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.

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; and
   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; and
   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.

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.

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

Research & Discovery

Goal: Perform high-impact research.

Strategies	Critical Tasks	Indicators of Success
Create a university ecosystem that enables UI to be an international leader in confronting the grand challenges of the 21st Century.	• 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.	• 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.
Recruit and retain faculty and staff who possess the broad diversity essential to our research mission.	• Create dissertation fellowship and post-doc opportunities for graduate and professional students who might be future colleagues at 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.	• 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 is a destination of choice for individuals seeking to obtain a diversity of skills and perspectives.
Foster a campus culture in which UI faculty, students, and staff can maximize their research productivity.	• 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.	• 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 and 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.

Student Success

Goal: Provide a transformative educational experience that educates all UI students to be engaged citizens.

Strategies	Critical Tasks	Indicators of Success
Create a more inclusive campus culture.	• 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.	• 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.
Prepare students to be experts in their disciplines and leaders in their fields.	• 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.	• 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.
Optimize campus environments to support holistic student success.	• 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, and 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.	• Improved on-time graduation rates. • Increased first-year retention rate. • Cost maintained at rates similar to peer institutions.
Invest in graduate and professional student support.	• 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.	• 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.
Become a Research I institution of choice for undergraduate students aspiring to pursue graduate or professional education.	• 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.	• Expanded interdisciplinary and research opportunities for students. • Increased student enrollment in undergraduate-to-graduate programs.

Engagement

Goal: Engage with Iowa and the world to broaden education, improve health, and enhance economic development.

Strategies	Critical Tasks	Indicators of Success
Enhance UI's statewide visibility and increase access to UI expertise.	• Leverage our strengths by creating internally or externally funded partnerships in every Iowa county. • Utilize technology to increase engagement, especially with rural Iowa.	• Increased UI presence in every Iowa county.
Create pathways for students to pursue health careers and remain in Iowa.	• 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.	• More health professions graduates practicing in Iowa. • Increased diversity among applicants to UI health sciences programs.
Enhance health partnerships.	• 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.	• UI health programs have a positive and measurable impact on health care delivery and outcomes. • UI health programs are a model beyond Iowa.
Support the translation of intellectual work into applications to enhance economic development.	• 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.	• More faculty, staff, and students licensing intellectual property, participating in community engagement, or creating new businesses.
Create lifelong learning opportunities that broaden UI's reach across Iowa.	• 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.	• More Iowans engaged in lifelong learning. • Increased number and variety of learning opportunities for Iowans.
Create a model to engage the time and talents of alumni.	• Establish baseline measures of alumni involvement in engagement and develop strategies to strengthen that involvement.	• More alumni involved in UI outreach and engagement.
Position UI Outreach and Engagement as the hub to identify and promote research and engagement.	• 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.	• Increased number of opportunities to recognize engagement efforts. • Improved documentation of engagement activities. • Carnegie designation renewed.

Metrics

Metrics: Research and Discovery	2021 Goal
Competitively funded federal research support *Definition: 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.*	Median of public AAU universities
Membership in the National Academies *Definition: Compiled from membership lists of each academy (National Academy of Sciences, National Academy of Engineering, and National Academy of Medicine).*	Median of public AAU universities
Faculty awards, fellowships, and memberships *Definition: 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.*	Median of public AAU universities
Citation of faculty scholarly publications *Definition: Average citation data for the most recent three overlapping five-year increments; from* Thomson Reuters InCites™ *citations database.*	Median of public AAU universities
Faculty and staff diversity *Definition: 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.*	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 *Definition: Philanthropic support for faculty and research advancement (chairs and professorships, professional development, etc.).*	A total of $200 million in FY17 through FY21
Economic development *Definition: Number of faculty, staff, and students participating in disclosure, patent, licensing, and startup processes.*	Increase by 10% over FY16 value
Metrics: Student Success	2021 Goal
Doctoral education *Definition: Percentage of doctoral candidates who complete degree within six years.*	75%
Undergraduate four-year graduation rate *Definition: Four-year graduation rate for BA and BS degrees.*	60%
Philanthropy in support of student success *Definition: External philanthropy in support of student success (programmatic, graduate fellowships, scholarships, study abroad, student research support, etc.).*	A total of $200 million in FY17 through FY21
Global/cultural diversity *Definition: 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.*	50% of graduating seniors report participating in at least one of the identified programs
Success of non-majority students *Definition: Graduation rates of first-generation, underrepresented, and nontraditional students.*	Equal to rates of entire student body

High impact practices (HIPs) *Definition: 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.*	60% of graduating seniors report participating in three or more HIPs
Prestigious student awards *Definition: Rhodes, Fulbright, Goldwater, Woodrow Wilson, Boren, Gates Cambridge, Critical Language, etc.*	A total of 50 in FY17 through FY21
Entrepreneurship *Definition: Number of students exposed to entrepreneurial and innovation activities.*	Increase by 20% over FY16 value
Metrics: Engagement	**2021 Goal**
Alumni engagement *Definition: Annual percentage of alumni supporting the University of Iowa through philanthropy.*	15%
Community engagement *Definition: Annual number of outreach and engagement activities per the Office of Outreach and Engagement annual report.*	700
Iowa engagement *Definition: Number of Iowa county partners per Office of Outreach and Engagement annual report.*	99
Global engagement *Definition: Number of significant global programs per Office of International Programs annual report.*	20% increase over FY16 value
Workplace engagement *Definition: Faculty and staff satisfaction per Working at Iowa engagement survey.*	Exceed 85% agreement on Question 17: "I would recommend the UI to a friend seeking employment"
Metrics: Other	**2021 Goal**
Faculty compensation *Definition: Average faculty salary.*	Median of peer group
Graduate student support *Definition: Level of RA and TA stipends.*	Top 25% of BOR-defined peer group