Path Forward
Report to the University
April 2019
• Increase the impact of Shared Governance on the success of the UI
  • Complimentary to the existing UI Shared Governance system
  • Builds from and considers ideas from Path Forward 1.0

• Advance the UI Strategic Plan via Work Groups
  • Student Success
  • Research & Discovery
  • Engagement & Impact
  • Diversity, Equity, Inclusion & Collaboration

• All Work Group members represent the Institution (“hats off”)
  • “Catalysts”, not “Owners”

• Path Forward is about generating ideas/opportunities, not requests for $
  • Ideas and needs will be prioritized and worked on, by stakeholders and partners

• Complimentary to and collaborative with other ongoing initiatives at the university, central, and collegiate levels
Appropriate decision making bodies make the final decision on funding

Appropriate unit leadership determines whether to move the proposal forward to the Central Service Advisory Committee or to suggest application to Provost Investment Fund (PIF). Collegiate leadership determines whether to fund within colleges or suggest application to PIF

Steering committee reviews and triages ideas. For those that the steering committee would move forward, they identify primary owner(s) – either central service(s) or collegiate unit(s)

Occasionally a working group will have an idea that needs financial resources

Path Forward

Work Groups

Steering
Committee

Central Service
Unit leadership

Collegiate
leadership

Budget Review
Board

Provost
Investment Fund-
Central Unit

Individual or
collaborative
collegiate budget
funding

Provost
Investment Fund-
Collegiate
Today’s forum

• Features the outstanding work of the Path Forward Work Group teams
• Highlights from 2018-2019 Work Plans
• Preview of next year’s critical tasks and objectives
• Discussion – for continuous momentum and improvement
Steering Committee

- **Sue Curry**, Co-chair; Interim Executive Vice President and Provost
- **Rod Lehnertz**, Co-chair; Senior Vice President for Finance and Operations
- **Bruce Harreld**, President
- **John Laverty**, Senior Associate Director, Admissions; Past President Staff Council
- **Alec Scranton**, Dean, College of Engineering
- **Dexter Golinghorst**, GPSG President
- **Melissa Shivers**, Vice President for Student Life
- **Hira Mustafa**, UISG President
- **Russell Ganim**, Professor, World Languages, Literatures, and Cultures; President Faculty Senate
Research & Discovery Work Group Membership

- **Ted Abel**, Co-chair; Professor, Physiology
- **Corinne Peek-Asa**, Co-chair; Professor, Occupational and Environmental Health
- **Russell Ganim**, Professor, World Languages, Literatures, and Cultures (Faculty Senate President)
- **Erin Brothers**, Sponsored Programs
- **Joe Kearney**, Professor, Computer Science
- **Bob Kirby**, Associate Director, Honors Program
- **Rebekah Kowal**, Professor, Dance
- **Amy Lee**, Professor, Physiology
- **Peggy Nopoulos**, Professor, Psychiatry
- **Ann Ricketts**, Senior Assistant Vice President for Research
- **Diane Slusarski**, Professor and Department Chair, Biology
- **Milan Sonka**, Professor and Associate Dean, College of Engineering
- **Eric Tate**, Associate Professor, Geographical and Sustainability Sciences
Research & Discovery
Critical Tasks 2018

Path Forward

RESEARCH & DISCOVERY -- Our goal is to perform high-impact research, scholarship, and creative activities.

Critical Task 1:
Invest in research centers and infrastructures, (prioritize infrastructures) that make collaboration natural, sustainable, and seamless.

Critical Task 2:
Create dissertation fellowship and post-doc opportunities for graduate and professional students who might be future colleagues at the UI and network with diverse faculty and staff in professional societies.
2018-2019 Accomplishments - Highlights

Key Accomplishment
- Developed a guidance document for shared grant credit that includes:
  - Guidelines for shared credit negotiations
  - Steps and a timeline for these negotiations
  - Activities required to put these new guidelines in place

Activities to prepare the shared credit guidance document:
- Defined elements of shared credit including administrative, financial
  and academic
- Developed shared credit value statements
- Reviewed current practices in our Colleges
- Reviewed practices of Big Ten Academic Alliance institutions, prepared
  by Grant Accounting
- Reviewed pre-and post-award information for a sample of
  multicomponent grants
Input was sought from:

