

IOWA

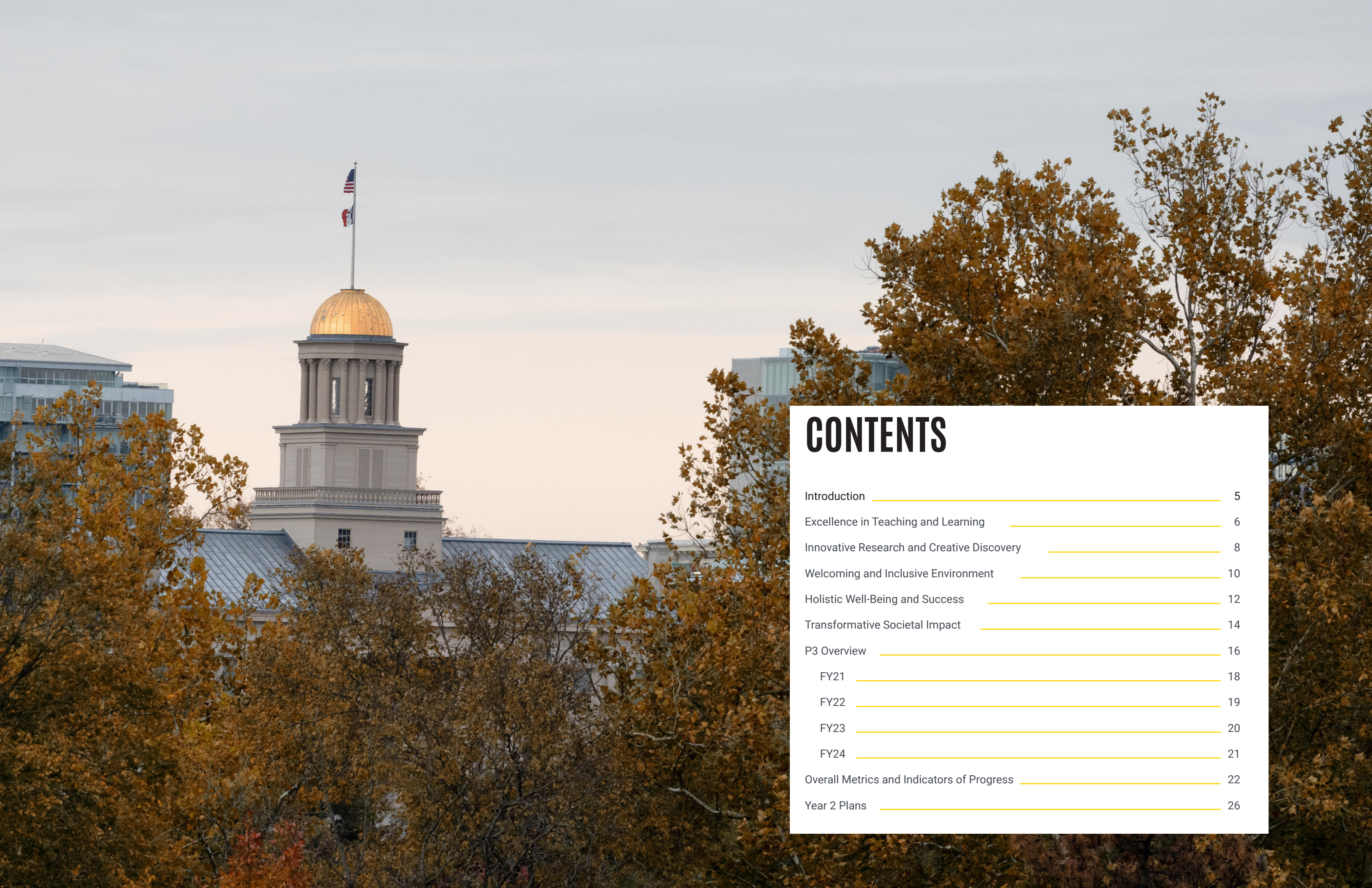


UNIVERSITY OF IOWA

STRATEGIC PLAN

2022–2027

YEAR 1 PROGRESS REPORT



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MOVING IOWA FORWARD

Dear University of Iowa community,

As we pause to look back on the first year of our 2022-27 Strategic Plan, we are extremely proud of the work our campus has started and the bright future we are building together at the University of Iowa.

Year 1 was about laying a strong foundation. We took time to understand where we were and to map a path for where we wanted to go. Then, as a campus, we rolled up our sleeves and launched new initiatives to guide us toward our goals. The early results are not just promising...they're inspiring!

The First Gen Hawks Program is a shining example. This project is playing a crucial role in supporting students who are breaking new ground by being the first in their families to pursue higher education. It's not just a program; it's a statement of what we stand for as the state's flagship university – accessibility, inclusivity, and opportunity.

We also are focusing energy into creating a Student Well-Being Center in the Iowa Memorial Union, a place where students can find the support and resources they need to thrive. In addition to promoting well-being, we're improving accessibility for the campus community through classroom improvements and new technological solutions.

While we emphasize efforts to support students, we cannot overlook the importance of our dedicated staff in achieving those goals. That's why we've introduced programs aimed at increasing employee engagement, looked for ways to enhance the experience for merit staff, and expanded development opportunities for supervisors.

We're also supporting our incredible faculty, recognizing and championing the brilliant work they do every day. It is their expertise and dedication that fuels our success in teaching, research, and scholarly work. In Year 1, we leveraged new initiatives to bring in talented new faculty members and worked to celebrate the remarkable faculty who have helped shape the university's foundation of excellence.

Then there is the impact we're having on our state by expanding health care availability, partnering with communities to solve challenges, and ensuring Iowans have access to a high-quality, affordable college education.

As we move into the second year of the plan, we invite you to reflect on the milestones we've reached, which are outlined in this report and on our strategic plan website. It's a testimony to our collective spirit, hard work, and unyielding commitment to excellence.

Thank you for engaging in the process with us, for sharing in the work, for living up to our values, and for helping us achieve our vision. Collectively, our goal is to be the top-choice university for the next group of diverse and talented students, faculty, and staff who will help us create the brilliant future we are crafting together.

