

IOWA



UNIVERSITY OF IOWA

P3 PROGRAM IN SUPPORT OF STRATEGIC PRIORITIES

ANNUAL REPORT

APRIL 2025

OFFICE OF THE EXECUTIVE VICE PRESIDENT AND PROVOST

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

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 or reserved to support timely funding requests for implementation of strategic plan tactics, strategies, or objectives.

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)



\$65.2 Million

Strategic Plan Initiatives
Support Since FY21



128 preliminary applications

Received from FY22 to FY25



34 interdisciplinary projects

Distributed among 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 application process open to all of campus.
 - P3 funds will be most valuable when used to leverage other support or to 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 shorter-term support.
- Remaining funds may be used for campus projects of high strategic importance, such as key infrastructure projects.
- Some funds may be reserved to provide timely support for strategic plan initiatives throughout the fiscal year.
- The allocation process will be evaluated annually.

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, helping reduce DFW rates and increase faculty knowledge about how to support student success. Ultimately, the project contributed to faculty development as teachers and created 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
- 100% increased their knowledge of support available to aid student success
- 92% increased their knowledge of patterns of success for students in these courses
- 92% increased their use of data to inform their instruction

HIGH IMPACT HIRING INITIATIVE

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

High Impact Hiring Initiative (HIHI) awards are one-time, non-recurring funds that collegiate units can apply for and then use to recruit or retain faculty. Over the first two years of HIHI, just under \$4.2M in funding was committed to 25 different HIHI requests.

IowaRISE

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

The IowaRISE project increased experiential research and educational opportunities for UI students, faculty, and staff. Members of the project team developed a model for helping students progress through a series of experiences that would enhance their skills, confidence, and knowledge of how to build a successful career and life.

JUMPSTARTING TOMORROW

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

This project's efforts to seed multidisciplinary research communities continue to pay off, with \$5.9M in external funding awarded to eight grants submitted by Jumpstarting Tomorrow participants as of June 30, 2024. Faculty involved in the project are continuing to submit grants and publish scholarly articles.

UI P3 TO NCI/NIDCR P50

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

The P3-to-P50 project established the foundation for innovative and collaborative research on the prevention, detection, and treatment of oral cavity cancer. Interdisciplinary research teams formed through the project submitted several grant applications (including several spin-off R01 proposals), published peer-reviewed articles, and created a clinical patient trial. Data from the project supported the \$499,105 renewal of an NIH grant in 2024.

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

This highly successful project has enhanced one of the university's research strengths while increasing student access to transformational educational experiences. Researchers involved in this project have already secured \$9.4M in NASA grants, with preparations underway for several additional significant funding proposals. The project team received a one-year no-cost extension to continue developing Earth Observing and Lunar Rover missions, finish modernizing the university's spaceflight capabilities, and continue the highly successful Edge of Space Academy, which provides hands-on learning experiences for undergraduate students.

LEARNING AT IOWA

A campus-wide framework to increase students' academic success

\$300,000 over three years

Learning at Iowa has contributed to goals of improving undergraduate retention and persistence through graduation by helping students learn how to learn. Members of the project team employed a comprehensive strategy to spread effective learning practices across campus, reaching an impressive number of students, faculty, and staff. A \$400,000 grant from the National Science Foundation will support integrating the project's cognitive science-based strategies into second year engineering courses.

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) advanced 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, the IHDR positions the university for future success in interdisciplinary research. The team continues to advise on grant applications, collaborate on multi-institutional projects, and deliver data to researchers through service requests. The project was re-funded in FY 2025 to complete training, achieve sustainability in dataset development, and continue work in rural health data, social determinants of health, and cancer informatics.

EXAMINING AND TAILORING ACADEMIC POLICIES

Enhance undergraduate student success

\$114,000 over two years

This project focused on improving undergraduate student retention and graduation rates at the University of Iowa by examining the impact of academic probation and course placement on student outcomes. Research conducted through the project has been published in *The Review of Higher Education* and featured in *Inside Higher Ed*. Findings from the project are being integrated into ongoing strategic plan tactics.

