

Office of the Executive Vice President and Provost

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# 2022-2027 Strategic Plan

*Implementation Update*

**Kevin C. Kregel, Executive Vice President and Provost**

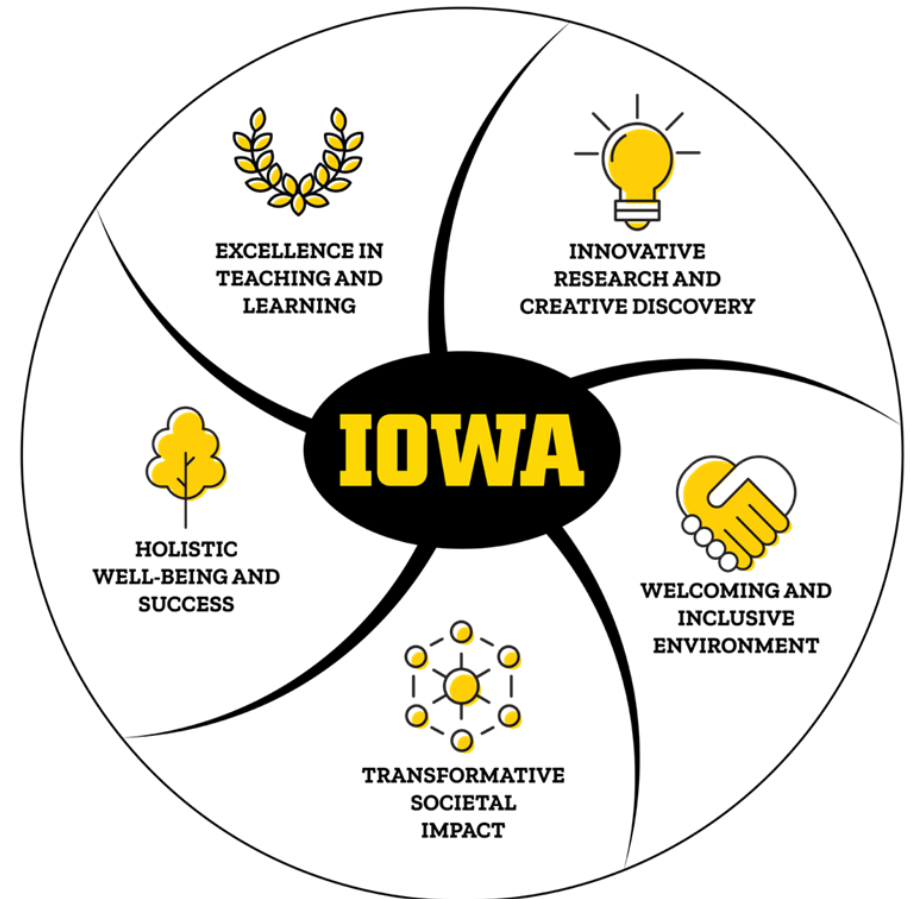
Staff Council Meeting

January 8, 2025

# Shaping the Future

## Implementing the Strategic Plan

- **Strategic Plan Action and Resource Committee (SPARC)**
  - Accountability
  - Transparency ([strategicplan.uiowa.edu](https://strategicplan.uiowa.edu))
  - Identifying resources to support implementation
- **Measuring Success**
  - Assessment and evaluation built in from beginning
  - Campus stakeholder feedback to be gathered in year 3
  - Regular progress updates and an annual report
- **UICA Comprehensive Campaign alignment**
- **P3 program to fund critical strategic priorities (~\$65M awarded since FY2021)**



# What Does Success Look Like?

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- Increase student success
- Advance research and creative discovery
- Foster a welcoming campus environment
- Boost mental health and well-being
- Attract and retain talented faculty and staff
- Enhance access to and excellence in patient care
- Expand impact on the state, nation, and the world



## **A Destination University**

*First choice for students,  
faculty, and staff*

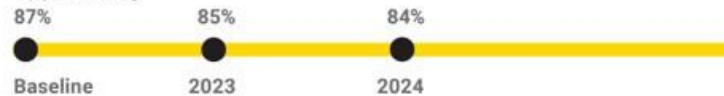
# Strategic Plan

## Annual Progress Indicators

All baseline numbers are three-year averages unless otherwise noted.