Barbara J. Wilson
President

Kevin C. Kregel
Executive vice president and provost

EXCELLENCE IN TEACHING AND LEARNING

As part of our commitment to Excellence in Teaching and Learning, we are dedicated to fostering high-quality teaching and dynamic educational experiences that empower all students to achieve their aspirations.

Our goal is to create an environment where teaching and learning thrive, and where every student has the support and resources they need to succeed.

HOW WE ARE ACHIEVING OUR GOAL

Enhancing teaching excellence and student learning

- Launched several key initiatives to support course and curriculum innovation, expand development opportunities for instructors, and promote an institutional culture that elevates teaching excellence—including creating the Teaching Effectiveness Task Force to develop a framework for the multidimensional assessment of teaching, and the onboarding of two faculty fellows to support overall goal implementation.
- Coordinated efforts across multiple P3-funded projects, including Learning at Iowa – which offers learning support both inside and out of the classroom – and the Excellence in Teaching and Learning/Hawkeye Introductory Course project, which provides enhanced instructor support and collaborates with leaders of academic departments to sustain teaching and curriculum innovations.

Expanding mentoring networks and guidance for students

- Launched the GradLife P2P mentorship program, which matches first-year PhD students with a peer mentor from a different discipline, to facilitate connections and support networking across a broader range of the graduate student experience.
- Developed a teaching assistant mentoring program focused on improving graduate assistant training, expanding peer-to-peer support, and facilitating faculty mentorship of teaching assistants.
- Supported P3 projects that expand high quality career development for students through an integrated platform for personalized virtual career development tools and examine the impact of course placement and academic probation policies on student outcomes.

Improving access to high-impact educational experiences

- Expanded opportunities for students to participate in research, creative work, internships, study abroad, community engagement, and mentored student employment. Hawkeye Experience Grants, created as part of the P3-funded Closing the Gap project, provide more students with access to experiential education opportunities like unpaid summer internships, research, or study-abroad opportunities.

TRACKING OUR PROGRESS

Here are some measures from Year 1 of the plan that show we are making progress toward our high-level goals.

Key Metrics

- **28 undergraduate students** from six colleges received Hawkeye Experience Grants in 2023 to help cover costs of unpaid experiential education opportunities such as summer internships or practicums, internships abroad, or research.
- **3,500+ students** enrolled in 2022-23 courses that used Learning at Iowa teaching concepts. More than 100 faculty members, 200 staff members, and 300 undergraduate student leaders (supplemental instruction leaders, peer mentors, Resident Assistants, tutors, etc.) attended sessions to learn how to implement the Learning at Iowa framework in their roles.
- First Gen Hawks participants from fall 2021 had a **90% first-year retention rate**, meaning they returned in fall 2022 for their second year. The program provides academic, financial, and social support for students who are the first in their family to go to college.
- The UI awarded **\$3.3M more** need-based scholarships and grants in 2021-22 as compared to 2020-21.
- **More than 55** UI staff and faculty members engaged in conversations about how to improve teaching and learning at the Summer Institute on Equity in the Academic Experience.



HAWKEYE WORK GRANT

This program, piloted in fall 2022, was a combination grant award and employment opportunity for first-year students with a significant amount of financial need. Participants were able to work on-campus and earn an additional \$750-\$1,000 grant to assist with paying their university bill. A total of 106 students - consisting of 38% first-generation college students and 29% underrepresented minorities - participated in the program, which utilized the Iowa GROW (Guided Reflection on Work) mentored student employment model. Preliminary data from the first year of the program shows a 92.5% first-to-second year retention rate for participants, which is 7% higher than the retention rate for eligible students who chose not to participate in the program.

INNOVATIVE RESEARCH AND CREATIVE DISCOVERY

We will strengthen the university's reputation in research and creative discovery by building upon existing areas of excellence and identifying new strategic opportunities.

Through this work, we aim to position our university at the forefront of research and creative discovery, which will in turn enhance the success of our talented collection of scholars, researchers, and artists.

HOW WE ARE ACHIEVING OUR GOAL

Identifying and prioritizing areas of distinction

- Formed a Strategic Plan Action and Resource Committee (SPARC) subgroup with representation from across the university to evaluate and prioritize existing areas of distinction. This subgroup focused on identifying areas of strength related to research and scholarly work, student interest and demand, and public impact, and presented their findings and recommendations to campus leaders.

Creating and supporting a culture of interdisciplinary collaboration

- Supported multiple P3 initiatives focused on collaborative research, including the Jumpstarting Tomorrow Seed Program, the Seeding Excellence Initiative, the Iowa Health Data Resource, and others.
- Developed the Office of Performing Arts and Engagement to create a central hub for promoting creative works at the university, connecting students in all UI performing arts units to support student-driven creative productions and align visiting artist work with the student classroom experience.
- Strengthened the Galleries, Libraries, Archives, and Museums (GLAM) partnership among Pentacrest Museums, UI Libraries, and the Stanley Museum of Art to facilitate further academic engagement with colleges and academic units on campus and provide students with more opportunities for high impact, object-based learning.

Enhancing infrastructure for research and creative discovery

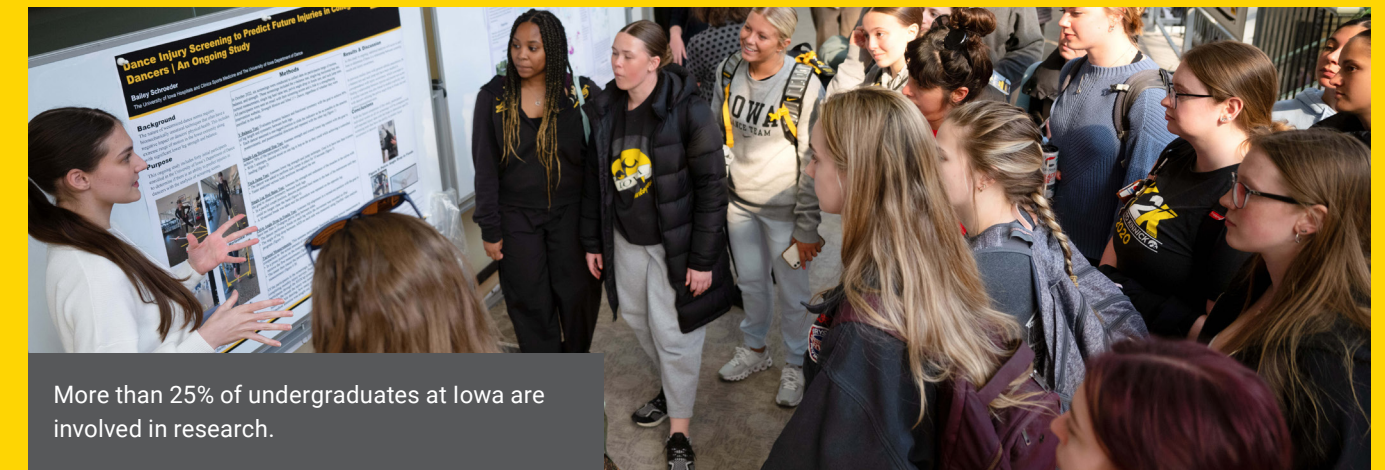
- Received an \$8.2M grant from the state of Iowa to enhance the growth of bioscience research and economic development at the UI through new wet lab space.
- Dedicated \$3M in P3 funding to start the process of relocating the Department of Dance to the Performing Arts Annex, providing a modern space for dance in the renamed former art museum.

