

University of Iowa PathForward – Annual Work Plan – 2019

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 <i>create a more inclusive campus culture.</i>				
Critical Tasks	Objective	Tactics – Action Items	Partners	Annual Progress Report
CRITICAL TASK 1: Maximize effectiveness of programs that support first-generation, international, underrepresented and nontraditional students.	OBJECTIVE 1: Implement American Talent Initiative (ATI) interventions to support high ability, low income students OBJECTIVE 2: Provide guidance for campus leadership on Equity in the Academic Experience	Tactic 1: Pilot Hawkeye Talent Initiative in collaboration with Path Forward Engagement Committee and form plan to scale Tactic 2: Create guiding document regarding Equity in the Academic Experience to inform academic leaders	Primary: Path Forward Student Success Committee; ATI project participants Partners: Path Forward Engagement Committee, Academic Support & Retention, OTLT Center for Teaching, Academic Advising Center, Orientation, Admissions, Division of Student Life,	<input type="checkbox"/> Completed <input type="checkbox"/> Satisfactory Progress <input type="checkbox"/> Unsatisfactory Progress Activities included: [bulleted narrative] <input checked="" type="checkbox"/> Planned for 2019-2020

	(based on attending ATI Summer Institute 2019).	on potential points of leverage across campus. Tactic 3: Explore Faculty Fellow opportunity to facilitate richer faculty-academic affairs-student affairs partnership in support of equity in the academic experience for undergraduates and graduate students and faculty/instructors.	Center for Advancement, Academic Departments and Programs, Directors of Graduate Studies and Directors of Undergraduate Studies	
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We can provide a transformative educational experience if we optimize campus environments to support holistic student success.				
CRITICAL TASK 2: Optimize campus environments to support holistic student success.	OBJECTIVE 1: Redesign gateway courses with high failure rates with a focus on sustained curricular change	<p>Tactic 1: Engage and strengthen departmental commitment to introductory courses.</p> <p>Tactic 2: Increase use of evidence-based peer-to-peer interventions via collaboration between academic departments and Academic Support & Retention.</p> <p>Tactic 3: Increase use of institutional data by gateway/introductory faculty/instructors and departments to strengthen expectations for course improvement.</p>	<p>Primary: Leadership and faculty members in Academic Programs and Departments; Academic Support & Retention; ITS Data, Analytics, and Insights; Office of the Provost; Associate Provost for Undergraduate Education</p> <p>Partners: Graduate College; Directors of Graduate Studies and Directors of Undergraduate Studies</p>	<p><input type="checkbox"/> Completed</p> <p><input type="checkbox"/> Satisfactory Progress</p> <p><input type="checkbox"/> Unsatisfactory Progress</p> <p>Activities included:</p> <p><input checked="" type="checkbox"/> Planned for 2019-2020</p>

		Tactic 4: Expand training and pedagogical support for graduate students who play a critical role in gateway/introductory courses by teaching associated discussion sections and leading tutorial efforts.		
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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.	<p>1. Leverage existing research, scholarship, and creative activity (R,S,CA) networks to grow externally funded grants</p> <p>2. Support R,S,CA success of our faculty across the academic lifespan.</p>	<p>1. Work with the Division of Sponsored Programs (DSP) to implement mechanisms to identify grant contributors, assign credit, and make collaborations easily identifiable.</p> <p>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</p>	<p>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</p> <p>2.a. Work Group 2.b. Current Academy members 2.c. OVPRED 2.d. Colleges and research units 2.e. Research Council</p>	<p><input type="checkbox"/> Completed <input type="checkbox"/> Satisfactory Progress <input type="checkbox"/> Unsatisfactory Progress</p> <p>Activities included: [bulleted narrative]</p> <p>X_ Planned for 2020-2021</p>

