

IOWA

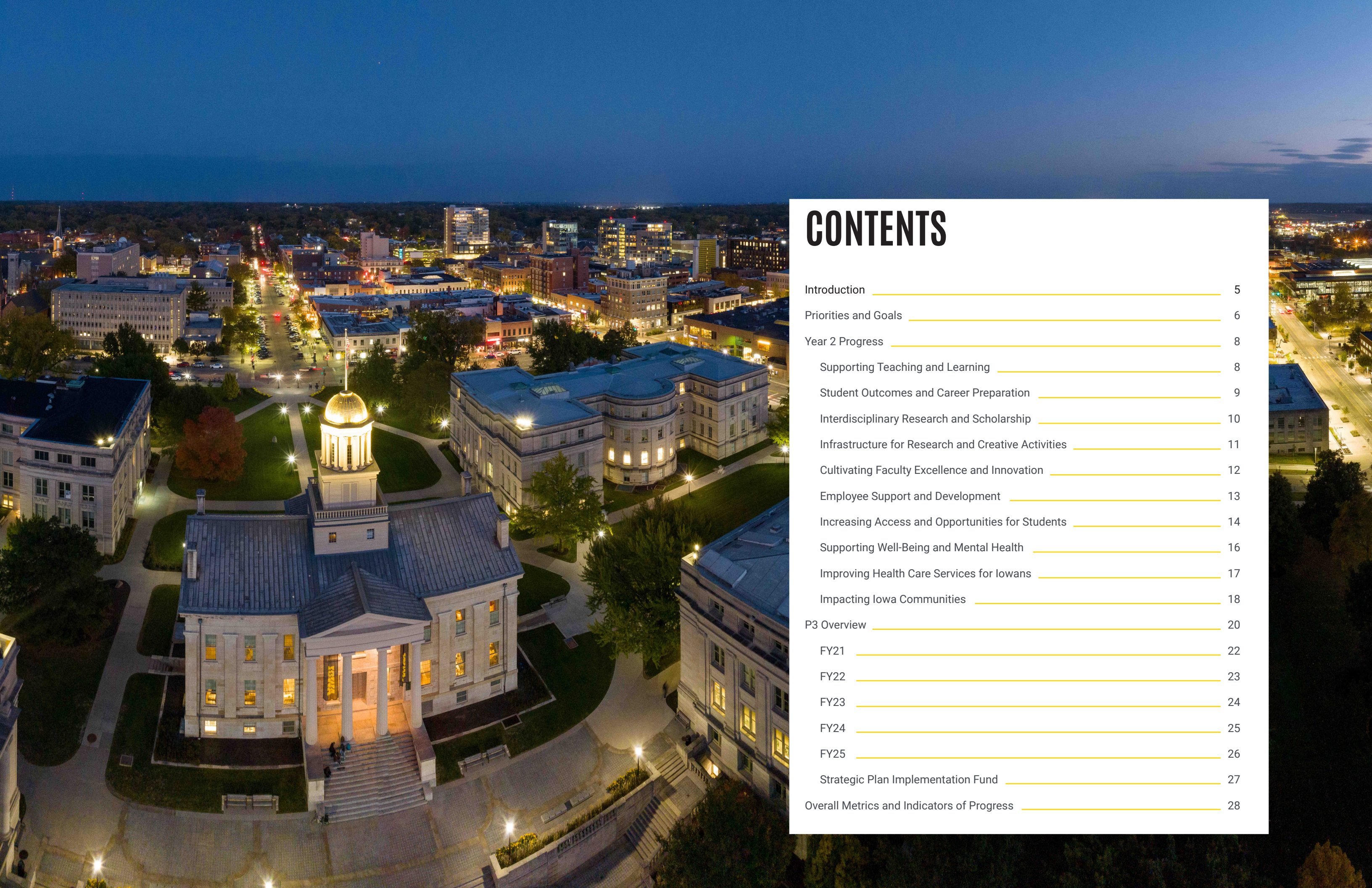


UNIVERSITY OF IOWA

STRATEGIC PLAN

2022–2027

YEAR 2 PROGRESS REPORT



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BUILDING ON A FOUNDATION OF EXCELLENCE

Dear members of the University of Iowa community,

We are pleased to share the remarkable progress the University of Iowa has made in implementing our 2022-2027 Strategic Plan. Throughout our history, the university has demonstrated our commitment to teaching, research, and public service. Today, just two years into implementing the plan, we are seeing how great our impact can be in these areas.

Our commitment to student success has never been stronger. Thanks to strategic initiatives that emphasize high-quality teaching, personalized student support, and increased opportunities for impactful learning experiences, we have set new records for retention and graduation rates that put us on track to exceed the targets we have set for 2027.

Investments in P3 projects, such as the Excellence in Teaching and Learning (ETL) initiative, are central to the impressive results we are achieving. The ETL initiative has helped thousands of UI students be more successful in introductory STEM courses by implementing curricular updates across multiple departments, engaging students as partners in course development, and creating a peer mentorship program for teaching assistants. Additional P3 investments are providing students personalized career development recommendations, evaluating the impact of academic policies on retention, and assessing how the university can be most effective with its need-based financial assistance.

The P3 program has also been instrumental in fueling interdisciplinary research and elevating areas of distinction at our university. For example, a P3 project aimed at advancing Iowa's excellence in space-based research has not only strengthened our ties with NASA but also opened new avenues for UI researchers to explore innovative approaches for monitoring environmental challenges such as flooding, drought, heat waves, and wildfires. Additionally, through the Transformational Faculty Hiring Program and the High Impact Hiring Initiative (HIHI), we have attracted and retained faculty whose leadership is driving research and innovation across campus.

Increasing student success and growing our research enterprise requires a campus environment that is welcoming, respectful, and prioritizes the well-being of our entire campus community. Initiatives like the expansion of the UI Support and Crisis Line and the development of a new [Well-Being at Iowa website](#) underscore our commitment to creating a healthy, supportive environment where everyone can thrive. Beyond campus, we are extending our reach through statewide mental health programs, expanded healthcare services, and efforts to improve access to medical care in rural communities.