TRACKING OUR PROGRESS

Here are some measures from Year 1 of the plan that show we are making progress toward our high-level goals.

Key Metrics

- Several early-career faculty secured prestigious funding in FY23, including a UI record-tying **four National Science Foundation CAREER awards**, a \$1.2M K08 award from the National Cancer Institute, a National Endowment for the Arts fellowship, a \$502K grant from the Office of Naval Research Young Investigator Program, and a Ford Foundation fellowship.
- The Office of Undergraduate Research provided **\$450,000** in fellowships, awards, and other support for student research efforts.
- The Jumpstarting Tomorrow Seed Grant Program created **11** new interdisciplinary research communities in FY22 and FY23.
- **30** pilot funding awards were made to faculty from across the university via the Seeding Excellence initiative, which aims to advance institutional priorities, enhance collaboration, and support the recruitment and retention of faculty in areas of distinction.
- The UI Carver College of Medicine was awarded a 7-year, **\$28M grant** to extend cutting-edge research discoveries into rural Iowa and effectively address rural health disparities.
- UI joined a new **\$20M, multi-institutional statewide initiative** focused on making Iowa a leader in biomanufacturing.



OFFICE OF UNDERGRADUATE RESEARCH

A review of the Iowa Center for Research by Undergraduates (ICRU) led to a recommendation to centralize the unit as the hub for undergraduate research. This work led to the rebranding and renaming of ICRU as the Office of Undergraduate Research, which aims to further promote undergraduate involvement in research and creative projects at Iowa. The office will provide services, guidance, and resources to mentors across the institution as well as additional funding for increased fellowship stipends and administrative support.

WELCOMING AND INCLUSIVE ENVIRONMENT

We are working to facilitate proactive campus cultural change to cultivate a more respectful, inclusive environment that embeds diversity and equity into the Iowa experience.

Our goal is to inspire and empower every member of our community to make a positive impact on our campus environment, which will ultimately enrich the university experience for all.

HOW WE ARE ACHIEVING OUR GOAL

Improving programs and policies

- Evaluated the campus-wide structure for reporting problems and used the findings to design, develop, and launch a new university-wide case management system that centralizes reporting so the university can more effectively and efficiently respond to issues or complaints.

Improving accessibility across campus

- Incorporated reporting of ADA issues into the new university case management system and promoted use of it to campus stakeholders.
- Published and distributed the Accessibility-Informed Events and Programming Guide, a toolkit to plan inclusive events that are accessible for all attendees.

Building a more respectful, inclusive environment

- Expanded the Journey to Unity campaign, focusing on topics centered around working together, building relationships, creating an inclusive culture, and maintaining mutual respect for one another.
- Held a Campus Culture Summit with DEI Unit Leaders, academic leaders, and business leaders to better define DEI in action, discuss ways to improve our campus culture, and learn about the skill sets our students need to lead our global society and economy.
- Launched Cultivating Inclusive Communities, a new voluntary online training to help faculty and staff have greater awareness and confidence in navigating and facilitating difficult conversations.
- Developed a centralized campus celebrations calendar for heritage and identity-based celebrations, helping campus communicators and leaders easily find and share stories, graphics, dates, and additional information about resources.

TRACKING OUR PROGRESS

Here are some measures from Year 1 of the plan that show we are making progress toward our high-level goals.

Key Metrics

- **140+ students** participated in Iowa Edge in fall 2022, a record number for the four-day program which provides resources, connections, and guidance to college students as they begin their journey at Iowa.
- **77% - 82%** of students, faculty, and staff reported in the 2022 Campus Climate Survey that Iowa is a place where they feel valued.
- The Division of Diversity, Equity, and Inclusion (DDEI) met with **all departments, units**, and other campus partners to review results of the Campus Climate Survey and propose solutions to improve campus culture at the departmental level.
- The university made ADA priority seating upgrades in **143 university classrooms**.
- DDEI recorded **3,500+ views** of the seven 2023 Journey to Unity videos, which provide a closer look at campus culture at Iowa.
- A new Inclusive Education and Strategic Initiatives dashboard allows campus leaders and senior HR leaders to **track faculty and staff engagement** in voluntary DEI trainings and programs.



PROMOTING ACCOMMODATIONS AND ACCESSIBILITY FOR STUDENTS

In addition to improving reporting and making events more accessible, the university made a significant amount of progress in Year 1 of the strategic plan toward promoting accessibility within the classroom. This included a P3-funded investment in classroom infrastructure, which not only provided ADA priority seating in hundreds of university classrooms but also upgraded student desks and chairs to improve mobility, flexibility, and comfort. Student Disability Services launched the SDS Summary tool in ICON that helps instructors more easily view and manage student accommodations. Plans for Year 2 include evaluating graduate and professional student accommodations to better understand and meet the needs of that population.

HOLISTIC WELL-BEING AND SUCCESS

Our goal is to provide comprehensive support for individuals throughout their relationship with the university, beginning by attracting and retaining talented students, faculty, and staff who will contribute to a thriving university community.

Promoting well-being and success is critical to our future. By providing the appropriate resources, we can become a destination university for talented individuals who support the achievement of the university's mission and goals.