	3. Engage students in the R,S,CA enterprise to benefit student success and enhance R,S,CA productivity	nominations, and to provide feedback to nominees.		<input checked="" type="checkbox"/> Planned for 2020-2021
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We can perform high-impact research if we <u>recruit and retain faculty and staff who possess the broad diversity essential to our research mission.</u>				
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 and mentoring to ensure their success	<p>1. Identify the successes, barriers and opportunities for postdoctoral scholars:</p> <p>a) discuss postdoctoral challenges with Graduate College</p> <p>b) co-host Best Practices in Postdoctoral Scholars with the College of Public Health</p> <p>2. Develop best practices to build and support this community:</p> <p>a) meet with key stakeholders for postdoctoral scholars</p>	<p>1.a. Work Group</p> <p>1.b. Postdoctoral Association</p> <p>1.c. Graduate College</p> <p>1.d. OVPRED</p> <p>1.e. Human Resources</p> <p>1.f. Colleges</p> <p>1.g. Research Council</p> <p>1.h. Student Governance</p>	<p><input type="checkbox"/> Completed</p> <p><input type="checkbox"/> Satisfactory Progress</p> <p><input type="checkbox"/> Unsatisfactory Progress</p> <p>Activities included:</p>

	<p>2. Strengthen our ability to recruit the strongest undergraduate, graduate and professional students</p>	<p>around campus, including postdoctoral scholars, postdoctoral mentors, the Graduate College and Human Resources</p> <p>b) Review existing data on the UI postdoctoral scholar environment, including surveys conducted by the Graduate College and the postdoctoral scholar association, and identify grants that fund postdoctoral scholars.</p> <p>3. Identify avenues for funding and for career development.</p>		
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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 Task 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	<p>1. Collect comprehensive information about current partnerships of UI units in Iowa to facilitate expertise-sharing.</p> <p>2. Assist K-12 teachers in Iowa by developing curriculum based on UI content in cross-cutting areas of Iowa Core that are difficult for teachers to find.</p> <p>3. Develop a retention program for the highest risk Iowa students, based on the American Talent Initiative, that provides applied educational opportunities across the state.</p> <p>4. Explore collaborative arrangements between UI libraries, museums, and</p>	<p>1. Office of Engagement (Provost Office), Office of Strategic Communications, Obermann Center, Chief Diversity Officer, Center for Advancement, other central and collegiate units</p> <p>2. College of Education, Public Policy Center, Department of Philosophy, School of Urban and Regional Planning, Office of Engagement (Provost Office)</p> <p>3. Pomerantz Career Center, Provost Office of Academic Support & Retention, Public Policy Center</p> <p>4. Libraries, Museums, Hancher, Office of Engagement (Provost Office)</p>	<p>___ Completed ___ Satisfactory Progress ___ Unsatisfactory Progress</p> <p>Activities included: [bulleted narrative]</p>

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We can engage with Iowa and the world to broaden education, improve health, and enhance economic development if we *create lifelong learning opportunities that broaden UI's reach across Iowa.*

Critical Task 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	<p>1. Explore the development of a Policy RISE (Research, Internship, Service learning, Engaged classes) program for UI undergrads that would engage community partners in order to increase students' success at UI and after graduation.</p> <p>2. Develop a statewide Civics education program targeted for Iowa K-12 students, undergraduates, the public and newly elected officials.</p> <p>3. Explore establishing new degree programs that may have broad interest and value across the state.</p>	<p>2. Political Science, Sociology and Criminology, Pomerantz Career Center, Provost Office of Academic Support & Retention, Office of Engagement (Provost Office), ICRU, Journalism, Social Work, College of Law, Economics, Center for Advancement, Environmental Studies, Office of Sustainability and the Environment, Coll of Public Health</p> <p>2. College of Education, College of Law, Iowa Dept of Education, Political Science, Journalism</p> <p>3. School of Urban and Regional Planning, Graduate College, Political Science,</p>	<p>___ Completed ___ Satisfactory Progress ___ Unsatisfactory Progress</p> <p>Activities included:</p>

			Office of Engagement (Provost Office), Public Policy Center	
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We can engage with Iowa and the world to broaden education, improve health, and enhance economic development if we ***create a model to engage the time and talent of alumni.***

