University of Iowa
PathForward – Annual Work Plan including Annual Progress Report
2018

The [Path Forward Steering Committee (PFSC)](), composed of leaders of UI shared governance, has been created to advance the implementation of the [UI Strategic Plan (UISP)](). The PFSC has convened four work groups that will develop specific, actionable recommendations to the president and other responsible campus decision-makers on how to accomplish the goals of the UISP. To focus their efforts, the PFSC and its work groups have developed annual work plans that include prioritized critical tasks, objectives, and tactics, and have identified those responsible campus individuals or entities. The four work groups are: [(1) Student Success](); [(2) Research and Discovery](); [(3) Engagement](); and [(4) Diversity, Equity, Inclusion, and Collaboration](). The work plans emphasize activities that are achievable, measurable, and promote the vision and goals of the university. Each of the four work groups has chosen critical tasks (from the UI Strategic Plan) on which to focus during the calendar year. The work groups have identified objectives and tactics to guide progress on the prioritized critical tasks within the coming year. These objectives might be achievable in a one-year timeframe or aspirational with specific annual benchmarks to measure progress toward achievement of the objectives within a two- to three-year period.

STUDENT SUCCESS -- Our goal is to provide a transformative educational experience that educates all UI students to be engaged citizens.

We can provide a transformative educational experience if we ***prepare students to be experts in their discipline and leaders in their fields.***

Critical Tasks	Objective	Tactics – Action Items	Partners	Annual Progress Report
CRITICAL TASK 1: Prepare students to be experts in their disciplines and leaders in their fields	**OBJECTIVE 1:** Develop and align achievable learning objectives for program of study. **OBJECTIVE 2:** Assess student learning by using the above learning objectives (see Objective 1).	**Tactic 1:** Encourage faculty and departmental leaders to use UI and other data while assessing student learning and improving programs of study. **Tactic 2**: Enable students to reflect on their learning from their first semester through graduation.	**Primary:** DEOs and faculty members in programs **Partners:** Associate Deans for Undergraduate Education in Colleges, Dean of the Graduate College, Office of Teaching, Learning & Technology (OTLT), Associate Provost for Undergraduate Education,	___ Completed _x__ Satisfactory Progress ___ Unsatisfactory Progress Activities included: • All departments and programs have been working on program outcomes (now required) and are featured in General Catalog 2018-2019 and beyond

			UI Assessment Director, CLAS Undergraduate Education and Policy Curriculum Committee (UEPCC) and similar Curriculum Committees in all UI Colleges	• Many departments and programs are using institutional data to track student progress, enrollments, etc. Many departmental admin are now being trained • Reflection present in many course assignments and assessments; need to expand; encouraged for general education courses • Exploring ways in ICON/Canvas to add student reflection components
CRITICAL TASK 2: **Invest in high impact practices that promote critical thinking, problem solving, discipline-based knowledge, creativity, synthesis, and perspective taking**	**OBJECTIVE 1:** Design high-impact practices that foster students' critical thinking, problem-solving skills, discipline-based knowledge, creativity, synthesis, and perspective taking.	**Tactic 1:** Support Faculty Learning Communities and Faculty Communities of Practice to implement evidence-based practices in the classroom. **Tactic 2:** Incentivize pilot programs that use innovative evidence-based practices in the classroom. **Tactic 3:** Assess pilot programs in Tactic 2. **Tactic 4:** Improve and scale up pilot programs in Tactic 2.	**Primary:** DEOs and faculty members in programs **Partners:** Associate Deans for Undergraduate Education in Colleges, Dean of the Graduate College (TAs/Graduate students), Office of Teaching, Learning & Technology (OTLT), Associate Provost for Undergraduate Education, CLAS General Education Curriculum Committee (GECC) and Undergraduate Education and Policy Curriculum Committee (UEPCC), UI Assessment	___ Completed _x__ Satisfactory Progress ___ Unsatisfactory Progress Activities included: • OTLT supports several FLCs and encourages more to form and develop ideas for pilot programs • Proposed the idea of Faculty Fellows in areas that support Student Success • A target for course improvement (high-impact practices) is the general education program; many examples of high-impact practices,

			Director, Committee on Teaching Evaluation (2018-2019) from Office of the Provost	• especially in the Diversity/Inclusion area • Review of the current ACE/Evaluation system