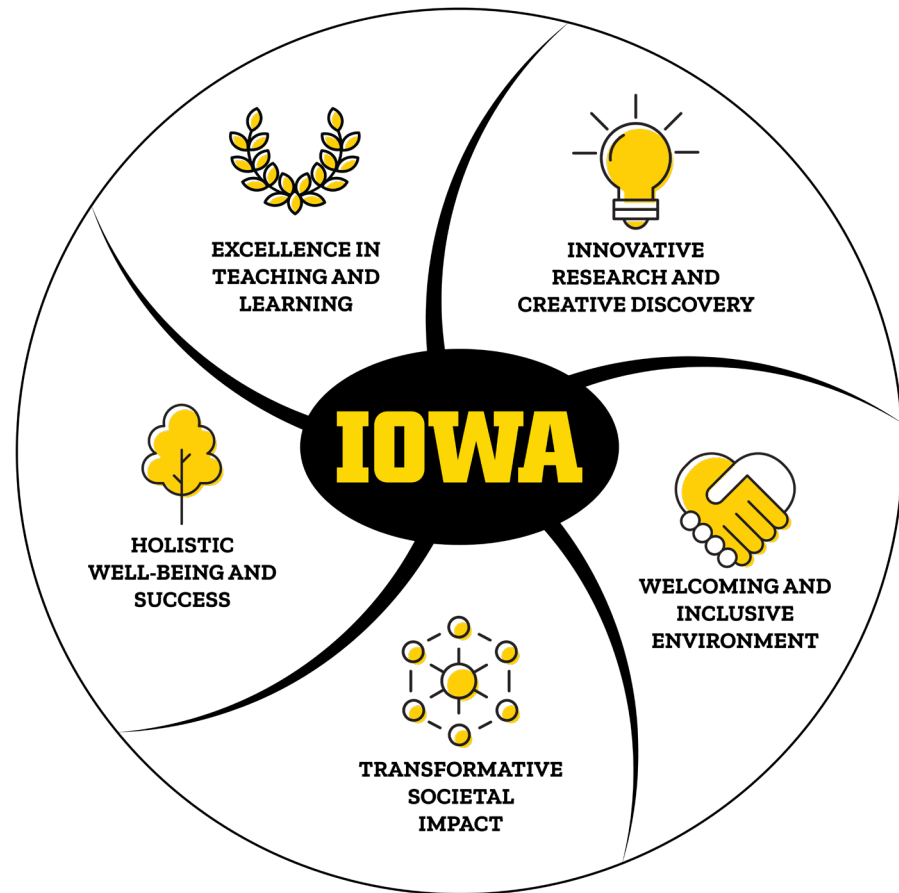
The work we do is transforming lives and communities, and it is thanks to the energy, dedication, and innovation of our university community that we are achieving new levels of success. As we enter the third year of our strategic plan, we are excited to build on this momentum and continue pushing the boundaries of what is possible.

Thank you for your commitment to our shared mission. We look forward to even greater achievements in the years ahead.

Barbara J. Wilson
President

Kevin C. Kregel
Executive vice president and provost

The University of Iowa's 2022-2027 Strategic Plan is built around five core priorities, each supporting and enhancing the others to propel the university toward achieving its ambitious goals. These interconnected priorities serve as a roadmap for our collective efforts, ensuring that we continue to be a leader in education, research, creativity, innovation, and societal impact.



Excellence in Teaching and Learning: *Fostering high-quality teaching and dynamic educational experiences that empower all students to achieve their aspirations.*

Innovative Research and Creative Discovery: *Advancing interdisciplinary research and artistic expression, building on the UI's distinctive strengths, and cultivating new opportunities for scholarly excellence.*

Welcoming and Inclusive Environment: *Creating a respectful, inclusive campus environment that promotes access and opportunity for all members of the university community.*

Holistic Well-Being and Success: *Providing comprehensive support to individuals across all stages of their relationship with the university so they may contribute to a thriving campus community.*

Transformative Societal Impact: *Leveraging the university's resources and talent to positively impact local, regional, and global communities, driving innovation and fostering economic and cultural growth.*

HOW IOWA IS USING THE STRATEGIC PLAN TO REACH NEW HEIGHTS

The UI Strategic Plan for 2022-2027 includes an expansive set of strategies and objectives to help our university achieve its vision. To execute these strategies, a dozen work groups consisting of hundreds of UI leaders, administrators, faculty, and staff dedicate countless hours to move the plan forward. In the first two years of the plan, these groups have planned, launched, or executed more than 150 different tactics aimed at impacting high-level metrics for success, such as faculty scholarship and research expenditures, student retention and graduation rates, and patient visits to UI Health Care facilities, just to name a few.



IMPLEMENTING THE PLAN

The Strategic Plan Action and Resource Committee (SPARC) is responsible for overseeing the successful implementation of the 2022-2027 Strategic Plan.

SPARC'S KEY RESPONSIBILITIES:

- Develop, prioritize, and carry out key tactics to achieve strategic objectives.
- Engage with subject-matter experts and convene working groups to collaborate on initiatives.
- Ensure resource alignment and allocate funds to support strategic initiatives.
- Regularly review and adjust the implementation plan to address new challenges and opportunities.
- Manage the P3 Program, soliciting and vetting proposals for funding strategic initiatives.

Want to learn more about SPARC's role in advancing Iowa's strategic plan? Visit the SPARC webpage for a full list of members and details on how SPARC is driving institutional success.

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

SUPPORTING TEACHING AND LEARNING

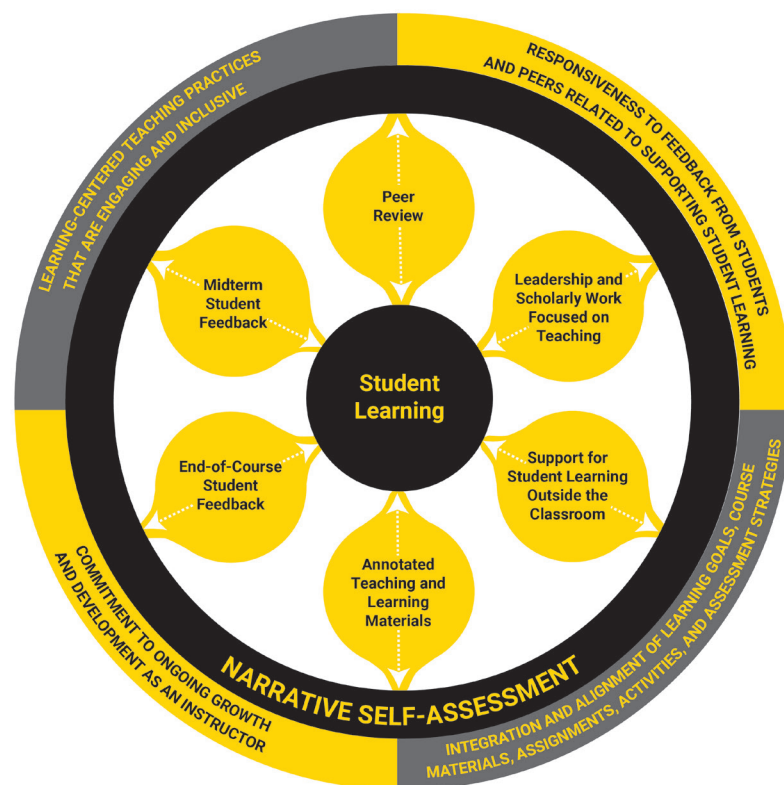
We have advanced broad policy updates and established new measures to elevate the value of teaching and drive course and curriculum updates that support student learning. In addition to these high-level structural changes, we are also enhancing existing interventions and piloting new programs to ensure student success.

ASSESSMENT OF TEACHING FRAMEWORK

This new framework for assessing teaching effectiveness aligns university policies with best practices to better recognize and reward high-quality teaching, support faculty engagement, and foster student success.

Developed with input from collegiate and departmental leaders, as well as faculty from a wide range of tracks, ranks, and disciplines, the framework is the culmination of work first started by the ACE Task Force in 2018.

The framework establishes that assessment of teaching should be based on at least two sources of evidence and a teaching statement that, when taken together, demonstrate the four characteristics of effective teaching, as illustrated by the diagram to the right.



