

MEMORANDUM

To: Board of Regents
From: Board Office
Subject: Review of the University of Iowa's Strategic Plan Progress Report
Date: November 6, 2000

Recommended Action:

Receive and review the University of Iowa's strategic plan progress report.

Executive Summary:

The Board has indicated its interest in having consistency and linkage between institutional strategic plans and the Board's strategic plan. Also, the Board and institutions continue to work to refine performance indicators associated with Action Steps in the Board's strategic plan.

This report focuses on the completion of the current five-year plan, *Achieving Distinction 2000*. President Coleman will make the final comments on this strategic plan, which has been in place for the five-year period of 1995-2000.

President Coleman will also discuss the goals in SUI's strategic plan for 2000-2005, *New Century Iowa: Bridges to the Next Horizon*. Her comments will be directed to the data baselines to be used for the strategic planning indicators of the new plan. The Board approved the new plan at its October 1999 meeting.

Current Strategic Plan - 1995-2000: Achieving Distinction

The University of Iowa has identified seven goals in connection with its mission of *Achieving Distinction 2000*. They include establishing: (1) comprehensive strength in undergraduate programs; (2) premier graduate and professional programs in a significant number of areas; (3) a faculty of national and international distinction; (4) a record of distinguished research and scholarship; (5) a culturally diverse and inclusive university community; (6) strong ties between the university and external constituencies; and (7) a high-quality academic and working environment.

The University of Iowa's first four goals relate to the Board's Key Result Area (KRA) of quality. The KRA of access is addressed in certain indicators of Goal 1 and Goal 5. The KRA of diversity is addressed in SUI's Goal 5 and Goal 6. Throughout the strategic plan, SUI reports its fiscal planning and funding efforts, which addresses accountability, the

fourth of the Board's Key Result Areas.

Summary charts of the progress made on indicators from its strategic plan are provided on pages 4-6.

To measure and report progress in its 1995-2000 plan, the University of Iowa has identified targeted indicators, which it defines as "those quality-related measures that can be associated with time-specific numerical objectives," and progress indicators, which are described as "additional points of reference that cannot be set at predetermined levels but are useful in tracking the institution's direction and rate of improvement." The progress indicators, in other words, provide more intangible measures of achievement.

Background and Analysis:

Current Strategic Plan - 1995-2000: Achieving Distinction

For each goal in the current strategic plan, the University has provided quantifiable measures which can be used as benchmarks toward achieving numbers or percentages of participation.

The accompanying chart, pp. 4-6, is a summary of progress as measured by the targeted indicators. The statistics provided one year ago are in parentheses.

Some of the benchmarks and indicators which have shown increases over the data from 1998 include:

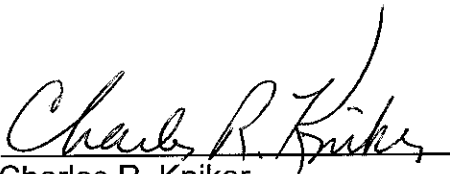
- Four-year graduation rate -- from 35.03% to 37.1%
- Number of high school valedictorians -- from 137 to 146
- Number of students in honors programs -- from 3,522 to 4,680
- Number of students studying abroad -- from 462 to 556
- Number of undergraduate students participating in experience-based education programs -- from 1,172 to 1,211
- % of senior faculty teaching undergraduates -- from 87.8% to 88.2%
- Quality of entering graduate students -- mean GPA from 3.29 to 3.30
- Faculty membership in national academies -- from 24 to 28
- Faculty receiving high-prestige awards -- from 26 to 40
- Number of faculty on national peer review boards -- from 80 to 136
- Number of funding proposals submitted -- from 2,659 to 2,682

- Percent of faculty with external research support -- from 48% to 50%
- Number of intellectual property disclosures -- from 79 to 84
- Representational level for underrepresented merit staff -- from 5.3% to 5.8%
- Female representation among tenured and tenure-track faculty -- from 22.3% to 25%
- Number of annual contributors -- from 47,191 to 48,017
- Number of non-degree-seeking enrollments in on- and off-campus educational activities -- from 3,116 to 3,338
- Off-campus cultural programming via the Iowa Communications Network -- from 22 to 122
- Annual patient visits to UI Health Sciences Centers -- from 805,786 to 938,026
- Mean month news citations of UI activities -- from 118 to 18

Some of the benchmarks and indicators which have shown decreases include:

- Number of National Merit Scholars (NMS) -- from 46 to 30
- External funding for sponsored programs -- from \$260 million to \$252.6 million
- Retention statistics for underrepresented students -- 9.5% to 9.2%
- Female representation in executive, administrative, and managerial positions decreased from 31.0% to 29.7%

The progress indicators and targeted indicators of the strategic plan of the University of Iowa reveal that the institution continues to meet or exceed most of its goals. President Coleman will offer an analysis of the indicators listed above.


Charles R. Kniker

Approved:


Frank J. Stork

UNIVERSITY OF IOWA
STRATEGIC PLAN - PERFORMANCE INDICATORS, TARGETS, PROGRESS MADE
NOVEMBER 2000

Goal 1: Comprehensive Strength in Undergraduate Programs		
<i>Benchmarks, Institution Indicators and MGT Indicators</i>	<i>Target</i>	<i>Progress Made</i>
<ul style="list-style-type: none"> percent of students graduating in 4,5,6 years number of National Merit Scholars (NMS) and high school valedictorians in freshman class participation by undergraduates in scholarship/creative activities and individual development programs percent by discipline of undergraduate credit hours taught by tenured/tenure-track faculty percent of senior faculty teaching undergraduates in undergraduate colleges classrooms with access to computers and multimedia presentation equipment 	<ul style="list-style-type: none"> 4 year rate - increase from 32.7 to 40% NMS -- 24 to 50 valedictorians 123 to 160 increase honors from 2,630 to 3,500 study abroad from 323 to 500 experienced based education from 959 to 1,200 increase from 56.3% to 60% increase from 79.7% to 87.5% increase from 22 to 100 	<ul style="list-style-type: none"> increased to 37.1% (35.03%) decreased to 30 (46) increased to 146 (137) increased to 4,680 (3,522) increased to 556 (462) increased to 1,211(1,172) increased to 57.4% (56.9%) increased to 87.8% (87.8%) increased to 81 (63) --[equipment installed] and 121 (109) (access to equipment)
Goal 2: Premier Graduate and Professional Programs in a Significant Number of Areas		
<i>Benchmarks, Institution Indicators and MGT Indicators</i>	<i>Target</i>	<i>Progress Made</i>
<ul style="list-style-type: none"> quality of entering students program competitiveness ratio of applications to admits to accepts time-to-completion of grad degrees 	<ul style="list-style-type: none"> raise GRE composite score from 102 to 130 points above mean mean GPA from 3.27 to 3.35 unspecified unspecified decrease median time for Ph.D. completion from 6.0 to 5.5 years 	<ul style="list-style-type: none"> mean remained at 118 (118) GPA increased to 3.30 (3.29) in 1995, SUI had 5 programs in top quartile, 15 in 2nd quartile; 12 in 3rd; none in bottom median remained 6.3 years

Goal 3: A Faculty of National and International Distinction		
<i>Benchmarks, Institution Indicators and MGT Indicators</i>	<i>Target</i>	<i>Progress Made</i>
<ul style="list-style-type: none"> number of faculty with prestigious awards 	<ul style="list-style-type: none"> increase members in national academies from 12 to 20 increase high-prestige national awards from 43 to 50 increase members on national peer review boards from 80 to 100 	<ul style="list-style-type: none"> increased to 28 (24) in 98-99, 40 (26) faculty received awards (base of 43 was over 5-year period) increased to 136 (80)
Goal 4: Distinguished Research and Scholarship		
<i>Benchmarks, Institution Indicators and MGT Indicators</i>	<i>Target</i>	<i>Progress Made</i>
<ul style="list-style-type: none"> external research funding number of proposal submitted and % awarded percent of faculty with external research support number of faculty publications and citations relative to national average in discipline number of intellectual property disclosures 	<ul style="list-style-type: none"> \$198 million to \$250 million 2,427 to 3,000 annually 33% to 40% increase annual publication index in relevant disciplines by 15%; increase citation index by 30% increase from 74 to 90 each year 	<ul style="list-style-type: none"> \$252.6 (\$260) million increased to 2,682 (2,659) increased to 50% (48%) publication index increased to an accumulated increase of 25.1% (10%) over 1997-98 baseline citation index increased by 11.1% for year; accumulated increase of 23% over 1997-98 baseline increased to 84 (79)
Goal 5: A Culturally Diverse and Inclusive University Community		
<i>Benchmarks, Institution Indicators and MGT Indicators</i>	<i>Target</i>	<i>Progress Made</i>
<ul style="list-style-type: none"> representational levels for underrepresented students, faculty, and staff female representation among tenured and tenure-track faculty and in executive, administrative, and managerial positions 	<ul style="list-style-type: none"> students from 9.2% to 12.0% tenured and tenure-track faculty from 11.4% to 13.3% merit staff from 4.5% to 5.3% p & s staff from 4.8% to 5.5% 22.3% to 25% increase for faculty 27.9% to 32% for administrative positions 	<ul style="list-style-type: none"> decreased to 9.2% (9.5%) remained at 11.9% increased to 5.8% (5.3%) remained at 5.6% faculty increased to 25.7% (25.4%) administrative level decreased to 29.7% (31.0%)

Goal 6: Strong Ties between the University and External Constituencies		
<i>Benchmarks, Institution Indicators and MGT Indicators</i>	<i>Target</i>	<i>Progress Made</i>
<ul style="list-style-type: none"> annual private support reported by UI Foundation nondegree-seeking enrollments in on- and off-campus educational activities off-campus cultural programming (ICN) annual patient visits to UI health sciences centers mean monthly news citations of UI activities 	<ul style="list-style-type: none"> increase contributors from 44,000 to 50,000 increase enrollments from 2,448 to 2,800 from 0 to 30 from 701,900 to 750,000 increase national monthly citations of UI activities from 74 to 85 	<ul style="list-style-type: none"> increased to 48,017 (47,191) increased to 3,338 (3,116) increased to 122 (22) ICN sites increased to 938,026 (805,786) mean monthly average increased to 181 (118)
Goal 7: High-Quality Academic and Working Environment		
<i>Benchmarks, Institution Indicators and MGT Indicators</i>	<i>Target</i>	<i>Progress Made</i>
<ul style="list-style-type: none"> annual campus safety statistics, compared to national averages annual building renewal statistics annual faculty/staff development activities 	<ul style="list-style-type: none"> rank in top 4 among 17 comparable institutions eliminate all substantial deferred maintenance and meet national building renewal funding norm of 1.0% of building's value (base: 0.623%) increase staff participating in professional development programs from 2,907 to 3,900 increase faculty opportunities from 124 to 150 and faculty in Technology-Based Teaching Initiative from 0 to 300 	<ul style="list-style-type: none"> 9th (4th) in forcible sex offense (decline from first rank or lowest rate); 1st (1st) in robbery; 1st (5th) in aggravated assault; and 6th (1st) in weapons violation. figure increased to .783% (.736%) increased to 6,516 (4,525) faculty development opportunities increased to 157 (153) faculty in Technology-Based Teaching --120 Initiative has cumulative total of 330 (213)