

### YEAR 1 OVERVIEW

We are excited to share the progress the University of Iowa has made in implementing our 2022-2027 Strategic Plan. The Strategic Plan Action and Resource Committee (SPARC) and its work groups, comprising campus leadership, faculty and staff, shared governance representatives, and other members of the UI campus community, have worked diligently to advance the five priorities of the plan.

In our first year, we made significant progress toward our goals. We built upon our strengths in research, advanced teaching methods that promote student success, encouraged a more respectful and welcoming campus culture, and enhanced well-being for our students, faculty, and staff.

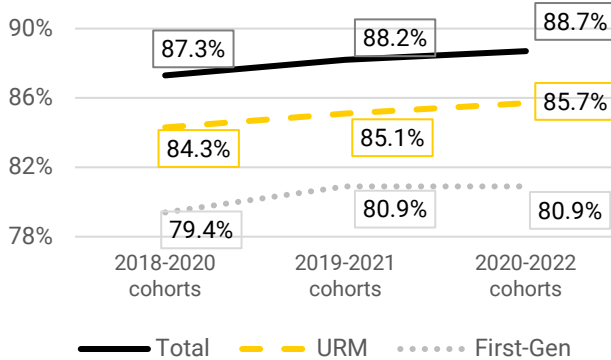
In alignment with the strategic plan of the Board of Regents, the university has set specific five-year targets for the following high-level indicators, and will report on progress toward meeting these targets annually. *All baselines and updates in this report are three-year averages unless otherwise noted.*

### Graduation and Retention

The university has many efforts in place to facilitate retention and timely graduation. Our first-year retention and four-year graduation rates are at all-time highs and we continue to focus on decreasing retention and graduation gaps for first-generation and underrepresented minority students.

#### Fall-to-Fall Retention Rate

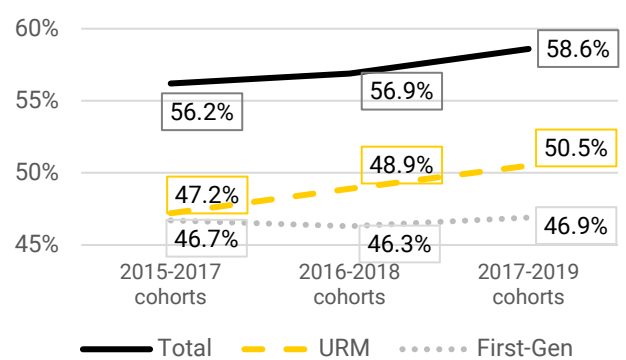
2027 overall target: 90%



Rates shown above are three-year averages. Among students in the latest returning cohort (2022), 89.3% returned for fall 2023, a new record for first-year retention rate.

#### Four-year Graduation Rate

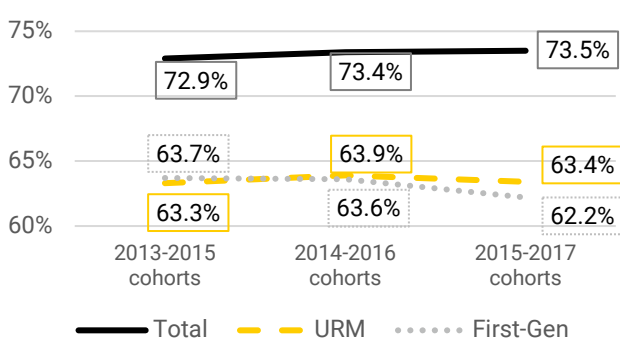
2027 overall target: 58%



Rates shown above are three-year averages. Among students in the latest four-year-window cohort (2019), 60.3% graduated within four years, a record high.

#### Six-year Graduation Rate

2027 overall target: 75%



Rates shown above are three-year averages. Among students in the latest six-year window cohort (2017), 73.1% graduated within six years. While six-year graduation rates remain relatively flat, we anticipate student success measures implemented in the past five years will start to positively impact this metric.