### Percentage of students reporting an experiential learning opportunity\*



\* Students report their participation in a high-impact, experiential learning opportunity in the Senior Exit Survey



### Philanthropic support for scholarships



### Philanthropic support for faculty prizes/awards



2027 GOAL

90%

\$32.4M

\$21.6M



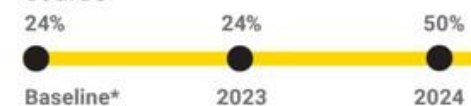
### Increase in research expenditures<sup>4</sup>



### UI Health Care patient capacity<sup>5</sup>



### Percentage of students completing a sustainability focused course



\* Baseline established in 2022-23

5.0%

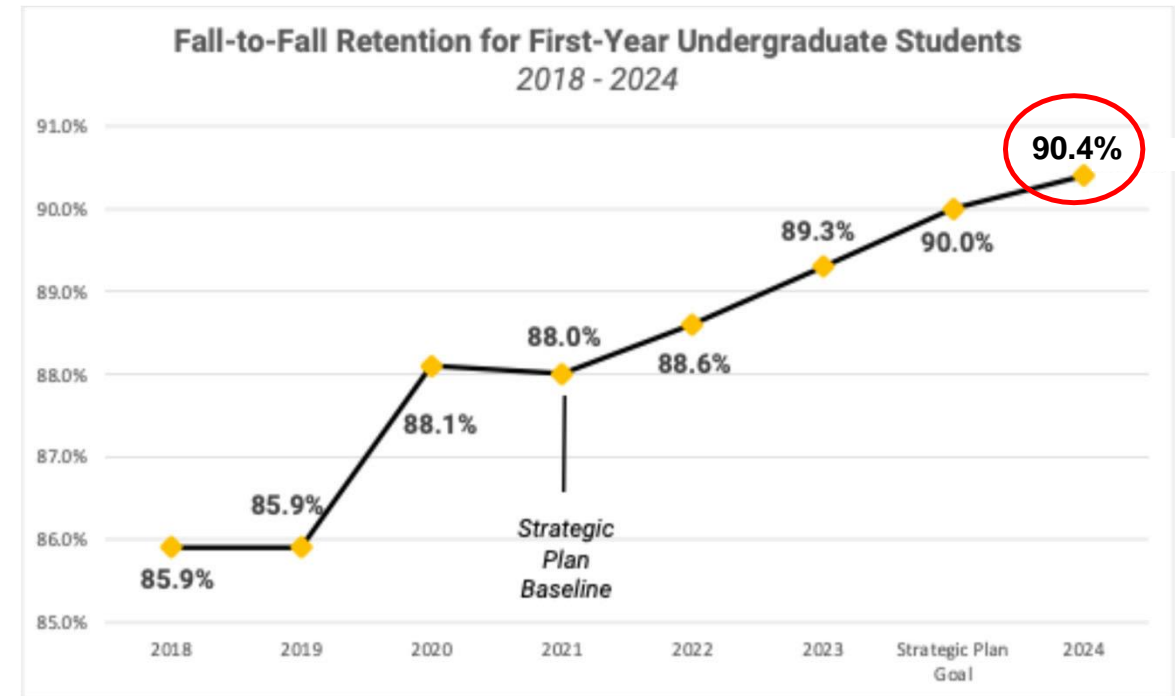
2.4M

75%

# Retaining Our Students

## IMPROVING UI'S OUTCOMES

- **90.4% 1<sup>st</sup> Year Retention**
  - Exceeded 5-year strategic plan goal in 3 yrs
  - *New goal will be developed!*
- Since 2021:
  - Improvement of over 2 percentage pts
  - Each percent  $\Delta$  reflects ~50 more students
- Programs driving change
  - First Gen Hawks
  - Curriculum innovation in STEM
  - Learning @ Iowa (P3-funded)