- Office of the Vice President for Research
- Division of Sponsored Programs
- Grant Accounting
- Associate Deans for Research
- Collegiate and Auxiliary Business Officer Group Representatives
2019-2020 Preliminary Plans

Tactic: Increase the number of post-docs on campus and coordinate post-doctoral mentoring to ensure their success

- Task 1: Identify successes, barriers, and opportunities for postdoctoral scholars
  - Activities thus far:
    - Discuss postdoctoral challenges with Graduate College
    - Co-host Best Practices in Postdoctoral Scholars with the College of Public Health

- Task 2: Develop best practices to build and support post-doctoral researchers

- Task 3: Identify avenues for funding and career development for post-doctoral researchers

Tactic: Establish a process to greatly expand nominations for national awards

- Tasks to be defined
Student Success Work Group Membership

- **Sarah Hansen**, Co-chair; Associate Vice President, Division of Student Life
- **Cornelia Lang**, Co-chair; Associate Professor and Associate Chair, Department of Physics & Astronomy
- **Melissa Shivers**, Vice President for Student Life
- **Charlotte Brown**, Center for Student Involvement & Leadership
- **Jean Florman**, Director, Office of Teaching, Learning and Technology Center for Teaching
- **Kathy Hall**, Senior Director, Office of Academic Programs and Student Development (CLAS)
- **Craig Just**, Associate Professor, Department of Civil and Environmental Engineering
- **Danielle Martinez**, Associate Director, Academic Support and Retention
- **Cody Pritchard**, TRIO Student Support Services, Center for Diversity & Enrichment
- **Maureen Schafer**, Senior Associate Director, Academic Advising Center
- **Brenda Ulin**, ITS, Administrative Information Systems
Student Success
Work Group
Membership

• Shaun Vecera, Professor, Department of Psychological & Brain Sciences
• Stephen Voyce, Associate Professor, Department of English
• Angi McKie, Pomerantz Career Center
• Andrew Beckett, Associate Dean, University College
• Tanya Uden-Holman, Associate Provost for Undergraduate Education and Dean of University College
• Guowei Qi, UISG Representative
• Amina Grant, GPSG Representative
• Lori Adams, Associate Professor of Instruction, Biology
• Lynn Barker, UI Center for Advancement
STUDENT SUCCESS -- Our goal is to provide a transformative educational experience that educates all UI students to be engaged citizens.

Critical Task 1: (Discipline and Leadership Competencies)
Prepare students to be experts in their disciplines and leaders in their fields.

Critical Task 2: (High-Impact Practices)
Invest in high impact practices that promote critical thinking, problem solving, discipline-based knowledge, creativity, synthesis, and perspective taking.

Critical Task 3: (Technological Tools)
Create technological tools and cohesive four-year success messages that empower students to chart their own course along pathways to success.
Project team is creating Hawkeye Engage tool that will enable students to curate, record, and reflect upon their engagement at Iowa. (Aligns to all three critical tasks)

- Identified draft engagement categories
  - Professional Development
  - Research and Creative Expression
  - Global and Intercultural Experiences
  - Campus Involvement & Leadership
  - Civic Engagement
- Identified authoritative data sources for engagement data
- Experiences can be tagged by Be Better 11 outcomes (e.g., problem solving, collaboration, analysis, communication, etc.), Iowa Challenge expectation (Excel, Serve), or both
- Fall, 2019 for Phase 1 launch

“College is the time to find out who you are, try new things, and meet new people. For me, Dance Marathon provided life-changing experiences through annual events and volunteer opportunities at the hospital. With other student organizations, it helped mold me into the person I'm proud to be today.”

—David LaFaire, business major
Student Success 2018-19 Highlights

- All programs of study at UI now have outcomes listed in UI Course Catalog
  - Critical Task 1: Discipline and Leadership Competencies

- Efforts made to increase awareness of UI General Education (CLAS CORE)
  - Critical Tasks 1 & 2: Discipline Competencies and High Impact Practices

- Support for faculty to develop transformative high impact curricular projects such as the Big Ideas Courses and OTLT Faculty Learning Communities
  - Critical Tasks 1 & 2: Discipline Competencies and High Impact Practices

General Education at Iowa: The CLAS Core gives you the opportunity to explore new areas of study and discover new interests. It has been designed by the College of Liberal Arts and Sciences to ensure that when you enter your major—and then take your UI degree into the world—you have the skills and knowledge to succeed.