CLOSING THE GAP

Experiential education for all undergraduates at Iowa

\$540,000 over two years

Programs established by this project are providing more students with real-world learning experiences that prepare them to launch their career. After first identifying barriers to student participation in experiential education, the project offered stipends for faculty and staff to create experiential courses, piloted courses focused on experiential education preparation, and created the Hawkeye Experience Grant to provide financial support for students pursuing experiential learning opportunities. Additional efforts, such as course tagging, are helping students better identify experiential opportunities when they register for classes.

SEEDING EXCELLENCE

Strengthening the university as a destination for research and scholarship

\$4M over two years

This initiative provided pilot funding to faculty across the university to advance institutional priorities, facilitate faculty collaboration, and support the recruitment and retention of faculty in areas of distinction. A total of 69 awards were provided to research projects on campus. As of February 2025, Seeding Excellence funding recipients had submitted 66 grant proposals, with 14 awarded a combined total of more than \$24M in external funding. As research projects are being completed, they will result in additional research publications, creative works, and external grants.

EQUITY IN HEALTH SCIENCE AND PRACTICE

Translating research findings into community-based interventions

\$759,000 over three years

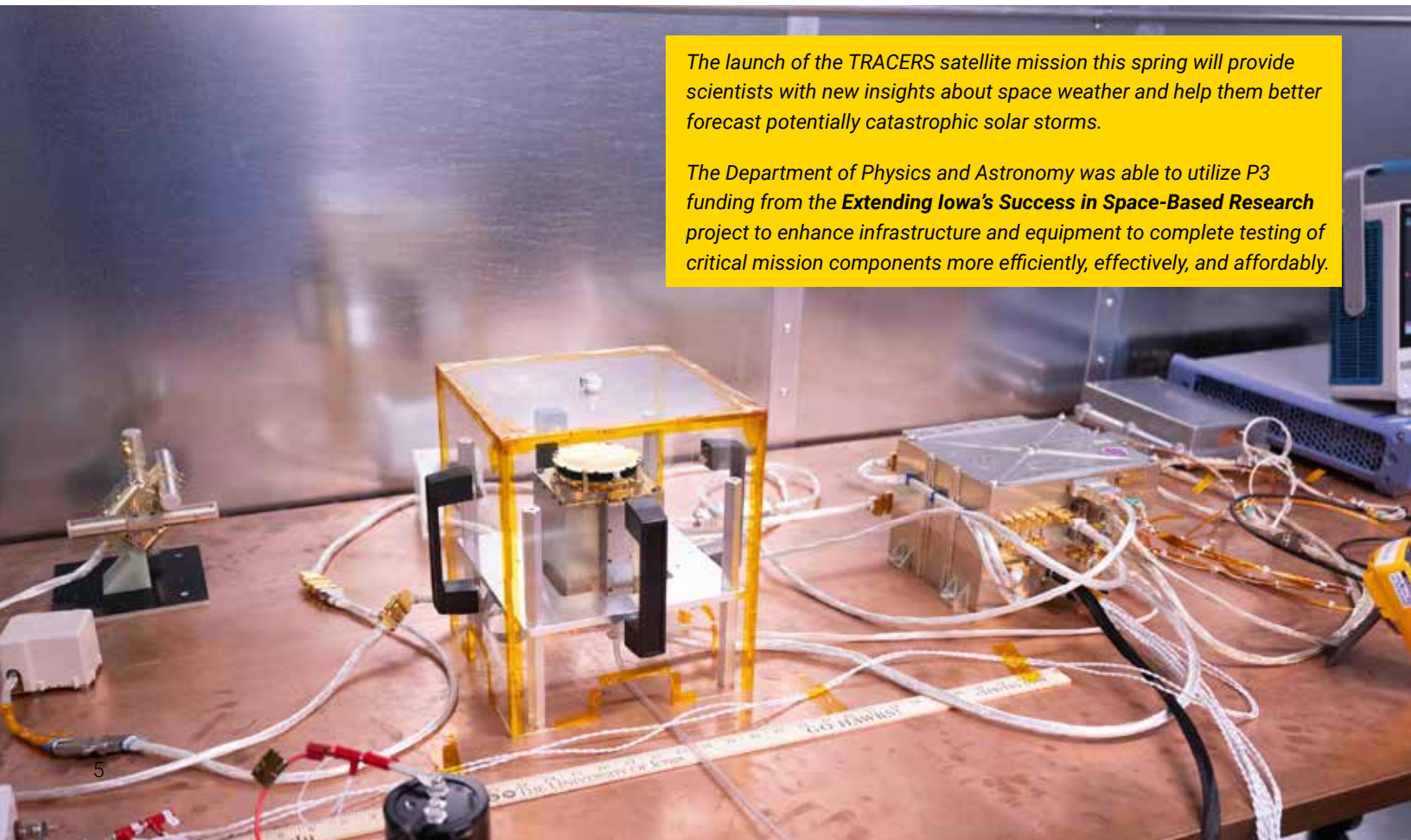
This project fosters cross-campus and community-engaged research to advance the health of Iowans. The program engaged faculty across disciplines, established a statewide advisory board, and launched a community health worker team serving rural Iowa. Key outcomes include successful research studies, student-led publications, and increased health outreach to Iowa communities. The program has secured external funding to sustain future initiatives and continues to develop innovative, evidence-based methods to address health disparities statewide.