HOW WE ARE ACHIEVING OUR GOAL

Embedding well-being and mental health into campus culture

- Engaged the Well-Being and Mental Health Collaborative – a cross-departmental team focused on coordinating programs that enhance the health and well-being of UI students, faculty, and staff – to analyze current campus offerings and increase access to and awareness of mental health and well-being resources.
- Built and launched mentalhealth.uiowa.edu, a one-stop shop for mental health resources at Iowa created by the Higher Education Mental Health P3 project.

Recruiting talented students, faculty, and staff

- Assessed faculty hiring practices and promoted evidence-based policies and procedures to advance recruitment, utilizing funding from the High Impact Hiring Fund, Fund to Enhance Community and Inclusion, the Transformational Faculty Hiring Program, and the Dual Academic Career Fund to support faculty hiring.
- Enhanced employee recruitment resources by establishing a talent acquisition model for staff positions, developing an employee value proposition, and launching a pathway strategy to create a more diverse and robust applicant pool for jobs at Iowa.
- Developed and implemented strategic enrollment management plans for undergraduate, graduate, and professional programs in each college, considering the student market landscape and aligning plans with institutional areas of distinction and academic or workforce needs.

Retaining talented faculty and staff

- Continued to implement flexible work practices and additional training for supervisors on how to lead remote and hybrid teams.
- Held workshops with current merit staff to map their employment journey and develop strategies to improve the experience for merit staff.
- Recognized and supported outstanding faculty through programs like the Iowa Mid-Career Faculty Scholar Award and the Highly Prestigious Faculty Award Investiture.

TRACKING OUR PROGRESS

Here are some measures from Year 1 of the plan that show we are making progress toward our high-level goals.

Key Metrics

- **Nearly 800** employees participated in Discover Your University events across five days in FY23, with 91% of survey respondents saying the event strengthened their sense of connection and belonging to the UI.
- More than **8,000 participants** conveniently purchased eligible healthcare items with HealthEquity Flexible Spending Account (FSA) debit cards.
- **125 supervisors** completed training on leading remote and hybrid teams, with 97% indicating they learned a new skill or information they can apply to their work.
- The UI received the **2023 Healthiest State Workplace Award** from the Healthiest State Initiative.
- **More than 80** current and emeriti faculty members were honored at the 2023 Highly Prestigious Faculty Award Investiture.
- **\$5.9M** was committed to fund 30 High Impact Hiring Initiative requests in FY23, including 19 new faculty recruitments.
- **167 faculty** responded to a survey of faculty hired within the last three years, providing valuable data on motivations for joining Iowa and feedback on the transition process.



NEXT STEPS IN SUPPORTING WELL-BEING AND MENTAL HEALTH INCLUDE:

- Promoting new mental health support and well-being sections of supervisor trainings.
- Moving the new and improved Food Pantry and Clothing Closet to the ground level of the Iowa Memorial Union, providing free food and basic necessities, as well as free new or used professional clothing to the campus community.
- Creating a new Well-Being at Iowa website that will serve as a one-stop directory for campus well-being resources.
- Finalizing plans for a new Student Well-Being Center in the Iowa Memorial Union, housing services such as Student Health, University Counseling Service, and other wellness and support programs.

TRANSFORMATIVE SOCIETAL IMPACT

Our goal is to expand the university's impact on local and regional communities, the state of Iowa, and the world by leveraging its areas of distinction, the resources entrusted to it, and the collective talent of its people.

This work will allow us to continue making significant contributions to the lives of people on our campus, within the state, and throughout the world while enriching the student experience and advancing the university's teaching, research, and public service missions.

HOW WE ARE ACHIEVING OUR GOAL

Expanding patient care and health care services for Iowans

- Maintained local health care access and continued operations of the only family medicine residency program in western Iowa by having UI Health Care assume operations of a large family medicine practice and residency program in Sioux City.
- Equipped EMS and hospital professionals across the state with the training and tools they need to save lives in high-pressure, high-stakes situations through Iowa's cutting-edge mobile simulation program.
- Opened a new 30-bed short stay unit at University of Iowa Hospitals and Clinics to enhance patient care, improve efficiency, enable quicker room turnover, and free up additional adult inpatient beds.

Helping students, faculty, and staff engage in partnerships with communities across Iowa

- Launched the Community Engagement Network, advanced community-engaged teaching through the Faculty Engagement Corps, and completed a campus-wide inventory that revealed roughly 40 different centers and institutes at Iowa incorporate community engagement into their mission and work.

Prioritizing sustainability on campus

- Continued to add opportunities for students to learn about sustainability, with three UI colleges implementing or adopting sustainability into their General Education course requirements to graduate.
- Engaged the Office of Sustainability and the Environment to evaluate and improve policies and procedures related to purchasing agreements and food procurement to reduce their social and environmental impacts.

TRACKING OUR PROGRESS

Here are some measures from Year 1 of the plan that show we are making progress toward our high-level goals.

Key Metrics

- The UI added **\$8 billion** in additional value to the state of Iowa economy during fiscal year 2022, according to a study by Lightcast.
- Iowa ranked **#2 in green power usage**, according to the EPA's Green Power Partner rankings of college and university partners.
- The Stanley Museum of Art welcomed **65,000+ visitors**, 200+ university courses, and 4,000+ K-12 students and educators in the first year in its new building.
- Iowa ranks **#1 in social media engagement** according to Rival IQ's 2023 Higher Ed Social Media Engagement Report.
- There were **zero** condition level findings from The Joint Commission comprehensive survey of UI Health Care, marking excellent recognition of our commitment to providing a safe place for the care of our patients.
- UI Health Care was named the **#2 most trusted brand in health care** in the U.S. and #3 overall health care brand experience in the U.S. in a consumer study by Monigle.



The network will create pathways for students from rural areas who otherwise may not recognize all their educational opportunities.

STARS COLLEGE NETWORK

The University of Iowa partnered with 15 of the nation's most highly respected universities and colleges to help students from small-town and rural America enroll in, succeed at, and graduate from the undergraduate program of their choice. The STARS College Network works to create new pathways for college students who otherwise may not recognize the range of educational opportunities available to them. Member institutions help expand college access and support success for rural students by offering college transition programs, hosting special campus visits, expanding high school visits to rural areas, helping with the college application process, and providing additional scholarship funds and help applying for financial aid.