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

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

### Need- and merit-based philanthropic scholarship support undergraduate, graduate, and professional students

Baseline	2023	2027 Target
\$27.4M <i>(FY19-FY21)</i>	\$25.4M <i>(FY21-FY23)</i>	\$32.4M

### Success rate for online courses

Baseline	2023	2027 Target
95% <i>(AY19-AY21)</i>	95% <i>(AY21-AY23)</i>	Maintain at 95% or higher

### UI Health Care patient capacity

Annual patient encounters across all UI Health Care settings<sup>4</sup>

Baseline	2023	2027 Target
2.18 million <i>(FY19-FY21)</i>	2.49 million <i>(FY21-FY23)</i>	Increase by 10%

### Annual increase in research expenditures<sup>5</sup>

Baseline	2023	2027 Target
3.4% <i>(FY18-FY20)</i>	5.4% <i>(FY20-FY22)</i>	5%

## ADDITIONAL PROGRESS INDICATORS

The following targeted indicators will be measured and reported on annually to track progress toward institutional goals.

Progress Indicator	Baseline	2023	2027 Target
UI Health Care Vizient Quality and Accountability Study ranking	71 (out of 101)	80 (out of 116)	Rank in top 50
Philanthropic support for faculty prizes/awards, fellowships, professorships, chairs, and deanships	\$18.3M <i>(FY19-FY21)</i>	\$21.5M <i>(FY21-FY23)</i>	\$21.6M
Percentage of students reporting participation in a high-impact, experiential learning opportunity in response to the Senior Exit Survey	87% <i>(FY19-FY21)</i>	86% <i>(FY21-FY23)</i>	90%
Undergraduate students completing a sustainability-focused course	Initial data collected during Year 1	24% <i>(graduated AY23)</i>	75%

The university has established the following measures or standards that we aim to complete by 2027.

- Include employment outcomes of graduates in academic program review**  
*The university updated its Operations Manual in October 2023 to require employment outcomes as part of departmental and academic program reviews.*
- 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 of a Net Asset Value<sup>6</sup> index score of GEF facilities**  
*The index score is updated 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.*

<sup>1</sup> The disparity between groups of students on a given academic performance goal.

<sup>2</sup> 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).

<sup>3</sup> 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.

<sup>4</sup> Excludes COVID-19 clinic and telehealth activity during the pandemic.

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

<sup>6</sup> A measure of building stewardship and condition, calculated using a dollar value of facility needs and replacement value.

## Highlights of Year 1 Progress

### Excellence in Teaching and Learning

#### Increasing high-impact, experiential education

- [Hawkeye Experience Grants](#), created as part of the P3-funded Closing the Gap project, provided 28 undergraduate students with funds to help cover costs of unpaid experiential education opportunities like summer internships, research, or study abroad. These valuable experiences can help launch their careers.

#### Providing mentorship to support student success

- The Graduate College 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.
- The P3-funded [Excellence in Teaching and Learning project](#) - in addition to supporting course and curriculum innovation - developed a TA mentoring program focused on improving graduate assistant training, expanding peer-to-peer support, and facilitating faculty mentorship of teaching assistants.

### Innovative Research and Creative Discovery

#### Enhance economic development in the state through high-impact research

- An [\\$8.2M grant from the state of Iowa](#) will allow the university to further grow bioscience research at the UI through new wet lab space.
- The [university joined a new \\$20M statewide initiative](#) to make the state of Iowa a national leader in biomanufacturing, leveraging the expertise of 16 UI faculty from a range of colleges and units.

#### Aligning resources to increase innovation in the arts

- The UI has 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.
- The new [Office of Performing Arts and Engagement](#) has established 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.