Through CLAS Core, you will learn to think in new ways about our 21st-century global society, while appreciating the history that has shaped us. You will learn to gather and interpret information of all kinds, from the scientific to the literary and artistic. You will learn how to communicate your ideas through writing, speaking, and the arts, and how to work with all types of people to generate ideas and solve problems.
• Continue work on **Hawkeye Engagement Tool**
• Continue work on **high impact practices** and **learning objectives**
• **Bridge the many initiatives** with Student Success strategies related to *Path Forward* (e.g., APLU Transformation, American Talent Initiative, First Gen Task Force)

• Critical Task #4: Identify and support best practices for **effective and efficient mentoring** at scale

• Critical Task #5: Develop and support a **Student Success Faculty Fellows Program** to better integrate faculty into Student Success initiatives
Create a **UI Faculty Fellows** program to more directly connect faculty members with undergraduate Student Success initiatives:

- Better communication between Student Success partners and faculty
- Faculty can serve as ambassadors for many programs and initiatives
- Faculty benefit from administrative leadership opportunities
- Could be housed in the Office of the Provost (APUE area)
- Potential Areas for Faculty Fellows:
  - Division of Student Life
  - OTLT Center for Teaching
  - CLAS Core (General Education Program)
  - Office of Academic Support and Retention
  - Institutional Data (Data Literacy)
Engagement Work Group Membership

• Peter Damiano, Co-chair; Director, Public Policy Center; Professor, College of Dentistry
• Sherry Watt, Co-chair; Professor, College of Education
• John Laverty, Sr. Assoc Director, Admissions (Past Staff Council Pres)
• Jeneane Beck, Assistant Vice President for External Relations, Office of Strategic Communications
• Nic Benson, Director of Community Outreach, Provost's Office of Outreach & Engagement
• Mercedes Bern-Klug, Associate Professor, School of Social Work
• Jonathan Carlson, Professor, College of Law
• Dan Matheson, Associate Professor of Instruction and Director, Sports and Recreation Management
• Edith Parker, Dean, College of Public Health
• Mirra Anson, Director, Academic Support and Retention
• John Doershuk, State Archaeologist
• David Gould, Educational Support Manager, Belin-Blank Center
• Paul Thelen, Assistant Director, Waterman Nonprofit Resource Center
• Anne Zalenski, Associate Dean, Distance Programs and Courses
• Saba Ali, Professor and Associate Dean, College of Education
• Matt Augeri, Director, Career Leadership Academy, Pomerantz Career Ctr
• Kelley Drowne, Exec Director, Corporate and Foundation Relations TCOB
Engagement Work Group Membership

Path Forward

- David Hensley, Executive Director, Pappajohn Entrepreneurial Center
- Nadine Petty, Executive Director, Center for Diversity and Enrichment
- Heather Wilensky, Executive Director, Alumni Engagement, UI Center for Advancement
- Richard Barajas, Director of Admissions, College of Pharmacy
- Chuck Connerly, Professor and Director, Urban and Regional Planning
- John Culshaw, University Librarian
- David Cunning, Professor and Chair, Philosophy; Co-Chair, 2016-21 UI Strategic Plan Development Group
- Laura McLeran, Senior Advisor to the President, Associate Vice President for External Relations
- Larry Weber, Professor, College of Engineering
- David Cwiertny, Associate Professor, College of Engineering
- Julianna Lee, Assistant Director, Public Policy Center
- Frederick Boehmke, Professor, Political Science
- Emily Hughes, Professor and Associate Dean, College of Law
- Lauren Lessing, Director, UI Stanley Museum of Art
- Teresa Mangum, Professor and Director, Obermann Center
- Andy Winkelmann, Director, Educational Programming, UI Athletics
Critical Task 1:
Leverage our strengths by creating internally or externally funded partnerships in every Iowa county.

Critical Task 2:
Expand certificate and degree programs available beyond the main UI campus.

