University of Iowa
Strategic Plan Development and Implementation Overview

July 13, 2022
Our Vision

“The University of Iowa will be the destination of first choice for a diverse and talented body of students, faculty, and staff, who will craft new chapters of exploration, discovery, creation, and engagement.”
Broad Engagement

**Internal and External Feedback**

- **Listening Sessions**
  - More than 20 sessions held in summer, fall 2021 – 250 participants

- **Key Informant Meetings**
  - More than 30 sessions held in fall 2021 – 175 participants

- **Focus Groups**
  - More than 10 sessions held in fall 2021, spring 2022 – 65 participants

- **External Stakeholder Feedback**
  - Multiple sessions with alumni and community leaders in spring 2022 – 30 participants

- **Online Feedback**
  - Two rounds of feedback in spring 2022 – 149 participants

- **Total of 669 participants involved**

More than 90, faculty, staff and students led the Development Teams, Data and Assessment Team, and Strategy Team.
Themes of Distinction

- Exceptional **breadth** of academic programs
- Ability to offer students **experiential learning opportunities**
- **Culture of collaborative** and interdisciplinary research
- Excellent and **comprehensive health sciences**
- World-class **writing programs**
- **Impact** on every Iowan
Strategic Plan Priorities

Five Priorities

1. Excellence in teaching and learning
2. Innovative research and creative discovery
3. Welcoming and inclusive environment
4. Holistic well-being and success
5. Transformative societal impact
Bold New Steps
What makes this plan different?

• Deployment of “development teams”
  – Content area experts and stakeholder groups
  – Engaged “boots on ground” staff

• Highlights
  – Teaching and learning is prioritized
  – Supporting all of campus – students, faculty, and staff – during their time at UI and beyond
  – Process oriented – focus on how we get to the end goal as opposed to the goal itself
  – Engagement with UICA during plan development and implementation
  – Impact of UI on Iowa and society
  – Stretch goals
Shaping the Future

Implementing and measuring outcomes

• Implementation
  – Plan that can be implemented, while still being aspirational
  – Accountability
  – Transparency
  – Funding identified to support implementation before committing to a tactic

• Data and Assessment
  – Assessment and evaluation from the beginning, not as an afterthought
  – Progress toward goals will be measured at high-level with overarching five-year targets, as well as at tactical level to assess year-to-year progress

• P3 Program to fund critical strategic priorities
**Metrics**

**Indicators of Progress**

**Fall-to-fall retention for first-year undergraduate students**
- Natl Ave: 76%
- Peer Ave: 94%
- UI Now: 87%
- UI in 2027: 90%

**Six-year undergraduate completion rates**
- Natl Ave: 61%
- Peer Ave: 85%
- UI Now: 73%
- UI in 2027: 75%

**Need- and merit-based philanthropic scholarship support for students**
- UI Now: 27.4M
- UI in 2027: 32.4M

**Annual increase in research expenditures**
- UI Now: 3%
- UI in 2027: 5%*

*to be re-calculated annually based on rolling 3-year average of UI Peer Group

Office of the Executive Vice President and Provost
Implementation

• SPARC (Strategic Plan Action and Resource Committee) will create and carry out a **fluid, transparent, and inclusive implementation plan** that builds upon critical tactics that were collected during the strategic plan development phase.

• Teams will engage with subject-matter experts and convene working groups that include those who work directly with students, faculty, and staff to further develop and prioritize tactics.

• The first iteration of the implementation plan will be shared with campus in early fall. Tactics will be added and dropped off throughout the life of the plan.

• Progress will be updated quarterly and a comprehensive progress report will be developed annually.
Tactic Development and Progress

- Indicators of progress and a timeline for completion
- Accountability
- Tactic-specific metrics
- Existing and needed resources identified
- High-level indicator impact
What Does Success Look Like?

Measuring results for students, families, and Iowans

- Increase student success
- Attract and retain talented faculty and staff
- Boost mental health and well-being
- Enhance diversity, equity, and inclusion
- Advance research and creative discovery
- Expand impact on the state and world

A Destination University
First choice for students, faculty, and staff
Strategic Plan Action and Resource Committee (SPARC)

Kevin Kregel (Lead), executive vice president and provost, Office of the Executive Vice President and Provost
Nicholas Benson, executive director, Office of Community Engagement, Office of the Executive Vice President and Provost
Karen Butler, chief of staff, Office of the Vice President for Medical Affairs
Steve Fleagle, associate vice president and CIO, Information Technology Services
Lois Geist, associate provost for faculty, Office of the Executive Vice President and Provost
Sarah Hansen, vice president for student life, Division of Student Life
Brooks Jackson, vice president for medical affairs, and dean, Carver College of Medicine
Wayne Jacobson, director, Office of Assessment, Office of the Executive Vice President and Provost
Rod Lehnertz, senior vice president for finance and operations, Office of Finance and Operations
Peter Matthes, vice president for external relations and senior advisor to the president, Office of the President
Lynette Marshall, president and CEO, UI Center for Advancement

Laura McLeran, associate vice president for administrative affairs and senior advisor to the president, Office of the President
Edith Parker, dean, College of Public Health
Cheryl Reardon, chief human resources officer and associate vice president, University Human Resources
Sara Sanders, dean, College of Liberal Arts and Sciences
Marty Scholtz, vice president for research, Office of the Vice President for Research
Don Szeszycki, associate vice president and director of administration and planning, Office of the Executive Vice President and Provost
Amanda Haertling Thein, associate provost for graduate and professional education, Office of the Executive Vice President and Provost, and dean, Graduate College
Liz Tovar, executive officer for diversity, equity, and inclusion and associate vice president, Office of the Executive Vice President and Provost
Tanya Uden-Holman, associate provost for undergraduate education, Office of the Executive Vice President and Provost, and dean, University College