We can provide a transformative educational experience if we ***optimize campus environments to support holistic student success***.				
Critical Tasks	Objective	Tactics – Action Items	Partners	Annual Progress Report
CRITICAL TASK 3: Create technological tools and cohesive four-year success messages that empower students to chart their own course along pathways to success.	**Objective 1:** Create a seamless environment for students by using consistent outcomes language linking curricular and co-curricular learning.	**Tactic 1:** Develop a co-curricular engagement system that captures student involvement, engagement, and activities outside the classroom and enables students to intentionally plan, implement, and reflect on their engagement. **Tactic 2:** Provide opportunities for students to participate in metacognition and meaning making for additional learning, data collection and analysis.	**Primary:** Co-Curricular Engagement Committee **Partners:** Be Better Committee, CLAS General Education Curriculum Committee (GECC), Office of Assessment, ITS (including Administrative Information Systems), Colleges (including Graduate College) and Associate Deans for Undergraduate Education, Office of Student Life, Associate Provost for Undergraduate Education	___ Completed _x__ Satisfactory Progress ___ Unsatisfactory Progress Activities included: • Identified 11 key competencies that apply across multiple academic and co-curricular domains • Hosted meeting with colleagues from University of Minnesota and University of Illinois to share progress on similar projects • Created an initial list of engagement types for use in the Hawkeye Engage tool • Began identifying authoritative data sources for engagement types

	Objective 2: Create a technological tool to assist students in planning, implementing, and reflecting upon their co-curricular learning	Tactic 1: Within the course planner and co-curricular engagement tool, map General Education, collegiate, discipline-specific, and program learning outcomes to competencies where appropriate.		• Reviewed co-curricular transcripts and engagement documents from a variety of institutions and identified key elements for Hawkeye Engage • Upgraded API technology to capture student organization engagement data • Creating a "proof of concept" to guide technological specs • Merging the Be Better@Iowa project and Hawkeye Engage tool to ensure cohesive messaging and prevent program duplication

RESEARCH & DISCOVERY -- Our goal is to perform high-impact research, scholarship, and creative activities (R,S,CA).

We can perform high-impact research if we *create a university ecosystem that enables UI to be an international leader in confronting the grand challenges of the 21st Century.*

Critical Tasks	Objective	Tactics – Action Items	Partners	Annual Progress Report

Invest in research centers and infrastructures, (prioritize infrastructures) that make collaboration natural, sustainable, and seamless.	1. Leverage existing research, scholarship, and creative activity (R,S,CA) networks to grow externally funded grants	1.Work with the Division of Sponsored Programs (DSP) to implement mechanisms to identify grant contributors, assign credit, and make collaborations easily identifiable.	1.a. Work Group
			1.b. Office of the VP for Research & Econ Development (OVPRED)
			1.c. DSP
			1.d. Campus research leaders
			1.e. Collegiate Assoc Deans for Research
				___ Completed
				_X_ Satisfactory Progress
				___ Unsatisfactory Progress
				
				Activities included:
				• Defined grant credit elements including administrative, financial, and academic.
				• Developed shared credit value statements to guide process.
				• Met with the following groups once or multiple times to get input:
				  o Associate Deans for Research
				  o OVPR, DSP
				  o Grant Accounting
				  o Collegiate & Auxiliary Businesses Officers Group
				• Reviewed current practices in our Colleges
				• Reviewed ICR practices of Big10 Institutions compiled by Grant Accounting

	2. Support R,S,CA success of our faculty across the academic lifespan.	2. Establish a process to greatly expand our nominations for national awards. Include a central mechanism to identify awards, a process to create highly successful nominations, and to provide feedback to nominees.	2.a. Work Group 2.b. Current Academy members 2.c. OVPRED 2.d. Colleges and research units	
	3. Engage students in the R,S,CA enterprise to benefit student success and enhance R,S,CA productivity			

				• Reviewed pre- and post-award information for six multi-component grants to examine financial and academic credit allocations • Developed guidelines for shared credit negotiations. • Developed a timeline, activities, and responsibilities for shared credit negotiations.

We can perform high-impact research if we ***recruit and retain faculty and staff who possess the broad diversity essential to our research mission.***				
Critical Tasks	Objective	Tactics – Action Items	Partners	Annual Progress Report
Create dissertation fellowship and post-doc opportunities for graduate and professional students who might be future colleagues at the UI and network with diverse faculty and staff in professional societies.	1. Increase the number of post-docs on campus and coordinate post-doctoral activities to ensure their success 2. Strengthen our ability to recruit the strongest undergraduate, graduate and professional students	1. Identify the successes, barriers and opportunities for postdoctoral scholars and develop best practices to build and support this community; identify avenues for funding and for career development.	1.a. Work Group 1.b. Postdoctoral Association 1.c. Graduate College 1.d. OVPRED 1.e. Human Resources 1.f. Colleges	___ Completed _X_ Satisfactory Progress ___ Unsatisfactory Progress Activities included: • One chair met with Shelly Campo in the Grad College to discuss Postdoc challenges. • One panel discussion of best practices for Postdocs has been scheduled in CPH for February 13.

ENGAGEMENT -- Our goal is to engage with Iowa and the world to broaden education, improve health, and enhance economic development.