SUPPLEMENTAL INSTRUCTION IN 2023-24

These course-specific, peer-facilitated group study sessions are designed to improve retention and academic success in historically challenging courses.

2,754

STUDENT USERS
from seven UI colleges

21,903

COMBINED VISITS
to the Academic
Resource Center

Nearly
10%

INCREASE
in final grades for students who
attended at least 25 sessions

STUDENT OUTCOMES AND CAREER PREPARATION

We have made significant strides in enhancing student outcomes and career preparation at Iowa. Through innovative programs, strategic partnerships, and expanded opportunities, we are empowering students to succeed both academically and professionally.



EXPANDING EXPERIENTIAL LEARNING

An initiative to tag courses that incorporate community engagement, internships, and other experiential learning opportunities has helped students easily find and register for high-impact classes. In spring 2024, over 60 Community Engaged Courses (CECs) allowed students to gain hands-on experience while making a positive impact on Iowa communities.



HEALTH CARE JOB EXPERIENCE FOR STUDENTS

The new unit partner position at UI Health Care has provided more than 200 students with valuable hands-on experience in patient care, while also supporting hospital staff. This win-win initiative provides students with a flexible job that aligns with their academic schedules and career goals, while also meeting the operational needs of the hospital.



GRAD P2P MENTORING PROGRAM

After a successful first year, the Graduate Peer-to-Peer (P2P) Mentoring Program has expanded in fall 2024 to include 244 students—tripling the number of participants since its inception. Enhancements include earlier peer matches, a full calendar of events, and an organized "first meeting" during New Graduate Student Orientation.

STUDENT PATHWAYS INTERNSHIP PROGRAM

This pilot program connects academic experiences with professional employment, serving as both a career development tool for students and a recruitment strategy for the university. It provides students with structured job assignments, mentorship, and professional development resources, creating pathways to full-time employment at Iowa.



A BIG REASON WHY I WANTED TO BE PART OF THE STUDENT PATHWAYS INTERNSHIP PROGRAM IS TO LEARN ABOUT THE DIFFERENT TYPES OF JOBS I CAN PURSUE WITH MY CHEMISTRY DEGREE AND TO GAIN FOUNDATIONAL KNOWLEDGE OF THE PHARMACEUTICAL INDUSTRY"

Jennifer Suarez,
chemistry major and an assistant chemist at UI Pharmaceuticals

INTERDISCIPLINARY RESEARCH AND SCHOLARSHIP

Strategic initiatives to establish new interdisciplinary research teams are growing funding and promoting scholarship at Iowa.



Kristan Worthington
2022 P3 Seeding Excellence Early Career Scholar
Earned \$1.9M NIH grant to study age-related macular degeneration



Oluwafemi Adeagbo
2023 P3 Seeding Excellence Early Career Scholar
Published research on barriers to HIV prevention for Black/African American men



Sajan Goud Lingala
2023 P3 Seeding Excellence Early Career Scholar
2022 P3 Jumpstarting Tomorrow project member
Earned \$2M NIH grant to study sleep disorders connected with snoring

INFRASTRUCTURE FOR RESEARCH AND CREATIVE ACTIVITIES



NON-FICTION WRITING PROGRAM BUILDING: After decades of cultivating award-winning writers, the University of Iowa Nonfiction Writing Program officially opened its own building in September 2023.



IOWA BIOSCIENCE INNOVATION FACILITY: New wet-lab incubator space, funded by a state grant, will support cutting-edge bioscience research and foster innovation, enabling faculty to develop solutions to healthcare challenges facing Iowans.



PERFORMING ARTS ANNEX: The P3 supported renovations to the former art museum will unlock a series of campus projects that directly support the strategic plan, including moving the Department of Dance from the aging Halsey Hall.



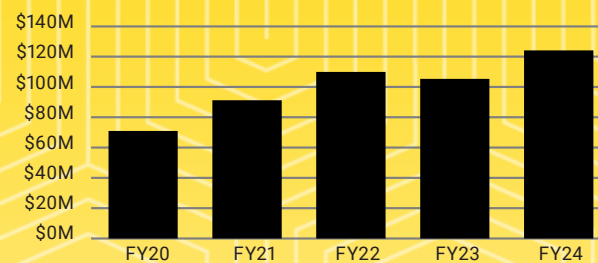
HEALTH SCIENCES ACADEMIC BUILDING: Set to be complete in summer 2025, this facility will house academic, administrative, clinical, and research space for the Departments of Communication Sciences and Disorders, Physical Therapy Rehabilitation Science, and Health and Human Physiology.



\$684M

External funding to support research, scholarship, and creative activities at Iowa in FY2024

FUNDING FROM BUSINESSES AND CORPORATIONS



Industry-supported funding continues to increase at Iowa, part of strategic efforts to diversify our portfolio and forge new partnerships with private organizations.



CULTIVATING FACULTY EXCELLENCE AND INNOVATION

By investing in recruitment, retention, development, and recognition, we are building a strong foundation for sustained academic and research excellence at Iowa.

RECRUITMENT AND ONBOARDING

The Transformational Faculty Hiring Program and High Impact Hiring Initiative (HIHI) are advancing excellence and innovation at Iowa. With three transformational hires and over \$16 million invested through HIHI, we are enhancing areas of distinction and developing new strengths. Additional efforts include revamping recruitment strategies and creating a new onboarding dashboard to ensure a smooth transition for new faculty.

PROFESSIONAL DEVELOPMENT

The Iowa Academic Leadership Academy, now in its second cohort, and the Mid-Career Faculty Scholars Program, in its third cohort, continue to foster faculty growth and develop future leaders.

RETENTION STRATEGIES

Efforts include developing stay interviews and providing DEO training to enhance leadership skills and address faculty needs effectively. Insights from faculty focus groups have guided additional retention strategies, while initiatives like the P3 Post-Tenure Program and the Investment in Strategic Priorities fund offer support for faculty through a variety of targeted resources to support scholarship and career development.

RECOGNITION AND AWARDS

The External Awards and Recognition Office is working to elevate faculty achievements nationally while the UI Distinguished Chair award recognizes some of the institution's most accomplished scholars.

66
HIHI
faculty recruitments

26
HIHI
faculty retentions

3
TRANSFORMATIONAL
faculty hires

106
faculty supported by
INVESTMENT IN STRATEGIC
PRIORITIES funding

EMPLOYEE SUPPORT AND DEVELOPMENT

We are developing innovative tools, programs, and strategies to enhance the recruitment, growth, and retention of talented employees, ensuring the university remains a supportive environment where all can thrive and succeed.



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 at the Tippie College of Business



TEAM COACHING INITIATIVE

This new program helps teams improve communication, collaboration, and leadership skills. In the 2023-24 academic year, teams of faculty and staff from nine different colleges or units took part in the program, with 79% of participants saying they would recommend team coaching to others.



LEADERSHIP DEVELOPMENT INVENTORY

A comprehensive inventory of leadership development opportunities across campus helped identify gaps in programming. The findings will expand leadership resources to underserved employee groups and increase access to professional development.



NEW TALENT ACQUISITION MODEL

Over the past two years, the university has developed and implemented a new Employee Value Proposition, enhanced its job search site, and established a talent acquisition model for staff positions that will streamline the hiring process.

