

Preface to The University of Iowa Strategic Plan, 2016-2021

The University of Iowa has always welcomed challenges. We stand on a rich legacy of firsts – a legacy that shapes our identity and that inspires our path forward.

We dared to be the first public university in the country to admit men and women on an equal basis. We dared to be the first university to establish a program for the rehabilitation of students with disabilities. We dared to be the first American university to broadcast television. We dared to be the first university to accept creative work in place of written theses for graduate degrees in the performing and fine arts, and we were the first to offer the Master of Fine Arts degree in creative writing. We dared to have the first college newspaper with a woman as its editor. We dared to be the first public university to recognize and support an LGBT student organization and to offer benefits to the domestic partners of employees. We dared to be the first public university to establish a school of religion. We dared to be the first public university to play an African American student on its varsity squad. We dared to be a leader in recruiting and admitting African American students as one of the very first universities in the country to have a black student graduate from its law school.

The Hawkeye will to dare is rooted in students, faculty and staff who have resolutely tackled the hurdles of the past and who will boldly face the challenges of today and tomorrow. Our scholar-teachers have made groundbreaking contributions in the arts and sciences and are regular recipients of fellowships and grants from the Guggenheim Foundation, the National Endowment for the Humanities (NEH), the American Council of Learned Societies (ACLS), the National Science Foundation (NSF), and the National Institute of Health (NIH). UI graduates have been awarded seventeen Pulitzer Prizes and nineteen Rhodes scholarships, and among public universities Iowa graduate students have received the highest number of Distinguished Dissertation Awards. Our staff members directly contribute to the university's teaching and research mission by providing support and generating research tools and educational methods that are used at UI and across the world.

The University of Iowa Hospitals and Clinics is ranked in the “best” category in sixteen specialty areas. UI health science programs bring in hundreds of millions of fellowship and grant dollars each year, resulting in breakthroughs that enhance life in the state and beyond. The university as a whole is an engine for the state economy, with over six billion dollars per year in total economic impact. We train many of the state's doctors, nurses, lawyers, and businesspeople, and our creative endeavors contribute to the state's vibrant cultural landscape.

We are proud of our history, and we are excited about our future. With the people of the University of Iowa as our foundation, we are energized by the challenges that lie before us. Our 2016-2021 strategic plan dares to create more opportunities for Hawkeyes to make an impact across the state, the nation, the planet, and beyond. In an increasingly global context, we will bring Iowa to the world, and the world to Iowa.

•The University of Iowa Strategic Plan DRAFT•

Our Process

The Strategic Plan Development Group (SPDG) was charged on March 23, 2016 by Provost Barry Butler and Vice President Tom Rocklin with developing the 2016-2021 UI Strategic Plan. Our 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, and financial considerations, as a "backbone" of the plan.

2. Represent the "greater good" for the UI by recognizing the interests of key interest groups, 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 over 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.

Our initial process included time spent on the previous plan's pillars, which we eventually collapsed into three categories for our draft: Student Success, Research & Discovery, and Engagement.

Based on feedback from a variety of individuals and groups, we requested and received permission to modify our timeline in order to gather as much community input as possible. Our modified timeline calls for a draft submission on July 1, 2016, with the final document due October 1, 2016.

We conducted eight Strategic Plan Open Forums on campus with 160 attendees. Our website had a submission form for users to send ideas. SPDG members also had responsibility to reach out to constituents and interest groups to receive input to bring back to the committee. In addition, members of the SPDG held "Road Show" meetings with:

Associate Provosts
Faculty Council
Staff Council Executive Committee
Council of Deans
Lewis-Burke Research Consultants
College of Law
College of Dentistry
Student Leaders from UISG, GPSG, and ARH
College of Liberal Arts & Sciences
Talent@Iowa Task Force
College of Public Health
Research Council

College of Education
Graduate College
College of Engineering
College of Nursing
College of Business
Student Success Team
Division of Student Life Directors
Enrollment Management Staff
IT Administrators
Technology Forum Breakout Session
Diversity Charter Committee Co-Chairs

Upcoming Meetings: College of Pharmacy, College of Medicine

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Notes from the Forums and Road Show meetings were compiled, themed and provided to SPDG subcommittees. Each subcommittee presented its document multiple times to the entire SPDG for edits and suggestions. We collaboratively created a Preface to the plan, to capture key values and frame the contents of the document.

The campus community is invited to participate in another round of campus feedback sessions in August and September to provide additional input on the draft document. Comments and suggestions can also be emailed to SPDG members or submitted through the online feedback form at:
<https://provost.uiowa.edu/strategic-plan-feedback-form>.