P3 OVERVIEW

About the Program

The P3 Program uses funds from the University of Iowa Strategic Initiatives Fund – formed through the university’s public private-partnership (P3) with ENGIE North America and Meridiam – to provide flexible, readily available resources to support the university’s strategic plan.

Up to \$15 million is expected to be available each fiscal year. A competitive application process is used to select one- to three-year projects from a campuswide call for proposals. Remaining funds may be used to support other strategic plan initiatives, such as education infrastructure, or reserved for use throughout the fiscal year to support implementation of the strategic plan.

\$49.6M 

STRATEGIC PLAN INITIATIVES SUPPORT
since FY21

111 

PRELIMINARY APPLICATIONS RECEIVED
from FY22 to FY24

24 

INTERDISCIPLINARY PROJECTS
involving all 12 colleges and all
central academic units

Guiding Principles

- P3 funding is an investment into the University of Iowa’s core missions of teaching, research, and scholarship.
- All funds will be used for initiatives that support the UI 2022-2027 Strategic Plan.
- \$15 million in annual revenue will not be enough to support all the strategic needs of the university.
- A portion of the funds will be awarded each year through a competitive grant process open to all of campus.
 - P3 funds will be most valuable when used to leverage other support or grow new sustainable efforts in support of the strategic plan.
 - Sustainability of strategic activities beyond P3 support is essential.
 - Proposals for multi-year non-recurring funds (up to 3 years) will be considered, balanced with proposals that could benefit from one-time or shorter-term support.
- Remaining funds may be used for campus projects of high strategic importance, such as key infrastructure projects.
- The allocation process will be evaluated annually.

THE USE AND IMPACT OF TARGETED, NEED-BASED FINANCIAL ASSISTANCE AT THE UI

A P3 project approved for FY24 will help Iowa optimize financial assistance programs to support student success by evaluating the impact different types of need-based aid have on students' GPA, credits earned, retention, and graduation.



FY21

In FY 2021, the UI distributed \$7.5 million in P3 funding to five projects

Hawkeye Introductory Courses

Transforming undergraduate introductory STEM courses at UI
\$300,000 over two years

The Hawkeye Introductory Courses (HIC) project made progress toward improving student outcomes in six large-enrollment courses taken primarily by first-year students. Ultimately, the project had a significant impact on faculty success and development, as well as creating an improved emphasis on introductory courses at a departmental level.

Measures of success among faculty participants:

- 100% said the project contributed to their professional development
- 92% increased their knowledge of patterns of students' success in these courses
- 100% increased knowledge of support available to aid in student success
- 100% of courses in the project collected feedback from students
- 92% increased use of data to inform their instruction

Next steps:

This groundbreaking work has continued and been expanded upon with the FY23 P3 project, Excellence in Teaching and Learning: Developing a Set of Effective Strategies for Course and Curriculum Innovation. This project centralizes efforts to improve student outcomes and narrow equity gaps in key introductory STEM courses and course sequences, with the long-term goal of improving student retention and graduation rates.

Continued Development of IowaRISE

Transforming experiential research and education
\$350,000 over two years

High Impact Hiring Initiative

Support, retain, and recruit faculty to strategically enhance priority areas of excellence
\$4.25M over two years

UI P3 to NCI/NIDCR P50

Multidisciplinary approach to oral cancer etiology and treatment
\$600,000 over three years

Jumpstarting Tomorrow

A collaborative research pilot program for interdisciplinary research communities
\$2M over three years

FY22

In FY 2022, the UI awarded \$12.7 million in P3 funding to eight projects

Extending Iowa's Success in Space-Based Research Across Campus

\$3.6M over three years

The Extending Iowa's Success in Space-Based Research Across Campus project has laid the groundwork for enhancing one of the university's research strengths while also increasing access to transformational educational experiences for undergraduate students.

The project draws on the expertise of faculty across multiple departments to create interdisciplinary research teams that strengthen the University of Iowa's ability to compete for NASA funding.

Accomplishments:

Significant progress has been made over the first two years of the project, with members of the team developing innovative instruments for Earth and lunar science. This includes building components for NASA's Lunar Vertex mission and the launch of the NightHawk instrument, a tool that can help identify the location of a forest fire and its emissions to inform those near the fire of its direction and intensity. New equipment and infrastructure upgrades have also contributed to TRACERS, a UI-led space mission funded by a \$115 million grant from NASA.

In addition to advancing research, the team also created the Edge of Space Academy for undergraduate students, which has provided a diverse group of students from across the country with hands-on learning experiences and guided mentorship from UI faculty.

Next steps:

In year three of the project, the team will continue to develop instruments and submit additional proposals for federal funding, expand the use of new spaceflight facilities developed as part of the project, and continue to grow cross-campus and external collaborations to further UI's excellence in space-based research.

Learning@Iowa

A campus-wide framework to increase students' academic success
\$900,000 over three years

The Iowa Health Data Resource

Building the future of health informatics at the University of Iowa
\$2.2M over three years

Examining and Tailoring Academic Policies to Enhance Undergraduate Student Success and Equity