INCREASING ACCESS AND OPPORTUNITIES FOR STUDENTS

The University of Iowa is committed to expanding educational access and providing students with opportunities to unlock the power of a college degree.



STARS COLLEGE NETWORK

The University of Iowa is part of this national collaborative working to expand educational access for students from rural areas. The network provides outreach, resources, and support to students from across the nation, ensuring they have the tools needed to enroll in and graduate from top universities.



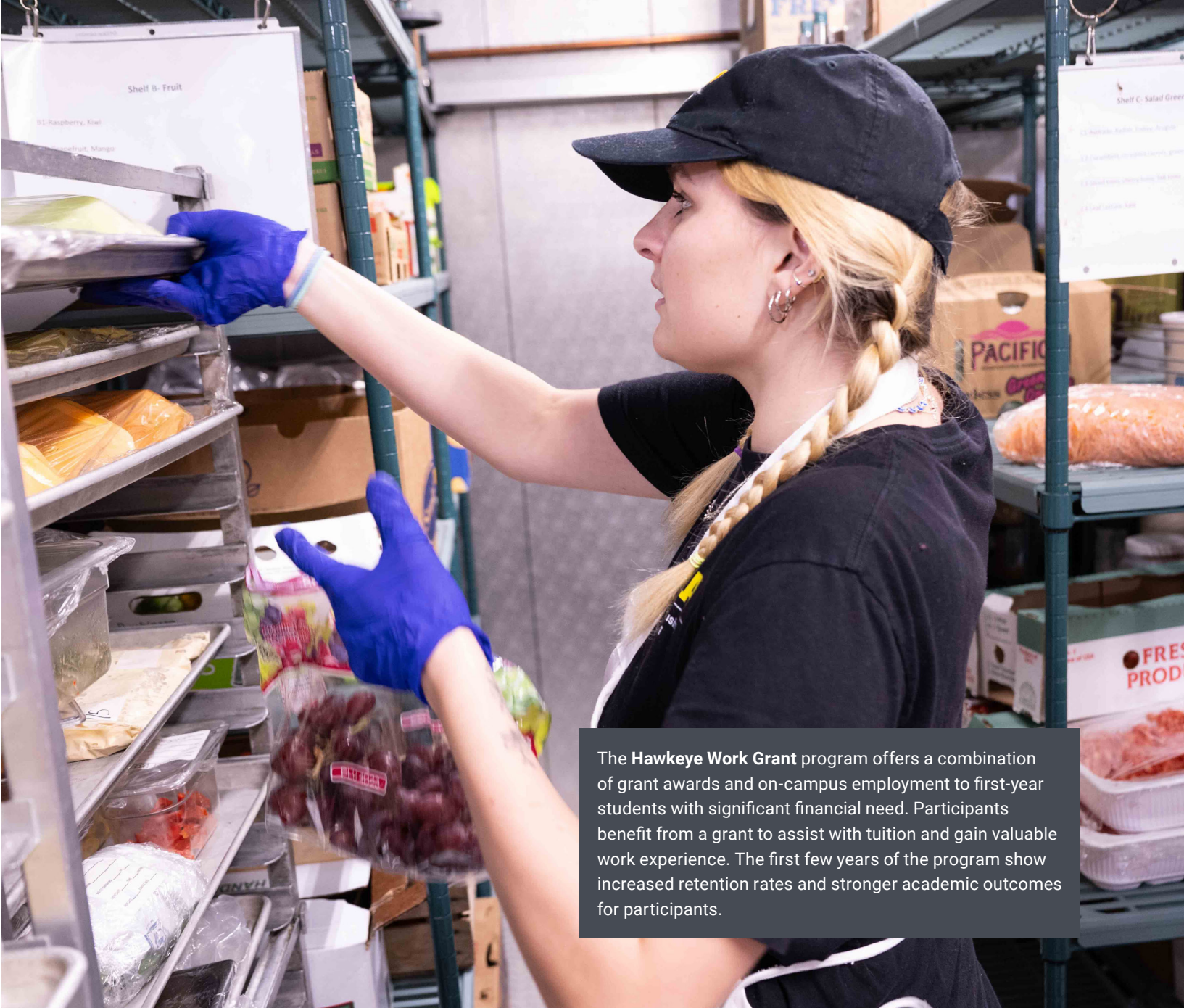
FIRST GEN HAWKS

This program creates pathways for first-generation students to succeed by offering them mentorship, academic support, and impactful learning opportunities designed to help them transition to college and ensure they have the resources and guidance needed to fully engage in their college experience.

JOHN DEERE SCHOLARS PROGRAM

In partnership with the John Deere Foundation and the Davenport Community School District, the University of Iowa launched the John Deere Scholars Program to increase access to higher education for students from Davenport. A six-year, \$6.6 million commitment from the John Deere Foundation will help Iowa provide scholarships, academic support, mentorship, and job placement opportunities for students to ensure their success during and after their time at Iowa.

- College Preparatory Program:** Comprehensive college prep for high school seniors in Davenport.
- 20 Scholarships Annually:** Need-based scholarships covering up to 90% of the cost of attendance at Iowa.
- Academic Support & Coaching:** Scholars receive academic support and coaching throughout their time at Iowa.
- Mentorship & Job Placement:** Career mentorship and internships to prepare scholars for success after graduation.



The **Hawkeye Work Grant** program offers a combination of grant awards and on-campus employment to first-year students with significant financial need. Participants benefit from a grant to assist with tuition and gain valuable work experience. The first few years of the program show increased retention rates and stronger academic outcomes for participants.



JOHN DEERE IS LEADING BY EXAMPLE, SHOWCASING HOW A LARGE COMPANY CAN PARTNER WITH A UNIVERSITY AND A PUBLIC SCHOOL DISTRICT TO ADDRESS WORKFORCE NEEDS. THIS IS A GAME-CHANGER NOT ONLY FOR THE STUDENTS WHO WILL RECEIVE THE EDUCATION AND LEADERSHIP EXPERIENCES THEY NEED TO SUCCEED IN A GLOBAL SOCIETY, BUT ALSO FOR HOW WE DEVELOP PIPELINE PROGRAMS IN THE FUTURE."

Barbara Wilson,
president of the University of Iowa



SUPPORTING WELL-BEING AND MENTAL HEALTH

We have expanded key resources and implemented several initiatives to support the well-being and mental health of our campus community. We continue to enhance existing services and introduce targeted programs to ensure students, faculty, and staff have access to the care and support they need.



FOOD PANTRY AND CLOTHING CLOSET

The Food Pantry and Clothing Closet's new space in the Iowa Memorial Union has allowed the pantry to support an 89% increase in visits. Efforts to support this increased demand continue, including raising \$5,532 through a GOLDrush crowdfunding campaign.



EXPANSION OF UI SUPPORT AND CRISIS LINE

The 24/7 UI Support and Crisis Line expanded its services to faculty, staff, and postdocs. This free, confidential service provides immediate access to mental health resources and crisis support. There have been over 2,200 views of its webpage since the resource launched.



WELL-BEING TRAINING FOR SUPERVISORS

A new well-being and mental health training module was launched for supervisors, equipping them with skills to recognize and address mental health challenges in the workplace. In 2023, 707 supervisors completed the training.