Critical Task 3:
Establish baseline measures of alumni involvement in engagement and develop strategies to strengthen that involvement.

Critical Task 4:
Create a campus-wide engagement reporting mechanism – being conducted by the Office of Outreach and Engagement.

Our Strategic View of Engagement at UI

- Build on Carnegie Designation as an engaged University
- Engagement as part of being a public University
- Can establish UI as a Destination University if all students receive an engaged experience (many units already provide this)

Our view of Engagement directly benefits UI mission and revenue stream

- Engaged Teaching/Education
- Engaged Research/Scholarship

Engagement is in the strategic interest of the UI

- Student pipeline: recruitment, retention, career development, job placement
- Faculty recruitment and retention
- Increase AAU metrics
2018-2019 Accomplishments - Highlights

- 29 member Work Group: Faculty, staff, students, community members
- 70+ thought leaders engaged across the campus and community
- 4 critical tasks identified, 3 operationalized
- 19 potential action items: “Champions” and potential collaborators identified for each
- 7 action items became “Cobblestone” groups (some combined)
  - First time some units had interacted
  - Developed white paper proposals; presented to steering committee
- Many activities require central administration support or coordination
2018-2019 Accomplishments - Highlights – 7 Cobblestone Groups developed White papers

Critical Task 1: Create partnerships in every Iowa county
1. Develop online, innovative K-12 curriculum modules using UI content and expertise that meet the Iowa Core, engaging students and faculty in the development process
2. Expand Hawkeye Poll to provide research opportunities for faculty and staff, engage the media more effectively, and make Iowa known for its history and prominence in political polling

Critical Task 2: Expand certificate and degree programs available beyond the main UI campus
3. Develop a method for a multi-disciplinary graduate degree programs, starting with the approved Master’s in Public Affairs (MPA) as a model
4. Expand current Green Room and Life Design courses to reach more at-risk and honors students, and engage non-traditional students, alumni, and community members
5. Create a cross-collegiate graduate certificate in community engagement to improve the quality and diversity of graduate students

Critical Task 3: Alumni involvement in engagement – Strengthen the involvement of alumni and the business community for student recruitment, educational experience, retention, internships, and job placement.
6. Expand engaged educational offerings and community-based experiences
7. Expand engaged public policy-related activities

White papers included proposed next steps:
• Objectives, Approach, Benefits
• Goals for next year, Resources needed
2019-2020 Preliminary Plans

Critical Task 1: Create partnerships in every Iowa county
1. Develop online, innovative K-12 curriculum modules
   • Feasibility test plan developed for two modules
   • Exploring options to fund feasibility testing
2. Expand Hawkeye Poll
   • Preliminary funding secured by Political Science for additional polls
   • Cobblestone group will develop plan to involve more departments; broaden research and educational opportunities
     • Include periodic assessment of priority interests to Iowans
     • Involve students in quantitative and qualitative data collection

Critical Task 2: Expand certificate and degree programs available beyond the main UI campus
3. Develop multi-disciplinary graduate degree programs, (Master’s in Public Affairs as a model)
   • School of Urban and Regional Planning pursuing MPA degree
   • Cobblestone group will evaluate inter-departmental/Collegiate options
4. Expand current Green Room and Life Design courses
   • Feasibility test plan developed
   • Funding options not clear at present
5. Create a cross-collegiate graduate certificate in community engagement
   • Feasibility test plan developed
   • Funding options not clear at present
Critical Task 3: Alumni involvement in engagement

6. Expand engaged educational offerings and community-based experiences
   6a. Student Fellowship Program to improve retention and educational outcomes for at-risk students by integrating existing programs that have proven successful
       • Feasibility plan develop and pilot funding obtained
       • Initial cohort of 25 students starts in Fall 2019

   6b. Student veteran and affiliated student career development initiatives
       • Cobblestone group will plan career development activities for the 2,200 student veterans and affiliates on campus

7. Expand engaged public policy-related activities
   7a. Internship program for experience in local, state governments and non-profits
       • PPC Scholar in residence currently exploring options, to include pre-/post- internship coursework for undergraduate and graduate students