We can engage with Iowa and the world to broaden education, improve health, and enhance economic development if we *enhance UI's statewide visibility and increase access to UI expertise.*

Critical Tasks 1	Objective	Tactics – Action Items	Partners	Annual Progress Report
Leverage our strengths by creating internally or externally funded partnerships in every Iowa county.	1.Improve programming and organizational structures to better share the expertise and resources of the University with the state	1.a. Collect comprehensive information about current partnerships of UI units in Iowa to facilitate expertise-sharing. 1.b. Explore establishing new pedagogical opportunities for faculty, staff, and students to share key knowledge and skills with Iowans. 1.c. Explore collaborative arrangements between UI libraries, museums, and arts to enhance engagement with Iowans.	1.a. Office of Outreach and Engagement, Office of Strategic Communications, Obermann Center, Chief Diversity Officer, Center for Advancement, other central and collegiate units 1.b. Public Policy Center, College of Education, Department of Philosophy, School of Urban and Regional Planning, Office of Outreach and Engagement 1.c. Libraries, Museums, Hancher, Office of Outreach and Engagement	___ Completed X Satisfactory Progress ___ Unsatisfactory Progress Activities included: • Engagement work group met quarterly; identified 4 potential projects/opportunities ("cobblestones") to meet this objective • For each of the 4 cobblestones, a champion and collaborators were identified and recruited; they met regularly throughout 2018 • 1 cobblestone, the development of innovative curriculum modules for Iowa K-12 schools, is ready to move into the pilot and/or development phase. This plan was submitted to the PF Steering Committee in

				Dec 2018 (*Cobblestone 1* in presentation);
				• 3 are on-going; groups will continue to meet in 2019 to flesh-out plans. These include: 1) Develop Chautauqua Series; 2) Establish collaborative ways to engage UI libraries and museums with Iowans; 3) Share skills with community partners to improve civil discourse around controversial issues that affect Iowa/ Iowans

Critical Tasks 2	Objective	Tactics – Action Items	Partners	Annual Progress Report
Expand certificate and degree programs available beyond the main UI campus.	1.Position the University to be more nimble in responding to the needs of students and communities through educational programs	1. Explore establishing new degree programs that may have broad interest and value across the state.	1. Public Policy Center, School of Urban and Regional Planning, Office of Outreach and Engagement	___ Completed X Satisfactory Progress ___ Unsatisfactory Progress

		2. Expand offerings of courses and trainings that engage community partners in order to increase students' success at UI and after graduation.	2. College of Education, Pomerantz Career Center, Office of Outreach and Engagement	Activities included: - Engagement work group met quarterly; identified 7 potential projects/opportunities ("cobblestones") to meet this objective - For each of the 7 cobblestones, a champion and collaborators were identified and recruited; they met regularly throughout 2018 5 cobblestones are ready to move into the pilot and/or development phase. These plans were submitted to the PF Steering Committee in Dec 2018. These include: 1) Create cross-collegiate graduate certificate in community engagement (*Cobblestone 2*); 2) Expand the successful Green Room and Life Design courses (*Cobblestone 3*); 3) Develop multi-disciplinary graduate degree programs (use new MPA as a

				model – *Cobblestone 4);*
				4) Expand educational offerings and community-based experiences (*Cobblestone 5*);
				5) Broaden engaged public policy-related activities (*Cobblestone 6*). Cobblestone group identified tangible ways to do this, including:
				   a) Iowa Gov't Service Corp;
				   b) Local/State/Non-profit internship programs;
				   c) Expansion of Hawkeye Poll;
				   d) Elected Officials Training;
				   e) Facilitation of policy discussions;
				   f) Annual Policy Conference;
				   g) Initiative for Sustainable Communities
				• 1 cobblestone is on-going - Graduate degree program in Criminology to provide a valuable workforce for the state.

				Group will continue to work with Sociology in 2019

Critical Tasks 3	Objective	Tactics – Action Items	Partners	Annual Progress Report
Establish baseline measures of alumni involvement in engagement and develop strategies to strengthen that involvement.	1. Assess alumni engagement across all UI units to facilitate strategic decision-making about alumni engagement.	1.a. Articulate a core set of alumni engagement metrics for standardized assessment across all UI units. 1.b. Inventory types of alumni engagement across all UI units to identify potential best practices. 1.c. Create mechanisms to educate UI units on alumni engagement best practices.	1.a. Center for Advancement 1.b. Center for Advancement 1.c. Center for Advancement, Office of Outreach and Engagement	___ Completed X Satisfactory Progress ___ Unsatisfactory Progress Activities included: • Engagement work group met quarterly; identified 3 potential projects/opportunities ("cobblestones") to meet this objective • For each of the 3 cobblestones, a champion and collaborators were identified and recruited; they met regularly throughout 2018 • 1 cobblestone – expanding the I-Club model – was determined to be ineffective outside athletics; • 2 cobblestones were determined not to be
	2. Develop strategies to strengthen the involvement of alumni and the business community in student recruitment, educational experiences, internships, research, and job placement.	2.a. Evaluate and improve methods for connecting first-generation, traditionally marginalized, and military affiliated students with alumni as the students explore and gain experience to achieve career goals.	2.a. Pomerantz Career Center, Center for Diversity and Enrichment, Multicultural Programs, Center for Advancement	