IMPROVING HEALTH CARE SERVICES FOR IOWANS

Through new facilities, expanded services, and clinical innovations, UI Health Care is meeting growing community demand while improving access to high-quality care. These efforts ensure Iowans have access to exceptional patient care closer to home.

NORTH LIBERTY CAMPUS

Opening in summer 2025, UI Health Care's North Liberty campus will include emergency, pharmaceutical, orthopedic, sports medicine, and rehabilitation services in an easy-to-access, convenient location.

EXPANDING MATERNITY AND NICU SERVICES

UI Health Care's planned expansion of maternity and NICU services includes the renovation of Level 7 of the John Pappajohn Pavilion (JPP), which will add 23 new maternity care beds.

INTEGRATION OF DOWNTOWN MEDICAL CAMPUS

The addition of the downtown medical campus has allowed UI Health Care to expand patient access, preserve jobs and maintain high-quality care in the community, and ease capacity issues at the university campus.

INVESTING IN SPECIALIZED CARE AND HIGH-FUNCTIONING TEAMS

Process improvements have helped UI Health Care advance clinical excellence, streamline patient care, improve efficiency, and reduce delays in treatment.

60 acre

MEDICAL CAMPUS
opening in North Liberty

234

LICENSED BED CAPACITY
at downtown medical center

3,000+

BABIES BORN ANNUALLY
at UI Health Care facilities

16

EMERGENCY TRIAGE SPACES
reducing patient wait times



IMPACTING IOWA COMMUNITIES

The University of Iowa is deeply committed to impacting communities across the state through education, cultural engagement, and community partnerships. By leveraging its resources and fostering connections, the university is shaping a stronger, more vibrant Iowa, with initiatives that drive economic development, enrich the arts, and promote sustainability.

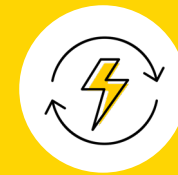
The Stanley Museum of Art led efforts to conserve a Keith Haring mural on the wall of an Iowa City elementary school. While the school undergoes renovations, the Stanley has the mural as the centerpiece of an exhibition that has received critical praise from *The New York Times* and *Forbes*.

IMPACT BY THE NUMBERS



50+

communities engaged through the Iowa Initiative for Sustainable Communities



#2

university on EPA's Green Power Partners list



1,000+

opening weekend visitors to Stanley Museum of Art's Keith Haring exhibit



\$16.4M

federal grant for electric Campus buses



\$8B

UI's direct and indirect contributions to Iowa's economy

NOTABLE HIGHLIGHTS

The Stanley Museum of Art earned a \$20,000 federal grant for a **community reading initiative**.

UI Sports Medicine professionals are providing **training for sideline care** at sporting events in rural Iowa communities.

The Scanlan Center for School Mental Health provided **mental health training** for 100 paraeducators across the state of Iowa.

The UI Rural Psychology Collaborative provides **free, short-term counseling** to help address gaps in mental health services for Iowans.

The UI and Kirkwood Community College are partnering to **offer a Medical Laboratory Science degree** to expand educational access and address workforce shortages.

Arts as Community Engagement workshops **train UI students** to fulfill requests for public art in Iowa communities.

ARTS AND CULTURE

500+ performing arts performances annually at Iowa, engaging audiences with transformational arts experiences

40,000+ visitors from 43 states to the UI Museum of Natural History in 2023

300+ Arts Share events each year, bringing UI arts programming to communities across Iowa

2,000+ K-12 students engaged with by Hancher visiting artists in 2023-24

WORKFORCE DEVELOPMENT

700+ Iowa businesses with employees enrolled in UI's MBA program

5 in 10 Iowa physicians trained at UI

5 in 10 Iowa pharmacists trained at UI

8 in 10 Iowa dentists trained at UI

93 of Iowa's 99 counties with UI trained teachers and staff in public schools

COMMUNITY ENGAGEMENT

100 Iowa students completed 16 different community projects in Dubuque in 2023-24

60+ Community Engaged Courses offered in spring 2024, providing hands-on learning experiences that impact communities

5 Iowa communities were awarded \$3,000 grants from the UI College of Public Health in 2024 for community health initiatives and projects

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.

\$65.2M 

STRATEGIC PLAN INITIATIVES SUPPORT
since FY21

124 

PRELIMINARY APPLICATIONS RECEIVED
from FY22 to FY25

34 

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 **Higher Education Mental Health** project is improving mental health support across Iowa campuses by offering research-driven training for faculty and staff, creating online resources, and expanding programming statewide. Since March 2022, the initiative has delivered 144 presentations and trainings to 6463 participants.

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

Continued Development of IowaRISE

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

High Impact Hiring Initiative

Recruit and retain outstanding 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

The Jumpstarting Tomorrow project has encouraged collaborative, interdisciplinary research on campus. The efforts to seed multidisciplinary research communities are beginning to bear fruit, with faculty from the 11 interdisciplinary research communities submitting proposals for federal grants, publishing in academic journals, and sharing knowledge for the public good.

Accomplishments as of June 30, 2024:

- 39 grants submitted by Jumpstarting Tomorrow participants
- \$5.9M in total funding awarded to eight grants
- 44 scholarly articles published or creative works completed
- 67 conference presentations by participants
- 193 undergraduate and graduate students involved in projects

Next Steps:

Jumpstarting Tomorrow teams will continue to submit research publications, complete creative works, present at conferences, and apply for grants to ensure the sustainability of the projects. The \$5.9M in external awards has already led to a significant return on investment for the project.

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

Promoting interdisciplinary research to strengthen grant competitiveness
\$3.6M over three years

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

The Iowa Health Data Resource (IHDR) is advancing health informatics at Iowa by improving how researchers access and utilize health data. By establishing new datasets, developing secure data enclaves, and creating a training infrastructure, IHDR is positioning our university for future success in interdisciplinary research.

Accomplishments:

- Improved speed and accuracy of health data requests
- Completed 734 data requests since 2021
- Trained 52 data liaisons across six colleges
- Developed three transformative data sets to support health science research, with five more in the pilot, scope, or planning phases
- Supported 79 grant proposals and 18 scholarly works by UI researchers
- Involved in 27 data enclave projects that leverage high-performance computing resources for secure patient data processing

Next Steps:

IHDR will continue enhancing data literacy, access, and quality with an additional \$902,890 in P3 funding for FY 2025. These efforts aim to build a strong ecosystem for data-driven health, supporting advanced analyses through AI model building and predictive analytics.

