

# IOWA

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## EDUCATION

### Strategic Plan 2021 – 2027

#### Introduction

The College of Education at the University of Iowa was created in 1872 and was the nation's first permanent college-level department of education. The College of Education has a rich legacy and is known for its founding of world-renowned Iowa Testing Programs, and for spinning off ACT and test scoring operations and equipment to Pearson Education. As part of a Big Ten research institution, the College of Education offers a personal, affordable, and top-ranked education for undergraduate and graduate students from all 50 states and 78 different countries.

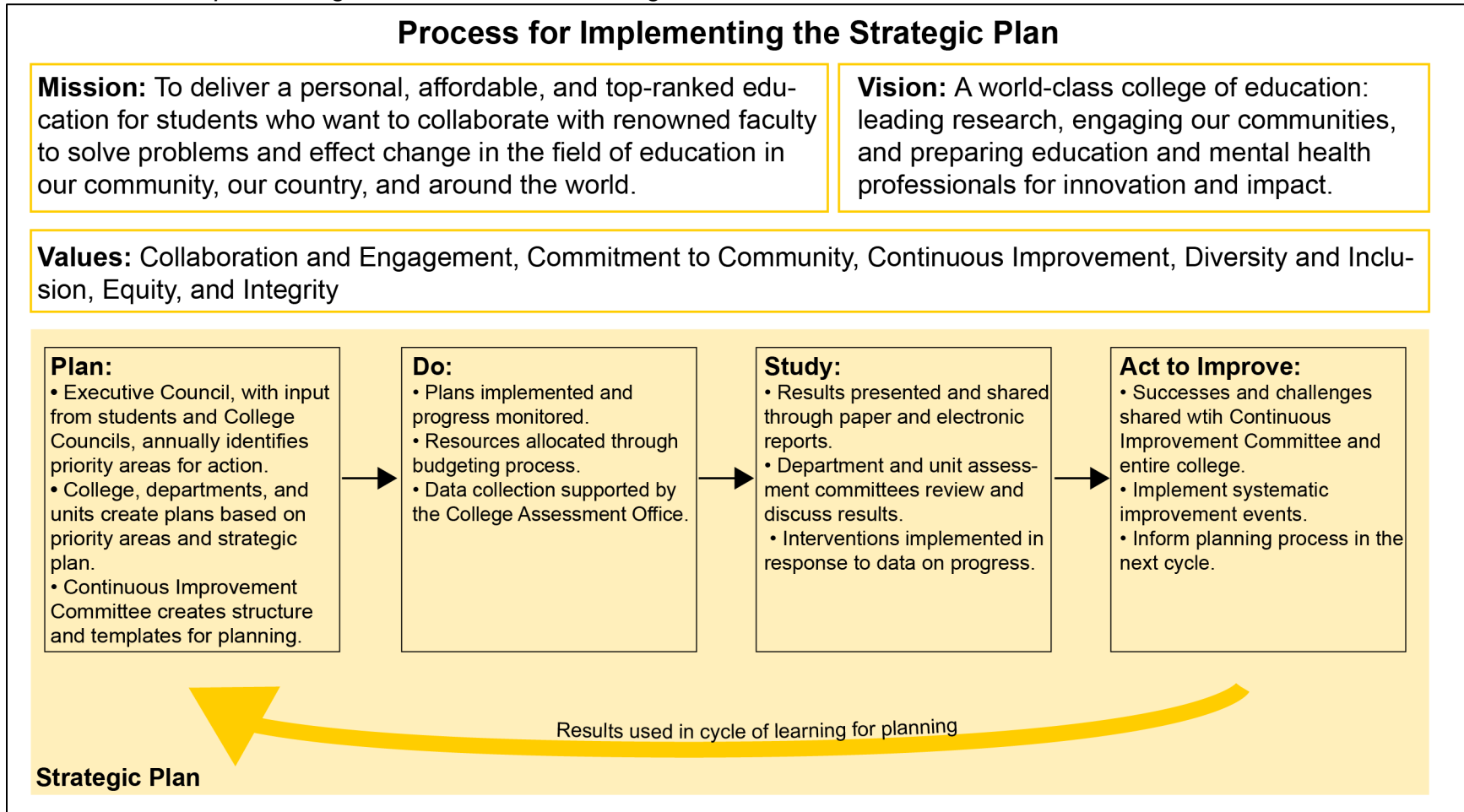
The College of Education's 2021-2027 Strategic Plan was developed with input from multiple stakeholders, including faculty, staff, students, employers, and the strategic planning committee.

The purpose of this strategic plan is to support the College's pursuit of its mission and vision by enabling planning, action, and improvement at all levels across the College.

#### Implementing the Strategic Plan

This strategic plan describes the goals and objectives the College seeks to achieve and the measures that will be used to track the College's progress. The implementation of the strategic plan is shown in Figure 1. Annually, the College's Executive Committee, with input from the Faculty Advisory Committee and the Staff Council, will use the mission, vision, values, strategic plan, and current progress on key performance indicators to identify 1 – 3 items from the strategic plan that will be the focus for action for departments and units during the year. These items will be shared with the College's Continuous Improvement Committee, which will facilitate action planning, reporting, and sharing. In addition, the College, and all departments and units may implement action plans at any time on other aspects of the strategic plan as appropriate.

Figure 1. Process for Implementing Action Plans in the College of Education.



## **Mission Statement**

To deliver a personal, affordable, and top-ranked education for students who want to collaborate with renowned faculty to solve problems and effect change in the field of education in our community, our country, and around the world.

## **Vision Statement**

A world-class college of education: leading research, engaging our communities, and preparing education and mental health professionals for innovation and impact.