\$114,000 over two years

Closing the Gap

Experiential education for all undergraduates at Iowa
\$540,000 over two years

Seeding Excellence

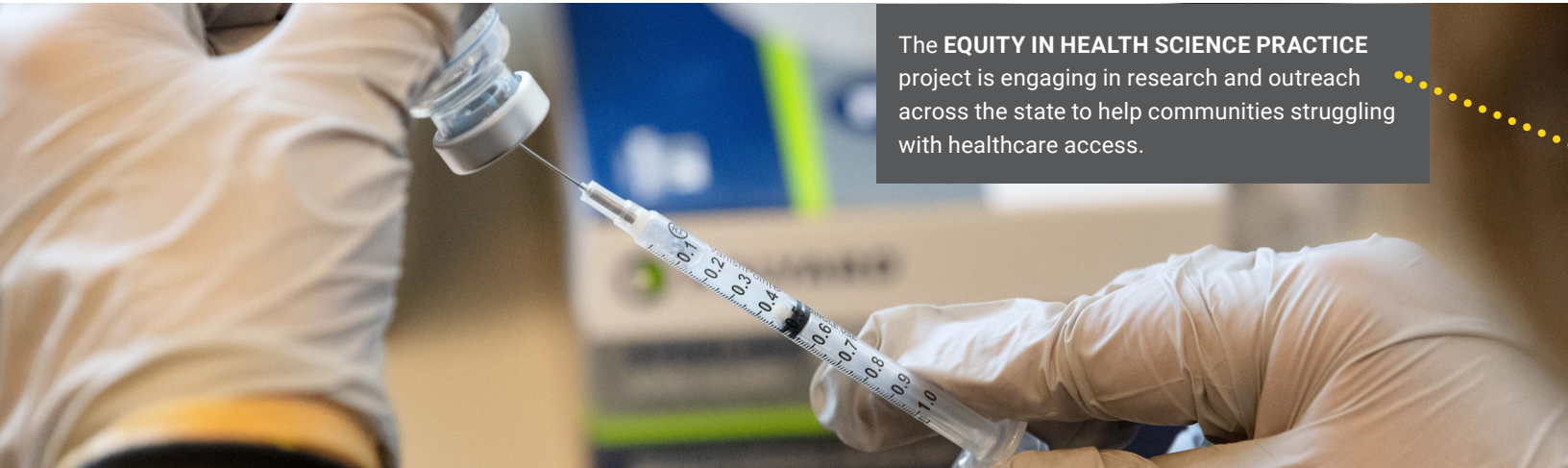
Strengthening the university as a destination for research and scholarship
\$4M over two years

Equity in Health Science and Practice

\$759,000 over three years

Academic Analytics Subscription

\$579,000 over three years



The **EQUITY IN HEALTH SCIENCE PRACTICE** project is engaging in research and outreach across the state to help communities struggling with healthcare access.

FY23

In FY 2023, the UI awarded \$15 million in P3 funding to eight projects

Pathways to Success

Ensuring high quality career development for every Hawkeye
\$407,040 over three years

External Job Placement Services for Partners of Recruited Faculty and Select Senior-Level Staff

\$315,000 over three years

Midwest FLASH Lab

Developing next-generation radiotherapy delivery and expertise at the UI
\$3M over three years

High Impact Hiring Initiative (HIHI)

A program to strategically recruit and retain talented faculty
\$7.5M over two years

HIHI awards are one-time, non-recurring funds that collegiate units can apply for and then use to recruit or retain faculty. The first round of funding for the HIHI program (FY21) provided funds toward the strategic hiring and retention of 25 high-performing faculty in seven colleges. The success of the HIHI program has had a measurable impact across all strategic priority areas and led to the continuation and expansion of the program in FY23.

Accomplishments:

As of July 1, 2023, \$5.9 million had been committed from the FY23 project to fund 30 HIHI requests, including 19 faculty recruitments across six colleges and faculty retention efforts in three different colleges.

Next steps:

The HIHI program has been an incredibly useful tool for the university in its efforts to recruit and retain exceptional faculty members. With more than 75% of funds committed as of July 1, 2023, it is anticipated the FY23 project will run out of funds in late 2023. At that time, HIHI will be funded an additional \$5 million from the FY24 P3 funds that were reserved for timely support of strategic plan needs throughout the year.

Higher Education Mental Health

\$700,000 over three years

Post-tenure Faculty Support


\$2M over three years

Excellence in Teaching and Learning

Developing a set of effective strategies for course and curriculum innovation (ETL)
\$477,960 over two years

Redox Regulation of Immunological Responses During Cancer Therapy

Using novel redox active molecule approaches that both enhance anti-tumor immune responses and limit normal tissue injury
\$600,000 over two years



The MIDWEST FLASH LAB is paving the way for the UI to redefine cancer treatment by exploring an innovative approach, known as FLASH, that delivers radiation in milliseconds instead of minutes.

FY24

In FY 2024, the UI distributed \$15 million in P3 funding, including \$2.6 to four projects selected from a campuswide call for proposals

Increasing Access to Information and Supporting Interventions

A full function mobile app for the UI
\$1,696,875 over three years

The Use and Impact of Targeted Need-Based Financial Assistance at the UI

\$130,617 over two years

Recognizing, Recruiting, and Retaining Merit Staff

\$520,000 over three years

Writing for the Public Good

Establishing Iowa as the leading institution where faculty communicate research and scholarship with our state, nation, and world
\$270,000 over three years

In addition to the four projects above, \$5 million was awarded to enhance education infrastructure on campus. The remaining \$7.4 million approved for FY 2024 will be reserved for support of strategic plan initiatives throughout the year.

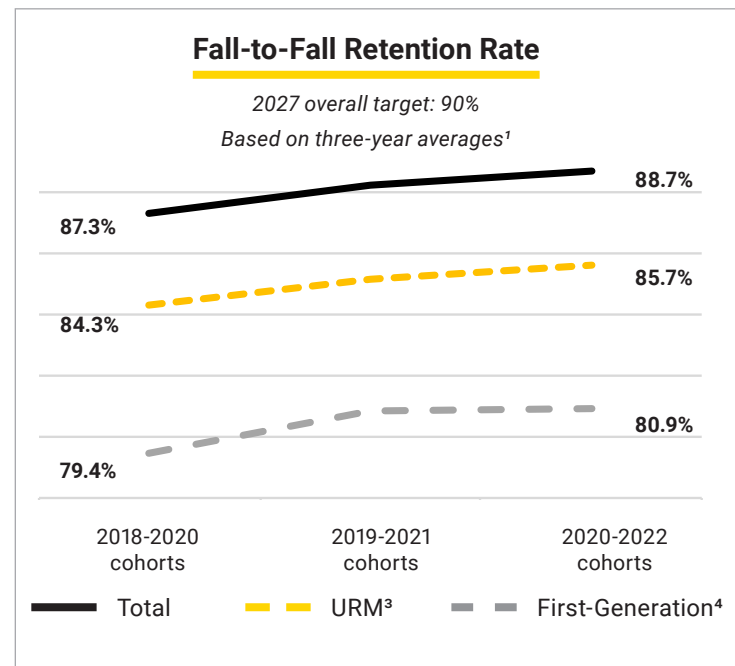
Find more information about all the university's P3 projects – including project descriptions, activities to date, and next steps – on the UI's strategic plan website.