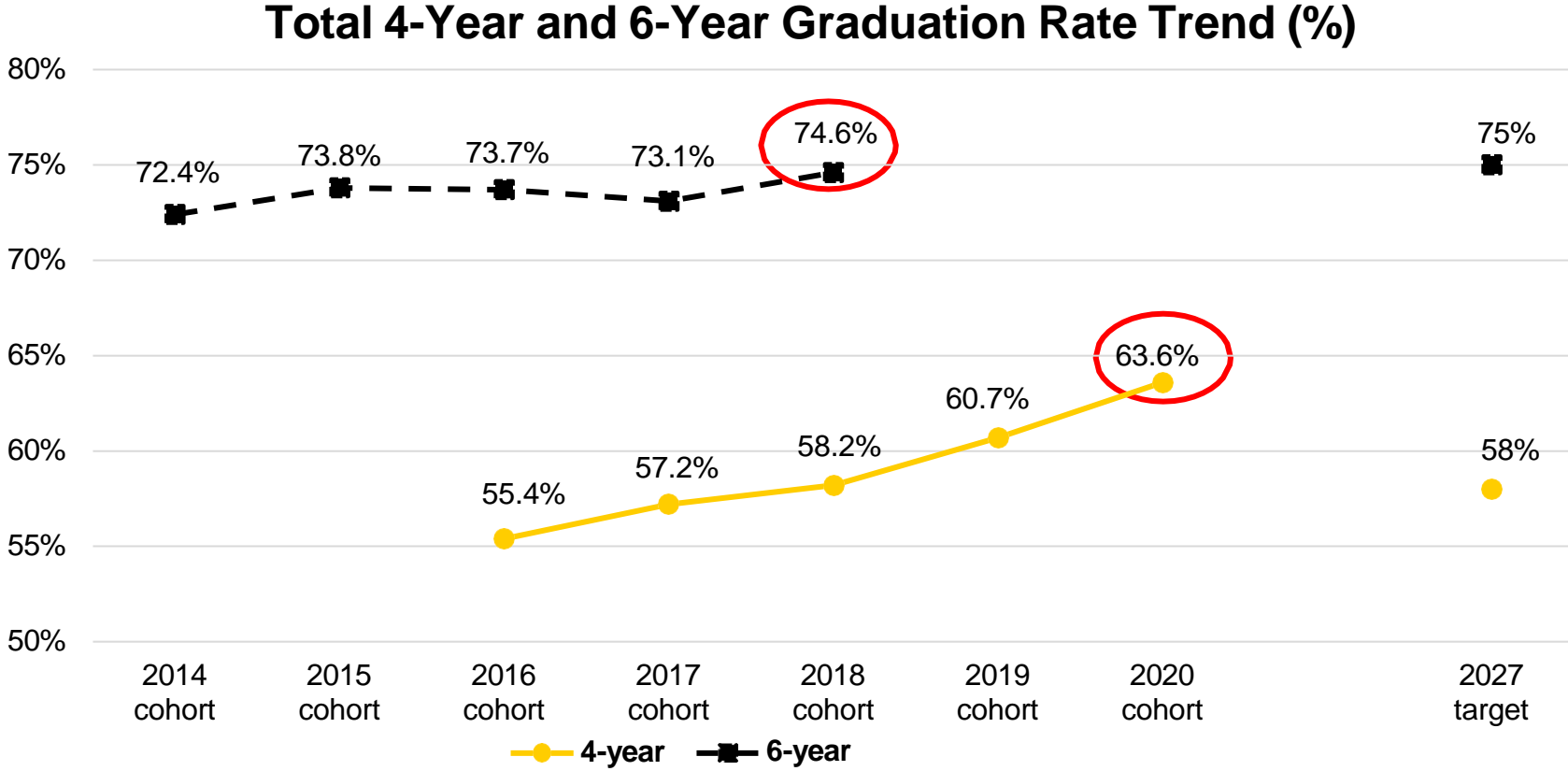


# Graduating Our Students

## IMPROVING UI'S OUTCOMES