Examining and Tailoring Academic Policies

Enhancing 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

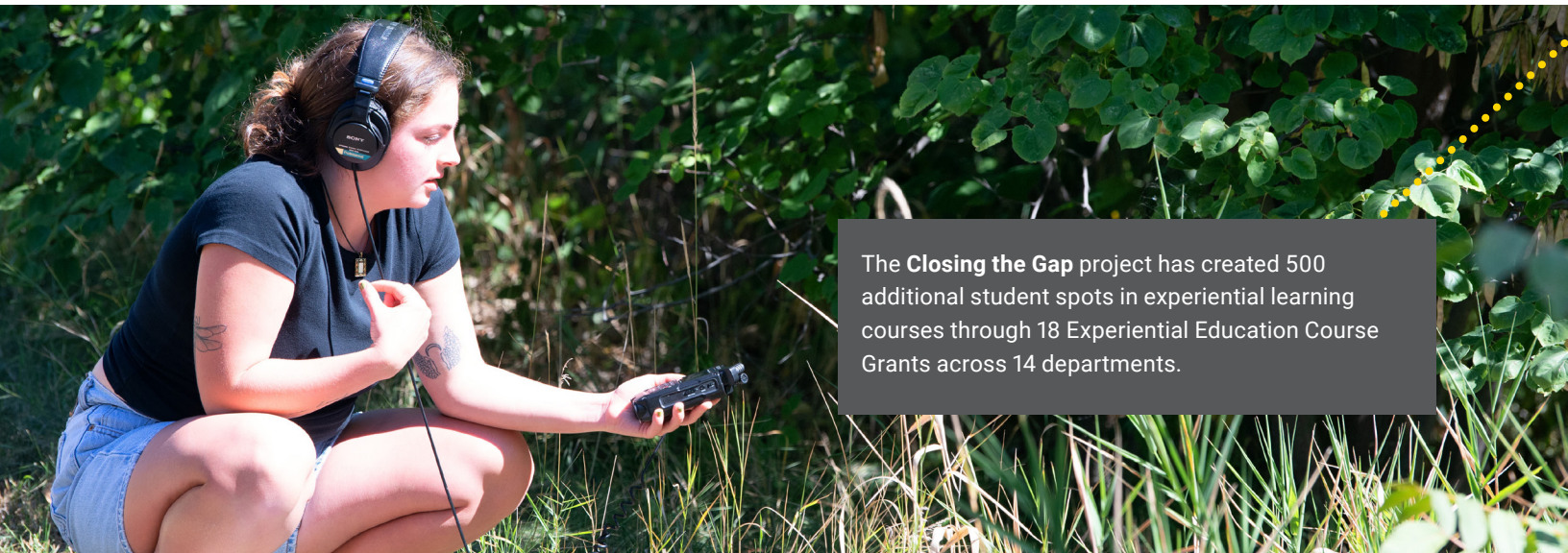
Strengthening the university as a destination for research and scholarship
\$4M over two years

Equity in Health Science and Practice

Translating research findings into community-based interventions
\$759,000 over three years

Academic Analytics Subscription

Uncovering research trends and identifying new opportunities
\$579,000 over three years



The **Closing the Gap** project has created 500 additional student spots in experiential learning courses through 18 Experiential Education Course Grants across 14 departments.

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

Identifying opportunities 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

Higher Education Mental Health

Creating a more positive mental health environment for students, faculty, and staff
\$700,000 over three years

Post-tenure Faculty Support

Providing career development opportunities for tenured mid-career faculty
\$2M over three 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

Excellence in Teaching and Learning (ETL)

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

The Excellence in Teaching and Learning (ETL) project was a collaborative effort to improve student outcomes and reduce equity gaps in key introductory STEM courses at Iowa. The project focused on incorporating best-practice interventions that improve student learning, facilitating instructor development, improving course design, and identifying strategies for institutional-level change.

Accomplishments:

The project introduced several impactful practices, including:

- Engaging instructional teams from six departments to revise 13 high-enrollment introductory STEM courses, impacting around 11,500 students annually across eight colleges. Teams worked with project managers and campus experts to implement improvements, assess progress, and collaborate across departments.
- Launching the Students as Partners program, which engaged undergraduate students in course improvement processes through Universal Design for Learning (UDL) principles.
- Developing the TA Peer Mentor Program to provide professional development for teaching assistants, enhancing leadership skills and improving support for instructors.
- Establishing cross-departmental collaboration through the DEO Action Group, ensuring departmental leaders have support to make sustainable change in teaching and learning practices.

Next Steps:

The project provides a framework for future course development initiatives, with a focus on building structured support systems, prioritizing student feedback, and promoting strategies for sustained excellence in teaching and learning.



The UI mobile app launched on Aug. 1, 2024, providing students with access to academic support tools, transportation and navigation info, well-being resources, event information, and more.

FY24

In FY 2024, the UI distributed \$15 million in P3 funding, including \$2.6 million 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
\$1.7M over three years

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

Determining when and for whom financial assistance is most effective
\$130,617 over two years

Recognizing, Recruiting, and Retaining Merit Staff

Increasing engagement and reducing turnover
\$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

The Writing for the Public Good initiative aims to build on Iowa's distinction as the Writing University by providing faculty with tools and training to communicate research and scholarship to broader, non-academic audiences. The project offers workshops and resources that equip faculty to write essays, op-eds, and research-informed journalistic pieces for public outlets, boosting the university's reputation while expanding the societal impact of research.

Accomplishments:

- Engaged 132 researchers and scholars across eight colleges
- Joined *The Conversation* as an institutional member, which led to 23 faculty-written articles that generated over 351,000 online views
- Hosted online training sessions through the Alan Alda Center for Communicating Science workshops and continued the Communicating Ideas Workshop, with both programs reaching capacity
- Partnered with the Obermann Center for Advanced Studies to offer a full-day virtual writing retreat led by Michelle Boyd of InkWell Academic Writing

Next Steps:

In year two, Writing for the Public Good will expand faculty participation in public-facing scholarship through advanced workshops and ongoing partnerships with *The Conversation* and the Alan Alda Center. These initiatives will refine faculty skills in communicating research, increasing the public impact of UI scholarship.

In addition to the four projects, the P3 Strategic Initiatives Board also endorsed \$5 million for enhancing education infrastructure on campus, including classroom updates and the planning stages of a project to relocate the Department of Dance to a remodeled Performing Arts Annex. The remaining \$7.4 million approved for FY 2024 was used to support funding from the SPARC Strategic Plan Implementation Fund (page 27).

FY25

For FY 2025, the UI has distributed \$15 million in P3 funding, including \$2.2 million to two projects selected from a campuswide call for proposals.

Airborne and Ground-based Earth Science Measurement Capability

Growing Iowa into a leader
\$1.3M over three years

The Iowa Health Data Resource (IHDR)

Extending the impact
\$902,890 for one year

In addition to the two projects, the P3 Strategic Initiatives Board also endorsed \$5 million for enhancing education infrastructure on campus, including additional classroom updates and the continuation of the project to relocate the Department of Dance to a remodeled Performing Arts Annex. The remaining \$7.8 million approved for FY 2025 will be used for the SPARC Strategic Plan Implementation Fund, which provides flexible, timely support for strategic initiatives throughout the year.



The new **Counseling and Behavioral Health Services** degree is designed to prepare undergraduate students for careers in counseling and other helping professions that can improve and impact mental health.

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)

SPARC STRATEGIC PLAN IMPLEMENTATION FUND

These one-time, non-recurring funds support tactics, strategies, or objectives to help reach goals outlined in the strategic plan. Requests for funding are developed by the SPARC work groups responsible for implementing the strategic plan, with a SPARC member serving as the project lead if the request is approved.