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, Grant and Contract Administrator, 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
Nikole Mac, Director of Leadership Development, Human Resources
Lon Moeller, Associate Provost, Office of the Provost
Todd Pettys, Professor, College of Law
Cheryl Reardon, Associate Vice President, Research & Economic Development
Ben Rogers, Senior IT Director, Information Technology Services
Alexandra Thomas, Clinical Professor, College of Medicine
Tom Vaughn, Associate Professor, College of Public Health
Shawn Wax, Vice President, UI Foundation

Research & Discovery		
Goal: Perform high-impact research.		
Strategies	Critical Tasks	Measures of Success
Fortify our tradition of comprehensive research excellence and creativity.	<ul style="list-style-type: none"> • Provide units with significant flexibility to maximize research excellence, with respect to issues including retention, effort allocation, staff support, and infrastructure. • Invest in our strength as a comprehensive research university, as consistent with AAU and other metrics. • Make possible the time and thinking that are a prerequisite to the generation of cutting-edge ideas. • Emphasize the importance and impact of student research at every level – undergraduate, graduate, and professional. 	<ul style="list-style-type: none"> • UI recovers its status as a top-20 public research university. • UI increases its number of tenure-track faculty. • Research support increases for undergraduate, graduate, and professional students.
Create university structures that respond to the grand challenges of the 21st Century.	<ul style="list-style-type: none"> • Harness our strengths in the sciences, arts, humanities, engineering, law, health, education, and business to foster high-impact interdisciplinary research. • Invest in research centers, institutes, and infrastructures that make collaboration natural and seamless. • Encourage and support faculty, student and staff participation in activities and events outside of their home unit. • Enhance processes that enable faculty, student, and staff to locate collaborators and corresponding grant opportunities. 	<ul style="list-style-type: none"> • There is an increase in the number of students, faculty and staff participating in interdisciplinary research groups on campus. • There is an increase in the number of large research grant proposals submitted.
Maximize our efforts to recruit and retain faculty and staff who possess the broad diversity essential to our mission.	<ul style="list-style-type: none"> • Create fellowship and post-doc opportunities for graduate and professional students from diverse backgrounds and traditionally underrepresented groups who might be future colleagues at UI. • Network with diverse faculty and staff in professional societies to identify potential colleagues at UI. • Improve mentorship of faculty and staff from diverse backgrounds and traditionally underrepresented groups. • Implement data-driven methods to improve campus inclusivity. 	<ul style="list-style-type: none"> • There is an increase in the number of faculty and staff hired each year from diverse backgrounds and traditionally underrepresented groups. • There is an increase in the retention rate for faculty and staff from diverse backgrounds and traditionally underrepresented groups. • Surveys of the campus climate are conducted on a regular basis, generating goals related to diversity. • UI becomes a destination for individuals seeking to obtain a diversity of skills and perspectives.

Student Success		
Goal: Provide a transformative educational experience.		
Strategies	Critical Tasks	Measures of Success
Promote practices that require students to apply and transfer learning across contexts.	<ul style="list-style-type: none"> Invest in high-impact practices (HIPs) including study abroad, undergraduate research, campus employment, first-year seminars, service learning courses, experiential-based learning courses, and internships. Embed more career-readiness and capstone courses within majors. Ensure that all undergraduate students have a leadership experience by the time they graduate. 	<ul style="list-style-type: none"> An increase in the percentage of undergraduates who have at least 3 HIPs by the time they graduate.
Invest in graduate and professional student support.	<ul style="list-style-type: none"> Provide flexible models of student funding to allow individualized pathways for research, teaching, and professional development. Provide training on topics such as diversity and inclusion, to prepare graduate and professional students for success and leadership in a rapidly changing and diverse workforce. Assure 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. 	<ul style="list-style-type: none"> Improved placement of graduate and professional students in academic and alternative-to-academic careers. Increased financial support for graduate and professional students. More opportunities for graduate and professional students to engage in interdisciplinary learning, and inclusion and leadership activities.
Expand academic support opportunities.	<ul style="list-style-type: none"> Create technological tools that provide alerts of missed academic milestones, and that empower students to chart their own course along pathways to success. Promote course-linked academic support and course redesign in high D/F/W and gateway courses. Create cohesive, coordinated 4-year success messages that provide clear pathways to student success. 	<ul style="list-style-type: none"> An increase in on-time graduation rates. An increase in the first-year retention rate.
Capitalize on the strengths of UIHC, the health sciences, and the professional schools to enhance the student experience.	<ul style="list-style-type: none"> Expand undergraduate research programs and faculty-student mentoring programs in health science and professional colleges. Tighten interdisciplinary connections between the east and west campuses. Promote undergrad-to-grad programs. 	<ul style="list-style-type: none"> Increased interdisciplinary and research opportunities for students. An increase in students enrolling in undergrad-to-grad programs.
Goal: Prepare students for success in a global, multicultural world.		
Create a more diverse and inclusive campus culture.	<ul style="list-style-type: none"> Increase opportunities that advance intellectual understanding of cultural and identity diversity. Design curricula that emphasize international contexts and the value of being a global citizen. Create educational environments that enable all students to be informed by perspectives that differ from their own. 	<ul style="list-style-type: none"> More UI students graduate with the ability to engage diverse viewpoints. An increase in participation in study abroad programs.
Provide the support necessary for first-generation, underrepresented, and nontraditional students to thrive.	<ul style="list-style-type: none"> Recruit and retain a more diverse faculty and staff. Maximize effectiveness of programs that support first-generation, underrepresented, and nontraditional students. Explore the creation of a vibrant, centrally located multicultural center with academic and social components, along with shared and “identity-specific” spaces. 	<ul style="list-style-type: none"> An increase in retention and graduation rates of first-generation, underrepresented, and nontraditional students.