## **Values**

**Collaboration and Engagement:** We work with individuals, schools, and communities with respect, caring, and compassion.

**Commitment to Community:** We are committed to using evidence-based practices to improve the lives of individuals, the effectiveness of our schools, and the quality of life in our communities.

**Continuous Improvement:** We are committed to using data to continuously improve.

**Diversity and Inclusion:** We embrace the differences of others by fostering a welcoming community accessible to all.

**Equity:** We believe in the value of each person. Everyone deserves the opportunity to meet their full potential.

**Excellence:** We pursue world-class outcomes in all we do.

**Innovation:** We create and implement new practices, processes, and products that improve learning, performance, productivity, and efficiency.

**Integrity:** We approach our work with honesty and empathy and hold ourselves accountable to the highest standards of professional behavior and ethics.

## I. Improve Student, Faculty, and Staff Success

A: Improve instructional quality and support for instruction.

**University of Iowa Theme:** Excellence in Teaching and Learning

### Measures

Satisfaction of graduate students (Core Academic Experiences scale)

Satisfaction of undergraduate students (Core Program Experiences scale)

Pass rate on initial attempt on edTPA completion assessment

Work / educational placement of undergraduate alumni

Work / educational placement of Master's / EdS alumni

Work / educational placement of PhD alumni

B: Increase the number of students who graduate on time.

**University of Iowa Theme:** Excellence in Teaching and Learning

### Measures

Graduation rates within four, five, and six years for new freshmen (enrollment and graduation data)

Entering upper-division (junior / senior) undergraduate students graduate from TEP within six semesters

Newly enrolled full-time master's / EdS students graduate within six semesters

Newly enrolled full-time doctoral students earn PhD or EdD within twelve semesters

C. Increase enrollment, improve retention of undergraduate students, and improve the academic profile of graduate students.

**University of Iowa Theme:** Excellence in Teaching and Learning

### Key Performance Measures

GRE scores of new doctoral students

Yield rate for admitted graduate students

Undergraduate fall enrollment (primary program only; including TEP, RAPIL, REACH, non-degree, and endorsement)

Graduate fall enrollment (including TEP, certificate, RAPIL, and endorsement)

Retain undergraduate students at or above the average retention rate for the University across all subgroups of students (retention data)

D: Increase the engagement and success of faculty, staff, students, alumni, and donors.

**University of Iowa Theme:** Holistic Well-being and Success

<b>Key Performance Measures</b>
Workplace engagement of faculty and staff (Working at Iowa survey)
Faculty retention (excluding retirements)
Staff retention (excluding retirements)
Tenure-track faculty members' success in promotion
Students' participation in two or more high impact practices
Alumni / donor engagement
Total gifts productivity

## II. Advance Research and Discovery

A: Increase the College's research productivity, quality, and impact.

**University of Iowa Theme:** Innovative Research & Creative Discovery

### Key Performance Measures

Number of research documents published in the calendar year in comparison to Selected Peer Institutions

Publications per tenure / tenure-track faculty member

Category Normalized Citation Impact Index of documents in last two calendar years in comparison to Selected Peer Institutions

B: Increase the College's research funding and expenditures.

**University of Iowa Theme:** Innovative Research & Creative Discovery

### Key Performance Measures

Total research expenditures in comparison to Selected Peer Institutions (*US News & World Report* data)

Average research expenditures per faculty member in comparison to Selected Peer Institutions (*US News & World Report* data)

C. Strengthen the College's research in diversity, equity, and inclusion, including research that informs ways to disrupt structural inequities in education.

**University of Iowa Theme:** Innovative Research & Creative Discovery

### Key Performance Measures

COE Faculty perceive the work environment as supportive of diversity (*Working @ Iowa*)

COE Staff perceive the work environment supportive of diversity (*Working @ Iowa*)

COE Faculty would encourage someone who shares social identities to accept position at UI (*DEI Survey*)

COE Staff would encourage someone who shares social identities to accept position at UI (*DEI Survey*)

D. Expand the College's community-engaged research and grow the value of the College's research to the communities it serves.

**University of Iowa Theme:** Transformative Societal Impact

### Key Performance Measures

Faculty provided professional services

Faculty provided community services

E: Increase engagement with local, state, regional, and international schools and communities to support research collaborations and the use of research results.

**University of Iowa Theme:** Transformative Societal Impact

<b>Key Performance Measures</b>
Social Media Engagement
Student Volunteer Hours

### III. Actively Engage in Diversity, Equity, Inclusion, and Anti-racism

A: Improve the College's climate for diversity, equity, and inclusion, and pursue anti-racist action in our College, community, and society.

**University of Iowa Theme:** Welcoming & Inclusive Environment

#### Key Performance Measures

Underrepresented race / ethnicity: Tenure / Tenure-track faculty

Underrepresented race / ethnicity: Staff

Diverse race / ethnicity: Tenure / Tenure-track faculty

Diverse race / ethnicity: Staff

Underrepresented race / ethnicity: graduate and undergraduate students

Faculty: Supportive work environment for diversity (Working at Iowa survey)

Staff: Supportive work environment for diversity (Working at Iowa survey)

B: Increase the incorporation of diversity, equity, and inclusion in our teaching practices and curricula.

**University of Iowa Theme:** Excellence in Teaching and Learning

#### Key Performance Measures

Participation of students in international or cross-cultural academic work (Senior Exit Survey)

Faculty / staff / students feel competent to discuss issues related to diversity, equity, and inclusion (climate survey)

C: Increase the success of minoritized students.

**University of Iowa Theme:** Excellence in Teaching and Learning

#### Key Performance Measures

Graduation and retention rates of ethnic / racial minority students (graduation and retention data)