PROJECTS FUNDED FOR FY24

High Impact Hiring Initiative (HIHI)

A program to strategically recruit and retain talented faculty
\$5.5M for one year

Reducing the Impact of Lung Cancer Among Iowans

Promoting prevention and early detection
\$576,000 for one year

Marketing Strategies for Online Graduate and Professional Programs

A pilot to expand online opportunities at Iowa
\$500,000 for one year

Building a Culture of Scholarship of Teaching and Learning (SoTL)

Advancing faculty and student success
\$237,000 over three years

Creating a Helping Professions Framework

Development of a new undergraduate major
\$200,000 over two years

AI for Iowa's Future

Short- and long-term support for AI research at Iowa
\$150,000 for one year

Investing in the Development of Teaching Practices

Promoting student and faculty success through a scholarly teaching program
\$132,000 over two years

Curricular Analytics

Identifying and addressing bottlenecks to improve student retention and timeliness to degree
\$105,000 for one year

PROJECTS FUNDED FOR FY25

High Impact Hiring Initiative (HIHI)

A program to strategically recruit and retain talented faculty
\$4M for one year

A Proposal for Iowa's AI Journey

First steps in general AI support
\$784,517 over two years

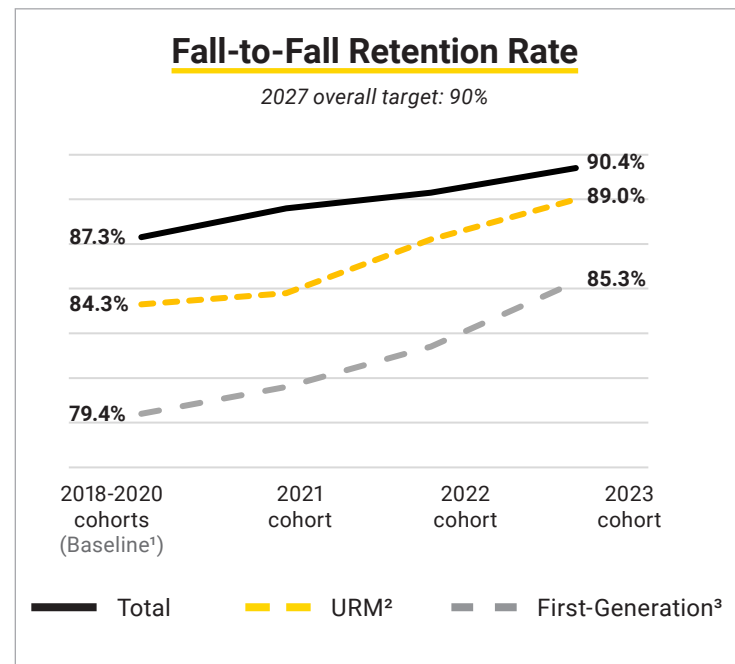
Iowa's AI Journey

First steps in AI support for research scholarly and creative activities
\$615,000 over two years

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. A full list of metrics is available on the strategic plan website.

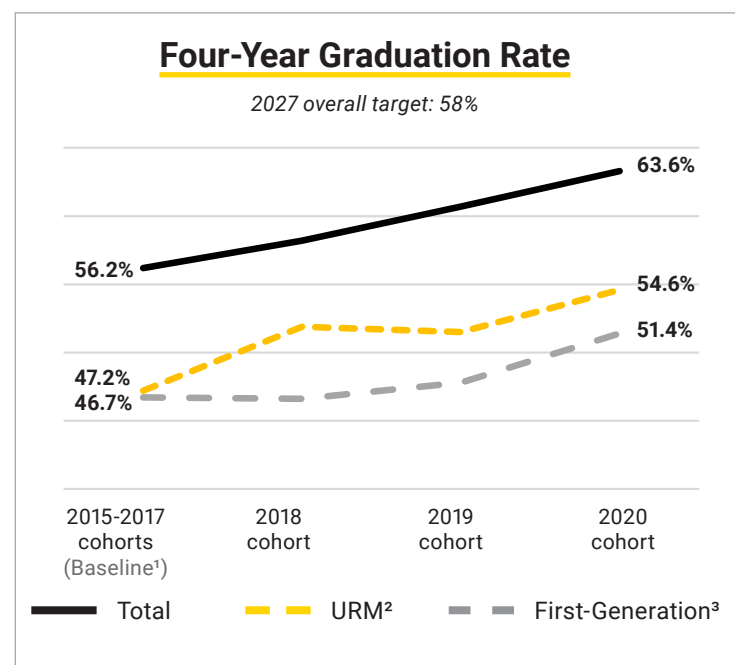
GRADUATION AND RETENTION



90.4%

FIRST-YEAR RETENTION RATE
for students who entered fall 2023

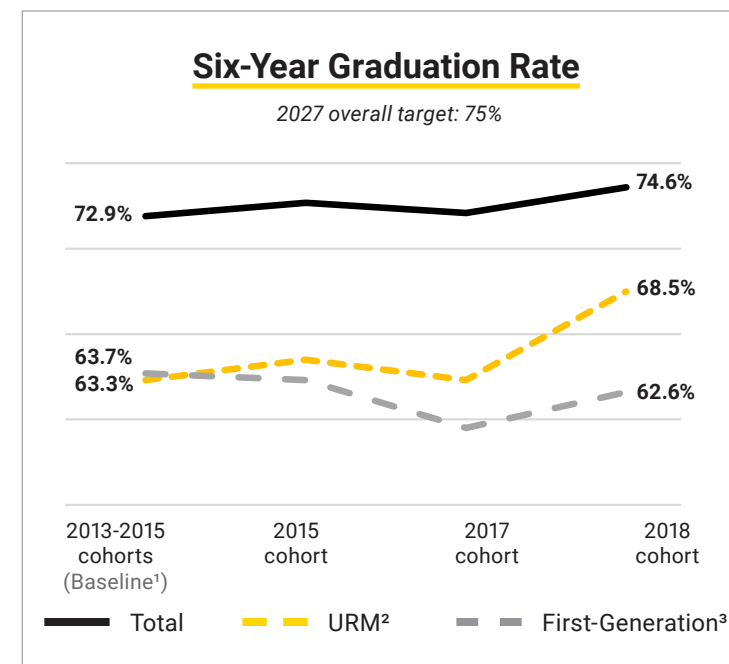
Sustained efforts over the past several years continue to have a positive impact on student retention, with preliminary numbers indicating a new record for first-year retention this fall.



63.6%

FOUR-YEAR GRADUATION RATE
for students who entered fall 2020

Preliminary data indicates a record number of undergraduates from the 2020 cohort completed their degree in four years or less, a result of efforts to increase financial support, improve access to well-being services, and facilitate excellence in teaching and learning.



74.6%

SIX-YEAR GRADUATION RATE
for students who entered fall 2018

Student success initiatives implemented over the past several years - which are reflected in our first-year retention and four-year graduation rates - are starting to impact our six-year graduation rate, which has hit a record high.

¹ All baseline numbers are three-year averages unless otherwise noted.

² 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).

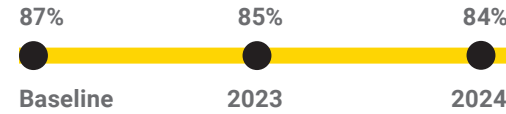
³ A student is considered to be of first-generation status if neither parent or guardian holds a four-year degree. This is self-reported information collected on the undergraduate admissions application.