ACADEMIC ANALYTICS SUBSCRIPTION

Uncovering research trends and identifying new opportunities

\$579,000 over three years

This tool provides support for several strategic initiatives across campus focused on faculty recognition, research, and academic benchmarking. Project leads and collaborators are continuing to expand access and provide training for users across campus. Campus visits and trainings led by Academic Analytics representatives are being scheduled for fall 2025.



The launch of the TRACERS satellite mission this spring will provide scientists with new insights about space weather and help them better forecast potentially catastrophic solar storms.

*The Department of Physics and Astronomy was able to utilize P3 funding from the **Extending Iowa's Success in Space-Based Research** project to enhance infrastructure and equipment to complete testing of critical mission components more efficiently, effectively, and affordably.*

FY23

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

EXCELLENCE IN TEACHING AND LEARNING (ETL)

Developing a set of effective strategies for course and curriculum innovation

\$477,960 over two years

The ETL project aimed to improve student outcomes in key introductory STEM courses. The project engaged instructional teams across six departments to revise 13 high-enrollment courses, impacting 11,500 students annually. It launched the Students as Partners program to integrate student feedback, developed the TA Peer Mentor Program for teaching assistant development, and fostered cross-departmental collaboration through the DEO Action Group. Moving forward, ETL provides a framework for sustained excellence in course design, instructor development, and institutional support for student success.

PATHWAYS TO SUCCESS

Ensuring high quality career development for every Hawkeye

\$407,040 over three years

This project enhances career development by integrating personalized career planning tools into the student experience. The My Career Path portal, now fully launched, has engaged over 2,000 students in the 2024-25 academic year. The project team is getting ready to introduce self-paced ICON modules on internships, networking, and career planning. Ongoing efforts focus on marketing, institutional integration, and stakeholder collaboration to ensure career preparation is available for all students.

EXTERNAL JOB PLACEMENT SERVICES

Identifying opportunities for partners of recruited faculty and select senior-level staff

\$315,000 over three years

This program enhances recruitment and retention by supporting job placement for partners of recruited faculty and senior staff. The program has facilitated 13 successful placements among 23 referrals. After low usage over the first two years, the program was expanded to include partner retention efforts, extend services to medical residents and fellows, and provide the ability to allocate some funding to the Dual Academic Career Fund.

MIDWEST FLASH LAB

Developing next-generation radiotherapy delivery and expertise at the UI

\$3M over three years

This project is positioning the University of Iowa as a leader in ultra-high dose-rate FLASH radiotherapy, an innovative treatment that delivers radiation in milliseconds to target cancer cells while preserving healthy tissue. The team successfully completed factory acceptance testing of the FLASH equipment in November 2024 and has installed the FLEX-9 accelerator at the Pappajohn Biomedical Discovery Building. Research usage is set to begin this spring, with patient treatments targeted to begin by late FY25. The team plans to expand training programs and submit multiple NIH grant applications to advance FLASH research and clinical implementation over the next two years.