Critical Task 3	Objective	Tactics – Action Items	Partners	Annual Progress Report
Establish baseline measures of alumni involvement in engagement and develop strategies to strengthen that involvement.	<p>1. Assess alumni engagement across all UI units to facilitate strategic decision-making about alumni engagement.</p> <p>2. Develop strategies to strengthen the involvement of alumni and the business community in student recruitment, educational experiences, internships, research, and job placement.</p>	<p>1. Articulate a core set of alumni engagement metrics for standardized assessment across all UI units.</p> <p>2. Inventory types of alumni engagement across all UI units to identify potential best practices.</p> <p>3. Create mechanisms to educate UI units on alumni engagement best practices.</p> <p>4. 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.</p> <p>5. Evaluate and improve methods of engagement</p>	<p>1. Center for Advancement</p> <p>2. Center for Advancement</p> <p>3. Center for Advancement, Office of Engagement (Provost Office)</p> <p>4. Pomerantz Career Center, Center for Diversity and Enrichment, Multicultural Programs, Center for Advancement</p> <p>5. Pomerantz Career Center, Center for Diversity and</p>	<p>___ Completed</p> <p>___ Satisfactory Progress</p> <p>___ Unsatisfactory Progress</p> <p>Activities included: [bulleted narrative]</p>

		<p>with alumni employers to facilitate recruiting and hiring connections with the above mentioned student populations for both internships and full-time jobs</p> <p>6. Explore expanding existing models of alumni engagement to better engage alumni and business partners for teaching, research, and service purposes.</p>	<p>Enrichment, Multicultural Programs, Center for Advancement</p> <p>6. Pomerantz Career Center, Center for Advancement</p>	
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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 create a more inclusive campus culture and optimize campus environments to support holistic student success.

Critical Tasks	Objective	Tactics – Action Items	Partners	Annual Progress Report
<p>CRITICAL TASK 1: Implement strategies from and evaluate the success of the 2019-2021 UI Excellence through Diversity, Equity, and Inclusion Action Plan.</p>	<p>OBJECTIVE 1: Establish Path Forward-DEIC accountability structure with associated sub work groups and metrics.</p>	<p>Tactic 1: Invite and confirm members before the start of the 2019-2020 academic year.</p>	<p>Primary: Division of Diversity, Equity, and Inclusion Division of Student Life Office of the Provost University Human Resources</p> <p>Partners: Shared Governance groups</p>	<p>___ Completed ___ Satisfactory Progress ___ Unsatisfactory Progress</p> <p>Activities included: [bulleted narrative]</p>

	<p>OBJECTIVE 2: Create a clear, transparent communication plan in which all UI stakeholders can participate in the implementation of or discussion around critical tasks and progress.</p>	<p>Tactic 2: Establish reporting structure to the UI Path Forward Steering Committee and the public.</p>	<p>Office of Strategic Communication Colleges</p>	
<p>CRITICAL TASK 2: Establish a sustainable, institutional structure for assessing campus climate every two years.</p>	<p>OBJECTIVE 1: Establish individual and/or office responsible for the diversity, equity, and inclusion instrument and data.</p> <p>OBJECTIVE 2: Create a process to review Fall 2020 results in relation to previous climate data and the UI Excellence through Diversity, Equity, and Inclusion plan.</p>	<p>Tactic 1: Convene campus-wide meeting of stakeholders to ensure responsibilities are clear. This will likely be the DEI Workgroup Collaboration Group not a separate committee</p> <p>Tactic 2: Work with Office of Strategic Communications to establish timeline for administration of the survey and release of the survey results</p>	<p>Primary: Division of Diversity, Equity, and Inclusion, Office of the Provost Office of Assessment University Human Resources</p> <p>Partners: Office of Strategic Communication College of Public Health – data analysis and report creation</p> <p>HR – structure process and distribution of reports similar to Working@Iowa</p>	<p>___ Completed ___ Satisfactory Progress ___ Unsatisfactory Progress</p> <p>Activities included:</p>