→ [STRATEGICPLAN.UIOWA.EDU/FUNDED-PROJECTS](https://strategicplan.uiowa.edu/funded-projects)

METRICS AND INDICATORS OF PROGRESS

As part of the effort to measure the impact of the strategic plan, the university has set specific five-year targets for several high-level indicators and will report on progress toward meeting these targets annually.

GRADUATION AND RETENTION

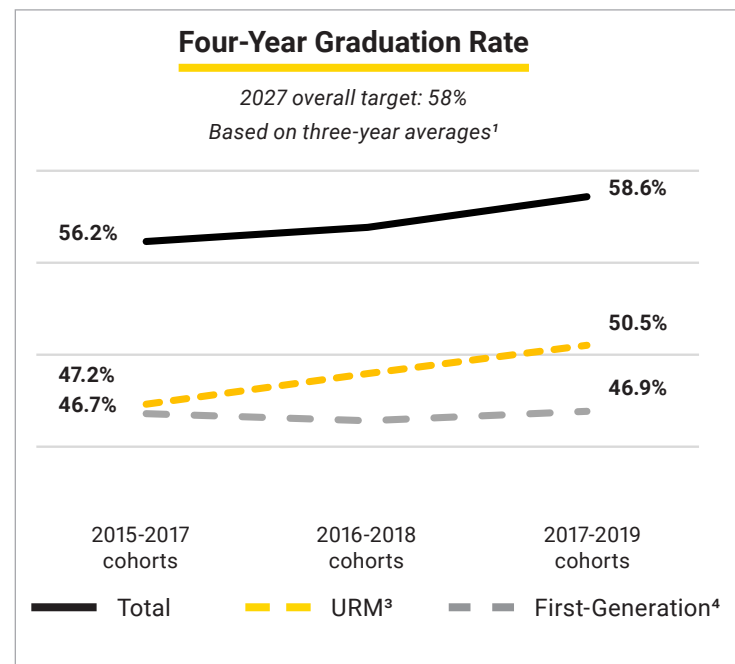


89.3%

FIRST-YEAR RETENTION RATE for students who entered fall 2022

(Rates shown to the left are three-year averages)

Student success initiatives like Excelling@Iowa and Learning at Iowa, along with course and curriculum innovation, are having an impact on first-year retention. Iowa continues to make steady progress in this area, with preliminary numbers indicating a new record this fall.

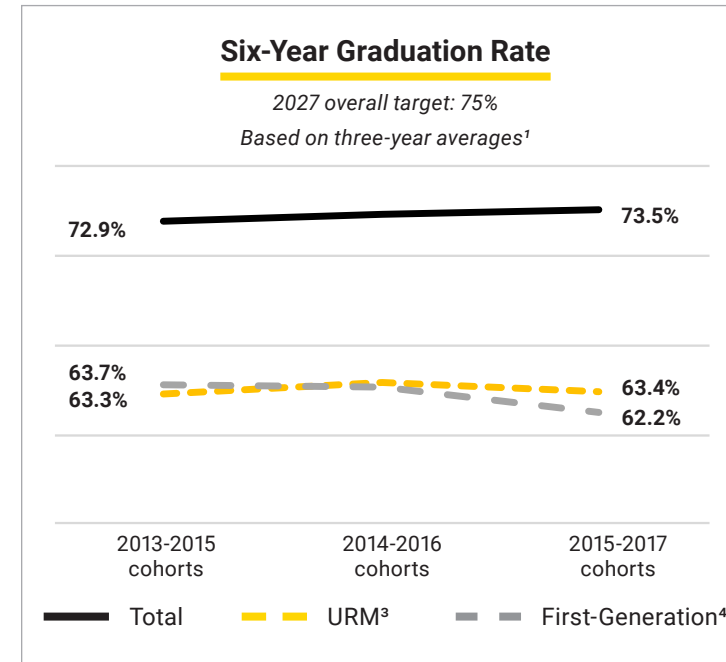


60.3%

FOUR-YEAR GRADUATION RATE for students who entered fall 2019

(Rates shown to the left are three-year averages)

Preliminary data indicates a record high of 60.3% of undergraduates from the 2019 cohort completed their degree in four years or less, a result of sustained commitment to facilitating student learning, supporting mental health and well-being, connecting students to high-impact learning opportunities, and fostering a sense of belonging.



73.1%

SIX-YEAR GRADUATION RATE for students who entered fall 2017

(Rates shown to the left are three-year averages)

While the preliminary six-year graduation rate for the fall 2017 cohort is slightly down from the previous year, we anticipate student success measures implemented in the past five years - which are reflected in our first-year retention and four-year graduation rates - will start to positively impact this metric.

Attainment Gap ²	Baseline ¹	2023 ¹	2027 Target
Fall-to-fall retention of underrepresented minority ³	4%	4%	2%
Fall-to-fall retention of first-generation ⁴	10%	10%	8%
Four-year graduation rate of underrepresented minority ³	11%	10%	9%
Four-year graduate rate of first-generation ⁴	13%	15%	11%
Six-year graduation rate of underrepresented minority ³	11%	12%	8%
Six-year graduation rate of first-generation ⁴	12%	15%	9%

Retention and graduation rates are trending up at Iowa, including first-year retention and four-year graduation rates among first-generation and underrepresented minority students. In the first year of the strategic plan, we implemented several innovative student success initiatives with the aim of meeting targeted attainment gap percentages by 2027.

¹ Baselines and updates reported as 3-year averages unless otherwise noted.

² The disparity between groups of students on a given academic performance goal.

³ In the narrow context of monitoring gaps in retention and graduation rates between underrepresented students and other students, this plan defines underrepresented minority (URM) to include members of the following federally-defined race/ethnicity categories that have traditionally been underrepresented in higher education: Hispanic/Latinx, American Indian or Alaskan Native, Black or African American, Native Hawaiian or Other Pacific Islander, and Two or More Races (where at least one race is included in the preceding list). URM counts include only U.S. citizens and permanent residents (international students are counted separately).

⁴ A student is considered to be of first-generation status if neither parent or guardian holds a four-year degree. This is self-reported information collected on the undergraduate admissions application.

ADDITIONAL PROGRESS INDICATORS

All 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



Increase in research expenditures⁵



Percentage of students completing a sustainability focused course



* Baseline established in 2022-23

2027 GOAL

90%

\$32.4M

\$21.6M

5.0%

75%

TARGETS FOR 2027

All numbers are three-year averages unless otherwise noted.