HIGH IMPACT HIRING INITIATIVE (HIHI)

A program to strategically recruit and retain talented faculty

\$7.5M over two years

This second round of funding for the HIHI program further supported the university's efforts to strategically recruit faculty to areas of excellence and impact at Iowa. The program has been incredibly useful for recruiting and retaining exceptional faculty members. HIHI recipients range from award-winning professors to exceptional mid-career faculty to promising assistant professors in key academic programs.

HIGHER EDUCATION MENTAL HEALTH

Creating a more positive mental health environment for students, faculty, and staff

\$700,000 over three years

The Higher Education Mental Health project aims to create a more positive mental health environment for students, faculty, and staff by using recent, research-based models focused on prevention, intervention, and postvention of mental health issues. The project is enhancing mental health support through training programs, collaborative services, online resources, recognition opportunities, and crisis response protocols. Various workshops and training sessions are offered to university faculty and staff, covering topics like student distress, mindfulness, self-care, and suicide prevention. Participation data shows significant engagement across multiple departments and organizations. The program also collaborates with various community colleges, state organizations, and other higher education institutions to promote student mental health.

POST-TENURE FACULTY SUPPORT

Providing career development opportunities for tenured mid-career faculty

\$2M over three years

The Post-Tenure Faculty Support Program provides competitive, outcomes-oriented career development funding for mid-career tenured faculty at a critical stage in their academic trajectory. Twenty-nine faculty members have participated in the program, with feedback highlighting its significant impact on their research and career progression. The program is already demonstrating positive results, with three faculty receiving promotion to full professor and one faculty scholar earning a highly prestigious fellowship from the National Endowment for the Humanities.

REDOX REGULATION OF IMMUNOLOGICAL RESPONSES DURING CANCER THERAPY

Using novel redox active molecule approaches that enhance anti-tumor immune responses and limit normal tissue injury

\$600,000 over two years

This project advances lung cancer treatment by leveraging novel redox-active molecules to enhance immune response and reduce normal tissue injury during therapy. Using mouse tumor models, researchers have studied the impact of vitamin C on anti-tumor T cell response and developed a new compound that mimics superoxide dismutase (SOD) for further testing. A pilot clinical trial, approved by AstraZeneca, is now open to evaluate vitamin C's synergy with immunotherapy. Findings will support two NIH R01 grant applications and a P01 grant application in 2025.

HIHI BY THE NUMBERS SINCE 2021



\$20M

committed



74

recruitments



30

retentions

“

HIHI HAS BEEN INSTRUMENTAL IN HELPING US RECRUIT AND RETAIN OUTSTANDING FACULTY WHO ARE MAKING A DIFFERENCE IN THEIR FIELDS AND IN THE LIVES OF OUR STUDENTS. WE ARE GRATEFUL FOR THE SUPPORT AND FLEXIBILITY THAT THIS PROGRAM PROVIDES.”

Sara Sanders,

dean of the College of Liberal Arts and Sciences



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

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 the Old Museum of Art. The remaining \$7.4 million approved for FY 2024 was used to support funding from the SPARC Strategic Plan Implementation Fund.

A FULL FUNCTION MOBILE APP FOR THE UI

Increasing access to information and supporting interventions

\$1.7M over three years

The University of Iowa Mobile App enhances student engagement and success by providing a centralized digital gateway to campus resources, services, and timely information. Launched before the Fall 2024 semester, the app achieved a 73% adoption rate among first-year students and has driven strong engagement with personalized content. App governance structures and analytics-driven improvements are being implemented to ensure sustained impact. Future efforts will focus on enhancing user experience, expanding features, and opening the app to additional campus stakeholders.

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

This project examines the impact of need-based financial assistance on student GPA, retention, and graduation rates. Researchers have compiled de-identified institutional datasets, initiated data cleaning and coding, and begun preliminary analyses. Conversations with campus partners have refined the study's approach, leading to additional data collection. Findings will be shared this spring, followed by a final report with key recommendations to improve financial assistance programs. The project's goal is to enhance student success and reduce disparities through evidence-based policy and program refinements at the University of Iowa.