   7b. Other public policy-related activities being explored
       • New legislator/elected official training program involving students and faculty experts
       • Annual State Policy Conference
       • Policy priorities of Iowa Citizens via Hawkeye poll
       • Statewide Civics training
Diversity, Equity, Inclusion, & Collaboration
Work Group Membership

- Julie Zerwic, Co-chair; Dean, College of Nursing
- Melissa Shivers, Vice President for Student Life
- Keith Carter, Professor and Chair, Ophthalmology
- Kevin Kregel, Professor and Associate Provost for Faculty
- Claire Fox, Professor and Department Chair, English
- Colleen Mitchell, Associate Professor, Mathematics
- Nicole Nisly, Professor, Internal Medicine
- Gabriela Rivera, Assistant Director, Diversity, Inclusion & Student Success (Tippie College of Business)
- Rene Rocha, Associate Professor, Political Science
- Liz Tovar, Associate Athletics Director, Student-Athlete Academic Services
- Sarah Bruch, Assistant Professor, Sociology
- Diane Finnerty, Assistant Provost for Faculty
- Winnie Uluocha, Graduate Student (Law & Public Health)
DIVERSITY, EQUITY, INCLUSION, & COLLABORATION --
Our goal is to enhance diversity, innovation and collaboration at the University of Iowa.

Critical Task 1:
Recruit and retain a more diverse faculty, staff, and student body.

Critical Task 2:
Maximize effectiveness of programs that support first-generation, international, underrepresented, and nontraditional students.
2018-2019 Accomplishments - Highlights

- **Objective**: Develop targeted initiatives and resources to recruit and retain URM faculty
- **Tactic**: The implementation of the Distinction *Through* Diversity Fund has been critical in helping to recruit and retain at least 5 URM faculty since its inception.
- **Objective**: Spotlight importance of climate at collegiate and departmental level. Enhance these efforts by Deans designating someone in their areas to be responsible for diversity.
- **Tactic**: Campus climate data has been reviewed, analyzed, and used to inform the DEI Action plan.

**Listen**

- Articulated development principles to guide the work
- Assessed campus climate related to diversity, equity, and inclusion with surveys of faculty, staff, and students
- Facilitated key stakeholder strategic listening sessions to solicit ideas and suggestions for improvement

**Understand**

- Mapped current diversity, equity, and inclusion activities on campus through digest and stakeholder interviews
- Convened action plan development leadership group to identify priorities
- Conducted external review of Division of Diversity, Equity, and Inclusion to ensure program are appropriately aligned and adequately resourced

**Act**

- Provided campus tools to facilitate a paradigm shift from diversity to diversity, equity, and inclusion
- Created and communicated 2019-2021 Excellence through Diversity, Equity, and Inclusion Action Plan
- Charged the Path Forward Diversity, Equity, Inclusion, and Collaboration Committee to provide implementation oversight and accountability
2018-2019 Accomplishments - Highlights

**Objective:** Assess already gathered data current programs serving URM students to clarify goals and messaging for existing programs.

**Tactic:** The Provost’s office creation of the Excellence Through Diversity, Equity, and Inclusion Digest
2019-2020 Preliminary Plans

• **Oversight for the 2019-2021 Excellence Through Diversity, Equity, and Inclusion Action Plan**

**Moving Forward with Accountability and Engagement**

The UI Path Forward Steering Committee, composed of leaders of UI shared governance and created to advance the UI Strategic Plan, charged the Path Forward Diversity, Equity, Inclusion, and Collaboration Work Group to oversee the efficient, coordinated, and transparent implementation of the 2019-2021 Excellence through Diversity, Equity, and Inclusion Action Plan. The work group’s tasks will include:

- Expanding the current composition of the work group to include key representatives from central units, shared governance leadership, the 2019-2021 Excellence through Diversity, Equity, and Inclusion Action Plan Development Group, the UI Diversity Councils Leadership Group, and undergraduate, graduate, and professional students.

- Working with lead offices to establish timelines and metrics to guide implementation of the action plan critical tasks.

- Establishing an accountability structure through which lead offices will provide regular progress reports and share successes and lessons learned.

- Positioning diversity, equity, and inclusion as core values in the next university-wide strategic planning process with concrete goals, strategies, and metrics.