Maintain 95% or greater success rate for online courses

The success rate for online courses from academic years 2020-21 through 2022-23 is 95%.



Increase UI Health Care patient capacity by 10%⁶

UI Health Care measured an average of 2.49 million annual patient encounters in FY21-FY23, a 14% increase over the baseline measurement.



Rank in top 50 of UI Health Care Vizion Quality and Accountability Study ranking of comprehensive academic medical centers

Ranked 80 of 116 in the 2023 study.



60% participation in the campus climate surveys

The response rate for the 2022 survey was 30%. The next survey will be administered in fall 2024.



Achieve a 47% campuswide reduction in greenhouse gas emissions

The university recently deployed a new carbon accounting tool (SIMAP), which will provide carbon reduction numbers for future years of the plan.



Maintain 79% or greater Net Asset Value index score for GEF facilities⁷

This index is calculated every two to three years.



100% of new buildings and renovations meet or exceed LEED design certification thresholds

UI Design Standards and Procedures ensure quality standards for campus projects.



Include employment outcomes of graduates in academic program reviews

The university updated its Operations Manual in October 2023 to require employment outcomes as part of departmental and academic program reviews.

The new **Health Science Academic Building** will include academic, research, administrative and clinical spaces for three of the university's most recognized and accomplished departments:

- Communication Sciences and Disorders
- Health and Human Physiology
- Physical Therapy and Rehabilitation Sciences

⁵ As reported to the National Science Foundation Higher Education Research and Development (HERD) survey.

⁶ Excludes COVID-19 clinic and telehealth activity during the pandemic.

⁷ Measure of building stewardship and condition, calculated using a dollar value of facility needs and replacement value.



The Office of Performing Arts and Engagement has a series of collaborations between visiting artists and UI courses developed for the 2023-24 academic year, providing current students with hands-on experience working with world-class performers.

YEAR 2 PLANS

We are thrilled to see what lies ahead in Year 2 of implementing the strategic plan. Talented faculty and staff from across campus have devoted their energy and efforts to executing the plan, breathing life into our aspirations as a campus by lending their skills, imagination, and drive to do better. As we continue to work toward our ultimate goal of becoming the top choice for students, faculty, and staff, we recognize that our success as an institution rests on the dedication of our entire university community. By working together, we can build upon our strengths, honor our tradition of leadership, and further our commitment to creativity, community, excellence, inclusion, and integrity.



Excellence in Teaching and Learning

In Year 2 of our Excellence in Teaching and Learning priority goal, we are positioned to further enhance support, incentives, and structures to ensure every student experiences an educational environment where they can succeed. This includes expanding Year 1 efforts and increasing focus on co-curricular experiences and student support. We will also gather insights from – and provide guidance to – the multiple P3-funded projects focused on student success. Since student success permeates all five of our priorities, we will continue to cultivate collaborations among SPARC members and across campus to advance our progress.

Innovative Research and Creative Discovery



In Year 2 of our Innovative Research and Creative Discovery priority goal, we are poised to amplify our university’s standing in the realms of art and research. Building on the momentum from Year 1, we will further invest in our strengths while broadening our institutional research portfolio. By leaning into these areas, we can further pursue new sources of funding and support for sponsored research and scholarship. We will look to grow new areas of excellence, identifying strategic opportunities through Academic Analytics. We will also continue to forge high-impact partnerships within our university, which will help us generate and advance new ideas and explore the creation of new large-scale, interdisciplinary centers and institutes.

Welcoming and Inclusive Environment



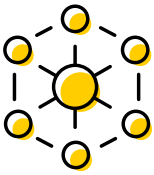
As we usher in Year 2 of implementing our Welcoming and Inclusive Environment priority, we remain committed to enhancing our culture by promoting respect, inclusion, and unity for all members of the campus community. To continue making progress we will further assess and evaluate university policies and procedures to look for opportunities to align them with institutional goals. We’re accelerating our efforts to broaden accessibility, both in the classroom and on campus. To create a more welcoming environment for all students, faculty, and staff, we will provide additional resources and opportunities for people to provide feedback and develop skills. This includes a series of listening sessions with key stakeholders across campus and an inclusive leadership summit for academic and healthcare leaders.

Holistic Well-Being and Success



Strategies in Year 2 of our Holistic Well-Being and Success priority seek to further support and nurture the core of the university’s excellence, our talented and vibrant community of students, faculty, and staff. We recognize that fulfilling basic needs, improving campus infrastructure, and ensuring employee satisfaction are key components of our success. Therefore will take additional steps to assess and reduce gaps related to necessities, with a focus on addressing food insecurity across campus. We will also aim to improve the experience for merit employees at the university and conduct an analysis of employment benefits and rewards across all employee groups to ensure we are competitive with peers. We will continue to seek out ways to enhance the faculty experience through creative programming, leadership development, and funding opportunities. Additionally, we are taking steps to advance a campus culture of data-informed assessment and decision-making through improvements in data infrastructure, literacy resources, and community building.

Transformative Societal Impact



Work in Year 2 of the Transformative Societal Impact priority will build upon the foundation established over the past year to increase the impact the University of Iowa has on the state, nation, and world. By expanding our community-engaged network of faculty and staff, we will provide more opportunities for high-impact classes, research, and mutually beneficial partnerships with Iowa communities. We will increase and coordinate efforts to tell the story of the university’s research and scholarship and continue to serve Iowans by providing access to high-quality patient care, promoting effective stewardship of resources, and reducing barriers to a transformative educational experience.



→ [STRATEGICPLAN.UIOWA.EDU](https://strategicplan.uiowa.edu)

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The University of Iowa prohibits discrimination in employment, educational programs, and activities on the basis of race, creed, color, religion, national origin, age, sex, pregnancy (including childbirth and related medical conditions), disability, genetic information, status as a U.S. veteran, service in the U.S. military, sexual orientation, gender identity, or associational preferences. The university also affirms its commitment to providing equal opportunities and equal access to university facilities. For additional information on nondiscrimination policies, contact the Director, Office of Institutional Equity, University of Iowa, 202 Jessup Hall, Iowa City, IA 52242-1316, 319-335-0705, oie-ui@uiowa.edu.