RECOGNIZING, RECRUITING, AND RETAINING MERIT STAFF

Increasing engagement and reducing turnover

\$520,000 over three years

This initiative strengthens merit staff recruitment, retention, and professional development at the University of Iowa. The project team has hired a coordinator, formed an advisory committee, and launched pilot programs to enhance onboarding, mentorship, and career pathways. Twelve peer mentors are actively supporting new employees, and supervisor training sessions are underway. Baseline metrics will track program effectiveness, informing future refinements.

WRITING FOR THE PUBLIC GOOD

Establishing Iowa as a leader in communicating research and scholarship with our state, nation, and world

\$270,000 over three years

This initiative enhances faculty and graduate student skills in communicating research to broad audiences, strengthening Iowa's leadership in public-facing scholarship. In year one, the program published 20 faculty-authored articles in *The Conversation*, reaching over 82,000 readers globally, and launched workshops in op-ed writing, science communication, and media engagement. New initiatives include graduate student and postdoc training, a weeklong writing retreat, and an editor-in-residence program at the Obermann Center. Ongoing efforts will expand participation, refine programming, and increase Iowa's presence in high-profile news and media outlets.

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

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 is being used for the SPARC Strategic Plan Implementation Fund, which provides flexible, timely support for strategic initiatives throughout the year.

AIRBORNE AND GROUND-BASED EARTH SCIENCE MEASUREMENT CAPABILITY

Growing Iowa into a leader

\$1.3M over three years

This initiative leverages the Operator Performance Laboratory's research aircraft and sensors to enhance climate and environmental data collection in the Midwest. In FY 2025, the project hosted the first HEART consortium meeting, secured NASA-funded science flights, and ordered an AgilePod sensor system to expand research capabilities. The initiative integrates students into research, enhances grant competitiveness, and strengthens regional collaborations. Future efforts include AgilePod installation, additional external funding proposals, and expanding student involvement.

THE IOWA HEALTH DATA RESOURCE (IHDR)

Extending the impact

\$902,890 for one year

The IHDR project strengthens health data accessibility and literacy at the University of Iowa by supporting secure research access to health-related datasets. In FY 2025, the initiative expanded data liaison training, launched an expedited learning program, and facilitated over 50 research presentations, 35 published manuscripts, and multiple NIH grant submissions. The project has supported over 100 researchers across 10 colleges and continues to enhance data-sharing processes and governance. Future efforts will focus on expanding training, sustaining research infrastructure, and securing additional funding to drive impactful health informatics initiatives.

*The **Recognizing, Recruiting, and Retaining Merit Staff** project is helping the university retain employees and reduce turnover. Now when a new cook is hired in a university dining hall, they are partnered with a peer mentor who helps them through onboarding, transitions them into their new role, and welcomes them as part of the team.*



SPARC STRATEGIC PLAN IMPLEMENTATION FUND

Part of the annual \$15M P3 allocation goes to these one-time, non-recurring funds to 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

This reinvestment in HIHI equips university leaders with the tools to attract exceptional faculty who support the university's mission of teaching, research and scholarship, and public service.

REDUCING THE IMPACT OF LUNG CANCER AMONG IOWANS

Promoting prevention and early detection

\$576,000 for one year

This initiative aims to improve lung cancer prevention, screening, and education in Iowa through community-based interventions. The project has conducted needs assessments with hospital systems to expand lung cancer screening, developed radon awareness campaigns, and initiated a tobacco retail audit to analyze nicotine product accessibility. Findings will inform policy recommendations and drive future NIH funding proposals.