		2.b. Evaluate and improve methods of engagement with alumni employers to facilitate recruiting and hiring connections with the above mentioned student populations for both internships and full-time jobs	2.b. Pomerantz Career Center, Center for Diversity and Enrichment, Multicultural Programs, Center for Advancement	separate items, but overlapped with other cobblestones that are on-going – specifically, the internship programs and community-based experience action plans in Task 2, which rely on ongoing collaboration with LCUA and alumni partners
		2.c. Explore expanding existing models of alumni engagement to better engage alumni and business partners for teaching, research, and service purposes.	2.c. Pomerantz Career Center, Center for Advancement	

We can engage with Iowa and the world to broaden education, improve health, and enhance economic development if we ***position UI Outreach and Engagement as the hub to identify and promote research and engagement.***				
Critical Tasks 4	Objective	Tactics – Action Items	Partners	Annual Progress Report
Create a campus-wide engagement reporting mechanism.	1. Pilot mechanisms for capturing information about engagement in order to select the most user-friendly sustainable option.	1.a. Identify existing mechanisms for capturing information about engagement in UI units that could be and piloted.	1.a. Office of Outreach and Engagement, Center for Advancement, Pomerantz Career Center	___ Completed X Satisfactory Progress ___ Unsatisfactory Progress Activities included: • Engagement work group met quarterly; identified 3 potential projects/opportunities ("cobblestones") to
		1.b. Explore mechanisms used by peer institutions for capturing information about engagement to	1.b. Office of Outreach and Engagement	

		determine if they should be piloted.	meet this objective. These include:
	2. Prepare the UI for the renewal of the Carnegie Designation.	2.a. Conduct a campus-wide environmental scan of engagement activities. 2.b. Explore strategies to share information about engagement activities and best practices with UI units.	2.a. Office of Outreach and Engagement 2.b. Office of Outreach and Engagement	1) Explore using Extranet tool being piloted by UI Center for Enrichment to capture engagement activities; 2) Consider annual Engagement Fair; 3) Explore using Helper Helper app for capturing engagement activities • For each of the 3 cobblestones, a champion and collaborators were identified and recruited. Groups will continue to meet in 2019

DIVERSITY, EQUITY, INCLUSION, & COLLABORATION -- Our goal is to enhance diversity, innovation and collaboration at the University of Iowa.

We can enhance diversity, innovation and collaboration if we:				
Critical Tasks	**Objective**	**Tactics – Action Items**	**Partners**	**Annual Progress Report**
Recruit and retain a more diverse faculty, staff, and student body.	1. Develop targeted initiatives and resources to recruit and retain URM faculty. 2. Develop targeted initiatives and resources to retain URM male students. 3. Spotlight importance of climate at collegiate and departmental level. Enhance these efforts by Deans designating someone in their areas to be responsible for diversity.	1. Collaborate with Center for Advancement, Office of Provost, Chief Diversity Office (CDO), Athletics. 2. Collaborate with Office of Provost, Chief Diversity Office (CDO), Athletics. 3.a.Review climate data 3.b. DEI&C to provide suggestions regarding what resources divisions need to be effective.	Center for Advancement, Office of Provost, CDO Office of Provost, CDO, Athletics Provost's Office (Leadership Development Programs) and CDO, Council of Deans Charter Committee on Diversity, Collegiate CDOs (or Dean/Department Head's designee, if applicable), Collegiate Diversity Group, DEI&C Work Group, University HR, Enrollment Management	___ Completed _X_ Satisfactory Progress ___ Unsatisfactory Progress Activities included: • Various key initiatives from the CDO, Athletics, and the Provost office such as the Distinction Through Diversity Fund has been critical in helping to recruit and retain at least 3 URM faculty since its inception. • Continued evaluation of programs and services for URM is still needed and will be more fleshed out in the DEI Action Plan. • Campus climate data has been reviewed, analyzed, and used to inform the DEI Action plan.

Maximize effectiveness of programs that support first-generation, international, underrepresented, and nontraditional students.	1. Assess already gathered data current programs serving URM students to clarify goals and messaging for existing programs.	1. Perform campus audit of existing programs supporting URM students.	DEI&C Work Group	_X_ Completed ___ Satisfactory Progress ___ Unsatisfactory Progress Activities included: • The DEI Digest includes over 700 entries which highlight efforts across campus of existing programs and resources to support URM.