funds. This one-time infusion of federal monies gives us a few months to think strategically on how to preserve the excellence of our core missions and to pursue our most important priorities in a time of global economic retrenchment.

President Mason has asked us to oversee a University-wide strategic initiatives process that's integrated with the budgeting process. ARRA funds can help jump-start innovations that will produce cost-savings and generate new resources. We've appointed six strategic Task Forces, composed of a broad representation of faculty and staff, which will work openly and consultatively:

- Strategic Budgeting
- Undergraduate Education and Student Success
- Graduate Education and Selective Excellence
- Research and Creative Excellence
- Internationalization and Diversity
- Public Outreach and Civic Engagement

To learn more about these Task Forces—which have just started their work—please visit the web site: <http://provost.uiowa.edu/work/strategic-initiatives/>. Once there, you'll find a link inviting you to submit your ideas on strategic priorities to one or more of the Task Forces. They look forward to hearing from you.

We continue to be guided by the overarching themes of the strategic plan, *The Iowa Promise 2005-10*. However, new developments—new strategic priorities of the Board of Regents; the devastating flood and the exciting opportunities for rebuilding the arts campus; a Great Recession—compel us to refocus and complement the current plan with selected new strategic initiatives.

As we address the immediate budget challenges, it's important to look beyond the economic crisis, to the day—which shall surely dawn—when the University can continue its ascendant trajectory at an even faster pace. Recall that in recent years, we've improved faculty salaries, we've seen record numbers of incoming students who are better prepared than ever, and we continue to eclipse records for extramural funding. We must apply our creativity and energy to identify our strategic priorities for the coming years. These priorities will inform the hard decisions we make now about allocating limited resources. They also set the stage for a stronger future.

Our institutional progress is due to the remarkable contributions of so many faculty and staff. Your contributions are a source of inspiration as we all help write the next chapter of the remarkable story of The University of Iowa.

Sincerely,

Wallace D. Loh  
Executive Vice President and Provost

Douglas K. True  
Senior Vice President and Treasurer