MARKETING STRATEGIES FOR ONLINE GRADUATE AND PROFESSIONAL PROGRAMS

A pilot to expand online opportunities at Iowa

\$500,000 for one year

This initiative assesses the market potential for new online graduate and professional programs at Iowa. The team completed 15 discovery sessions with subject matter experts, evaluating two dozen program ideas. A prioritized list of opportunities will be presented to university leadership this spring. A marketing strategist was hired in January 2025 to lead competitive analysis, branding, and foundational marketing efforts to position Iowa's online programs effectively. Future efforts focus on program selection, digital marketing strategies, and enrollment pipeline development to expand Iowa's online education offerings.

BUILDING A CULTURE OF SCHOLARSHIP OF TEACHING AND LEARNING (SoTL)

Advancing faculty and student success

\$237,000 over three years

This initiative fosters faculty engagement in SoTL research to improve teaching excellence and student learning. The first SoTL Institute was held on campus in fall 2024, featuring guest speakers, a panel discussion, and faculty poster presentations. The first SoTL Scholars cohort was launched this spring and aims to support faculty in conducting classroom-based research projects. Future efforts focus on expanding faculty participation and strengthening institutional support for scholarly teaching to enhance faculty development and student success at Iowa.

CREATING A HELPING PROFESSIONS FRAMEWORK

Development of a new undergraduate major

\$200,000 over two years

The Counseling and Behavioral Health Services (CBHS) major prepares students for careers in the helping professions through interdisciplinary coursework and experiential learning opportunities. The program has launched five new courses, established advising partnerships, and is developing community college transfer pathways. Enrollment has grown to 34 students, with additional applications in progress. Future efforts focus on internship development, graduate pathways, and expanded recruitment to meet workforce needs in human services, mental health, and counseling-related fields across Iowa.

AI FOR IOWA'S FUTURE

Short- and long-term support for AI research at Iowa

\$150,000 for one year

This initiative advances AI research, education, and workforce development at the University of Iowa. The team developed and launched the initial sequence of HawkAI courses, developed a five-year AI education plan, and piloted experiential learning opportunities for students. The funding for this project provided the foundation for additional AI investments in FY 2025.

INVESTING IN THE DEVELOPMENT OF TEACHING PRACTICES

Promoting student and faculty success through a scholarly teaching program

\$132,000 over two years

The Scholarly Teaching Program enhances faculty teaching practices by supporting instructional track faculty through cohort-based professional development. The pilot cohort attended a conference hosted by the International Society for the Scholarship of Teaching and Learning, engaging with evidence-based teaching strategies. More than 30 faculty applied for the spring cohort. Those selected for the program will meet regularly throughout the spring before traveling to The Teaching Professor Conference in Washington, D.C., in June.

CURRICULAR ANALYTICS

Identifying and addressing bottlenecks to improve student retention and timeliness to degree

\$105,000 for one year

This project analyzes degree pathways to identify curricular barriers impacting retention and graduation rates. Researchers are mapping course sequences, examining grade disparities, and developing visual tools to support policy recommendations. Findings will guide curriculum improvements that enhance student success and reduce time-to-degree at the University of Iowa.

PROJECTS FUNDED FOR FY25 (TO DATE)

HIGH IMPACT HIRING INITIATIVE (HIHI)

A program to strategically recruit and retain talented faculty

\$4M for one year

Since initially launching in 2021, HIHI has invested over \$20 million to support 74 recruitments and 30 retentions across 10 colleges. Of the 74 faculty recruited through HIHI, all but one remain at Iowa.

A PROPOSAL FOR IOWA'S AI JOURNEY

First steps in general AI support

\$784,517 over two years

This initiative has built AI infrastructure and expertise at the University of Iowa by forming an AI Support Team, expanding access to Microsoft Copilot 365, and developing Copilot training programs for faculty, staff, and students. The team has also created an AI user community, showcased innovative use cases, and supported responsible AI adoption across campus.

IOWA'S AI JOURNEY

First steps in AI support for research, scholarly, and creative activities

\$615,000 over two years

This initiative enhances AI research infrastructure at the University of Iowa by offering hands-on AI learning, interdisciplinary research support, and faculty development. In addition to the continued development of HawkAI courses, the project has created a three-semester hour course focused on experiential learning in AI and machine learning. The project is also supporting 10 interdisciplinary AI pilot research projects selected from a university-wide competition.



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