Engagement		
Goal: Broaden access to the educational resources of the University of Iowa across the state and beyond.		
Strategies	Critical Tasks	Measures of Success
Create seamless transition from K-12 and community college institutions.	<ul style="list-style-type: none"> • Create K-12 and community college advisory groups. • Host Iowa education leaders in discussions of critical educational issues. • Address gaps in articulation agreements and access. 	<ul style="list-style-type: none"> • Increased partnerships with K-12/CC institutions. • More events featuring educational policy leaders.
Create life-long educational pathways that broaden the reach of UI across Iowa.	<ul style="list-style-type: none"> • Expand certificate and degree programs available beyond the main UI campus. • Assemble data on educational needs across all parts of the state. 	<ul style="list-style-type: none"> • More Iowans engaged in lifelong learning. • An increase in the number and variety of learning opportunities available to Iowans.
Goal: Make UI creative and intellectual assets widely accessible.		
Share UI achievements in the arts and humanities.	<ul style="list-style-type: none"> • Host public events across Iowa to make arts and humanities achievements widely available. • Identify partners to co-sponsor state events. 	<ul style="list-style-type: none"> • An increase in the number of UI events hosted across Iowa.
Increase the statewide accessibility of UI’s environmental expertise.	<ul style="list-style-type: none"> • Create environment-centered dialogues across the state. • Promote expertise in monitoring floods and river quality, land use, and climate. 	<ul style="list-style-type: none"> • An increased number of Strategic Communications stories highlighting UI expertise in sustainability and environments.
Position UI Outreach and Engagement as the hub to identify and promote research and engagement.	<ul style="list-style-type: none"> • Foster mechanisms that enable students, staff, and faculty to share their Iowa experience. • Develop and disseminate a unified engagement message. • Engage in regular dialogues with state interest groups and communities. 	<ul style="list-style-type: none"> • An increased percentage of campus units that create and support engagement activities. • A unified engagement message is communicated across campus and across the state.
Goal: Improve the health of the citizens of Iowa and beyond.		
Enhance community engagement and health partnerships.	<ul style="list-style-type: none"> • Foster health sciences programs as an outstanding delivery system and a resource for practitioners. • Ensure that UI Health Care programs and communication networks are sensitive to the needs of a changing populace. 	<ul style="list-style-type: none"> • UI health science programs have a positive and measureable impact on healthcare delivery and outcomes. • UI health science programs become a model beyond Iowa.
Create pathways for students to pursue health careers and remain in state.	<ul style="list-style-type: none"> • Bring K-12 and community college students to campus for immersion experiences in health care/related fields. • Improve mentoring for first-generation students and students from traditionally underrepresented groups. • Explore mechanisms to encourage health science graduates to remain in Iowa. 	<ul style="list-style-type: none"> • More health science graduates opt to practice in Iowa. • Increased diversity among applicants to UI health sciences programs.
Goal: Collaborate in support of the economic vitality of Iowa.		
Support the translation of intellectual work into everyday applications.	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • An increase in faculty, staff, and students who license intellectual property, participate in community engagement, or create a new business.