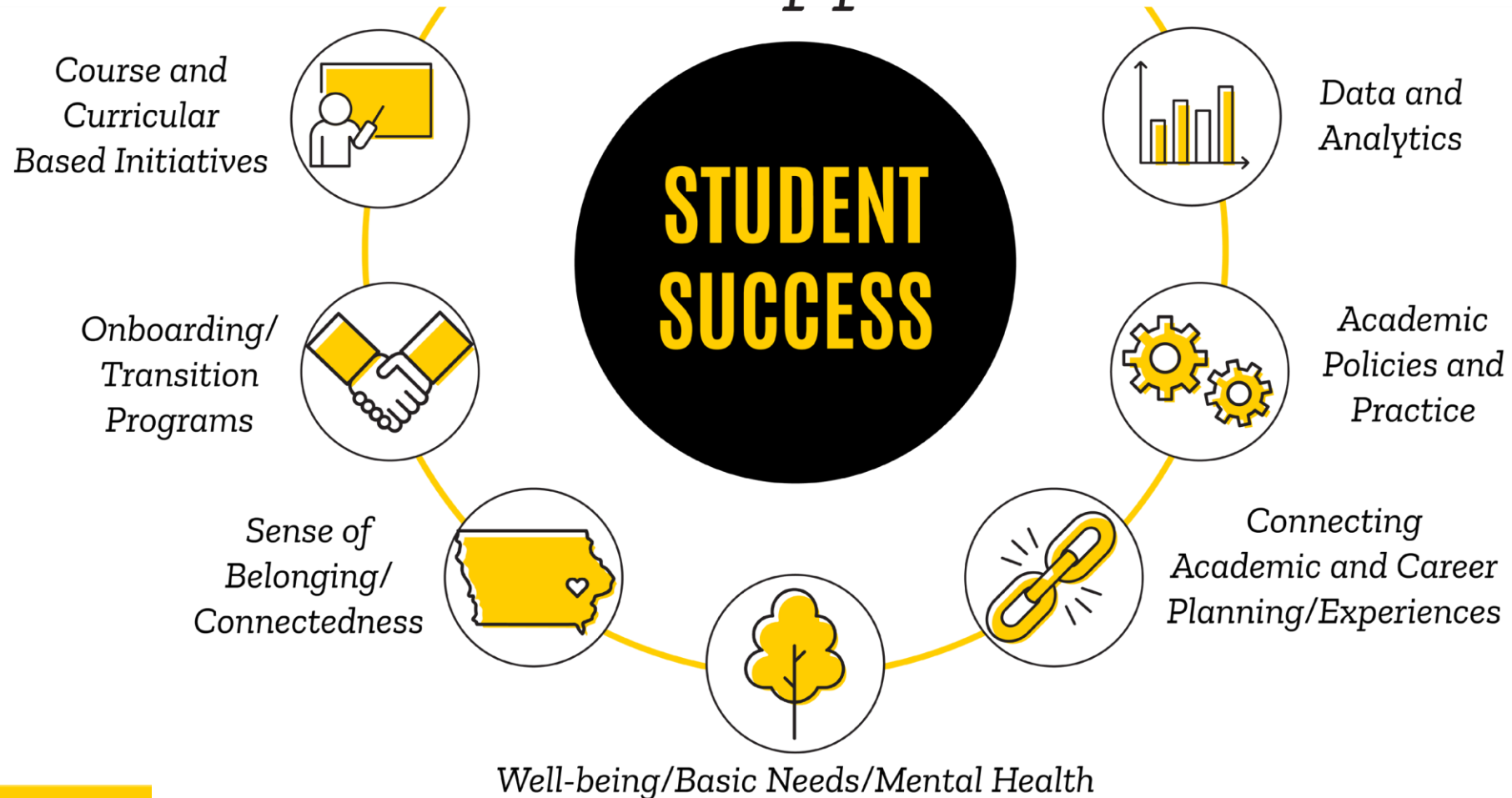
Outcomes of UI's strategic efforts to support student success and ensure timely graduation:

- all-time highs for undergraduate graduation rates for AY2023-24



# INSTITUTIONAL-LEVEL EFFORTS

*to support*

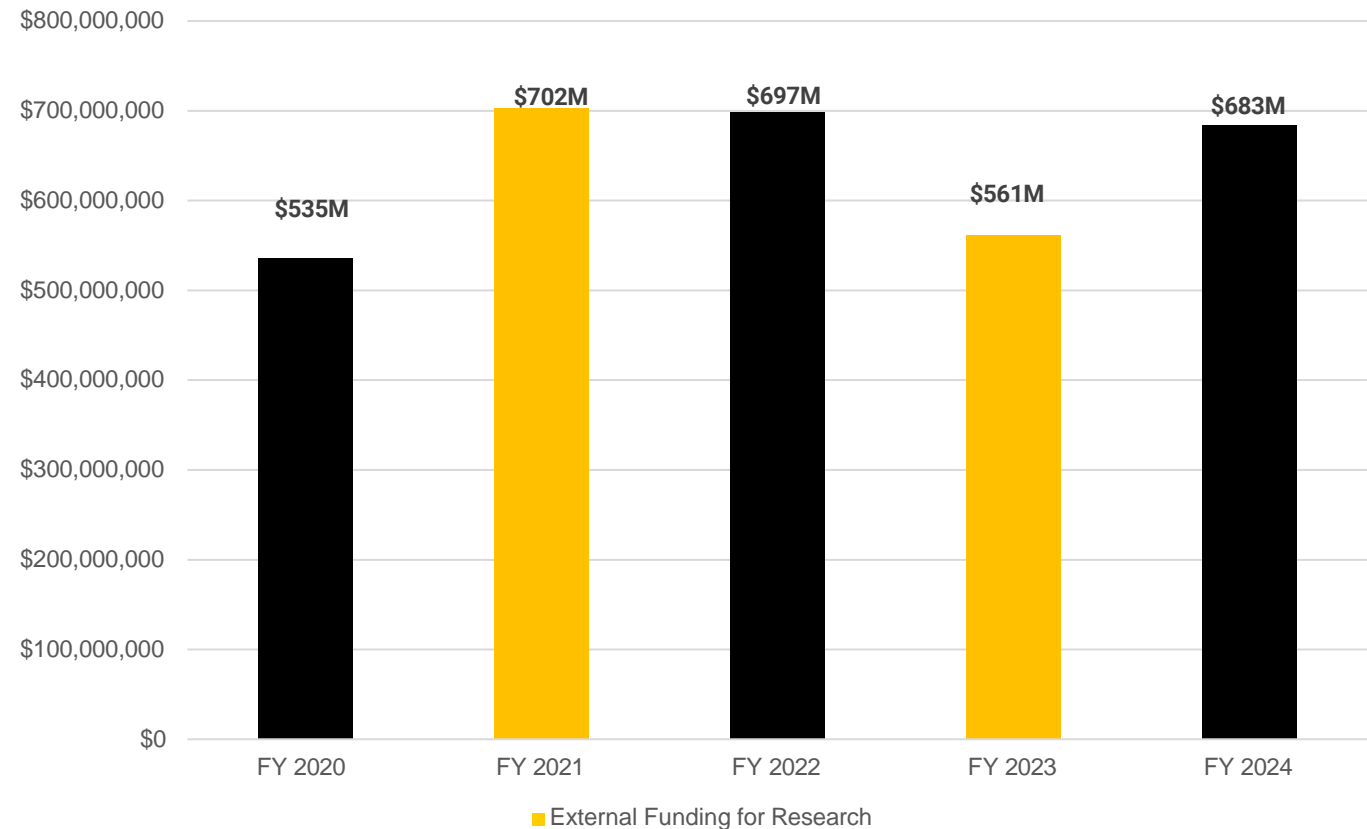


# Innovative Research and Creative Discovery

Growing the research and scholarship mission

- **~\$150M growth since FY2020**
  - FY 21 and FY 22 inflated due to COVID spending
- **Future opportunities**
  - NASA
  - Cancer research/clinical trials
  - Rural health

## Total Research Funding FY2020-2024



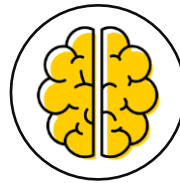


# The University of Iowa has identified three distinctive areas of excellence for campus collaboration

## The three Distinctive Collaborative Opportunities



**Cancer research  
and patient care**



**Brain science and  
mental health**



**Writing and  
communication**

These areas will be the focus for future strategic university investments, cross-campus partnerships, and strategic plan initiatives.

# Welcoming Campus Environment

- Increasing Accessibility
  - Added ADA Priority Seating
  - Improved Reporting of ADA Issues
  - New Tools for Accommodation Requests
- Division of Access, Opportunity and Diversity
  - Created to ensure **compliance** with state/federal laws and **accreditation** criteria
  - Two units:
    - Office of Civil Rights Compliance
    - Office of Access and Support



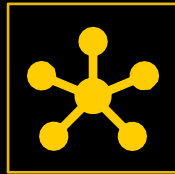
# Holistic Well-Being and Success

Providing support for students, faculty, and staff

## AREAS OF FOCUS



Evaluate and improve existing well-being programs



Create a cohesive framework of services and resources