ANNUAL PROGRESS INDICATORS

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



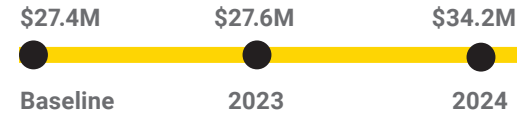
Percentage of students reporting an experiential learning opportunity*



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



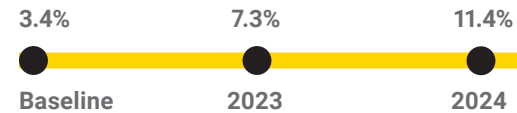
Philanthropic support for scholarships



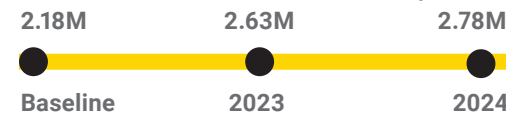
Philanthropic support for faculty prizes/awards



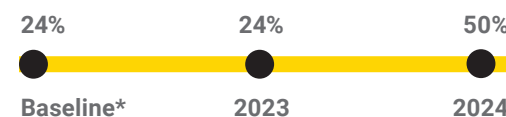
Increase in research expenditures⁴



UI Health Care patient capacity⁵



Percentage of students completing a sustainability focused course



* Baseline established in 2022-23

2027 GOAL

90%

\$32.4M

\$21.6M

5.0%

2.4M

75%

TARGETS FOR 2027



Maintain 95% or greater success rate for online courses

The success rate for online courses from academic year 2023-24 is 96%.



Achieve top 50 ranking for UI Health Care in Vizient Quality and Accountability Study of comprehensive academic medical centers

Ranked 90 of 115 in the 2024 study.



60% participation in the campus climate surveys

A strategic initiative to boost engagement and streamline surveys across campus resulted in the integration of key campus climate questions into the Working at Iowa Survey. This restructured survey will be administered in fall 2024.



Achieve a 47% campuswide reduction in greenhouse gas emissions

Campus carbon emission data was collected using the Association for the Advancement of Sustainability in Higher Education STARS framework. Using this data, the university will customize the 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 facilities⁶

The UI will update its Net Asset Value index score following a building assessment in FY2025.



All new buildings and renovations designed and constructed to standards that meet or exceed LEED design certification thresholds

UI Design Standards and Procedures ensure all new building and renovation projects are designed to meet or exceed LEED thresholds.



Include employment outcomes of graduates in academic program reviews

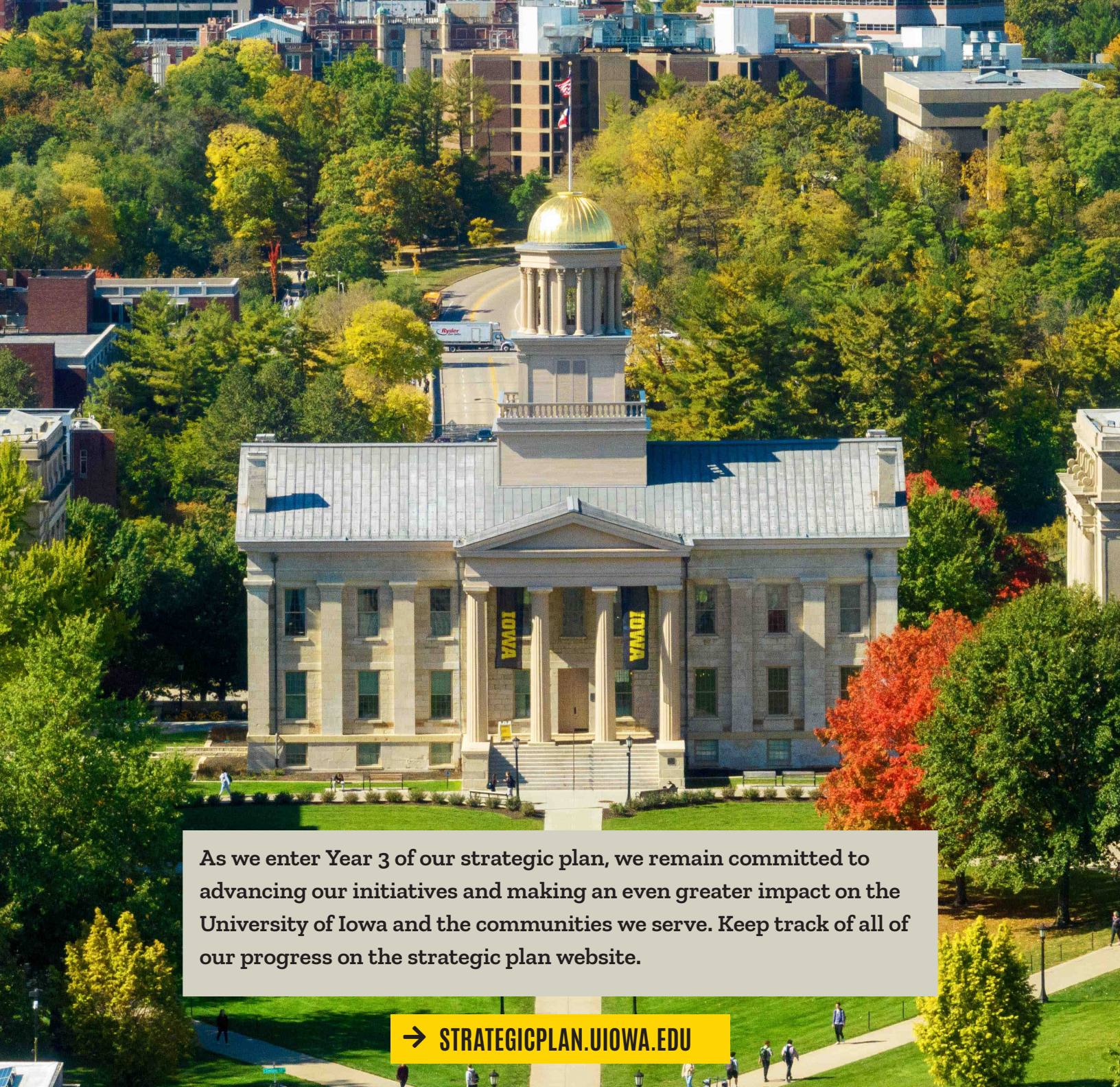
The university updated its Policy Manual in October 2023 to require employment outcomes as part of departmental and academic program reviews.

We continue to make progress in several key areas outlined in the university strategic plan, such as reducing student loan debt and recruiting and retaining talented faculty.

⁴ As reported to the National Science Foundation Higher Education Research and Development (HERD) survey.

⁵ Excludes COVID-19 clinic and telehealth activity during the pandemic.

⁶ Measure of building stewardship and condition, calculated using a dollar value of facility needs and replacement value.



As we enter Year 3 of our strategic plan, we remain committed to advancing our initiatives and making an even greater impact on the University of Iowa and the communities we serve. Keep track of all of our progress on the strategic plan website.

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

IOWA

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