### Welcoming and Inclusive Environment

#### Increasing outreach and engagement for underserved populations in Iowa

- The UI is one of 16 inaugural members of the [STARS College Network](#), a partnership focused on helping students from small-town and rural America enroll in, succeed at, and graduate from college.
- The P3-funded [Equity in Health Science and Practice](#) project is focused on conducting health equity research and translating research findings into community-based interventions. The first years of the project laid the foundation for the initiative to have a significant positive impact on the health of communities across the state of Iowa, including collaborations with 17 community-based organizations to implement two health fairs in Storm Lake.
- The [UI Carver College of Medicine was awarded a 7-year, \\$28M grant](#) to extend cutting-edge research discoveries into rural Iowa and address rural health disparities.

#### Helping first-generation and underrepresented students transition to college

- Students who participated in the [First Gen Hawks](#) initiative are significantly more likely to continue their education into their second year at Iowa, with a 90% retention rate in fall 2022 for students who participated as first-year students the year before.
- More than 140 students participated in [Iowa Edge](#) in fall 2022, a record number for the four-day program which provides resources, connections, and guidance to underrepresented college students as they begin their journey at Iowa.

## Holistic Well-Being and Success

### Recruitment and retention of world-class faculty

- The UI leveraged several initiatives to recruit new faculty members, including the [High Impact Hiring Initiative \(HIHI\)](#), the [Transformational Faculty Hiring Program](#), and the Dual Academic Career Fund. A total of \$5.9 million in HIHI funds was committed to the strategic hiring and retention of 30 high-performing faculty in FY23, including 19 new faculty recruitments across six UI colleges.
- The inaugural [Highly Prestigious Faculty Award Investiture](#) was held in April 2023 to honor more than 80 current and emeriti UI faculty who have been recognized with a highly prestigious award, as designated by the National Research Council (NRC). The awards earned by these faculty, such as membership in the National Academies, are often the highest professional honor for a member of their discipline. These outstanding achievements are also tracked by the AAU as a metric for institutional membership.

### Promoting student, faculty, and staff success by enhancing mental health and well-being

- The university continues to find ways to increase resource utilization and efficiency while working to create a campus culture that prioritizes mental health and well-being. This includes developing plans for a new Student Well-Being Center in a [renovated section of the Iowa Memorial Union](#), realigning [campus safety services](#) into a single organization, integrating a [well-being and mental health course](#) into supervisor training, and launching [mentalhealth.uiowa.edu](#), a one-stop shop for mental health resources at Iowa. The UI engaged the Well-Being and Mental Health Collaborative – a cross-departmental team focused on coordinating health and well-being programs – to analyze current campus offerings and work to increase access to and awareness of existing mental health and well-being resources.
- The P3-funded [Higher Education Program](#) in the Scanlan Center for School Mental Health offers training and workshops to help faculty and staff engage in mental health and well-being issues on campus.

## Transformational Societal Impact

### Increasing access to higher education in the state of Iowa

- The innovative new Hawkeye Work Grant filled critical campus staff needs while also providing extra financial assistance to help students stay on track. The program, piloted in fall 2022, allowed first-year students with significant financial need 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.
- To assess opportunities for increased collaboration with community colleges, the university completed a transfer landscape analysis to review current enrollment patterns, existing partnerships, and student support systems. An additional analysis of first-year students entering the university with dual enrollment credit was also conducted. The UI will use this information to develop additional strategies to work with community colleges to increase access and enhance student-readiness for higher education.

### Enhancing communication efforts on campus and to the public

- Among the initiatives selected from a campuswide call for proposals for P3 funding, the [Writing for the Public Good](#) project aims to establish the UI as a leading institution for faculty communication of their research and scholarship with the state, nation, and the world. The project includes an institutional membership to [The Conversation](#) and workshops for faculty that focus on writing effectively for public news outlets, including essays, op-eds, research-informed journalistic essays, leading newspapers, respected magazines, and other venues.
- The Office of Strategic Communication conducted surveys and focus groups to identify communication needs and preferences of students, families, faculty, and staff. The feedback provided by these audiences will help inform communication strategies and policies across campus.