Increase access and awareness of mental health resources



Expand curricular and co-curricular learning for students



Recruit, retain, and recognize talented students, faculty, staff

# WELLBEING.UIOWA.EDU

## Advanced Search

Centralized well-being resource for UI community

Users can filter by audience (students, faculty, staff, community, parent, etc.), topic, and type of resource (counseling, diet & nutrition, financial well-being, etc.)

- **Launched in August 2024**
  - Evolution of the Mental Health at Iowa website
  - Advanced search function improves ability to connect people with resources
- Creates a cohesive framework of services and resources
- Includes information on over 150 UI and Johnson County community resources

The screenshot displays the advanced search interface on the Wellbeing UIowa.edu website. At the top, there are three filter categories: Audience, Topic, and Type. The Audience filter is set to 'Undergraduate Students', the Topic filter is set to 'Financial Well-Being', and the Type filter is set to 'Counseling/Advice'. Below the filters, two search results are shown. The first result is 'Financial Literacy Services', described as 'For: undergraduate students, graduate and professional students. Offering support to student to promote financial success.' The second result is 'Student Care and Assistance', described as 'For: Undergraduate students, graduate and professional students, and postdocs. Providing support to students experiencing crisis and emergency concerns, and difficulty accessing basic needs.' Both results include a yellow circular icon with a right-pointing arrow.

# SPARC Employee Success Work Group

Attracting and retaining talented staff

## AREAS OF FOCUS

### Recruitment

- Develop and implement an Employee Value Proposition and brand framework
- Establish a talent acquisition model for staff positions
- Develop strategies for more robust applicant pools

### Retention

- Identify and address gaps in staff satisfaction within the career lifecycle
- Ensure access to training and professional development
- Clarify pathways to career advancement

### Development

- Identify opportunities to enhance supervisor development
- Provide training and mentoring to expand leadership skills
- Define and cultivate skills and behaviors that contribute to leadership excellence at Iowa

# Employee Success Initiatives

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## ▪ Team Coaching

- Led by Organizational Effectiveness (OE) – a unit of University Human Resources
- Helps teams improve communication, collaboration, and leadership skills

## ▪ Leadership Development

- Completed an inventory of leadership development opportunities on campus
- Utilizing information from the inventory to develop programs to address gaps and increase access to professional development



The coaches were amazing. I would highly recommend any team take part in coaching. For me, a great takeaway was that a good team culture requires work and care and attention. I now feel like I'm better equipped to be able to do that.



Jennifer Blackhurst  
*Associate Dean for Graduate Programs  
Tippie College of Business*

# Employee Success Initiatives

## ▪ Talent Acquisition Model

- Developed and implemented a new Employee Value Proposition
- Enhanced UI job search site
- Established a talent acquisition model for staff positions to streamline the hiring process

## ▪ Mapping Employment Journey of P&S Staff

- Identified four recommendations for improving P&S experience
  - Increase transparency and fairness
  - Minimize uncertainty during transitions
  - Facilitate career navigation
  - Enable relationship building



# Investing in Staff

## P3 projects in support of employee success

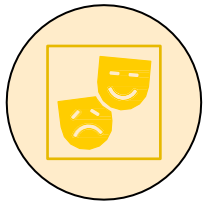
- **Recognizing, recruiting, and retaining merit staff [FY2024; 3-years, \$520,000]**
  - The pilot program consists of more than 100 merit staff members from the College of Dentistry, Office of Animal Resources (OAR), and University Housing and Dining in the Division of Student Life
- **Iowa's AI Journey: First Steps in General AI Support [FY2025; 2-years, \$784,517]**
  - Aims to integrate AI into teaching, learning, and research initiatives, enhancing success for students, staff, and faculty while advancing institutional goals



# Transformative Societal Impact

Fulfilling our mission of public service

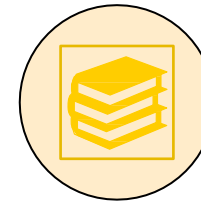
## AREAS OF FOCUS



**Enrich lives through arts and cultural engagement**



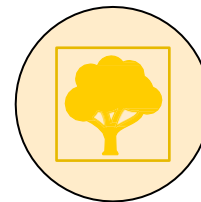
**Lead innovation in health care and expand patient care for Iowans**



**Enhance educational access and opportunities**



**Build partnerships, impact local communities, and drive economic growth and prosperity for Iowans**



**Drive effective stewardship of resources through efficient and sustainable solutions**

# Expanding patient care for lowans

- Integration of downtown medical campus expanded patient access and eased capacity issues
- UI Health Care North Liberty campus to open in summer 2025
- Acquisition of Mission Cancer + Blood creates a comprehensive cancer care network across Iowa



# Sustainability

- **\$16M federal grant for Cambus**
  - The Federal Transit Administration awarded Iowa a \$16.4 million grant for improvements to the Cambus system, including the purchase of six new battery-electric buses that will help the UI reach sustainability goals
- **STARS Gold Rating**
  - The UI moved from silver to gold in this sustainability ranking, with improvements partially driven by the inclusion of sustainability in the strategic plan and undergraduate sustainability course requirements



## **STARS Gold Rating**

The University of Iowa recently earned this distinction from the Association for the Advancement for Sustainability in Higher Education.

# QUESTIONS

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- 1) Are you seeing any movement on efforts to scale back federal agencies that supply research funding to higher education?
- 2) Last fall there were several initiatives to restructure departments (i.e., School of Earth, Environment and Sustainability; Center for Social Science Innovation; Languages). Are there current efforts underway that you are able to talk with us about?
- 3) Details on renovations for the old art/theater building down by the river. Overall construction updates. Any newly approved plans or updates to existing plans? Maybe an overview of how projects are prioritized.